PILMMA
INSIDERS' JOURNAL
YOUR BLUEPRINT FOR CREATING A 7-FIGURE PRACTICE

For the *Love* of Marketing

Plus:

FEBRUARY 2020

Inside the Issue

FEBRUARY 2020

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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.

PILMMA Vision

To Create **THE** Preeminent Trusted Resource to Help Lawyers Achieve Their Goals for Success.

PILMMA Mission

PILMMA will provide POWERFUL and INNOVATIVE training and tools that **help lawyers achieve their ideal practice.**

PILMMA Core Values

1. We are Authentic, Transparent & Honest with our clients and each other.
2. We will be Innovative, always asking "What if…"
3. We will provide excellent client service that Under-promises & Over-delivers.
4. We will take care of our members and each other.
5. We work as a team, for the betterment of our members.

Important Dates

MASTERMIND MEETINGS

PLATINUM 2**
Mar. 3-4, 2020
Charleston, SC

PLATINUM 3**
Mar. 5-6, 2020
Charleston, SC

RHODIUM 1**
Mar. 17-18, 2020
Charleston, SC

RHODIUM 2**
Mar. 19-20, 2020
Charleston, SC

STRATEGIC ATTORNEY COACH****
Apr. 24, 2020
Myrtle Beach, SC

8 FIGURE***
Jun. 29-30, 2020
New Orleans, LA

FEBRUARY MEMBERS' SCHEDULE

WEBINAR
Secrets of Law Firm Owner Productivity with Ken Hardison
Feb. 6, 2020, 1PM EST

WEBINAR
PCC Success for Law Firms — Short Term Wins, Long Term Gains with Tanner Jones from Consultwebs
Feb. 20, 2020, 1PM EST

WEBINAR
OPUS Monthly Webinar – Intake Training*
Feb. 26, 2020, 3PM EST

CALL
New Member Coaching Call with Ken Hardison*
Feb. 26, 2020, 4:30 PM EST

EST » Eastern Standard Time
· All Times Are Estimated

*All PILMMA Members
** Rhodium and Platinum Members Only
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EVENTS » KEN SPEAKING

Southern Trial Lawyers Association 32nd Annual Conference at Mardi Gras
Feb. 20, 2020
New Orleans, LA

PILMMA Super Summit
June. 23-26, 2020
New Orleans, LA

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MILLIONAIRE MAKER

Don't Fall in Love With Your Law Firm

By Kenneth L. Hardison

With Valentines being the season of hearts, flowers, romance, and LOVE, it got me thinking about how love fits into law firm marketing and management: We know how powerful love can be in shaping who we are, what we do and how we choose to spend our time and our resources. Love for our family, friends, hobbies, interests, possessions, and our business. Love is a tremendous driving force. How are you harnessing this powerful emotion in your law firm? Over the years, I've seen many lawyers make a big mistake when it comes to love: Perhaps the biggest mistake law firms make is falling in love with their law firm, rather than their clients. But when you become too focused on you and your law firm, you may overlook what's in the best interest of your client. When your client becomes your No. 1 priority, your law firm becomes tailored to their interest. Happy clients create a great law firm. Happy clients give 5- star google reviews. Happy clients become Raving fans that refer their friends and family to your firm. Firms that focus on their business, rather than their clients, are commodities. They are a dime a dozen. To stand out from the competition, you need to be unique; By focusing on your clients and showing them "love", by listening to them - requiring your staff and every attorney in your firm to treat each client as they would their own grandmother, and always taking the extra steps to helping your clients solve their specific problems in a bold way, you differentiate your firm from all the rest. With this mindset, you set your firm apart from the competition.

Thought leader and Executive Coach Jay Abraham calls this principle the "theory of preeminence." Simply stated, the theory of preeminence means that everything you do should be for the betterment of your client. When all your actions are motivated in this way, and you consistently provide this level of exceptional value to your clients, they can't help but tell others about their experience with your firm – with genuine enthusiasm and excitement.

So, during the Valentine holidays, don't forget to fall in love with your clients, not your law firm. When you think about it, they are the ones that actually write the checks for your salary, they determine your profits, and ultimately, they dictate the future of your business. Happy Valentine's Day!

With Love and Dedication to YOUR Success,

Kenneth L Hardison

Ken Hardison

5 Ways to *Ensure* Your New Satellite Office is a SUCCESS

by Twofold Marketing

There are plenty of ways to grow your practice, but none are quite as tricky as opening a satellite office. Some attorneys have experienced success in opening a new location, while others find themselves checking the "permanently closed" button on Google and eating the costs.

The reality of expanding into a new area is that it is a significant financial risk, but when done right, your law firm can reap tremendous benefits by breaking into a new market. However, unless you have ample time and money to nurture your new satellite office, you may be better off putting your marketing dollars elsewhere.

Our team at **Twofold Marketing** has helped several satellite offices get off the ground successfully, but learning how to launch a new office took a while to get right.

If you are thinking about expanding to a new area, we invite you to consider some of the following things we have learned:

Have a REAL presence: You cannot just buy a mailbox or rent a conference room occasionally. You will need an office, a door, and a sign with your firm's name on it. Google likes a real location, with a unique phone number and address, and frankly, so do your clients. You will get clients who only reach out to you because you are close to them. So, be ready to travel to your satellite office, or at the very least, have a system in place so that a representative can meet them there.

Be the only "Personal Injury Lawyer" in the building: If you are renting a suite in a building that has several law firms of the same practice, you may be cutting your own throat. If two or more law firms practice the same type of law, like personal injury, in the same building, then typically Google will not allow both listings to display for the same search criteria, even if the businesses are officially registered.

Be willing to play the waiting game: If you don't get business right away from your new location, do not get discouraged. Though you may start to show up organically in just a few months, it can take up to two or three years for Google to see your new location as an established, viable location to send more business to, especially in a highly saturated market. Just make sure that you plan for the long haul when budgeting for your new office.

Choose your location wisely: If you want to open a new office, you are going to need to spend ample time researching where you want to plant your flag. Demographics, population, and competitors are a good start. You may also want to spend some time in the city to see if it

Twofold Marketing

Jessica Richardson & Heidi Aycock are the founders of Twofold Marketing, a unique marketing agency that offers blended marketing to their clients. Both were formerly marketing directors for practices that had tremendous success. Twofold was born from the need to bring the legal industry a full-service marketing agency that understands the inner workings of a law firm and can manage multiple avenues of marketing, i.e., SEO, PPC, websites, community marketing, and employee training, all under one roof.

is an area you are willing to travel to and spend time in, when necessary.

Join the community: You may have been the "big dog" in the town of your main office, but in your new market, you're just another lawyer that's come to carve out a spot. A great way to start making a name for yourself is by joining the local chamber of commerce. Also, plan to take part in networking functions and sponsor local events. You can't cut corners when it comes to grassroots marketing in your new city.

There are undoubtedly many challenges to consider if you want to open a satellite office. Before deciding, it is wise to count the cost, not just in expense, but in time. Your investment will be well worth the effort if you do it right! ◆

If you would like help opening a new satellite office, Twofold Marketing offers a Satellite Office Launch program that includes everything you need to get a satellite office up and running successfully. Please e-mail us at **admin@twofoldmarketing.com** to see how we can help you start expanding today!

> "The reality of expanding into a new area is that it is a significant financial risk, but when done right, your law firm can reap tremendous benefits by breaking into a new market.

Leaders Delegate: 8 Tips & the TWO HOUR CHALLENGE

by Kenneth L. Hardison

There's a bridge that every lawyer must cross in order to grow a truly successful law firm- a point where they must transition from "doing" to "leading." For many lawyers, this can be a tall order, but it is essential for the growth of your law firm. You must step back from the day-to- day micromanagement, into a Greater Role as Chief of your law firm- It's a role and responsibility that ONLY you can assume and until you do, it will be difficult for you to achieve the Law Firm Growth and Freedom that could and should be yours. WITHOUT this important shift in mindset and duties, you will remain somewhat like the old Stretch Armstrong toy, pulled in all directions, and less able to be the Visionary Leader your law firm needs. Here's the key: In order to transition into this critical Leadership Role, you must DELEGATE more significant responsibilities to your staff and associate attorneys. Unfortunately, for many lawyers, particularly those who view their firm as their "baby," this shift is much easier said than done.

