

# Legal Marketing World

Issue 002 | Spring 2023

## TECH SPOTLIGHT

Do you know your Large Language Model from your Latin Legum Magister?

# LOUDER THAN WORDS – OR QUOTAS

Why legal marketers matter to Equity, Diversity & Inclusion

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“Promoting inclusivity should be wholly intrinsic to our approach to marcomms.”

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## Editor's Note

Hello and welcome to the second issue of *Legal Marketing World*.

We started this publication to support legal marketers across the world and provide a space for the sector's latest insights and thought leadership. Feedback from our inaugural issue was staggering — alongside reels of positive qualitative feedback, the magazine has been downloaded almost 1,000 times. We are, and will continue to be, a publication for legal marketers, by legal marketers, so we are delighted by your warm welcome.

Our feature for this issue focuses on Equity, Diversity, and Inclusion (ED&I) — more than corporate buzzwords, actions here affect the real lives of real people. We're very grateful to Crystal Fernandes and Felicity Wilson for taking the time to speak with us about their respective Chambers' diversity and inclusion programmes, as well as commenting on how legal marketers could better contribute towards ED&I initiatives. See page 8 to read the full piece.

Our interview on page 7 is with Susannah Laud, Senior Business Development Manager at Reed Smith LLP. Here, we ask what it's like to be a solicitor-turned-business-development-professional.

*"In 30 years, I've never 'clock-watched', wishing the day would go faster. With 15 years as a solicitor and 15 in business development, I can genuinely say that I have enjoyed both roles. I've never regretted switching. I just wish I had more hours in the day!"*

On top of all this, you'll find the next instalment of our 'How to' series on page 16, focused on how technology can be primed to help streamline your services, as well as short guides and top tips from industry experts on the myriad aspects of legal marketing.

If you, your law firm, or law-adjacent business would like to contribute to future issues — or should you have any feedback — please do get in touch. We look forward to hearing from you.

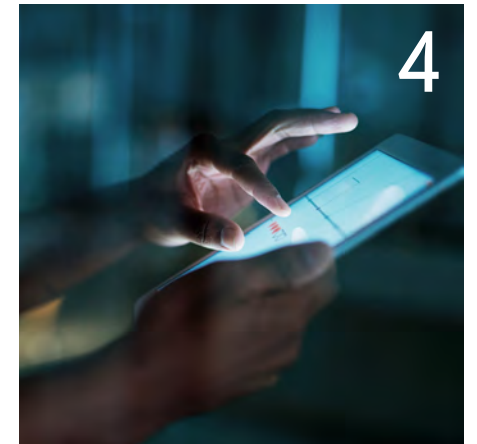
Thank you to everyone who contributed to this second issue of Legal Marketing World. We hope you find it insightful, useful, and continue to support our journey to share the best legal marketing insights from around the world.

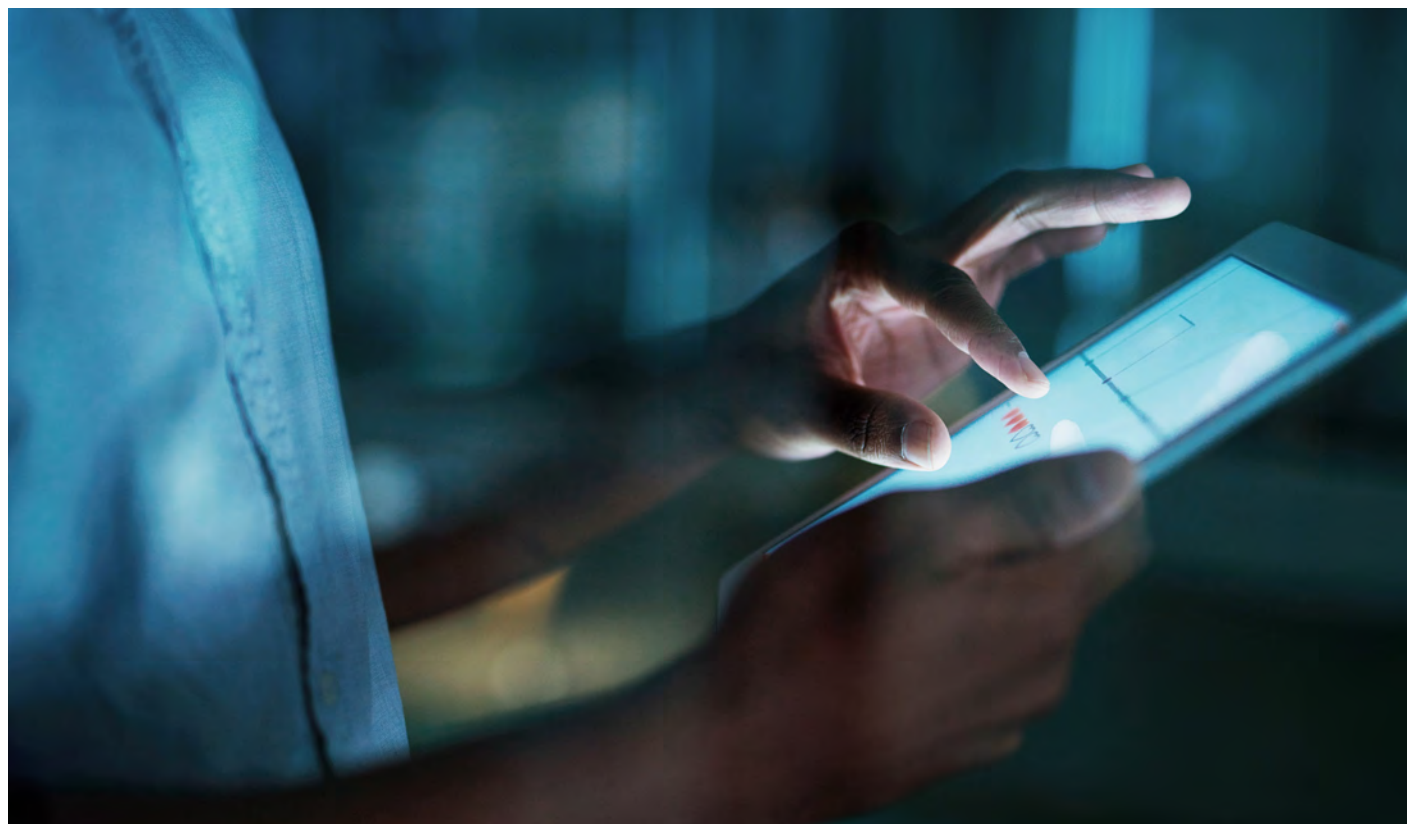


**Daniel Kidd**  
Editor

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## Legal marketing in the metaverse

