Expanding Your Strategic Driver Practices: How Two Firms Nailed Strategy and Online Marketing

Presented by
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Expanding Your Strategic Driver Practices: How Two Firms Nailed Strategy and Online Marketing

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2010 - Steve Borkan

• Borkan & Scahill
  – 10-lawyer litigation boutique
  – Insurance defense
  – Specialty in defending Excessive Force ("police brutality") cases
    • Taser abuse
  – Wanted to grow Police practice
  – Limited budget, be creative
Steven Borkan Gets a Taste of a Taser

Uploaded on Sep 20, 2010
Chicago lawyer Steven Borkan, who represents police against civil rights complaints, wanted to learn first hand what it's like to get zapped by a Taser.
YOUR GOAL SHOULD BE MARKET LEadership

Not “Get our name out there.”

• Where’s “there?”
  – How do you measure “out?”
    • What’s the ROI?
    • How do you know if it worked?

• Can’t be all things to all people today

• Dominate a market
  – Own something
  – Industry
  – Sub-specialty practice
Generalists can’t charge $950/hour

• Not enough high-end general business
• Clients are smarter purchasers
• Must prove your worth
  – And brand your practices, not just the firm

What’s your plan?

• What can you dominate?
  – What makes you unique?
• Where are the opportunities at your firm?
  – Dynamic practice leader?
  – Niche industry?
  – Emerging market?
  – Someone you want to make successful?
• Work backwards from a rainmaker...
GayLaw, 2000

Levenfeld Pearlstein
Strategies for the Gay and Lesbian Family
72-240-3000
www.LPGaylaw.com

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All couples need to talk about the future. Gay and Lesbian couples need to talk to a lawyer about it.

At a time when more gay and lesbian couples are living committed and fulfilling family lives, the legal protections and benefits afforded other families are denied to yours. Where the politicians have failed you, Levenfeld Pearlstein can help. Our 30 lawyers design personal and business strategies for affluent lesbian and gay families and individuals who need more than what the law allows. We also represent sophisticated businesses with their legal needs. Call Mark Bennyo for more information.
GayLaw

Moral: Build from a Rainmaker
Ideas are Easy. Execution is Hard.

“What’s missing isn’t the ideas. . . .

It’s the will to execute them.”

-Seth Godin

Emerging market, hot idea, new trend

- See an opportunity?
  - Move fast

- Passion

- Execute

- Memorable, creative
  - Buy all the URLs...
  - Google, SEO keywords
    - “boy scout sex abuse perv files lawyer”
    - “serious personal injury”
You can’t do everything

- Smaller firms can’t do much.
- Market strategically and efficiently
- *Stand out*, don’t be boring.
  - Do it great or don’t do it.
  - Have fun with it.

DECIDE WHO YOU ARE.
THEN *OWN IT*. 

8
You can’t be “Smarter than Skadden.”

- But you can in a narrow niche.
  - Boutique expertise
  - Corporate Finance
Equipment Finance

Lease your heavy equipment without getting bulldozed.

Project Finance

Finance your project without getting too far ahead.
Aircraft Finance

• Focused on *Transportation*
  – Marine
  – Rail
  – Aviation
• Visuals became LinkedIn and Twitter banners
• Blog backgrounds
• Banner ads in industry publications
• Brochures
250 Lawyers
230 Practice Areas

OPENING LONDON OFFICE
Need a marketing platform

- Build a brand you can use to tie everything together
- How can you be (or look) different?

“EVERYONE’S TALKING”
Vedder Price opens an Aviation Finance office in London and absolutely everyone is talking about it.

"Hi, 0195. So, why do you look so happy?"

"Vedder Price is doing English Law deals!"

"What I really need is some global transportation law expertise."

"Looks like I got here just in time."

VEDDER PRICE
GLOBAL REACH.
NOW IN LONDON.
“HATS” DESIGN

“AT THE VERY TOP OF GLOBAL TRANSPORTATION LAW”
“ACROSS THE POND” ICONS
Microsite

Which design should we select?

- Stronger visuals, humorous
- Clever, more traditional
“Website 1”

“Website 2”

“EYE-TRACK RESEARCH”
Eye Tracking

• Identify where people look
• For how long
• In what order
Opacity Map

Fixation Order*

*Based on Average Time to First

Not seen
Average Time Spent on Different Areas of Interest

Percentage Seen Different Areas of Interest
Emotional Connection
Which adjective(s) describe this firm's style?

