

Marketing

FOR LAWYERS

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DIVIDE AND CONQUER/By Sally J. Schmidt

Target Marketing: Not Just for Products Anymore

THE HEAD of a commercial/corporate practice group calls the firm's marketing director with an all-too-familiar request: "Since the annual labor and employment symposium is such a success every year, we decided that we want to organize the same type of program on general business issues. We need your help."

What's wrong with this scenario? The lawyers began by picking a tool — the symposium — which may or may not have been appropriate, effective or useful for their target audience. Different practice areas have different decision-makers, who have different information needs, legal needs, levels of sophistication, reactions to or acceptance of marketing activities, and time available.

So instead of asking the question, "How do you market litigation (or bankruptcy or tax or securities law)?," lawyers should ask the three questions outlined below. The answers will lead them to the most effective marketing strategies for their respective practice areas.

Road to Effective Strategies

(1) Who is the target audience?

Before developing a marketing plan or activity, the lawyers should first define the target audience, i.e., who is in a position to send the group business. This will often lead to the conclusion that there are many potential targets for their services.

This is the process of segmenting the market.

For example, family lawyers could identify the following sources of referrals:

- Lawyers in large firms without family law practices.
- Family counselors.

- Members of the clergy.

These lawyers also might be able to determine some good prospects for their services among professions with high divorce rates, such as airline pilots, physicians or other lawyers.

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INTERVIEW WITH A PORTRAIT PHOTOGRAPHER

You Oughta Be in Pictures

DAVID LUBARSKY has photographed lawyers at some of New York's biggest firms, including Shearman & Sterling; Debevoise & Plimpton; Proskauer Rose Goetz & Mendelsohn; Kaye, Scholer, Fierman, Hayes & Handler; and Moses & Singer. Below, Mr. Lubarsky talks with *Marketing For Lawyers* about how to plan for the big day.

Why should every law firm have photos of its attorneys on file?

I try and explain to some of the

younger associates who don't quite understand why they're being photographed, that the bottom line is marketing exposure; that as they get deeper into their craft, there will be opportunities for them to speak about what they do — at conferences and in the print media — and that a corporate executive portrait or, as I prefer calling it, a power portrait, would be useful.

You mean a head shot?

I dislike the term "head shot,"

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