

PILMMA

INSIDERS' JOURNAL

YOUR BLUEPRINT FOR CREATING A 7-FIGURE PRACTICE

YEAR-END PLANNING NOW

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SUCCESSFUL
LAW FIRMS
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Our Mission & Core Values

Our mission is to transform the lives of 5,000 injury and disability law firm owners from a life of frustration, overwhelm and overwork to one of super profits, high productivity and a balanced life.

As we grow, it becomes more and more important to explicitly define the Core Values from which we develop our culture, our brand and our business strategies. **These are the Ten Core Values we live by:**

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2. Embrace and Drive Change
3. Create a FUN Work Environment
4. Be Adventurous, Creative and Open-Minded
5. Pursue Continuous Growth and Education
6. Enable our Members to Become Successful High Performance Law Firms
7. Under-Promise and Over-Deliver
8. Create and Nurture Relationships with Open and Honest Communication
9. Treat Others as You Want to be Treated
10. Build a Positive Team that is Passionate and Determined

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The Insiders' Journal

The PILMMA Insiders' Journal is published monthly to provide our members with top-notch marketing and management information. Non-members may purchase a yearly subscription for \$247 by emailing info@pilmma.org or signing up at pilmma.org.

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Important Dates

MASTERMIND MEETINGS

PLATINUM 2**

Nov. 4-5, 2019
Key West, FL

PLATINUM 3**

Nov. 6-7, 2019
Key West, FL

RHODIUM 1**

Nov. 12-13, 2019, 2019
Key West, FL

RHODIUM 2**

Nov. 14-15, 2019
Key West, FL

8 FIGURE***

Jan. 13-14, 2020
Key West, FL

KEN SPEAKING

ATLAS LAWYERS LEGAL SEMINAR

Oct. 2-4, 2019
Myrtle Beach, SC

Events

No Upcoming Events

OCTOBER MEMBERS' SCHEDULE

Every Thursday at 12 PM EST Touchstone Drop-In Q&A

TELESEMINAR

Boris Musheyev*
Oct. 2, 2019, 1PM EST

WEBINAR – RESCHEDULED FROM 9/5

How to Create Riches in Niches with
Ken Hardison
Oct. 3, 2019, 1PM EST

WEBINAR

TBA with Tanner Jones from Consultwebs
Oct. 10, 2019, 1PM EST

WEBINAR

Touchstone Monthly Webinar –
*Touchstone Training**
Oct. 16, 2019, 1PM EST

WEBINAR

How to Find, Hire & Effectively Leverage
Associate Attorneys to Scale your Law
Practice with Ken Hardison
Oct. 24, 2019, 1PM EST

WEBINAR

*OPUS Monthly Webinar – Intake Training**
Oct. 30, 2019, 3PM EST

CALL

Q & A With Ken Hardison*
Oct. 31, 2019, 4PM EST

EST » Eastern Standard Time • All Times Are Estimated

*All PILMMA Members

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YOU DON'T KNOW WHAT YOU DON'T KNOW.

By Kenneth L. Hardison

As many of you know, I'm a big believer in continual learning. Even after 38 years of building numerous million-dollar law firms for myself and my law firm clients, I still find that I learn something new every month.

I see learning taking place at three separate levels:

1. What you know you know;
2. What you know you don't know; and
3. What you don't know you don't know.

These three levels of learning fit together to create knowledge, perception, and vision.

LEVEL 1: WHAT YOU KNOW YOU KNOW.

In this first level of learning, you have a strong knowledge base and know exactly what you or your firm need to be doing in order to grow your law firm in the direction you desire. You can lead confidently with processes and procedures and the necessary steps nailed down. As a result, you can do a great job. You're empowered and confident, and all that's left is to fill in a few bits of information or knowledge here and there. For most of us, this level of learning

Corporate & Anthropology Your Marketing Funnel

by Courtney Schubert

Thank you to everyone who attended the Internet Domination Bootcamp in Las Vegas last month, it was great to see you! We had another successful event with a lot of thought-provoking ideas shared. For those who attended and those who couldn't, this month's article features a little summary of my presentation on how you can utilize Corporate Anthropology in your Marketing efforts.

