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# HOW TO DISCOVER YOUR LAW FIRM'S BRAND

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Among the top professional concerns facing lawyers today is a saturated market.

According to opinion surveys, lawyers believe there are too many law firms competing for the same piece of pie.

Among the top concerns facing advertisers and marketers today is a saturated attention economy.

Our connected society is so glutted with messaging and advertising that most consumers are overwhelmed and their default setting is "ignore everything." People don't even see the pie that marketer's are trying to sell.

In order to beat the competition and generate revenue, lawyers must create a reason to stand out in the minds of potential clients looking for representation.

So the clarion calls of "discovering your law firm's brand" from marketing professionals within the legal community make sense, but the concept of branding itself has become senseless.

Branding is often co-opted in aspirational business literature to mean everything, and in a way, stating that branding is everything about your business is both correct and incorrect.

Therefore, most advice on branding is either very "eagle-eye," or too chicken to provide the nuts and bolts guidance on what a brand discovery strategy entails. Well, we are cage free here at Consultwebs, so here comes advice on how to discover your law firm's brand.

First, we'll define and dispel some myths about branding, and then learn how 3 S's (Storylines, Sensemaking and Strategy) combine to provide you with a cohesive and marketable means to define your brand, and then use it to expand your book of business.



According to Business Dictionary, the definition of brand is as follows:

"Unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer's mind. Thus brands help harried consumers in crowded and complex marketplace, by standing for certain benefits and value."

That's all well and good, but here's a deeper question: Why have a brand in the first place?

When strategically designed, implemented, and widely recognized, the goal of your brand is to create mental shortcuts, so your law firm can exist within the minds of your target audience at the moment they are seeking to make a decision on lawyers.

In the crowded legal services marketplace, it's not the lawyer with the best quality of work who gets the most calls. It's the lawyer who has earned a place inside the heads of the populace and is the Top of Mind choice when potential clients pick up the phone.

If you think "just doing good work" is the key to standing out, research from the National Association of Law Placement shows that just after five years in private practice, over 60% of lawyers leave the legal profession. In addition, the quality of lawyering is almost never the issue when law firms fail, so let the "high quality, experienced, legal advocacy is enough to distinguish my practice from others" myth, be thoroughly dispelled.

While we're at it, let's dispel some myths about branding.

#### MYTH 1 You define your brand!

You ultimately make all the decisions and decide what the brand will be, but lawyers don't define their law firm's brand, their client experience does.

Your brand is not about what you do, what you think, or what is in your mind.

It's not your dog, the colors of your college team, or a fancypants tagline.

Your brand is what your clients think about your law firm, what's in their heads, how they experience your service, and then how you encapsulate this experience into your brand.

#### Your brand assets are just colors, a logo and slogans - nothing more. MYTH 2

Once you accept that your law firm's brand is based on client experience, the brand becomes a strategic asset in evaluating directions for your business development.

If your brand is aggressive and sales driven, then the advertising landscape and options may look different from a law firm brand that's aiming for stable but assured growth.

Branding can be a strategic asset, but it's also about packaging perception.

Your brand is based on the experience your clients have, but conversely, a strong brand can also influence the way the client experiences your law firm. Your brand, just by being there, creates a reliable and repeatable experience for clients that, in turn, feeds into their experience of it.

Think of it this way: Branding is experience and experience is branding.

#### People recognize/think about your brand. MYTH 3

One of the best ways to create truly unique and distinct messaging is to wholly accept the fact that no one thinks about your brand.

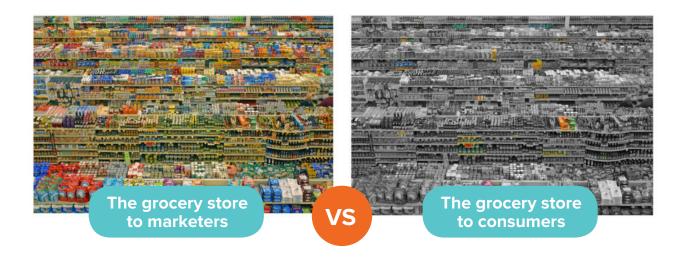
Indeed, according to years of behavioral research, consumers spend most of their lives actively ignoring marketing.