The metaverse – regarded by some as the new iteration of the internet, but others as a passing fad – has made many headlines in recent months. In virtual reality worlds such as Decentraland and The Sandbox, organisations (and individuals) can buy land and build offices, allowing employees and clients to interact avatar-to-avatar without the need for travel.

On 15th February 2023, a Colombian court case was heard in the metaverse, using Meta's Horizon Workrooms. And many organisations have already invested in virtual 'real estate', including Samsung, Adidas, PwC, JP Morgan, Ubisoft, and other global names.

And now, the first legal marketing agency, Premier Legal Marketing, ranks among them.

New Jersey-based Premier Legal Marketing (PLM) has recently established an office in Decentraland, and also offers the purchase of land and build of virtual offices as a client service. According to PLM's Vice President, Susan Poyatt, "The metaverse allows businesses such

as ours and those we serve to operate and interact with clients in two realms at once." With the ability to create customised avatars and interact with others in an immersive experience, the metaverse has the potential to revolutionise working practices as we know them.

For those interested in investing in the metaverse, however, there are several considerations before opening your crypto wallet. While it offers the opportunity to innovate in what is still a new landscape, the virtual real estate market is largely deregulated, and buying virtual land is a high-risk investment, akin to cryptocurrencies and NFTs. As well as the cost of land, organisations wanting

to build a virtual office space will need to consider the costs for employees working within it. Virtual reality headsets can cost from £300 to over £2,500 for high-end, tethered solutions, while there will be new implications for health and safety, GDPR, and data privacy to work in the metaverse. All of these will need to be navigated carefully for a successful metawork transition.

Whether your head is in the sand, or in the Sandbox, the metaverse is shaking up the digital world – and, perhaps, the world of legal marketing. ●

.....  
Read more about Premier Legal Marketing's metaverse move on their website [premierlegalmarketing.com](https://premierlegalmarketing.com).

**“The metaverse allows businesses such as ours and those we serve to operate and interact with clients in two realms at once.”**

## Insights from Thomson Reuters 30<sup>th</sup> Marketing Institute Partner Forum

In January 2023, the Thomson Reuters Institute hosted its 30th Annual Marketing Partner Forum. Its findings are interesting and varied: whether working with a small or large firm, legal marketers look to build collaboration.

The Thomson Reuters Institute's 2023 Marketing Partner Forum Survey found that the most popular percentage of law firms' gross revenue devoted to the marketing budget (not including salaries) ranged from around 1% – 2% in 2022, down from 2% – 3% pre-Covid. As a result, specific practice areas, industries, or locations are being prioritised for increased investment by nearly 90% of firms.

Their survey, asking marketing or business development leaders within large and midsize law firms across the globe, also discussed the effectiveness of various marketing and business development activities. The most effective, regarded as 'Very effective' by 70% of respondents, was 'Existing client visits', followed by 'Client education seminars' (60% 'Very effective') and 'Social media' (55% 'Very effective').

However, only 'a small handful of session attendees' at the Forum said they were actually measuring effectiveness. This offers an opportunity for legal



marketers – especially those seeking buy-in from Partners – to collect data around the effectiveness of their campaigns and their relation to overall strategy. By amplifying their value, legal marketers

can begin the journey to increased Partner buy-in and engagement. ●

.....  
[Read the full report online on Thomson Reuters' website thomsonreuters.com](https://www.thomsonreuters.com).

## What do clients really want from your marketing content?

A recent survey carried out by Greentarget and Zeughauser Group has found that 51% of in-house counsel considers professional services marketing content as 'too salesy', while 36% believe it to be 'not sufficiently relevant'.<sup>1</sup>

Content marketing forms a central pillar of many marketing strategies. It has several benefits, chief of which is the opportunity to share expertise and experience to clients, talent, and industry colleagues alike. However, without the proper understanding of audiences and contexts, this content risks becoming, as survey respondents described, 'less than excellent'. Therefore, what do C-Suite executives and in-house counsel really want in quality content?

### GREENTARGET AND ZEUGHAUSER FOUND THAT:



of in-house counsel wanted useful content



of in-house counsel wanted current content



more likely to favour short content compared to long content

The marketing landscape undergoes continual change. By staying abreast of what your audience is looking for – and giving it to them – you can establish your firm's voice as one which is both informed, and informative.



# ChatGPT is changing the legal marketing space

We speak to Joe Giovannoli and Bryan Pattman, 9Sail, on how ChatGPT can improve your legal marketing.



Joe  
Founder & CEO,  
9Sail



Bryan  
Director of  
Operations, 9Sail

As competition in the legal industry continues to increase, legal marketing professionals are constantly searching for new and innovative ways to promote their law firms and attract new clients. One tool that can help them achieve this goal is ChatGPT — a language model developed by OpenAI.

One of the primary ways ChatGPT can be used to improve a law firm's marketing efforts is by bolstering their search engine optimization (SEO)<sup>2</sup> efforts. The model can be trained to understand the keywords and phrases that people use when searching for legal services online and create long-form content optimised for those keywords. This can improve the firm's search engine rankings, making it more likely for potential clients to find the firm through search engines. By using the tool to

create blog posts, practice/service pages, and bylined articles tailored to specific areas of law the firm specialises in, the firm can attract potential clients searching for information related to those areas and establish itself as a thought leader.