Creative  Boring  Traditional  Unique  Professional

24%  15%  19%  13%  34%  47%  58%  40%  47%

Publicity

Up, Up and Away...

Vedder Price's Aviation Finance Group Soars Behind the Piloting of Its Strong, Steady Chairman

The advertisement depicts a long, white jet vapor trail against a bright, blue sky. We can see a person in the cockpit, and the words "Creating aircraft doesn't have to be done on a wing and a prayer." The image is clear and simple, the text compelling.

Vedder Price's aviation finance department of Vedder Price, a Chicago law firm with offices in New York, Washington and, beginning in October, a new branch in London.

Your email: "We don't need to show you another picture of an airplane. But Vedder Price knows the big picture of aircraft finance." The text goes on to speak about the firm's global geographic reach, its international experience in the aviation industry, and its stellar reputation.

And the partnership is indeed well known for its expertise in handling major, sophisticated deals between investors and aircraft owners, and recently, between Big Money and airlines and oil corporations. Another Vedder Price ad in this campaign shows a plane, offering the same dramatic effect.
ABA Journal

Trade Show Booth
Email Newsletter

Giveaway planes
Results

- Millions of dollars of clients joined the firm
- Overwhelming visibility at Dublin industry conference
- Immediately got hired for English Law deals
- “Law Firm of the Year” Aviation 100 Awards, 2017
- Opened Singapore office, 2016

CREATING THE PERCEPTION OF EXPERTISE
Creating the *Perception* of Expertise

- Q: “What marketing tools do we need?”
- A: What would the market leader’s resume look like?
- The profession’s top practice?
  - Write *that* resume
  - Subtract your resume from it
  - Whatever’s left, you must *create*
    - Articles? Speeches? PR? Newsletter?

Three steps

- Create *project*
  - Identify target
    - Execute Strategic Plan or *pick* something
    - May start small
- Create *success*
  - Build it
  - Make it stand out
- Create internal *demand*
  - Make your other lawyers envious
Drinker Biddle & Reath

- 650 lawyers
  - 11 offices
- Rapid growth through mergers
- Typical big-firm structure, siloes, etc.
  - Most full-service firms
Firm’s long-term goal

- Create national *leadership* in:
  - Health care
  - Insurance
- Strategic mergers to add those practices

Health Care Challenge

- Lost local HC leadership after mergers
  - Predictable decrease in name recognition
  - *(Nearly every* firm fails here)*
- How leverage firm’s internal assets?
  - Increase HC name recognition, visibility
  - Create HC market leadership
  - Work together, develop synergy
- What’s the plan?
  - Can it work within existing marketing?
What’s the process?

- Interview people from all areas, practices
- One-on-one, hour-long meetings, probe
  - “Tell me about your practice.”
  - “Tell me about the firm.”
  - “Give me 3 adjectives to describe the practice.”
  - “Who are your competitors?”
  - “What makes you different?”
  - “Why should a client / lateral come here?”

What’s the process?

- Listen for a theme, message
  - What did we hear at DBR?
    - Smart, skilled, expertise
    - Want to work together better
    - Leadership in some areas, expertise in others
      - Many more practices to include
    - Represented 1000 NFP hospitals
    - They really believe in the clients HC mission
      - “When your clients are nuns, you approach your representations differently.”
Three Adjectives – *Health Care*

<table>
<thead>
<tr>
<th>Smart / Skilled (50)</th>
<th>Collegial (16)</th>
<th>Negatives (9)</th>
</tr>
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<tbody>
<tr>
<td>• Talented</td>
<td>• Team oriented</td>
<td>• Silos</td>
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<td>• Deep bench</td>
<td>• Congenial</td>
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<td>• Well regarded</td>
<td>• Caring</td>
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<td>• National reputation</td>
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<td>• Entrepreneurial</td>
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DEVELOP THE CREATIVE —
IT SELLS THE CONCEPT
When a large nonprofit health system wanted to provide oncology care to a small rural community, they came to us to put the deal together. No surprise, really, since Drinker Biddle has one of the nation’s largest dedicated health care practices. And the key word there is dedicated. We see ourselves as part of the mission of providing quality health care to the public. Because we’re not just a law firm, we’re part of the solution.