Defining Corporate Anthropology

Corporate Anthropology is a subfield of Anthropology which focuses on the bigger picture of how culture interplays inside businesses and marketing funnels. Importantly, it delves into insights on human necessities and cultural patterns that influence market behaviors.

Utilizing Corporate Anthropology in your Marketing funnels is thus a natural extension of this deeper understanding of your client base. After all, increasing your leads and case loads all stems from understanding,

analyzing, and predicting human behavior. By crafting a marketing campaign that really seeks to connect to your ideal clients, you deepen your understanding with them and are able to then build a deeper and better trust — which is ultimately how leads convert.

One Dr. Michael Henderson explains the role of Corporate Anthropology well when he describes that:

“As a corporate anthropologist I spend thousands of hours each year educating my clients in the *three motivating forces at work within human culture that drives all behaviors*. Any and all human activity is driven by one or more of these three motivators:

Control: the primal need to be in charge of vital resources such as time, energy, money, health, information and destination,

Relate: wanting to relate to and receive relating gestures from others to effectively and deeply connect and belong, and

Develop: the need or desire to change, grow, adapt, innovate, ideate and invent.”



1. CONTROL



2. RELATE



3. DEVELOP

Year-End Planning NOW

by Kenneth L. Hardison

Well, the end of the year may be several months away, but NOW is the time to start thinking and planning so that your firm can finish 2019 strong and be postured to make 2020 even more successful. Taking time NOW to set end-of-the-year plans in motion will allow you to take full advantage of potential tax breaks, and to adjust and readjust your allocation of advertising costs and overhead expenses for maximum results. Now is the time to think strategically, thoughtfully, honestly, and critically at what you have and haven't accomplished thus far in 2019. It's also the time to begin thinking of the direction you want to take your firm in 2020 and what specific actions will be needed to get you there. With that in mind, I'd like to touch on 4 essential components to successful law firm year-end planning.



1) KNOW YOUR NUMBERS: LOOK BACK AT THE LAST 9 MONTHS

Successful Law Firm management requires you to know your numbers. If you don't know what's working, you can't replicate it. If you don't realize what's NOT working, you will keep throwing good money down the drain and fail to take your firm in the direction you desire. You should begin by looking at the top 20% of legal fees your firm has generated thus far in 2019. What type of cases were they? How did

your firm obtain these cases? Did they come from referrals? TV Advertising? The Internet? Social Media? If you don't know the source of this top 20%, then you should make setting up a tracking system for all sign-ups a part of your identified goals for 2020. Figuring out exactly what constitutes your top cases and where they are coming from will help you identify who your ideal client is or should be, as well as where to focus future advertising dollars to ensure your firm has the greatest likelihood of continued financial success.

Identify Your Cost Per Case (CPC). It is important that you know both your average fees, as well as the Cost you are Paying per Case. To determine your average cost per case, look at the average fee your firm generates in most cases compared to your marketing expenditures. Always take out the cases that are very high or very low, as they will skew your numbers. The general rule of thumb is that you want to see a 6:1 return on investment (ROI). This 6:1 ratio is the sweet spot. Thus, if your average PI fee is 30K, then you should be spending no more than 5K on marketing to get that case in the door. CPCs higher than 6:1 need to be evaluated critically.

There is simply no substitute for knowing your numbers. You should be able to run reports at any time of the year to ensure that your firm is staying on track and hitting the internal benchmarks you have set. You need



Kenneth L. Hardison

is the founder & CEO of PILMMA. He has fought for people's rights as a trusted personal injury lawyer for over 35 years. His ethics, integrity, and passion for his clients helped to build one of North Carolina's most successful firms.

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A VIDEO MARKETING EXPERIMENT...

