



MILAN  
LONDON

[www.parisandbold.it](http://www.parisandbold.it)

# Law Firm Management Day

Rome, 4 Novembre 2014

International Bar Association

# Client development is a job

Many successful lawyers know this already as “marketing”  
is an essential part of what they do:

- Quality of the delivery
- Relationship building and caring
- ...even their outfits and look belong to marketing

# Lawyers & Marketing



# BD is sometimes underestimated by lawyers

- Firm boards rarely include BD managers in meetings
- Strategic decisions are very often made by partners without any participation by BD managers/consultants
- The role of the BD itself is neither recognized (not even with the same job description), nor seen as legitimate (clients barely get to know them)

How could a BD tell to a partner  
that maybe he/she is outdated?

# «I take decisions, you do the (dirty) job!»



# Business development is all about the following:

- Quality (of the work)
- Reputation (of the Firm and its Lawyers)
- “Transactional” relations (with Clients)
- Knowledge of the Clients (understanding their needs)
- Knowledge of the Market (business intelligence)
- Knowledge of the tools (analysis, planning, reporting, and communication techniques)

# Law service is a peculiar product. To sell it is a peculiar job

- Legal services' nature is very specific:
  - intangible
  - experiential
  - highly customized
  - highly regulated
- Clients' perception create additional difficulties and Clients often need to assume their lawyer is the right one
- BD work has intangible and technical attributes, so lawyers themselves need to trust their consultant / manager

# Reputation is **Quality** shared

- Social network influence is nowadays crucial
  - **Media are not really independent**
  - The “look” is important only if it corresponds to the reputation
- «a good brochure is not an added value,  
in a world full of good brochures...  
but a good web reputation is indeed»

# Lawyers do not like planning

- They often base their decision on:
  - money
  - common sense
  - firm “power games”

«Sometimes they loose the big picture.

Very often they run alone»

# Clients trust lawyers that:

- are “in” their market
- do an outstanding job
- are reliable
- are available
- keep communication alive
- are worth their fees

# Conclusion

- Client development is not an “art”, is a tough job
- BD manager should evolve, be creative and keep updated to new techniques and market change
- Lawyers should stick to the quality of their job but would need to appreciate advice from professionals in strategic thinking and planning



MILAN  
LONDON

[www.parisandbold.it](http://www.parisandbold.it)

# Thank you for your attention

[paola.parigi@parisandbold.com](mailto:paola.parigi@parisandbold.com)