



YOUR GUIDE TO DEVELOP YOUR INDIVIDUAL MARKETING PLAN

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Your Guide to Developing Your Personal Marketing Plan ...and Why Every Lawyer in Private Practice Should Have One

by John Remsen, Jr.

In my humble opinion, every lawyer in private practice -- regardless of how many years practicing law -- should have a Personal Marketing Plan. Here's why:

You Will Seize Control of Your Career

Creating and implementing your Personal Marketing Plan enables you to seize control of your career. In time, it puts you in a position to attract and retain clients you enjoy, and matters you find challenging and interesting. You will also be less dependent on others to feed you. There are two kinds of lawyers in private practice: lawyers with clients, and lawyers who work for lawyers with clients. Which would you rather be?

You Will Make More Money

Rainmakers make more money -- *often a whole lot more money* -- than non-rainmakers in just about every law firm in the U.S. Chances are you've heard the terms "finders, minders and grinders." Trust me; the action is with the finders.

You Will Have More Clout in the Firm

Lawyers who bring in business also have more power within their firms. Over time, they emerge as firm leaders, influencing important decisions about the firm, its policies and procedures, and its future direction.

How Much Time Should You Invest?

Of course, *implementing* your plan is the key to success....and it takes time. Non-billable time. I recommend that Partners invest 200 hours a year, and 100 hours a year for Associates. It's critical you do a little bit every day. Fifteen minutes here. A half-hour there. Effective marketing and business development is not a "start-stop" process. It's like an exercise regimen...results come with consistency over time.

What Types of Things Should You Do?

Partners should visit top clients at the clients' places of business each year. (Refer to my previous Marketing Tip about Client Site Visits.) Associates should focus first on honing their legal skills and "credentialing" activities. For all attorneys, lunch once a week with a client, prospective client or referral source is a good habit. Joining and being actively involved in a well-chosen organization is another good thing to do. (Refer to my previous Marketing Tip about Individual Marketing Plans.) Article writing and speech giving are good activities, as well.

Make the Commitment to Yourself

Of course, developing and implementing your Personal Marketing Plan requires non-billable time. And, herein lies the dilemma for many lawyers. Non-billable "marketing time" is not rewarded -- and sometimes not even measured -- in many law firms. No matter, you should invest the time anyway. In his book *True Professionalism*, David Maister states that billable hours are for today's income, but what you do with your non-billable time determines your future. I couldn't agree more.

Just Do It!

The following pages set forth our outline for an effective, well-focused Individual Attorney Marketing Plan. Before the New Year begins, I suggest that you take the time to review this outline, develop your Personal Marketing Plan, and commit to its implementation. Only you can do it. Do it for you!

Happy marketing!

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INDIVIDUAL ATTORNEY MARKETING PLANS Guidelines for an Effective Plan

Here are a few guidelines to help you develop your Individual Marketing Plan. Of course, one of the main purposes of a written plan is to focus your time and attention on meaningful activities that will enhance your professional reputation and allow you build relationships with persons in a position to hire or refer you.

Your Individual Attorney Marketing Plan should:

- **Play to Your Strengths and Personality**
Not everyone is cut out to be the glad-handing social butterfly. Instead, you can help organize a firm event or write an article series for a trade publication.
- **Be Consistent with Firm Goals and Objectives**
Ideally, the firm first determines its strategic marketing goals and objectives. After that, individual attorney plans are developed to support and achieve them.
- **Focus Your Attention**
Your time is valuable and should not be frittered away on random acts of lunch and golf. Rather, you should focus your attention strategically in activities that will enhance your credentials and allow you to build relationships with key individuals. A plan helps you be more proactive and eliminates distractions.
- **Be Simple and Realistic**
Your plan should be realistic and achievable. Avoid the natural tendency to spread too thin. Keep it simple. Pick your top priorities and get them done.
- **Be as Specific as Possible**
We're talking who, what, where and when...not general statements about getting closer to bankers or CPAs.
- **Motivate You**
....to do the things you need to do in order to achieve long-term success for both you and the firm.
- **Evolve Over Time**
Take a look at your plan every month. Are you doing what you said you would do? Take pride in your progress. Make adjustments as needed.