Think back to when you first formed your law firm; At that point, you were involved in every aspect of the firm's day to day business, out of sheer necessity. However, as your firm began to grow, you inevitably found yourself having to hire help to get things done and keep from committing malpractice! So, even if out of desperation, you started delegating specific tasks and duties to new employees. Hopefully, as they proved themselves to you, you were able to start giving them larger projects and turning over more responsibilities. However, over time, many firm owners stop delegating. Instead, they begin adding more and more new responsibilities that inevitably come with initial growth. They become used to that heavy load of responsibilities and forget how important it is to CONTINUE to look for opportunities, tasks, and responsibilities than can be delegated to others. But, this shift is critical so that you can spend more time in Strategic thought than you are spending in the daily grind. For the successful law firm owner, Delegation is and will remain an ongoing journey.

"For the successful law firm owner, Delegation is and will remain an ongoing journey.

You may also have noticed that your own interests have shifted since you started your firm. Some of those things you enjoyed doing in the past may have become less exciting, or even mundane and burdensome. Why not look to see which of these responsibilities could also be performed by someone else and DELEGATE accordingly? In so doing, you will be able to free yourself up to focus on more important matters and the Firm Vision that ONLY YOU can craft.

Keys to Delegating Successfully:

1) Hire Good People

In order to Delegate successfully, you must have employees that you feel comfortable delegating to. Hiring good employees could be the subject of a lengthy article all by itself. Suffice it to say that hiring employees with aptitude, potential and who share your firm's core values are more important qualifications than years of experience, in my opinion.

2) Maintain Clearly Defined Expectations:

You must also have relatively infallible work processes in place so that your employees understand what is expected of them in their new role or responsibility. Excellent communication between you and your staff is most important. You need to clearly identify the tasks and the specific responsibilities within the position, and make your expectations known upfront. Give step-by-step processes and clear job descriptions. Be specific and give examples. Don't expect your staff or employees to innately "know" what doing a good job looks like in the new position. As the boss, it is YOUR job to explain this.

3) Educate on Priorities

If employees have a variety of responsibilities, you should assist them in understanding the order of priorities—In small firms, this issue arises quite often, as employees must wear multiple hats. Understanding which tasks should be moved to the front of the line throughout the day is essential to making sure work is done well and that your firm ship is sailing properly. It is YOUR job to make sure your employees understand which tasks should be done first.

4) Onboard your employees in your firm's culture, mission statement, & core values:

Frequently educating and reminding your employees of your firm's core values will help them to make the right decisions throughout the day. When they aren't sure about an issue, or have a question, thinking in terms of which option best reflects your firm's core values can act as a plumb line that aids in clarity and efficiency. Clearly defined core values can make reams of policies and procedures unnecessary.

5) Give them Authority

Another critical aspect of the successful Delegation process is making sure the new employee understands the parameters of his or her position. It is important that you explain and identify the limits of the employee's authority within the new position. Give them as much authority, autonomy, and ownership as possible in their position. This may include defined budgets, time frames, available resources, and their areas of latitude.

6) Provide Clear Reporting Mechanisms

Employees will Respect what they know you Inspect. Simply stated: Delegating means things get done, someone else is doing them, and that someone else is *reporting* to you on what they are doing. To make sure you remain "in the loop," you must decide how often you want to be updated, and what those updates should look like. Do you want reports/summaries in writing or verbal reports? Do you want status updates daily, weekly, etc.?

7) Give Regular Feedback:

Your employees need to know where they stand in terms of job performance. You can't expect them to make improvements if they don't' receive ongoing feedback. If you are a small firm and don't yet have formal job descriptions and official periodic performance reviews, you can still communicate this information to your staff informally.

8) Train and Shift Seats on the Bus as Necessary; Eject when You Must

Delegating doesn't always mean hiring new employees. Take stock of existing employees to determine which ones might be able to take on new responsibilities. Provide training if necessary, but be aware that some employees don't want and may resist the responsibility of thinking independently. These employees may produce solid work, but only when they can remain on auto-pilot. Ideally, you want all your employees to be team players, able to shift responsibilities as needs arise, and ready to adapt accordingly. Leadership at its toughest may require hard decisions like replacing employees who are not willing or able to accept responsibility eagerly.

LEADERSHIP AND THE 2 HOUR CHALLENGE

Once you have the right people, programs, and processes in place, your law firm should practically run itself. It is at that point that you can safely disengage long enough to provide Vision essential to your company's long-term growth. This is the time to learn to work ON your practice rather than IN it; To see your forest and let others analyze the individual trees.

I challenge you to set aside 2-8 hours per week and make an appointment WITH YOURSELF, to work on your firm's Long- Term Growth. As you have heard me say many times, "Nothing happens until you take ACTION." Your goal should be to set aside these important hours to think, strategize, and plan on how you can take your firm to the next level. This could be working on systems training, processes, procedures for scaling and efficiency, Major marketing campaigns, Grass Roots Marketing projects, Diversification into new practice areas, etc. Think about your Big Picture and End Goals. Whatever it is that you are planning or exploring should be designed to get you closer to your those goals.

Good Leaders recognize when to get out of their own way. Delegating is the key that allows you to position yourself as your firm's Chief, Leader, and Visionary. Delegation is NOT Abdication; Working ON your firm systematically, each and every week will allow you to grow in new and exciting ways and bring you and your firm greater success in the long term. ◆

Kenneth Hardison

Ken 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.

3 WAYS to BOOST Your YOUTUBE CHANNEL to Market Your Law Firm

by Gerry Oginski, Esq.

Hopefully, you are using YouTube to post education-based videos to market yourself and your law firm. If you're not, I highly encourage you to do so.

Here's a problem many attorneys and their video companies have when using video to market their practices…

They don't use YouTube effectively. Most simply use it as a repository hoping someone finds their video. They expect that simply uploading their videos to YouTube is the magic button to get people to call. Ironically, attorneys often don't know if anyone calls from the videos they created. They don't know if their videos are being watched. They don't keep track of how many minutes their videos are watched. They don't even know if anyone 'likes' or 'dislikes' their videos. They don't know if anyone shares their video. Nor do they know if anyone comments on their videos.

All they know is they expended a great deal of time, effort, and money to create a bunch of videos and relied on their video vendor to put those videos on YouTube. What happens after that is mostly left to chance.

That is NOT an ideal way to use YouTube to market your law firm.

Here are some things to remember about YouTube:

1. Google is the #1 search engine in the world.
2. Google owns YouTube.
3. YouTube is the #2 search engine in the world.
4. Both Google and YouTube are ADVERTISING companies. They make their money from people who pay to ADVERTISE on their platforms.
5. YouTube wants viewers to STAY ON YouTube for as long as possible. That helps generate click and ad revenue. That means the longer you get your viewer to stay on YouTube, watching and interacting with your videos, the more YouTube will reward you in search.

How do you get people to stay and watch your videos? The overly-simple answer is to create content your viewers want and need.

What if you don't know what your viewers want and need? Then you have a big problem.

Gerry Oginski, Esq.

Gerry Oginski 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.

But as a practicing attorney, YOU KNOW what your potential clients want to know.

YOU KNOW what questions they ask you each day.

YOU KNOW what clients ask you during their lawsuits.

YOU KNOW what clients want to know before, during, and after their trial.

YOU KNOW what clients need to know in order to investigate their case.

YOU KNOW what clients need to know in order to start their lawsuit.

You answer these questions every day. That means you already have great content that viewers (prospective clients searching for an attorney) want and need to know.

SO HOW DO YOU GET VIEWERS TO INTERACT WITH YOUR VIDEOS?

Can you engineer a way that compels viewers to want to comment and interact with you on your videos on YouTube? The answer is yes, you can.

"How," you ask?

"Simple. Talk about controversial topics," is one easy answer.