It's worth noting, however, that all content generated by ChatGPT should be reviewed, edited, and optimised before publishing, to ensure accuracy and alignment with the firm's overall voice, tone, and general position on legal matters. We see the tool getting most content to the 80% mark, with attorneys and legal marketers fine-tuning.

ChatGPT can assist a legal marketer overseeing their firm's social media strategy by generating concise and engaging content for their platforms.

It can provide quick summaries and analysis of complex legal topics, and even respond to FAQs from followers. This can save time and improve the effectiveness of the firm's social media presence, while ensuring some semblance of accuracy.

By incorporating ChatGPT into your legal marketing strategy, law firms can increase their visibility, attract more clients, and ultimately grow their business. As the use of AI and machine learning continues to expand in the legal industry, legal marketing professionals who embrace these tools will be in a better position to succeed in today's competitive market. ●

*9Sail is a lead generation and SEO marketing firm serving the legal and construction industries.*

“ChatGPT is a powerful tool that legal marketing professionals can use to improve their law firm's marketing efforts.”



# Right place, right time – but never enough hours

We speak to Susannah Laud on her career as a solicitor-turned-business-development-professional.



Susannah  
Senior Business  
Development Manager,  
Reed Smith LLP

Susannah Laud is Senior Business Development Manager for the global international arbitration practice<sup>3</sup> at international law firm Reed Smith LLP<sup>4</sup> – but before that spent half of her career as a solicitor and Partner at the firm. She explains how her legal experience has informed her business development role.

## What's your career background?

I didn't plan to go into law – my Dad always said I was good at arguing, so I thought law might be a good fit. I was Law Faculty Society President at University and through that, got to know a number of City law firms. I always worked during the university holidays and was lucky enough to be offered several law firm vacation placements, which were a nice change from bar work. After graduating, I joined Richards Butler as a trainee solicitor in 1993, qualified into the Commercial Disputes Group, and was an Associate there until made Partner in 2001. In 2008, I moved into the business support side.

## Why the move from solicitor to business development?

Partly work/life balance. I'd moved out of London, with a long commute, and wanted more time with family. I'd been a litigator for 15 years and felt it was time for something different. I had been joint Marketing Partner and enjoyed working with clients and winning new business.

My decision coincided with Richards Butler's merger with Reed Smith – in

the expanded firm, there were more opportunities to do something different. My first support role was working with our EMEA Managing Partner on projects where it was helpful to have a former Partner's assistance. After my second maternity leave, I took on the role of Business Development lead for Commercial Disputes, the group in which I had been a Partner.

## If you could do your time again, would you still have been a solicitor?

Absolutely. I loved being a disputes lawyer (I have kept my practicing certificate so could, in theory, go back to it.) My workload was varied and international: I worked across the United States and the Middle East, qualified in Hong Kong, and was seconded to a 'Big 4' accountancy firm. A highlight was working in the Bahamas for two weeks on a trial. Travel has always been a big part of my life and I was lucky to be able to do that in my job.

## How has being a solicitor influenced your business development role?

Being a solicitor has undoubtedly helped. I've been at the firm for 30 years, so know it very well and have built strong relationships. In terms of transferable skills, lawyers are trained to be commercial and precise – important qualities in business development. Most importantly though, I understand the 'product' and how we can help clients, and speak the lawyers' language.

“With 15 years as a solicitor and 15 in business development, I can genuinely say that I have enjoyed both roles. I've never regretted switching. I just wish I had more hours in the day!”

## What's your advice for anyone without legal training wanting to go into operational support?

Be accurate and write well. Lawyers will spot the smallest mistake in an otherwise-perfect document, which will dent their confidence in you.

Prepare for meetings and don't waste the lawyers' time.

Be curious. You may not have the legal background but nothing is stopping you from learning! I've worked with some excellent people without legal backgrounds who have thrown themselves into attending training relevant to the practice area they support, reading around the subject, and asking questions. The more you can learn about what you're offering to clients, the more likely you are to be seen by the lawyers as a trusted adviser, and the more you will get out of your job.

## Do you have any advice for lawyers wanting to move into business operations?

Don't do it for the money! – business development professionals are well-paid but there is obviously a significant difference compared to what a lawyer earns.

Choose a firm that values business development. Being seen by the lawyers as a trusted adviser with a valuable skillset makes the transition from lawyer to professional support much easier.

Be prepared to work hard. It's not a '9-5' job and you still have deadlines and pressures that all professionals encounter. There's always more you can be doing. But it can be extremely rewarding, and no two days are the same. In 30 years, I've never 'clock-watched', wishing the day would go faster. With 15 years as a solicitor and 15 in business development, I can genuinely say that I have enjoyed both roles. I've never regretted switching. I just wish I had more hours in the day! ●





## MORE THAN A TICK-BOX: WHAT'S THE DEAL WITH DIVERSITY AND INCLUSION?

In 1854, John Thorpe became the first barrister of African descent to be called to the Bar. In 1872, Charlotte E. Ray graduated from Howard Law School, becoming the first female African American lawyer in the US and the first practicing female lawyer in Washington D.C. In 1922, Carrie Morrison was the first woman to be admitted to the roll of solicitors by the Law Society of England and Wales. In October 2022, almost 100 years later, Lubna Shuja became that Society's first Asian, first Muslim, and seventh female president.

Yet, according to the Solicitors Regulation Authority's most recent diversity report, in England and Wales, just 2% of lawyers are Black, women are under-represented at Partner level in firms of all sizes, 23% of all lawyers attended a fee-paying school – compared to 7.5% of people nationally – and 5% ▼

Opportunity Commission. In the UK, annual gender pay gap reporting is compulsory for employers in the private and voluntary sectors with over 250 employees. Many firms worldwide are also volunteering this information and more in annual reports.

