Professional Business Development Institute

Proposal

From: Larry Bodine and Michael Cummings
Professional Business Development Institute

Date: February 8, 2008

Re: Apollo Business Development Program

We received many inquiries following our recent Webinar “How a Law Firm Grew its Fees by $7.5 Million.” We are writing to let you know that we have been offering such a program for years, and propose to it one into motion at your own law firm.

Our Apollo Business Development Program, named after the space program that put the first man on the moon, is unique in 12 aspects:

1. It envisions a revenue increase of $5 to $7.5 million.
2. The program covers a 12 to 24-month trajectory, allowing enough time for results to be achieved and measured.
3. The program will be tailored to your law firm. To guide the effort, the initial research will focus on your high-margin practices and most deeply-penetrated industries in which the firm has clients.
4. The goal is to maximize the results of 20 partners who have demonstrated initial success in generating business.
5. The program provides ample structure and guidance systems to focus your lawyers on high-yield activities. For example, each lawyer will commit to spending 200 hours per year on business development, and commit to a specific revenue target.
6. Your lawyers will get business development training sessions, focusing on how-to, practical techniques and tactics to employ. The emphasis will be on launching relationships that generate new business.
7. Each lawyer will have an initial coaching session to complete a business development plan for the year.
8. The program will capitalize on the two aspects of the human personality that drive results: incentives and accountability.
9. Lawyers will get regular check-in calls from one of us to coach them over any obstacles.
10. Management will get regular reports from us on the

progress of your lawyers.

11. To maintain momentum, the program will feature a curriculum of monthly "lunch and learn" training sessions.
12. To create a sense of teamwork, the program will also include problem-solving roundtables, where lawyers will bring actual challenges to other members of the group.

In our experience, lawyers in this program will generate fee receipts five or more times greater than their peers who are not in the program.

Initial Research

Data: Before we begin, we will execute a confidentiality agreement. To capitalize on past efforts and tailor a program for your law firm's unique culture, we will analyze all prior reports by consultants, the firm's overall business strategy (including marketing strategy), its compensation system, the elements of a partner's annual review, the list of the firm's top 100 clients and the legal services that produce the highest margins. The data will put the firm in perspective in the competitive marketplace, provide and overall strategy for the 20 individuals, and develop a list of target companies to pursue.

Interviews: With your guidance, we will interview the firm's leading rainmakers to discover what methods work for them. We will also inquire into approaches they recommend, which initiatives have succeeded in the past and which did not. It is also essential to spend time with the firm's business development staff to make sure we get their input.

The New York Times

MEN WALK ON MOON

LAWYERS FIND SUCCESS WITH APOLLO BUSINESS DEVELOPMENT

Voice From Moon: 'Eagle Has Landed'

A Powdery Surface Is Closely Explored

Identifying participants: Selection of the right individuals from among the firm's partners is a very important step in the process. Working closely with you, we will identify the 20 partners who already have some business development skills and have potential to maximize. Each will be invited to join the program and make a 12 to 24 month commitment, as well as agree to a revenue goal.

Program identity: To create excitement, camaraderie and a sense of importance of the program, we will use the "Apollo Business Development Program" as the "brand" for the program. It is important what something is called, and giving it an inspiring name creates an identity for it and generates "buzz." All meetings should be called "Apollo" meetings and all materials will be labeled "Apollo" documents. The net effect is to make your lawyers feel honored that they have been selected by the firm to put their careers into high orbit.

Business Development Training

We will begin with a live liftoff presentation to all your lawyers at a group meeting. It is essential that a member of the firm's top leadership introduce the program and emphasize its importance to the firm. A show of support from the top will get the program off with an emphatic start.

Our presentation will focus on practical nuts-and-bolts tactics that the attorneys can use directly in business development. We can set the presentation for a two-hour, half-day or full-day session. Following are topics we will cover:

- Group discussion: What are the most difficult business development challenges you face?
- Generating new business from current clients
- Getting new business through referrals
- Group exercise: composing your 30-second commercial
- Penetrating an organization of clients
- Identifying and pursuing targets
- Group discussion: solving the most difficult business development challenges (as identified in the morning) using technique taught throughout the presentation.

Apollo Business Development participants never feel isolated at networking events.

Before the presentation each attendee will receive a proprietary four-page Business Development Plan form that we have developed over the years. Lawyers appreciate structure, and this form will organize a lawyer to pursue business development activities.

Personal Business Development Coaching: After the presentation we will meet with each lawyer for an hour to offer coaching, direction and advice, using the Personal Business Development Plan form. At the end of each coaching session, each lawyer will have:

- A plan he or she *wants* to carry out.
- A list of individuals to visit at client companies.
- A list of referral sources to cultivate.
- A target organization to join and become visible in.
- A list of target companies to pursue.

Lawyers will commit to spending at least 200 hours per year on business development.

