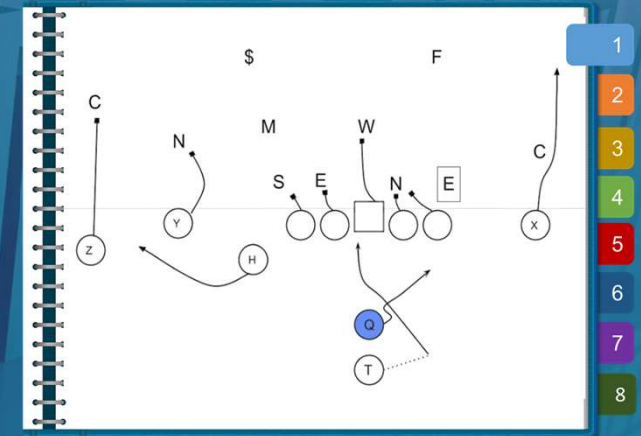




Running Your Department Like a Business

Building an Offensive Playbook

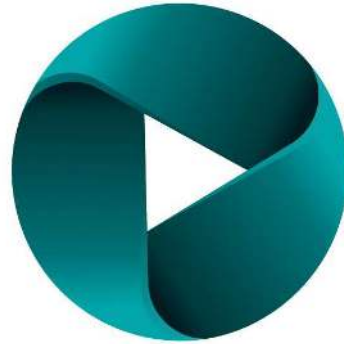


Calibrate Legal

We help improve the performance of legal marketing teams
across North America.



Talent search



Marketing operations



Leadership council

Your Calibrate Legal Coaches



Susan Van Dyke

Chief Client Officer
20 years in law firm marketing



Gordon Braun-Woodbury

Marketing Ops Lead
30 year career in PS marketing

Marketing ROI – then and now



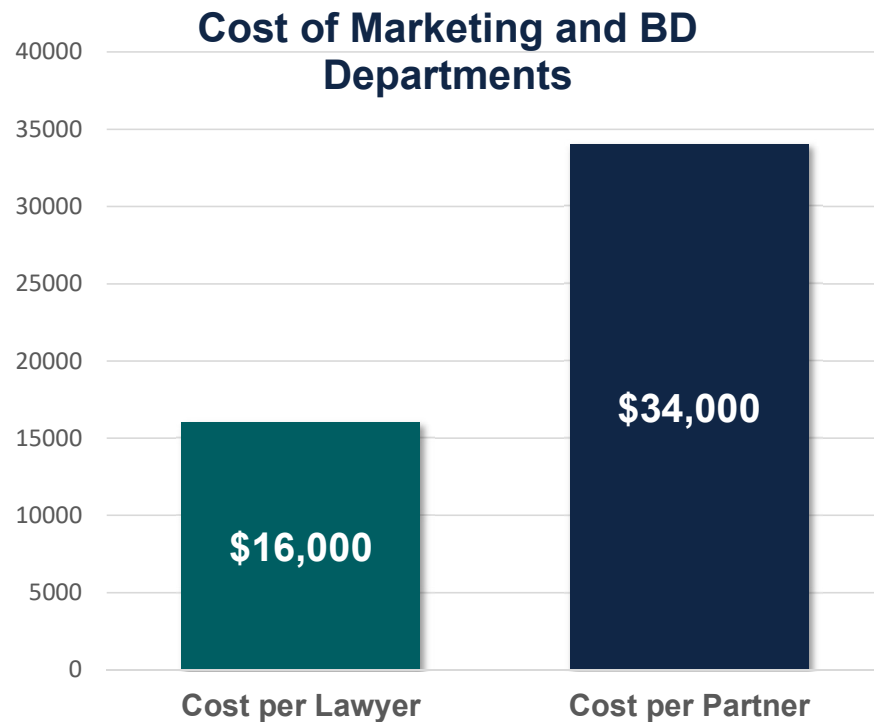
Inspired Marketing



Marketing should be a strategic player in every law firm.

We have **tools**, smarts and experience to help meet your firm's revenue **goals**.

ROI on cost of marketing and BD



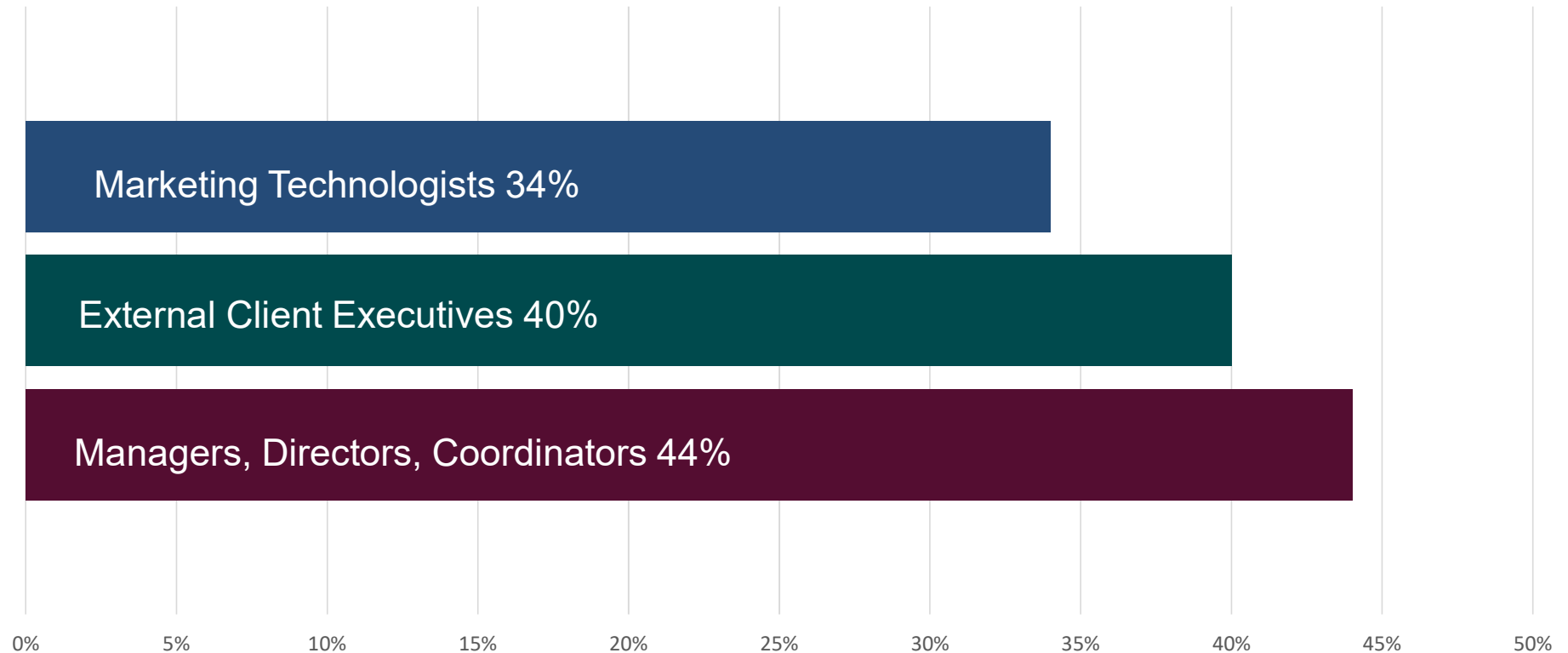
\$47 Million

Average estimated **return on investment from \$1 million** of marketing and business development spend for an AmLaw 200 firm.

* Source: ALM Intelligence/Calibrate Law Firm Revenue Enabler™ Compensation Survey 2018



Law firms are increasing headcount



* Source: ALM Intelligence/Calibrate Law Firm Revenue Enabler™ Compensation Survey 2018



Playbook Agenda

Play #1 – Change your mindset

1

Play #2 – Follow the money

2

Play #3 – Get aligned

3

Play #4 – Track your time

4

Play #5 – Prioritize the work

5

Play #6 – Optimize processes

6

Play #7 – Measure, report,
reposition

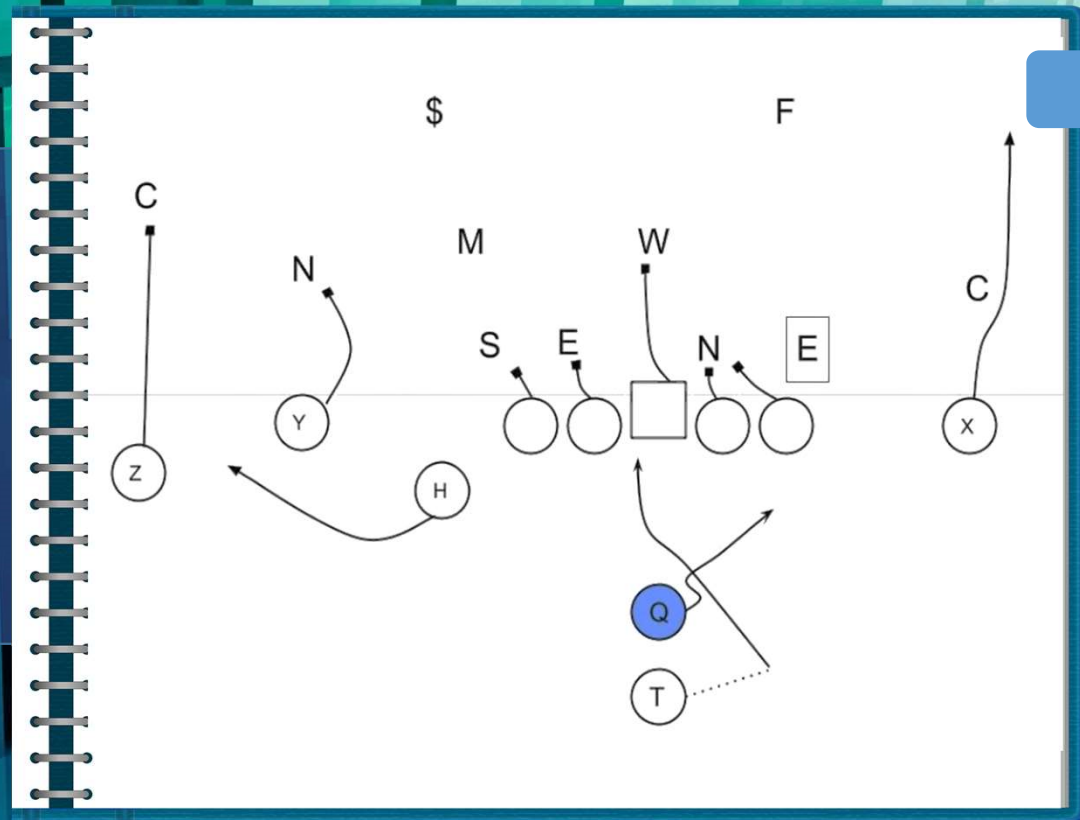
7

Play #8 – Elevate Marketing
Operations

8

Play #1

Change Your Mindset



Empower Yourself and Transform Your World

Traits of Revenue Enablers™ in Law Firms

- Takes time to do big-picture thinking
- Sees growth as paramount
- Adopts student mentality
- Does not drink their own bathwater
- Uses data to make decisions
- Honest introspection
- Develops partnerships to achieve shared goals
- Aims for progress vs. security/uncomfortable more than not
- Adopts high level of accountability
- High EQ, but not everyone's friend
- Master of “getting **the right** stuff done”

