

The Hidden Power of

INTEGRATED MARKETING



John Schütte

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**INTEGRATED
MARKETING**



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*“Marketing is what happens
when we take good care
of our clients”*

John Schütte

“Marketing is also what happens when we show ourselves to others in the best possible light”

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Chapter One

First of all let me introduce myself. My name is John Schütte, I am a qualified Solicitor and have worked in the Irish legal profession for over 30 years.

For most of my career, I specialised in litigation but, prior to that, I had worked in Brussels for the EU Commission in the competition section of their Legal Service. That was the beginning of my interest in how professionals compete with each other for clients.

After studying European competition law I started to take an interest in the American system. In the United States they call it Anti-Trust law. This in turn led me to read about the famous Bates & O'Steen case which established the right of Attorneys and other professionals to advertise and market their services. This is sometimes called the right to "commercial free speech".

They say that you cannot stop an idea whose time has come, and over the years we have seen gradual changes in Ireland with the introduction of a regulated form of advertising for Solicitors. In these difficult times marketing skills have become vital for any progressive professional, and it's essential for you to understand

the basics.

So, let's start by considering a very dramatic statistic: when surveyed, over 40% of people who had recently availed of legal services said they would not use the same Solicitor again. But, of those dissatisfied clients, only 3% admitted they had actually complained to their Lawyer. In other words, most dissatisfied clients never gave their Solicitors an opportunity to remedy the situation.

Now I have to tell you I probably wouldn't have believed these statistics myself only I was personally involved in carrying out the survey. Although it took place in the greater Dublin area, I'm sure it reflects attitudes nationwide. The information from this survey is very helpful if you are trying to build a better practice. In fact, there are two important lessons to be learned. The first is that your firm may be at risk of losing up to 40% of your current clients if you do not look after them properly. The second is that you have an opportunity to attract many of those clients who were dissatisfied with other practices.

You are probably familiar with the humorous definition of 'futility' as *doing the same things but expecting different results*. The reason I mention this is because, if you want to improve your financial situation, you will have to make some changes. Unfortunately we Solicitors work in a very conservative profession. Many of us are reluctant to change. Like the dinosaur we seem to be unable or unwilling to adapt. So, if you are the sort of person who is conservative in nature and simply not willing to change, then can I suggest you stop reading right now and save yourself a lot of time!

You see, if you want to build a better practice and increase

your earning ability, you will have to make some changes. For my part I am happy to share a number of exiting ideas with you which will point you in the right direction, but ultimately it's up to you to actually implement them.

In America, Attorneys and other professionals are allowed to advertise and have been doing so for many years. What they discovered is that for every dollar spent on promoting their professional practice they earn a seven-fold return. In other words, if they invested \$1,000 they got back \$7,000 in professional fees.

Put simply this means a 700% return on their investment. Not bad when you compare it to the sort of results you might expect from other investments such as property or stocks and shares, especially in the present economic climate.

And yet whenever I tell colleagues that I present a course in marketing I am usually met with comments such as “surely professional people shouldn’t advertise”.

Well, first of all, advertising is not necessarily the same thing as marketing. Advertising is generally defined as the “paid use of the media”.

Marketing is a broader term and includes public relations activities such as writing and lecturing as well as promotional literature like newsletters, leaflets and brochures.

You see the reality is that there are many aspects of marketing which do not involve any advertising at all. And, understanding how cautious we professionals are, I eliminated all of this “paid for” advertising from my course. The marketing concepts which I teach are subtle, discreet and extremely cost effective.

But, let's come back to my original point. You can promote your practice very successfully without ever having to pay for any advertising in the media. Properly applied, my marketing techniques can easily bring you a 700% return on your investment.

And there's even more good news! You see, one of the hidden benefits of marketing is that it will increase the value of your firm when it comes time for you to retire and sell your practice. So, bear in mind that the correct use of marketing will enable you to increase your income right now, while at the same time adding to the goodwill value of your practice in the long term. It's like investing in your very own retirement fund, only better, much better.

But what about the wide-spread belief that, if you are good at what you do, you don't need marketing because people will hear about you through word of mouth? Well, even if this is true, the "word of mouth" process can be accelerated with the clever application of a good marketing system.

And finally let's consider the objection that marketing is somehow artificial or unnatural. If you are honest and think about it you will discover that nothing could be further from the truth! Marketing is, in fact, a very natural activity. You see, animals instinctively market themselves, in order to gain protection, to obtain food and to mate.

For example, a dog might come up to you wagging his tail in order to make friends and avoid an otherwise dangerous confrontation with you. Cats will rub up against your leg, purr and, if they are lucky, you'll give them a saucer of milk. And you don't need me to remind you that, in the wild, animals take great

risks so as to market themselves in the mating season. Just think of the peacock, who displays a huge tail in order to attract females. All of this “marketing” behaviour is totally natural, and very necessary for survival.

Even conservative professionals, who might be violently opposed to marketing their business, see no problem displaying themselves in the best possible light when dating and socialising. We all know colleagues who, when they’re going on a date, get their hair done, perhaps have a manicure, freshen up in the shower and dab on a little tempting fragrance. And that’s just the men!