This is a readily-achievable target that works out to four hours per week. By meeting a client for coffee, visiting a referral source over lunch, and attending a trade association meeting, a lawyer can easily fill four hours.

The firm should create a special “Apollo” client-matter number for your lawyers to record their time. This is important because we’ll want to check whether your lawyers are devoting time to the effort.

Continuing Curriculum: In our experience, training programs wither away after the initial excitement wears off, unless there is a continuing curriculum of programs that are presented throughout the year. These will be presented in-person, via videoconference or web seminar.

The follow-up programs must be held regularly – such as the second Wednesday of every month -- and must be tailored to the unique challenges of your lawyers. Potential topics include:

1. Building your professional reputation.
2. Purposeful business networking.
3. The elements of a persuasive speech: making every speech a group sales call.
4. Marketing through the client’s eyes, including a panel of executives from several of the firm’s closest clients.
5. Preparing for a client meeting.
6. Elements of a successful proposals and “beauty contest” presentations.
7. Effective follow-up strategies for client pitches.
8. Leveraging civic and trade association involvement.
9. Listening your way to more business: how to inquire about legal needs.
10. Using competitive intelligence to unseat a competing law firm.

Roundtables: In addition to the regularly-scheduled curriculum, your lawyers will also meet in facilitated roundtables. At each roundtable, a lawyer will be asked in advance to describe a challenge or obstacle he or she faces in their business development efforts. Problems can range from novel ways to create a value proposition for a potential client, to finding the rights words to say during a meeting with a prospective client. The group will work together to develop a practical solution.

Just one of the targets of Apollo Business Development Program participants

Follow-up Calls: Business development training will change behavior, generate activity and produce leads. However the actual business development results will only come through follow-up calls that we will make. The very knowledge that a person from outside the firm will call regularly will motivate your lawyers to take action.

Each lawyer will get a regularly-scheduled call from us, and we will summarize the activities to management each month. The approach gives management control, because the firm will be able to identify the go-getters and the non-performers. It also allows the firm to provide encouragement for lawyers who are having trouble getting started.

Incentives: No sales program succeeds without creating a brass ring for the participants to reach for. we recommend different levels of rewards to be made when a lawyer reaches a set benchmark in their plan. For purposes of discussion, we can consider:

- 25% of goal: A gift certificate for dinner for two at the most elegant restaurant in the city. Estimated cost: $250 each.
- 50% of goal: A recognition event including the award of a crystal or bronze statuette your lawyer can display in his office. Estimated cost: $500 each.
- 100% of goal: a four-day Ritz-Carlton trip with your lawyer's spouse including airfare, lodging, meals and the cost of childcare. $5,000 each.

Apollo Business Development participants put their revenues into high orbit.

Accountability

What gets rewarded at a law firm is what gets done. The firm must find a way to include a lawyer's success or lack of it during their compensation review. The firm is making a serious investment in your lawyers, and the point is to convey the program really matters because it comes up in a partner's review.

Necessary Tools and Resources

Your lawyers need to know they will be fully supported in their activities. All the skills of the marketing staff should be made available to help the 20 lawyers succeed. A variety of tools should also be employed:

- **CRM** (client relationship management) reports listing all the contacts the firm has at a chosen company, and the identity of the lawyer who can make an introduction.
- **Competitive intelligence reports** (from LexisNexis AtVantage or West Monitor Suite), to identify what legal services is the client buying, what is your firm's share, gaps in service the firm could be providing, what other law firms do they use and who are the clients of the other law firms.
- A personal **intranet page** for each lawyer, displaying each lawyer's plan, a record of activities, a chart measuring progress toward their financial goal.
- A collection of **articles** about business development, which we can provide.
- **Alerts** sent to each lawyer about current and prospective clients, providing them with reasons to call on their contacts.
- **Online surveys**, which we can create, to get direct feedback from the group

Experience

We have extensive, on-point experience. When you retain us, you are hiring a team with a combined 40 years of business development experience including many years at major law and consulting firms. Our biographies are attached at the end of this proposal.

We have trained hundreds of lawyers to generate new business. Our overall experience ranges from advising a 3,000-lawyer global firm to a 25-lawyer litigation boutique, and we will bring all our insights to you.

You are already familiar with the online CLE programs we present for attorneys through the Professional Business Development Institute (See www.PBDI.org).

You'll get the benefit of our survey, "Increasing Marketing Effectiveness at Professional Firms." The research is based on responses from more than 377 senior marketing and management respondents, who told us:

- How to prove return-on-investment in business development.

- The most effective business development techniques.
- The three client metrics that must be measured.
- Four changes law firms need to make to be more effective in business development.

