

# 11 Ways to Improve Business Development

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# Business Development Comparison

<b>Current Business Development Model</b>	<b>Solution Selling</b>	<b>WJF Institute Business Development</b>
Responds to RFP or client's current problem	Competes for vendor preference within an existing budget	Compels project investment outside an existing budget
Discusses scope of current matter(s)	Aligns with the prevailing point of view	Challenges the prevailing point of view
Narrow view of client's problems	Addresses acknowledged pain points	Addresses unacknowledged angst
Practice group business development	Targets tactical problems	Targets strategic problems
Submits practice group descriptions and bios	Begins with technical proof and then builds a business case	Begins with the business case and then provides technical proof
Discusses current individual matter	Starts as a business dialogue	Starts as an executive-level dialogue
Talks about lawyer experience and expertise	Asks questions to identify needs	Uses an insightful hypothesis to provoke a response
Responds to client questions about experience and expertise	Responds to issues described by the client	Is proactive and leading, forcing issues out

Part of this comparison chart is a combination of an Harvard Business Review March 1, 2009 titled, "In a Downturn, Provoke Your Customers", and my experience visiting 140 law firms over the last 24 months.



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- I. Segment your market into four sectors:
  - a. Key clients
  - b. All the rest of the clients
  - c. New clients
  - d. Others



# Where To Get The Highest ROI For Your Firm's Marketing and Business Development Efforts

	<b>% of Firm's Revenue</b>	<b>Actions</b>
Key Clients (Top 150)	80% - 90%	Client Teams, Client Team Leaders Technology ROI Analysis Client Opinion Surveys Training, CSIP Industry Conferences
Clients Other Than The Top 150 Geographic Teams Practice Groups Individual Efforts	5% - 10%	Some Of The Above, Plus Association Memberships Speeches, Articles Small Group Seminars Community Involvement Public Relations
New Clients	?? %	Referrals Reverse Cold Calls, Cold Calls Advertising, Identity Campaigns Industry Groups



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2. Key clients of the firm need to have client-focused teams that have standard metrics for performance.



# Client Team Status Report Metrics

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## Brief Description of the Goals of The Plan

- Original Goals
- Updated Goals

## Revenue For The Team

- Past
- Projected
- Current Revenue Rate (YTD)
- Realization

## Practice Group Utilization

- Original Usage
- Current Expansion
- Projected



# Client Team Status Report Metrics – Cont' d.

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## Client's Level of Satisfaction With The Firm

- Past
- Current
- Continuous Improvement Plan

## Competitive Activity

## Resources Needed

## Team Status

## Next Milestone / Meeting



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3. The client-focused team members need to have effective business development skills, especially face-to-face business development skills.





