

MARKETING

PART TWO

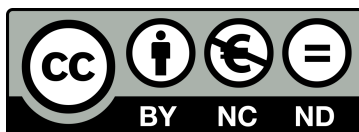
Jana Bellová

Michal Černý - Ph.D. 2020

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A FEW WORDS FROM THE EDITOR - NĚKOLIK SLOV OD REDAKTORA

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Olomouc, December 2020

Michal Černý, Ph.D., the editor

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Olomouc, prosinec 2020

Michal Černý, Ph.D., redaktor



PREFACE

Dear students,

the following texts are selected articles concerning selected issues of Marketing. Some of them are at their full length while some have been cut shorter. They are there for you to study and prepare for a following discussion of the topic in question. As you can see from the content each topic consists of several readings accompanied with questions to check comprehension and listening links that are there for you to provide further information to the topic through listening. This studying material is possible to use if you want to study alone but has more potential if used in groups or classes to help develop discussion and real life examples of the matters.

Jana Bellová, the author



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1. LAW FIRM MARKETING TECHNIQUES

READING NUMBER 1

<https://www.larrybodine.com/articles.asp?Action=GetOneArticle&ArticleID=70>

The 10 Most Effective Law Firm Marketing Techniques

Many lawyers don't get new clients and files because they don't do enough business development activities, or they waste time on the wrong activities or services, or they don't authentically connect with potential clients. What you'll read next are the most effective marketing techniques. These tips are based on scientific research that I have conducted where we asked 377 marketing partners and marketing professionals in the professional services fields what they did that worked. I'm going to cover 10 particular points:

I. The first and most important point is to choose the right infrastructure for your law firm's online presence.

For this I recommend that you use LawLytics. This website is powered by LawLytics, as are many of the most successful law firm websites in the United States. I personally love using LawLytics because it is the easiest system to use (and I've tried most of them out there including WordPress), and they have the best support because they are founded by attorneys and the whole system is designed with lawyers in mind. In fact, their support is run like a well-oiled law firm that prides itself on client service. And it's no coincidence, because LawLytics CEO Dan Jaffe is an attorney who practiced for a decade before making the transition into legal marketing and technology. He is licensed to practice in Washington State and Arizona, and treats every LawLytics customer like the most important client of his law firm. LawLytics also produces legal website designs that work without getting in the way. When it comes to expenses, the conventional wisdom among legal marketing experts is that you have to spend at least 2.5 percent

of your gross revenues on marketing. Otherwise, say the experts, you're just pretending to market. That 2.5 percent does not include the salaries of any of the people that you may have hired to perform the work in your firm. If you're not spending 2.5 percent, you're not being serious about marketing, and you're not going to get any results. And 2.5 percent of gross revenues can go a long way if deployed well. But how do you deploy that 2.5 percent? I like LawLytics' graduated approach that, over time, can scientifically tell you what is working and what is not, so you can invest in the right marketing services and, if you participate in your marketing, spend your time on the right activities. When you first talk with LawLytics you may be surprised that they don't try to sell you thousands of dollars of legal marketing services. In fact, the core service, on which I've seen attorneys build multi-million dollar yearly revenue from marketing, is only \$200 per month and is hands down the best value in online legal marketing. The system was built from the ground up for lawyers, and they focus 100 percent of their time, energy and technology on helping lawyers grow. They are also attorney owned and operated, and are experts at the challenges and opportunities facing law firms today. I strongly recommend that you schedule a demo to discover how to effectively deploy your firm's marketing resources.

II. The second technique is to put high quality content, including both written words and video on your website.

Three of the top reasons I love working with LawLytics are:

- They understand lawyers and the business of law, and help attorneys understand what works and what doesn't, so attorneys don't waste time or money. Collaborating with the LawLytics team make me better at my job; and
- The software makes it easy for me to add and edit content, including the words that you are reading now; and
- When lawyers don't have time to write their own content, or simply don't want to do it, their professional writing department, which is managed and staffed by lawyers, can produce effective, highly targeted and ethics compliant content that any law firm can feel comfortable will

serve them well with their state bar, potential clients, referral sources, social media and the search engines.

I recommend starting with LawLytics and working with them to create a content strategy for your law firm. If you already have a website or a blog, I recommend that you talk with them about importing your site into their system (that's what I did, and it's made a huge difference). They always improve the quality of the site both in terms of look and feel, and also structure. This is because the way your high-quality content is organized matters. They are experts at upgrading any site, from sites that are getting no traffic at all, to sites that are getting thousands of visitors a day but could be converting better. Their import process assures that you won't lose traffic or ranking during the transition process. Once you have established a solid base of high-quality written content on a LawLytics website, then it's time to look at other forms of content such as videos, infographics and others. Remember, however, that until you have sufficient written content (it's more than you probably think), it's not efficient to start creating these other types of content. That is because it is written content that drives traffic and ranking to your website. The people at LawLytics are excellent advisors about how much content, and what types of subjects, should be addressed on your website before you start adding these types of ancillary content. Once you are ready for other content, it is imperative to plan it in conjunction with your written content. It does not make sense to just show up and shoot a video if it doesn't match the information, tone and style of your website content. Once you have videos ready, it couldn't be easier to drag them into your website when you use LawLytics.

Here's the content recipe I recommend:

1. Start with a LawLytics website or upgrade your current site to LawLytics. Follow their advice about law firm website design, and let them turn your site into something that is beautiful, practical and extremely effective.
2. Follow their advice about creating content (or have them create the content for you). Content is the most important ingredient in law firm SEO.

3. After you have traffic, use the built-in analytics to see which pages and topics are the most popular on your site, and create video scripts around that content. LawLytics does not create videos for you, but has partnered with one of the top video producing companies so that you can order your videos through LawLytics and have a local professional in your area produce and shoot your video in their professional studios or in your office.
4. Once your videos are produced, strategically insert them into the corresponding relevant article (they will help you with this, and it's so easy that any lawyer can do it themselves).
5. Measure the impact of your videos on your content. After you have traffic, it's highly likely that the strategically placed videos will give you a conversion boost.

The same recipe holds true for other content types such as infographics. The design department at LawLytics, working with the attorneys in their content creation department, have created some of the most beautiful and most effective law firm infographics I have seen, and at a price that is less than many of the providers out there that produce drastically inferior work.

III. Don't waste any money on marketing that is not measurable.

If you can't measure it, don't do it. Too many lawyers don't know if, or why, their marketing is succeeding. This dooms them to spending money and efforts on things that work, but also on things that don't work. To be highly competitive you need to measure everything so you can eliminate what doesn't work, and double down on what does work. For instance, advertising and public relations are widely used, but after you've spent \$20,000 on it, do you have any way that you can check to see if it actually generated any results? I don't think so. What I would suggest you do is pursue techniques that you can measure. That would include blogs. You can publish a blog and see how many people visited. On a blog, you can also see how many people commented. And, when you're on LawLytics, using their built-in reports and lead tracking, you can actually tell whether a blog post or piece of substantive content influenced a potential client in his or her decision to contact and hire your firm.

IV. When it comes to business development, start with the low-hanging fruit, and that is your own clients.

These are people who trust you, they send you work, they send you checks. It's incumbent upon you to get to know them better to see if you can generate additional files from them. It's much easier to open a new file from a current client than it is to originate a brand new client. It's also easier and less expensive to get a referral from a satisfied client than to get the attention of a potential client using advertising. Again, this is something that you can measure. You can measure the number of times the attorneys in your firm have actually visited the client, how many times they had lunch with a client or a referral source. Or, if you have an event at your firm, you can count the number of attendees, keep track of all their contact information, and then trace in the new matter reports how many of them turned into new files. The bottom line is you should start at the *beginning* of any sort of marketing initiative by figuring out how you are going to measure it. If you don't do that, you have no way of knowing whether it succeeded or not.

V. The next thing is to cultivate referral sources.

A lot of lawyers get most of their business from referrals, and that's a wonderful thing, but the point is that it doesn't just happen all by itself. The people who get these referrals are lawyers who cultivated them.

VI. Get active in a trade association, and get on the board of directors.

You'll notice that I said, trade association, and not bar association. You should join an association of clients. You want to get in front of a room full of clients, people who can potentially hire you. You find out about these trade associations by asking your current clients what meetings they go to. Then it's a simple matter of saying, "I'd like to join you at the meeting. Would you introduce me to your friends?" These friends, of course, are all potential clients for you. It's no good just going to the meeting; you have to be *visible*. Your goal when you join a trade association is not to be just a face in the crowd. Your goal is to get on the board of directors. The way you do that is you seek out the president and you volunteer. You volunteer to help

put together programs; you volunteer to help with the newsletter; you volunteer to help in any sort of activity that is going to lead to a board position.

VII. Only after you've done all of these things, then pursue target clients directly.

What I mean by "target" is a business executive whom you already know. You don't have to make any cold calls. Whom you're contacting could be a neighbor. It could be another dad or mom at a little league game. I originated a Fortune 500 company by just talking to another dad at a little league game and asking him what line of work he was in and what kind of business problems he faced. You can meet targets in the religious organizations that you go to and the clubs that you belong to and the charities that you're active in - these are all people who have businesses - that's what you looking for - and they all have careers. Ask them questions about it.

VIII. If you do have a business plan, write it down.

It's not real until you write it down. What you want to be writing down is whom you're going to call, when you're going to meet them, and some sort of an outcome that you're expecting to have. The idea of writing it down is now you've moved it on to your calendar. Once it's on your to-do list, you're going to do it.

IX. A question I get a lot is "How much time should I devote to business development?"

Point number nine is I would recommend 200 hours a year. That may sound like a lot, but when you break it down by week, it's really only four hours a week. You can meet somebody for coffee at Starbucks in the morning. You can meet a client. You can meet a referral source for lunch. You can go to a trade association meeting in the evening. All of this you can weave into your ordinary to-do list, and before you know it, you've devoted 400 hours. I guarantee you are going to get way more back in new business and new clients than the value of the effort that you devoted. And if you don't have time to do in-person meetings because of your busy practice or court

schedule, the good news is that you can do it effectively even in the middle of the night by creating content for your website and blog. Most lawyers don't recognize the great value that can be created by consistently watering the garden that is your website.

X. My closing point is to track your results.

If you are undertaking a marketing initiative such as, joining the local business owners club, make a point of writing down the people that you want to meet before you go. After you've met your targets, asked them about their business challenges, later you can go back and ask yourself, "Did this work? Did I get a new file?" I recall working with a lawyer who was spending money on radio ads, and he was reaching a huge number of people, but he examined his new clients and none of them came from the radio. He wasn't getting any new business out of it at all, so he discontinued it. That's the approach you have to make, but you only will be able to do that if you track your results.

QUESTIONS

1. Do you think that the author of the article is a lawyer? Why do you think or don't think so?
2. What is LawLatics?
3. What do you think about the article?

READING NUMBER 2

<https://lawware.co.uk/10-effective-law-firm-marketing-techniques/>

10 Effective Law Firm Marketing Techniques

Are you doing enough business development activity? Even nowadays, the legal qualification process at universities and law colleges does not include business management or marketing components. For this reason many lawyers don't bring in new business effectively. Whatever the case, marketing is neither a conundrum nor a "Black Art". It's a series of tried and

tested business techniques designed to maximise your business's growth. Here are a few pointers to get you heading in the right direction.

I. If your business plan is not written down, you don't have a business plan.

There really are no excuses here. If you don't have a plan you cannot communicate it to others and that can only lead to wasted and uncoordinated effort. Set out what you wish to achieve and put numbers and dates on it. Describe which new businesses sources you are going to target. Stipulate how you are going to go about them and when.

II. Your marketing spend should equal 3% – 5% of your turnover.

Anything less will only yield one result: the waste of the small amount you are spending. And don't forget, the figure excludes salary costs. Once you have adapted to this rule-of-thumb, you can track your marketing expenditure against different activities to establish which ones are more profitable.

III. Spent between 200 and 300 hours per year in actively developing business.

It may appear a large amount of time but really it's only four or five hours per week. Use your lunchtime to meet referrers and contacts, visit the local trade association forums and remember: the amount of time you devote will determine the amount of new business you bring in.

IV. Don't spend money on things that you cannot measure.

Whilst many believe in the efficacy of PR and advertising, can you actually measure what return you are getting from them? If in doubt, leave out. Try things like digital marketing – you can measure the return on a direct e-mail piece or blogging an article – and the analytical tools are all there to give a clear cut idea of what you are getting for your time and money.

V. Start with the easy targets.

At the top of the target list are your existing clients who know you well. Try a "health check" approach with them – you may be able to sell them a will as well as just managing their conveyancing or business purchase. Then, move

on to the next branch of low hanging fruit: your contacts, referrers and business acquaintances. It's far easier to convince somebody who knows and respects you than it is someone who has never heard of you before.

VI. Make sure your website is delivering the goods.

Your website should look the part. It should be easily navigable, based on client benefits rather than service features and it should be designed and maintained by a specialist internet marketer rather than just a web designer. You really need someone who can update the site regularly. Who can ensure the SEO and CRO are delivering the goods (and if you don't know what they mean you really do need and expert). Above all, ensure your website has analytics built in so that you track how well it works, who uses it and what their needs are. You are in specialist territory here, the local design student will not cut the mustard for you.

VII. Join your local Chamber of Commerce or trade Association.

Join organisations that your clients are involved in and become actively involved yourself. This will give you the opportunity to meet their contacts who are all your potential new clients.

VIII. Make the most of your referrers.

These people will come in all manner of forms. Start with your clients – they know you best and will have contacts for whom you can do the same. Next, focus upon your intermediaries, the accountants, insolvency practitioners, insurers, bankers, investment advisers etc. They almost certainly provide their services to clients with profiles and needs similar to those of your own.

IX. Go after target clients that correspond to your existing client profile

These may be people you already know (easier) or people you don't (not so easy). This is by far the hardest group to attract because they don't have knowledge of you or your services. However, it's far more productive to target a specific group that matches your client profile than to waste time, energy and money on a scattergun approach.

X. Ensure you measure everything that you do.

You need to know at the end of the quarter or year-end how well your expenditure of time and money has been rewarded. Segment your activities and see how much each has contributed to new business through the door. Re-evaluate those activities that do not appear to be delivering the goods but be realistic. Don't cut the advertising if you think it is actually driving traffic to your website. Marketing works best through the coordinated use of several media (web, advertising, networking) rather than relying on one alone. You'd never dream of opening a new office and not displaying a sign on the front.

QUESTIONS

1. What should your marketing spend equal to?
2. Should you spend money on things you can't measure? Support your answer.
3. Why should you join your local Chamber of Commerce or Trade Association?

READING NUMBER 3

<https://smallbiztrends.com/2014/08/how-to-market-a-law-practice.html>

Twenty Tips for Attorneys to Market a Law Practice

What's the difference between a financially successful attorney and an attorney who sometimes struggles financially? It's not necessarily their track record or knowledge of the law. Fairly often, it's the attorney's ability to market his or her services to potential clients. But marketing a law practice isn't always the same as marketing other types of businesses. Here are the 20tips:

I. Choose a Specific Type of Law

Instead of being a general practitioner, you can automatically set yourself apart by choosing one type of law to focus on. For instance, you could focus on tax or trademark issues. When a potential client is looking for a lawyer, they normally already have a specific issue in mind. So they are more likely to both find and trust a lawyer who focuses on that type of law, rather than one that spreads their attention between several specialties. Because of this, Ward says that lawyers who specialize in a particular type of law tend to earn more than those who don't.

II. Choose a More Specific Niche

You've chosen a specialty. Great, now go one step further. To differentiate your services even more, choose a niche within your branch of the law. For example, if you're a business lawyer, focus on a specific type of business, like retail or manufacturing. Or if you're an immigration attorney, you could target clients from a particular country or region. Make sure customers know that you are focused on this niche by including it in your website or promotional materials. Then you can focus on growing your client base within that community of businesses or individual clients through referrals.

III. Build a List of Clients and Referrers Over Time

Ward says that a common marketing mistake for lawyers is trying to do too much all at once. For instance, some new attorneys might go through an entire list of potential clients and referrers (law firms or lawyers that might refer clients to you) in their community right away. But not all of these people are likely to need legal services at the same time. So going on a mass contacting spree could just prove to be a waste of time. Instead, he suggests building up a list of prospective clients and referrers. Some of that will happen during the course of regular business operations. So instead of calling all of your contacts right away, you could simply keep your contact list at top of mind throughout your day to day activities. This could lead to a bigger referral list and a more healthy business over time.

IV. Create a Helpful Website

For new practices, one of the first marketing steps should be to set up a website. The site should really showcase what you do. Meaning, it should clearly state your specialty and your niche. If you offer several different services within your type of law, outline them very clearly.

But your website should also offer something else to potential clients – helpful resources. This could mean offering a free ebook or even just a list of links for people looking for general information within your area of expertise.

Offering these resources will bring more people to your website. And those people are more likely to need your services at some point, since they are already looking for resources on similar topics.

V. Give Away Free Resources in Your Community

Once you've created some free resources for people who visit your website, go one step further. Make some connections with people and businesses in your community who can promote your information and give those resources away to them for free. This can help you amplify your reach. Providing free information and resources for people in your area can help you build useful connections and trust in your brand.

VI. Network with Local Businesses by Offering a Helping Hand

You can also simply help other business owners throughout your community. You never know who these business owners know. When you help others they are more likely to refer potential clients to you at some point in the future. To network in your community, you can simply ask for some business cards to keep in your office or provide some referrals to other local businesses.

VII. Consider Building a Social Media Presence

Social media can be a powerful marketing tool for all types of businesses. If you like using social media, sign up for an account or accounts. Then build up networks using your client and referral lists, or lists of contacts within your community. Then you can use these sites to provide information on your business and other legal resources. Perhaps you could offer your free ebook or links to relevant websites.

VIII. But Don't Focus Too Much on Social Media

If you want to use social media, it can be a valuable and inexpensive tool. But if you don't feel that you have the time to build up a following, it isn't necessary. Your time could be better spent working on referrals or your website.

IX. Make It Easy for Others to Connect

But even if you decide social media isn't your thing, at the very least, you should have an account or two. Facebook especially has become an incredibly popular place for people to connect with businesses. So even if you don't have a lot of time to dedicate to social media, you could just reserve your business name on Facebook and/or Twitter. You don't need to post excessively or promote the accounts. Just update with important information for those who want to follow you.

X. Allow Others to Share your Content

In addition, you should make it as easy as possible for those who do use social media to share content from your website. Add share buttons to your website that make it as easy as possible for people to post links to your blog posts or ebooks to their social networks. You can also encourage people to share your content. So even if you don't have the time to post on social media, you can at least give others a chance to do it for you.

XI. You Can Also Use Social Media to Find Resources

You can also use social media as a way to find resources and experts. You can use it to find bloggers for guest posts, experts to interview for your newsletter, or other professionals you can network with. To do this, you can sign up for personal accounts on social media and follow people in your industry. Then connect with those people and ask if they might be interested in collaborating with you.

XII. Start Small with Advertising

Advertising can be one of the quickest ways to build traffic. However, Ward cautions it can also be a costly mistake if done incorrectly. For that reason, he suggests starting with a small budget. Choose a much targeted outlet that attracts people in your specific market. For instance, if you're a business attorney who focuses on local retailers, consider using a trade publication that also focuses on local retailers. Using a small publication will allow you to keep your advertising budget small at first. Then you can gauge the results of your first campaign before making a huge monetary commitment. Just ask new clients how they found out about your services, and you'll be able to tell how well your advertising efforts are working.