"Won't that generate haters and hateful comments?" you ask.

"It might. Then again, it might give you an entree into discussing the finer points of your topic."

For example, I created a video titled "Can I Wear a Red MAGA Hat During Your Medical Malpractice Trial?"

Why would I create a controversial title and topic like that in a marketing video designed to teach and educate my ideal clients and consumers? A few reasons. One is that it's a timely and trending topic. Two, it will polarize people on both sides. Three, I know there will be strong opinions on both sides as well. Four, I know viewers will jump in to comment since they can't help themselves when this topic comes up.

Five, I make it a point during my video that such an attempt to wear this hat would be absolutely ridiculous and not further my clients' case. It would detract from the proceedings and make the case about politics. (It's a classic defense strategy to get the jury off track from what they should be focused on.)

I use the controversy as a jumping-off point to then teach and educate my viewers about trials and strategies attorneys use during trials. Once a viewer is interested in my video, they tend to watch other similar videos. That prompts them to leave more comments on other videos, especially if they have left one already. It's the same concept of a buyer who just purchased an item online with their credit card. A fresh buyer is already primed to make another purchase soon after.

YOUR YOUTUBE CHANNEL IS NOT MERELY A DEPOSITORY.

It's a platform to get a community of people in one place talking about your videos, talking about your topics, and talking about what you're teaching.

The inherent problem with attorneys creating video is that we are in a niched area. We specialize in certain areas of law. Our videos are not as popular as viral puppy and kitten videos. They not as popular as highlight reels of sports. Nor are they as popular as America's Got Talent. Anyone who thinks their education-based legal marketing video is going viral is sorely mistaken.

What that means is that you must engineer a way to get your viewers to interact with you and your videos using ethical tactics and strategies.

3 Ways to Improve Your YouTube Channel...

1. Your viewers need to leave comments
2. You need to create playlists
3. You need more subscribers

COMMENTS

Invite your viewers to leave comments. If you don't ask them to do so, they likely won't. Just like with your call to action at the end of your video, if you don't tell your viewer what you want them to do, they won't know what to do and will likely leave without taking any action.

"If you found this video helpful, do me a favor and click the like button below and leave a comment telling me what you liked best and what the one key takeaway from this video was…"

"If you have a topic you'd like me to talk about in my next video, leave a comment below and tell me why you'd like me to talk about it…"

"I'd love to know if you're a little closer to the people who think doctors can do no wrong, or do you think that doctors should be held accountable for their actions?"

Ask your viewer's questions. They will answer them. It doesn't matter whether you agree or disagree with them.

The point is that they are interacting with you. You are having a conversation with them **about the topic in your video.**

You MUST respond to every single comment you get. Do not let your marketing intern or video guy respond to these comments. They need to come from you. You also need to develop a thick skin and a backbone. Don't be upset or offended if some online troll gives you negative comments. Use it as a springboard to reply and **TAKE A STAND ABOUT YOUR POSITION.**

Warning: If your commenter leaves a hateful or racist or curse-filled comment, I recommend deleting the comment and banning that person from your channel. If, however, you simply disagree with the comment, use it to your advantage and tell your commenter you disagree, and here's why. Other people will jump in and comment on your comments.

PLAYLISTS

Remember when I said earlier that YouTube wants your viewers to stay on YouTube as long as possible? One of the best ways to keep a viewer on the platform longer is to create playlists with similar video content.

Ideally, you want the playlists just to have your videos. However, one bold strategy is also to include your competitors videos in YOUR playlist. (That's a topic for another day.)

If you put ten of your videos in your playlist and now promote the playlist to your social media platforms, there's a good chance your viewers will stick around and watch more than one of your videos.

Here are titles to a few of my playlists:

1. Closing arguments in a medical malpractice trial
2. Opening argument ideas in a medical malpractice trial
3. "OBJECTION!" Attorney yells during trial
4. How medical malpractice cases work in New York

Ideally, you should be creating at least one new playlist a week.

Warning: Do not use any company that says they can get you viewers, subscribers, or increase your watch time using paid services. First, it goes against YouTube's terms of service and second, you want this to happen organically. That means no paid ads, no black-hat techniques. No buying nonsense. That means that a 45-second video talking about some arcane area of law should not have 37,486 views no matter how dynamic a speaker you are.

GET MORE SUBSCRIBERS

The simple way is to ask your viewers to subscribe to your YouTube channel. "Hey, if you liked this video and want more videos like it, just click the subscribe button below, and you'll get notified every time we release a new video."

That's the simplest and easiest way to get new subscribers. Ask your viewer to do something as simple as clicking the button. They don't have to enter their email or phone number. Plus, if they find your videos, not to their liking, they can always unsubscribe.

Another simple way to get viewers to subscribe is to cross promote other people in your videos. Let's say you've interviewed an accident reconstruction expert on your video. At the end, you might encourage your viewer to subscribe to your expert's video channel to watch more of his great content. Then you can ask your expert to do the same on his video interviewing you or promoting you and your legal services.

Key Take Away

YouTube is a social media platform.

It's a great search engine as well.

If you keep in mind that it's a social media network and use it as such, you have the potential to generate interest with your ideal clients. You have the potential to get YouTube to realize you have useful content that your viewers love and want more of. That gets your viewers to stay longer, which often correlates to more watch time (and more ad revenue for YouTube).

Till next time, see you on video! ◆

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The Facebook Setting that Could *Slash* Your Costs

by Luke W. Russell & Eva Grouling Snider

If you've ever used Facebook, they have stored everything you have ever done: every picture, every time you checked in, everything you've ever liked or stopped to watch, every comment…

You get the picture.

It's not controversial to say that Facebook has too much data on all of us. It's a double-edged sword, though.

We help attorneys advertise on Facebook—and lots of lawyers love advertising on Facebook. If you can tap into the absurd data that Facebook keeps on its users, there is money to be made. Facebook uses one of the world's most advanced machine learning algorithms to try to get your ads to the right people at the right time.

Love it or hate it, the algorithm is everything when it comes to Facebook advertising.

We're always looking for ways to "massage" the algorithm to get it working better for our clients. And this article is all about one setting that every lawyer advertising on Facebook needs to investigate: Campaign Budget Optimization (CBO).

What is CBO?

Put simply, CBO extends the Facebook algorithm. When you run a group of ads, Facebook has always determined which of those ads will get you the most consistent cheap results. From there, it would spend different amounts on those ads. So, for example, if you set an ad set to spend $100 / day, Ad #1 might spend $20, Ad #2 $7, and Ad #3 the remaining $73.

With CBO, this logic applies beyond the ads to entire groups of ads (known in Facebook as ad sets). This means that Facebook's algorithm will determine how to distribute your entire campaign budget to get you the cheapest, best results. Like with our ads example above, these ad sets may spend very different amounts.

Why should I care?

Let's start with the elephant in the room: yes, Facebook will eventually require you to run your campaigns using CBO. This may be as early as 2020 for some ad accounts. This is the future of Facebook advertising, and Facebook is acting accordingly.

We're pretty smart human beings, but we are still squishy and fallible. Facebook's machine learning algorithm is smarter than even the best marketers at identifying all the little data points that lead to better ad results.

That's why simply making a few changes and implementing CBO could drop your Facebook costs significantly. For one client, we saw leads plummet from $12 / lead to only $4 / lead.

One of the main reasons for this is an issue known as "audience overlap." Normally, if you deliver Facebook ads to 2 different audiences, you run the risk of bidding against yourself. In other words, your ads are competing not just with your competitors but with your own ads.

CBO stops audience overlap issues in their tracks. You can have 2 ad sets with the exact same audience in a CBO campaign, and Facebook will ensure that the ads from one ad set do not compete with ads from the other ad set.

It does this by basically "turning off" and "turning on" your ads dynamically, moment to moment. This is the kind of thing that good Facebook advertisers do regularly, but we could never be as nimble or responsive as Facebook's algorithm.

This also helps address another key problem with Facebook ads: "ad fatigue." Over time, your ads will be seen by the same audience members multiple times. This decreases how responsive they are to your ads, which increases your costs.