As legal marketers, part of our responsibility is telling stories: sharing and shaping the narrative of a firm's brand, reputation, and values. These ED&I reports, statistics, percentages and numbers form part of this narrative. So, who (or what) is telling the story of Equity, Diversity, and Inclusion – and what do they do next?

Although Diversity and Inclusion may not appear on the job description, many legal marketers are responsible for communicating their organisation's values, attitudes, and ED&I initiatives.

of all lawyers are disabled, compared to 14% of the general workforce.

Diversity reporting is mandatory for many firms. US employers with over 100 employees are legally obligated to report on gender, race, and ethnicity by job categories to the US Equal Employment

Whether through celebrating diversity award wins, sharing reports on social media or updating website imagery to ensure it is diverse and representative, marketers must ensure that ED&I is more than a tick-box exercise. ►

“Promoting inclusivity should be wholly intrinsic to our approach to marcomms.”

*Crystal Fernandes, Marketing Manager, New Square Chambers*



## IS THE DEVIL IN THE DATA?

That being said, collating and analysing data is an important first step in understanding the efficacy of Diversity and Inclusion initiatives. It should be stressed that a token number of people from marginalised backgrounds is not a substitute for positive lived experiences, but this data will be a useful starting point for understanding where efforts can be best targeted. In some regions, privacy legislation may prohibit the gathering and publicising of some data, so ensure that you are operating within the law of the relevant jurisdictions. If necessary, update your firm's privacy policy and ask employees for their specific consent.

It may be valuable to expand the scope of surveys to include caring responsibilities (for children or other friends and relatives), parental qualification and occupation, and other factors that may place individuals in an under-represented group and affect their career growth. For example, one in two ethnically diverse people who have caring responsibilities say that they have been unable to pursue certain jobs or promotions because of said responsibilities. There are many factors that affect career development, recruitment, and retention: recognising these is the essential first step. The next is acting upon them.

For your existing workforce, this data can help to shape initiatives that will make a tangible difference to your team's lives – both within the workplace and beyond. For example, flexible working policies not only help people/staff manage their work-life balance but significantly assist those with caring responsibilities. ►



RED LION CHAMBERS

## SPOTLIGHT ON: Red Lion Chambers

Felicity Wilson is Project, Operations, and Marketing Manager at Red Lion Chambers. She speaks to Legal Marketing World on her Chambers' ED&I initiatives:

*Felicity Wilson,  
Project, Operations &  
Marketing Manager*



### Q What are the best ways of communicating ED&I initiatives, to ensure they reach the people they need to?

Partnering with charities and organisations who are at the forefront of working with hard-to-reach communities and have that accessibility is essential. I have been overseeing a mentoring project with East London Business Alliance (ELBA), working closely with aspiring law students from East London, many of whom come from diverse backgrounds and are often the first in their family to go to university. In Chambers we pair the mentees with barristers who give them advice, tips and support during a year-long programme.

### Q What is Red Lion Chambers doing to improve ED&I?

We engage in a wide range of outreach and social responsibility programmes to help meet our EDI objectives. Our dedicated ED&I officer, Michelle Nelson KC, leads SHIFT 25, a campaign with a working group of Black and BAME professionals striving to equalise opportunities for young people in education, recruitment and progression by 2025.

In collaboration with our ED&I committee, Marketing also developed a strategic training plan last year which was rolled out to over 100 members. The training helped build our understanding of key areas around diversity and inclusion as well as understand the culture of our organisation and how it links to our values.

In addition to our pupillage and mini-pupillage programmes, we work closely with Bridging the Bar, Bringing [Dis]ability to the Bar, Young Citizens, the Kalisher Trust and 10,000 Black Interns to ensure we are breaking down barriers and improving accessibility to the Bar.

Website: [www.redlionchambers.co.uk](http://www.redlionchambers.co.uk)  
Email: [chambers@18rlc.co.uk](mailto:chambers@18rlc.co.uk)



Crystal Fernandes, Marketing Manager at leading commercial and chancery set, New Square Chambers, also points out the importance of surveying those who attend physical and virtual events. "In order to make any particular improvements to an event or initiative, which includes accessibility, we need our attendees to take the time to share feedback or complete a survey," she says. "The value of the data from those surveys can effect real change."

Whether that data relates to the physical accessibility of an event space or the diversity of a workforce, it should be used to determine the effectiveness of existing ED&I initiatives as well as inspiring future ones. However, emphasis should be placed on lived experience, above all else.

**“Being part of an inclusive workplace culture where all individuals feel respected and supported is key.”**

*Felicity Wilson, Project, Operations & Marketing Manager,  
Red Lion Chambers*

To supplement the statistical data received through surveys and sign-up forms, other forms of feedback are valuable for sharing genuine personal experiences – of your firm's culture, events, recruitment process and more. For employees, having the option of an anonymous reporting tool could make giving feedback a little easier, especially concerning sensitive topics. ►

## BUILDING CONNECTIONS

There are already many grassroots organisations working to improve the diversity of the legal sector. Forming connections with these is an effective way of ensuring your ED&I initiatives reach those who would benefit most. Take a look at...

### Bridging the Bar

Supporting aspiring barristers from a range of statistically underrepresented groups at the Bar.

[bridgingthebar.org](http://bridgingthebar.org)



### The Black BigLaw Pipeline

Helping talented Black young lawyers navigate and thrive in big US law firms.

[blackbiglawpipeline.com](http://blackbiglawpipeline.com)



### Association of Disabled Lawyers

For aspiring and established lawyers who are disabled, with mental health experiences or long-term health conditions.

[disabledlawyers.co.uk](http://disabledlawyers.co.uk)



### 10,000 Black Interns

Connecting Black talent with organisations across a range of industries, including marketing and law.