Human attention works on two different levels: consciously and subconsciously.



According to Marketing Sciences Professor Byron Sharp, author of the book <u>How Brands Grow</u>, consumers living in our info-saturated worlds have their attentional shields up against the barrage of information, and they go through their lives passively subsuming most branded messaging to the subconscious.

Think about the way you walk down a grocery store aisle. You aren't taking in every label, every color, every brand's rational promise – you are looking for a small group of brands you recognize, maybe something on sale, and then you subliminally ignore the rest.



So in order to bypass the subconscious shield around the marketplace's fractured attention, memorable assets like colors, slogans and experiences are combined in messaging and widely distributed through communication channels to create a shortcut to consciousness that would be inaccessible without a distinct brand.

Get with it: Nobody cares about your logo.

Not because it isn't cool, or neat, or new, or perfect for you – it's because most marketers underinvest in advertising, and clients spend their lives ignoring everything but the most salient brands.

The brands that buyers do pay attention to are either the ones they frequently purchase and have experience with, or ones they recognize via prominent exposure through advertising or other promotional means.

Your colors, your logos, your taglines – the things you obsess over in marketing – they don't speak for themselves. You have to market, your marketing. You have to advertise, your advertisements. If you want to grow your brand and be seen, you have to be willing to put yourself out there.

Now let's find out how to discover your law firm's brand, and then we'll give some ideas on what you can do with it.



First point of business in discovering your law firm's brand is gathering the Storylines of your law firm experience. How do you do this?

Ask questions. Who do you ask?

Clients, partners, staff, vendors – collect as many implicit and explicit responses as possible through surveys. What are you asking?

Download this FREE Client Experience

## **Client Experience Survey**

- · How did you find our law firm? (web search, TV, referrals?)
- · There are a lot of choices for lawyers out there what made you decide to hire us?
- · Is this the first time you've hired a lawyer? Past legal experiences, struggles, successes?
- · Were you satisfied with the way your case was handled by our firm?
- · If you could describe our law firm in one word, what would it be?
- · Do you have any feedback about your experience with our staff, communication issues?
- · Would you recommend our firm to others? Why or why not?
- · What do you think of lawyer advertisements?
- · What would you like to see in a lawyer ad?
- · Since you've hired us, have you visited our website?
- Do you follow our firm on social media?
- · What social media sites are you on?







Besides the questions in the survey above, your aim is to discover where the Storylines connect, intersect, shorten or lengthen or strain the relationship between your clients and your firm.

Small interviews can lead to big insights. The important step is to just ask questions and begin collecting the Storylines. Once you have a solid database of feedback, the next trick is to synthesize the information, which we discuss with the next "S," Sensemaking.

And a quick note on competitors – do they ask their clients for feedback? According to our informal poll; no.

No, they do not.





All of the research is great, Storylines, interviews and surveys – but the most important task to handle is Sensemaking. Finding a directly responsible person who can make sense of all the various bits of brand research and create a compelling brief, all to discover: What is this brand, and what makes it distinct, unique?

One way to make sense of large sets of text, like client feedback or survey results, is to throw all the responses into a word cloud generator. You can set the parameters on the cloud generator so that it makes repeated words larger in the cloud, giving you a way to visualize the terms or words that are used most frequently in your surveys.

Below is a word cloud example from a Sensemaking exercise here at Consultwebs with our Content Development Team. We asked our clients a few questions about the experience, took all the text and threw it into a word cloud and got this;



At a glance, you can see the repetitive phrases that may help you begin to hammer out a unique point of value that you can incorporate into your brand. Here we interpreted the word cloud to suggest that the "production" of "informative" "content" was what made our content production services unique.

