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## **2005 Associate Marketing All-Stars - and How Their Stories Can Help You**

**As interviewed by Michael Cummings, SAGE PDI**

Instructor, Associates Series of Business Development Webseminars

Co-Author, [Best Practices In Building Your Personal Network - For Attorneys](#)

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### **The 2005 Associate Marketing All-Stars:**

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**Adam August**

Holland & Knight

## ***The Power Of The Personal Touch and A Helping Hand***

Adam's network is already paying dividends for both him and his firm. And he has been building and cultivating this network from the first day that he became a practicing attorney.

"When I first joined my firm, the partner who I was working with gave me the following strong advice (note; both Adam and this partner joined Holland & Knight a couple of years back). He told me that I would only be as valuable to my firm as my book of business. And that I should start by building relationships right now. He suggested that I start by connecting with my peers that I both went to law school with as well as peer-level people at my clients and in the business community. As both these people and I progress in our careers over the years, they will ultimately be in a position to send me clients and work. This has proven to true.

"So, that is exactly what I did. I targeted the people who I thought would be successful – the future movers and shakers. And I got to know what they were doing, what business challenges or problems that were facing and how I could help them. So, for example, if I run across an article or met somebody who can help them, I immediately send them an e-mail or make a quick call. By being helpful and taking the initiative, I become an important part of their network and they find ways to reciprocate.

"I think that many attorneys feel that if you are a great technician that you will ultimately be a success. That is not true in my eyes today...my partner was right. You are only as valuable as your book of business."

Even though Adam has been a practicing attorney for only 5 years, he already has the mindset and business development habits of a seasoned rainmaker. He realizes that he is in the relationship business. And the secret to successfully building a vital and potent network is 1) actively seeking out ways to help others 2) keeping in touch constantly and 3) finding ways to connect people together for their mutual benefit.

### ***His accomplishments:***

Here are a couple of representative accomplishments that Adam has achieved for Holland & Knight:

- He cross-sold and landed a client for his firm: "I heard that our firm recruited an expert in the area of the Foreign Corrupt Practices Act (FCPA). I sent a note to one of my contacts who called up immediately and said that FCPA was a major issue for their company. It turns out that the firm expert was in town to do a talk. So, I invited the contact to the talk and introduced him to the expert. On the basis of his introduction, they hired us to do this FCPA work for them."
- Was instrumental to the expansion of the relationship with a large public client: "Our firm was looking to expand their relationship with a publicly held company in Northern Virginia. As part of this process, the client asked their auditor, Deloitte and Touche about our firm. Turns out that the partner knew me personally and provided a strong recommendation for both the firm and me. As a result, we have expanded the relationship."
- Increased the profile of his practice group in the business community: Along with a partner, Adam wrote an article for the *Washington Business Journal*: "Don't Let Chapters 7, 11 Be Your Unlucky Numbers" that increased the visibility and profile of his group locally. In addition, he ran a CLE program for the Association

of Corporate Counsel that put him front and center with a roomful of potential clients at leading companies.

### ***Adam's goals for 2006***

When asked about his goals, Adam quickly listed off four objectives that he will pursue in 2006:

- Land new clients and originate work: I want to be personally responsible for getting 5 new clients this year.
- Become an active and visible leader in 2 associations with strong business development potential: "I have identified the Association For Corporate Growth and The Lawyer Affinity Network of the Jewish Federation as target organizations. I don't want to just go to meetings either. I want to be a major and visible player in these groups by seeking office and putting on programs/events."
- Continue to be a "go-to" resource inside the firm: "I try to never say no when a partner or colleague asks for my help. By helping out partners in my group, I get to see a lot of opportunities and meet more people. When a colleague needs a form or document, I always try to help them out. This encourages them to help me when I need it in return."
- Work on high profile cases: "I want to do good work and be in demand. And I want to work on the high profile cases that get me noticed in the firm. To do this, I have to deliver superior value on the matters I work on. Partners notice this and seek me out to work on their cases and matters."

### ***Building his personal reputation both inside and outside of the firm***

"Within the firm I put a premium on internal marketing. For example, I make sure that I contribute to the firm's internal marketing newsletter, *Marketing Matters*. And, whenever our office puts on a breakfast seminar, I always invite 25-30 of my contacts and make it a point to actively support these events in the pre-seminar networking time. The firm also supports me by making budget available to me for activities that I want to pursue or to reimburse for networking and marketing lunches or sporting events."