XIII. Hire Marketing or Advertising Professionals If Necessary

Ward also said it can be worth it to work with marketing and advertising professionals when first starting to promote your business. These professionals can help you choose the right outlets and measure your success. When you're busy running a law firm, spending time on marketing and advertising might not be possible. Especially when starting out, advertising and marketing professionals who understand your needs can take some of this responsibility off of your shoulders. They will also be more knowledgeable about how to go about promoting your firm without the need for as much trial and error.

XIV.If It Works, Increase your Budget

If you find that your ads are getting positive results, consider increasing your budget. Investing in more advertising can help you grow even more, especially if you already have some evidence it can work. Consult your advertising professional, if you use one. You can even consider branching out to different types of outlets for your ads. Just be sure to continue finding out which clients found you through advertising so that you can measure what is working and what isn't.

XV. If It Doesn't Work, Cut Your Losses and Move On

On the other hand, don't raise your budget if you see no positive results. Sometimes advertising with a particular outlet doesn't work out. Don't keep investing in something that doesn't work. Instead, look for another type of outlet for your advertising budget. Keep measuring what is bringing you new clients, and don't be afraid to admit defeat and try something else.

XVI.Rely on Referrals

But even though advertising and social media can be useful, Ward says that referrals are absolutely integral to marketing a law practice.

XVII.Focus on Customer Service

In order to get referrals, you need to make sure your clients are satisfied enough to tell others about you. Providing great customer service isn't always considered a marketing task, but in this case it is. To make sure your clients are satisfied, make it very clear what they should expect when they hire you. Then be sure to live up to your end of the bargain.

XVIII.Offer Referrals to Others

You can also try to get referrals from people who aren't clients. To do this, you'll still need to connect with them in some way. You can connect with people on social media, at events, or just out in your community. Then you

can build trust with people by offering them referrals, promoting their website, or interviewing them for your newsletter.

XIX. Ask Your Satisfied Clients for Help

But there could be a more direct way to get referrals to your business. According to Ward, you get more referrals by simply asking for them. Ask satisfied clients if they know anyone else needing similar legal help. Make it clear to them that you are open to taking on new clients. You might even consider offering a discount or perk for people who refer others. You could also just hand out extra business cards or similar materials so that clients and others can easily pass along your information.

XX. Seek Referrals Indirectly

But if you don't want to ask people directly for referrals, there are other ways to get your name out there. If you provide other services or resources like ebooks or legal seminars, you can ask people to recommend those items to others. That way, people will still be familiar with your name and area of expertise, but you don't have to seem like you're begging for clients. If you've spent the time and energy to launch a new firm or practice, be sure you also take the time to let others know. Marketing is a critical aspect of building your practice. Give the process the time and energy it requires.

QUESTIONS

1. How do you imagine point five concerning giving away free resources in your community?
2. What is your opinion on point eight concerning not focusing too much on social media?
3. What is your opinion on point thirteen concerning hiring marketing or advertising professionals if necessary?

READING NUMBER 4

<https://www.huffpost.com/entry/4-marketing-tips-from-suc b 5728378?guccounter=1>

Four Marketing Tips From Successful Attorneys by John P. David

When it comes to law firm marketing, no single solution works for all attorneys or all law firms. For example, personal injury attorneys use a mass-market approach, which can turn them into household names, while other attorneys abhor the idea of purchasing any advertising, cringing at the thought of a billboard with their picture gracing interstate highways.

I have worked with law firms and their marketing teams for decades, and while I'm confident about what traditional public relations tactics work well, I set out to ask some attorneys in Florida about their best marketing initiatives. The attorneys interviewed are recognized as being good lawyers, but all agree that being a good lawyer doesn't necessarily translate into success these days. Here are four interesting perspectives on how to market a legal practice.

I. Take Full Advantage of the Web.

For attorneys at Lipcon, Margulies, Alsina, and Winkleman, PA, the biggest marketing driver is the Internet. According to shareholder Jason Margulies, an aggressive and full-scale approach to web marketing has been the biggest marketing move his firm has ever made. Well-respected as attorneys representing individuals and crewmembers injured on cruise ships, the firm competes for clients online within hours of passengers ending a cruise and sometimes while they are still on vacation. Knowing that most plaintiffs search for and scrutinize potential attorneys online, the firm has separated itself from its competitors by being easy to find and acting quickly when contacted by a potential client. The firm also created a "Work in Progress" section on its website and continually posts updates on current cases, which

shows that the firm is very active and regularly contributes to the development of maritime law within the cruise industry.

II. Find and Work One Niche Area.

Attorney Mark Gold of The Ticket Clinic in Miami spends generously on advertising, but he credits his success to finding a niche in the market and then working it hard and exclusively. Gold pioneered traffic ticket defense law and became the first law firm to only handle traffic tickets. He said he expanded his business and built his brand by advertising on radio when “no one else was doing it.” But advertising isn’t enough, according to Gold. He states that you have to deliver, and The Ticket Clinic has a 97 percent success rate of not guilty, dismissals, or no points. The Ticket Clinic has 22 offices in Florida, and Gold believes that having visible locations builds his brand and gives his clients options. He also has lobbyists protecting drivers’ rights in the state capital and an appellate firm on retainer. While lawyers at The Ticket Clinic have the skills to handle other types of cases, Gold rarely gets referrals for cases other than traffic tickets. For example, he’s rarely referred personal injury cases, which can be very lucrative. “We are known as the top ticket defense firm in the country, so I miss out on those cases,” said Gold. “But that’s OK, because we are the dominant attorneys in our market.”

III. Get Personal When it Comes to Referrals.

Defense attorney Brian Tannebaum of Tannebaum Weiss doesn’t advertise on the radio or TV, and his website is no work of art, but he’s very active among his referral sources. A Miami native, Tannebaum has cultivated his referral base through structured networking groups and by staying in contact with his friends and colleagues on social media. Prolific on Twitter, Tannebaum regularly engages his network with honest, humorous, and sometimes no-holds-barred commentary, but he also likes to press the flesh. “The best marketing move I ever made was spending more money on developing relationships than on running ads,” said Tannebaum. “Bringing

people together at a wine tasting or charity event, where the marketing is secondary, results in better referrals than spending money on advertising.”

IV. Be Visible and Sometimes Outspoken.

Mark Delegal of Holland & Knight in Tallahassee is consistently ranked among the top lobbyists in the state but never rests on his laurels. Delegal regularly speaks on industry panels on healthcare and insurance topics and recommends attending events where prospects congregate. He says that there’s more to attending a conference than sitting in a ballroom all morning and playing golf in the afternoon. “I want to speak on a panel if I can and fill my schedule with one-on-one meetings with prospects,” said Delegal. He also advocates writing articles for trade publications and submitting op-ed pieces on controversial topics. Not known for backing down from a good argument, Delegal also makes himself available to reporters covering contentious issues. “There’s no single thing that you can do to market because it has to be multi-faceted,” said Delegal, “but you can become influential in an industry with planning and perseverance.”

Law firm and attorney marketing continues to evolve, but one thing is clear: Attorneys need to continually work on their marketing efforts if they hope to grow and prosper.

QUESTIONS

1. What are the advantages and disadvantages of finding and working in a niche area?
2. How do you understand the suggestion to be visible and outspoken? Can you give some examples?

READING NUMBER 5

<https://www.legalmarketingblog.com/branding-and-positioning/finding-your-niche-it-takes-courage-vision-and-tenacity/>

Finding Your Niche: An Interview With Michelle Estlund by Paula Black

This is an excerpt from my book, *A Lawyer's Guide to Creating a Life, Not Just a Living: Ordinary lawyers doing extraordinary things*.

When I talk to lawyers about finding a niche, there's usually an audible groan. Most lawyers want to leave their options open. They say, "I can do a lot of things, so why not make a list that says that I can do them all?" Two reasons come to mind. One is that a long list signals that you're not an expert at any of them. And two, it's hard to get referrals, because no one can remember what you do. It takes courage and vision to draw a line in the sand and declare your specialty—your little corner of the world, so to speak. And it requires tenacity to become known for that niche, so you need to enjoy it. Not many lawyers have the courage, the vision, or the tenacity to become known for a specialty like Michelle Estlund. She will tell you how she found a niche she enjoys and became an authority in the area. Michelle Estlund is the most recognized Interpol defense lawyer in the world. Yes, I said world.

Black: Michelle, what was going on with your practice when you realized something needed to change?

Estlund: I had been practicing criminal defense for most of my career when I met you, and I really enjoyed it, but I was also feeling complacent. I knew that I wanted to add something to my practice and grow it into a very complementary part of my life, rather than just have a job or even just a career. And I remember that in our discussions you had told me several times about developing a niche practice and to kind of be on the lookout for that. I remember you encouraged me to focus on a very specific area. And I had heard this from other sources also, but it seemed like so many things related to criminal law were already saturated with specialty attorneys. I knew that I loved criminal law. I loved human rights and politics. But I didn't really honestly think I could mesh all those things together in a law practice that I both cared about and would be lucrative. I thought, that will just never happen.

Black: Explain how your "aha" moment came about.

Estlund: I remember that a client walked into my office with an Interpol case and asked if I could help. This client was wanted out of Venezuela. This was at a time when the Venezuelan government was nationalizing various industries—including the banking industry. And in order to obtain the assets being held by this particular bank, the government had issued arrest warrants for the heads of the bank and the people who were on the board of directors, including that particular client. I started researching extensively, and what I realized was that there was no real in-depth treatment of Interpol anywhere online. I saw that even the attorneys who were advertising themselves as being experienced were in fact not, once you did a little bit of digging. Nobody was looking at this on a profound level and I realized I could do better than nobody.

Black: I remember what happened next.

Estlund: I told you, “I think I have an idea,” and I told you about the Interpol research I had done and the client that had approached me. And I remember you smiled and told me I had to give you my credit card so we could buy a URL and start a blog. I remember that I did take out my credit card and hand it to you, and I did not want to let go of it because I knew that once I did, that this thing was going to start—and that was really scary for me. I remember that you told me, “You’ll be the leading expert on Interpol,” and I knew that you were a crazy person. And turns out that kind of ended up happening, didn’t it?

Black: What were the obstacles that almost stopped you?

Estlund: I think my primary limitation at that time was a concern or a fear of criticism. And this might sound odd coming from somebody who is a criminal defense trial attorney, who should be used to criticism and used to hearing no, but this was different for me, because it wasn’t a set of facts in a case that was presented to me, for me to protect and defend another person. This was for me, which is often more difficult. It was my writing, my thoughts, and my ideas. The idea of something that personal being critiqued was very challenging for me. I wanted to start a blog that was geared toward other attorneys, potential clients, academics, and people like that with the goal of educating people about Interpol, establishing credibility for myself, I

wanted to attract clients, of course, and I wanted to advocate for reform where it was needed. Like I said, part of what I wanted to do was advocate for reform of Interpol proceedings, and I was worried that people would think, well, who does she think she is? Why would we listen to this Miami lawyer over in Europe? This is an international, quasi-legal organization, and I just didn't feel that I had the gravitas that I needed in order to effect change. Also, I was worried more personally for my practice—that if I publicized myself as being a specialist or focusing in a niche practice, people would think that that's all I could do, that I'm a one-trick pony. So those were my concerns.

Black: What was your strategy?

Estlund: In terms of strategy, I can't say that I had a specific strategy thought out, other than I knew who my target audience was going to be, and I knew that I wanted to serve as a source of information that wasn't otherwise readily available. And I hoped that consistent blogging about my topic would also force me to stay on my toes, and it has.

Black: So what did you learn, and how did you muster up the courage?

Estlund: I eventually accepted that no one knows everything, even experts. And I remembered my favorite, most well respected professors and mentors throughout my life all had something in common. It was that they didn't back away from saying "I don't know," because they loved what they did, and they knew how to go find out the information that they needed. I knew I could do that too. I also realized that we can't wait until we're not afraid to act. It's not brave if you're not scared. Even the most seasoned attorneys are afraid of something. For me, it's not judges, it's not juries, it's not law enforcement officers, and it's not public speaking. For me, what I was really afraid of was writing about something I cared about and having it not be perfect in public and online. I worked obsessively for weeks to research, write, and edit my first few posts that would be used to launch my blog. I liked what I wrote, but then I almost didn't publish, because everything would be out there, and that was really scary for me. There is a movie called *We Bought a Zoo*, and there's a line in that movie that goes like this: the lead character says, "You know, sometimes all you need is twenty

seconds of insane courage, just literally twenty seconds of just embarrassing bravery, and I promise you something great will come of it.” For me, simple and small as it sounds, my twenty seconds were when I clicked publish and nothing bad happened. Actually, nothing happened at all for two or three months, and then my readership went up. The Department of Justice and Interpol and universities and private individuals were reading my blog, and I knew it because I could see my analytics. People started calling me. People started consulting me. And people started retaining me.

Black: What do you find satisfying about your practice now?

Estlund: I have to say that one of the most satisfying elements of my practice is that I can provide my clients with one of the most basic human needs, and that is to be heard. When they tell me their stories, and I put the story into writing, and I back it up with evidence, we submit that to Interpol and ask for help. Many of my clients have expressed to me that even after our first meeting they feel a sense of relief and release just from being heard. And by the time we bring their case to the attention of Interpol, they know that someone has not only listened, but is on their side in a pretty epic battle. That is extremely valuable to me on a personal level.

Black: What advice would you give others?

Estlund: I guess I would first say, you need to invest financially and invest your time in your craft, if you want to be outstanding. Nobody wants to spend money on un-fun stuff. When you spend money in targeted ways, to advance your career, it does come back to you. I travel to seminars, even if I’m not speaking or even if they’re very small, when I know that someone I want to meet will be there, or that I will learn something, even if it’s little. Most people won’t do that. I spend money on my blog maintenance—although you can do them for free, too—because I get better traction that way and that traction brings me cases. I take time, aside from actually working on my cases, to write a blog, to maintain contact with people who are in the field, and to stay on top of my game, because I know that if I don’t, somebody else will. When you’re in doubt about doing something or not, do the affirmative. Say yes. Just do it. If you take a step, or if you say yes to an

opportunity, something could happen. It's not certain, but if you don't take the step, nothing will happen—and that is certain.

Listen, it can be easy to burn out. It can be really easy to lose steam or lose faith. The law is hard work when it's done right. But when you seek out motivated people, or you go to relevant seminars, or you reach out to congratulate someone, or just ask a colleague to lunch to learn more about how they work at a personal or professional level, you're increasing your level of engagement in your profession. The law is personal, or at least it should be, in my opinion. Staying engaged allows us to stay motivated, relevant, and informed. And that's how our practices can feel more alive and more vibrant.

Black: What does your Interpol practice look like today?

Estlund: I've been really, really lucky after including Interpol in my practice to be able to see that both domestic and international government agencies read my blog, that leading human rights organizations in the United States and Europe consult with me on Interpol issues. I even was able to attend a European Parliament symposium on red-notice abuse. Not a lot of people have had a chance to do that, and that's what this has done for my practice. I have clients from all over the globe that I've successfully represented before Interpol, and I talk with journalists on Interpol matters pretty frequently, and give interviews to the media and advise about Interpol matters. I've developed new contacts with attorneys who live abroad, and I have friendships that I never would have anticipated. I think that one of the best things that's come about as a result of my Interpol practice is that I had the privilege of representing a former CIA operative pro bono in a case where the US government, in my opinion, abandoned him.

My blog readership now includes people from all over the world—think tanks, journalists, academics, prospective and past clients, and other attorneys. I've seen that my practice has evolved. I now am able to be more selective in the number and the types of cases that I choose to accept. And my fee structure has evolved as well.

Black: Are you glad you gave me your credit card that day years ago?

Estlund: I am. I thought you were so crazy, but yes. Yes.

QUESTIONS

1. Why was Estlund 's client wanted out of Venezuela?
2. What were the obstacles that almost stopped her becoming the leading expert?
3. What does she find satisfying about her practice now?

LISTENNING

- <https://www.youtube.com/watch?v=Ol7BYIV6lFA>
- <https://www.youtube.com/watch?v=JSnTRi3Dvbg>
- <https://www.youtube.com/watch?v=opCj64KSIVI>

2. HOW TO CREATE A LAW FIRM MARKETING PLAN

READING NUMBER 1

[http://icle.org/modules/howtokits/how-to-kit.aspx?
kit=2013TK2147&lib=law-practice&from=AWOP](http://icle.org/modules/howtokits/how-to-kit.aspx?kit=2013TK2147&lib=law-practice&from=AWOP)

How to create a marketing plan: step-by-step guide

I. Identify your practice niche.

What legal services do you provide? What skills or experience are you known for or do you want to be known for? Describe your practice in one or two sentences.

II. Identify your niche target market.

Who do you want to reach? Who needs your services? What kinds of people or situations do you like to service? Who do you want calling you? If individuals will be your target clients, what age range, what occupation, income range, family type, etc., would you expect in your clients? If *businesses* will be your target clients, what industries, how large, average revenues, type of ownership, etc., would you expect? Where do you already have opportunities, connections, a knowledge base, a reputation? Look at the needs of your geographic region, including the size of your legal market, any trends, or limitations. Identify the following:

- ideal clients by name or type
- ideal clients by name or position
- ideal referral sources by name, position, or service

III. Identify your competition.

Your market analysis should include an identification of the competition, as well as why your service will be better than or different from the

competition. Who are your competitors? How strong are they? Are your target clients already using your competitors? Are your competitors strong enough financially to force you out?

IV. Identify your current business development stage.

What stage are you in regarding business development? A new lawyer without any clients or contacts? Or an experienced lawyer with no or few clients but with lots of contacts? Where do you need to focus your business development efforts? Building your knowledge of and reputation for your niche services? Establishing contacts in and referral sources to your target market? Deepening relationships with your connections with your target market? Following up on connections and turning them into business-producing relationships, including referrals?

V. Identify your business development goals for the next three, six, and twelve months.

To be effective, your goals should be SMART—Specific, Measurable, Actionable, Realistic, and Time-driven. Set your goals for the next three, six, and twelve months based on your answers in the preceding steps. Put these goals on your work calendar. Choose a color and use it for all calendar entries for your business development goals and activities. What do you want to accomplish by the end of twelve months? Think in terms of revenue, number of new clients, referral sources, contacts in your niche market, knowledge in your practice area, etc. What do you need to accomplish in the next six months to meet your twelve-month goals? What do you need to accomplish in the next three months to meet your longer-term goals? What do you need to do on a weekly basis to meet your longer-term goals?

VI. Select your marketing tactics to reach your target market.

Choose a few simple, repeatable marketing tactics that fit you, and use them consistently to reach your target market. These are your *keys* to success. Common tactics to select from include the following:

- One-on-one networking and relationship building
- Traditional memberships in associations and groups related to your target market
- Referral sources
- Online technology and online networking like websites, blogs, e-mail, e-newsletters, Twitter, LinkedIn, and Facebook
- Writing for and/or public speaking to your target market
- Advertising, publicity, and sponsorships
- No-tech/no-cost placement or distribution of marketing material (i.e., community bulletin boards)

Be Strategic. Because it generally takes between six and seven contacts before a prospect takes action—and you probably have limits on resources such as time, money, and energy—make sure you first focus those resources on developing and enhancing relationships in your target market, including with potential referral sources.

VII. Prepare your marketing tools.

• Business cards

They should be professional and on high-quality paper. Include a brief description of what you do and for whom.

• Advertisements.

Consider whether advertisements are the best way to reach your target market. Be warned: advertising can come with a hefty price tag. If you decide on advertising, identify the best publications to reach your target market.

• Website.