With CBO, though, your ads naturally ebb and flow through all your different ad sets. Facebook will never be a "set it and forget it" platform, but CBO can slow down ad fatigue significantly.

> "Facebook's machine learning algorithm is **smarter** than even the best marketers at identifying all the little data points that lead to better ad results."

Okay, so how do I do it?

Turning on CBO is a simple toggle on the campaign level. You can find multiple tutorials online if you Google it.

The difficult part is figuring how to use CBO to decrease your costs. Which campaigns should you run with CBO? What's the best setup?

One technique that can be successful for lawyers is to separate out all your "cold" (never heard of you) and "warm" (familiar with your firm) audiences into 2 campaigns. Then, within each, group all your different marketing approaches.

For instance, you could have one CBO retargeting campaign for auto accidents with your organic website traffic, your PPC traffic, and your Facebook page engagement. Then, you could have another CBO campaign targeting cold audiences with a variety of different approaches, such as a free auto accident ebook.

One caveat: within a CBO campaign, your ad sets need to either have the exact same objective (download that ebook) or objectives with basically the same value (such as 3 different ebooks, all of which are equally useful for you to have leads from). CBO won't work if it's trying to optimize for one objective worth $10 to you (such as an ebook download) and another objective worth $100 to you (such as a contact form lead).

We also recommend going back to some of your older advertising approaches and reconsidering them in light of CBO. CBO is ripe for a "greatest hits" type approach to advertising, where you combine multiple different approaches from the past and present. In fact, CBO is at its best when it has LOTS of different ad sets to work with.

Another tip is for when you are promoting something your firm has produced (e.g., a blog post, video, webinar, etc.). By combining website retargeting, Facebook page retargeting, and a lookalike audience in a CBO campaign, you can let Facebook figure out how to get the most traffic for cheap.

Ultimately, our advice is to just test, test, test. All of your existing campaigns might be able to benefit from switching over to CBO. You never know until you test.

Takeaways

1. CBO is one more tool to help you harness the power of the Facebook algorithm.
2. Use CBO to group similar goals.
3. Test, assess, tweak, and test again. ♦

Luke W. Russell,

Luke 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

Eva Grouling Snider

Eva Grouling Snider is the Marketing Director at Russell Media. She is an East coast girl transplanted to the Midwest. Eva grew up in South Carolina, but has lived all up and down the East coast, from Georgia to Maine. She moved to Muncie in 2011 to join Ball State University, where she taught professional writing, design, and marketing courses.

FIRM CULTURE CATALYST: Get on the Same Page, *With a Page...*

by Tiana Hinnant Hardison, Esq.

As we enter into the second month of 2020, have you hosted a firm-wide meeting to go over the plans and goals your firm will be focusing on in 2020, and nailing down the details of how you will achieve these goals? Quarterly meetings provide an excellent opportunity for you to educate all your employees on YOUR vision. They can be instrumental in solidifying core values, refining mission statements, and in identifying the key goals for each quarter, as well as nailing down the who, what, when and where details that will make your BIG PLANS materialize in the coming months.

As you know, from hearing Ken speak about building a business and making it GROW, having firm-wide meetings is essential. It is important that all members on your TEAM buy into YOUR vision, and are inspired and motivated to play their vital parts in the group enterprise. If everyone understands where YOU want to take the firm, and is made a part of the goal setting and brainstorming, it's amazing to see what a difference this can make for the quality of work each team member provides. In this successful paradigm, the sum becomes greater than its individual parts.

In December, PILMMA held our quarterly live Business Meeting in Myrtle Beach. (In case you didn't know, PILMMA's talent is spread out across the country, from the Carolinas to the Midwest and Western part of the country.) I'd like to take a moment to share something we implemented in this recent quarterly meeting in the hopes it will provide you with some fresh ideas for shaping your firm's next strategy sessions.

Prior to the meeting, Ken asked ALL employees to read Verne Harnish's seminal book, *Mastering the Rockefeller Habits*, and to come to the meeting prepared to discuss the book. Significantly, he took it a step further by assigning each of us a chapter to present to the group with the additional requirement that each of us outline our assigned chapters in advance. Each outline was then sent to Ken's administrative assistant, to be compiled into a master outline. I'll confess that initially, I chaffed at being "assigned"

Tiana Hinnant Hardison, Esq.

Tiana Hinnant Hardison has practiced law for 28 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.

> “We were all sharing a unified frame of reference and building something together.

a book to read - as if I was back in school again. I don’t know about you, but I am way past the Socratic Method at this point... But, the truth of the matter is that this idea was brilliant!

First off, *Mastering the Rockefeller Habits* is a great read, based on the leadership and managing principles used by John D. Rockefeller, the founder of Standard Oil Company. The book provides a multitude of guiding principles to help you grow and sustain a successful business, and it’s written in a straight forward style with stories and examples to help drive home the principles. But here’s the key: by assigning each of us a chapter, and expecting us to present that chapter to each other, Ken knew we would take the book, or at least that chapter, to heart. Outlining the chapter ensured that we weren’t just reading on autopilot. Instead, we were reading and then pulling out the key points with an eye towards communicating those points to others. It drew us in and caused us to become excited about the text. As a result of this structured assignment, we understood the material far better than if we’d just been asked simply to read the book, or if Ken had opted to just present the book to us during the meeting.

Something else happened as well: Once the meeting began and we took turns presenting and discussing each chapter. We were all engaged, we were participating, and we were brainstorming as a team to see how we could apply these principles to our business. Instead of just reading a book, we were making the book “ours” and really putting the principles to work. We were all sharing a unified frame of reference and building something together. No one was fiddling with their phones, shuffling papers, etc. Instead, we were drawn into a group dynamic. From that point on in the meeting, our brainstorming, goal setting, task identification, etc. was focused and fruitful. We worked as a team, and we left the meeting motivated to accomplish great things in the coming quarter.

Seeing how well Ken’s “assignment” worked for us, I would encourage you to find a book that you feel merits thought- and that can help your team accomplish your goals and firm vision, and then incorporate it into your firm’s next quarterly meeting. ◆

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See You in New Orleans!

Can a Funny Bone *Help* Stressed-Out Lawyers Enjoy Success?

by Pamela DeNeuve

Mayo Clinic tells us that we can relieve stress when we laugh or use our figurative "funny bone." Since the work of lawyers can be demanding and stressful, they must go out of their way to seek humor in their life. The question where is the lawyer's funny bone?

Meet Everett

Everett believed that he did not have a funny bone in his body. He hadn't had a good laugh in years, rarely smiled, and didn't realize that he walked around wearing a frown. Everett lost his sense of humor long ago. He couldn't remember ever joking around smiling or laughing.

"My wife says I analyze everything. She says that I take life too seriously. She calls me 'sourpuss.' That hurts because deep down, I know she is right."

What happened to Everett's sense of humor? In the legal profession, it is easy to lose one's sense of humor. Yet, to keep a proper perspective, it is important for men and women to maintain a sense of humor.

Everett continues, "My wife, Helen, tells me that our house is like a tomb. She and my kids walk around on eggshells. Now Helen wants to get away from me and take the kids. She and the kids are tired of tiptoeing around me when I am home because I'm always in a foul mood."

Everett didn't realize how laughter saves many marriages and also relieves stress and increases health.

Laughter can be the best medicine for an attorney because it not only repairs damage in relationships, it also increases the immunity. Prolonged stress can result in the flu, back pain, sore throat, chronic autoimmune disorders, and even worse.

Lawyers Can Be Serious

Lawyers can be a serious and intense group, in and out of the office. This seriousness makes it difficult to enjoy work or at home. The intensity and the analytical side is usually inculcated into the lawyer persona beginning in law school.

Thinking like a lawyer might include an inclination to:

- Be confident or arrogant
- Analyze everything

Pamela DeNeuve

Pamela DeNeuve has worked with AM 100 law firms throughout the US. She has over two decades of experience in professional and personal life strategy with a focus on morale, depression, stress management and productivity.