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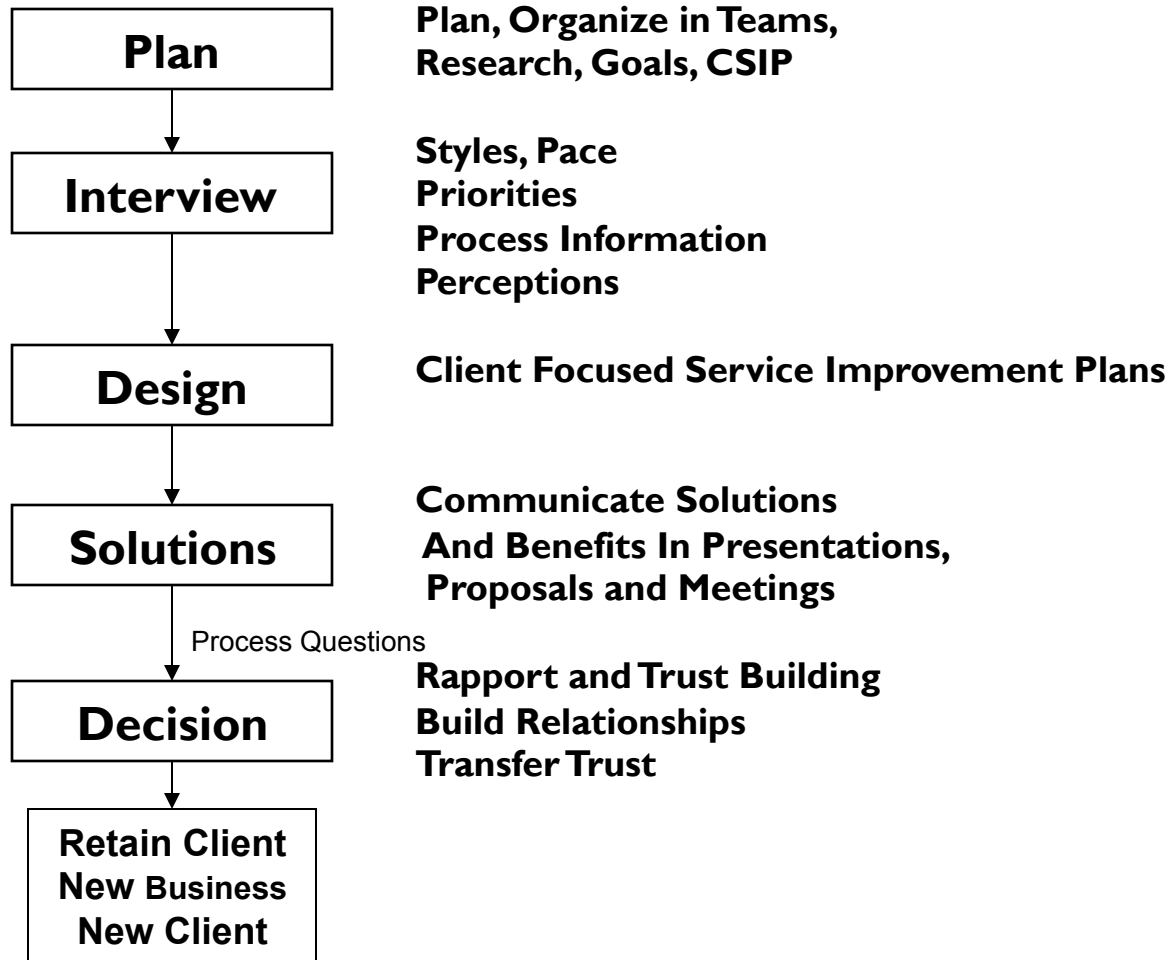
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4. The firm needs to have a firm-wide business development process in place to grow market share within key clients and other opportunities.



# Your Firm's Client and Business Development Process

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*Rule: The Successful Firms Will Need To Adopt and Adapt A Firm-Wide Client Development and Relationship Management Process.*



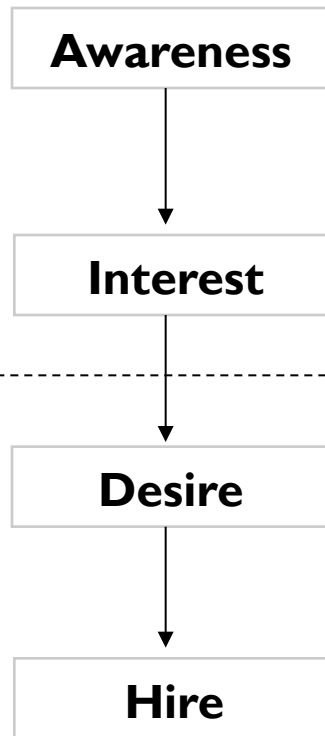
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5. Marketing and business development needs to be fully integrated.



## How Buyers Buy



## Law Firm's Actions

**Marketing**

**Business Development**

*Rule: Your Mission In Marketing and Business Development Is To Change The Buyer's Behavior.*



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6. Each client-focused team will need to have a firm-wide standardized planning process for driving to greater and more profitable market share.



# Goals

1. Increase client satisfaction and loyalty
2. Increase revenue and profit
3. Protect or expand relationship
4. Increase market share

Strengths	Weaknesses
<b><i>Client Perceptions</i></b>	

Opportunities	Problems
<b><i>Enhance or Inhibit</i></b>	

<b>Objectives (Created from SWOP)</b>			
Priority	Action Plans	Who	When
H=30 days			
M=90 days			
L=120 days			
NTD			



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7. The client-focused team members will need to have a high level of inter-partner trust, collaborative team skills, and clear customized service standards for each client.



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8. The firm will need clear data on opportunity by client, current market share by client, practice area, and geography, etc...