Shooting Casual Video While on Vacation

by Gerry Oginski, Esq.

I have always believed in education-based legal marketing by using articles, blog posts, and video. That's how I started teaching and educating my ideal clients online.

Years ago, we had only professional-grade video equipment, costing thousands of dollars and expensive lighting. We had to invest hundreds of dollars on good quality microphones. Now, you don't need any of that; you actually do, but not like we used to. Now you can just pull out your iPhone, attach your external microphone into your lightning port and have good lighting and press record on your phone or go live on Facebook or YouTube.

Previously in a PILMMA magazine article, I talked about how I shot 60 videos while on vacation in St. Maarten. I recently took my family back to St. Maarten, and I took all of my video gear with me. Did I bring my dSLR, my portable LED lights, and my wireless microphone? No. Instead, all I took was my iPhone, my external microphone and a hand-held video gimbal. That's it.

Gerry Oginski, Esq.

is a New York medical malpractice and personal injury attorney. He is the author of "Secrets of Lawyer Video Marketing in the Age of Youtube." If you have questions, call him at 516-487-8207.



While in St. Maarten, I did what I always do...pulled out my camera gear and started shooting video. On location. With whatever gear I had. In this case, it meant no gear other than my phone.

The first day I did take my iPhone with me, but no microphone and no video gimbal to keep the phone level and stabilized. I tried shooting some video. But there were problems from the start.

NO SHADE; there was no shade anywhere. It's a deserted island with no trees and no shade.

LOTS OF WIND; also, there was lots of wind coming off the ocean. It was a very windy day, and the wind would destroy my audio.

NO VIDEO STABILIZING GEAR OR TRIPOD; I had no tripod or video gimbal, which is a 3-axis hand-held battery-operated device that allows you to move around while your camera remains steady so as not to induce nausea with your viewer.

I ONLY HAD MY SUNGLASSES; I wear prescription sunglasses. I personally don't like wearing sunglasses when shooting video since my viewer doesn't get to see my eyes. That creates a psychological barrier. It really is a barrier to effective communication, but I didn't have a choice. I was standing in the bright Caribbean sun and didn't have my regular eyeglasses with me.

Shooting video was going to be a problem.



A Rank-Dominating Backlink Strategy

by Luke W. Russell

Recently, I attended a conference in Seattle, where I asked over a dozen SEO experts about lawyers running scholarship campaigns to get backlinks.

Responses included:

- “The gains are likely to be marginal at best.”
- “We’ve seen lawyers running them, and they experienced a lift in their domain authority.”
- “They might work, but there are better things to do.”

One SEO expert’s immediate response was, “Publish proprietary data, speak at a university, or get a column in your metro’s paper. Do something that legitimately shows that you’re both an expert on your topic and that you are an authority in your community.”

First, I’m not here to say that if your SEO company is helping push a scholarship backlink campaign that they’re doing you harm or wasting your resources. It looks like they’re still working at this time. However, a scholarship does not indicate that you are an expert in your field. So while they work today, they will not work forever because they simply aren’t getting you links that display authority or expertise.

I also don’t want you to go out and switch your entire strategy overnight. If you have an SEO agency and you’re interested in pursuing my recommendation below, please do this with the advice and oversight of your SEO vendor.

The following suggestions are for firms that do a lot of motor vehicle

cases. With a small dose of creativity, you can tailor this to other practice areas.

Proprietary Data Changes the Game

The idea is that if you publish your own, unique data, then you give people legitimate reasons to talk about your firm within the actual context of what you do.

If you conduct a survey and compile it into an easy-to-consume format, then you are now providing genuinely valuable information to the world (rather than more information about car accidents that everyone else has written about thousands of times).

The issue of having quality content is largely why scholarship campaigns have become so popular. They give other websites a reason to talk about you. Let’s face it; people don’t really care about lawyers. You need to go out of your way to give people reasons to link to your website.