- Avoid emotional involvement
- Strong ability to win arguments
- Logic, deductive reasoning
- Use of analogies to prove a point
- Always questioning
- Ready to say no
- Speak in generalities

This lawyerly way of thinking can choke out laughter and humor if an attorney is not careful.

Why Lawyers Want to Find Humor in the Lives

Mayo Clinic's scientific research reveals that a hearty laugh fuels the immune system with disease-fighting powers that will help you stay healthy and energetic.

Unfortunately, too many are glued to their news, politics, and other distressing events. This can become a source of stress, just obsessing about what is going on in the world. While it is important to stay informed when you find yourself stressed most of the time, you are putting your health at risk.

Find humor in your day. Whether watching a funny sitcom on TV or movies on Netflix make time to giggle. Laughter is one of the greatest forms of stress relief.

Here Are Some Short-Term Benefits From Laughter

Laughing causes physical changes in your body. Laughter can:

- Stimulate many organs.
- Enhances your intake of oxygen-rich air
- Stimulates your heart, lungs, and muscles
- Increases the endorphins that are released by your brain
- Activates and relieves your stress response
- Fires up and then cools down your stress response
- Increases your heart rate and blood pressure
- Stimulate circulation and aid muscle relaxation
- Helps reduce some of the physical symptoms of stress (such as headaches, neck pain, back pain, shoulder pain)

Five Ways to Improve Your Sense of Humor

1. Humor can be learned. In fact, developing or refining your sense of humor may be easier than you think. We all have our unique sense of humor and what makes us laugh.

2. Find things that make you smile or laugh and keep them around you, on your desk, and at home.

3. Look for ways to laugh at yourself and watch your stress begin to fade away.

4. Even if it feels forced at first, practice smiling and start laughing. It does your body good.

5. Make it a habit of spending time with friends who make you laugh. And then return the favor by sharing funny stories.

Back to Everett

Everett believed that life was a joyless affair to be tolerated. He entertained himself by thinking and using his intellect. Because lawyer's high IQ lawyers are smarter than most, they depend on their intellectual and analytical skills to survive, and this leaves little room for humor, laughter, and fun. Many attorneys see little need to build their EQ (or their emotional intelligence)

Everett was the same. He never had a desire or an interest in emotional intelligence. He thought just being a smart attorney was all he needed.

Thankfully Everett realized to have a happy home life and to raise his children properly, he needed to learn to laugh.

Everett tells us in his own words, "Now that I look back, I'm sure I was not fun to be around. Everything is so serious and analytical. These traits played well into my law practice, and I became an excellent lawyer. But I almost lost my marriage and my children.

Now It Is Your Turn to Find Your Funny Bone

Go ahead and give it a try. Do you feel more relaxed or buoyant? That's the natural wonder of laughing at work.

Relieve Your Stress With Laughter

Attorneys: Get in the Driver's Seat: Take charge of each morning. These actions will not only increase your profit financially but will help to lift you up to enjoy happiness, can profoundly enhance your marriage, your relationships with your children and in your community. ◆

LEGAL ADVERTISING- What If The Waste Is The Part That Works?

by Jacob Sanders

> "I know half of my advertising is wasted, I just don't know which half." - JOHN WANNAMAKER

It's a question that has plagued marketers since time immemorial: How can you guarantee that a hefty portion of the money you've invested in advertising comes back to you in the form of customers?

Wannamaker's quote above has been used by marketers to explain everything: why measuring return on investment (ROI) and other business metrics is so important, why tracking leads through a good CRM is key, or why hyper-targeted ads are purportedly more effective than mass media.

While the digital incantation of marketing promised us less waste and more trackability, law firm owners are still having difficulties measuring marketing ROI, and thusly, find it difficult to reduce all of the "waste" in their advertising.

What if the waste of advertising is the part that works?

The Research

In Tim Ambler's 2004 piece "*The Waste in Advertising Is the Part That Works,*" published in the Journal of Advertising Research, he showed that "waste," or the perceived extravagance of an advertisement, contributes to advertising effectiveness by increasing credibility.

Ambler's research project drew heavily on biology to explore advertising effectiveness, especially **The Handicap Principle** in nature: *Animals use wasteful characteristics to signal their biological fitness.*

The study discovered "functional" aspects of advertising not associated with the core message, developing a deeper understanding of advertising's role in transmitting information and shaping persuasion.

The research shows that perceived waste is a significant driver of the perceived quality and reliability of a brand, with substantial consequences for advertising persuasion.

Ambler discovered that consumers could distinguish the perceived expense of, or waste in, an advertisement, and that this influenced their assessment of that brand's quality and reliability. Ambler then established that opinions

TABLE 13
Summary of Results

Hypothesis	Supported
H1: Consumers attribute variations in advertising production values to differences in "advertising expense."	Yes
H2: Higher production values do not enhance advertising functionality (communication and persuasion).	Partial
H3: Greater perceived advertising expense is associated with higher assessments of brand quality.	Yes
H4: Greater perceived advertising expense is associated with higher assessments of brand reliability.	Yes
H5: Through more favorable assessments of brand quality, perceived advertising expense enhances an advertisement's persuasiveness.	Yes
H6: The closer a product is to the credence end of the inspection-experience-credence scale, the more perceived advertising expense will play a role in persuasion.	Yes

388 JOURNAL OF ADVERTISING RESEARCH December 2004

of quality and reliability played a substantially different role in brand choice when consumers are exposed to advertisements than when they are not.

These findings can be used by marketers to determine optimal production value, copy and creative, and testing metrics for their ads. The paper also explains that "handicapping" should be particularly useful to brands in product categories that can be regarded as credence goods (not available on a shelf), as well as brands seeking to differentiate themselves from close competitors.

The closer in appearance a product or service is to its direct competitor, the more important conspicuous waste, and its measurement, becomes.

The Science

Law firms operating in the United States are a part of a financial ecosystem that is defined by markets. In our marketplace society, we typically have a wide variety of options for services and products. It's a common belief that consumers in a marketplace weigh the rational merits, features, and benefits of one choice against a few others, and advertising is a chance for brands to sway and secure the undecided consumer.

However, we just discovered above that advertising works in ways outside of its core function as a communicator of facts. The perceived waste that goes into an ad impacts its effectiveness. On a rational level, this makes no sense, but on a biological level, it's the law of the land.

Branding is a fact of nature, and this peacock proves it.

If Darwinian survival is a paramount concern, and avoiding the attention of predators is key, why then would the peacock irrationally show off like this? Might as well have an "Eat Me" sign around his neck.

You naturally know the reason for the plumage (to meet chicks) and this is all naturally explained by The Handicap Principle: *Animals show off to an irrational degree because it signals biological fitness, longevity, and vitality*.

So more than the economic concerns of loss, of getting eaten and avoiding extinction, the greatest fear in the biological world, one that overrides rational thought and logic, is that you'll never be noticed and the genes won't be passed on.

And so, to override the boring, to elevate the everyday to the extravagant, to create a marketplace, nature has concocted an amalgam of "branding" in the colors of flowers, the dance of bees, the size of antlers on a moose, that weird bulging red-throated thing on a frigatebird. I mean, really, what is the rationality here?

Think about it this way: If rationality and economic

Jake Sanders

Jake Sanders is a Grammy-nominated musician and composer who brings that creative spirit to a diverse array of social media and content marketing projects that he handles as Consultwebs' Content Strategist. Jake also created and serves as a co-host of our LAWsome podcast series.

logic were key characteristics to human survival, we'd all be sharing heroic stories of brave accountants and actuaries, rather than firefighters and soldiers. If we love rational thought so much, we should have pictures of Volvos in our locker rooms, rather than Corvettes.

Ogilvy Vice Chairman Rory Sutherland's new book "***Alchemy***," covers this Handicap Principle and brilliantly connects it to branding in business.