While a word cloud seems a simplistic way to gather data to guide your law firm's brand, there are thousands of ways to tabulate and cross-examine information on branding. In the end, though, what you need to define your brand is a mixture that's heavy on the empirical data you collect on the experience in your firm, and light on your own intuition. The brand has to come from the data of client experience or it won't ring true.

Your competitors can beat you on price, they can spend more money in advertising, maybe they have more access to capital. But one thing your competitors cannot replicate in any way is the experience in your firm. Make experience essential to the brand commitment.



Is orange more converting than chartreuse? Is the Norse God you picked too esoteric? Can you put your dog on the homepage of your website?

Look, in the end, the colors, the taglines, the angles, the design, the creative – if you invest in creating a brand, you have to make these decisions yourself, ideally with expert advice from a trusted marketing professional.

These are concerns and questions that are all valid when discovering your law firm's brand, but it is essential to remember that these brand decisions are meant to draw and attract your clients, not lawyers, your neighbors, the other shareholders, or your mentors.

Gather feedback from your target audience (aka your clients), solidify the data around the experiences in your firm, make sense of it and consolidate a few distinct and unique points, and then define the brand outwards to compete in a world where everyone ignores everything.



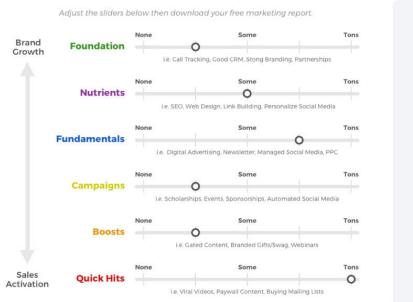
With a clearly defined brand, answering the perennial questions of growing your book of business and choosing tactics and practices will be much easier.

How does your brand play the long game? How does your law firm get the brand in front of as many people as possible, as fast as possible? What does a strategy that balances growth and sales even look like for a law firm?

Luckily, we've provided lawyers a way to visualize their legal marketing strategy with the Legal Marketing Nutrition Guide.



## What Percentage of Your Marketing Investments are Dedicated to:





Branding isn't just good because it helps focus your law firm development potential.

A strong brand can also instill confidence in the investments you put toward this goal.

Without a brand to guide strategic initiatives, your support of revenue-generating practices like sales coaching, associate development, client experience and advertising won't be cohesive or properly distributed.

With a brand identity in place for your law firm, you can get on with the business of properly securing your place in the legal marketplace.

Rather than wondering what the reaction will be from your latest campaign, your brand's goal will be to aim for reactions.

Rather than walking into a party wondering if everyone is looking at you, your brand should walk into the room and give everyone a reason to look.



If you can take these three S's, apply them at your firm to discover your client experience and then define what makes up your brand, you have traveled further down the path of true distinction than a vast majority of your competition.

Without branded assets that are engineered and advertised to maintain a distinct place in the minds of your intended audience, your law firm isn't just ignoring a good opportunity, but your potential clients haven't been given a reason not to ignore you.



Lawyers, like most small business owners, face small business problems, and branding is viewed as such a complex issue to resolve that defining the brand for the firm becomes an ancillary concern to keeping the lights on. However, the lights will shut out forever in the business that neglects to define its brand.

We hope this has been helpful, and if you ever would like to discuss branding or creating a legal marketing plan for your firm, create your own Legal Marketing Nutrition Report, or get in touch with us.



# WILL MARKETING & ADVERTISING CHEAPEN MY LAW FIRM?

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## "Will marketing and advertising cheapen my law firm?"

It's a question that mostly goes unasked, but not unrecognized, by lawyers and law firms entering into marketing or advertising partnerships.



That's not the only unasked question in legal marketing ...

"Will this advertising concept fail?"

"Will we look desperate. cheap, or like those TV lawyers?"