Be strategic about creating your website. Identify the purpose you want it to serve for your practice and create it according to your needs and your budget (e.g., do you want your website to drive your online business or to serve as a validation site and online presence?). Your website should be branded to match your business cards (or vice versa) and should include at a minimum your credentials, legal services provided, practice areas, contact

information, and a professional photo. Consider building it on a blog platform or including a blog on your website as an additional marketing tool. Blog about matters that interest you and that will attract the kind of clients or work you like. Put a link to your LinkedIn profile on your “About” page and on your “Contact” page.

- Facebook

Consider creating a professional profile. At a minimum, include a description of your practice in the “About” section of your personal Facebook page.

- LinkedIn profile.

Create or expand your profile. Search engine optimize your profile, headline, and title with keywords about your services and niche target market. Put your website address on your profile.

- Elevator speech.

You should have a 10–20 second elevator speech or self-introduction that incorporates energy around the benefits of what you do and for whom. Your speech should be a concise, memorable description that you can use when people ask, “What do you do?” It is important to have something prepared that makes a good first impression.

- Electronic announcements.

Weigh the cost of printing and mailing announcements versus electronic announcements via e-mail.

VIII. Make a list of your market contacts.

Look at all of your existing contacts and identify by name which ones are in your target market or are potential referral sources for work in your target market: clients and former clients, friends and relatives, neighbors, business associates, church members, former colleagues, classmates, trade associations and industry groups, noncompeting attorneys, other service providers to the same market, alumni associations, nonprofit organizations and boards, community activity partners, school boards.

IX. Make a list of potential contacts in your target market.

Do research to learn more about this market and identify:

- Ideal clients by name or type
- Ideal client contacts by name or position
- Ideal referral sources by name, position, or service

X. Plan to reach out to your identified contacts.

Use the two or three marketing tactics you chose above to start getting in front of and meeting potential contacts in your target market. Volunteer and become a frequent speaker or writer for your potential market. Or consistently attend and participate in other events those people attend. Join and actively participate in in-person and online groups such as LinkedIn involving potential contacts in your market. Or consider where your potential contacts (by name or type) congregate or hang out (bars, coffee shops, specific restaurants, conferences) and go there. Consider what they read or do and get in front of them that way. Enlist other people's help in meeting these potential contacts. When establishing and maintaining business relationships, use your best relationship skills—the same skills you use or should use in your marriage and/or other personal relationships. Listen, ask, observe, care, pay attention to details, be thoughtful, helpful, giving, attentive, curious, patient, creative, spontaneous, and acknowledging. Set your sights on establishing a relationship, not just landing a piece of work.

XI. Set your marketing budget.

Be realistic about what you can spend on marketing. Be smart about focusing your budget on effective techniques to accomplish your three- to twelve-month goals using your chosen marketing tactics. Your budget should include the cost of business cards; professional headshot and three-quarter shot photos; logo; website hosting and web designer, if appropriate;

memberships in trade associations, bar associations, or other groups, if appropriate; networking meals with clients and contacts; attendance at networking events with your target market; etc. Because one-on-one connections are typically the most productive way to develop business, spend your financial and other resources on ways to create more of those relationships rather than on expensive sponsorships and general advertising. Depending on the nature of your practice, your website may serve as your brochure. Or you can create an electronic brochure using software programs such as publisher rather than paying the cost to create, print, and mail a glossy trifold or other brochure.

XII. Compile your marketing plan.

Your completed plan should outline:

- Legal services offered
- Niche target market (ideal client to be serviced and/or ideal referral source)
- Three-, six-, and twelve-month business development goals
- Chosen marketing tactics (the few specific ways you propose to consistently reach your target market)
- Weekly business development activities
- Marketing budget

QUESTIONS

1. Can you name some marketing tools for your marketing plan?
2. What is an elevator speech?

READING NUMBER 2

<https://www.profitableventure.com/law-firm-marketing-plan-ideas/>

A Sample Law Firm Marketing Plan Template

I. Our Present Business Situation

The name we chose for our law firm is Jefferson & MacArthur Law Firm LLP and the business is legally incorporated under the law of the United States of America. We make bold to say that we have all the necessary business license and permits to operate in the United States of America.

What is more, our office is located in Inc. 268 13th Street, Suite 1110 Oakland, California 94612. We have thus successfully equipped so well and we have our office and we are set to run a standard law firm. We have hired the required numbers of employees needed to run a standard law firms and we have experienced hands that will help us achieve our goals as a law firm with the aim of becoming one of the leading law firms in the United States of America.

As things stand we are set to open our door for full operations to the general public, but we will officially launch the business on the 4th day of January, 2016. We will organize a dinner on the day we are going to launch our law firm.

II. Our Product and services

Jefferson and MacArthur Law Firm, LLP proposes to offer a variety of services within the scope of the law industry in the United States of America. Our intention of starting our law firm is to make profits from the industry and we will do all that is permitted by the law in the US to achieve our aim and ambition. Our business offering are the following:

- Arbitration & Mediation
- Business Formation
- Business and Commercial Transaction
- Collections and Credit Matters
- Commercial Real Estate
- Construction
- Corporate Governance and Compliance

- Creditor's Rights
- Employment
- General Counsel Services
- Immigration
- Insurance
- Real Estate Consultancy and Advisory Services

III. Our Vision Statement

Our vision is to provide our clients with skilled legal advice in a timely and efficient manner. We strive to handle each matter with accountability and responsiveness, as if we were representing ourselves. We focus our attention on the legal aspects of our client's business so that our clients can focus their attention on the success of their business. Our vision reflects our values: integrity, service, excellence and teamwork.

IV. Our Mission Statement

Our mission is to provide professional and trusted legal services that assist businesses and non-profit organizations in operating sustainably. We provide expert legal counsel in combination with our own business backgrounds, and deliver valuable services in a timely and cost-effective way.

V. Our Marketing Goals

We are going to offer varieties of services within the scope of the law industry in the United States of America. Our intention of starting our law firm is to make profits from the industry and we will do all that is permitted by the law in the US to achieve our aim and ambition. Our marketing goals are guided by our company's vision and it is to provide our clients with skilled legal advice in a timely and efficient manner.

We strive to handle each matter with accountability and responsiveness, as if we were representing ourselves. We focus our attention on the legal aspects

of our client's business, so that our clients can focus their attention on the success of their business.

We have been able to critically examine the law market and have analysed our chances in the industry. We have also been able to come up with the following sales forecast. The sales projection is based on information gathered on the field and some assumptions that are peculiar to startups in California.

Here are our marketing goals:

- To generate a minimum revenue of 500,000 US dollars within the first 12 months of operations
- To generate a minimum revenue of 1,000,000 US dollars in our second fiscal year of operations
- To generate a minimum revenue of 2,500,000 US dollars in our third fiscal year of operations

We aim to achieve the followings from our marketing efforts:

To build a law firm that will compete favorably with the leading firms in the United States of America and to be listed among the top 15 law firms in the United States of America. (within 10 years of operations)

We aim to achieve a sustainable growth at the rate of 20% annual revenue generation

We want to build a self – sustaining law firm that will contribute to the growth of the United States of America.

VI. Our Marketing Budget

No doubt that if we intend generating the income we have set as our target within the first three years of operating our law firm and to achieve our goal of building a law firm that will compete favorable with other leading law firms in the United States of America, we must be willing to invest in marketing our business. In view of that we have set aside a marketing budget of 50,000 US Dollars for the first year of operating the business.

Subsequently, we will budget between 5 percent and 12.5 percent of our annual income towards marketing and promoting our law firm / legal business. In future, if there is any need to increase the budget in order to explore other means of generating more income, we will gladly do that as directed by our business developer / marketing consultant.

MARKET ANALYSIS

I. Our Target Market

Although Jefferson and MacArthur Law Firm, LLP will initially serve small to medium sized business, from new ventures to well established businesses, but that does not in any way stop us from growing to be able to compete with the leading law firms in the United States of America. We hope to someday merge or acquire other law firms and expand our legal services beyond the shores of the United States of America.

As a full service business law firm, Jefferson and MacArthur Law Firm, LLP has a variety of practice areas to help startups grow. While we works with a variety of organizations and industries, Jefferson and MacArthur Law Firm, LLP will also specialize in working with startups, real estate investors, and contractors, manufacturers and distributors, banks, lending and financial institutions.

Our target market cuts across people of different class and people from all walks of life, local and international organizations as well. We are coming into the industry with a business concept that will enable us work with the highly placed people and companies in the country and at the same with the lowly placed people and smaller businesses. In other words, our target market is the whole of the United States of America and subsequently other parts of the world.

Below is a list of the people and organizations that we have specifically design our products and services for banks, businesses and entrepreneurs, individuals, families, blue chips companies, corporate counsel, manufacturers and distributors, real estate owners, developers and contractors

II. SWOT Analysis

Jefferson and MacArthur Law Firm, LLP hired the services of a core professional in the area of business consulting and structuring to assist the firm in building a solid law firm that can favorably compete in the highly competitive law industry. Part of what the business consultant did was to work with the management of the firm in conducting a SWOT analysis for Jefferson and MacArthur Law Firm, LLP. Here is a summary from the result of the SWOT analysis that was conducted on behalf of Jefferson and MacArthur Law Firm, LLP:

Strengths:

Our core strength lies in the power of our team; our workforce. We have a team that can go all the way to give our clients value for their money. We are well positioned and we know we will attract loads of clients from the first day we open our doors for business.

Weaknesses:

As a new law firm, it might take some time for our firm to break into the market; that is perhaps our major weakness.

Opportunities:

The opportunities in the law industry is massive and we are ready to take advantage of any opportunity that comes our way.

Threats:

Some of the threats that we are likely going to face as a law firm operating in the United States are unfavorable government policies, and global economic downturn. There are hardly anything we could do as regards these threats other than to be optimistic that things will continue to work for our good.

III. Our competitive advantage

A close study of the legal industry reveals that the law firm market has become much more intensely competitive over the past seven years. As a matter of fact, the supply of legal services has significantly exceeded demand. In order to position to take on the market, most law firms have

begun to merger or acquire other law firms. Jefferson and MacArthur Law Firm, LLP might be a new entrant into the law industry in the United States of America, but the management staffs and board members are considered gurus. They are people who are core professionals and licensed legal practitioners in the US. These are part of what will count as a competitive advantage for us. Lastly, our employees will be well taken care of, and their welfare package will be amongst the best within our category (startups law firm) in the industry – meaning that they will be more than willing to build the business with us and help deliver our set goals and achieve all our objectives.

SALES AND MARKETING STRATEGY

I. Sources of Income

Jefferson and MacArthur Law Firm, LLP is established with the aim of maximizing the profits in the law industry and we are going to go all the way to ensure that we do all it takes to attract clients on a regular basis. Jefferson and MacArthur Law Firm, LLP we generate income by offering the following legal services for individuals and for organizations: arbitration & mediation, business formation, business and commercial transaction, collections and credit matters, commercial real estate, construction, corporate governance and compliance, creditor's rights, employment, general counsel services, immigration, insurance, real estate consultancy and advisory services.

II. Sales Forecast

As long as there are people living in the United States of America and business starting and growing in the U.S., the services of law firms will always be needed. We are well positioned to take on the available market in the U.S, and we are quite optimistic that we will meet our set target of generating enough income / profits from the first month or operations and grow the business and clientele beyond Oakland, CA to other states in the U.S. and even the global market.

We have been able to critically examine the law market and we have analyzed our chances in the industry. We have been able to come up with the following sales forecast. The sales projection are based on information gathered on the field and some assumptions that are peculiar to startups in California. Below is the sales projection for Jefferson and MacArthur Law Firm, LLP, it is based on the location of our law firm and the wide range of legal services that we will be offering;

First Year-: \$500,000

Second Year-: \$1,000,000

Third Year-: \$2,500,000

III. Our Pricing Strategy

Hourly billing for legal services is long – time tradition in the industry. However, for some types of work, flat fees make more sense because they allow clients to better predict legal costs. As a result of this, Jefferson and MacArthur Law Firm, LLP will charge our clients a flat fee for many basic services such as; business formation and document drafting and review.

At Jefferson and MacArthur Law Firm, LLP we will keep our fees below market rate for all of our clients by keeping our overhead low and by collecting payment in advance. In addition, we will also offer special discounted rates to disadvantaged individuals, nonprofits, cooperatives, and small social enterprises. We are aware that there are some clients that would need regular access to legal advice and assistance; we will offer flat rate general counsel services that will be tailored to take care of such clients' needs.

IV. What Makes Our Law Firm Superior to Our Competitions

Our unique selling point as a law firm lies in the power of our team; our workforce. We have a team that can go all the way to give our clients value for their money. We are well positioned and we know we will attract loads of clients from the first day we open our doors for business.

Another competitive advantage that we are bringing to the industry is the fact that we provide professional and trusted legal services that assist businesses and non-profit organizations in operating sustainably. We also provide expert legal counsel in combination with our own business backgrounds, and deliver valuable services in a timely and cost-effective way. Lastly, we are a client-focused business law firm that provides broad-based experience at an affordable fee that won't in any way put a hole in the pocket of our clients. We will offer a complete range of legal services to our local, state, national, and multi-national clients and we will ensure that we work hard to provide the legal services and counsel needed by our clients to accomplish their business goals and objectives. That perhaps will give us advantage over our competitors.

V. Creating Brand Identity for Our Law Firm

It is a fact that any business that wants to grow beyond the corner of the street they are operating from must be ready and willing to utilize every available means (conventional and non – conventional means) to advertise and promote the business. We are quite aware that boosting our brand awareness will go a long way to endear our law firm to the available market in the United States of America.

We have been able to work with our consultants to help us map out publicity and advertising strategies that will help us walk our way into the heart of our target market. First and foremost, we want our brand to be visible and well communicated which is why we have decided to work with different class of people in the society. All our publicity materials and jingles are done by some of the best hands in the industry.

Below are the platforms we intend to leverage on to promote and advertise our law firm:

- Introduce our business by sending introductory letters alongside our brochure to stake holders in the United States of America
- Advertise our law firm in magazines, newspapers, TV stations, and radio stations et al

- Promote our law firm online via our official website and all available social media platforms
- Adopt direct mailing coupon marketing approach
- List our business on yellow pages / local directories (both offline and online)
- Position our billboards, signage / flexi banners at strategic places
- Encourage our loyal customers to help us make use of word of mouth to promote our law firm
- Sponsor relevant TV programs, Radio programs and community based programs.
- Offer Pro Bono services as part of our community social responsibility
- Brand all our official cars

When it comes to forming strategic marketing alliance with other players in the legal industry, there are loads of opportunities. As a matter of fact, it is now becoming trendy in the legal industry for smaller law firms to merge with bigger law firms and for bigger law firms to acquire smaller law firms; mergers and acquisitions. Many law firms all over the United States are coming to the conclusion that the bigger the better for them.

For example, a law firm that is just starting out can look towards merging with a bigger law firm that is well positioned and recognized in order to form strategic marketing alliance. So also a larger law firm can look for a smaller law firm that has huge potentials to acquire or to form strategic marketing alliance with. It is a way of increasing revenue generation.

VI. After Sales Service or Customer Support

The nature of legal services does not give room for after sale services which is why we usually go all the way to provide excellent services to our clients whenever they patronize our legal services.

As regard customer support services, we will ensure that we maximize our customer relationship management software applications so as to keep in touch with all our customers to make sure we carry them along when we

have any information that we know will benefit them and also to make sure they are satisfied with our services and to give them the opportunity to lodge their complains if they do have any.

Ten Possible Questions We Intend Asking Our Clients during Our Market Survey

1. When was the last time you hired our legal services?
2. Are you comfortable with our contract terms and conditions?
3. If you are not satisfied with our contract terms and conditions, what areas would you want us to work on?
4. Aside from our law firm, have you ever engaged the services of another law firm / attorney?
5. If yes, what is the name of the law firm?
6. Are you comfortable with our price structure and the flexibility in our payment options?
7. If you are to change one thing about our law firm, what would that be?
8. How would you want us to communicate to you when we want to pass useful information about our law firm that will be of great benefit to you or someone you know? Through letters, text messages, e – mail, or via mobile apps (BBM, twitter, 2Go, WeChat, WhatsApp et al)
9. Can you comfortably recommend the services of our law firm to your organization, family members, friends and colleagues?
10. Are you satisfied with our customer service delivery? If no what areas would you want us to improve on?

VII. Actionable Marketing ideas for Our Law Firm

Cost Effective Ways We Intend to Advertise / Promote Our Law Firm without Using the Internet

Here are the platforms we intend leveraging on when it comes to advertising and promoting our law firm in the market place without the aid of the internet:

- Place adverts on local TV stations, Radio Stations and Newspapers / Magazines
- Sponsor relevant community based programs
- Install our Bill Boards on strategic locations in the United States of America and Canada
- List our law firm on yellow pages / local directories (offline)
- Ensures that all our official cars are well branded
- Encourage the use of word of mouth by our loyal customers to advertise and promote our law firm
- Attend chambers of commerce meetings with the aim of networking and promoting our law firm
- Design and freely distribute unique car stickers to promote and advertise our law firm
- Offer pro bono services on a regular basis.

VIII. How to Promote Our Law Firm on the Internet

Beyond every reasonable doubt, the internet is known to be the biggest platform when it comes advertising, promoting any business, brand and one good thing about advertizing on the internet that is far cheaper than other conventional advertising platforms. This is why we will ensure that we explore all available means on the internet platform to promote our legal business.

Here are they ways we intending leveraging on the internet to advertise / promote our legal business:

- Leverage on social media platforms such as; Instagram, Facebook , Badoo, Snap chat, YouTube, Twitter, Google + et al to promote and advertise our law firm
- Make use of mobile apps to promote our law firm
- Design an interactive corporate website and use the platform to promote our law firm

- Place adverts on high traffic websites
- Engage in blogging and make use of the platform to promote our law firm
- Leverage on direct email marketing strategy and bulk SMS to advertise and promote our law firm.

QUESTIONS

1. What are some of Jefferson and MacArthur Law Firm, LLP weaknesses and what could be done about them?
2. What are some of Jefferson and MacArthur Law Firm, LLP competitive advantages?
3. What are some of the legal services that Jefferson and MacArthur Law Firm, LLP offer?

LISTENNING

<https://www.youtube.com/watch?v=1NJXzTZOHF8>

<https://www.youtube.com/watch?v=cpp-2aqRB3E>

3. INTERNATIONAL MARKETING FOR LAW FIRMS

READING NUMBER 1

<http://www.lawpracticetoday.org/article/do-you-need-an-international-footprint/>

Do You Need an International Footprint by Giles Rubens and Lisa Smith

Thinking about international strategy is no longer the preserve of a small minority of firms. More than 200 law firms now have international offices, including 119 of the largest US firms (as reported by the National Law Journal). The approaches adopted by these firms vary dramatically. The most global have 20-40 overseas offices and 75+ percent of their lawyers working outside their home jurisdiction. Others have just a single international office staffed by a handful of lawyers. Over the last 20 years, we have seen a massive increase in the number of international offices and lawyers in those offices: In 1992 the US firms with international offices had 273 international offices with around 4,000 lawyers practicing in them—today those firms have 766 offices with more than 20,000 lawyers in residence.

Firms with a successful international strategy find that their international offices help service existing clients more effectively and/or win new clients and work that otherwise they could not attract. Whether Americans in Paris or Norwegians in Shanghai, firms have recognised that an international presence can be a powerful source of interesting and rewarding work and clients. While some observers are skeptical about the need for, and viability of, some of these international players, there is no question that leading corporations and banks continue to build their businesses around the world. In parallel, the global economic balance of countries is shifting and will continue to shift, with the expectation that emerging market economies will overtake many western market economies over the next several decades.

