

For the Practitioner

Marketing Your Consulting and Professional Services.

By Richard A. Connor Jr.
and Jeffrey P. Davidson.

Reviewed by Steve A. Mandell, a practicing lawyer in McLean, Va., and chairman of the Center for Marketing Professional Services Inc.

The collection of publications on marketing professional services is growing. This book is well written and gives valuable insight on the subject. As the title indicates, it is directed at a broad audience and is not focused on any one professional group. It is easy to follow and enables the reader to concentrate on specific subjects. Lawyers who wish to implement and organize a program for marketing their practice will find it a valuable guide for initial efforts and a handy reference.

For years many lawyers have engaged in various efforts to promote and develop a client base. These included public speaking, participating in civic organizations and community projects, publishing and running for public office. All too often, however, these efforts were conducted on a random basis without any design or explicit goals in mind.

Ever-increasing competition and the changing nature of market opportunities for practitioners today indicate the need for an organized client-centered marketing program with reasonable goals, a strategy to achieve them and a commitment to execute that strategy.

The authors, one the director of marketing for a consulting firm, the other a certified management consultant, give a practical and easy-to-follow framework, even for the lawyer who is new to marketing. They open doors and trigger ideas.

The authors first focus on client-centered marketing, which they define as organized and coordinated activities designed to develop and enhance relationships and as planning the firm's image with clients and other receptive and influential people in mind. They describe a basis for measuring performance and how to view the current client base, existing markets, services and referrals. They note a technique for ranking "key" clients down to those having "marginal" or no value to the firm and how to improve.

The authors present methods for cultivating referrals and prospects that fit a desired client mix so that the reader is in a better position to make a healthy number of contacts and predict sales volume. They give tips on personal promotion in the form of "first-person" activities that the reader may undertake to present capabilities favorably.

The authors also give information on promotional tools such as direct mail, writing articles, using the local press, advertising and brochures, topical themes to write about and how to develop a list of target recipients for these materials. Using other promotional tools such as business cards, congratulatory notes and novelty items is also discussed, along with points to keep in mind while developing a strategic focus and a marketing plan.

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