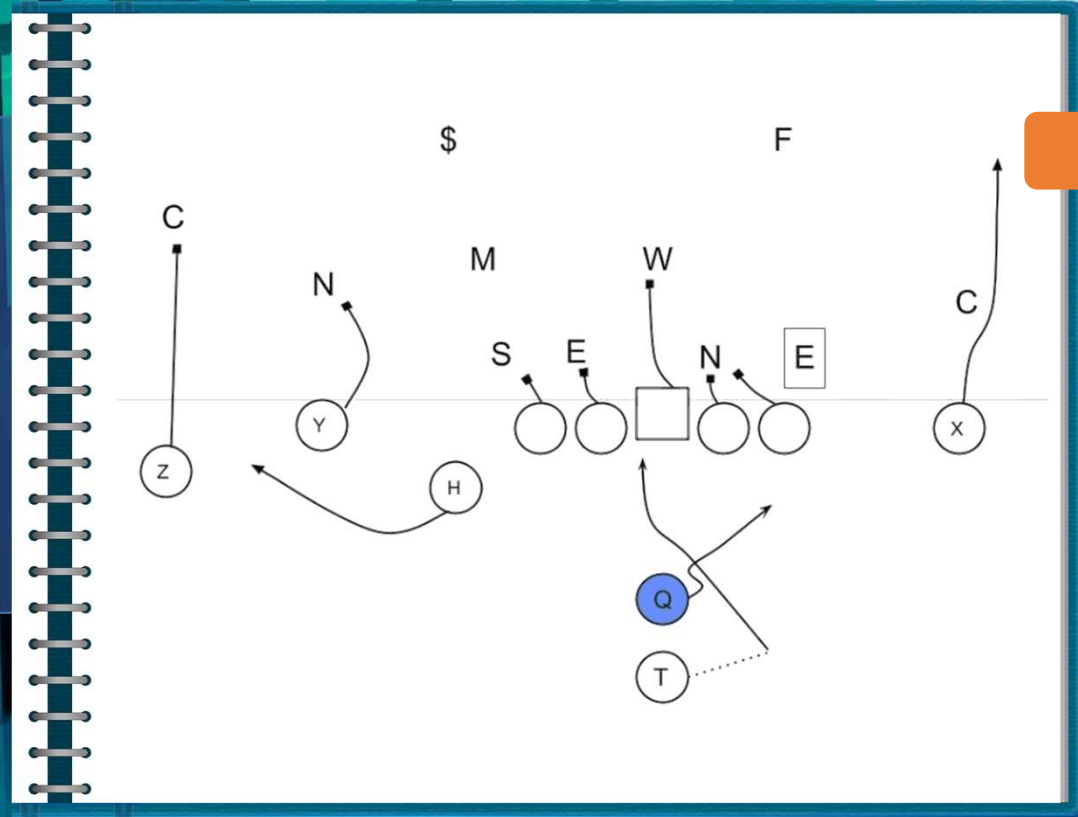
These questions are coming. How will you answer?

- How do our marketing programs bring value for the firm (annually, quarterly, per practice group)?
- Do you know which programs are performing poorly – and how to fix them?
- What percentage of our Marketing/BD investment (headcount and program costs) is directed at our most important clients?
- Does our Marketing/BD team's involvement increase our win rate in proposals and pitches?
- Do you canvass partners to understand their views of the marketing services provided?
- Has your marketing/BD team improved productivity/efficiency over the last three years?



Play #2

Follow the Money



1

2

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Understanding the numbers

Under the hood of an average 40-lawyer firm

- Operating cost \$15,000,000
- Breakeven billings per lawyer \$375,000
 - Average hourly rate \$300
 - Hours to breakeven 1,250 (or 150 days)
- Profits start on August 25

1,700 hours or 450 more hours = \$135,000 profit

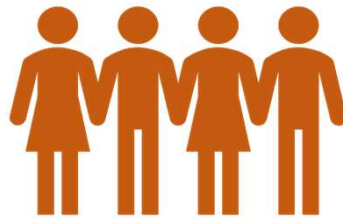
Billable Targets

Total maximum of 252 work days per year
x 5 billable hours per day
= 1260 hours per year



Partners

1400-1800 hours per year



Associates

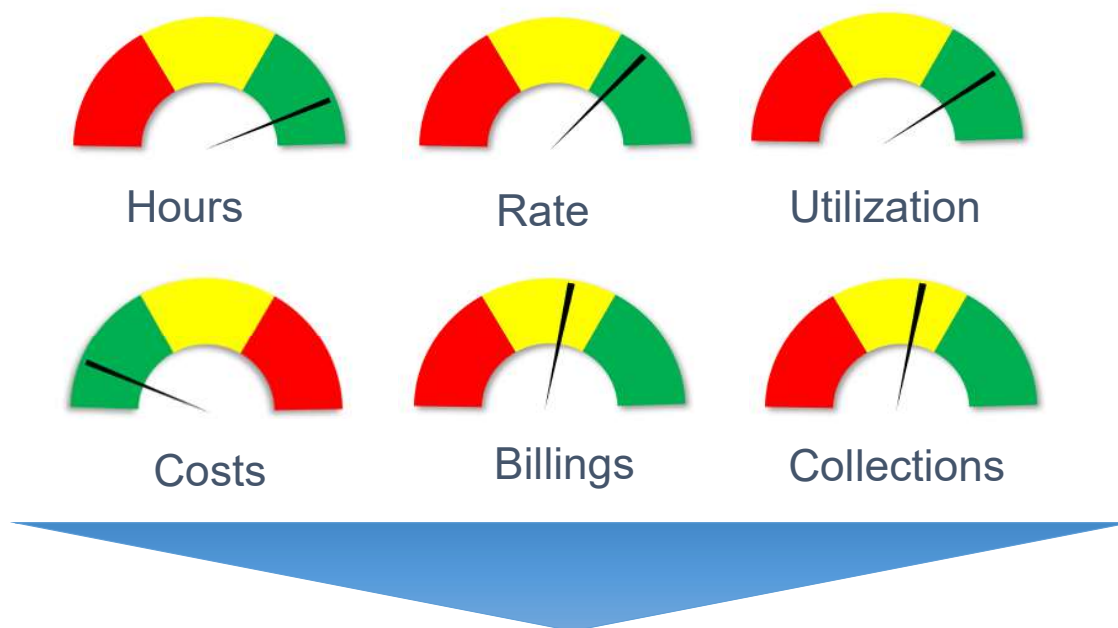
1600-1800 hours per year



Paralegals

Vary

Law Firm Economic Levers



Net Income per Partner

The Value of Non-billable Time



To many lawyers, non-billable hours **equate to** not making money.

They see **little value** in non-billable time and yet, this **investment** of time is an **economic imperative**.

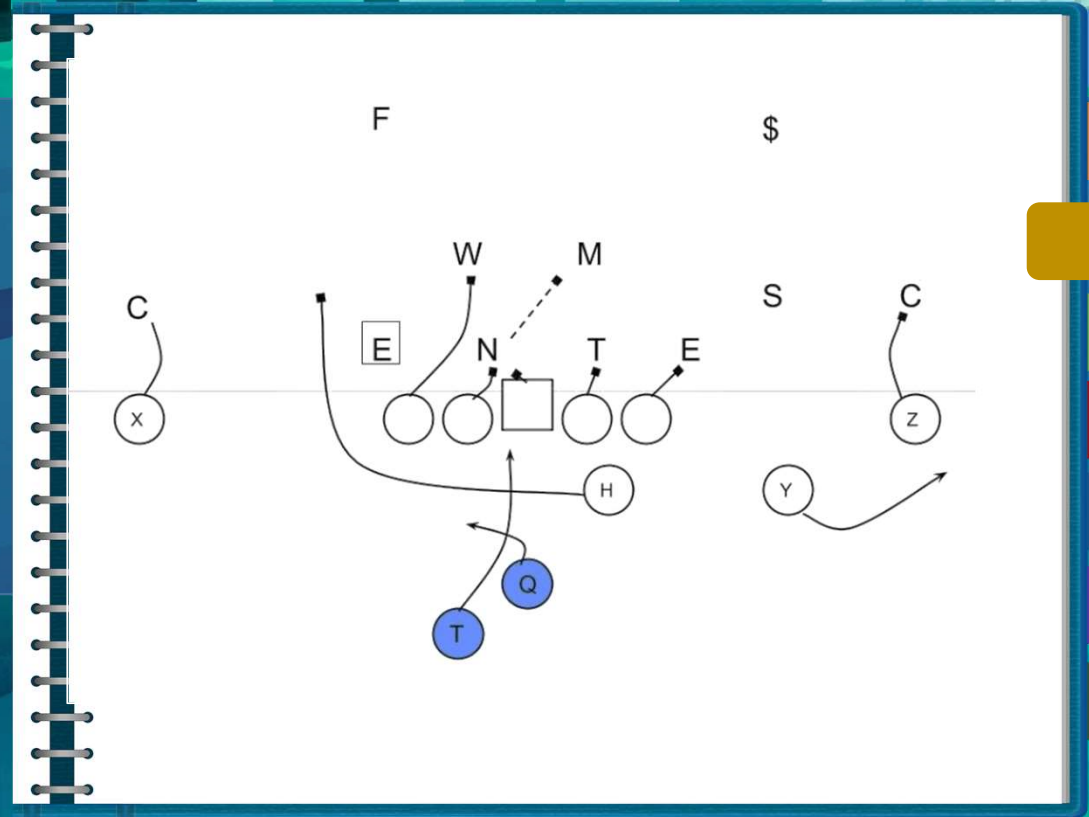
Budgeting for Expenses

**Big-ticket items can take years to land in a budget.
Your project must be prioritized with all other operational demands.**