"I mean, why would a highquality legal advocate really need all this marketing mumbo-jumbo, or to be on every local TV channel or billboard and advertise themselves as an arm, a hammer, or a gorilla?"



Because these branded ads make the phone ring for these lawyers and do exactly what effective legal marketing is supposed to do.

## EFFECTIVE LAW FIRM ADVERTISING NEEDS TO DO THREE THINGS

- 1 Get Noticed
- 2 Build Memorability
- 3 Drive Action/Outcome

Take the hammers, eagles, and pirates or leave them, the main point stands: Consistent advertising and branded marketing does not cheapen a law firm. It enriches and expands a firm's book of business.

These lawyers are confident in these branded choices and have committed their advertising strategies to be inclusive of memorable concepts at every marketable opportunity.

They believe in the characters, not because they are the most accurate representation of lawyers, but because they represent a solid advertising strategy that the advertisers have confidence in.

However, according to the numbers, confidence in advertising is not very high with lawyers.

## WHAT DO LAWYERS REALLY **THINK OF ADVERTISEMENTS?**

When our legal marketing podcast, LAWsome, asked lawyers on Twitter if they thought marketing or advertising cheapens a law firm, we got a fairly balanced response.



But when asked in a professional setting, it seems lawyers have different and more strident views on lawyer advertising.

74% of the lawyers polled in the 2017 Florida Bar Association Membership Survey do not advertise their firms.

#### 18. Does your firm or legal office advertise?

Category	Percent
Yes No	26
No	74

An even larger and growing number of lawyers believe that attorney advertising damages the public perception of the legal profession.

#### 15A. Comparison of 2009 thru 2017 Membership Opinion Surveys - Do you believe that lawyer advertising affects the public's view of lawyers and the legal profession?

	2009	2011	2013	2015	2017
	Survey	Survey	Survey	Survey	Survey
Category	Percent	Percent	Percent	Percent	Percent
Yes, in a negative way	80	80	85	84	85
Yes, in a favorable way	6	5	4	4	4
No	14	15	11	12	11

Since 2009, the percentage of respondents who believe that lawyer advertising negatively affects the public's view of lawyers and the legal profession has ranged between 80 and 85 percent.

What form of lawyer advertising (Internet, TV, radio, etc.) do lawyers consider most harmful to the public perception of the legal profession? Phrased differently, which communication channel has the most impact on public perception?

#### 16. Which form of lawyer advertising do you believe affects the public's view of lawyers and the legal profession most negatively?

Category	Percent
Television	57
Billboards	23
Direct mail	5
Mobile ads (e.g. bus, taxi, train)	3
Radio	3
Social media	2
Internet ads	<1
Search Engine Optimization	<1
Magazines	0
Newspaper	0
Yellow Pages	0
None of the above	5

 Of the various types of lawyer advertising listed above, nearly three-fifths (57%) of all respondents report that television advertising by lawyers has the most negative effect on the public's view of lawyers and the legal profession. Billboards (23%) is also reported with some frequency. The other forms of advertising are mentioned infrequently or not at all.

Of the law firms that do advertise, which communication channels do they choose to invest their marketing dollars in?

#### 19. How does your law firm or legal office advertise? (MULTIPLE RESPONSE QUESTION – CHECK ALL THAT APPLY) (ONLY INCLUDES RESPONDENTS IN PRIVATE PRACTICE WHO REPORT THAT THEIR FIRM OR LEGAL OFFICE ADVERTISES)

Category	Percent
Internet webpage	83
Social media	45
Magazines	16
Direct mail	13
Yellow Pages (other than one line name of firm)	13
Billboards	10
Radio	8
Newspapers	7
Television	4
Other	9

- Over four-fifths (83%) of private practice attorneys who are employed in firms or legal offices that advertise, utilize the Internet for advertising purposes. Over two-fifths (45%) use some form of social media advertising.
- The most frequently mentioned source under the "Other" category involves sponsorships.