Learn more at drinkerbiddlehealthcare.com.

Rural cancer care, enabled by Drinker Biddle lawyers.

Another way Drinker Biddle is not just a law firm, but part of the health care solution. Learn more at drinkerbiddlehealthcare.com.
When a major metropolitan health system wanted to improve coverage of their pediatric and neonatal services, they turned to us. Drinker Biddle helped them develop a consolidated arrangement with a single pediatric group to cover all of the system’s hospitals, resulting in reduced financial costs, establishing accountability, and improving the care of pediatric patients. Another way Drinker Biddle is not just a law firm, but part of the health care solution. Learn more at drinkerbiddlehealthcare.com.

Safer pregnancies, courtesy of Drinker Biddle lawyers.

A prominent health system was concerned that women covered under its employee-benefit plan were not benefiting from the best practices in healthy pregnancy care. We worked with a leading doctor and the company’s HR to come up with a plan that encouraged proper treatment, at a cost of the publicly funded health care practices. We also worked to develop the notion of providing quality health care in the public. We’re not just a law firm, we’re part of the solution. Learn more at drinkerbiddlehealthcare.com.
Lawyers must see it

- Lawyers have to see it to understand it
  - If they see it, they want their own
- We created different DBR versions
  - Started with the most obvious practices
    - Regulatory
    - Transactional
    - ERISA/benefits

Learned during the process

- Discovered:
  - 70-100 health care-related lawyers
  - 14 HC-related practice areas
    - IT, IP, Lobbying, L&E, Patent...
Case Studies

Less-invasive proton-therapy treatments for more cancer patients.
Arranged by Drinker Biddle lawyers.

Proton-beam therapy is an advanced radiation technique that destroys cancer cells while sparing healthy cells just millimeters away. There are only 10 of these centers in the country, and Drinker Biddle has been involved in establishing 30% of them. Making deals that help patients with prostate, breast, head, and neck cancers avoid the debilitating side effects of radiation. Just one more way Drinker Biddle is part of the health care solution. Learn more at drinkerbiddlehealthcare.com.

Drinker Biddle & Reath LLP | A Delaware limited liability partnership
California | Delaware | Illinois | New Jersey | New York
Pennsylvania | Washington, DC | Wisconsin
When a large Midwestern hospital sought ANCC Magnet status, they called Drinker Biddle. We helped them negotiate their nursing-union contracts to incorporate the necessary benchmarks and standards. Today, the hospital and its nurses proudly display a prestigious honor, and patients receive some of the nation’s best nursing care. As one of the largest dedicated health care practices, we view ourselves as part of the mission of providing quality health care to the public. We’re not just a law firm; we’re part of the solution.
Social Media

- These also became
  - LinkedIn banner
  - Facebook
  - Twitter background
  - Blog
- Print ads
- Direct mailers
- Professional announcements

Two-Day Retreat

- Rolled it out, explained it
  - Taught them marketing, discussed the plan
  - Showed each ad
  - Each partner told the story
    - Should have videotaped the poignant speeches
- Started the discussion
  - “I didn’t know you did that.”
  - “I have a client who might need that.”
Two-Day Retreat

- Goal is to work together
- Increase
  - Internal education
  - Internal information flow
  - Communication
  - Cross selling
  - Revenue

Compare...
Next was the Insurance Practice

- Success creates interest, demand
  - “I want one too!”
- Create internal envy, competition, excitement
What do you need?

- Internal leadership
- Accountability
- Measurement
- Communication
- Focus your resources

Ross’s Law Marketing Books

"We're smart. We're old. And we're the best at everything." The World's First No-BS Guide to Legal Marketing and Branding

Buy on Amazon: https://goo.gl/Vwf8Wn

“A well-written, engaging, and very practical guide — no, make that, bible.”
- Of Counsel

“Decades of wisdom delivered in a funny, insightful way. Essential legal marketing reading.”
- Nat Slavin, LMA President

Associate Training

The Ultimate Law Firm Associate’s Marketing Checklist: The Renowned Step-By-Step, Year-By-Year Process for Lawyers Who Want to Develop Clients.

Buy on Amazon: https://goo.gl/rxWSfH
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Thank you!

Need a new brand or website?
A marketing plan or ads? Call us!

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