Play #3

Get Aligned



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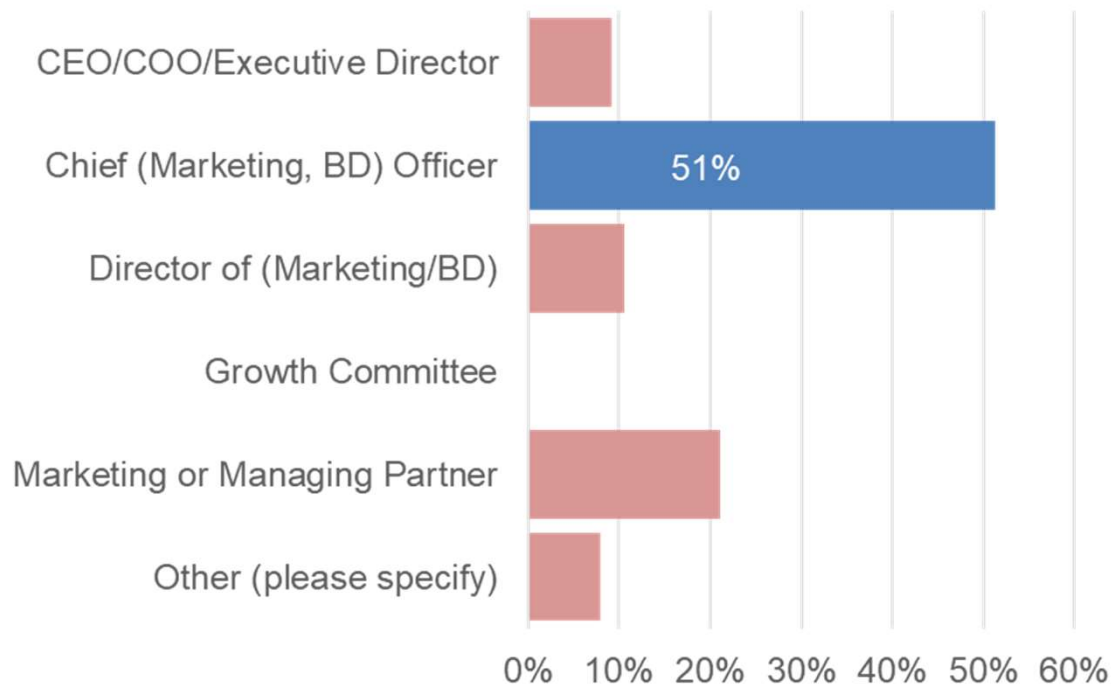
8



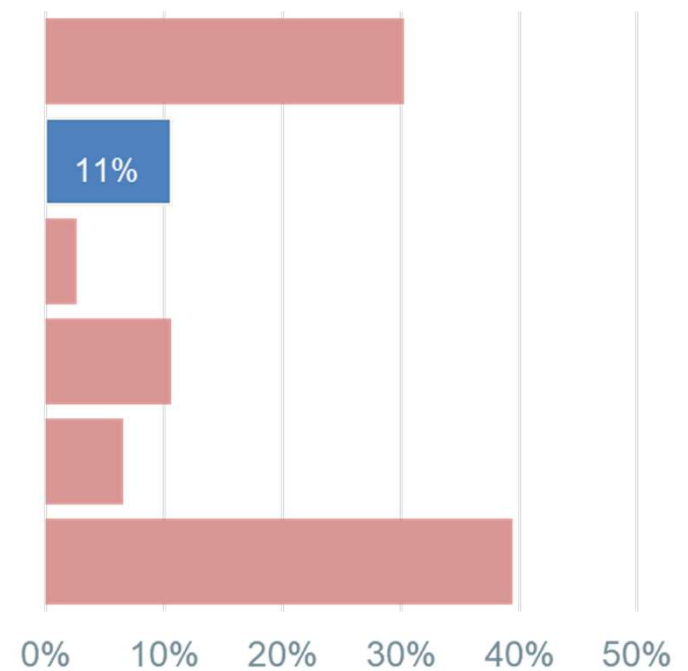
Can you align your marketing and
BD accountabilities, programs and
budgets to your firm's strategic plan?

Growth Accountability Mismatch

CMOs Have the “Top Chair” for Growth

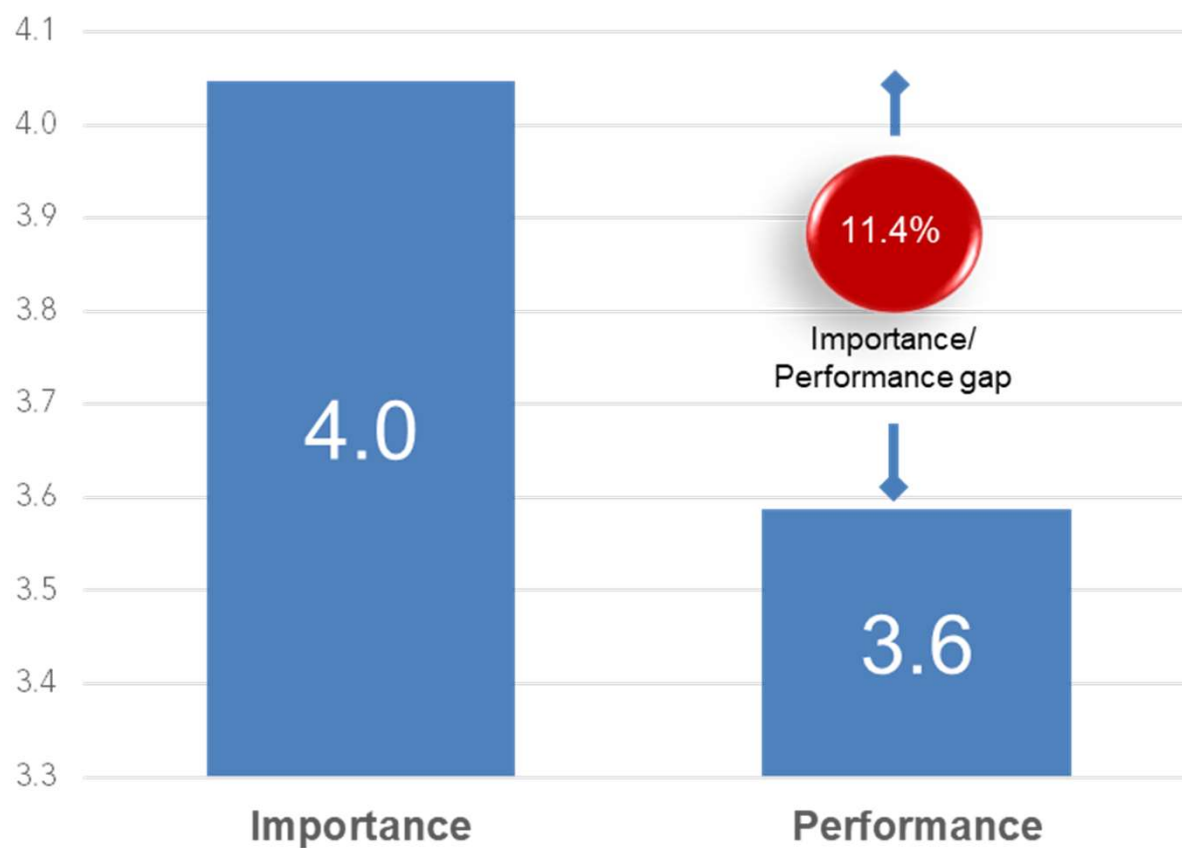


... but Do Not Oversee Growth Strategy



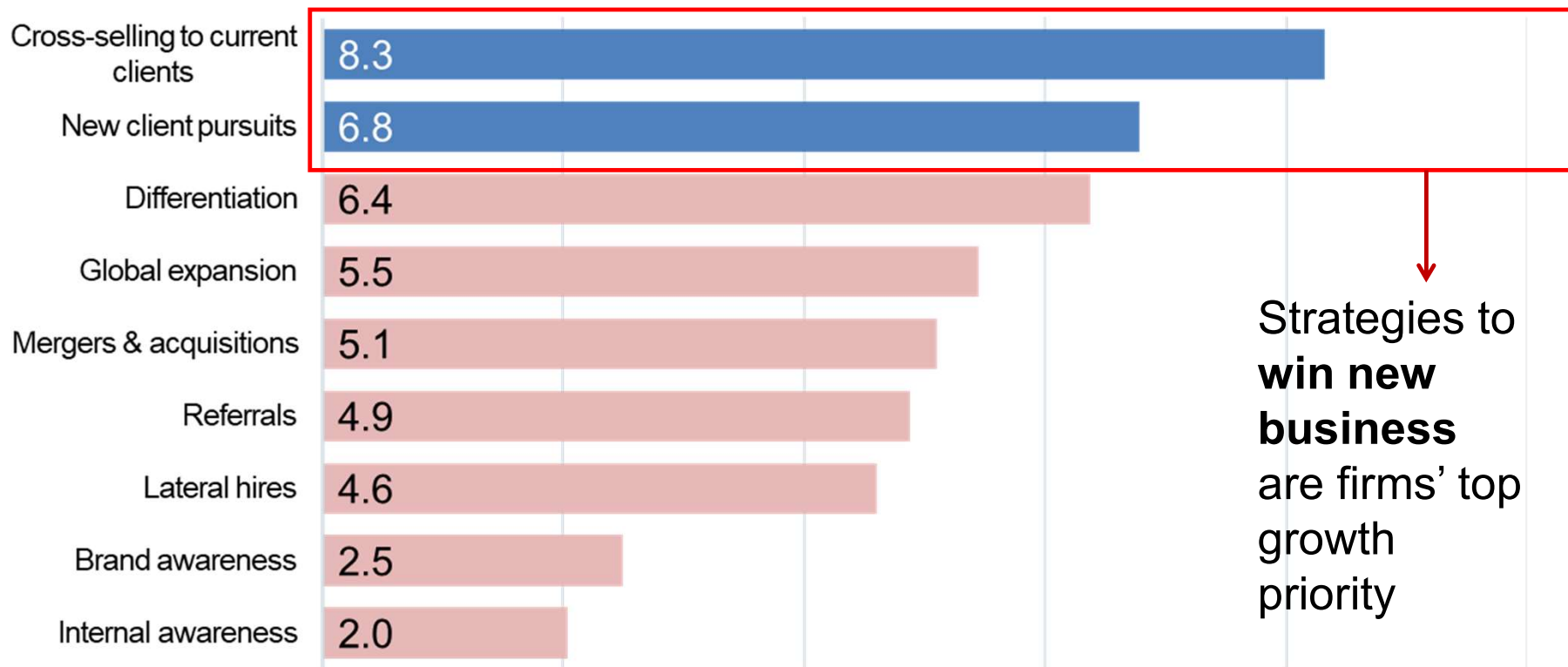
* Source: Calibrate Legal / Intapp Survey 2018

How well does Mkt/BD support law firms' business goals?