- In his practice group: "Again, I try to be available for any marketing and selling job that comes along. As a result, my partners are more understanding when I have to leave for a networking or marketing event – and they know what I am up to."
- Keeping his network informed: "I always let people know what I am working on as well as any relevant capabilities that they firm might have for them. But, I always do this from the standpoint of how these capabilities may be of value to that specific person and their business circumstances."

### ***The importance of teaming with allies***

Adam is proactively building a team of professional allies who will co-market him to their clients and contacts:

- Teaming with an ally: "I met an investment banker at an event and we hit it off. So, we got together and made a co-marketing pact. Basically, we committed to one another to be our best referral source in the years ahead. We do what we can for one another now in terms of introductions and deal flow. But, this will form the foundation for doing a lot more in the future."
- Leveraging firm events to connect allies with one another: "I always make sure that I invite 25-30 contacts to firm events and ask them to bring along their clients or colleagues. At a minimum,

this gives me a chance to introduce my contacts to one another to see if they can help each other out."

### ***Finding the time***

Adam faces the same time and billability pressures that other associates do. Here is how he manages to make time for marketing:

- Make business development part of your life: "I try to make networking a natural extension of everything that I do – whether coaching the softball team or taking my kids to school. You never know who you will meet."
- Work with the firm's marketing experts: "My marketing group has been enormously supportive. I had a chance to write an article for the *Washington Business Journal* – and they helped me to get it out. Also, they received a request for a speaker from the Association Of Corporate Counsel and got me on the program."
- Be organized: "Organizing my contacts and files makes it easy for me to connect and follow through with people."
- Build network building explicitly into your schedule: "One thing I do is to block out all of my lunches and breakfasts and devote this time to networking and marketing. You have to eat anyway. So, why not make the best business development use of this time."

### ***Lessons that you can learn from Adam:***

Beyond the lessons above, there are four underlying themes in Adam's story. First of all, think and act like an entrepreneur even if you are an associate at a large firm. It is up to you to create your future success, establish your network and build your professional reputation – it is not up to the firm. Two, see all the natural network building activities that you run across and make the most of them. Three, look to give and not to get. In the final analysis, this is the secret to building mutually beneficial relationships. Finally, be a true partner in helping others to grow their practice. If you follow this path, you will end up with the book of business that will make you an indispensable asset to your firm.

**Contact us for help with your firm and for further information:**

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**Dennis Crouch**

McDonnell, Boehnen Hulbert & Berghoff

## ***Becoming A Nationally Known Cyber Celebrity In Patent Law***

Dennis is a 3rd year associate in an intellectual property firm with 55 attorneys

in Chicago. By marketing himself through his blog (started in April 2004), he has become a nationally known patent law expert, created a go to resource for patent law issues and established a serious, broad and devoted community of interest.

At 30 years old, just take a look at some of the results that Dennis has achieved through his blog: **Patently-O** [<http://patentlaw.typepad.com/patent>]. By regularly posting brief, topical articles, he has become a primary source for the most current patent law news and information. And here are examples of his recent accomplishments:

- He has generated patent prosecution work for a significant number of small businesses in domain name dispute and patent litigation.
- Received an inquiry from the general counsel of a Fortune 100 company that he turned down because of a potential conflict of interest.
- Gets a regular stream of referrals from attorneys who routinely read his blog
- He has been quoted on patent law issues in Business Week, Forbes, the Law Bulletin, IP Law bulletin and a number of other leading publications
- Each week 30,000 attorneys and law professors visit his site.
- He has cultivated such loyalty from his blog customers that he is able to recruit attendees to his patent law Web seminars at will. For example, he posted a personal invitation one night at 6:00 PM, got 30 sign ups over night from potential clients and filled up the seminar fully in a day.
- Dennis gets glowing testimonials for his blog content from law professors at prominent schools, patent specialists in the Federal government and even IP specialist at competing law firms (go to his blog and take a look at the testimonials).

So, what can you learn from Dennis?: Here are 5 lessons that I take away from his success:

***Lesson 1: You don't need grey hair to be an expert in the eyes of client's and potential allies***

In a client's eyes, an expert is somebody who keeps them current and anticipates future problems. An expert simplifies a problem, provides a clear, fact-based frame of reference and pinpoints the practical business implications that clients and fellow attorneys should care about. This is precisely what Dennis provides in his blog and in his practice. Now, obviously, you have to use sound judgment, know the proper ethical limits and be cognizant of your firm's preferences. But, remember that if you focus, learn to communicate client-centered implications and work hard – you can take the fast track to being perceived as an expert in the client's eyes.