# FLANNERY & FLANNERY, L.L.P.

## Annual Revenue History in \$000

Client	Real Estate	Corp. Securities	Employ. Law	Environmental	Litigation	T&E Planning	Tax	TOTAL	Opportunity \$\$	Market Share
Logic Solutions, Inc.	4	18	180		210		15	427		
ABC Manufacturing	75	17	35	22	87		99	335		
Strategic Systems	99	94			69		29	291		
ZEO Computers	10	13	35	44		45	66	213		
Law Games, Inc.					100			100		
First United Bank			2					2		
Total	188	142	252	66	466	45	209	1,368		



Flannery LLP

# Key Client Revenue Analysis

\$000

<i>Client</i>	<i>2011 Revenue</i>	<i>2012 Revenue</i>	<i>2013 Proj. Rev.</i>	<i>Client's Legal Budget</i>	<i>Our Piece of Their Budget</i>
Logic Solutions, Inc.	400	463	300	20,000	.023
ABC Manufacturing	300	335	200	10,000	.020
Strategic Systems	100	291	0	8,000	.000
ZEO Computers	100	213	0	7,000	.000
Lawn Games, Inc.	10	100	20	3,000	.006
First United Bank	2	2	2	1,000	.002
Totals	912	1,368	522	49,000	.001



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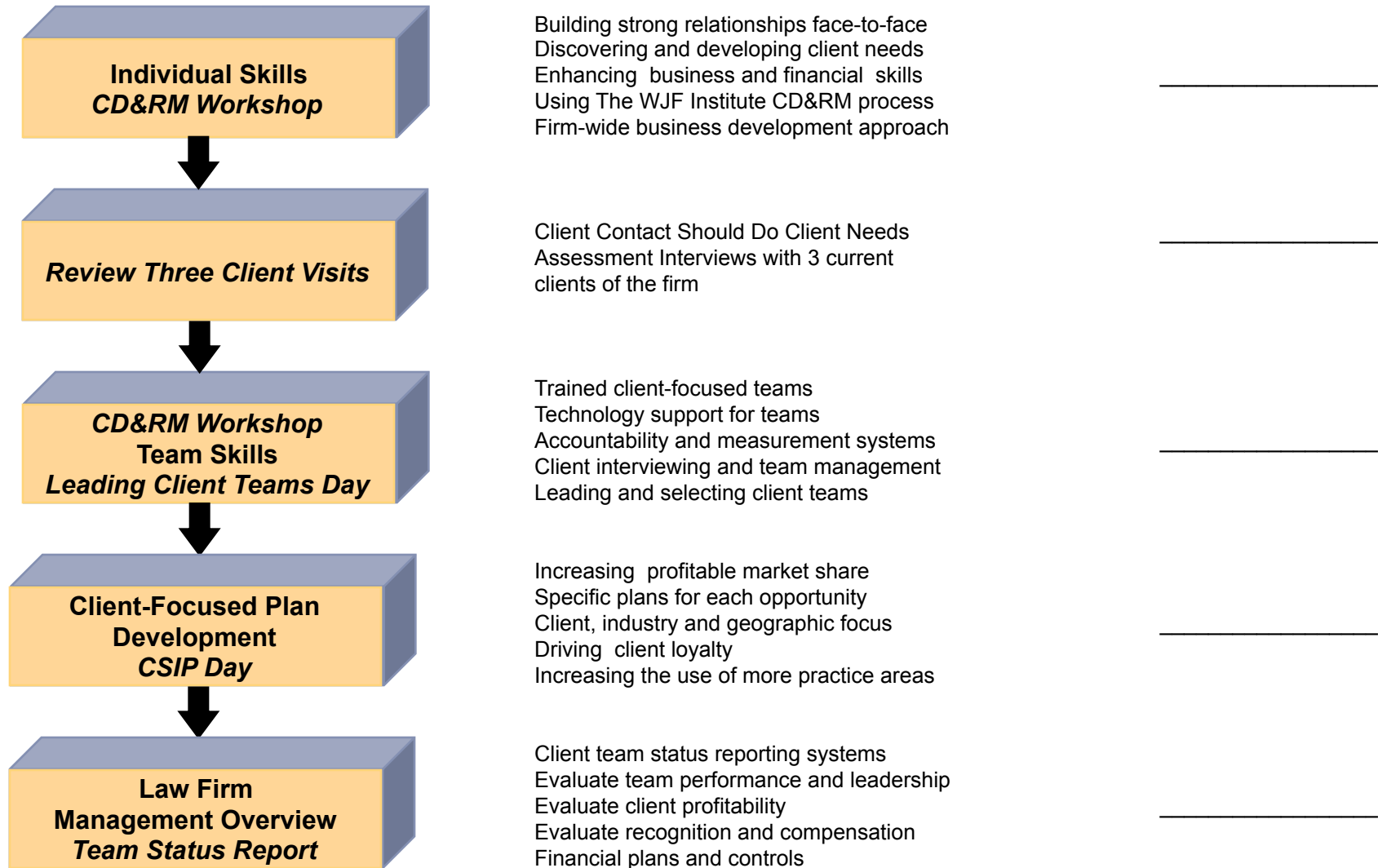
9. There will need to be a long term formal change process in place to become more client-focused using client-focused teams and other opportunities.