"*Branding in nature is flowers, colors, peacocks - signals that transmit worth, value, merit, sexual conquest. So it is with brands - without good branding, a good, rational product doesn't have what it takes to survive.*"

Sutherland continues, "*It is impossible to generate trust, affection, respect, reputation, status, loyalty, generosity, or even reproductive opportunity by simply pursuing the mandates of rational economic theory.*"

And that's the most important lesson to connect with: If the goal of advertising is to get noticed, then rational thought is truly the antithesis of effective advertising.

The Application - How to Bring This to Your Law Firm

Once you accept the biological principles behind the Handicap Principle in your marketing heart, once you endorse the findings of Tim Ambler's work, that perceived waste can be effective, then the fun begins. How can you bring these theories to your law firm's marketing and advertising? Here are a few suggestions:

WEB DESIGN

A law firm's website is its billboard on the information superhighway. How could you move away from rationality and head toward the Handicap Principle in your homepage design? Is it bold and branded, or rational, safe, and well ... boring?

Figure 1: Law Firm A's Website Homepage

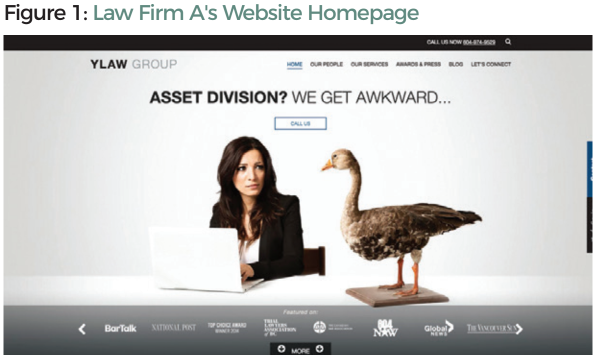

Figure 2: Law Firm B's Website Homepage

There is a big difference between law firm A's homepage (See Figure 1)...

And this law firm B's homepage (See Figure 2)...

CREATIVE ASSETS

If we accept that signaling is important, a great way to strategically signal reliability and quality online is by featuring creative assets on your law firm's website that align with certain subtopics or practice areas, such as traumatic brain injuries, spinal cord injuries, or trucking accidents.

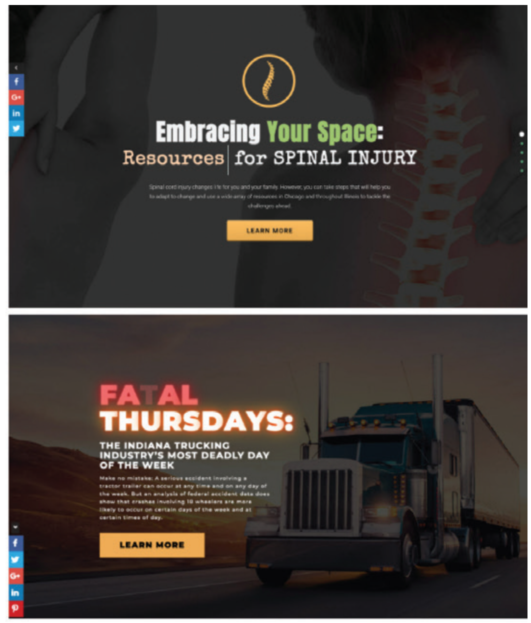

Figure 3: Resource Page Examples

A dynamic, well-designed resource page like the examples (Figure 3) of "Fatal Thursdays" and "Embracing Your Space," gives a law firm an opportunity to show off in an engaging and provocative way.

DIGITAL ADVERTISING

As part of a multi-channel marketing approach to developing your business, pay-per-click (PPC) advertising is essential for law firms looking to compete online. However, it is an expensive endeavor, and without a strategy, you can spend a ton of money in a short amount of time. How much? A lot.

90% of the most expensive keywords in digital advertising are in legal.

Imagine if you had to pay $884 for one click of your advertisement. Now consider that not every click is a conversion and that you might possibly have to get 100+ clicks to see any real traction - so that's around $88k, for just one term, in one campaign?

With the amount of money being spent on digital ads, the

continued on page 34

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

The Power & Complexity of SOFTWARE, DATA TRACKING, & AUTOMATION for LAW FIRMS

by Tanner Jones

These days, we live in a world of data overwhelm. Law firms have seemingly endless options for tracking, analyzing, automating, and organizing their practices.

From management efficiencies to marketing automation, it seems that with every want and need within your firm, the answer is most often the same: "There's an app for that."

Think back just 10 years ago. Back then, you had your choice of roughly 500 marketing software products. Today, this number has jumped to more than 8,500.[1]

Of course, as law firms grow and the number of employees increases, so do the software-related tools needed. After all, each department within your practice -- whether finance, sales/intake, or human resources -- has its own requirements. People often have their own preferences too.

According to research from ProfitWell, a subscription and financial metrics management company, firms with up to 50 employees use an average of 25-50 SaaS (software as a service) solutions. Those with over 250 employees often use more than 100. [2]

What might surprise you is that many of these apps are free. The average small business uses three times more free apps than paid. [3]

Currently, Google's free G Suite, which offers solutions for email, word processing, spreadsheets, presentations, and cloud storage -- and makes them all collaborative where you can share among your entire company -- has the highest market share.[4] There's no question; my business would not function as efficiently without G Suite.

In helping law firms grow and increase caseloads from the Internet over the last decade, I see first-hand how software makes a powerful (and often very profitable) impact on legal practices. Benefits usually come in the form of time savings and increased productivity, which ultimately can have a positive effect on revenue.

After all, when you can help your staff be more effective at work, they get more done in less time. Because the reality is, longer hours in the office can make your staff less productive.

Research from Stanford University's John Pencavel proves this point. He found that employee output falls sharply after a 50-hour workweek. So much so that after 55 hours, someone who puts in 70 hours produces nothing more with those extra 15 hours.[5]

That's a lot of wasted time.

Tanner Jones

As Vice President at Consultwebs, Tanner Jones oversees all business development activities for Consultwebs. He has the privilege of speaking with virtually every law firm that contacts Consultwebs and consulting them on digital marketing strategies. Tanner frequently shares his insights on online marketing with the legal community, including speaking at Ken Hardison's PILMMA conferences held throughout the country. Consultwebs.com

So how do you know if what you're doing could be completed more efficiently with software?

Well, frustrations are a strong starting point. When your employees complain about a certain process because it takes too much time or causes mistakes, software is a possible solution.

You see, you may have current processes that are outdated or better suited for other purposes, especially if they involve lots of manual work. Communication between programs could be a problem too.

Think about it ... Are you doing manual transfers, uploads, or downloads from one software to the next?

There may be alternatives that can get the job done quicker and more accurately. So look at what redundant tasks can be automated versus what you're paying someone to do on a daily basis.

Your expenses are another place worth reviewing. Go through your yearly expense sheet and see where you're paying for labor or other technology that could potentially be combined into one software.

The options available to you are growing at a rapid rate. In just the next year, the SaaS industry is expected to grow by 17%.[6]

In fact, as of this writing, a Google search delivers 135,000,000 results for the phrase "software for law firms." But, as you can imagine, not all are created equal.

Several CRM and automation software companies that were once hyper-relevant in the legal profession are now only a vague memory. Either they failed to adapt or were chased out by disruptors that came into the market at a lower price with equivalent value.

Remember, there are all those free platforms too. When you have buy-in, and the software syncs with other platforms, improves processes or builds efficiencies, this pushes out some paid subscription services.

All this is good news for you because fierce competition means options just keep getting better for the end user.

Now, I am a long-time believer in the KISS principle -- particularly in business: Keep It Simple, Stupid. While software and automation can most certainly move your law firm forward, you must be strategic in your implementation. No single software can turn a law firm around or take your practice to that proverbial next level. Priority of implementation should be a strategic decision based on a number of factors.

Before we jump into my software recommendations for your law firm, let me remind you that -- even with all its benefits -- software can be a source of struggle in the workplace. The simpler you can make the implementation process, the more likely you'll see success with your staff.

According to FileMaker's Workplace Innovation Report (January 2019), 94% of businesses struggle with their existing apps and software. An almost equal number, or 95%, also struggle with technology designed to address their business problems.[7]

The reality is, you will run into roadblocks. People are naturally resistant to change. For whatever reason, this is especially common in the legal profession.