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**INDIVIDUAL ATTORNEY MARKETING
 AND BUSINESS DEVELOPMENT PLAN**

NAME OF ATTORNEY: _____

AREA(S) OF PRACTICE: _____
 (the fewer, the better)

TARGET AUDIENCE(S): _____
 (the fewer, the better)

YOUR TOP FIVE CLIENTS

List below your top five clients over the next 12 months. They need not be the biggest in terms of current revenue, but they have the potential to generate desirable future work.

Client Name	Contacts(s)	Estimated Fees Over Next 12 Months
1) _____	_____	_____
2) _____	_____	_____
3) _____	_____	_____
4) _____	_____	_____
5) _____	_____	_____

YOUR "A" LIST

Next, list below *at least* 15 key contacts with whom you will proactively build and enhance your relationships over the next 12 months. These contacts may include existing clients, prospective clients and/or referral sources and be sure to include contacts(s) from the clients you listed above.

Recommended relationship building activities include Client Site Visits (for clients and referral sources), ongoing personal contact, hand-written notes, regular meeting dates, invitations to Firm-sponsored seminars, entertainment, holiday card/gift, birthday card, add contact to Firm's mailing list, etc.

YOUR "A" LIST (Cont'd)

Name	Company	Relationship Building Activities
1) _____	_____	_____
2) _____	_____	_____
3) _____	_____	_____
4) _____	_____	_____
5) _____	_____	_____
6) _____	_____	_____
7) _____	_____	_____
8) _____	_____	_____
9) _____	_____	_____
10) _____	_____	_____
11) _____	_____	_____
12) _____	_____	_____
13) _____	_____	_____
14) _____	_____	_____
15) _____	_____	_____

Activity Codes: G= Golf, FG= Football Game, BG= Baseball Game, L= Lunch, D= Dinner, CSV= Client Site Visit, HP= Holiday Party, etc

ORGANIZATIONAL INVOLVEMENT

List below the organizations to which you belong, your current level of involvement and your goals during the next 12 months.

Bar Associations (List organizations by name)	Current Involvement	Goals for Next 12 Months
_____	_____	_____
_____	_____	_____
_____	_____	_____

Industry Associations / Other Organizations

_____	_____	_____
_____	_____	_____
_____	_____	_____

SPEECHES AND SEMINARS

List below any speeches you intend to present, or seminars at which you will speak during the next 12 months.

Organization	Topic	Date
_____	_____	_____
_____	_____	_____
_____	_____	_____

BY-LINED ARTICLES

List below any by-lined articles you intend to write during the next 12 months.

Publication	Topic	Date
_____	_____	_____
_____	_____	_____

ONLINE PRESENCE AND SOCIAL MEDIA

Indicate below the online networks and directories where you maintain a current and active profile.

LinkedIn	_____	Martindale-Hubbell	_____
FindLaw	_____	Chambers	_____
Best Lawyers	_____	JD Supra	_____
Other	_____		

**OTHER CONTRIBUTIONS TO FIRM'S
 MARKETING GOALS AND OBJECTIVES**

Please list below any additional contributions you intend to make to the Firm's marketing program over the next 12 months.

YOUR STRENGTHS AS A MARKETER

Finally, please rate what you think your strengths are as a marketer on a 1-10 scale with 10 as the highest score.

	Poor					Excellent				
One-on-One Interaction	1	2	3	4	5	6	7	8	9	10
Organizational Involvement	1	2	3	4	5	6	7	8	9	10
Personal Networking	1	2	3	4	5	6	7	8	9	10
Public Speaking	1	2	3	4	5	6	7	8	9	10
Writing Articles	1	2	3	4	5	6	7	8	9	10
Event Organization	1	2	3	4	5	6	7	8	9	10
Other (please specify _____)	1	2	3	4	5	6	7	8	9	10

TIME COMMITMENT

Please indicate the total number of hours you intend to devote to marketing and business development activities over the next 12 months.

_____ hours

BUDGET REQUESTED

Please indicate the dollars you are requesting for marketing and business development activities over the next 12 months.

\$ _____

SIGNATURE:

DATE:

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