This dynamic creates a demand for law firms with international capabilities, and a need for some firms to think beyond their historic geographic boundaries.

I. Changing Purchasing

Both in our work with law firms and in talking to their clients, we see a shift in buying patterns when clients have legal matters with an international dimension. In the past, clients, particularly those with episodic rather than regular international needs, would go to their established outside counsel with international matters. If the firm did not have capabilities in the right places, they would rely on a ‘best friends’ relationship, or membership in a network, or referral relationships, to get the work done. Because most competitor firms had similarly limited international capabilities, clients did not base their buying decision on differences in the geographic footprint of firms and tended to focus instead on historic relationships. But, with the emergence of increasing numbers of firms with multi-jurisdictional reach, clients are increasingly choosing firms with an international footprint rather than relying on their domestic counsel when their work has an international dimension.

II. Remaining Domestic

Of course, many firms have few clients with international legal requirements. For these firms, to the extent they have an international strategy, it is essentially focused on attracting clients and work from overseas. Such primarily domestic firms may be able to continue to compete for and undertake the periodic international work that comes to them through best friends, networks and referral relationships. But as true international firms become more entrenched and more integrated, the proportion of work with an international dimension that goes to the primarily domestic firms with ‘best friends’ compared to that going to the international firms will inevitably decline. Despite many domestic firms likely wishing otherwise—and particularly if demand in their own market is stagnant or in decline and they are looking for emerging markets to offset

this – they should in our judgment expect and plan for a decline rather than increase in the level of international work. A few domestic firms will be able to avert this, and by being prepared to invest significantly, take advantage of the opportunities that will continue to exist. For most firms, this will not be the case, and they will be better off focusing on strengthening their domestic platform rather than getting distracted with expensive international investments.

III. Client-Driven Strategies

For those firms actively pursuing a strategy that anticipates an international footprint, client needs must be at the heart of their strategy. The days of opening an international office in the hopes that clients would follow are behind us. To be successful, firms must have a clear sense of purpose, and need to define their ambitions and plans in each jurisdiction in terms of:

- the clients, and their specific needs, the firm is seeking to serve in each jurisdiction;
- the role of each office in supporting the whole firm's strategy;
- the balance of each office's priorities between selling, managing, and undertaking legal work;
- the size and mix of professional capabilities, both domestic and foreign, required in each office;
- the structure and governance of each office and the approach to connecting its clients, practices and people to the wider firm; and,
- the financial performance of each office given the economics of the market in which it operates, and the investment the firm intends to make in its establishment and operation.

Too often firms have launched into new, and expensive, markets without this clear sense of purpose, and the result is either a significant investment with no real return, a need to completely rethink the strategy, or an eventual shut-down of the office.

IV. Client Expectations

A sophisticated understanding of clients' expectations is at the core of developing and implementing a successful strategy. As the international legal market evolves, these expectations are changing. For many years clients, have segmented their work and selected outside counsel primarily based on the perceived complexity and value of the work. This categorization differentiates work between:

- crucial/bet-the-company (matters might include major M&A or business-critical litigation);
- integral/operational (typically the bulk of a company's legal work, from contracts to routine transactions, to most litigation matters);
- efficient/routine (sometimes referred to as commodity work and generally the most price sensitive).

This categorization applies to both domestic and international work. For international work, however, a second dimension comes into play. This second dimension concerns the geographic demands of the work and differentiates between:

- local, single jurisdictional (the matter is confined to a single jurisdiction, such as a local real estate transaction);
- multi-local (when similar matters occur in a number of jurisdictions and a client desires to undertake the work in a similar way or achieve similar outcomes in multiple jurisdictions but there is not necessarily a cross-border element, such as supplier contracts, much IP work, etc.);
- multi-jurisdictional (a single matter occurring across multiple jurisdictions and where the legal framework of more than one jurisdiction applies, such as a cross-border transaction)

This creates a matrix of work types, with very differing client expectations and outside counsel selection criteria in each cell.

This matrix can guide firms on the capabilities they need to build, depending on where they seek to compete in terms of:

- office locations required;

- approach to management, internal organisation and operations;
- level of consistency required between offices;
- role of client partners and client management;
- approach to service delivery;
- breadth and depth of professional capabilities required in each office;
- required reputation, credibility and market profile

For example for multi-jurisdictional crucial work, client expectations are extraordinarily demanding, and the premier global firms are likely to be short-listed for consideration, as has been true for some time—some working with their own offices in other jurisdictions, some with independent firms if they don't have a local office. More competition exists in this segment now from some of the emerging newer generation of international firms. For multi-local operational matters, which in the past might have been undertaken by a series of independent firms in the markets in question, multi-office international firms are increasingly likely to be considered for that work today.

While some firms are highly successful in establishing where they wish to compete in this matrix and building the requisite competitive capabilities, and also adapting as client buying preferences change, other firms are more challenged by this. They either struggle to define where they are seeking to compete, and/or then fail to build the capabilities so as to be regarded as a credible competitor. Alternatively, they do not recognise that the development of strong capabilities by other firms may undermine what was previously a competitive international offering, but may no longer be as compelling.

V. Relative Competitiveness

Above all, clients need to be convinced how a firm's international strategy will deliver a better service than they would receive otherwise. Clients with international legal needs will have typically had these needs met in the past by using foreign firms or other international firms with foreign offices. To attract them as clients, they need to understand and be persuaded that the

service and capability of the firm challenging for the work will be significantly better than the service they have experienced to date.

The strategy must address this issue of relative competitiveness. ‘We have an office in Brussels’ is unlikely to be sufficiently compelling to persuade a client to use the firm—it may have been once, when no other firms had such a capability, but not today. What is required is a message that explains why a firm’s new Brussels capability can offer the client identified benefits over and above their existing arrangements and the service provided by other firms.

VI. Predictions

Against this backdrop and driven by the development of powerful new economies and on-going globalisation we predict continuing growth in opportunities for international firms. This will stimulate the existence of a multitude of international firms – of all shapes, sizes and strategies—and including both established firms developing further and new competitors.

The major challenge for firms at an early stage in considering their international strategy is that the most advanced firms are developing their competitive capabilities at a considerable pace—not just in terms of presence and the scale of their offices but also in terms of service integration. Against this back drop we believe some of the newer international firms will struggle to develop the capabilities needed to compete effectively across multiple jurisdictions and have limited success in attracting clients who have true international requirements. Ultimately we see a small group of dominant firms emerging in each segment, likely fiercely competitive with one another but not necessarily competitive across other segments.

This will not occur overnight—the winners and losers will take time to emerge not least because of the inherent inertia in the market and a level of understandable caution among sophisticated clients. And, of course, this provides something of a window for firms committed to entering this market.

VII. Conclusions

While international law firms are developing at a rapid pace, the market is still relatively immature, with few players who are truly operating on a global basis. In our view, today's market offers room for additional international firms. That being said, there is neither room nor need for all law firms to develop broad international platforms. For many firms, the development of international offices is a costly distraction from building a powerful and successful practice at home.

While no single path or answer emerges from this competitive dynamic, firms must recognize that the landscape is changing and the ability to compete effectively for international work is changing with it. If a firm's international work is episodic and not core to its practice, such changes may not be particularly problematic. If, however, this work is critical to the firm's key clients, then the strategic implications will be more significant. As the market continues to evolve, firms that operate primarily in a single jurisdiction will find it increasingly difficult to be considered for work with a multi-local or multi-jurisdictional dimension.

QUESTIONS

1. What are client-driven strategies?
2. How can the international law market be described?

READING NUMBER 2

- <http://www.fishmanmarketing.com/marketing-an-international-law-firm-network/>
- <http://www.fishmanmarketing.com/marketing-an-international-law-firm-network-post-2-of-3/>
- <http://www.fishmanmarketing.com/marketing-an-international-law-firm-network-post-3-of-3/>

Marketing an International Law Firm by Ross Fisherman

As I've previously mentioned, I'm a big fan of international law and accounting firm networks. I've seen first-hand the value global networks and affiliations offer to their members, including generating both in-bound and out-bound referrals. But it doesn't happen automatically; it takes work to maximize the number of valuable intra-network referrals. I was recently speaking to the Legus International Fall meeting on this topic – how to use your membership in the network increase firm revenue. There are actually four different ways to create more referral opportunities, and increase the chance that you'll receive them once available.

These are, marketing these four:

I. Marketing yourself within the network.

This encompasses basic Networking 101 and relationship-development skills, to build your personal visibility with the network so that more of the network's active members (i.e. the ones who attend the conferences) know you, think you're great, and can be trusted with their valuable referrals. They include holding leadership positions, speaking at the conferences, exchanging business cards and contact information, and following up consistently throughout the year. Also, spending time meeting new members and reinforcing newer relationships rather than simply hanging out with your old friends. Keeping the conversations meaningful but still brief enough that you can speak to more people in the limited time available during the conferences. Most active rainmakers are relatively good at these behaviors. The biggest mistake good networkers make in this area is in failing to connect themselves to a specific geography. Within a network, we don't want your fellow members to simply think, "Rutger is a nice guy and a good lawyer who can be trusted." Instead, we want them to also think, "... and he's from The Netherlands." Without that critical geographic connection, there are many fewer referral opportunities. We must regularly connect ourselves to our geographic location, so that when members see the word "Holland," they think "tulips, windmills, Rutger." It seemed a little silly, but at a recent international conference where I was speaking, the popular Norwegian member donned a plastic Viking hat during his

introduction. Everyone laughed along. But he'd strategically and permanently implanted his association to his country into everyone's minds. Smart.

II. Marketing your firm within the network

Similar to the first category, your firm must become associated with a particular city, state, or country (depending upon the configuration of your network). No international network has 100% coverage, so we must inform and remind everyone that the network in fact has a firm in X country. One good example of this was from MSI Global, a terrific multi-disciplinary law and accounting firm network, where the Chinese member accounting firm brought stuffed toys that reflected that particular year's Chinese Zodiac animal. In 2012, The Year of the Dragon, LehmanBrown CPAs partner Dickson Leung brought these fun orange logo'd dragons. Every year he brought a new version, and MSI members were clearly looking forward to them when they returned from lunch and found them on their chairs.

Dickson was an MSI favorite, and many members joked that they had the entire 12-year LehmanBrown collection of stuffed animals. Many people brought the dragons home for their kids, while others claimed that they kept them in their offices. The point is, every single MSI attendee knew that they had a Chinese member accounting firm. Similarly, I spoke to Meritas the year they acquired a firm from Angola, and they brought these small African masks with their contact information on a sticker on the back, which was a very nice start. There are many ways to connect yourself to a specific geography. At the bottom is an advertisement we designed for an Iceland law firm named Lex, designed to reinforce the law firm's name and location for targets outside of the jurisdiction. What can you do? How can you associate yourself and your jurisdiction within the network?

III. Educating more people within each member firm leads to more referrals.

The next challenge is educating more of your lawyers or accountants regarding your firm's membership in the network. For example, a 100-firm network may have 5000 total professionals. However, typically only 250 of them (i.e. 2-3 professionals per firm) are highly motivated to seek and share referrals within the network. How much more business could the network generate if all 5000 lawyers were actively seeking referrals to send to other member firms? Ten times more revenue? Twenty? Exponentially growing and motivating a network's "sales force" is a good investment of time and resources.

The challenge increases with the size of the firm. Sharing information about a network is easy in a small firm, but more complicated in larger firms. Typically, there are only a handful of active professionals from each member firm. In larger firms, we often hear the networks pejoratively described as something like "John's Boondoggle." This demonstrates ignorance of both the value of the network, and how hard the member contacts work, taking time away from the office and shlepping around the world to cultivate these important firm relationships. Metcalf's Law states that a [telecom] network's value is proportional to the square of the number of connected users of the system. That is, the more active users the network has, the more valuable it becomes to everyone. This also applies to sending and receiving network or affiliation referrals and, knowing this, most networks sincerely invest in encouraging this behavior. The problem is, for legitimate reasons, few of these efforts are especially successful. We believe that networks must:

- educate each member firm's professionals regarding the value of the resource, including the impeccable quality of the network's member firms, then
- remind them painlessly but frequently.

If the firms' professionals truly appreciated and valued their network membership, when they saw a potential referral opportunity, they would bring it to the attention of their firm's network contact, or send it directly to

the network's local firm. The professionals must see the network as a powerful firm asset. Our four-step process is to:

- Educate the other professionals in the member firms that the firm is a member of a trustworthy network of rigorously vetted, highly skilled, like-minded firms to whom they can confidently refer important client work,
- Cause them to care about this information, then
- Remind them regularly so it stays top of mind, and
- Motivate them to act.

Networks typically circulate costly print (and/or electronic) brochures and newsletters to convey this information. These can be ineffective, because professionals are too busy and disinterested to spend their time reading an intra-network newsletter or email. So they're promptly discarded, deleted, and forgotten by most recipients. You can measure this by simply checking the "open" rates. Some of the professionally run networks send their administrative teams on the road, to make time-consuming and expensive cheerleading lunch presentations at individual firms. Those can be useful and temporarily effective, but with networks having 50-250 different firms, it can be inefficient, time-consuming, and cost-prohibitive. Harried professionals won't volunteer their precious time. We must require very little effort, then make it worthwhile. The more boots you have on the ground seeking and sending referrals, the more valuable the network is for everyone. More revenue generated within the network leads to more high-quality firms being interested in joining your network, which leads to more sizable referrals, in an ever-expanding cycle of growth and profitability. Networks work. But they can always work better.

IV. Marketing the network to your clients

Finally, we need to inform our clients of our membership in a high-quality international network, and the value and access it offers to *them*. One particularly impactful way would be to add it to every external communication from every single professional at every member firm. For

example, add the network's logo to all of the member firms' business cards, letterhead, and emails. Nearly 20 years ago, we helped develop the strategic plan for Meritas. One of our recommendations was that they should insist that every single CLA member firm include the network's logo on the firm's business cards and stationery. We knew this recommendation was costly, difficult, and unlikely to be quickly adopted – but also that it was the right answer. We discussed the visual impact of 5000 lawyers handing out 100+ business cards and sending hundreds of letters to executives and in-house lawyers every year. Today, professionals send thousands of emails per year to clients, prospects, executives, in-house lawyers, and others. That's literally millions of communications going to the purchasers of legal services. Imagine if those millions of annual emails showed the network's name and logo in all of the firms' standard email signatures as well. Obviously, this requires a commitment most firms won't make, and most networks can't enforce, especially since many of them allow their member firms to be part of multiple networks. Since then, Meritas has matured into one of the world's leading networks and now requires this of all of its members. That's an impressive achievement, and it shows the commitment of its members to the network. They're not a varein like DLA, Baker McKenzie or others, but they're a giant step ahead of the too-loose affiliation of the most weak-willed networks. An easier first step is simply to ensure that network membership is proclaimed prominently on each member firm's website. It's a simple and almost-free modification. Many firms simply dump the network logo invisibly into the home-page footer. The better approach is to add it as a full page on each firm's website, connected directly as a drop-down item under the About Us top-level menu. Networks should demand this option and provide standard language to use, along with the URLs of the links and .eps and .jpg files of the logo.

QUESTIONS

1. Look up three of the law firms mentioned in the article. What have you learn about them?
2. How would you “present” your country?

3. How would you get more referrals?

READING NUMBER 3

<http://growthnation.com/setting-up-foreign-offices/>

Setting Up Foreign Offices – For Your Law Firm by Doug Bruhnke

“Law firms open offices overseas for the same reason companies do – they follow their clients and the work,” said **Karen Dickenson, Partner at Quarles & Brady** and Chair at Arizona District Export Council. Karen has been instrumental in setting up operations for her firm in China, and is co-chair of the Firm’s China Law Group. “Big U.S. companies – and now medium and even start up companies – are sourcing from and selling to other countries, and are opening offices outside the U.S. They need lawyers that understand their businesses, the laws of the U.S. and the other country, and the common cross cultural issues in these situations.”

There are two primary ways to set up a global legal network to service international clients. Phoenix-based law firms are pioneering both approaches.

I. Use International Legal Networks

One of the best and most cost effective approaches for law firms to handle global clients is to use international legal networks. These networks allow law firms to gain access to local lawyers in every country of the world. There are 196 countries and so having an office in multiple countries is typically not practical because of the cost, except for a few large U.S. law firms like Jones Day and Baker McKenzie. “The world has changed,” says Michael Patterson, Partner with Polsinelli Shughart and Board Member at Arizona Council for International Visitors. “Whether lawyers consider themselves

global or not, their clients are becoming more and more global in order to stay competitive. Regardless of practice areas, in another 10 years, we may all have to be international lawyers in order to meet the needs of our clients.” In growing globally Polsinelli is using Mackrell International and Multilaw for access to foreign markets on behalf of their Arizona and U.S. based clients. Both of these networks and others like them charge a fee for membership and have agreed-upon compensation for when a member firm taps into their international attorneys. Mackrell International has over 4,000 attorneys around the world in their network, and they aim to be seamless for the firms using their services and their clients. The best networks maintain high quality standards by inviting only top attorneys with demonstrated standards of expertise, integrity and client service to join. “My international deals and cross-border litigation matters in this past year have included the Philippines, Japan, China, Spain, Italy, Germany, Estonia, Argentina, Dominican Republic, Costa Rica, Chile and the United Kingdom,” continued Mike Patterson. “We made the choice to serve our clients’ needs with legal networks and other local lawyers that we have relationships with, and it works well for our clients.”

II. Set Up Foreign Offices

When specific countries are strategically important for the firm, it can make good sense to set up a foreign office there. Each country has its own list of forms to fill out, approvals to receive and bureaucracy to maneuver. For instance, don’t try to set up two offices in Japan, because the law there forbids more than one office. You also better make sure to cross every t and dot every i, and be patient wherever you set up – such as the Ministry of Justice of the People’s Republic of China. It often pays to be creative, too. Snell & Wilmer set up their first foreign office in Mexico not in Mexico City but in Los Cabos. That’s a non-intuitive approach that so far has reaped dividends for the firm and the partners involved, creating a distinctive brand in Mexico. “As an attorney licensed to practice law in the U.S. and Mexico, I was able to help start the office for Snell & Wilmer in Los Cabos and am now traveling between countries regularly to support our clients,” said Carlos

Sugich, Partner. “Two key advantages of a local office are that we can more readily access ‘on the ground’ information and overcome issues related to communication between firms. Communication of legal and client issues is much more seamless within our firm versus across law firms.” Not all law firms have access to attorneys with deep knowledge of the law in multiple countries like Carlos Sugich, and that should be considered when looking at the options. There are also costs and risks that come with setting up a foreign office including the high cost of travel, extra fees and hiring the right attorneys to match the firm’s culture and global standards. Another challenge for law firms with foreign offices is designing compensation packages across offices. For instance between the U.S. and some Latin American countries, you may be surprised that partners in Latin America can make more than their U.S. counterparts, while associates almost always earn less in comparison.

Summary

Increasing globalization of businesses in the U.S. requires that law and other professional service firms consider how to best service their clients’ increasingly international needs. There are a nearly infinite number of differences between laws in countries so that firms need people on the ground to sort through all the local differences – including the different kinds of disclosures that are necessary. Look no further than Phoenix to see two primary ways law firms are maneuvering the changing global landscape successfully.

QUESTIONS

1. What are the two primary ways to set up a global legal network?
2. What are the advantages and disadvantages of the two?

