



Business Development and Marketing: The Dos and Don'ts

This summary is not intended to be an exhaustive list of what to do or what not to do with every business development activity. It is just some of the ideas we discussed which have helped with the development of our practice areas.

DO

- Educate your lawyers about the interdependent relationship between marketing and lawyering. If everybody understands what is going on then it makes life easier and more productive for all concerned.
- Network early and often.
- Breed a culture of support and non-failure – at worst, learn from mistakes.
- Ensure that any business development activity has the full support of the firm. People don't need to agree with the activity but if a decision is made it must be supported. Without full support you aren't giving yourself (or others in the firm) the best chance to win.
- Train lawyers to think about how other opportunities might present – eg: cross selling services.
- Training – internal/external – whatever works but training is valuable. Remember that marathon running is hard but easier if you train.
- Don't argue with clients.
- Involve spouse/family where appropriate with marketing activity(s).
- Follow up when you say you will and deliver on the service.
- Background research is crucial – always find the decision makers but don't discount the worth of non-decision makers.
- Get permission to return so you don't fall off their (current client and prospective clients) radar.
- Help lawyers increase their profiles and put them in positions to meet new leads. Marketing create opportunities for lawyers to convert.
- Relationships are better when all parties benefit. Think about how you can make relationships more reciprocal.



DON'T

- Don't use generic capability statements and avoid excessive amounts of marketing gloss. This does not show much imagination and shows that you have not taken the time to conduct background research so you can tailor your pitch to the client's specific needs.
- Don't try and close a deal too soon.
- Don't be inefficient by chasing poor leads – research will help you make better decisions in this regard.
- Don't forget to invest time with existing clients – don't let them fall through the cracks – make no mistake, other lawyers will always be hunting up your clients.
- Choose targets and set realistic goals because your lawyers will only hurt themselves and the firm by under-delivering.
- Never think you are batting above your weight.

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