***Lesson 2: Be a marketing innovator***

Believe us. The future belongs to the attorneys who can build and grow their practice. Marketing, selling and managing relationships are now essential skills that you will need to be a success as an attorney. An expert who is unknown to clients and prospects will never get a chance to help them. So, like Dennis, seek out ways that you can start to contribute today. Talk to the firm leaders, rainmakers, heads of practice and industry specialties as well as your marketing experts. Take on a new idea or approach for marketing, network and converting business.

***Lesson 3: Clients and contacts are loyal to high value content***

Now, I'm sure that Dennis is a great person. But, most of his loyal blog readers have never met him and never will. But, they are loyal to his content, its value and timeliness. All great marketing is a mutually beneficial, two-way street. Dennis's commitment to his craft is clear based on the quality of his content. Therefore, people feel comfortable in referring people to him because they have

sampled his expertise as an attorney, to a certain extent, through his blog.

***Lesson 4: Push the e-marketing envelope in your firm***

Speaking as a technological dinosaur in his forties (perhaps like many people in your firm of the same vintage), I know that as a younger associate it is likely that you are among the more technologically advanced people in the firm. Use this edge to your advantage. In mainstream marketing, the fastest growing field is in the area of e-marketing and viral marketing. So find ways to use blogs, podcasts, web seminars and other emerging technologies to attract clients.

***Lesson 5: Excel at cyber networking***

Cyber networking – the art of using web based technologies to form professional business relationships is exploding. Use it to expand your own personal network using CRM software, on-line communities, etc.

***What can you do?***

Above, I have covered the 5 vital lessons that you can take away from Dennis' experience as an associate marketing success. But, there are three underlying themes that I want you to grasp and apply to your practice – even if you lack the technological savvy to emulate his approach. First, like Dennis, think like an entrepreneur – even if you work inside a large law firm. It is up to you to find a way to market, sell and manage relationships. So, take the initiative. Next, focus on adding value to clients in the course of marketing and selling to them. Clients respect and reward high value, high quality marketing content. Finally, your success as an attorney will be determined by the depth, quality and reach of your personal network. Make it a daily priority – and hopefully we will be profiling you as an Associate Marketing All Star in 2006.

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**Robin S. Lazarow**

Mirick O'Connell

***Building a Prominent Professional Reputation That Attracts Clients in Record Time***

After practicing law in New Jersey for more than a decade, Robin decided to move to the Boston area in 2000. She joined Mirick O'Connell -- a full-service business law firm with offices in Westborough, Worcester and Boston, Massachusetts (60 attorneys).

As you'll see, Robin has quickly established a prominent position in the business community. She is marketing herself and the firm through regular public speaking events for local business groups, publishing topical articles related to employee benefit law and becoming a visible leader of the right kind of business organizations. She has even appeared on local television discussing the business impact of several employee benefit law related developments in Massachusetts.

Today, Robin chairs the Firm's Employee Benefits & Executive Compensation Practice Group. She serves as ERISA counsel for local, regional and nationally based employers, insurance consulting firms and plan administrators. And Robin advises executives and professionals on the legal requirements of establishing and maintaining retirement plans, deferred compensation plans and welfare benefit plans

She is also a prominent leader in 2 organizations that have a wealth of business development promise:

- Robin is the founder and President of the Massachusetts Metrowest Chapter of WEB, Inc. (Worldwide Employee Benefits Network), and she had previously served on the National Board.
- Her firm recently opened an office in Westborough MA.—a fast growing region along the 495 corridor. And Robin has been named to the Board of the Regional Chamber of Commerce.

How has Robin achieved this prominence as an employee law specialist in Boston – while maintaining her base of chargeable work? Here are 5 lessons that associates can learn from Robin's experience.