LISTENNING

- https://www.youtube.com/watch?v=AjqwMJ_ZyFg

- https://www.youtube.com/watch?v=drK_S95gCJU

4. LAW FIRM MARKETING STRATEGIES

READING NUMBER 1

- <http://www.lawtechnologytoday.org/2017/10/adviatech-law-firm-marketing-strategies/>

Law Firm Marketing Strategies You Can't Afford to Ignore by Kristen Friend

The process of building and managing websites continues to change rapidly with new technologies and enhanced visitor expectations. Internet users increasingly demand to be served fast, relevant, and informative pages about any subject, on any device, at any time. If you are involved in managing or marketing your law firm's website, you are likely aware that having a static brochure site, however professional it may look, is no longer enough to compete for attention from either search engines or visitors. Mark Schaefer coined the term "content shock" in reference to the steady upward trend of online content creation and consumption. Schaefer believes that marketers "have been lulled into a false sense of security" thinking that internet users will continue to consume more and more content as more becomes available. Given the volume of production, he argues, a continued rise in consumption is simply not possible. Data compiled by Smart Insights reveals the staggering amount of content introduced online every minute. In a mere 60 seconds, 3.3 million Facebook posts, 448,800 Tweets, and 1440 WordPress posts are published worldwide. According to WordPress.com, over 80 million blog posts and 9 million pages were published in August on their platform and on externally-hosted sites that have the Jetpack plugin installed. Studies by Moz and Buzzsumo tell a disappointing story about how much attention all of this content receives. Approximately 75% of all blog posts get fewer than 10 social shares and earn no inbound links from external domains. The response to these sobering statistics must be to start doing things a little bit differently. Make sure your website covers the basics, like having a phone number clearly visible on every page and being mobile-friendly. Then turn your attention to

the little things other firms might be ignoring. Put effort into controlling the details that will turn your law firm's website into a genuine business-building tool. Below are five steps you can take to help avoid missed opportunities with your website.

I. Offer a Robust Search

Many law firm websites squander opportunities to engage visitors because they have a search with poor functionality, or they have no search at all. Visitors who do not immediately see what they need in your content or navigation will not necessarily be lost if they have easy access to a functional search, instead. Offering visitors the ability to search your website is a basic requirement. To take full advantage of your chance to acquire a client, beef up your search with predictive and suggestive search. You likely engage with predictive and suggestive search on a daily basis. Predictive searches display a list of suggested keywords and phrases as the user types, as made famous by Google. Suggestive search will propose alternative search terms if a word within the visitor's query is misspelled. Both predictive and selective search help prevent visitors from reaching a dead end and abandoning your site. Predictive search can also help point visitors to pages they find useful but may not know to search for. For example, almost all attorney websites categorize content based on a list of practice areas. Practice area naming is fairly standard within the legal industry, but not all prospective clients are in on the lingo. A site with predictive search will be able to suggest the correct term regardless of the visitor's level of knowledge.

II. Treat Your Website as a Lead Generation Tool

A website may serve many professional functions, like increasing brand awareness or building trust and authority, but underlying these activities is one core objective: to help bring in new clients. With this philosophy in mind, you can pull design, content, and technology together to generate interest and nurture leads. This creates a marketing ecosystem that engages and tracks prospects who are at varying stages in the hiring decision, offering the best chance of turning them into clients. A lead-generating

website will provide multiple ways to appeal to visitors, and it will test and adjust each method as necessary. For example, your website should provide a hierarchy of calls to action (CTAs). This includes a clearly defined primary CTA, usually an invitation to contact the firm, as well as secondary actions like targeted forms for free downloads or seminar registrations. It should also keep visitors interested and on your site by suggesting related content as they read. A lead-generating website will also employ a variety of techniques for attracting visitors, from pay-per-click to remarketing to organic SEO. For many law firms, less than half of all traffic will come from the home page. Therefore, secondary pages, especially key practice areas and attorney bio pages, should each be treated as landing pages, written for a distinct audience and built for conversion.

III. Test Website Personalization

E-commerce platforms like Amazon have made personalization an art form. You are greeted by name as you enter the site and served suggestions based on your history and preferences. Increasingly, the content you see on websites and in search results is unique to you; others' experiences with the same sites will be different. Internet users are coming to expect such personalization, and it is possible for attorney websites to display personalized content. The version of a page a visitor sees can be based on any number of data points, from location to time to referring url to landing page. If the data exists, it can be harnessed. Some personalization solutions use real machine learning to find patterns in visitor behavior and predict what content will be most appealing to specific types of visitors. Others allow you to create categories and display content based on basic if-then statements. Personalization offers detailed control over visitor targeting and has the potential of truly changing the way law firms think about websites.

IV. Regularly Perform Technical Check-Ups

It is a tragedy for a simple technical error to cause abandoned web pages and lost leads. And yet it happens every day. A variety of things can cause unexpected website errors. If you are using WordPress or another content

management system, automatic core and plugin updates can cause conflicts that, at their most benign, throw off page formatting, and at their worst, prevent pages from functioning at all. Additionally, pages may come to contain broken links because third-party content has moved or been removed, or if you have deleted or combined pages on your own site. All this is to be expected; no website structure is static. However, broken links and error messages erode user trust and provide a poor experience. Review your links regularly, and when you discover broken links, remove them or redirect them to relevant content. Test forms to be sure they are sending emails to the correct people—and that they are sending at all. Be sure all required fields are clearly delineated, and that error messages for incorrectly entered information are obvious and instructions for fixing the error are easy to follow.

V. Increase Reach with Email Automation

Email marketing may not be new or glamorous, but it has a history of positive outcomes. Email can be used to reach very specific segments of people and can be set to send automatically based on a person's actions. You can use automation at its most basic to send newsletters based on your posting activity. You could send an email every time you posted a certain number of blog entries, for example, or you can set a weekly, bi-weekly or monthly email to send whatever posts are available. An email drip campaign is a more advanced form of automation. A drip campaign will send a series of emails, or drips, with progressive messages focused on specific user interests. For example, if someone downloads an ebook, a drip campaign can be set to send emails relevant to the book's subject to that person at regular intervals. This will keep your firm in contact with an individual who has expressed interest in a service and could be a potential lead. Drip campaigns can be set for a variety of actions and can be as granular as you would like. You could, for example, set a drip campaign to send to people who click on a specific link from within an email. And you can set drip campaigns for existing or former clients to prompt them to write a review for your firm. Whether you choose to use drip campaigns, social media, pay-

per-click or traditional press releases, always promote your content. You are putting time and effort into creating and maintaining an up-to-date website, and it will sit sadly unvisited otherwise. More and better content alone is not the winning equation. Good content must be found by the right people. One blog post that gets 5,000 readers is more helpful to you than 500 blog posts that get one reader. Set your website up for success with a solid technical foundation, then make sure your clients know how to find it.

QUESTIONS

1. What does testing website personalization mean and how would you do it?
2. How do you understand treating your website as a lead generation tool?

READING NUMBER 2

- <https://www.bluecorona.com/blog/law-firm-marketing-online>

Law firm marketing strategies proven to increase leads& acquire new clients by Blue Corona

In 2009, the legal field officially became over-saturated. Ten years later, the bulk of law firms are still feeling the trend, which has translated negatively for partners in two ways: It's now harder to acquire ideal clients, and there's fiercer competition for the best and the brightest new talent. I know this because I keep having the same conversation with law firm partners and senior attorneys. It goes like this: "My law firm can't find enough good clients/new talent." That sums it up. It's easy to see why most law practices are looking for better ways to get more clients and woo the best recruits. Guess what? You can do both of those things with the right lawyer marketing strategies, specifically digital marketing.

What is "law firm marketing"? When you market your law firm online successfully, you're accomplishing two things: You're putting yourself front and center of both potential new clients and potential new talent, and you're

leading them through the buyer's funnel to contact and hire you. The only caveat is that competing law firms are also catching on to the need for digital marketing, so you need to not only attract clients and recruits, but also outperform and outrank your competitors.

How to Market a Law Firm in 2019

Law firm marketing used to be simpler. Aside from referrals, most lawyers' marketing strategy consisted of a few print ads, billboards, and TV commercials that always seemed to follow the same script but the game has changed. Your target audience now spends at least 8 hours online a day, and when they need an attorney, 97% of them head to Google instead of the Yellow Pages. More than 70% of them prefer to get their questions answered and learn about your law firm via online articles rather than ads, and they frequently do their research on a mobile device. Put all those together, and there are five key lawyer marketing strategies that will help you attract and convert new clients and new talent, as well as outperform and outrank competing law firms. They are the following five:

I. Turn your law firm's website into a 24/7 sales representative

Where do people go when they need something? It used to be the Yellow Pages, but now 93% of consumers go online to find a local business. That means your law firm's website is arguably your number one marketing asset. All things should begin and end with your website. If you ignore everything else in the article, pay attention to this: You need a professional website, and your website's design, functionality, and user experience need to be on par with the best websites your potential clients have ever visited—no ifs, ands, or buts. If your website doesn't "WOW" users, it may as well not exist. To accomplish this, your website needs to be five things that is fast, mobile-friendly, easily found, appealing and authoritative.

Half of the online population (47%, to be exact) expects a website to load in 3 seconds or under. If it doesn't, the user will click the "back" button. You can't afford to make this mistake. The legal field is an I-need-it-now field—

and we all know there's no shortage of lawyers—so you need to take every step you can to keep the clicks you do get. TO-DO: Go to Google's PageSpeed Insights and test your site speed. If it's in the red, send an email to your web team or send an email to us to fix it for you. One key aspect of a successful website for attorneys? It's mobile-friendly, meaning it's optimized for smartphones. Why? Take a look at the graph above. More than 63% of searches in the U.S. now happen on smartphones or tablets over desktop computers. Now, think back to a time where you've been on a bad mobile website. Either the buttons are too small to click, the text is too hard to read, or there's god-knows-what happening with the design. Chances are, you clicked the “back” button. I would have. I still do, every time. Here's the thing about websites. You don't just order one from Amazon, open the box and put the batteries in. It's built layer by layer of code, and there are a plethora of moving parts. Optimizing a website for mobile isn't as easy as flipping a switch, so I'd recommend you call your webmaster TODAY and get started on the migration. TO-DO: Test your website on your mobile phone. Do the contact buttons work? Are the photos sized correctly? Is the text large enough to read? Scrutinize it like you think a client would. If it's not the most beautiful, easiest thing you've ever seen, have your web team work on it. People are judgmental. But hey, you know that—you work in law (badum TSH). Once your website loads, users form an opinion about it in 0.5 seconds. In fact, 75% of people have cited a law firm's website as the number one factor in deciding the credibility of a business. Because this happens subconsciously, all visual aspects of your web pages need to be tailored to psychologically encourage trust, authority, and friendliness. That goes for colors, shapes, photos, font of the text, calls-to-action—if it's visual, it needs to have a purpose. Not only should it appeal to a visitor's subconscious, but your website also needs to have basic user experience (UX) in mind. User experience includes the entire interaction someone has with a website. This includes the pieces of content available, the colors, the layout, and how users are interacting with the company. People should leave your website feeling 100% satisfied. TO-DO: Ask a family member or friend to look at your website through a mobile phone. See if they can navigate around on their own without prompts from

you. If they can't, chances are other consumers won't be able to, either. Also, pay attention to their interest level. It's extremely obvious when someone is bored. If they get bored after two seconds of looking at your site, you may need a redesign. There are two basic assumptions I consider when making law firm marketing plans - most law firms are local (as opposed to national) and most attorneys provide need-based services.

II. Invest in Content Marketing and SEO for Lawyers

Search engine optimization is the practice of making your website show up higher in search engines like Google and Bing when people search for your services. These days, when people need something, they pull out their smartphone or tablet and either type it into Google search or use voice commands to open local listings. Your law firm needs to be on page one of Google, or it may as well not be listed at all—55% of all clicks go to one of the first three organic search results. To give you an example of how powerful SEO can be, take a look at one of our legal client case studies. Below is a screenshot of this law firm's organic website visits (website visits that came in through search engines). TO-DO: Open an incognito tab in your web browser. Search for your legal service + the city in which you're located. Do that for your top five key phrases for which you want to be found. If your law firm doesn't show up on the first page for every single one of your top search phrases, you need to contact someone about professional SEO services—it is not a DIY thing. Who wants to hire a lawyer who doesn't have authority in the industry? Despite this obvious correlation, some of the law firm partners I talk to haven't ever really looked at the content on their site. What your website says—literally and visually—makes up a person's mind over whether to contact you or not. When was the last time you looked at your firm's website? What's the overall message? Is it easy to read? Is it navigable? Do you have a blog? Your website is an online salesman (one of the core tenets of Blue Corona's digital marketing strategy), so it needs to encourage prospective clients and recruits down the funnel from awareness to consideration to action. TO-DO: Build out content on your website. Start with your main services, and work out from there. After you've built your

main pages, start a blog. For topics, just answer some of the main questions you get when a new client comes to you. By building a blog, you're showing your authority on your industry as well as increasing your website's SEO.

III. Boost Your Lawyer Marketing Strategies with Local SEO, Pay Per Click Advertising (PPC), Social Media, Email Marketing, and More

Unfortunately, not all the battles are fought on home turf. You need to claim all your online real estate—meaning those spaces online you absolutely OWN (Google My Business listing, Facebook Page) as opposed to rent. You also need to capitalize on paid search ads (PPC) and start generating plenty of reviews. Local SEO is the practice of getting your company at the top of search results for a local service area. It's different than normal SEO because of the emphasis on the local pack. The local pack is the box of Google Map results in the search results page, under the paid ads, and above the organic search results. The information in the local pack is pulled from your Google My Business account, which is why your GMB account needs to be claimed and optimized for local SEO. Your Google My Business profile isn't the only one that needs to be optimized for that local pack. One part of attorney local SEO is finding relevant online directories and claiming your listing. The top legal citation sources are e.g. FindLaw websites, Nolo, Lawyers.com, Superlawyers, Avvo, Justia, Best Lawyers, Law Guru, Law Info, Lawyers US Legal. TO-DO: Find and claim your Google My Business account. Then update the following: phone number, address, business hours, reviews. If you want to extend your brand and bolster your SEO efforts, we recommend PPC for lawyers. Paid search ads, or pay per click ads (PPC) are pretty much what they sound like: they're ads you pay for when someone clicks on it. The reason you should use them is that PPC ads have a prominent place in search results. When someone goes to Google and searches for something, the top 3 – 4 listings are usually advertisements from Google's AdWords. Take a look—I'm in the Washington, DC area, and I searched for "personal injury lawyer." Here's what came up: Those dominant paid advertisements took up the entire top half of my screen, and

on average, 41% of clicks go to the top 3 paid ads on the search results page. There is a caveat: PPC keywords for lawyers and legal services are expensive, with an average click costing \$54.86. You can somewhat get around that by using PPC remarketing, which is where you show ads to people that have either already visited your website or who have already given you their contact info. TO-DO: Search for your legal service + your city. Which paid ads come up? Are they your competitors? Then do a search for your particular law firm. Chances are, one of your competitors is bidding on your name and showing ads when someone searches for your firm directly. Does my law firm need a Facebook page? Yes. Yes, it does. Why? Because 95% of millennials expect brands to have a Facebook presence. It's not just millennials, either—87% of Gen X'ers think brands should have a Facebook page. Having one humanizes you, and gives people a window into what goes on behind the scenes. As far as people know, you and the rest of your law firm are stiff suits that just care about money (again—lawyer in the family, so I can say that). Prove them wrong by boosting posts of your firm at charity events and doing, you know, human things. Which social media platforms should you be on? It depends on the type of law you practice. For example, let's say you're a divorce attorney. Because it's a B2C service, Facebook would be a better bet to advertise on than say, LinkedIn. But, let's say your law firm provides legal counsel to small businesses. Because it's B2B, LinkedIn would be a better bet than Facebook. Beyond humanizing your firm and connecting with potential clients, having a social presence can boost SEO. Even though social media signals don't have a direct impact on search rankings, they affect your search engine optimization efforts in primarily four ways:

- Increased online visibility and traffic to your website
- Increased authority and brand recognition
- Broader content distribution and longer content lifespan
- Improved local SEO

However, if you want to succeed on social media, you have to put some money behind it with paid social media ads. Otherwise, no one will know you exist. Nobody I know has gotten out of life without using legal services

at least twice. That means with every client you take on, you have an opportunity to build brand loyalty and become their lawyer (and their sister's lawyer, and their brother-in-law's lawyer, etc.) for life. The easiest, cheapest way to do it? With email marketing. Email marketing for lawyers has, on average, a 4,400% return on investment (ROI), making it a highly effective way to generate and close more leads. Opt-in email marketing is one of the best ways to stay in front of potential and existing clients—92% of U.S. adults use email, and 70% on average have used a coupon or discount from a marketing email in the past seven days. And the best part? It's one of the most cost-effective forms of legal advertising there is. So, you have a website, you've optimized it for SEO, and you've started to expand your online footprint to social media and email. What's left? Well, if you're still looking for law firm advertising ideas, look no further than video marketing. How are you differentiating yourself from other law firms in your area? More and more, people want to choose lawyers and law firms they can get behind. You can't get behind someone you don't know, so, how can you **MAKE** people get to know you? Easy. With video marketing and video PPC (and social) ads. Because humans process video content much faster than they process written text, it's an easier, quicker way to relay information. According to marketing industry influencer Krista Neher, the human brain can process images up to 60,000x faster than words. That means you can convey the same message in a 30-second video as you can in a 30-page e-book—and which one do you think your distracted prospects are more likely to engage with? Another smart bet are paid video ads. Appx. 45% of people watch more than an hour of Facebook or YouTube videos a week. That means you have ample opportunities to target them with pre-roll or mid-roll PPC video ads. Point-blank, YouTube is arguably the world's second most popular search platform, and users consume more video on it daily than. If your law firm isn't showing up, your competitors' is.

IV. Manage Your Law Firm's Reputation and Use Your Online Presence As a Recruitment Tool

Reviews are your best friend and one of your top assets. TO-DO: Check how many reviews you have. If it's not many, start an initiative to gather them. You can send out a customized review link, or simply ask former clients if they'd be willing to share their experiences. You can't retain your clients if they don't like your attorneys. Customer experience is an especially important factor in the legal field because of the high stakes, which is why it's so important to hire the right talent. However, you have an additional hurdle. In 2007 there were 1,143,358 attorneys. In 2017, there were 1,335,963, a 16.8% increase. Combine that with the fact that the legal profession employed roughly 55,000 fewer attorneys than it did in 2017, and it's pretty obvious that the ball is in the employer's court when it comes to hiring top talent. Trouble is, you and your competitors are competing for the same talent, and if they have a better online presence than you, you're SOL. That's because your new talent comes in the form of a millennial, and (excuse the broad generalization) one key aspect of this demographic is that in order to find them—and help them find you—you need to meet them on their turf:

- You need to grab their attention where they spend the majority of their time on the web: social media
- You need to give them an online experience that will encourage them to apply to your firm

All lawyer marketing plans need to include social as a recruitment tool, because your ideal candidate is online. Specifically, (s)he's on social media. If you really want to attract the best and the brightest or woo prime candidates away from competitors, you need to be active on the following platforms:

- Facebook/Instagram: I group these together because Instagram is in fact owned by Facebook, and they share the same ads platform. This is key because Facebook and Instagram are pay-to-play. This is where you should share your company culture, and highlight all the reasons someone would want to work for you. In the legal field, this also

includes sharing conferences, landmark court cases, and prestigious attorneys.