Notice, this is an almost mirror reversal of the communication channels lawyers believed had the greatest impact on public opinion of the legal profession.

This is an important distinction.

And finally, the kicker: **81**% of lawyers who are actively marketing and advertising their law firms believe lawyer advertising is harmful to public perception of the profession.

15C. Do you believe that lawyer advertising affects the public's view of lawyers and the legal profession? - BY Whether or Not Respondent's Firm or Legal Office Advertises

	Yes, Negatively	Yes, Favorably	Has No Effect
Category	Percent	Percent	Percent
Firm or legal office does not advertise	86	2	12
Firm or legal office advertises	81	9	11

 Over four-fifths (81%) of all respondents who practice in law firms or legal offices that advertise believe lawyer advertising <u>negatively</u> affects the public's view of lawyers and the legal profession.

If 11% of advertising lawyers felt their ads had no impact on public opinion of the profession, and only 9% felt their advertisements had a positive effect, doesn't it make you wonder what kinda ads are being created?

## WHAT'S THE RESULT OF THIS ON THE LEGAL ADVERTISING LANDSCAPE?

Because the vast majority of lawyers don't advertise, because the examples of attorney advertisements (especially on mass media) feel like a blight on their profession, because they want to be cautious with their investments, the confidence levels in marketing strategies for most lawyers and law firms are safely low, and industry standard.



That's unfortunate, but not unexpected and leads to another legal marketing/advertising paradox.

When you think of examples of good advertising, you never think safe or standard. But when you're paying for advertising, you definitely want safety and standards.

So, rather than tons of unique, differentiated, branded law firms, lawyers investing in marketing are flocking their best practices together, replicating the same positioning and advertising decisions their competitors make, resulting in undifferentiated homogeneity across the legal advertising spectrum.

Furthermore, in regards to the communication channels advertising lawyers choose for their law firms, everyone is online, as more legal marketers switch their budgets from traditional mass media to digital. Again, look at the migration of marketing dollars from mass media to digital in the Florida Bar Survey, from 2009 to 2017.



If every legal marketing dollar spent is heading to the same digital marketplace, competing for the same eyeballs in a constant war for attention online, lawyers should really be solely focused on creativity, a branded web presence, and forging indelible and lasting digital advertising for their law firms that gets noticed and grabs attention.

But they aren't.

## WE WANT THE SPOTLIGHT, **NOT THE SCRUTINY**

Most law firms, like most businesses in general, don't want to be too outgoing or "kitschy" in their marketing and advertisements because this may portray them as nonserious about their core business.

Better to be rational and serious on their website and ads and tell everyone you have 200 years experience. Just tell them we are no frills, reliable, and we know what we're doing.

Yeah ... that'll stand out.



























At some point, we'll have to agree that "Trusted Forever" is just as much of a legal marketing trope as "Strong Arms" or "Hammers."

## WHAT DOES AN EFFECTIVE LAW FIRM ADVERTISEMENT LOOK LIKE?

Are you going to be the Hammer, or the Eagle, or Sensible & Trusted Forever? The great news is, this is up to you! But to be successful in advertising, you need a strong brand and you need confidence in your strategy.

Depending on the personalities and comfort level of the shareholders, effective branding in a law firm can be sensible and strong and even silly. Bottom line: The brand needs confidence, and it needs to be memorable.

Depending on the strategy and goals, effective advertising looks different for every law firm. Bottom line: The ads need to get noticed by a ton of people and get the phone to ring.

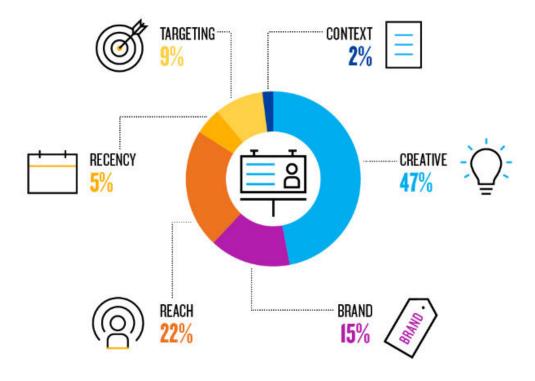
So what really makes for an effective advertisement?