### ***Lesson 1: The Importance Of Finding a Mentor***

"Early in my career, I worked with a partner who marketed 24/7/365. I started by helping to write his articles and speeches. And, over time, I learned how to do the same types of marketing myself (with his encouragement and coaching). Also, when I joined my current firm, the head of my practice group was quite supportive of my marketing initiatives. He helped me to get the firm support that I needed in terms of budget, time and help of a well-established Marketing Department. So, my advice to associates is to get a mentor who can both give you advice and encouragement as well as clear the way for you inside your firm. Also get to know what programs your Marketing Department offers and customize these programs to fit your needs."

### ***Lesson 2: How To Build Your Reputation Through Public Speaking and Publishing***

"I try to find something that is either a current hot issue or an impending change/trend that would grab an audience's attention. And I focus on the business implications and tradeoffs rather than legal minutia. I prepare my speeches so they appeal to senior business executives or human resource directors because they are most likely to be the buyer of my services."

- Be topical: "Make sure that you are focused on something that is a hot, newsworthy topic. In my field, it might be HIPPA or 409A. Be forward looking as much as you can. For example, Sweeping Changes for Deferred Compensation Plans or What Do Same-sex Marriages Mean for Private Employers in Massachusetts were some past examples of topics I targeted."
- Be practical: "I try to get some practical ideas and advice that the audiences can use like 2005 Year End Employee Benefits Checklist or IRS and Treasury Issue Initial Guidance on Deferred Compensation Plans."
- Work with allies: "Some of my best results have come from providing updates to the clients of insurance companies and other allies that I work with."
- Pick a topic and promote it multiple ways: "I try to take one topic and turn it into a speech, article, post it on our web-site and mail/e-mail out to contacts and clients."

### ***Lesson 3: Join and Work The Right Organizations***

"Associations can either be a blessing or a curse. Joining the right organizations and committing to becoming an active, visible presence can be the best business development that you can do. But, it is easy to waste time with associations or organizations with little payoff."

- Seek board level presence: "I want to be among the leaders of these groups because these are the people who I want to attract as clients and referral sources."
- Make sure your ideal clients are prime members: "I have to be in front of senior executives and human resource professionals in order to get business."
- Set "give up" goals: "To become as active and visible as I want to be in the Marlborough 's Chamber of Commerce Board for example, I will have to resign from 1 or 2 very worthwhile organizations like the Girl Scouts Council."

#### ***Lesson 4: Leverage The Web***

Make sure that your marketing plan has a web-based component. Be visible on the firm Web site: Robin's presence on the firm web-site helps to position her as a firm thought leader and active marketer. For example, her appointment to the Chamber Board of Directors is announced on the firm's home page and a collection of her articles are readily available.

#### ***Lesson 5: Follow Up And Convert Business***

"Money is power in this profession. Let's face it. The people at the top of the profession are the ones who bring in a lot of business. From my standpoint, I always strive to show the ROI that the firm receives based on the marketing I do. But, in 2006 I want to focus on becoming even more efficient at follow up and closing business."

- Focus on a target "hit" list: "I want to define a set of target clients and prospects that I focus on as top priorities. I want to ensure that I am following up and making things happen at these specific accounts."
- Do more internal marketing and team selling: "My top priority for the upcoming year is to do team selling with my colleagues at the firm – to introduce the firm's employee benefit capabilities to their client base and contacts."
- Be even diligent about post-speaking follow up: "Nothing happens from your speaking engagements unless you follow up with people who have expressed an interest. So, for example, when I do a program for an insurance consulting firm or local chamber of commerce, I need to make sure that there is a follow up plan in place to convert business."

#### ***Lessons that you can learn from Robin:***

Above, we have covered the 5 vital lessons that you can take away from Robin's experience as an associate marketing success. But there are 4 underlying themes that cut across all of these lessons. First, business development is a skill that you can learn. Robin would be the first to admit that she is not a natural born speaker or promoter, but she learned how to excel and feels comfortable doing it now. Second, find leverage. Robin takes a topic and finds all the different ways and venues to get her message out. Also, be selective and prune away activities to make time for higher and better uses of your time. And, finally, it is up to you to own your professional reputation – shape and broadcast your professional capabilities by marketing and networking. Don't expect your reputation to spread without your own hard work.



**Marc Weintraub**

Steptoe & Johnson PLLC

## ***Combining Personal Interests and Business Development Success in His Adopted Hometown of Charleston***

Marc is a newly promoted partner at Steptoe & Johnson – located in their Charleston West Virginia office (60+ attorneys). Roughly five years ago, he joined the firm and moved to Charleston after spending most of his life in New York City. Outside of his wife's family he didn't know a soul in Charleston when he first arrived.