- **LinkedIn:** This is where the professionals come to play. If you want to be a serious contender online, you need to be on LinkedIn. Use it for networking, recruitment, and to share your law firm's view on the profession.
- **Glassdoor and Indeed:** Many business owners aren't aware they need to be on these platforms. The next generation of lawyers is online, and they don't want to work somewhere they'll regret. That's why review platforms like Glassdoor have become so popular in job searches. Pew Research also found that vetting companies online is the number one resource reported in how job seekers found information about companies in their search (followed by connections with friends, professional connections, employment agencies, ads in print publications, and job fairs or other events).

TO-DO: Take an inventory of your social channels and your social audience from the perspective of a new recruit. What are they collectively saying? Would you want to work there? Are you accurately representing what it would be like to work for your practice?

V. No Amount of Lawyer Marketing Will Work Without the Right Tracking, Reporting, and Analytics

Lawyers don't have the time to waste on ineffective advertising strategies. That's why you need to accurately measure and track each and every advertising campaign (I mean EVERY advertising campaign) to find out which lawyer marketing strategies work and which should be changed or eliminated. Hey, if you keep making the same mistakes, you're not going to go anywhere. However, many business owners shoot themselves in the foot because they're looking at metrics when they should be looking at Key Performance Indicators (KPI). These are the KPIs that really matter to a law firm's digital marketing strategy: total new clients, leads, revenue, return on marketing investment (ROMI), lead-to-sale conversion rate, booking rate (from calls).

QUESTIONS

1. What are the five key lawyer marketing strategies?
2. What five things does your website have to do?

READING NUMBER 3

- <https://uhurunetwork.com/law-firm-marketing/>

Law Firm Marketing: Eighteen Powerful ideas to Market Your Firm by Vanessa Rodriguez Lang

How are you currently marketing your law firm? Trade associations? Networking groups? Avvo? Billboards? Word of mouth? If your firm is anything like the majority, you're probably missing out on the massive potential that comes with an effective way to generate more cases from your firm's digital marketing strategy. But don't fret, that's exactly what I'm here to help you clear up today. Below you'll find your new strategy broken up into 3 main sections:

1. Create a Market-Dominating Website
2. Provide Value BEFORE They Buy with OUTSTANDING Content
3. Define Your Audience and Advertise to them the Right Way

The world of marketing has changed dramatically over the past decade. Your prospects are trusting traditional advertising less and less, meaning it costs more and more to achieve a diminishing result. So what do you do? The overwhelming consensus of expert opinion is to embrace the way of today, and more importantly, the way of tomorrow. That, my friends, is digital marketing. To play the game, you'll need a website. Not just any site, but a market-dominating site. Your law firm marketing should revolve around it, and after you're done reading this post, I believe it will. To start, creating a market-dominating website means:

I. NO Templates

There are plenty of free and paid resources that will help you build your website, but you need to avoid them at all cost. If you want to utilize your site as a marketing tool, you'll need more than a template can provide. Your site must align with your specific target buyer's journey and your ability to provide value up-front with no-obligation.

II. Start with a Goal

Every website should start with a goal in mind. For example, your goal might be to generate more leads. With this law firm marketing goal in mind, you'll be able to write copy, design a layout, and include things like landing page content offers and popups that all work toward that common goal.

III. Landing Pages

Speaking of landing pages, including these marketing tools in your site design is a vital component of your law firm marketing success. You'll be able to design specific pages for different lead generating activities and optimize them to suit your prospects and clients (through testing).

IV. Optimized "About" Page

You'll also want to optimize your About page. Your About page needs to appeal to your customer, as well as impress, build trust, and make them want to know more. The more they know, the more they like, and the more likely they are to engage you or become a customer. It's one of the most important pages on your website.

V. Responsive Design

As more of the population conducts their online affairs from a mobile device, the importance of a mobile optimized (responsive) website continues to grow. If you're not marketing on mobile, you're missing out on a vast segment of your potential audience. Law firm marketing has gone mobile, make sure you do too.

VI. CTAs

A CTA is a call to action, something that tells your website visitors what you want them to do. Your website should have at least one on each page and be aligned with the content around it to get people moving in the direction you want.

VII. Popups

Testing popups on your site are essential. While a few of your prospects may consider them to be annoying, their positives greatly exceed their negatives. If what you offer can help your visitors, you need to get the solution in front of them. Pop-ups work. It also breaks the website flipping cruise control that visitors can get stuck in their buying journey. Don't miss these case studies about their efficacy. You'll be able to generate far more leads with the help of popups, and leads are a highly valuable commodity in law firm marketing.

VIII. Social Proof, Testimonials, and Guarantees

One of the hardest parts of law firm marketing is building trust. Digital marketing makes that easier. Highlight recent reviews and testimonials. Use social listening tools to see where your firm is mentioned online and you'll be able to showcase the positive things your customers are saying. Additionally, including your brand promise or guarantee in a prominent location is an incredibly important aspect of the trust building process. Provide value before they buy with outstanding Content. Your market-dominating website needs traffic, and one of the best ways to drive that traffic is by providing exceptionally valuable content to the right audience. By creating informative and engaging content based on what people are searching for, and providing information to answer a question or solve their problem, will build an inbound sales funnel that your attorneys can convert. Practicing law has always been about helping people, and law firm marketing should be no different.

IX. Educate People

When it comes to content marketing, your priority should be on educating people. In this way, you help them solve problems, build trust, and begin to develop a relationship with your prospect that outbound marketing simply cannot match.

X. Create SEO-Optimized Content, Attract Prospects to Your Business

Today's law firm marketing is much different than that of decades past. Putting forth the resources to educate your prospective clients is one of the best ways to develop their trust and showcase your expertise. In order to educate your prospects, you'll want to create content in the form of blog posts, white papers, case studies, etc. The blog posts, if written according to your blog strategy, will rank in the search engines, driving traffic to your site and putting people in touch with your firm.

XI. Answer Questions on Blog Posts

If you create blog content, give people the opportunity to ask questions in your comments section. Then take the time to answer them quickly and thoughtfully. These are the opportunities to truly connect with your prospects. Pro Tip: Craft your responses around the long-tail keywords associated with your prospective clients' questions. Resource: "How to Choose the Best Keywords to Target in Your SEO Strategy"

XII. Legal Resources

You'll also want to create one or more detailed resources that pertain to your field of law. One of the most effective law firm marketing tactics is the free legal resource obtained on your website. For example, a patent lawyer may create a downloadable PDF checklist on the process of obtaining a patent. A bankruptcy firm may put together an ebook entitled, "7 Ways to

Make Your Bankruptcy Work for You.” The point is to generate a helpful resource that your clients can use to help solve their problem. You’ll be able to ask for an email address (and more) in exchange for the right content offer, which puts you in the position to reach out to those prospects with an automated email chain.

XIII. Videos Show Off Who You Really Are

I’ve said it before, but if a picture is worth a thousand words, how many is a video worth? Show your clients who you really are by creating helpful content in the form of “how-to” videos. Walk your prospects through the processes involved in your field of law and answer the hard questions. Most of the public has a very limited understanding of what you do, so help them understand. Ask yourself, “What questions do our clients have before working with our firm?” Create your videos around your answers.

XIV. Create Content for the Stages of the Buyer’s Journey

The buyer’s journey is especially important in law firm marketing. In many fields of law, people don’t have the familiarity that they would with a plumber or even a doctor. For this reason, creating content that answers the many questions they’ll have through each of the stages of the buyer’s journey is a vital component to your successful content marketing strategy.

XV. Evergreen Content

Finally, work to publish evergreen content or content that will be helpful and relevant 1-5 years from when it’s published. Creating this type of content means getting the most out of your content marketing investment. The final component to powerful law firm marketing involves a concept that will be familiar to most: paid advertising. Only this paid advertising is different in that it’s highly targeted, making it far more efficient and effective.

XVI. Take Advantage of Facebook

Facebook boasts a usership of over 1.65 billion people, more than 1 billion of them logging on every day. That means it's likely that a large segment of your clients are very involved in with the social media juggernaut. It also means that Facebook knows more about your clients than just about anyone else. This is the kind of information you'll be able to use to advertise with laser precision. Take advantage of Facebook's powerful ad targeting options for your law firm marketing with these advanced Facebook ads strategies.

XVII. Define a Specific Target

Facebook allows you to target so specifically that you'll likely run out of people to market to before you run out of targeting parameters. The reason I'm telling you this is that, with the proper strategy in place, Facebook allows you to create some of the most efficient and effective marketing campaigns available. Define an audience that resembles your ideal buyer, current clients, or both, and then market to people who are far more apt to be interested in what you're offering. Make sure to avoid Audience Overlap, a common Facebook marketing mistake.

XVIII. Retarget with Facebook Pixel

Another extremely effective tool in your law firm marketing arsenal should be the Facebook Pixel. When added to your website, this simple line of code allows you to track all sorts of actions. What does this mean? It means you'll be able to market specifically to people who have already visited your site, dramatically increasing the chances of a conversion. The pixel isn't like the common browser cookie. The pixel tracks at the Facebook account level. That way you can retarget the user on any device they use to access Facebook.

QUESTIONS

1. How would you take advantage of Facebook?

2. What does “Educate people” mean?
3. What do you remember about popups?

READING NUMBER 4

- <https://www.moonclerk.com/law-firm-marketing-strategies/>

7 Law Firm Marketing Strategies to Take Your Practice up a Notch by Dodd Caldwell

Gone are the days when all attorneys had to worry about was representing their client effectively. Opening your own practice can be confusing, daunting and expensive. You’ve spent countless hours in law school or even practicing law, and being an attorney probably comes second nature if you’ve decided to venture into owning your own practice.

On the other hand, marketing that practice is completely foreign to you. How do you keep the money coming into your business? How do you attract clients to hire you? How do you grow your practice? These are all topics that were likely never taught to you over the course of your training as an attorney.

While hiring a marketing professional for your law firm can be advantageous, it can also be extremely expensive. There is no need to spend significant amounts of money marketing your law firm when several strategies can be put into practice on your own. Certain strategies could be more beneficial to specific practice areas, but below are multiple marketing strategies that could work for any law firm.

I. Have A Deeply Informative Website

Nowadays you absolutely cannot operate a business without having a website. Not only is having a website essential, but having a great website is what will bring in new clients. Today, if your firm doesn’t have a website, it tends to show that you’re not living in the current times and your firm could get dismissed for their lack of an online presence alone. While just having a

website isn't the only online marketing tool you should use, it will help your firm. Potential clients want to research prospective lawyers and make sure that their lawyer is competent in the practice area that they need, before they decide to hire one. Your website needs excellent content and to provide significant information regarding your practice areas, so a prospective client can see whether their case is something that you are experienced with. Not only should the website state that you are experienced in that area, it should have content regarding that area of law, including articles and blog posts. Your website should also include detailed biographies of all attorneys practicing law in your firm, with a picture so your prospective client knows who would possibly be representing them. People like to put a name to a face when hiring an attorney to represent them. You should also get your website linked to online legal directories where a large number of prospective clients will be searching for attorneys. Remember, potential clients want to know what you can do for them and why they should trust your firm. Detailed information can create that trust. There are many valuable resources to help you create your website. Squarespace and WordPress are great resources to help you build your website, and there are pros and cons to each site. Squarespace is easy for beginners to use as they have hundreds of customizable templates that you can drag and drop content into the website and don't have to spend a long time learning the ins and outs of wordpress. Wix is another simple option for creating a beautiful site using a drag and drop method. WordPress is a lot more powerful and has a low cost but there can be a steep learning curve when first using the platform. If you don't know much about website building, you may be better off with a drag-and-drop builder. It's really simple to build sites using the drag-and-drop systems. Another option is to hire a company that specializes in building legal websites such as EverConvert. If your law firm is the type to accept retainer fees from your clients, you can offer them easy access to payments right on your website. This adds a level of convenience many people could be looking for while decreasing administrative time spent in your law firm.

II. Create a Blog

This ties in closely with having an informative website. Having high quality, relevant, up-to-date content for your website is one of the most important strategies for utilizing your website for marketing purposes. Adding a blog to your website can help you provide a significant amount of quality content for your clients and prospective clients. (In case you're wondering, WordPress, Squarespace, and Wix make it really easy to blog.) The law is ever-changing and by writing about those changes and what they mean for your clients and prospective clients, you demonstrate that your firm is current and relevant. If you are a family attorney, you could write about a new law that passed in your state regarding divorces. If you practice personal injury law, you could write about large settlement amounts that your firm reached. Your goal is to provide your clients and potential clients with all the information they need to stay on top of important information. You can hire a marketing firm to help you with Search Engine Optimization (SEO) to bring your blog to the top of a Google search when someone is searching for that specific topic. You could even hire a company to create a blog for you. If you don't have the time to write the blog yourself, there are many companies such as NextClient and Law Blog Writers that for a fee, can ghostwrite consistently good blog posts for your website. If someone needs an attorney for a particular issue that you have blogged about, a quick Google search could take them straight to your blog and then straight to your website. This will demonstrate your knowledge in that particular area and lead to their possible retention.

III. Testimonials

One of the most effective ways to bring in new clients is through positive word-of-mouth marketing through friends and family. Word-of-mouth marketing has been shown to improve marketing effectiveness by up to 54%. Making sure your current clients are happy during your representation of them can lead to new business. Prospective clients want to know that their attorneys have been successful in obtaining good results for their clients. One way of showing this is by asking current clients to provide

testimonials on your website regarding their success stories. Make sure to only ask clients that you believe will prepare a very favorable testimonial. A favorable testimonial will include a narrative of their experience as well as highlighting specific elements of service that they received from your law firm. Additionally, if you have happy clients you can also ask them to leave positive reviews on Google. When businesses come up during Google searches, it displays the ratings for that business. By accumulating positive reviews, you demonstrate your success to potential clients. If a client is happy with their representation of your attorneys, they will likely be happy to share that success with the world.

IV. Social Media

A 2013 ByField Consultancy survey shows that over half of 101 law firms surveyed won business through social media interactions, yet hadn't fully integrated social media into their marketing strategies. If your law firm does not have a social media presence, you are missing the chance to reach a huge audience. The ins-and-outs of social media marketing for law firms can be pretty extensive. Make sure that you refrain from posting any false or misleading statements about your law firm. Don't misrepresent your specialty areas. Do include links to your webpage and news articles regarding success stories of your firm. When practicing in social media marketing, it is important to follow your local jurisdiction's rules and regulations in order to avoid landing in ethical trouble. Check the American Bar Association for more details and tips regarding the social media marketing of your firm. To start out, your firm should create a social media plan and execute it accordingly. Start out by setting measurable goals, such as learning the different platforms and what type of content works. You should also use a routine. Set aside a certain amount of time each week to continually update and post to your social media accounts. Using a variety of social media platforms such as LinkedIn, Facebook, or Twitter can be very useful in securing views from a wide array of prospective clients. If you have trouble posting to all the different social media sites, consider using a scheduling tool like Hootsuite, Buffer, or PostPlanner. Having a social

media presence can also increase word-of-mouth referrals. By noticing they have a common connection with your law firm on social media sites, prospective clients can reach out to your connections and ask about their experience as a client of yours.

V. Referral Sources

Clients are not the only available referral source out there. Making connections with other companies and people in your community can lead to a large source of referrals. For example, if you are a real estate lawyer, befriend local realtors, brokers or mortgage companies. These companies will all have clients looking for a real estate attorney. Offer to refer them business if they do the same. Building a relationship like this could be beneficial to both of you. If you are a law firm that specializes solely on family or criminal matters, reach out to a real estate law firm and build a similar relationship with them. People that are buying houses often need attorneys for other matters and vice versa. Both law firms could profit off of this mutual relationship. If you can't network in person, consider reaching on social media networks, especially LinkedIn, which focuses on professionals.

VI. Be Active in the Community

Becoming active in the local legal community is important to establish yourself in your field of practice. You can do this by joining different local bar associations in your city. While joining a local bar association can help with your relationships with other lawyer referrals, it is also a good idea to join local organizations and trade associations that are not solely legal in nature. By joining a group such as a young professional's group or a small business association in your community, you can build connections with prospective clients. Target groups that would contain the most potential clients for the type of law firm that you operate. For example, if your law firm advises small business owners on problems, try joining the local small business groups. If you are a real estate attorney, try joining local real estate associations. These groups often have mixers where you can introduce

yourself and your law firm to members. You should also go one step further and join the association's boards to become more active and increase your presence with other members.

VII. Advertising

Certain law firms could actually benefit from spending money on advertising. For example, a single case for a personal injury law firm or employment law firm could bring in a significant amount of money since your law firm takes a certain percentage of the settlement or award. This strategy might not be beneficial for a family law firm or business law firm, as the fee is generally fixed per hourly work or transaction. If you are a personal injury law firm or employment law firm, options for advertising are endless. Consider advertising on billboards throughout your community. You could also record advertisements for radio or television. These ads could target people looking for attorneys that wouldn't normally be reached through word-of-mouth referrals and is generally inexpensive compared to other types of advertising. You could also pay for Pay-Per-Click (PPC) advertising. This type of advertising works in a unique way and the price for this advertising fluctuates greatly. In general terms, you pay for the click based on how competitive the word is. In other words, if a lot of people are trying to get clicks for the same search terms, you're going to pay more. However, although you may end up paying more, you can also target people very specifically. Whenever someone searches for something such as "Personal Injury Attorney Houston," Google will display your firm in an advertisement for the searcher to click. You pay for each click that the advertisement generates for you. On Facebook, you can even target certain demographics such as age ranges and geographic locations. You could target certain individuals that reside in the cities in which you have a law practice. You could also target those who have an expressed interest in a particular type of lawyer, or an age that is vulnerable to particular troubles. The options for advertising for a law firm are endless and can be overwhelming at times. You could hire a company like EMC Advertising that specializes in advertising and marketing for law firms. They

can help with the general marketing of your law firm as well as building television commercials that suit your firm's needs. This strategy can be very costly, but worth it if you have a great website that can convert a lot of clicks to actual clients. It is very easy to measure the effectiveness of this type of advertising on your business making it easy to gauge if the money spent on marketing is worth it in the end.

Conclusion

As you can see, there are many different marketing strategies that your law firm could use to bring in new clients. The most important thing is to put them to practice. Once you begin to use these strategies, it will be easy to see the difference in how your law firm's presence is more visible to prospective clients.

QUESTIONS

1. Why is it a good idea to create a blog?
2. What is NextClient?
3. What have you learnt about testimonials?

LISTENNING

- <https://www.youtube.com/watch?v=MPenA0dfGSY>
- <https://www.youtube.com/watch?v=hbxriaY5iIQ>
- <https://www.youtube.com/watch?v=Ka5Xbp8e4yI>

5. MARKETING IN SELECTED AREAS

Marketing in Health Care

READING NUMBER 1

- <https://getreferralmd.com/2018/01/top-5-healthcare-marketing-trends-2018/>

Top Five Healthcare Marketing Trends

It's time to identify the trends that lie ahead for healthcare marketers. The healthcare sector is evolving and marketers who can analyze the trends and prepare for the future, have the best chances of setting their companies up for success. However, before we begin to predict trends, let's take a quick look at what trends dominated healthcare marketing in previous years.

One of the main trends was the rise in patient awareness and engagement. The fact that patients are now more likely to research and browse health information online, before making any decisions, has created an opportunity for healthcare organizations to focus their marketing efforts digitally. Consequently, more have focused on creating engaging content, enhancing search engine optimization and increasing their social media presence.