* Source: Calibrate Legal – Marketing Operations Survey 2017

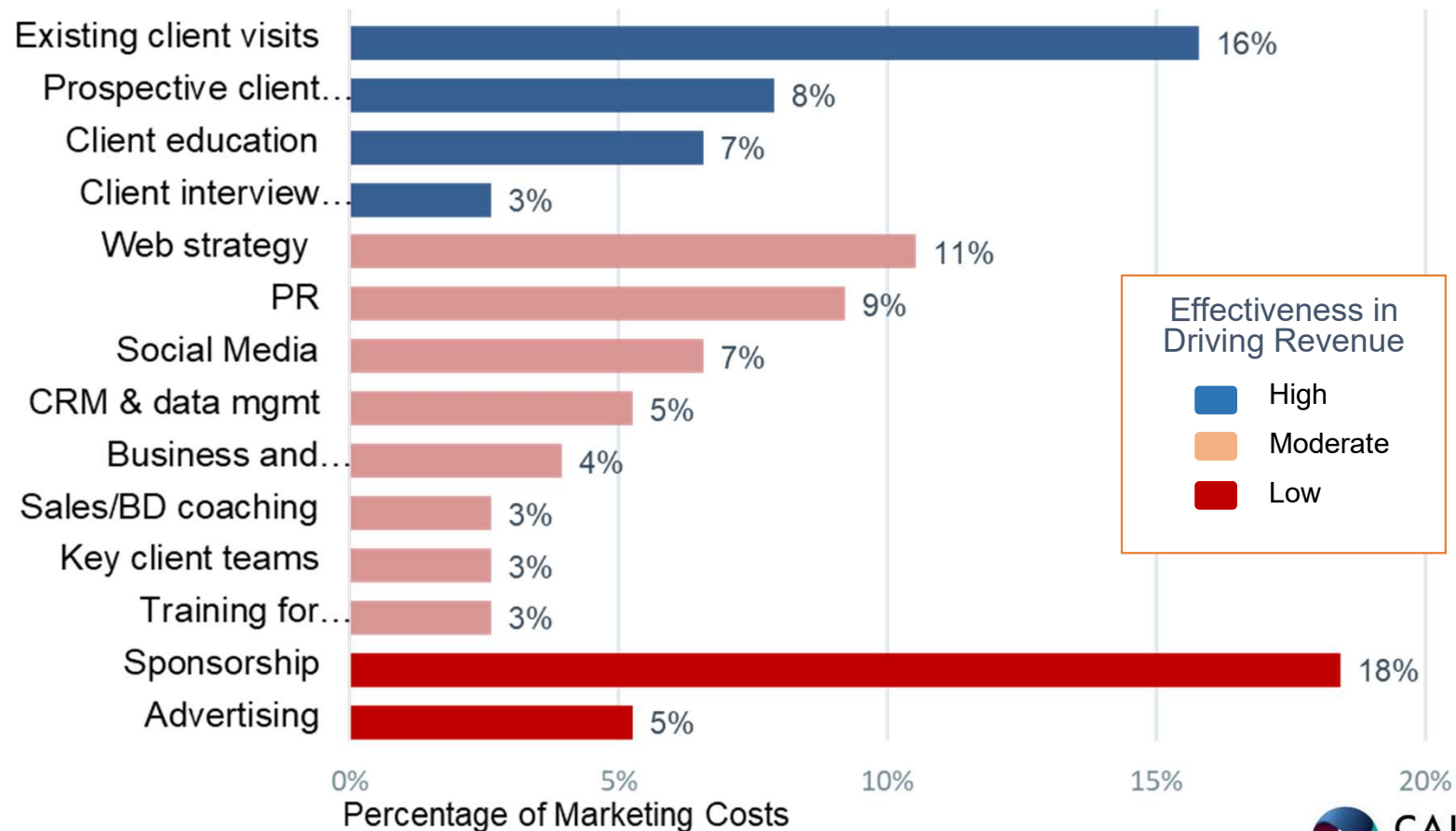
Priority Growth Strategies for Law Firms



* Scores represent average priority levels, out of a possible 10

* Source: Calibrate Legal / Intapp Survey 2018

How well are Mkt/BD budgets aligned to winning new business?

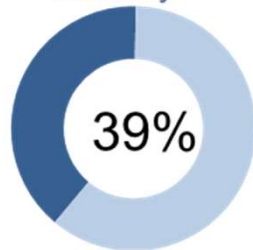


Source: Thomson Reuters – Marketing Partner Survey 2016

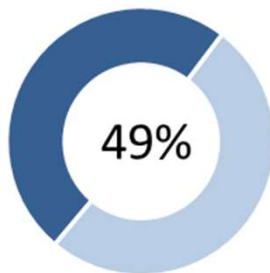
Ideas for Alignment

Our Research

Marketing plans, budgets and teams are aligned by key client or industry



The firm has formal marketing plan(s) updated at last annually



Quick Wins

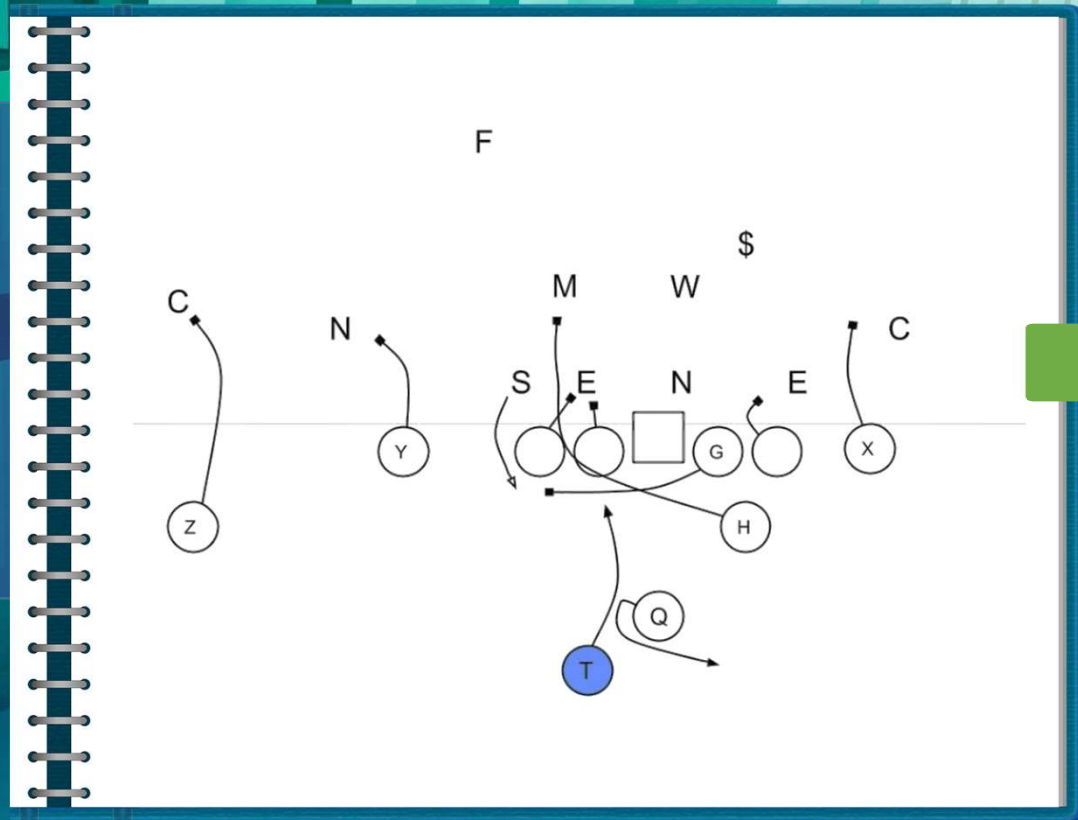
- Meet with leadership to share ideas on alignment
- Connect Marketing/BD to your firm's business planning process for the next FY
- If there's no plan – create your own
- Analyze your budget to see how well it aligns with growth – then adjust

Longer Term Plays

- Advocate for Industry-focused and Account-Based Marketing – both proven growth strategies in other professional services sectors

Play #4

Track Your Time



Time Study



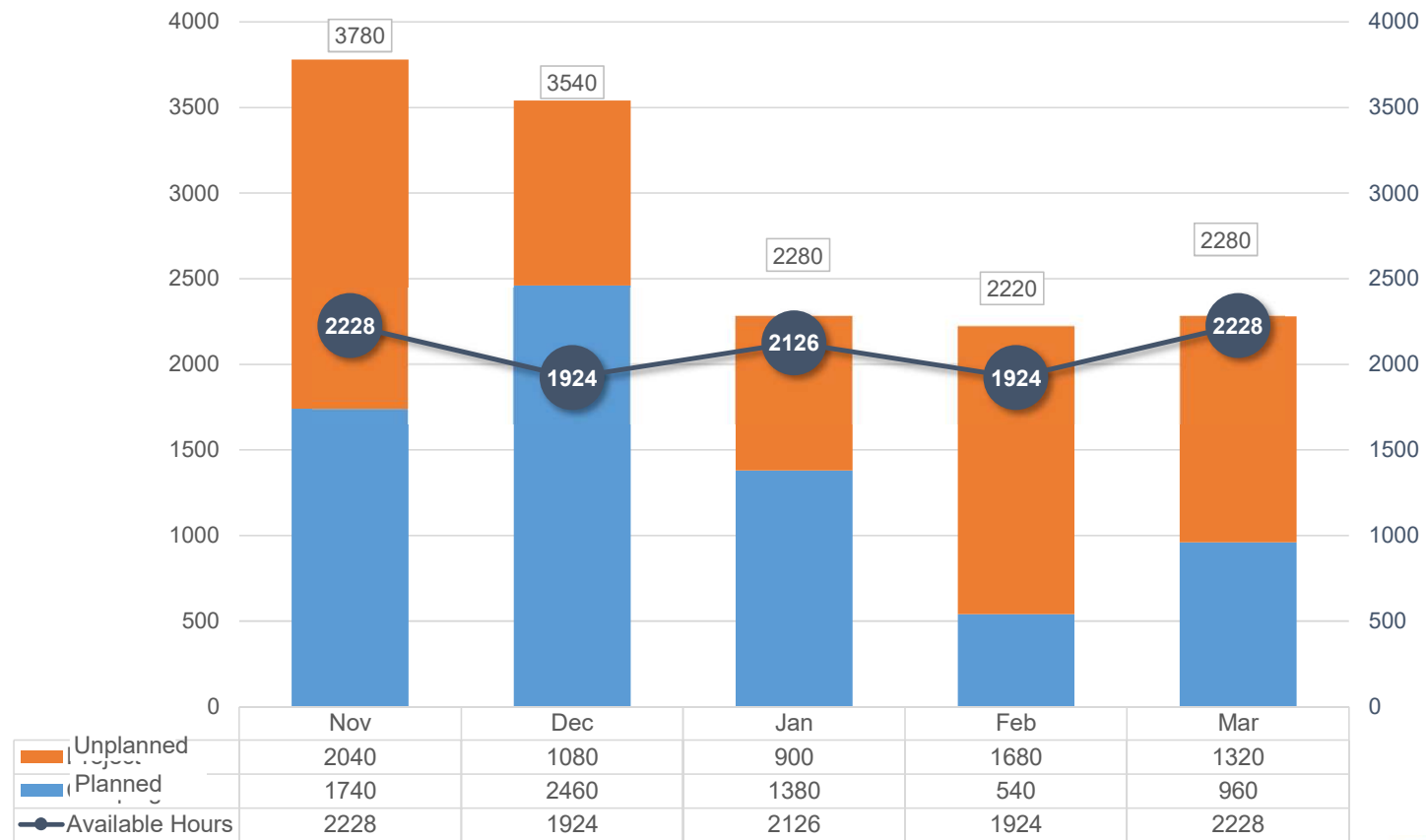
Time Tracking Tool

Use this tool to categorize & track your team's tasks/activities each week.