[10000blackinterns.com](http://10000blackinterns.com)





## ACTION OR COMMUNICATION?

The age-old adage says that 'actions speak louder than words'. Yet, in a world where there is so much jostling for our attention, the role of the legal marketer includes capturing – and keeping – attention. To do so, actions and words must work together to generate change, both within individual firms and the legal industry at large. Although marketers must not misrepresent their firm's ED&I policies, communicating progress is essential for generating firm- and industry-wide change.

Objective recognition of your firm and Partners' expertise is always a valuable marketing tool. While awards and rankings in Chambers and Partners, The Legal 500 and other prestigious legal directories are well-known, there are an increasing number of ED&I-specific awards that add credibility to your Diversity and Inclusion communications. Just as your firm and Partners celebrate legal directory rankings, so should you celebrate any ED&I award wins or shortlists on social media and websites.

The Lexis Nexis Legal Awards, American Bar Association, and many others have Diversity and Inclusion categories. Although marketers should always ensure that any award they are entering is reputable and credible, the recognition from an established third party will make your firm stand out to prospective talent and clients.



**“We are acutely aware that, for many, their first and only impression of New Square Chambers is taken from our website and public profile. Publicising our nominations for D&I awards, we hope, demonstrates to clients, prospective applicants for tenancy and pupillage, and the public as a whole, that we have a genuine and evidenced commitment to addressing those D&I issues.”**

*Crystal Fernandes, Marketing Manager, New Square Chambers*

As with all communications, empty claims will do more harm than good to your brand and reputation. Vagueness and outlandish claims about your commitment to diversity, unless backed up with evidence, will backfire. Just as the movement against greenwashing (unfounded or exaggerated sustainability claims, or deflecting from an organisation's own dubious green practices) is growing, so is awareness of 'social washing' or 'woke washing'.

Many consumer brands have already been criticised for publicly celebrating social and civil movements, such as MeToo and Black Lives Matter, but simply piggybacking on them to sell a product and not providing the same support to their own employees. For example, Pepsi's 2017 advert featuring Kendall Jenner giving Pepsi to a police officer during a protest march, received

widespread criticism for trivialising the Black Lives Matter movement and police brutality. Although law firms are less consumer-facing, there will always be clients and talent unafraid to call out any greenwashing or social washing, much to the detriment of the reputation of the firm in question.

It's essential to remember that Diversity and Inclusion is more than a corporate buzzword: it affects the real lives of real people. According to the Pew Research Centre, Black Americans are far more likely than Hispanic or white Americans to be in prison: at the end of 2018, the Black imprisonment rate was over five times that of white Americans. Police brutality against Black people and other minorities has made headlines around the world. Improving the lived experiences of marginalised

communities is far more important than reaching a certain quota of ethnically diverse employees. Instead, a more diverse legal and justice system should be for the purposes of allowing diverse viewpoints and representation of minority interests.

Legal marketers are responsible for more than websites and social media profiles. These are the vehicles for communicating a firm's values, initiatives, and culture – which in turn, shape the values, initiatives, and culture of the legal sector at large. By encouraging diverse talent to enter – and remain in – the legal sector, legal marketers play a key role in improving its diversity and accessibility. Affecting not only those who work within it, but also the communities it serves. And, after all, can justice be truly just if it prioritises the majority? ●

### SIMPLE WAYS TO IMPROVE D&I, DIGITALLY

Make your online presence more inclusive and accessible.

**Use CamelCase** (#LikeThis, instead of #likethis) to help people using screen readers to read your content on social media.

Ensure your **marketing imagery showcases a range** of diverse team members.

**Use alt text on images** to help those using screen readers to fully experience your content.

**Use the appropriate fonts and contrasts** on your website and marketing collateral to allow those with visual impairments, dyslexia and other additional needs to read what they need to.



Crystal Fernandes,  
Marketing  
Manager



### SPOTLIGHT ON: New Square Chambers

New Square Chambers is just one of the Chambers with a strong commitment to D&I, and are among the finalists for Diversity and Inclusion at the LexisNexis Legal Awards 2023. We spoke to Marketing Manager Crystal Fernandes about New Square Chambers' diversity and inclusion programme, and how legal marketers can contribute to ED&I initiatives.

#### **Q What is New Square Chambers doing to increase the diversity of its team and the wider legal profession?**

We consider there to be two prime areas to focus on: recruitment and retention. Our initiatives include:

- **Stephen Lawrence Day Essay Competition** for 16–18 year-olds at non-fee-paying schools. Prizes include work experience, mentoring, and a legal book voucher.
- **Social Mobility Mini-Pupillage** for state school students who also meet at least one other social mobility criterion.
- **Anonymous and institution-blind application** sifting for pupillages and mini-pupillages.

- **Parental and long-term leave policy**, providing generous financial and other support, as well as assisting with the transition back to work.
- **An ED&I Committee** comprising members and staff of all levels of seniority.

#### **Q To what extent are legal marketers responsible for driving ED&I initiatives?**

I cannot speak for all sets and firms, but in my personal experience, whilst it is the barristers who set out various initiatives, oftentimes it will be the administrative/marketing staff that play a significant role in coordinating and

progressing these initiatives.

There is a lot of work behind the scenes and it is a huge undertaking to make something like this work. It is so important to have switched on administrative/marketing team members who understand the goals of the set and the value of these initiatives, in order to drive things forward.

#### **Q What more needs to be included in the conversation about diversity and inclusion?**

We think that the vast majority of relevant ED&I issues have been ventilated, but too often conversation about ED&I is all that happens, when

what is needed is action. ED&I initiatives should not amount to tokenism, or a PR stunt. Companies, firms and Chambers engaging in ED&I initiatives need to ensure, through reviewing data and gathering feedback, that their initiatives are actually having the intended impact.

Also, the internal culture needs to reflect the image being projected externally: having generous parental leave policies is irrelevant if the internal culture of a company, firm or Chambers means that no individual feels able to take advantage of the policy.