Here are five marketing trends that you'll want to watch out for:

I. Improvement and investment in patient portals

Patients' portals have been around for many years, and it is predicted that there will be a revamp of portals, as healthcare organizations are looking for ways to increase care outside of the traditional setting. This is likely to result in more sophisticated and user-friendly portals, particularly as more consumer-oriented tech companies enter the market. Currently, most portals allow patients to view test results, immunizations, and medical history. However, a recent review of patient attitudes toward patient portals

found some negative experiences. According to the CDW Healthcare survey, less than 30% of patients would give their healthcare providers an “A” for technology use, and 89% want easier access to their portal. Patients are demanding a more user-friendly experience. It pays to keep patients happy, and this year we hope to see more organizations take on a patient-centered approach to improve features, usability, and design. Over time, a portal should give patients more control over their care and well-being and become the foundation for electronic communications between the patient and provider.

II. Voice-driven SEO (search engine optimization)

Digital assistants such as Siri, Alexa, and Google Assistant are invading our lives through mobile devices, smartphones, and home devices. According to Md Connect, a staggering 200 billion searches per month will be done with voice! This is shown in the graph below. Voice search is already accounting for 20% of all searches and will make their way into the healthcare industry, with many projects underway. With the rise of popularity of voice search continues to rise, medical marketers need to adapt their SEO strategies to stay ahead of the curve, with consideration to the following:

- Focus on users’ language

When marketers are planning out their voice search strategy, often they forget that people search differently; unlike search keyword phrases that you type into your computer, voice search is more conversational and natural in tone. When users use text search, these are shorter than voice search. For example, in Google, a user may type “knee specialist, Lincoln.” However, the same query conducted via voice search might be “Who is the best knee specialist in Lincoln.” Natural language is becoming more and more integrated into Google’s search algorithms. Because of this, marketers should focus their content on generalized topics rather than specific keywords as before.

- Focus on local information

Patients often search for GPs and hospital information online based on their local area, therefore having your Google Business listing and Bing Places for Business claimed and up-to-date can help increase your chances of showing up when a voice search is done. Don't also forget to update other online business directories. Voice is inevitably going to play a larger and larger role in search results. Since most voice searches are done on mobile devices, your website must be mobile-friendly. It's time for marketers to start optimizing their site for the new world of voice search.

III. Content

Content marketing has been a common digital strategy in the last few years, and once again, this shows no signs of slowing down. According to a survey by Smart Insights, 20% of marketers believe that content marketing will make the largest commercial impact this year. So why is content marketing still relevant? Many studies have revealed that healthcare content is the second most-searched-for service online. With so many people seeking expert healthcare information, it is important to capture these searches with relevant and unique content. Developing content that answers your patient's questions and addresses their points is key to writing valuable content.

Example: If your goal is to improve appointments for your physiotherapy department, it's a good idea to ask what a physio solution-seeker is searching for in a search engine. For many, it is signs of whether they need physiotherapy. As a marketer, you can create a simple on-site quiz that acts as a diagnostic tool for whether the person requires physiotherapy after answering a set of questions. Once they have taken the quiz, the next stage is to prompt them to book an appointment. In this way, the prospect is self-qualifying themselves as someone who is need of an appointment with a physiotherapist.

Bupa, an international healthcare group, does content marketing very well. They run The Blue Room, an online destination that provides "information you can trust, and real stories to help inspire you to live a longer, healthier, happier life."

Whether it's content that answers questions about treatment options or content that provides information about care, Bupa has created a content strategy that has helped with customers' engagement, as well as driving commercial outcomes.

IV. Social engagement

Social media marketing has changed significantly over the past decade. In the medical world, the trend in social media is being driven by changing attitudes and preferences. Patients now seek information via social media to help them make an informed decision on the best practice and doctors to seek care. We will see more engagement and two-way communication, as healthcare marketers are looking to communicate with patients in real-time, to build meaningful relationships with their target audience. So what content should you have in place?

- Video

Simply put, video works! Video is growing and will only get bigger because people are visual by nature. Testimonials shown in videos, also make a great way of building brand credibility and trust in the eyes of customers. Remember that video content elicits higher engagement rates. New formats such as live streaming are also an effective way to engage target customers.

- Chatbots

Many companies incorporated chatbots as part of their marketing strategy. Forbes writer, Blake Morgan comments that Chatbots are the future of customer experience and have the power to replace search windows and many apps in the not-so-distant future. Chatbots can give medical practices the chance to interact quickly with their patients in a way that feels personal and specific to their needs. There are more than 100,000 active bots on Facebook Messenger every month, and almost 2 billion messages are exchanged between businesses and their target audiences each month. Most healthcare organizations have done little to advance their client communication systems. Often, their best effort is to have a FAQ section on the website to cover any inquiries that a patient may have. This is very

limiting, and patients are frustrated since they may not find the information they are looking for. Chatbots, on the other hand, are interactive, answers are obtained quickly and efficiently, further saving time taking phone calls. A combination of chatbots and messaging apps can significantly enhance the quality of patient service.

- Be mindful of organic reach

Organic reach strategies in social media are likely to decline. Platforms such as Facebook has made this more difficult for firms to reach their fan base, their algorithms filter out all content and only show ones they believe are relevant to users. With Facebook already announcing that organic reach will soon be zero, businesses are more likely to pay to have their content seen by sponsored posts. Healthcare marketers, therefore, need to stop relying on short-term tactics that once worked. In short, while you must create and share relevant content, you need to understand that it is a pay-to-play world.

Social media cuts across every customer segment and every aspect of the customer relationship. So whether you're planning to launch your medical practice on Twitter or Facebook, it is important that you are creating social communities to connect, collaborate and communicate with the target audience.

V. Optimize user experience

We're living in a time when design and user experience have never mattered more. According to continuing research by Klein & Partners, 11% of visitors to a hospital or health system say their website experience created new, negative feelings about that brand. Patients are increasingly comparing healthcare websites to the best retail sites such as Amazon and want to experience the same. Design in healthcare is about usability and creating a better user experience for patients. Seven factors describe user experience, according to Peter Morville, these are: useful, usable, findable, credible, desirable, accessible, valuable.

Your website should, therefore, aim to satisfy the user experience first, through improved usability, enhancing customer satisfaction, and inspiring loyalty.

The increased use of electronic medical records has brought the topic of user experience into focus for the healthcare industry. For example, if you are building a website, then you have to take care of the accuracy of the information that you provide. A person's medical records can be critical information while monitoring their health or detecting symptoms. By adding value to things patients are already thinking about, you become a trusted source and a partner.

Modern healthcare marketing is about connecting people, and focusing more firmly on what customers want.

QUESTIONS

1. What is a patient portal?
2. Why should marketers focus on user's language?
3. What have you learnt about marketing content?
4. What is a chatbot?
5. What are the seven factors describing user experience?

READING NUMBER 2

- <http://smallbusiness.chron.com/marketing-healthcare-services-products-58741.html>

About the Marketing of Healthcare Services and Products by Karen S. Johnson

Marketing healthcare services and products presents unique challenges compared to other consumer goods and services, because it deals with health behaviors as opposed to just purchasing behaviors. Health marketing includes awareness and education but also behavior adoption or

change, which are difficult and can take time. Healthcare marketing is also influenced by a changing population and related problems, advances in research and other external factors.

Population changes influence not just how you market healthcare goods and services, but depending on where you work, what gets marketed. For example, as people live longer, companies may choose to create products and services tailored to an aging population or to their adult children serving as caregivers. There may also be different health concerns among different ethnic groups. Since different groups -- age, ethnic, income level -- respond to different marketing messages or venues, health care marketers must take care to develop marketing strategies customized for different populations.

People can reverse healthy behaviors for many reasons, although the reasons may be complex, which makes marketing a challenge. For example, even though research has shown the negative effects of too much sun exposure, different age groups respond differently. Marketers are tasked with understanding why; perhaps young people are caught up in a trend of going to tanning salons, believing that to be safer than the outdoor sun. Economic trends can also affect healthy habits, such as eating well, purchasing medication or equipment such as glucose testing kits for diabetics.

Healthcare marketers need to understand how government health policies and guidelines might impact marketing efforts. Changes in health insurance laws can affect how people seek preventative or emergency health care, for example. Removing prescription requirements from popular medicines can increase their access to people, yet the over-the-counter cost may then become prohibitive to some, or there may be concerns about the abuse of a product without a doctor's prescription, so additional education may be necessary. New federal dietary guidelines for healthy eating or to prevent disease may be complicated for some populations.

Privacy is a paramount concern in healthcare marketing, particularly for marketers employed by a health care provider such as a hospital or clinic. You need to understand and strictly adhere to privacy laws and how you can and cannot use patient health information to market goods and services. For other marketers, such as those working for a manufacturer of healthcare products, research will help you craft your marketing messages to convey sensitivity; for example, marketing drug-testing kits to parents to use on their teenagers or condoms for prevention of sexually transmitted diseases.

QUESTIONS

1. What are some examples of economic trends and their effect on healthy habits?
2. Can you give some examples of how changes in population can affect the marketing strategies?

READING NUMBER 3

- <https://www.kunocreative.com/blog/strong-healthcare-digital-marketing-strategy>

Six Keys to a Strong Healthcare Digital Marketing Strategy **Lara Nour Eddine**

The healthcare industry is continually pursuing the next technological advancement. Whether it's a new, improved treatment, a groundbreaking facility or the expansion of physician specialties, healthcare organizations are always working to provide a higher level of care for patients. Unlike any other industry, healthcare serves a broad audience. And today's consumers are becoming more dependent on apps and websites. In fact, patients are relying on websites at an increasing rate to make healthcare decisions. This is why it's important to stay on top of digital marketing and keep your organization at the forefront of change—even online. Use these six keys to a

strong healthcare digital marketing strategy that will reach patients and generate leads in today's patient-centred market. Healthcare digital marketing strategy includes the six following keys:

I. An Easy-to-Navigate Website

Your website serves as the welcome mat to your organization. It typically is the first impression your company will make and plays a strong role in a patient's decision to choose your facility or go elsewhere, so you want the user experience to be as easy as possible. Chances are if someone is on your website, they are looking for answers for themselves or a loved one and want to find what they're looking for quickly so they can take action. Patients already are looking online for health information, so make sure your website is patient-focused and easy to use.

II. An Informational Blog

Your blog goes hand-in-hand with a strong, user-friendly website. With 1 percent of all Google searches related to medical symptoms, and 3.5 billion Google searches, that's 35 million online medical searches every day. Take advantage of all those searches with rich blog content that provides information on health conditions, answers to questions, quick tips and advice they can get without going to the doctor. Be sure to plan your editorial calendar around health months or other timely topics relevant to your organization. And don't forget, people take comfort in reading about other patients who have experienced a treatment, condition or surgery they are facing, so this can help boost your blog's readership numbers. While you can feature testimonials in various places around your website, your blog is a great place for reading in-depth about another patient's success. Rather than short clips, blogs are trending toward featuring in-depth patient stories on their journey from diagnosis to recovery.

III. Resourceful Emails

It's true that patients go searching for information, but email is a way to be a step ahead. What if the information was in their inbox before they had to even look for it? By sending out an email newsletter at least once a month, you'll continue to educate patients by providing them with fresh content they can apply to their own health. The key is to provide your email database with a variety of information to best capture your audience's interest. Use email personalization and segmentation based on a recipient's interests and needs so they're receiving information relevant to them. Send out a video, a current blog post or provide industry news that will give readers information on various topics. Be sure to plan these ahead of time so they are timely according to what's going on at your organization or in the health industry. This newsletter email sent out by Akron Children's Hospital in August helps parents of young children with issues facing preschoolers going back to school. Parents who have subscribed are dealing with many of these situations just before school starts, and this email was timely in providing answers to their problems.

IV. Videos That Educate and Inspire

Audiences increasingly are leaning more toward visual content. According to Wordstream, one-third of online activity is spent watching video. If you can get your physicians on camera speaking about their area of expertise, it inevitably will add to their credibility and capture an audience that is out there looking for the expertise your physicians have. Like the blog, another appropriate place for testimonials is in your video resources. The only thing better than reading about another patient's experience is getting to see it in action through video, and hear the doctor, patient and family members describing the experience from beginning to end. Video is a powerful tool; the lighting, music and story structure work together to draw out emotion when telling the story in ways a blog post can't. These elements can evoke feelings of passion, hope, courage, fear and many others that the written word alone can't capture.

V. Strong SEO Attributes

You can have the best-looking, most informative website, blog posts, emails and videos, but what good are they if they're not being found? Through the process of search engine optimization (SEO), you can increase the quality and quantity of organic traffic by centering your content on specific keywords your patients actually would use in their searches. If you're a hospital with several service lines, you'll want to do some keyword research with a tool like SEMrush or the HubSpot keyword tool to determine the best-ranking keywords to use on each page. You'll want to look for what keywords are currently driving traffic to your website, as well as your competitors'. The hospital shares videos, blog posts highlighting its staff caring for patients, upcoming events and dozens of positive patient reviews. A great feature is a "Book Now" button that takes patients to the hospital's physician page, so patients can easily locate a doctor for their needs.

VI. Tying It All Together

A strong healthcare digital marketing strategy is most effective when it is managed in a streamlined way, where each component is in sync with one another, rather than siloed. In addition to regularly meeting with your team about your marketing strategy to discuss changes or updates, connect these elements through a content management platform. This enables you to track the performance of your efforts as a whole and identify areas for improvement. In fact, many healthcare organizations already are managing their digital marketing efforts on HubSpot or other similar platforms. Doing so helps them review previous efforts, and makes planning their future strategies easier. Platforms like HubSpot can support your marketing endeavors through their continual updates to help you better serve the healthcare industry and the users you are working to attract.

QUESTIONS

1. How did the writer describe health care industry? How do you understand it?

2. How would you describe an informational blog?

LISTENNING

- <https://www.youtube.com/watch?v=aYzOeALGQCs>
- <https://www.youtube.com/watch?v=TeD7vxt90cM>
- <https://www.youtube.com/watch?v=9XirzREBuJE>

Marketing in Education

READING NUMBER 1

- <https://blog.hubspot.com/marketing/4-education-marketing-trends-to-keep-an-eye-on-in-2017>

Four Education Marketing Trends to Keep an Eye on in 2020 by Kristen Baker

Marketing trends in the world of education have the power to get prospective students excited about applying, visiting, or accepting their invitation to your school. They're critical to staying top-of-mind among your target audience now and for years to come. Similar to other trends under the (large) umbrella of marketing, education marketing trends are critical to stay on top of and deploy regularly if you want to be relevant and sought-after. In this blog post, we'll help you discover how you can achieve just that. There are a number of education marketing strategies to experiment with, but here are four recommendations we have for you to help you stay ahead of the curve.

I. (Live) Video

Today, engagement stats for video content only continue to grow. Incorporating video into your marketing strategy is no longer optional. And these days, it's not just about offering any type of video content – it's about tapping into live video content. When considering how to incorporate live

video, tools like Facebook Live are a great place to start. Fortunately, campuses are natural hives for creating compelling live video. Any school event, in-class experience, or lecture can be live-streamed (as long as your school policies permit this). Other ideas include a quick “student on the street” live interview about a hot topic of the day or a day-in-the-life video for a specific student persona. Not to mention you can repurpose video that was recorded as part of a live stream into future content like Northeastern University did with their commencement video – once the ceremony was over, they shared the graduation on their YouTube channel for anyone interested to watch. To piggyback off of our suggestions of using Facebook Live and Youtube, there are a number of other social media sites you can take advantage of when it comes to live and previously-recorded video including Instagram and Snapchat. These channels are highly relevant among millennials and generation Z – who are most likely members of your target audience as an educational institution. The platform lets you share images and short videos that you can curate them into longer “Stories”. For example, you could make an experience out of a campus tour or as a channel for student ambassadors and faculty to share personal perspectives on campus life. Like Instagram and Twitter, Snapchat works with hashtags – so, research your student personas to find the hashtags that will ensure your Snapchat content is found by them.

II. Memorable Experiences

Nothing reaches audience members like sharing real experiences. People want experiences that make them feel something – when this happens, they’ll be more likely to make a purchase, invest in, or strive to have that experience as well. For example, a video about move-in day on campus should make prospective students feel excited, welcome, and motivated about the opportunity to be a part of that experience. Meanwhile, the same video should make current and past students feel proud and fortunate to be a part of the community. Experiential marketing and content resonate with people and make them want to have the same experience and/ or invest in whatever the experience is. It also makes them want to share the content

among their personal networks via social media, word of mouth, and more. Experiential marketing strategies allow you to offer a look into your school that people who know nothing about it or have never visited want and need to make a decision about whether they want to apply, visit, attend, donate, and more.

III. Personalized Content

For years, e-commerce and social media sites have been customizing web experiences. But today, we expect all of our digital engagements to provide that sort of personalization. Think about it – with all of the schools out there today, there is so much content floating around among prospective, current, and past students. Personalization is how you make it relevant and tailored in a way that the content stands out and becomes something worth consuming and sharing. But this personalization requires more than simply inserting a prospect's name into an email. Effective personalization is providing the most relevant content to a specific member of your target audience that meets their needs. To do this, you'll need to learn about the online behavior, challenges, interests, and routines of your target audience. This includes understanding the type and format of content they prefer to consume. An effective way to do this is by creating personas for different students or conducting surveys. To personalize, think big and go beyond email. For example, you can tailor headlines that visitors see when they visit your site or offer the most relevant blogs for their desired education path and interests. And remember, the more data you collect, the more precise your personalization can become.

IV. Influencer Marketing

Influencer marketing is a form of word-of-mouth marketing (WOMM) but with an added bonus for your efforts. WOMM is so effective because it's a third-party opinion that prospects feel they can relate to and trust – because, let's face it, prospects know that even when you're providing valuable and relevant content, you're still biased as the promoter. The process of influencer marketing is about identifying an individual who fits

your persona, is well-known among members of your target audience, has an impressive following, and exerts a powerful influence on your shared target audience. You can use influencers to share your content or they can create content relevant to your school.

QUESTIONS

1. What are the four educational marketing trends?
2. What does personalized content mean?
3. What is influencer marketing?

READING NUMBER 2

- <https://www.tintup.com/blog/10-higher-education-marketing-trends-2018/>

What Is Education Marketing?

Education marketing is marketing geared specifically towards the higher education market. High school graduates are no longer looking at college as a necessity and college enrolment numbers are dropping. It's critical for colleges and other educational institutions to develop effective marketing strategies that solicit the attention of potential students. The world of higher education marketing is morphing into a completely new species. Its constantly changing form has affected student opinions of further study and how they engage with individual institutions. Not surprising, really, considering college no longer has the high-brow draw of yesteryear and instead conjures up images of unrealistic student loans and a world of debt. Going to college is no longer a must-do, and more and more institutions are having to put themselves out there to grab the attention of potential students. Why? Because, according to research, higher education institutions are facing a big decline in student enrolment. Today, there are two things on the minds of colleges: get more students and increase student engagement. Which means marketing has emerged as a vital must-do in

order to attract prospective students and build a brand. So with that out of the way, let's take a look at the top trends in higher education marketing set to hit this year:

I. Social Influencers to Share School Moments

Influencer marketing is a huge deal at the moment (if you didn't know that, we're guessing you've been living under a rock or hiding away in the Amazon jungle). But it doesn't just refer to nabbing household name celebrities and getting them to promote your product to their millions of adoring fans. It can also mean leveraging social savvy students and encouraging them to share their experiences. There are two key ways that influencer marketing can be mega-beneficial to higher education institutions:

- You can easily create content that's geared towards a select segment of your student body and recruit an influencer to help promote it.
- You can bring tech-savvy students aboard and hand over screen control to those who can instantly relate to your target audience because, well, they are the target audience.