But today, he serves on the City Council and produces new clients as well additional revenue for his firm. And most importantly, he is having fun, "Business development gives me a chance to meet people, get to know them and have fun with them. I may not be able to talk with them about what's on TV –like *24* or *Arrested Development* - because my wife and I have given up watching TV. But I do get a chance to talk about the things that interest both my wife and me the most – namely what's going on in our community and new developments in the local business arena."

### ***His accomplishments***

Like most associates on the rise, Marc was already acting and producing results like a partner before he was promoted. Here are some examples of what he has done to merit the distinction as an Associate Marketing All Star:

- He took the lead role in landing a large new business client for the firm -- Sogefi S.p.A., an Italian auto parts manufacturer wanted to site a new manufacturing facility in West Virginia. He assisted Sogefi in building, financing and leasing a facility that created 150 new jobs in West Virginia
- He is member of Charleston City Council representing the City's historic and revitalized East End. He is the Chairman of the Urban Renewal Committee and is Vice-Chairman of the Committee on Planning. "My role in the community puts me in regular contact with top political and business leaders. I got started in this role simply because we were trying to get grant dollars for our community and build a new ballpark in the neighborhood. I was also working on some matters for the mayor – when our councilman moved away. The mayor appointed me to this vacant position and then I got elected on my own."
- He testified in front of the State legislature on issues related to Economic Development and made a strong contact with a leading real estate developer in the state.
- He is a current adjunct professor for West Virginia University's Executive MBA program.
- He has established a potent network of allies in the banking, insurance and construction industries.

### ***Marc's goals for 2006***

Marc has set very clear and precise activity-based objectives for himself. "Our firm has some metrics-based goals for all of us. But, in 2006, I want to focus on

three activities where I see a direct linkage to getting new business.

- Work with our top business producers at Steptoe & Johnson: I want to focus on cross marketing and team selling with some of top partners here. My goal is to set up and orchestrate 10 meetings with top clients and prospects in 2006.
- Become an active and visible leader in an emerging industry association: I want to be in front of people who run emerging and fast growing businesses. I'm targeting the International Biometric Industry Group who has a large and growing presence in West Virginia.
- Establish and maintain my base of business relationships: I see this as the most important part of my to do list. I have to stay in touch and keep current with these people or these relationships can get stale or stagnant. It is a daily top priority."

### ***How his firm (and family) supports him***

"At my initial interview with the law firms that I was considering, I asked each of them what role they expected their associates to play in business development. Unlike other firms, Steptoe & Johnson told me that they expected associates to play an active role and the firm will support the initiatives that associates pursue." Here is how Marc gets the support that he needs:

- He has a mentor: "This partner has been invaluable in helping me to navigate the internal politics that all firms have. When I made partner, the first personal thank you note I sent was to this person."
- They reward him: "I have qualified for extra-ordinary bonuses from the firm for my marketing accomplishments and efforts even when my chargeable hours were down."
- And provide him the support of marketing and selling experts: "Betsy Spellman and our marketing team have been great at both providing ideas and giving me hands on help – I consider them my friends."
- His wife is part of his marketing and selling team: "My wife and I decided that we should become involved in the community ... and she knows that sometimes that means that I get home at 10:00 PM on some nights. We also jointly decided to give up watching TV which frees us up for more productive pursuits."

### ***His advice for associates who want to excel at business development***

"I absolutely agree that your ability to market, sell and manage relationships is central and will determine your success as an attorney."

- Be engaged and outgoing at events: "When I first joined the firm, I would always make a point to introduce myself to senior executives of clients that who were attending. It demonstrated to the partners that I could handle myself in these types of conversations."
- Establish and grow peer to peer business relationships: Make sure that you target and grow your relationships with people at a similar level at your clients and professional ally organizations. "For example, I started to build a relationship with a banker when we were both new. We found ways to co-market and trade work and referrals back and forth. And over time, our ability to help each other grew. Now, he has been promoted to the # 3 position in this leading bank and we are in an even better position to help each other out."
- Have fun: Marc became prominent in the community based on his interest in revitalizing his own neighborhood. So find a personal interest and create a business development connection. Marc

enjoys the opportunity to meet new people, get to know them and establish a relationship. He has fun AND sells work.