Every advertising campaign has a wide variety of tactical options and elements (creativity, distribution, branding) to consider in order to create an ad that reaches its desired goal.

Should you pay more money for distribution? Should you pay for placement? Should you invest in top-notch creativity or talent?

What is the desired balance among these advertising elements that actually achieves sales?

# PERCENT SALES CONTRIB



Nearly 500 campaigns across all media platforms Source: Nielsen Catalina Solutions @ 2017; Period 2016-Q1 2017

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According to Nielsen, creativity, strong brand assets, and good distribution were the main contributing factors in effective ads that led to sales for more than 500 brands surveyed in its Five Keys to Advertising Effectiveness Report.

So, stated another way – your law firm can create effective advertising by focusing on creativity above all else, developing a strong and memorable brand, and paying properly to distribute your ads to as large an audience as possible.

Seem like a lot to handle?

Then make sure you find a marketing and advertising agency that can help you create distinct ads and deliver them to your potential clients. We know some people.

## HE KEY TO OVERCOMING THE FEAR THAT ADVERTISING **CHEAPENS YOUR LAW FIRM?**

The key to succeeding in legal advertising is mainly one thing – confidence.

Confidence in the strength of your law firm's brand and its distinct place in the market.

Confidence in your marketing strategy, the communication channels, the target audience, the intended actions.

Confidence in the ability to measure your marketing ROI.

Confidence that creative, strongly branded advertising will help your law firm achieve business goals.

When it comes to legal advertising, the formula for success is simple:

Confidence + Strategy = SUCCESS!

Without confidence, not only will your advertising fail, it may bring your "cheap law firm" nightmares to life and end up costing you more than just money.

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## MEASURING MARKETING ROI IN YOUR LAW FIRM

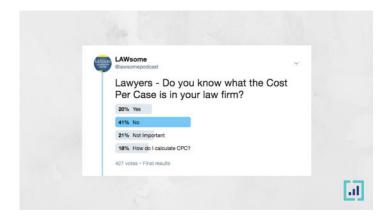
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Marketing and advertising for law firms is expensive, but how many law firms are tracking their return on investment, or ROI?

How many law firms are making marketing decisions based on "their feelings" rather than the numbers?

How many lawyers are interested to find out if they are running a law firm that makes profit, or a sinking ship that happens to also do legal work?

I wish the figures were different, but according to our own research, almost 60% of law firms do not track marketing ROI!





Without proper measurement of marketing ROI in your law firm, you will never be able to ascertain whether your firm is maximizing profit, and your ability to grow your practice will be hindered.

However, a fair amount of lawyers polled were interested to learn how to track their marketing ROI – so that's what we're gonna do in this article!

We'll show you how to track leads, measure ROI in your firm, and discover how a strong partnership with a marketing agency you can trust can empower your marketing decisions with data, not just feelings.

And the best reason to measure marketing ROI in your firm, according to our polls above: Your competition is *not doing the work*.

So let's get to it!



Simply put, to measure marketing ROI in your law firm, you have to answer for these three parameters:

- Lead Tracking
- Average Cost Per Lead
- Average Cost Per Case

Although there are plenty of resources on firm management practices, how to bill your time, and which case management system is the best, we will stick with marketing and dive right into lead tracking.



### Ask them directly

Crazy right? This used to be a huge point of contention in marketing meetings – the way in which we asked phone intakes how they heard about our firm.

We settled on this phrase to be asked towards the end of the call: "How did you hear about (law firm name)?" Digitally, there are a million ways to track leads, but in the analog world, you have to trust what people say, and then verify it with call tracking afterwards.