Website: [www.newsquarechambers.co.uk](http://www.newsquarechambers.co.uk)  
Email: [clerks@newsquarechambers.co.uk](mailto:clerks@newsquarechambers.co.uk)

# Scaling the new client development process

Julie Savarino discusses how new technology can scale the new client development process, increasing law firm revenues and ROI.



Julie  
Director of Client Services,  
Business Development Inc.

In this age of artificial intelligence (AI), coupled with constant pressures on law firms to increase efficiencies, some firms have made significant investments in process management, process improvement, and related knowledge management systems and technologies.

Process improvement details the exact steps of a task, project, or deliverable in the hopes of identifying where it could be made better, faster, or cheaper. For example: London-based firm Mishcon de Reya recently created their new GPT Legal Prompt Engineer role. The job description reads:

“With the release of ChatGPT, signaling a new phase of widespread access to LLMs [large language models], we are looking to increase our understanding of how generative AI can be used within a law firm.”

Improvements in new client development / sales process have lagged for many law firms. However, law firms have already invested in knowledge, process, and project management professionals, to help lawyers streamline their work, time, fees, and costs associated with the delivery of legal services.

## The distinction between marketing and client development/sales

For decades, the corporate world has been aware of the distinction between and importance of both ‘marketing’ and ‘sales’ functions, their related processes, and the science and art involved in each.

For law firms, however, the client development/sales process is — to its core — a one-to-one communications game, and is a separate, distinct, yet inter-related process from general awareness marketing. After initial one-to-one contact, the keys to success are defining the target or who is being communicated with, then refining current communications, ongoing follow-ups over time, and coordinating any future opportunities that may arise.

## How legal marketing teams could support the process

According to Silvia Coulter, Co-Founder of the Legal Sales & Service Organization: ‘With demand for outside legal services flat and competition for share of wallet at an all-time high, law firms are increasingly hiring externally-focused sales professionals.’

To assist with client development and/or sales, law firms such as Bird & Bird, Cooley, and Womble Bond Dickinson now have full-time executives and teams, working internally with the firm’s lawyers and practice groups as well as externally with clients, prospective clients, and referral sources. Upgrading, organising, and coordinating opportunities can support the growth and ROI for law firms. Why?

- Higher tides float all boats.
- Time and resources are limited for law firms and lawyers.
- Bringing in new clients often takes more than one lawyer timekeeper.
- Most new business opportunities and related processes follow predictable steps, from start to finish and many of these steps can be supported by professional support staff.



Marketing funnel

## What do these client development/sales executives and teams do on a day-to-day basis?



Coordinate, centralise, track, and report on leads. For example: one major US firm has a dedicated team for following up on all opportunities generated by their webinars and other live events.



Work with practice groups, partners, and others to nurture and advance opportunities/leads.



Train, guide, and coach lawyers to enhance their sales skills.



Identify, vet, and initiate new strategic and nonconflicting opportunities.



Draft outreach strategies and messaging.



Track and conduct follow-up.



Support, manage, and track other efforts that save lawyers valuable nonbillable time and increase ROI for the firm’s total business development and marketing spend.

For law firms that have not identified the most common and critical steps in their new client development/sales process, doing so can dramatically increase the firm’s return on investment (ROI) when it comes to their total business development expenses and associated nonbillable time.

By streamlining the processes associated with the most common new business development, client development/sales opportunities, law firms can increase efficiencies, convert more leads, and save time and resources.

Consider taking the time to review them and decide which are the most critical steps for you or your firm when it comes to proactively keeping tabs on a robust pipeline of qualified new work. Then, consider whether any changes or upgrades to these common steps in your firm’s processes can improve your results and ROI. ●

## WANT TO LEARN MORE?

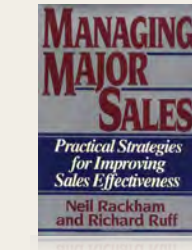


Scaling Up  
by Verne Harnish

From £9.99  
[www.amazon.com](http://www.amazon.com)

Strategic Selling  
by Stephen E. Heiman, Tad Tuleja, and Robert B. Miller

£28.99  
[www.waterstones.com](http://www.waterstones.com)



Managing Major Sales  
by Neil Rackham

From £4.50  
[www.wob.com](http://www.wob.com)

The Trusted Advisor  
by David H. Maister, Robert Galford, and Charles Green

£16.99  
[www.waterstones.com](http://www.waterstones.com)

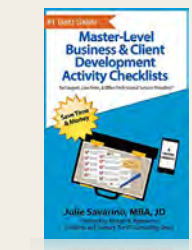


The Reluctant Rainmaker:  
A Guide for Lawyers Who Hate Selling  
by Julie A. Fleming

From £27.00  
[www.abebooks.co.uk](http://www.abebooks.co.uk)

Rainmakers: Born or Bred  
by Patricia K. Gillette

£75.00  
[uk.bookshop.org](http://uk.bookshop.org)



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Development Activity Checklists  
by Julie Savarino

From £29.00  
[www.amazon.com](http://www.amazon.com)



## HOW TO:

# Leverage tech in legal marketing

Three technological areas to streamline your strategy

## 1 Artificial Intelligence

Tools powered by artificial intelligence (AI) have been at the forefront of the collective marketing mind in recent years. But what's out there, does it work, and how could it work for legal marketers specifically?

Across the board, the most significant benefit of AI tools is speed. With content writing tools like ChatGPT and design tools like Midjourney, research and first draft inspiration for words and images can be ready in mere seconds. At the very least, this is being experimented with by many, but increasing numbers are embracing it as part of their regular content creation process. Analysis of vast amounts of data — competition, trends, or for clients — can similarly provide firms with valuable insights in a moment or two.

Magic Circle firm Allen & Overy, as one example, invested in Harvey, an AI tool that helps with tasks including: contract analysis, due diligence, litigation, and regulatory compliance.

Designed to streamline the more formulaic aspects of legal work, Harvey can be accessed by over 3,500 of Allen & Overy's lawyers. The firm stresses, however, that Harvey will not replace any of the workforce or reduce billable hours.