# Where To Focus Firm Efforts

## Steps To Success

Date of Action



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10. The marketing/business development professionals will need a new set of tools and metrics to get lawyers to do business development.

11. The firm's leadership needs to have a formal inspection process and metrics for business development.



## 23 Business Development Questions

- ▶ 1. What are the business development skill levels of the lawyers in the firm?
- ▶ 2. What is the reward and recognitions system for business development team work?
- ▶ 3. What is the number of active and high functioning client teams?
- ▶ 4. What is the business development process that each lawyer uses to increase client market share?
- ▶ 5. What are the metrics that the firm uses to determine % of market share, increase use of other firm lawyers and client loyalty?



## 23 Business Development Questions

- ▶ 6. What are the competitive analysis tools including who you see most often as competitors, both large firms and niche players?
- ▶ 7. What is the leadership's role in driving profits using business development?
- ▶ 8. What is your past experience with consultants?
- ▶ 9. What is your key client account planning process?
- ▶ 10. What has failed in business development and what has worked?



## 23 Business Development Questions

- ▶ 11. What is your partner's per profit targets for 2013 and 2014?
- ▶ 12. What is the level of energy and willingness to do something that will yield results?
- ▶ 13. What is your firm's IT support for business development?
- ▶ 14. How will you change the process and maps for the future in business development?
- ▶ 15. What is your firm's level of team skills in a non-billable environment?





## 23 Business Development Questions

- ▶ 16. What are the firm's current marketing and business development support staff headcount and responsibilities?
- ▶ 17. What is the projected combined marketing/business development budget for 2014 as a percentage of revenue?
- ▶ 18. What are the RFP and beauty contest win/lose rates and why?
- ▶ 19. What is the number of invitations to submit bids per month?



## 23 Business Development Questions

- ▶ 20. What are the active efforts to get on the bidders list and ghost write the RFPs?
- ▶ 21. What are the current and projected headcount for partners, associates, of counsel, contract lawyers and other professionals?
- ▶ 22. What are the number of committees involved in business development and roles of these groups?
- ▶ 23. What is the average number of hours spent in marketing/business development per partner annually?



# WJF Institute's New Normal Bibliography

The reader may note most of the bibliography entries are from Harvard Business Review. My observation is that their books and articles represent the best source on change.

1. <b>The Challenger Sale: Taking Control of the Customer Conversation</b>	<b>Matthew Dixon and Brent Adamson. 2011, Portfolio Hardcover.</b>	7. <b>Points of Law: Unbundling Corporate Legal Services to Unlock Value</b>	<b>Danny Ertel and Mark Gordon. July-August 2012, Harvard Business Review.</b>
2. <b>The End of Solution Sales</b>	Brent Adamson, Matthew Dixon, and Nicholas Toman. July 2012, Harvard Business Review.	8. <b>Silo Busting: How to Execute on the Promise of Customer Focus</b>	Ranjay Gulati. May 2007. Harvard Business Review.
3. <b>In a Downturn, Provoke Your Customers</b>	Philip Lay, Todd Hewlin, and Geoffrey Moore. March 2009, Harvard Business Review.	9. <b>What Makes a Leader?</b>	Daniel Goleman. January 2004, Harvard Business Review.
4. <b>Managing Global Accounts</b>	George S. Yip and Audrey J.M. Bink. September 2007, Harvard Business Review.	10. <b>Consulting on the Cusp of Disruption</b>	Clayton M. Christensen, Dina Want, and Derek van Bever. October 2013. Harvard Business Review.
5. <b>Negotiating with a Customer You Can't Afford to Lose</b>	Thomas C. Keiser. November 1988, Harvard Business Review.	11. <b>Growth is Dead - Now What?: Law Firms on the Brink</b>	Bruce MacEwen. December 2012. CreateSpace Independent Publishing.
6. <b>The New Science of Building Great Teams</b>	Alex "Sandy" Pentland. April 2012, Harvard Business Review.	12. <b>To Sell is Human</b>	<u>Daniel H Pink. December 2012. Penguin.</u>



# Thank You!

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*Please send us your comments:*

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