Personally, I believe the problem comes down to not understanding the positive impact (i.e., money savings, time savings, improved employee morale, overall efficiency, etc.) that law firms experience when they embrace technology.

All this being said, efforts to improve efficiencies and reduce costs get rewarded. So give the following software suggestions strong consideration.

As you'll see, they're divided into two categories -- Must-Have Software and Nice-to-Have Software. The benefits of each can vary depending on your law firm size.

Most of these software options are cloud-based, meaning you can access them from anywhere with an internet connection and a login. The alternative is on-premise software, meaning it's restrictive (in most instances) to your office.

Cloud is usually cheaper because, as a software as a service, costs are distributed across many clients. The only time on-premise software could be beneficial is when you handle hyper-sensitive information. Even so, most cloud-based solutions provide reliable security.

So here is a detailed rundown of the ever-growing (and often confusing) world of software for law firms:

Must-Have Software

◊ CRM (customer relationship management system)/ Email marketing

This is a top priority for any law firm driving prospective client leads (i.e., doing any form of marketing or advertising, including word-of-mouth). After all, many leads do not sign up after the first call or inquiry.

In fact, if you convert only 30% of your leads (which is very good), this means 70% of your contacts are leaving. Unless you have a way of staying in front of them, they won't ever think of you again. So you need a way to organize your leads long term and automate your business' communication to this contact base.

As you know, you collect important information during the early stages of a new lead intake. Having a single platform that manages these details efficiently can

> The *simpler* you can make the implementation process, the *more likely* you'll see **success** with your staff.

be a game changer for law firms because it allows you to provide a higher level of customer service.

Recommendations: Captorra, Lead Docket, Infusionsoft

◊ Case Management

This type of software is another key infrastructure element for law firms because it keeps client information in one location. It also allows you to build automation into your client communications and overall case management. In fact, many systems offer SMS/text messaging, which further enhances your firm's communication with clients.

Keep in mind, all-in-one software that handles both CRM and case management (and more) is available (e.g., Filevine).

Also, if your CRM and case management software can sync via API (which is basically a way for applications to "talk" to each other), without requiring ongoing manual entries/transfers, having an all-in-one platform may not be as necessary.

Recommendations: Clio, MyCase, SmartAdvocate

◊ Tracking/Reporting

If your law firm invests in any form of online advertising (especially if it's more than $5,000 per month), you need tracking/reporting software. This allows you to monitor metrics so you can evaluate your advertising and marketing.

Which metrics you track depends on the marketing channel, but your cost per lead and cost per case should take top priority. Other metrics can be helpful, but they are rarely as important.

Recommendations: Varies depending on where and how you promote your law firm. Here are several tools for monitoring online marketing and advertising effectiveness:

· Google Analytics – Tracks all your website's metrics, such as bounce rate, visitor data, time on site/page, goal completions, and much more.

· Google Search Console – Tracks more technical coverage issues. This has some similar data from Google Analytics but with better inspection capabilities. You also see more keyword data based on what users typed into Google to find your website.

· SEMrush – Tracks organic search rankings and positioning, estimated traffic value if you were to pay for the traffic you receive via Google Ads, competitor rankings, and estimated search traffic, and more. Other rank tracking tools include SerpBook, STAT, and ProRankTracker.

· Ahrefs – Tracks the backlinks associated with your website while helping you evaluate authority/strength of your website (and your competitors' websites).

· Oribi – Paid analytics dashboard and software subscription that helps simplify the metrics you get from Google Analytics.

· Call Tracking/Lead Tracking

If you're not tracking phone call conversions that come from your website, you're missing out on critical information. Dynamic call tracking allows you to provide unique phone numbers to your website visitors, giving you granular data such as which pages a user visits before calling and what page they were on right before calling you.

Static call tracking uses a single phone number throughout your website and tracks the total call conversions. I recommend dynamic call tracking because the more you know about what works (or doesn't work) on your website, the more changes you can make to increase leads and cases over time.

Recommendations: CallTrackingMetrics, CallRail

◊ Accounting

This one is a no-brainer. Using an established accounting platform helps organize and automate your financials and tracking. Plus, having an accounting software saves you from creating headaches for your accountant, especially around tax time.

Recommendations: Quickbooks

◊ Data Backup

When it comes to backups, there are two important aspects to keep in mind: (1) Encryption before it leaves your device, and (2) Multiple storage locations (preferably in different geographic areas). Many cloud backup services provide for both of these requirements.

Data encryption before leaving your device is important because it helps prevent anyone from seeing your data who may hack into the remote data storage at a later time. AES 256 or higher encryption is preferred and the password/key to unlock your data shouldn't be stored remotely anywhere.

Recommendations: IDrive (for individuals/consumers), CrashPlan (for small businesses)

◊ Live Chat

If you advertise or market online and drive people to your website, having live chat will increase your lead generation. Some prospective clients prefer the phone, others are okay submitting a quick contact form, while others (10-20% of website visitors) prefer engaging via live chat. This is a great way to maximize website traffic that you would otherwise not convert into leads.

Recommendations: Apex Chat, Client Chat Live, Ngage or, if you wish to try a chatbot on your site, look into Smith.ai or ZyraTalk

◊ Local Citation Syndication Tools

Local search (i.e., optimizing your Google My Business listing for each of your offices) has become an important platform for driving leads and cases online. People use local search results like they did the YellowPages 15 years ago. They quickly read ratings/reviews and decide who to call.

To support your local maps rankings, make sure your business name, address and phone number are as consistent as possible across all platforms. You can automate citation building and clean-up efforts using the tools below.

Recommendations: Whitespark, BrightLocal, Yext

◊ Reviews Software/Automation

Many law firms struggle getting online reviews. Yet, they are of utmost importance in helping establish trust and perceived credibility. We live in an Amazon-shopping society where potential clients know they can do a quick search online and read about others' experience with your firm. In fact, they often use this information to decide whether or not to hire you.

Recommendations: Birdeye, Podium

Nice-to-Have Software

◊ Landing Page Creation

If you manage any paid advertising efforts in-house, having a subscription to a page builder allows you to make on-the-fly updates to your landing pages and host them in one location.

Recommendations: Instapage, Unbounce

◊ Social Media Management/Content Curation

If you or your staff spend more than one hour a week managing your law firm's social media channels, having this software can free up time. The primary benefit is that you can automate publishing content/posts to different platforms simultaneously. You can also schedule posts for a week or month (or more) ahead of time, monitor reviews on your social channels, as well as get real-time analytics on the performance of your social posts and engagement.

Recommendations: Hootsuite, Social Report

• Legal Time Tracking and Billing

If your law firm already has a sophisticated case management software in place, it likely has a time tracking and/or billing feature available. Look into this before seeking a second software to handle these tasks.

Recommendations: Timesolv, Bill4Time

◊ Legal Discovery

Electronic or e-discovery is where data stored electronically can be easily searched and located in a secure platform. The purpose of having access to this information is to use it as evidence in a case.

Recommendations: Reveal Data, Safelink

◊ Document Management

This is especially helpful if your staff spends multiple hours per week manually managing documents or sending hard copy retainer agreements. Although "document management" could mean a number of different things -- such as PDF conversion, document automation, document assembly, etc. -- the biggest impact is agreement signing automation.

If you still have your retainers signed by hand, you can eliminate significant "friction" by going paperless and having clients sign e-retainers.

Recommendations: HelloSign, DocuSign

◊ Calendaring and Docketing

If you or you staff manually schedule appointments with prospective and existing clients, using a calendar scheduler tool will save significant time and money. It also enhances your professionalism when booking appointments and eliminates back-and-forth emails or time-sucking communication.

continued on page 34

SPREAD THE LOVE *with* Swipe & Deploy CARDS

by Tiana Hinnant Hardison, ESQ.