Let's take a look at this in action.

How to Leverage Influencer Marketing:

- Check out your student's social media (not in a creepy way – avoid accidental likes on random posts, please!) and determine who the most socially involved are.
- Look for those who are in lots of clubs and have a large-ish social media following.
- Now think about a mutual back-scratching situation: could you ask them to be the face of your brand for a short while?
- How about getting them to share their student experiences with others, or live stream their day through Facebook?

II. Video Marketing to Create Emotive Stories

Marketing needs emotion to work. Fact. Whether it drives people to feel happy, sad, scared, or angry, it needs to make them feel something. And video is the perfect way to do this. Marketers who use video grow revenue 49% faster than those who don't. It's a win-win tactic for both institutions and students: the students get more videos to scroll through on social media, while the institutions grow their enrolments and revenue. But simply putting out videos for the sake of it will get you nowhere fast. You want to be looking at the sentiment behind why video is so powerful, and it all boils down to a little magic trick called storytelling. The saying a picture is worth a thousand words has stuck around so long for a reason. Visuals are incredibly powerful, but how can you integrate them into your strategy? Try creating videos for major yearly events, like move-in day, campus festivals, and commencement to give prospects a first-hand insight into what life is like on campus. Use real stories from real people to give your videos more power. The best part? These days you don't need a load of fancy equipment and a full-stack editing team, you can simply wave a smartphone around to capture the good stuff.

III. User-Generated Content for Social Proof and Reach

Word-of-mouth recommendations might feel like a dying breed, but in fact they're evolving to align with the digital landscape. By bringing content from former-students into the eye-line of future prospects, you're essentially tapping into the word-of-mouth trend. According to research, 70% of people trust online peer reviews and recommendations more than professional content and copy, and 72% of brands believe that shared UGC helps them engage their audience, tying into the whole brand-building side of higher education marketing. How to Leverage UGC? Create a hashtag that students can use to bring together their experiences in one place. You can then publish their Tweets and Instagram posts on your website and in marketing collateral to entice prospects.

IV. Creative Social Media Campaigns

Students today – and people in general – have incredibly short attention spans. We're looking at around eight seconds (which, if you didn't know, is shorter than a goldfish's attention span). This has translated into a serious case of multitasking over a smattering of different channels and devices. So, to cut through the sheer noise of stuff this generation are consuming, you need to get to the point – and quickly. Multi-channel marketing campaigns are the way forward but, more than anything, higher education institutions need to get creative if they want to stand out. How to Leverage Creative Social Media Campaigns? First things first, use the platforms where your prospects are hanging out. According to research, the majority of the Gen Z population prefer to use Snapchat and Instagram, two very visual and ephemeral channels. Then start thinking outside the box: could you integrate virtual reality into Facebook live streams? How about using Snapchat Spectacles to show off campus tours or implementing Snapchat geofilters on campus visits? Whatever you decide to do, make sure the outcome helps prospective students. They should always be at the front of your mind.

V. Mobile-First Marketing

If you asked your students to list five things they couldn't leave the house without, we know exactly what would be at the top of the list. Have you ever seen a student in the wild who wasn't glued to their smartphone? Which means, if you want to reach prospects where they're most comfortable, you need to be implementing your marketing strategies on mobile before desktop. Taking it further, research has shown that 49% of average smartphone users on campus have acted on an ad they'd come across on their mobile, while three-quarters of Gen Zer's reported making purchases from their handheld devices. The conclusion: mobile is big. And important. Because of their handheld nature, higher education institutions will be implementing more geo-targeted ads that reach prospects and students wherever they are over the next year. The key here is to consider what every campaign will look like on mobile:

- Think about using rich media advertising that allows audio and video to catch the eye and garner attention.
- For general design and branding, this means considering basic interfaces and flatter designs that stand out on mobile, and a user experience that is geared towards the tap-friendly generation.
- If you're thinking about serving ads, run them on platforms that students use the most on their phones, like Snapchat, Spotify, and YouTube.

VI. Augmented Reality to Create Unique Experiences

Remember how huge Pokemon Go was? It seemed like everyone was trying to “catch them all” for a short time. And this is precisely the power augmented reality has. As opposed to creating new worlds entirely like virtual reality, augmented reality lets you lay new worlds over existing ones. In the next year, we can expect to see higher education institutions tapping into this trend and creating games and stories that overlay real-life campus scenes in an attempt to engage students and attract new prospects. How to Leverage Augmented Reality:

- Now, we're not saying you need to go out and create a completely new app. Instead, think about how you can integrate augmented reality to create unique experiences for your audience.
- Maybe you could provide virtual campus tours with augmented reality offering visuals and information along the way? Or how about an interactive campus map with a gamification twist?

VII. Live Streaming to Build Connections In-the-Moment

The ability to connect with potential students in-the-moment is a real step forward for higher education institutions. Imagine it: it's almost as close as you can get to chatting with them face-to-face. It's invaluable and will only become bigger as more and more people crave closer connections with brands. According to research, 80% of audiences would rather watch live video from a brand rather than read a blog post, and a further 82% prefer

live streams to social posts. The numbers don't lie. How to Leverage Livestreaming?

- One of the best places to use livestreaming is at events.
- Start making a list of all the events you have on campus and get in touch with the departments that host them. Make sure you – or an influencer – is there to capture the goings-on live, so prospects can see campus life in real-time. That's pretty cool.

VIII. Email Marketing Segmentation for More Personalized Experiences

Personalization is set to be big over the next year in every industry – and it makes sense. People want to feel wanted. They want to feel like brands are speaking directly to them, and they don't have the time to waste checking out unrelated content. One of the quickest and easiest ways to provide a personalized experience is via your email marketing, with 74% of marketers confirming that targeted personalization increases customer engagement. By using segmentation (just like The New York Times, which offers 30 different kinds of subscriptions covering a host of niche topics), you can deliver relevant content to the right people in order to build up rapport, trust, and credibility. How to Leverage Email Marketing Segmentation?

- Look at your student body and dissect the different segments. You might want to break things down by department, by major, by hobby, or life situation.
- And then you can create content and write specifically to each segment. Sure, you'll be speaking to fewer students at a time, but you'll create deeper connections.

IX. Measuring Analytics and Building on Results

Measuring analytics is a sore point for many marketers. Aside from generating traffic and leads, measuring and analyzing ROI is one of the biggest challenges marketers face. Today, marketing tools are cheaper and more accessible than ever, meaning we're likely to see a rise in the number

of higher education institutions that are turning to their data and drawing deeper conclusions from it. If you're not measuring every aspect of your marketing strategy already – you're missing out, and it's likely you'll get left behind. How to Leverage Measuring Marketing Analytics

- Now that the tech for analyzing marketing efforts is getting cheaper by the day, you might want to hire an analyst to go through the data you have.
- From the results they pull out, you can then use insights to create even better, more aligned marketing strategies that can only get more successful the more you listen to what's working and what isn't.

X. Micro-Moment Blogging to Answer Key Questions

Yes, video is a must, but written content is absolutely still a thing. Especially when it comes to higher education institutions, because 64% of college prospects would rather read a college's website content than watch a video delivering the same message. Sound counterintuitive? The key is to get video and text working together in tandem because, naturally, there are some areas where video is absolutely necessary, while others are best suited to text content. Where does the text part come in? This is where you can tackle the key terms and common questions prospects and students have. These are the things they'll be Googling, and we'll see more and more institutions creating blog posts and written content that answer some of the most overlooked queries. How to Leverage Micro-Moment Blogging?

- Consider what students and prospects search for in Google.
- Tear your mind away from the most common queries, and instead focus on the more niche, specialized questions they might have, like:
- What is daily life like on X campus?
- What communities are there based around writing and literature at X University?
- How can I find people to share accommodation with?
- If you haven't already answered these kinds of questions in detail, start forming a content schedule that hits them right on the head.

The marketing world is constantly changing and, for higher education institutions, this means staying on the ball or potentially missing out on new students. With the drop in enrolment numbers and the growing need for students to connect and engage with universities, it's easy to see why marketing tactics like livestreaming, User Generated Content, and augmented reality will continue to grow. These methods allow students to create deeper, more meaningful connections with institutions and build up a bigger picture of what life on campus is like before they enrol.

QUESTIONS

1. How would you describe education marketing?
2. What is the author's opinion on video marketing?
3. What are the ways to integrate videos into your marketing strategy?
4. How do you explain the sentence: "The conclusion: mobile is big."?

READING NUMBER 3

- <https://www.higher-education-marketing.com/blog/5-digital-marketing-trends-schools-watch-2018>

Five digital marketing trends for schools to watch out for

One of the most exciting things about working in digital marketing is that the online world is constantly changing and evolving. All it takes is an inspired idea or exciting new technology to make you completely rethink your existing approach and unlock exciting new possibilities for your campaigns. Keep reading to find out what to expect:

I. Generation Z Will Come to the Fore for Higher Ed

One of the biggest shifts in digital marketing for schools in the next year could be largely invisible, but extremely important. Many professionals are predicting that the biggest change we will see in the online landscape that

there will be an increased focus by marketers in all industries on Generation Z. While there is often debate around the exact dates that divide Generation Z and millennials, most experts place people born in 1995 or after in the former category. This means that the oldest Gen Z members will be 22 next year, potentially entering the workforce, and enjoying increased spending power and influence. As a result, you can expect more and more marketers to target the younger generation, and begin to favour platforms popular among them, like Instagram and Snapchat. Of course, many education marketing professionals will already be focusing on this demographic in their efforts, and will be more prepared than most to reach them. Nonetheless, the increased focus on this market from other industries could have indirect consequences for schools, with increased competition in both online advertising and social media for the attention of users.

II. Should ‘Digital Hangouts’ Be a Part of Your School’s Social Media Strategy Next Year?

Speaking of Generation Z, the increasing importance of that demographic could bring about some dramatic changes to social media use in the next year. As the world’s first true digital natives, Gen Z is more comfortable online than any generation that came before it, to the point that some even prefer to meet and connect with peers virtually rather than face-to-face. This has led to the popularity of ‘digital hangout’ platforms like Houseparty, which allows users to socialize online in video group chats of up to 8 people. Houseparty now has over 1 million daily active users, and Facebook has recently launched its own digital hangout app, Bonfire, in select markets. As with other social media trends before it, like instant messaging, group video chat apps are seen primarily as social tools at present, and it will take some time before users begin to accept the presence of marketers on these platforms.

III. Facebook Spaces Could Introduce Schools to a Brave New Virtual World

Bonfire isn't the only new platform that Facebook launched in the past year. Last year, the social media giant debuted Facebook Spaces, its new virtual reality platform, for the Oculus Rift and HTC Vive. Taking the digital hangout idea one step further, the revolutionary VR app allows users to connect with friends in entirely virtual environments. You can use Facebook photos of yourself to create a digital avatar and virtually explore the site's collection of 360 videos and photos, and even images from your own personal timeline. The app also includes a 'virtual marker' that you can use to draw 3D objects, and even lets users place video calls or livestream from inside these virtual environments.

IV. Is it Time to Start Building Chatbots For Your School?

Although we have spoken about the possibilities that chatbots could offer schools before, the use of this new technology is still fairly rare in the education sector, but 2018 could be the year that all changes. Over the past few years, chatbots have become increasingly more widespread, sophisticated, and accepted by online users, with over 100,000 now active every month on Facebook Messenger alone. Third party developers like Chatfuel and Botsify are also making it easier than ever for organizations to design and customize their own bots, while companies like Admithub and Ivy are even designing bots specially tailored for higher ed. While care needs to be taken to ensure that inquiry follow-up remains personalized and useful to prospective students, using chatbots could potentially help schools to streamline the process, helping them to better connect with international students in different time zones, answer common queries more speedily, and even automatically direct students to useful web pages. In addition, as chatbots become more widely used, your audience may come to expect the efficient and instantaneous service they offer, meaning next year could well be the time to test drive this new tech.

V. Spotify Could be the Next Big Higher Ed Paid Advertising Platform

With over 140 million daily active users worldwide, streaming service Spotify has revolutionized the way people listen to music, allowing listeners to access practically any song they want at the touch of a button. While it is possible to pay for an ad-free subscription service on the site, the majority of users make use of the platform's free accounts, which play occasional ads between songs. This is a particularly intriguing audience for advertisers in all industries, and the recent news that Spotify was launching a self-serve advertising platform was greeted with a lot of excitement in marketing circles. The new service allows you to create your own 30-second audio ad with a voiceover and background music. As both a new online promotional channel and an alternative to traditional radio advertising, Spotify represents an intriguing new option for schools. Listeners can be targeted by age, gender, location, device, and activity, and even music taste. The service is charged on a cost per play basis, and campaigns can be built with a minimum budget of just USD\$250. Spotify are only accepting US-based advertisers at present, and there is a waitlist to join, but schools all over the world would do well to investigate this intriguing new avenue when it becomes more widely available. Although it is always fun and exciting to explore new possibilities on the digital horizon, it's important not to get too carried away. The success and failure of new innovations is ultimately determined by their popularity with online users, and this can be notoriously difficult to predict. For optimum results, a forward-thinking but cautious approach is always best. By keeping your online student recruitment efforts grounded in tried and tested strategies, while still paying attention to upcoming trends and developments, you can ensure you don't get left behind while avoiding making costly mistakes.

QUESTIONS

1. What is generation Z?
2. What is millennials?
3. What is Admithub?

LISTENNING

- <https://www.youtube.com/watch?v=oBdBF1d8UpE>
- <https://www.youtube.com/watch?v=aqdm6aBUZII>
- <https://www.youtube.com/watch?v=8XGQmzywsPU>
- <https://www.youtube.com/watch?v=N5Y8W0OC9Jw>

Marketing in sports

READING NUMBER 1

- <http://www.marketing-schools.org/types-of-marketing/sports-marketing.html>

Explore the Strategy of Sports Marketing

There are few things in the world as widely loved as sports. The National Football Foundation reports that 49,670,895 people attended an NCAA football game in 2011, while over 110 million people watched the 2012 Superbowl, according to Nielsen. From fanatics to casual viewers, sports capture the attention of more people than almost any other kind of event. Marketers understand the popularity of sports and have made them a centerpiece of marketing campaigns for decades. As the size and popularity of national sports has grown, the field of sports marketing has grown with it. According to CNBC, Budweiser has spent almost 240 million dollars on Superbowl ads alone over the last 10 years. As long as sports continue to thrill hundreds of millions of people, they will continue to be a prime events to deliver advertising messages. Sports marketing uses sports, in any form, to help sell goods and services. This particular style of marketing is less about using a single strategy and more about using the content of sports to assist marketing efforts. This is not limited to professional sports, and may include college athletics, minor leagues, or alternative sports. Since sports can be watched on a variety of platforms, sports marketing can take many different forms. Teams sell advertising space inside their stadiums to

marketers who want to purchase billboards and other print ads, while TV networks sell airtime during the events. Famous athletes also sign contracts to work as celebrity endorsers and lend their images to marketers. The biggest advantage of sports marketing is that it allows marketers to piggyback on the popularity and devotion many fans feel towards their favorite teams and athletes. If a baseball fan has loved a specific team since childhood, any marketer who associates themselves with that team gains instant credibility in that fan's mind. Since the revenue ultimately goes to support the team, the marketer is considered a sponsor and invested in the team's success. The only major disadvantage is that the sports marketing industry is so large that it can be hard to stand out in the crowd. A fan who watches a three hour football game will be exposed to dozens of different marketing messages. Marketers must advertise to a wide range of customers, but risk that their ad gets overlooked by fans more interested in the game.

- Allstate – The insurance company sponsors NASCAR driver Kasey Kahne. His car is covered in prominent Allstate ads and he appears in the company's print and TV ads.
- Reebok – The sneaker maker lead one of the most memorable ad campaigns of all time when they created a fictional rivalry between decathletes Dan O'Brien and Dave Johnson. This created buzz for both the Olympics and Reebok.
- Coke – An iconic ad featuring football player Joe Green signing an autograph for a young boy helped introduce the slogan "Have a Coke and a smile."
- StubHub – The ticket agents featured a common sports sound, the buzzer signaling the end of a period, at the ends of their ads. When fans heard the sound in the course of a game, they thought of StubHub.
- Budweiser – The beer maker invests heavily in TV marketing during the Superbowl. Viewers look forward to the humorous new ads almost as much as the game itself.
- Citi Bank – The company paid millions of dollars for naming rights to the home field of the New York Mets, now called Citi Field.

Taking out an advertisement during the radio broadcast of a baseball game or buying a small ad space in the bathroom of an NBA arena can be easy and relatively inexpensive strategies. It is only very large companies that will be able to invest heavily in sports marketing though. Securing celebrity endorsers and buying TV airspace during major sporting events can cost tens of millions of dollars. Marketers use sports to reach a certain segment of the population. Typically, the target market is men, but there are exceptions. Figure skating, for instance, attracts a large female audience. Products that appeal to men like beer, trucks, and snack foods are marketed heavily during sporting events for this reason. The only real qualification for using sports marketing is having a product with a wide appeal. The maker of highly specific business software would gain nothing from the wide net cast by sports marketing. Using sports to sell products presents many opportunities that bring both risk and reward. A successful sports marketing campaign can linger in the minds of consumers for years, while an ineffective one can be a significant waste of money. All marketing efforts must be guided by a comprehensive marketing plan if they hope to succeed. The plan will begin with a number of logistical questions, such as budget estimations and resources. Sports marketing can get expensive quickly and the companies will need to use their resources wisely. They will also need to establish a time frame for the campaign. Will it run for a week, an entire season, or involve a multi-year marketing effort like buying stadium naming rights? Different marketing objectives will involve different plans. The company then needs to know who their target audience is and how they can best be reached. This involves analyzing the company, their product, and the customer. If a marketer wants to reach males under 35 they might focus on extreme sports. If they want to reach a casual sports fan, they might focus their efforts on the Olympics. The marketer will need to examine the entire sports marketing landscape and identify the most promising opportunities based on scientifically based market research. A team of creative professionals will work on developing ads whether they are TV spots, billboards, or radio ads. Research findings should determine the goals of the advertisements, but ad makers will develop the content that they think can best speak to the target audience. They will use team colors, slogans, and

sports imagery to create a link between the product and the sport. Once the ad campaign begins, the company will need to evaluate how effective it is. Metrics like increased sales, Twitter followers, and brand awareness are all indicators of how well a campaign is being received. The metrics should reflect the goals established in the marketing plan. If the goals are being met, the campaign can be continued and built upon. If the number falls short, the marketing strategy will have to be revised. A brand manager is responsible for all of the marketing related to a specific brand. Popular brands like Gatorade, Nike, and Under Armour dedicate huge parts of their marketing budget to sports marketing. The brand manager will coordinate the marketing efforts across print, radio, TV, and online advertising channels. Marketing to sports fans is a greater challenge than it seems. It takes a versatile set of skills on the part of the marketer to target a range of demographics through a variety of advertising channels. They face tough competition from rival companies, and an audience that is more interested in the game than the ads. The best way for marketers to prepare themselves for these and other sports marketing challenges is to train in a sports marketing program.

QUESTIONS

1. What is superbowl?
2. What is sports marketing?
3. According to the article what is the only disadvantage of sports marketing?

LISTENNING

- <https://www.youtube.com/watch?v=Ve-ZcABM7LE>
- <https://www.youtube.com/watch?v=YDiFvxGBHJY>
- <https://www.youtube.com/watch?v=LmF7lk5HDJM>
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