Examples of Proprietary Data

To conduct a survey and provide an analysis, you need to first determine what the topic or scope of the project will be. Start by selecting



Luke W. Russell,
founder of Russell Media paid traffic focuses on online campaigns. The Russell Media team is a strong proponent of shouldering risk with clients and offers various options that include performance pay. Connect with Luke via email at luke@russellmedia.us



PILMMA Member Goes Live and the Phones are Ringing...

by Tiana Hinnant Hardison, Esq.

PILMMA member Lashonda Council Rogers has teamed up with her BFF, fellow attorney Melaniece McKnight, for a weekly Facebook Live “show” that is quickly gaining quite a following. I happened to catch their show recently, while scrolling through Facebook, and was drawn in, by the interesting banter between these two savvy lawyers. I couldn’t help but smile. The short show proved to be both entertaining and engaging; the very formula that makes for a winning social media marketing strategy for any lawyer seeing to grow their law firm.

What better way to reach ideal clients, and present yourself as a lawyer viewers can “know, like, and trust,” than through a live show that educates and entertains? When thinking about a hot topic for this month’s article, I thought of Lashonda’s FB show and gave her a call. Fortunately, Lashonda agreed to allow me to “pick her brain” for this article, and I’m happy to be sharing my findings with you this month.

Although Lashonda and Melaniece have been friends for years, the decision to try a Facebook Live show was first made about a year ago, after a friend heard the two lawyers bantering amongst themselves and suggested they ought to have their own show. They have now been producing these weekly Facebook shows for about a year and have been pleasantly surprised at how well they are being received with views, likes and shares, AND how they have helped both attorneys increase their intakes and referrals.

Either of these talented lawyers could have opted to do a FB “show” alone, but part of what works so well is the

Tiana Hinnant Hardison

has practiced law for over 27 years, with an emphasis in personal injury and disability law and now balances her time and energies between practicing law and working with PILMMA. You may contact Tiana at tiana@pilmma.org.



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How To Get Out of Your Own Way So... Your Firm Can Thrive *With* or *Without* You

The
1st
Step



by Michael Mills

Last month, I wrote that in this month's article I would walk you through a 5 Step Plan for **Building a Process Dependent Law Firm**. Before you start this adventure, it's highly recommended that you have a clear and documented VISION of what your firm is going to look like when it's fully developed.

It's just really important to **know where you're going**, because how are you ever going to get there if you don't know where you're going?

So, in 5–7 years, ...

- How much \$ will your firm be generating — your annual billings?
- How many attorney's will you need to produce that amount of revenue?

- How many clients will you need and what will the average case value be?
- How many other office staff will you need to support the attorney's?
- How profitable will the firm be?
- How would you describe your typical client?
- How many of these prospective clients are in your geographical area?
- How big is your geographical area; city-wide, county-wide, state-wide, larger?
- How are you going to find those prospects and convert them into new clients?
- Who is your competition and what differentiates your firm from them?
- What processes are you going to need to achieve your goals?
- Etc... You get the picture.

I'm not going into this topic in this series. There's an excellent process that walks you through each of the steps. It's available to you right now, accessible from your TouchStone account, in the law libraries.

And if you're reading this magazine, you ALREADY

Michael Mills

is one of the founders and Managing Directors of Business Design Corporation. Michael was a Master Certified E-Myth consultant for many years delivering Michael Gerber's E-Myth Mastery program to many hundreds of entrepreneurs before deciding to focus specifically on creating a tool and a process to make it really easy to systemize your business.



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Working with Consultwebs we saw a marked increase in cases we were getting from the web. I like to get at least 6-times my return, but with Consultwebs we were doing between 12 and 15 dollars to every dollar spent. The Consultwebs group are really good, honest people that are responsive and attentive — that's what I like to deal with. If someone was thinking about hiring Consultwebs I would tell them, 'do it now, do not put it off because you're costing yourself money.'"

