

Business Development Outline

1. Set Your Course

- Goals
- Objectives
- Volume, levels of client/matters, ratio of matters, average fee, etc
- Review last two years of matters
- Analysis of current Client Development (CD) actions
- Definition of Insanity
- Measure inputs first, then outputs

2. Target work

- Niched practice areas/legal needs
- Sector/vertical/demographic research & expertise
- Trends
- Competitive intelligence
- Profitability analysis

3. Convey effective messages & have effective conversations

- Detailed profile of your ideal client
- Client-centricity vs. lawyer centricity
- Deep understanding of client condition/triggering events
- Create differentiation / demonstrate relevance
- What clients experience *while* they're working with you and *after* they work with you
- Focus on benefits, not features; results, not process
- The specific kind of cases you want
- Why you're passionate about your specific kind of work
- Authentic value proposition

4. Chart and navigate your universe of contacts

- Fill out your Rolodex
- Alum, affinity groups, neighbors, biz groups, vendors, boards, former colleagues, opposing counsel, COIs
- Categorize your Rolodex
- ALWAYS tend (update/cull) your list quarterly
- Who's not on it that should be?
 - ✓ Former Clients
 - ✓ Friend/Relatives
 - ✓ Neighbors
 - ✓ Connections through Hobbies/Sports
 - ✓ Undergrad classmates
 - ✓ Law School Classmates
 - ✓ Law School Professors
 - ✓ Attorney (by primary practice area)s
 - ✓ In-House Counsel
 - ✓ Judges
 - ✓ Trade Association Leaders
 - ✓ Professional Association Leaders
 - ✓ Target-related professionals (non-lawyer)
 - ✓ Suppliers
 - ✓ Consultants
 - ✓ Local/State Gov't Officials (Elected, Appointed, Career)
 - ✓ Non-profit and for Profit Board Members
 - ✓ Social group connections through children

5. Use multiple channels of outreach

- Writing (Public, target clients, target ref. sources, professional journals, blogs, newsletters, weekly e-tips)
- Speaking/seminars
- Video (Site, YouTube/Vimeo, social media)
- PR (writing for & being featured/quoted)
- Print advertising

- Lead generation services
- Print collateral for distribution
- Web advertising (SEM – Search Engine Marketing)
- Board and community service
- In-person and group networking
- Paid business development conferences
- Email signature

6. Build your online presence

- Effective main site, possible micro-sites
- SEO (optimization) / SEM (pay-per click) / SM (social media strategy)
- LinkedIn (keywords)
- Facebook/Twitter
- Blogs
- Video (Youtube)
- Avvo
- Web bios
- Lawyer Directories
- Local business directories
- Google Local

7. Activate your referral sources

- Take extraordinary care of you current referral sources
- Research and prep first
- Express interest in them
- How can you help them?
- Send note after meetings
- Track and calendar follow-up actions
- TOMA (top-of-mind awareness) 7 to 10 “touches” , Google Alerts, articles, RSS feeds
- Get a “next action” or ASK for the work!

8. Nurture existing clients

- COA (cost of acquisition)
- Research/understand their non-legal business needs
- Visit them at their work
- Deliver extra value (Day Pitney's Social Media Task Force)
- Promote them

9. Plan budgets and vendors

- Review and analyze ROI of previous and current marketing expenses
- Allocate 2.5 – 6% of previous year's gross collections
- Hire proven vendors with strong track records

10. Strengthen your client development habits

- Know your selling and communication preferences
- Learn/develop selling and closing skills
- Calendaring time for marketing
- Plan weekly and monthly activity
- Update contacts, reach out to top-20 sources, line-up gigs/articles, research
- Prep before each marketing event
- Follow up each event
- Reinforce your own positive attitude