## Unique Tracking Links (known as UTMs)

The Internet has afforded us many tools to help expand businesses online, and one of the simplest and most effective tools for digital marketers are Unique Tracking Links, known as UTMs (short for Urchin Tracking Modules).

Using a tool like <u>Google Link Builder</u> to affix unique tracking codes to all your digital advertising can be a huge help in analyzing where your traffic comes from and what channels to invest your marketing dollars in.



### **Call Tracking Technology**

Without a doubt, the single best thing you can do to track ROI in your law firm is get call tracking software. The phone was the Number One channel for client acquisition in my old law firm. With UTMs and call tracking software in place, I could trust that if the intake staff couldn't grab a lead source or were given a wrong lead source, then we would always have an actual back-up and be able to verify where the call originated from.

If you're looking for call tracking software, <u>Call Tracking Metrics</u> is a reliable company that has helped our clients keep track of leads in their firms.

#### **Lead Tracking Software**

At my old firm, the lead tracking software was my own two hands, an Excel spreadsheet, and grit.

Nowadays, there are dashboards and apps <u>aplenty</u> that can help, but without a curious and dedicated user, most tech fixes in the marketing department are going to fall to the wayside or become neglected and out-of-date.

At Consultwebs, we help our clients establish cost-per-case metrics and other important benchmarks that are connected to firm goals.

Each Consultwebs client has a dedicated account manager and has access to their own marketing dashboard (pictured below), keeping them up-to-date with campaigns, ensuring objectives and campaigns are focused, and making sure the metrics that matter are easily available.



To learn more about the Consultwebs SMART Dashboard, <u>click here</u>.

The win-win situation here is to get your CRM or case management system to have marketing fields so you can track Lead Source right in the signed case.

Another benefit to attaching lead sources to your case management system will also become evident when you track the quality of cases. If a certain marketing channel is giving you cases with high turnover rates, it's time to switch the message or adjust your strategy.



- Add up your monthly marketing spend per channel (social, search, TV, Radio)
- Add up new leads acquired in the month
- Divide your marketing spend by new leads

Total Marketing Spend / Total New Leads = Cost Per Lead

That's it.

We could keep going and show you how to incorporate firm costs, discover conversion rates against your average fees, and provide ROI worksheets, but our expert guide, "Boost Your Marketing ROI," does all that just fine.



## HOW DO I CALCULATE COST PER CASE IN MY LAW FIRM?

Founder of PILMMA, Ken Hardison, has been giving high-quality legal marketing advice for years at his organization, and he has a simple formula and example on how he calculates CPC at his practice;

Cost per case is found by combining your cost per lead with your conversion percentage. Personally, I know that I convert 10% of my leads to clients. For example, if I spend \$3,000 for 100 leads and convert 10% of those leads, I'm getting 10 cases. That means my cost per case is \$300.

There are plenty of articles and advice on what a good ROI percentage is, but ultimately that number may adjust on comfort level, investments in marketing campaigns, and costs/overhead.



If you'd like to go more in-depth and speak with one of our legal marketing specialists, our ROI Calculator can help you discover business development insights for your firm and shared metrics you can build marketing strategies on.

# DON'T HAVE TIME TO TRACK YOUR LAW FIRM'S ROI?

That's why it's nice to have a dependable legal marketing agency you can trust when it comes to getting more cases from the Web, and tracking the effectiveness of your efforts through ROI.

Calculating the return on your marketing investment is not a simple process, and it's only valuable if you consistently monitor and adjust your strategy accordingly.

At Consultwebs, we manage every aspect of your law firm's online marketing campaign, and we are not afraid to discuss results. Indeed, our success as a marketing agency is tied directly to your success as a law firm.

If you're serious about investing in expanding your law firm online and getting cases from the Web, you deserve to have a legal marketing agency that wants to help you track ROI.

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