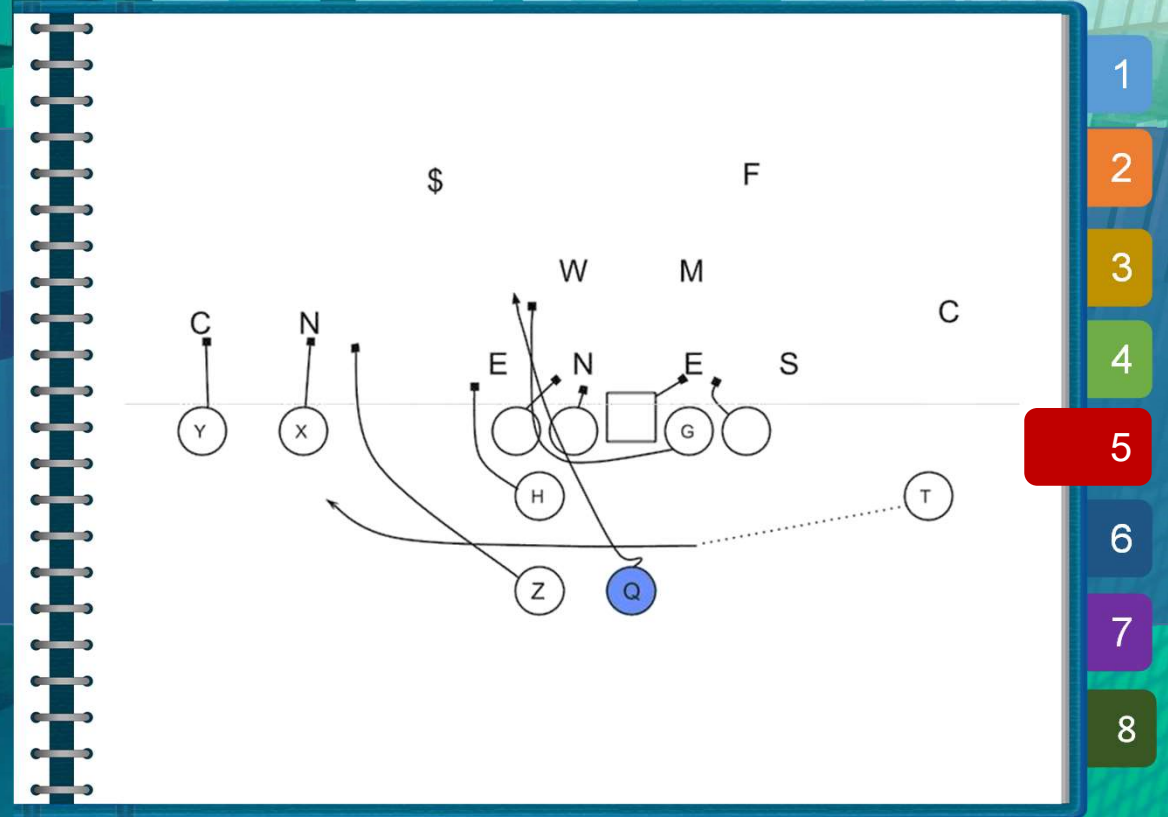
Week	Team Member	Project	Task	Date	Start Time	Stop Time	Completion	Hours Worked
Week 1	Janice	IP campaign	Organize & Ship Display for Tradeshow	31/May/17	8:00 AM	7:00 PM	50%	11:00
Week 1	Mei-Ling	Event for Client X	Arrange venue	31/May/17	8:00 AM	4:00 PM	25%	08:00
Week 1	Mei-Ling	PR outreach	Calls to journalists	31/May/17	9:30 AM	9:30 PM	25%	12:00
Week 1	Frances	Industry seminar	Write draft presentation for Partner	31/May/17	3:00 PM	8:00 PM	10%	05:00
Week 1	Aisha	Industry seminar	Meet with Sales Team and Provide Leads	31/May/17	7:30 AM	4:00 PM	0%	08:30
Week 1	Edward	Industry seminar	Prep for Visits Next week	31/May/17	4:00 PM	7:00 PM	10%	03:00
Week 2	Bernard	Sales Support	Executive Visit #1	31/May/17	7:00 AM	6:00 PM	25%	11:00
Week 2	Khalid	Event for Client X	Executive Visit #2	31/May/17	7:00 AM	6:00 PM	75%	11:00
Week 2	Bernard	Event for Client X	Prep Partner for Meeting with Board of Directors	31/May/17	8:00 AM	8:00 PM	90%	12:00
Week 2	Aisha	IP campaign	Finalist list for email	31/May/17	8:00 AM	4:00 PM	25%	08:00
Week 2	Aisha	Administrative	Drive to Other Office Location	31/May/17	6:30 AM	11:00 AM	0%	04:30
Week 2	Janice	Sales Support	Meeting with BD Manager	31/May/17	11:00 AM	5:00 PM	0%	06:00
Week 2	Janice	Administrative	Drive back from Other Office Location	31/May/17	5:00 PM	9:30 PM	10%	04:30
TOTAL								104.5



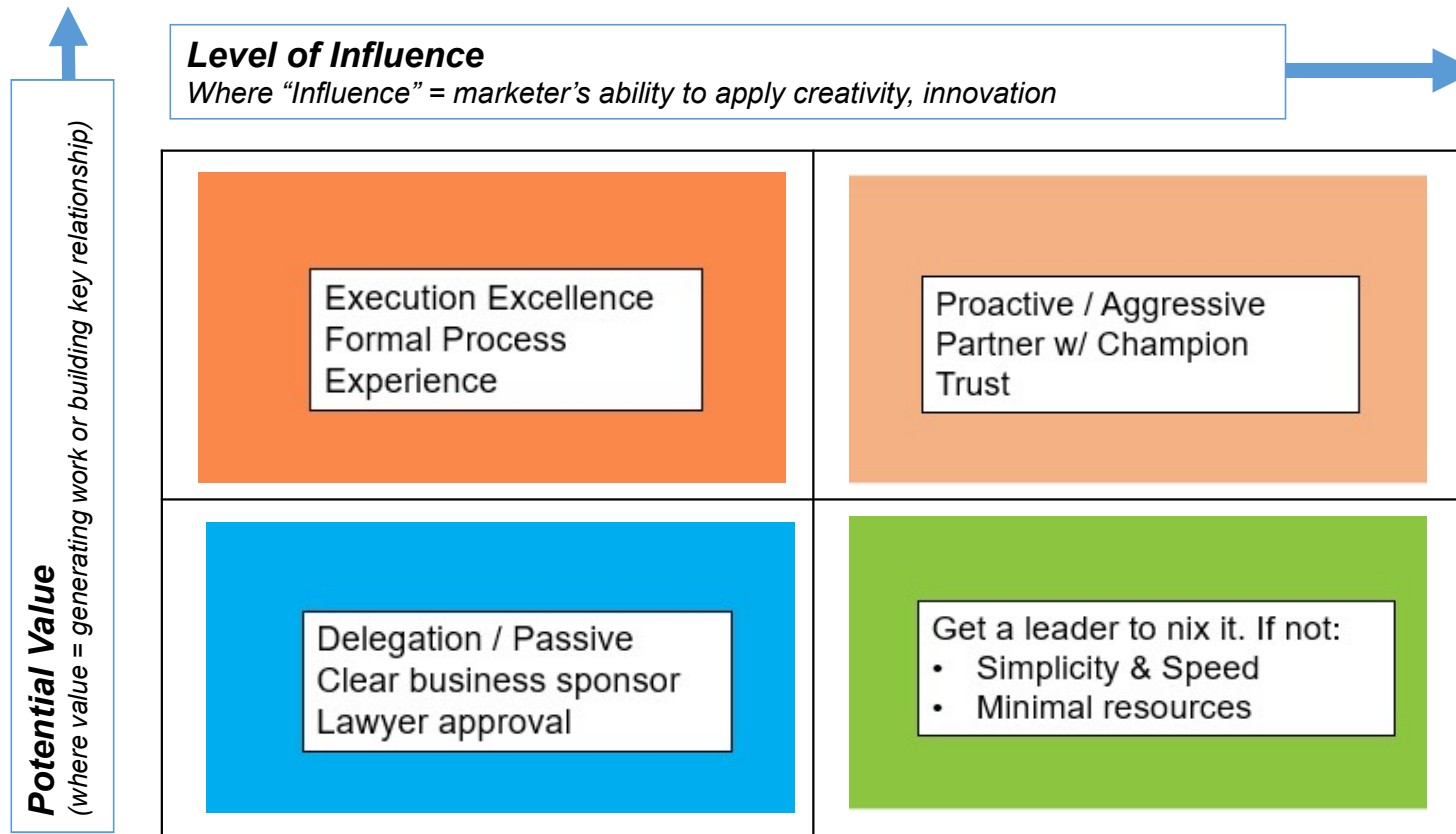
Analyze Your Team's Capacity & Reschedule Work