### ***Lessons that you can learn from Marc***

First of all, Marc shows that with a determined and consistent plan -- and a daily commitment to building relationships -- you can go from a stranger to a community leader as well as a business producer in record time. But, don't be shy or passive. It takes a decision to step forward and seize the business development initiative in every circumstance -- don't wait for somebody to give it to you. Third, realize that you have to BE a partner in order to make partner. This means that you have to show that you can get, grow and keep your own base of clients to get promoted. Most of all, like Marc, combine your personal interest, hobbies and passions with a business development purpose -- so that business development is productive, career enhancing and fun!



**Jennifer Zimmerman**

**Rhoads & Sinon LLP**

## ***Building A Team Of Marketing Allies To Help Women Entrepreneurs Succeed***

Over the past year, we have done a lot of business development training and retreat speaking for law firms. Last summer, Jennifer attended one of our marketing retreats for her firm. She truly stood out as a great example for other associates.

Although she is now a fourth year associate, Jennifer demonstrates the entrepreneurial mindset as well as the marketing and sales savvy of a veteran rainmaker. Here is why: the ultimate secret to personal marketing success is to focus on a niche, find a business "pain" and heal it. This is exactly what Jennifer is doing at Rhoads & Sinon LLP (a 50+ attorney firm located in Harrisburg PA.).

As a result of her active participation in the business community, Jennifer realized that more and more successful business women were leaving the corporate world and starting new businesses (in fact at record numbers -- a rate of 10-11 times that of men). As new entrepreneurs, these women faced a host of legal, accounting, financial planning, insurance and other business start-up issues. Most businesses fail in the first year due to poor planning -- and women, in particular, were less likely to be attentive to the formal planning and paperwork discipline required for a successful business launch.

Moreover, there was not a natural place for these women to go in order to get the full range of business help they needed. She here is what Jennifer did.

1) Organized a team of allies to serve women business leaders: "As a young

associate, I knew that I needed a) some veteran professional women who could both mentor me and provide credibility to our joint business development programs; b) colleagues at the firm who were motivated to market and brought additional capabilities and in-depth expertise and c) support from marketing experts." Here is what Jennifer did to get this venture off of the ground:

- Secured allies inside the firm: First, Jennifer approached her mentor at the firm - Donna Clark. She worked with Jennifer representing creditors' rights in Chapter 11 bankruptcy proceedings involving nationwide corporations. In addition, they both provided advice in business planning, including advising businesses in corporate formation, drafting lease agreements, as well as advising businesses on employment issues. Donna got on board with the idea, provided the senior level credibility and helped to get the firm's backing for this venture. In addition, a fellow associate – Joanne E. Book – committed to the marketing initiative as well. As a member of the Firm's trusts and estates and litigation practice groups. Joanne brought a wealth of relevant expertise for the women business leaders and an eagerness to make this program happen. Most importantly, Donna, Jennifer and Joanne began to operate as a business development team.
- Forged a marketing alliance with a financial planning firm: "The Rhoads-Sinon team knew some prominent businesswomen from the Executive Planning Group (EPG) – a fast growing and well-established local financial planning firm. These women were highly-motivated marketers and brought needed expertise & capabilities. And they were able to leverage the programs and marketing support of their firm and business partners (e.g insurance companies, mutual funds providers, etc). Similar to our Rhoads & Sinon team, the EPG people included a senior businesswomen and one of her junior colleagues as well as a human resource consultant. Beyond their expertise and resources, this firm could take the lead in doing some forms of marketing that as attorneys we were unable to pursue due to legal ethics restrictions."

2) Developed a group game plan and contract of action: "In order for this program to work we had to practice what we preached to clients. We began to treat this initiative like our own little business venture. So, we set goals in terms of number of clients that we aspired to attract and introductions we would make for one another. We agreed that we would focus mainly on attracting a select set of very successful female business leaders – and attempt to get 10-30 attendees at each event. We scheduled out 5-6 programs for the year, identified dates & topics, made team assignments and developed work plans & timelines. Finally, we committed to make personal mailings, calls and contacts to ensure that the programs were well attended by the right kind of women business leaders."