AI could also automate repetitive marketing tasks. Chatbots (or 'virtual assistants') respond to website inquiries and provide basic advice — this time could otherwise have distracted a legal marketer or lawyer, who is now able to focus instead on more complex tasks, while timely, accurate responses continue to be provided.

AI can also personalise marketing content based on a law firm's clients' behaviours, needs, and preferences by segmenting audiences and creating predictive analysis for them to the creation of dynamic content. This could help law firms to build stronger relationships with clients and increase retention.

Finally, read our ChatGPT article on page 6 about how legal marketers can leverage it appropriately.

Legal marketing and business development teams are notoriously busy. Juggling legal directory and award submissions, digital marketing, client relationships, thought leadership pieces — is the to-do list ever completed?

Streamlined processes should, therefore, be prioritised — and, in the rapidly developing technological landscape we live in, emerging tools could be revolutionary in easing pressure. Here, we offer some solutions that harness the growing powers of tech for productivity, efficiency, and profit.

## 2 Predictive analytics in CRM systems

Customer relationship management (CRM) technologies have rapidly evolved and become a vital tool for businesses in retaining the people they provide products and services to.

Typically, law firms have been slow to adopt new CRM technology — it can be expensive, difficult to implement, and even more difficult

to encourage lawyers to engage with it. That said, the benefits of adoption cannot be ignored.

Predictive analytics use machine learning and data mining techniques to analyse large volumes of data and generate insights that help businesses make informed decisions about their marketing campaigns, engagement strategies, and product development. Data-driven thinking,

where possible, will save time, money, and create value. What if you could accurately predict what clients truly value? Companies like Salesforce (with its Einstein platform), Microsoft Dynamics 365 (with its AI Builder), or Oracle (with its Unity Customer Data Platform) could help you predict behaviour, identify sales opportunities, create targeted social media posts, and automate processes.

**“Data-driven thinking will save time, money, and create value.”**

## 3 Content marketing platforms

Content marketing forms a vital pillar of many marketing strategies. By sharing expertise through blog posts, long-form content, and media articles, your experience reaches new audiences in new places.

However, for busy professionals, it can be difficult to find the time to pull such content together. According to content marketing platform Passle's 2022 Digital Performance Index, 57% of firms with over 1,500 lawyers struggle to give their lawyers a voice.

This is why many firms are turning to content marketing platforms that automate the process. There is a range of tools now available that can either automate it entirely, or make it simpler to create, publish, and share content — all from one platform.

One notable example, used by Burges Salmon, Shoosmiths, Irwin Mitchell, and many others, is Passle. By allowing subject matter experts to share their insights on commentary, headlines, and others through a simple browser add-on, Passle helps busy lawyers to conveniently share their knowledge without committing to time-heavy white papers or blog posts.

For legal marketers, as part of the content marketing process, SEO tools like Anyword and Semrush streamline the writing and research process. Semrush in particular aids with topic and keyword research, runs content gap analysis in your competitors' thought leadership, and offers an SEO content template. This saves valuable time in the research process and roots your content marketing strategy in contemporary data. ●

**“Content marketing forms a vital pillar of many marketing strategies.”**



### TECHNOLOGY TO WATCH

#### Artificial Intelligence

Harvey | [harvey.ai](https://harvey.ai)

Legal Robot | [legalrobot.com](https://legalrobot.com)

#### Predictive analytics in CRM systems

Einstein | [www.salesforce.com/uk/products/einstein](https://www.salesforce.com/uk/products/einstein)

AI Builder | [learn.microsoft.com/en-us/ai-builder](https://learn.microsoft.com/en-us/ai-builder)

Oracle Unity Customer Data Platform | [oracle.com/uk/cx](https://oracle.com/uk/cx)

#### Content marketing platforms

Passle | [home.passle.net](https://home.passle.net)

Anyword | [anyword.com](https://anyword.com)

Semrush | [semrush.com](https://semrush.com)

# Your Legal Directories and Awards Calendar

Please consult the directory or award’s website to find out specific practice group or category deadlines and submission information.

DIRECTORY DEADLINES

MARCH.....

Chambers Global Market Leaders (Asset Finance, Climate change, International Trade / WTO)  
**Deadline:** 29 Mar 2023

Chambers Canada  
**Deadline:** 31 Mar 2023

APRIL .....

Who’s Who Legal Commerical Litigation 2023, Coporate Tax 2023, Franchising 2023, Sports and Gaming 2023, WWL National Report (Mainland China and Hong Kong)  
**Deadline:** Apr 2023

Chambers Brazil: Contentious  
**Deadline:** 6 Apr 2023

The Legal 500 EMEA  
**Deadline:** 11 Apr 2023

Chambers Greater China Region  
**Deadline:** 21 Apr - 23 Jun 2023

Chambers Brazil: Transactional  
**Deadline:** 28 Apr 2023

MAY .....

Who’s Who Legal (Arbitration 2023, Private Funds 2024, Restructuring & Insolvency 2024, Trade & Customs 2023, Brazil 2023 National Report and Canada 2023 National Report)  
**Deadline:** May 2023

IFLR1000 Banking and Finance  
**Deadline:** May 2023

IP Stars List and Managing IP’s Top 250 Women in IP List  
**Deadline:** May 2023

Chambers Europe  
**Deadline:** 17 May - Sep 2023

Chambers Global  
**Deadline:** 17 May 2023

JUNE .....