KEN HARDISON
Founder of PILMMA



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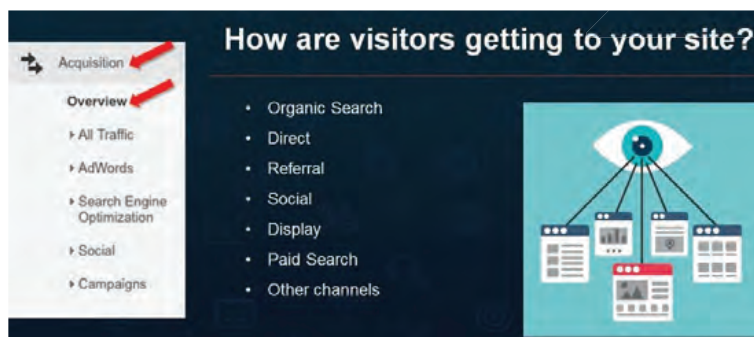
PART

2

by Tanner Jones

Last month we talked about impressions from first to last, location, lets continue...

UNDERSTAND HOW VISITORS FIND YOUR SITE



Having a clear sense of how visitors are finding you gives your firm insight into which marketing efforts are working and which are not. In Google Analytics under the acquisitions menu, you will find a breakdown of your sites visits by source.

Organic traffic is when a visitor finds you through the search engines and clicks on your firm's result. These visits don't come from clicks on sponsored or paid advertisements but from your firms "organic listing." Users can search for your firm's name, an attorneys name or a term like "car accident lawyer."

If you are investing in search engine optimization (SEO), you want to see a healthy percentage of traffic

from organic search. Also, it's important to note that if you do any offline advertising, you will usually see more organic visits due to strong brand awareness and, in turn, branded search traffic.

Direct traffic is comprised of visitors who keyed in a URL for your site, those that visited by using a bookmark in their browser, and other visits which for technical reasons did not record a referring source. Some visits from social media, emails, and other sources may end up classified as direct.

Referral traffic comes from directory websites where you may be investing in ad placement (e.g., Avvo.com, Lawyers.com, Findlaw.com, etc. or any other site linking to your firm's website or your website).

Social visits from sites like Facebook, Twitter, LinkedIn, and others will appear in analytics under the social heading.



Tanner Jones

serves as Vice President of Business Development for Consultwebs.com, the premier provider of innovative online legal marketing to ethical U.S. law firms seeking growth and profit.



The *Legacy* Paradox

by Jeff Nischwitz

The legacy paradox? If you're confused as to how legacy can invoke a paradox, I hope you'll stick with me because the two different contexts for legacy that I'm referencing are critical elements to consider for anyone involved in the practice of law (in any form) and especially for any lawyer practicing law in a firm or as a solo practitioner. More specifically, legacy is an important consideration as you define and pursue your law career, and it's an equally important consideration when it comes time to consider transitioning out of the practice of law (whether for retirement or some other reason).

Jeff Nischwitz

is the founder of The Nischwitz Group, a speaking, consulting and coaching company that helps lawyers and law firms accelerate their results. Connect with Jeff at 216-956-6587 or jeff@nischwitzgroup.com.



In order to understand the *legacy paradox*, let's start with some basic definitions. A relevant definition of legacy from MacMillan is "something that someone has achieved that continues to exist after they stop working or die." In the context of the practice of law, legacy could relate to getting clarity about what lasting impact you intend to have as a result of your active engagement in the practice of law. Achieving this clarity often involves asking and answering this critical question: Why are you practicing law? Many of you may not yet have asked and answered this vital question beyond "It's a job." I invite you to consider this question because in finding your *why* for practicing law, you will find the practice of law to be more engaging, empowering and enjoyable.

In contrast, the concept of legacy often surfaces for lawyers who are contemplating the transition of their law firm in the future (i.e. succession planning) and/or their retirement from the practice of law. In both cases, the concept of legacy relates to the things that continue on *after* you are no longer practicing law. In other words, you seek to identify the legacy you want to create (that will outlive you) and you contemplate



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