3) Executed an internal and external marketing plan: "As a team, we know that we needed the support of our firm and colleagues to make this work. And we had to be diligent and disciplined in our marketing." So, the team of allies

- Secured the support of the Firm's Executive Committee: "Donna and the owner of EPG pitched the plan to the EC of Rhoads-Sinon (along with the joint team). As a result, the firm agreed to provide origination credit, branded the effort with the Firm name, provided budget and devoted the support of the Firm's Marketing Department."
- Adopted an aggressive, ongoing marketing program with a personal touch: "For example, this year we developed a combined list of women business owners. We sent approximately 700 personal Christmas cards with a save the date refrigerator magnet with all the programs detailed for 2006."

This approach that Jennifer followed is a best practice that other associates can emulate and tailor to their own practice focus. So, let's take a look at the

accomplishments that Jennifer and the team produced, how she made time for marketing as an associate and what advice she has for associates who aspire to do more proactive marketing in 2006.

### ***Accomplishments***

Here are 3 brief examples the results of this marketing program:

- Landed new clients for the firm: "As a result of these programs, we have added 1-2 new clients each year which is a pretty good result in the start up phase. We expect even better results in 2006."
- Increased visibility and word of mouth advertising: "Our firm and capabilities are now known to an attractive market niche where we had little historic presence."
- Colleagues are referring business women clients and contacts to our programs: "More and more of my colleagues are sending people to our programs. This helps to highlight the value of our relationship with them."
- Serving as the only associate on the Firm's Marketing Committee: "I am able to serve the firm by seeing how marketing programs can contribute even more to the future success of Rhoads & Sinon."

### ***Making time for business development***

As associates, we all have to achieve our productivity goals and chargeable hours. But, business development is vital as well. So, don't let your billability requirements be an excuse. Here is what Jennifer suggests:

- Just do it!: "Make up your mind and commit to personal marketing. If you believe it is important to build your book of business as it truly is to your professional career, then you will find the time to do it."
- Leverage marketing coordinator of the firm: "Our marketing coordinator has been great. She has taken on a lot of the burden off of us."
- Be selective: "If you are going to do more business development, then you have to do less of something else. Be pretty ruthless about eliminating activities that have no business development value."
- Spread the work around the team: "One of the great advantages of the team marketing approach is that we each have roles and responsibilities. It makes it easier to get things done when it doesn't all fall on you."

### ***Jennifer's advice for associates who aspire to do more business development***

Jennifer's strong advice is that you find your own personal marketing mission and program that you will own in 2006. Here are some tips she has for you based on her own experience:

- Get a mentor(s) and market together: "I was fortunate to have the credibility from Donna and the senior woman from EPG. And they both taught me how to market and convert business."
- Find a niche that matters to you: "Over the years, I have served as Co-Vice Chair of the Pennsylvania Bar Association Commission on Women in the Profession and been a member of Junior League. So, I have a deep interest in helping women to succeed in the business world – especially those transitioning into being entrepreneurs."
- Expect some natural, initial resistance: "Don't worry if you run

across some initial skepticism or if colleagues don't immediately warm up to your idea. Keep refining it and press on."

- Be a cross marketer: "Know your firm's breadth of service capabilities. You will be in a better position to spot an opportunity and get the potential client to the person best positioned to help them."
- Recruit your team: "Either get on an established marketing team or create your own. Your chances for success are better with a mix of talents and a shared workload. It also makes it easier to stay motivated and accountable if others are counting on you."

### ***Jennifer's goals for 2006***

In addition to the marketing program reviewed above, Jennifer's goal is to continue to grow her expertise in representing creditors in bankruptcy matters and internally market her capabilities in this area. "Donna recently left the firm for another nice opportunity with a trade association. So, I am taking on her workload along with my previous base of work. I want my colleagues to know and respect my expertise in my core practice area. I want them to feel completely comfortable in cross marketing and cross selling with me. And I also want them to be thoroughly confident in making introductions for me to their clients and contacts."

### ***Lessons you can learn from Jennifer***

Like most successful entrepreneurs, Jennifer embraces three principles that underlie her success. First, you can't succeed alone; so be a team player. To succeed, you need a team of like-minded marketers with complementary strengths and distinct roles. In addition, make sure that your team and your firm receives the benefit of your marketing as well as yourself. Second, treat business development with the same project management rigor and time management discipline that you bring to client engagements. Finally, just do it. You are right, there are always barriers and competing pressures that make business development difficult. But, in the final analysis, it is up to you to build your practice and make your own way in the profession. So, think and act like an entrepreneur and find a way that you too can just do it in 2006.

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