Who’s Who Legal (Data 2024, Mining 2024, Telecoms, Media & Entertainment 2024, Transport 2024)  
**Deadline:** Jun 2023

Who’s Who Legal National Reports for Germany 2024 and Sweden 2024  
**Deadline:** Jun 2023

Chambers USA  
**Deadline:** Jun 2023

Chambers LawTech  
**Deadline:** Jun 2023

Chambers Associate  
**Deadline:** Jun 2023

IFLR1000 Capital Markets, Investment Funds  
**Deadline:** Jun 2023

IAM Patent 1000  
**Deadline:** Jun 2023

Chambers Litigation Support  
**Deadline:** Jun 2023

The Legal 500 Asia Pacific  
**Deadline:** 10 Jun 2023

The Legal 500 United States  
**Deadline:** 10 Jun 2023

The Legal 500 Caribbean  
**Deadline:** 17 Jun 2023

The Legal 500 Canada  
**Deadline:** 24 Jun 2023

AUGUST .....

IFLR 1000 (M&A, Private Equity, Restructuring and Insolvency)  
**Deadline:** Aug 2023

SEPTEMBER.....

IFLR 1000 Leading Lawyers (All practice areas)  
**Deadline:** Sep 2023

IP Stars (Managing IP Rising Stars, Corporate IP Stars)  
**Deadline:** Sep 2023

asialaw  
**Deadline:** 23 Sep 2023

The Legal 500 United Kingdom  
**Deadline:** 29 Sep 2023

AWARDS DEADLINES

MARCH.....

Legal Business Awards  
**Deadline:** 10 Mar 2023  
**Ceremony:** 19 Sep 2023  
[www.legalbusinessawards.com](http://www.legalbusinessawards.com)

APRIL .....

FT Innovative Lawyers Europe Awards  
**Deadline:** 27 Apr 2023  
**Ceremony:** 21 Sep 2023  
[lawyereurope.live.ft.com](http://lawyereurope.live.ft.com)

MAY .....

Women in Business Law Awards 2023 APAC  
**Deadline:** 5 May 2023  
**Ceremony:** 14 Sep 2023  
[awards.womeninbusinesslaw.com](http://awards.womeninbusinesslaw.com)



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LEGAL MARKETING

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## NEXT ISSUE OUT SUMMER 2023

Look out for the next issue of *Legal Marketing World* coming out in Summer 2023. We'll be discussing the changing landscape of legal marketing and much more. Be sure to follow our social media channels to be among the first to know.

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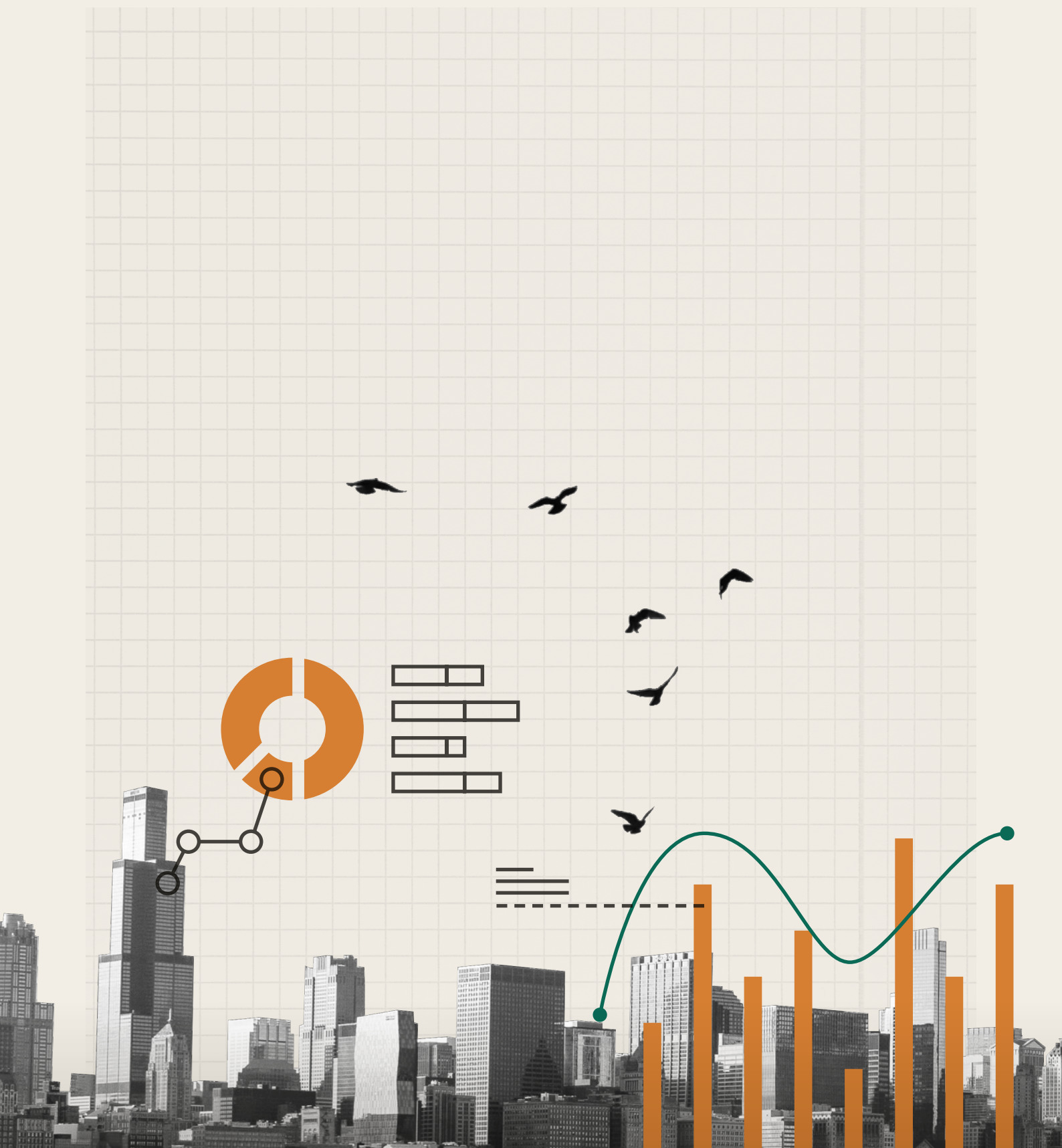
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