February is the month of love—which begs the big question: Are you "spreading the love" to your clients? What I mean is, are you taking steps to reach out to your clients and show that they are important to you? Are you sending them cards, newsletters, and cool swag, etc.? Do you have a systematic way of "spreading the Love," from initial sign-up, throughout the representation, and most importantly, after representation? Are you TAKING ACTION so that you have Top of Mind Awareness in the minds of your current and past clients, as well as attorney referral sources in your community?

Top of Mind Awareness isn't automatic, but it can be cultivated. Once the representation is over, we'd like to think our great legal work permanently speaks for itself, and that our clients will remember us long after the successful representation is over. We'd like to think that they will certainly share our contact info with their friends and family in the years to come. Alas, no matter how memorable we'd like to think we are, the reality is we really aren't that memorable. Our past clients are busy putting their lives back together and moving on. The likelihood is that they will forget what you did for them or to share your firm's information with others without gentle reminders, nudging, and continued contact.

If you want to see your sign-ups increase and your law practice grow, there is no substitute for the POWER OF REFERRALS-Energy spent building client relationships, and nurturing these folks into Raving Fans that refer their friends and family to you is time well spent! Referrals are Marketing Gold – the gift that just keeps giving, costs very little, and isn't nearly as mysterious as GOOGLE Analytics. While I do not intend to minimize the importance of online marketing for your law firm's marketing portfolio, it should NEVER ECLIPSE your Grass Roots Marketing. Most of us, with the exception of hermits and Oscar the Grouch, appreciate feeling cared about, noticed, and remembered. Your clients are no exception. And although emails are great, don't forget that just like we did as kids, people still enjoy receiving a letter, card, or small gift in the mail (instead of the typical stacks of bills and advertising circulars).

With that in mind, make sure you aren't missing out on the wonderful Client Cards and Client Newsletters that PILMMA's own talented In- House Graphics Artist, Sierra Sauskojus, creates for YOU every month !!! There's Valentines this month, St. Patty's Day next month, and a host of other holidays and celebratory cards that are being created JUST FOR YOU every single month throughout the year. (SEE: We LOVE our clients, too!!!)

In fact, Sierra creates different cards every month, so there's no excuse not to be taking advantage of this Marketing Resource to reach out to and nurture your ongoing and past clients- and any referring attorneys, or other referral sources in your "network."

All you have to do is go to your Members ONLY Toolkit and then Swipe and Deploy these resources, adding your firm's name/contact info. SIMPLE. And to make it even easier, for a minimal fee, PILMMA will even add all your firm info FOR YOU; Just let Darlene, our Members Specialist, know if you want to start having these cards personalized for you! darlene@pilmma.org. Like Ken always says: We really are Dedicated to YOUR Success, and we are happy to help you "Spread the LOVE!" ◆

Tiana Hinnant Hardison, Esq.

Tiana Hinnant Hardison has practiced law for 28 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.


MLK
Day


Happy
Women's Day!


Happy
Valentines
Day


Happy
St. Patrick's
Day!


Happy
Valentines
Day

THE TOP 100
MOST EXPENSIVE KEYWORDS
IN THE US
DustinRuge.com

Rank	Term	Cost-Per-Click (CPC)	Category
1	accident lawyers in new orleans	$884	Personal Injury
2	maritime lawyers new orleans	$840	Maritime Personal Injury
3	free mesothelioma book	$789	Meso Personal Injury
4	18 wheeler accident lawyer dallas	$778	Personal Injury
5	new orleans maritime attorneys	$733	Maritime Personal Injury
6	accident attorneys GA	$721	Personal Injury
7	baltimore birth injury lawyer	$713	Personal Injury
8	accident lawyers in birmingham al	$710	Personal Injury
9	maritime lawyer new orleans	$689	Maritime Personal Injury
10	mesobook	$681	Meso Personal Injury

Handicap Principle should kick in, right? Unfortunately, people know that a billboard is expensive, a TV spot is expensive, but no one, even some lawyers paying for PPC, knows how expensive keywords and cost-per-click (CPC) can be. So how can you leverage PPC into a peacock opportunity?

BRANDED DISPLAY ADS AND RETARGETING

Digital advertising is praised because it is so cheap, but what if there were a way to use PPC as a costly signal?

First, have a dynamic and bold brand. Defining a brand for your law firm and the memorable/creative assets around it is the essential ingredient to effective advertising. Strong colors, powerful tagline, great creative - get this handled before you make any ad.

Second, use tech for retargeting website visitors and serving them your ads. At my old PI law firm, I would talk to clients about our marketing and they would say, "I see you everywhere, even on my computer." That's the goal and an effective use of "cheap" advertising real estate.

In Conclusion

The Handicap Principle is a massively important theory to marketing and advertising. Signals of vitality are important for your business, the perceived cost of your marketing can impact its effectiveness, and this is all because of natural laws, not the latest trend.

Costly signals don't have to be pricey like billboards or TV spots. Can you leverage your existing assets with a dollop of creative execution? Is your homepage boring or bold? Is your content enthralling, could it be? Can you find your feathers? ♦

Recommendation: Calendly

◊ Internal Communication Platforms

This is a way to improve communication, especially away from your office, because it makes people more accessible. Now, sure, sometimes it's more efficient to write, rather than walk into someone's office or call them. Yet with certain types of communication software, you can retrieve and reference conversations at a later time via the recordings.

Recommendations: Zoom, Skype

◊ Heat Maps/Click Tracking

When you see where users click throughout your website, you can guide your designer to continuously improve the usability and conversion rate. This can lead to more qualified leads driven from your website. The challenge is that most law firm sites do not generate enough traffic to provide conclusive data on what is or isn't working.

Recommendations: HotJar, Instapage

How to Ensure Your Staff Embraces Software Changes

You probably know the phrase, "junk in, junk out." There are no shortage of law firms that have jumped from software to software over the years, wasting tens of thousands of dollars, while burning out employees along the way.

In these circumstances, the problem most often starts with the managing partners. They seek to implement new software, but they don't get full buy-in from the people responsible for using the software each day.

You can easily avoid this issue by first tapping the collective intelligence within your office. Seek input from the people who will be most involved with the change in process. Then work with them to identify a handful of options.

(Note: If considering software from a fairly new company or startup, I recommend leaning toward options specific to the legal industry. There's likely more staying power versus a software company that caters to all industries. Also, make sure the company is already working with firms similar to yours and speak to a few of those firms to understand what implementation issues they ran into and what is good/bad about the software.)

Of course, if you're a managing attorney, you should consider your own recommendations on software. But, keep in mind, your team members will feel empowered if you give strong consideration to their suggestions. After all, they're the ones in the trenches who will soon be using this tool every day.

Once you have a handful of options, narrow them down to three. Then have your key players who will be responsible for implementation or training for that software sit in on all demos or tutorials for each option.

You can then make a collaborative decision based on where you all see the needs being filled the best. By taking these steps, you'll help solve the cultural buy-in issue.

It's impossible for you alone to stay ahead of everything. So empower your team members to always be on the hunt for new ways to innovate and adapt within your practice and operations.

Legal Software Trends Worth Watching

Moving forward, here are a few things to keep an eye on:

- Automation will continue to receive even greater attention. Basically, this entails anything that builds efficiency within your law practice. It can even be something as simple as automating the same letter or email you repeatedly send to clients.

- The big hype right now is artificial intelligence or self-learning technology. Automation capabilities offered by AI can apply to legal research, reviewing documents and even predicting case outcomes.

- e-Discovery is evolving dramatically. This involves using software to quickly retrieve information. It's especially helpful with litigation or when handling cases where you need access to details fast.

- Watch for an increase in collaboration software, especially as we see a rise in the remote workforce. Thanks to certain software, you can now collaborate from one end of the country to the other without hiring staff to sit in your office for 45 hours a week. In effect, you can even have a totally virtual, cloud-based law firm.

- Use of e-retainers will continue to grow. Basically, this just means you're able to sign up clients electronically (rather than having them come to your office or email/fax back documents).

- Data analytics is becoming a big competitive advantage. When you have this capability, you can quickly explore legal strategies by using data to uncover deep insight into your cases. You can either hire an in-house data analyst or use an outside legal analytics team to dig into data related to your cases. ♦

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