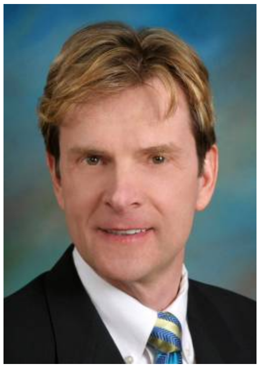
An 18-page summary of the study can be found online at www.lawmarketing.com/Summaryof2006_study_result.pdf.

Fees

The program could be broken down into a la carte services, but it will be less successful. The systematic approach to business development described in this proposal will yield the results you want. Our unique approach succeeds because all the individual elements that lead to new revenue are tied together.

We offer to carry out this program for a 12-month period for approximately $2,500 per lawyer per year. It will be 1/100th or less of the revenue you can except to generate.

We will call you shortly to follow up.



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Larry Bodine is a **business development advisor** who helps law firms generate revenue and get new business by:

- Creating business development strategies.
- Training lawyers to develop their personal business development plans.
- Speaking about business development at firm retreats.
- Using technology to market the firm.

He has advised nearly 100 law firms on business development , ranging in size from a 3,000-lawyer global law firm to a 25-lawyer litigation boutique in Chicago. For more information, see www.LarryBodine.com.

He has conducted law firm training sessions for law firms in Buffalo, Chicago, Cleveland, Dallas, Hartford, Houston, Oklahoma City, Omaha, Pittsburgh, Richmond, Washington, DC, and other cities. Mr. Bodine also conducts online Web Seminars on business at the Professional Business Development Institute.

He is also a **well-known speaker on business development topics**. He has also made presentations for the Legal Marketing Association across the country, the American Bar Association Annual Meeting several times, ABA TechShow, the Chicago Bar Association, LegalTech, the Association of Legal Administrators, the Community Associations Institute, and the National Association of Minority and Women Owned Law Firms. Mr. Bodine has conducted a series of online Web Seminars on marketing for the last six years. See www.PBDI.org.

He is the former **Director of Communications of Sidley Austin,** where he served for eight years. He has 15 years' experience as a journalist, serving as Editor and Publisher of the *American Bar Association Journal*, the *National Law Journal*, *Lawyers Alert* (renamed *Lawyers Weekly*) and other news publications.

He **practiced law in Madison,** Wisconsin and is a *cum laude* graduate of both Seton Hall University and Amherst College.

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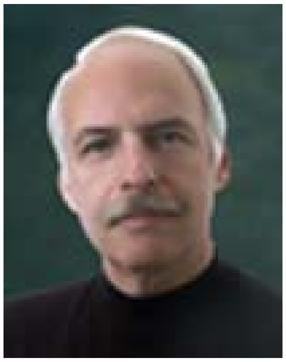
Michael G. Cummings is the managing principal of SAGE Professional/SAGE Law Marketing, based in St. Charles, IL. He has been a marketing strategy and business development consultant for over 20 years. Michael is co-author of a new book (2004) with Allan Boress – The Best Practices of Legal Marketing.

Prior to establishing SAGE, Michael was a partner at Mercer Management Consulting - a leading business design consulting firm. At Mercer, he was responsible for new business development, managing client relationships and delivering business design engagements in the communications, information and industrial industries

He was an account leader of Mercer's top account: IBM. Using his account planning, relationship management and selling skills, Michael helped Mercer to create over 300 senior executive relationships and a sustained base of business. He also led account teams aimed at expanding relationships with Motorola, Siemens and NCR.

Early in his career, Michael was a member of the team that established the marketing function at Andersen Worldwide (Arthur Andersen & Accenture).



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One of the co-founders of SAGE Professional, Barry Schneider has been advising professional services firms and individual professionals for over 20 years in marketing, selling, planning, client service, as well as firm management issues.

He has worked on projects to improve the practice building capability of firms of all types – law, consulting, engineering, financial services, as well as software and technology businesses. These projects have occurred at all levels of the organization, from management to operating and practice area groups to individual practices. He also conducts SAGE Professional training and frequently speaks on these subjects to associations and business groups.

He was Director of Worldwide Marketing and Industry Planning, at the headquarters office of Andersen Worldwide (Arthur Andersen and Accenture). There he led in-house planning and marketing services worldwide, advising on product/market potential, strategy options, business and market planning. Along with Michael Cummings, he led the teams that innovated the marketing functions and promotional standards now considered the models of excellence across the professions. In addition to training partners and management in the best practices of marketing, planning and business development, he advised on product/market opportunities and strategy, and led extensive planning sessions to focus efforts and build systematic action. The work encompassed a wide range of services and products, including computer services and software, across a wide range of industries. His early training in these areas came as senior consultant with the Boston Consulting Group. There he advised top executives of Fortune 500 companies on strategic management, marketing and competitive response, and product/service innovation.

His education is equally diverse. He has an MBA in Marketing from the University of Chicago Graduate School of Business, and AB at Harvard College in Engineering and Computer Sciences. He also earned an MA in English Literature from Johns Hopkins.