Play #5 Prioritize the Work

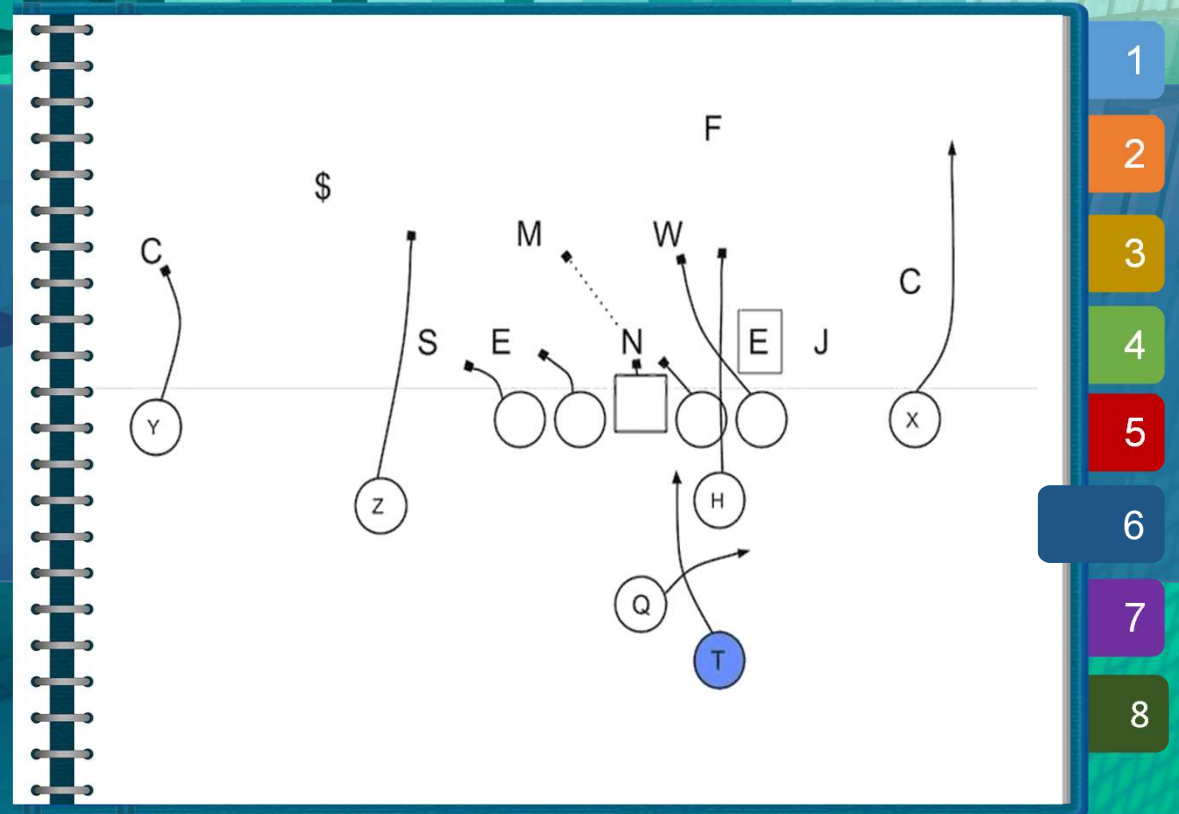


Allen Fuqua's Smart Work Matrix



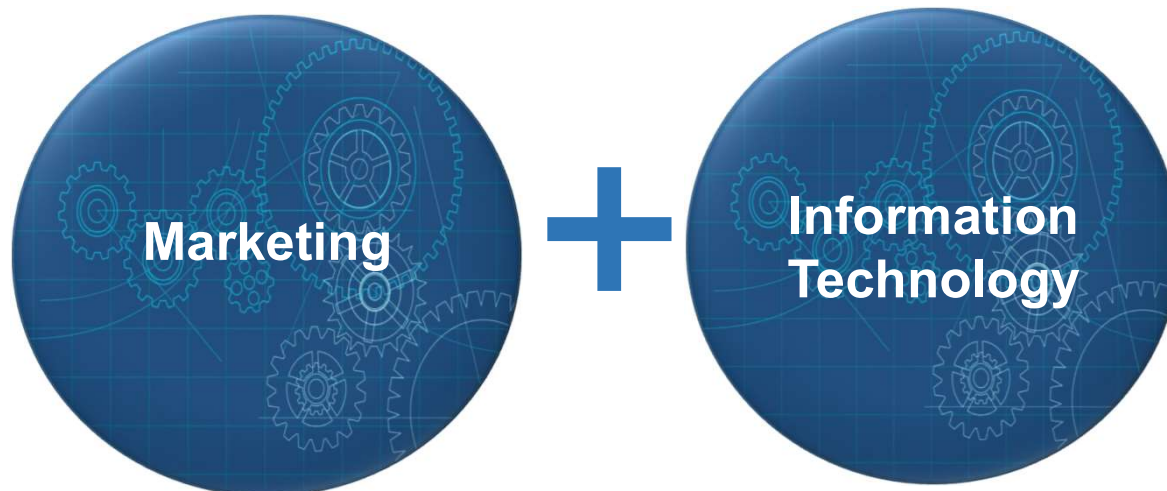
Play #6

Optimize Processes

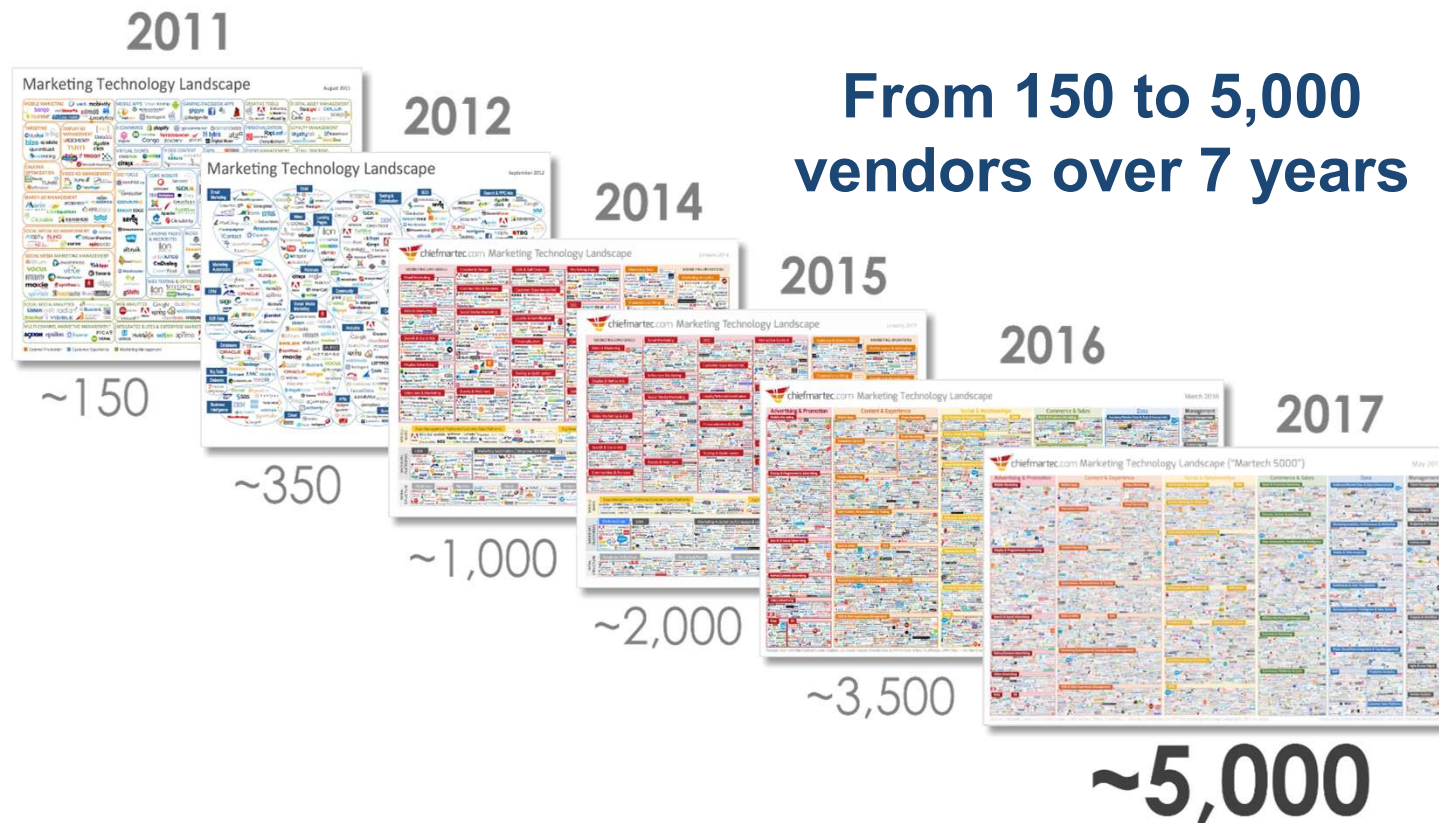


Make Friends With Your CIO

A new equation:

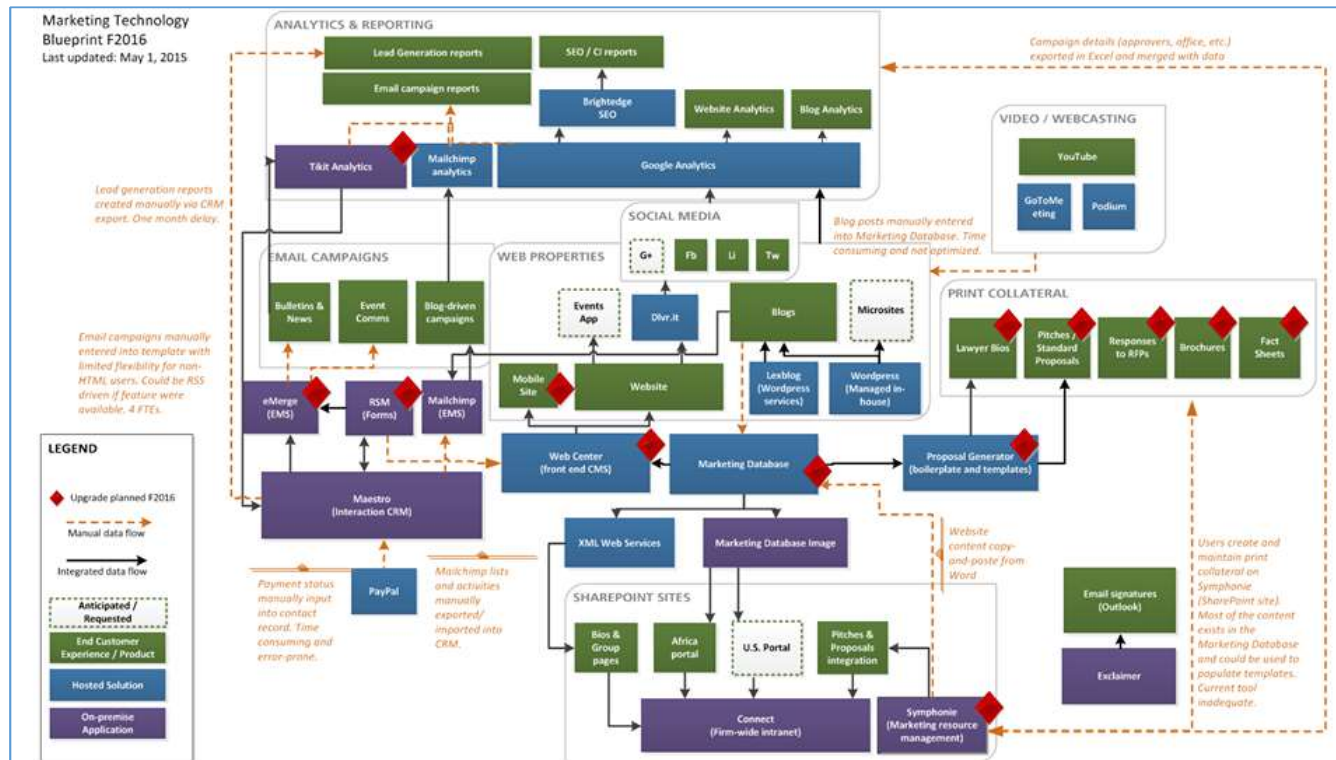


Marketing Technology Landscape



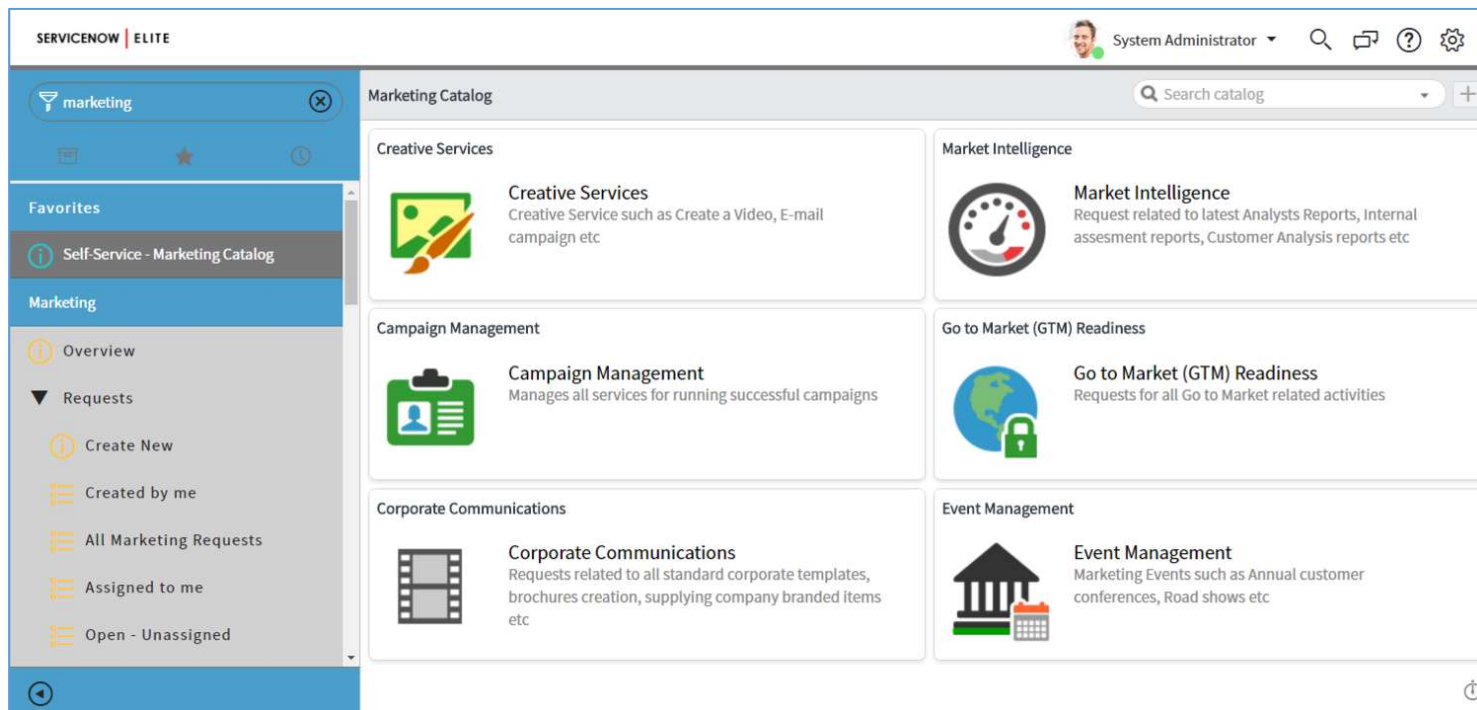
Source: Chiefmartec.com

Document Your Martech Stack



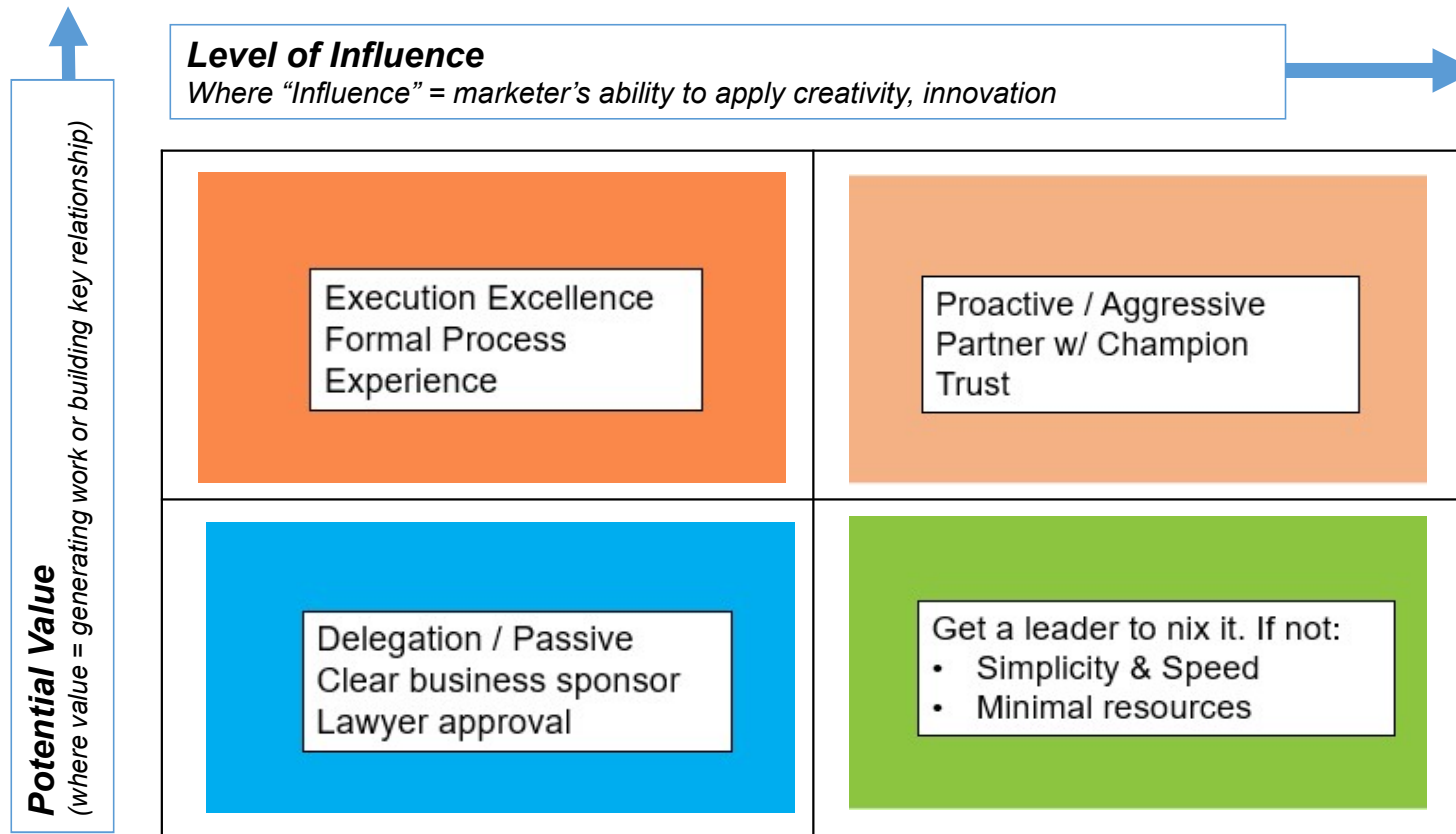
Source: Chiefmartec.com

Build Your Marketing Service Catalog



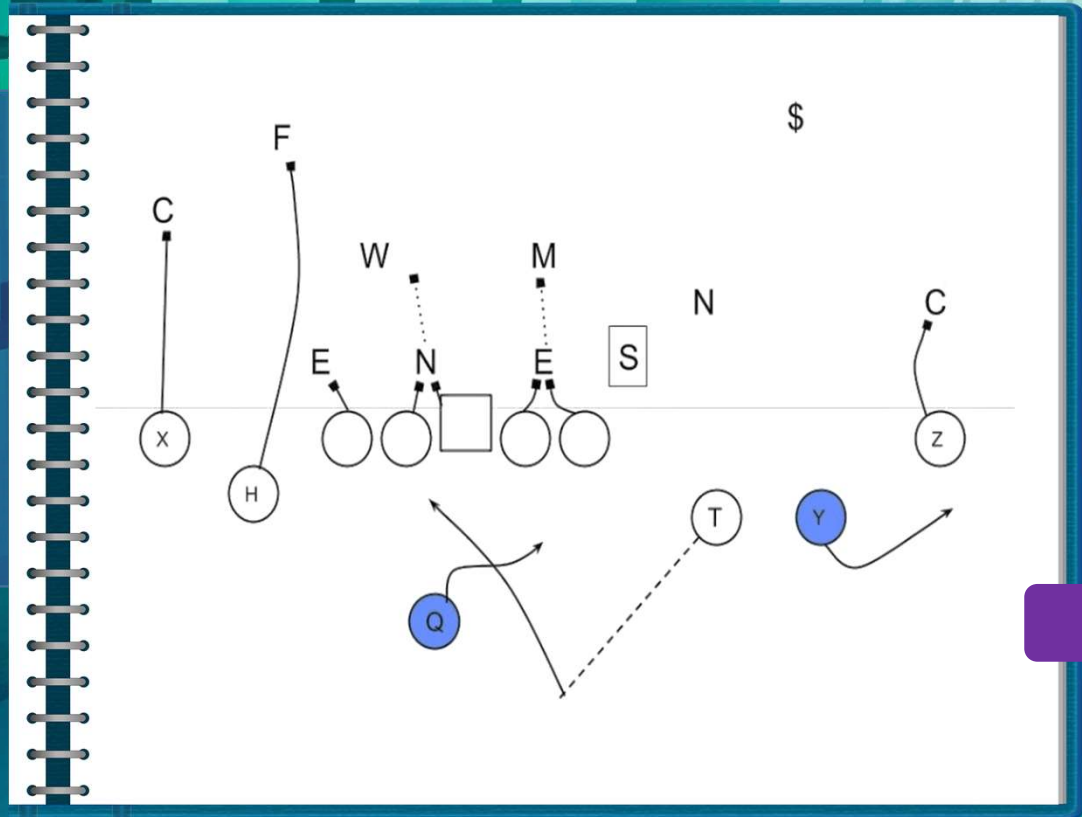
Source: ServiceNow

Allen Fuqua's Smart Work Matrix



Play #7

Measure, Report, Reposition



1

2

3

4

5

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8



© marketoonist.com

Research on Law Firm Marketing Measurement

Our Research

The firm has defined metrics and targets for all marketing programs



The firm collects and reports on marketing metrics via a dashboard



Quick Wins

- Establish a few marketing/BD KPIs tied to the firm's business performance

Longer Term Plays

- Create a comprehensive marketing dashboard and quarterly leadership scorecard
- Advocate for measuring Return on Marketing Investment

What if you could...

