# The Four Pillars of Marketing™:

# How to Measure the ROI of Marketing

## Pillar 1: Retain and Grow Relationships with Existing Clients

MARKETING STRATEGY MEASUREMENT TECHNIQUES

Client Satisfaction • Duration of client relationships (years)

and Retention • History of increased revenue with client

• Client has multiple relationships within the firm

• Percentage of clients who would refer the firm

• Strong base of regular and ongoing client referrals

• Positive responses to a client survey or focus growth

#### Client Service

• Very few client complaints

• Clients pay bills on time

• Ability to respond daily to emails and phone calls

• Clients actively refer others to the firm

• Client service guidelines that are followed by everyone

#### Cross-Marketing

• Clients utilizing multiple services of the firm

• Professionals actively introduce clients to other lawyers

• Clients know of the breadth of services offered

• Professionals are aware of services a client needs

• Compensation system rewards growing existing relationships

#### Referral Source Development

• Strong base of people refer business to the firm

• Having concise materials for referral sources to make it easy to be referred

• Loyalty of referral sources – you are on the “short list”

• Ability to summarize what your best referral sources have in common (industry, profession)

• The firm’s willingness to seek out and make referrals for them

• Professionals actively engaged in meeting with current and prospective referral sources

## Pillar 2: Developing New Business and Attracting New Clients

### MARKETING STRATEGY MEASUREMENT TECHNIQUES

#### Networking

* Increased referrals of A-level clients
* Having two to three networking meetings each week
* Loyal friends and contacts who always return your call
* You actually enjoy staying connected to great people
* You always make time to meet with someone who was referred to you
* You find ways to open doors for others regularly
* You realize effective networking is more about looking for ways to help others (versus what’s in it for you)
* You stay in touch with people “just because” versus only calling them when you need something from them

#### Targeted Business Development

* Maintaining a Top 10 list of prospective clients
* Having a plan with each prospective client on what next steps to land their business
* Number of proposals submitted to A-level clients each year, and won
* Number of beauty contest presentations made each year, and won
* Number of new clients attracted
* Revenue of new clients
* Strong sales pipeline with dates, action items and next steps

#### Proposal Development

* The existence of a proposal archive to avoid reinventing the wheel each time
* Current examples of representative experience for all attorneys
* Number of proposals submitted to A-level clients each year
* Having a client-focused approach to proposals that starts with a summary of the client’s situation and your approach to meeting the client’s needs (and not with firm history and bios)
* Proposals tell a story because it’s about the music, not the words
* Number of new clients attracted from competitive bidding/RFP process

#### Market Research

* Taking the time to research a new client or prospect before a first meeting (website bio, LinkedIn profile, Google search)
* Keeping an electronic “dossier” on top prospects
* Tracking the activities of key clients or prospects via Google Alerts

#### Trade & Professional Involvement

* Regular attendance at meetings
* Member of the firm serves in a high-profile position in the organization
* Regular speaking engagements for the group
* Contribute articles to the association’s publication
* New clients who hired the firm because of its perceived industry expertise
* Strong network of contacts within the industry

## Pillar 3: Name Recognition and Awareness

### MARKETING STRATEGY MEASUREMENT TECHNIQUES

#### Advertising

* New clients who cite specific advertising as one of the reasons they hired the firm
* A measurable call to action in the ad (like registering for a seminar, or in other ways making contact with the firm because of its advertising)
* Higher name recognition in the marketplace based on independent market research
* Increased search engine rankings (due to web-based advertising)
* Inquiry calls into the firm

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Brand Statement Development

* Work with key leaders to uncover the “unique essence” of the firm
* Develop a brand statement, which isn’t the same as a slogan or tag line
* Ensure everyone in the firm, including support staff, understand the brand and know how it relates to their job and dealings with clients
* Ensure that website copy and other marketing material reflects the brand statement and conveys the firm’s “unique essence”

#### Corporate Identity

* Professional looking materials including logo, letterhead, brochures and website
* All materials are consistent and have the same visual identity when viewed together; everything looks related
* Your firm “becomes known” for some element of its branding or identity
* Higher level of overall professionalism conveyed through the firm’s brand and resulting identity materials

#### Public Relations

* Cost of commensurate advertising – then multiplying that number by three or four
* Number of media impressions – how many people had the opportunity to see the article, hear the interview
* Number of bylined articles published per year
* Number of times firm professionals are quoted in the press
* Number of reporters each lawyer knows and has a relationship with
* How often the firm gets substantive coverage in publications read by A-level clients

#### Trade Shows

* Number of new client or referral source leads generated as a direct result of the firm’s participation in a trade show
* Number of visitors who leave their card or ask for additional information
* Number of firm professionals who participate in the event
* Also being a speaker at the event (not just a trade show vendor)
* Level of proactive follow up after the event

#### Community Involvement

* Number of attorneys serving on non-profit boards
* Number of lawyers delivering pro bono work (hours per year)
* Firm creates an environment and culture where volunteering is encouraged and rewarded
* The firm’s good name in the community as a “community leader”
* Lawyers are volunteering for organizations they are committed to and passionate about

#### Social Networks

* Number of social networking sites the firm is actively involved in
* Number of relevant groups the firm and its lawyers engage with regularly
* Willingness to share expertise and not use social networking to directly sell or self-promote
* Amount of time spent each day or week on the one or two social networking activities deemed most worthy of such time
* Number of new relationships developed because of presence on social networking sites
* Name recognition that results from more people visiting and engaging with your social pages
* New clients generated, or new business partnerships developed because of social networking involvement
* A fully completed profile and updates posted at least weekly

## Pillar 4: Targeted and Effective Client Communication

### MARKETING STRATEGY MEASUREMENT TECHNIQUES

#### Strategic Communications

* Communications developed for specific audiences – not broad based “firm newsletters”
* Ability to target various segments of client base with targeted messages relevant to them
* Responses from clients to various communications
* Level of client retention and flow of referrals into the firm
* Number of direct responses from clients and referral sources because of a communication
* Opens and click through of email alerts is monitored

#### Marketing Database

* Everyone is committed to keeping the data current
* Database allows segmenting of client type for targeted communications
* It is easy to make changes and updates to client information
* The marketing database interacts with other firm data (like client revenue numbers)
* Billable time is saved by not needing to send individual lists to professionals for updating
* The database makes it easy to communicate with various groups of clients, contacts and referral sources
* The database contains email addresses for each person

#### Website

* The content is regularly updated with new blog posts at least every 10 days reflecting “thought leadership”
* The site provides a steady stream of client inquiries
* Clients comment on the relevance of the information contained on the website
* The website reflects the brand statement and corporate identity of the firm
* Website is updated with new online features, high quality images, and useful resources for clients
* The site is search engine optimized resulting in higher rankings on Google and other search engines
* Use Google Analytics to track and measure visitors, activity on the site, direct client inquiries from it, webinar or seminar registrations using a web-based registration option

#### Client Events

* Number of clients who attend the event or view the webinar
* Results of the event evaluation
* Number of clients who would attend the event next year (from evaluation)
* Number of clients who attend an event every year
* Number of professionals from the firm who attend and actively build relationships
* Number of new clients or new matters generated from the event
* Commitment by all to proactively follow up with attendees
* Adding attendees to the firm’s marketing database
* Relationships built from the proactive follow up done by lawyers at the event
* Clients ask “When is the next one?” and “Can I bring a colleague?”