**Visualize your marketing
data on demand?**

**Identify key client neglect
and opportunities?**

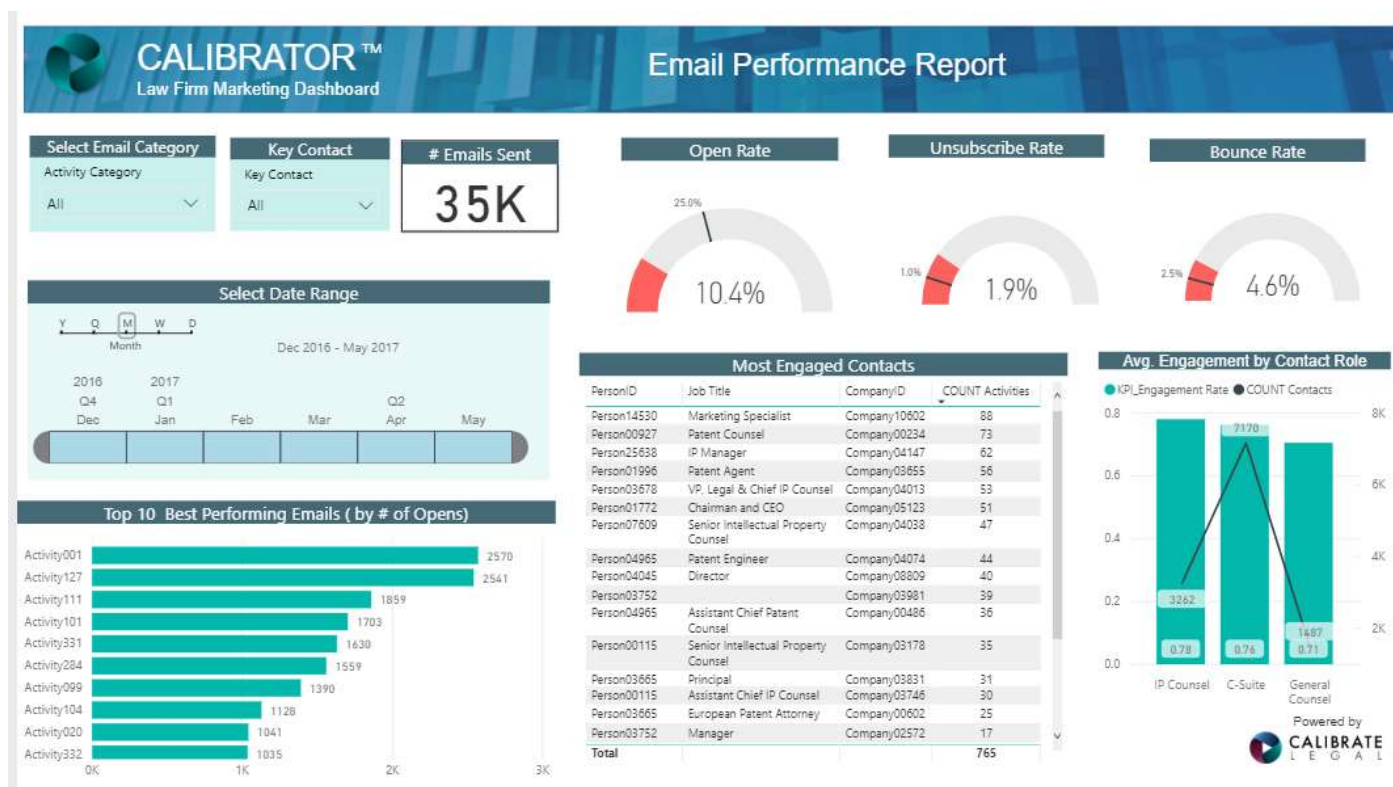
**Attribute marketing/BD
activities to revenue?**

**Empower lawyers and BD
with data?**

**Improve lawyers'
engagement with
marketing?**

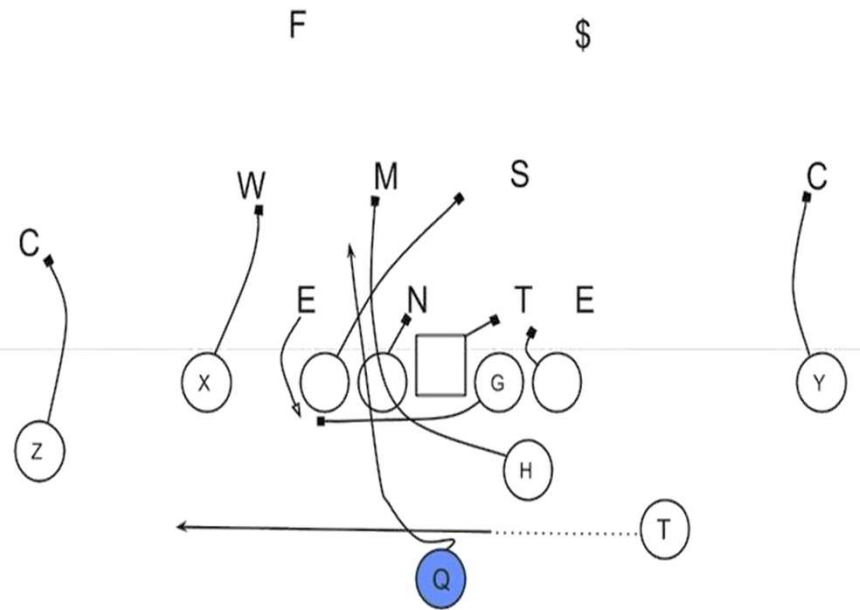
**Back up your
recommendations with
data?**

Calibrator™ Law Firm Marketing Dashboard



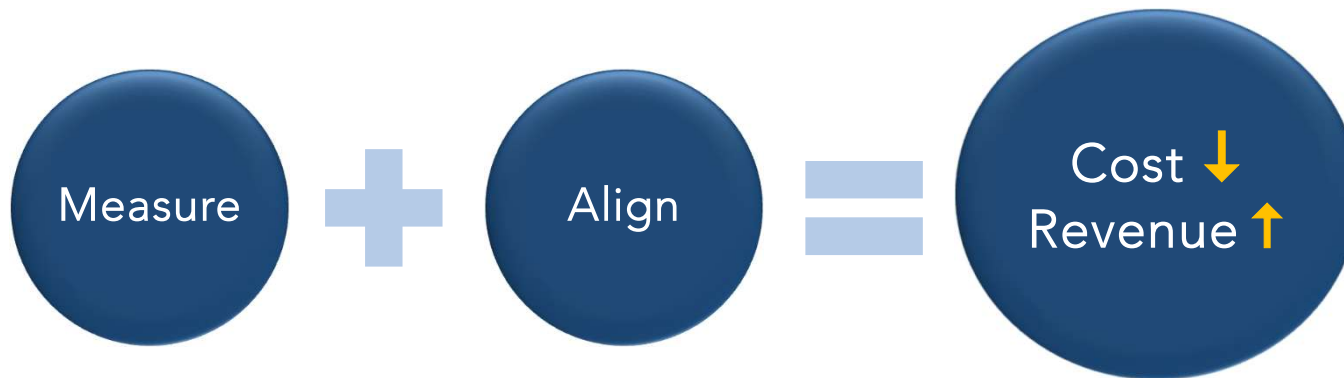
(Click for Live Demo)

Elevate Marketing Operations

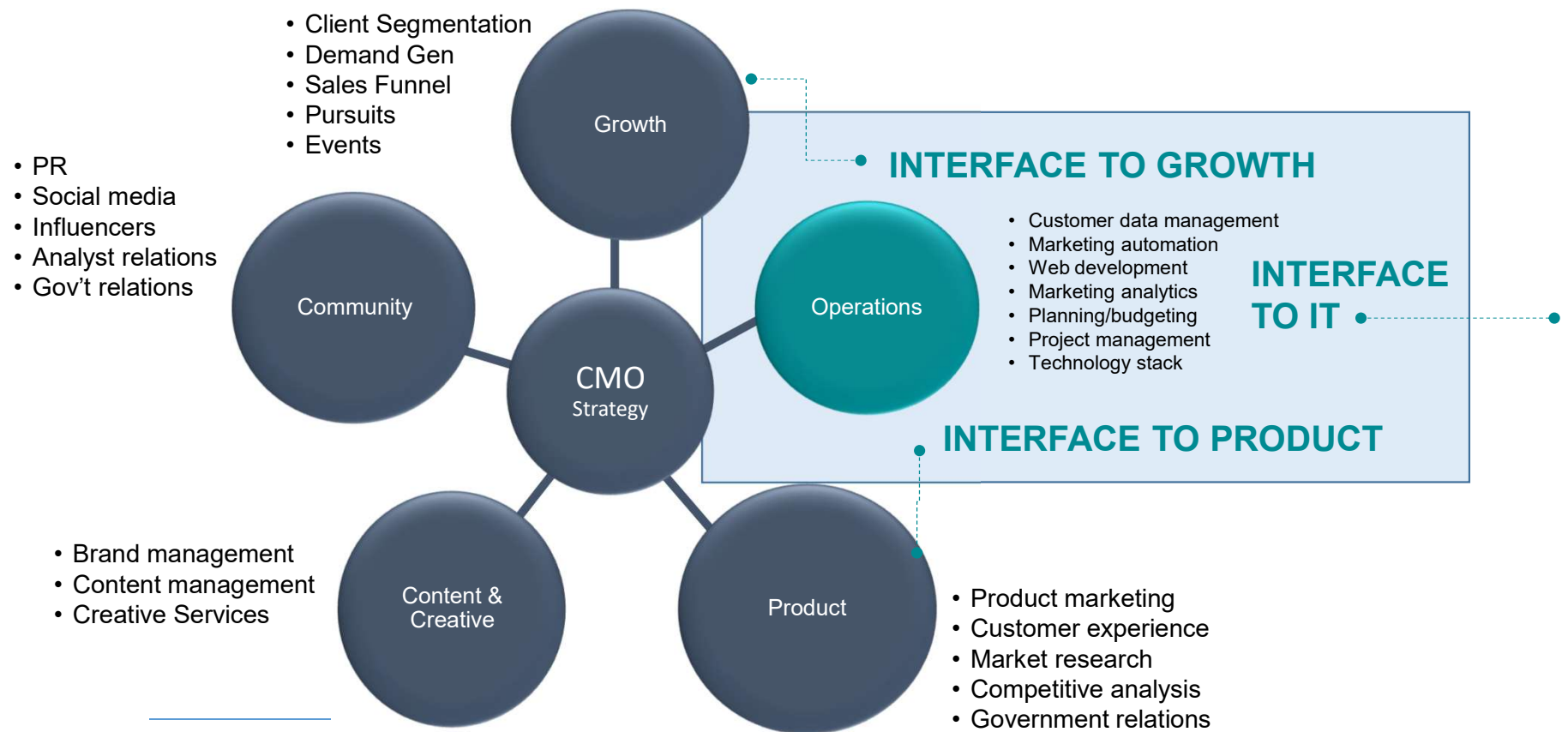


What is Marketing Operations?

“The rapidly growing discipline of Marketing Operations seeks to increase marketing **efficiency** and **agility**, and to **measure**, in a continuous and systematic way, how the Marketing/BD function helps businesses **grow revenue**. ”



The Place of Marketing Operations



Source: Chiefmartec.com

Director of Marketing Operations



MISSION

Align the Day-to-Day Work
of Marketing/BD

Connect Marketing/BD to
ROI; Prove the Value

PROCESSES

Standardize and improve for efficiency/effectiveness

TOOLS AND TECHNOLOGY

Build, implement and rationalize the marketing technology stack

DATA

Custodian and analyst of data to support marketing decisions

METRICS

Determine what to measure, Key Performance Indicators,
and how to present to leadership

Learn more on Legal Marketing Operations Facebook group



How Calibrate Legal Supports This Work



Calibrator™ Marketing Dashboard



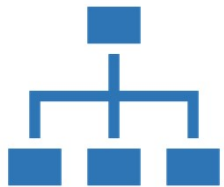
Marketing KPI Selection



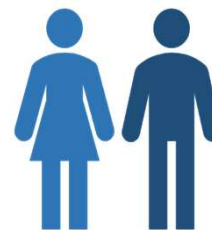
Marketing Process Review



Marketing Technology Stack Review



Marketing Operations Role Definition and Org Design



Marketing Operations Talent Search



Thank You For Your Time!

Get a copy of this presentation, leave us your card