The point I am making is that we all want to be seen in the best possible light. We do it all the time socially, and there is no good reason why we shouldn’t also do it in order to highlight our professional services.

So, what is marketing? Here’s my favourite definition: “marketing is what happens when you take good care of your clients”. But, you could also define it as “showing ourselves to others in the best possible light”.

Now you might well ask why I could have two very different definitions for marketing, and that’s a very reasonable question. My answer is that there are basically two different types of marketing. The first is when you use it to protect your existing client base, in other words “defensive” marketing. However, you can also use marketing in order to obtain new clients. This more aggressive approach could be called “offensive” marketing.

So, you will now understand that my first definition applies to retaining your existing clients while the second is more appropriate to attracting new ones.

In order to protect your current client base and to attract new business you need to consider very carefully the information which came out of our survey. You see, it is not a mystery what clients want and it is not impossible to satisfy them either. In fact, those interviewed had a very clear idea of what they wanted.

Almost 60% said that the most important quality in a Solicitor was that he or she should take a personal interest in their clients. The second most important quality the Lawyer should possess was “specialist legal knowledge”.

A surprising result of the survey was that only 6% said they chose their Solicitor primarily on the basis of price.

So, to sum up, clients said that they would travel further, and pay more in order to find a Lawyer who had specialist legal knowledge and who would take a personal interest in them.

When it came to complaints about their Solicitors, those surveyed gave equal priority to delay and poor communication.

Now, you might rightly say that much of the delay in the legal system is due to bureaucracy and administrative red tape which is totally outside of your control. This may well be true. I’m sure we have all experienced delays at some stage, for example in the Land Registry or the Court system, but this does not excuse poor or inadequate communication with our clients. In fact, if we warn our clients, in advance, about anticipated delays this would substantially eliminate that area of complaint. So, really, it all boils down to good communication, doesn’t it?

Incidentally, when asked what would improve the legal profession many said that Lawyers should be allowed to advertise more extensively and to publicly state their pricing policy or fee structure.

By now you might well be wondering why I've gone into such detail about the results of our survey, so let me explain. If you were a manufacturer, planning to launch a new product, you would first carry out market research to establish what the public wanted or needed. So, also, we Solicitors need to have a greater knowledge of what our clients require, so we can meet their needs. And that's how our survey can be of help to you.



Chapter Two

But at this stage some of you must be wondering why I use the expression “Integrated Marketing” to describe what I teach?

To explain this concept I have to go back and tell you how I first learned about marketing. You see, initially I bought books, audio products and then some home study courses, but eventually I attended expensive seminars in both England and the United States.

Full of optimism and enthusiasm I tried to implement these exciting new ideas only to discover that most of them simply did not work, certainly not in Ireland and not for my practice!

It took me some time to figure out why these methods of marketing failed but it effectively boiled down to two distinctly different problems.

The first is that much of the marketing information was provided by academics who had little or no real experience of promoting any business. They were simply pedalling intellectual theories of no practical value.

However the second reason why most marketing does not

work for those of us in the professions is because it was never intended to! Virtually all the investment, funding and research in marketing is centred around the needs of the manufacturing industries. After all, manufacturers are the people who use marketing the most and who have the biggest budgets.

You need to understand that manufacturers have an important advantage over service providers in so far as they can stock pile their product. Think of toy manufacturers. They might sell 90% of their annual output in the weeks coming up to Christmas. However, they can keep their production lines going all year round because their products do not perish and can be stored until they are sold.

In contrast, we in the professions are basically selling our time. If nobody buys the hours which you have available today you cannot put them in the box and leave them sitting on a shelf until they are needed! If your hours are not bought today, they are gone forever.

Okay, manufacturers have an advantage over us because their products have a long shelf life, but they also suffer from one major disadvantage. You see, a product takes on a life of its own. It leaves the factory, passes through wholesalers, importers, exporters and eventually reaches a shop where it is purchased by the consumer. The manufacturer never meets the customer.

This is in sharp contrast to the provision of a service by a professional person. A Solicitor and his or her support staff are in a powerful position to market their firm because they actually come in contact with their clients while providing their service.

For example, when a Lawyer is handling the purchase of a house for someone, he or she can easily encourage that client to

make a will.

Another example is where the Lawyer gives commercial advice. Not only can he form the limited company for the entrepreneur but he can also suggest the need for employment contracts.

By careful prompting, we Solicitors can, and should, persuade our clients to buy additional legal services, when it is in their best interest to do so.

Recognising this important difference between products and services I came up with the concept of *Integrated Marketing*. It harnesses this unique opportunity which we, in the professions, have to systematically deliver our marketing message at the very same time as we are providing our service.

All right! By now you probably realise that marketing is a system: a system for attracting and retaining quality clients. The system is integrated into the provision of the service by you and your team. This means that it is important for your employees to understand my concepts as well as you, which is why you might be wise to bring your key people with you when attending my courses.

Integrated marketing, as I teach it, involves three components: they are your mindset, your strategy and your tactics. Later, we will consider the difference between strategy and tactics as applied to my marketing system. I'll even answer some of the more frequently asked questions which I hear from those who attend my seminars and also explain the seven most common marketing mistakes, and how you can avoid them. In addition, I will give you a check-list of ten practical steps you can implement immediately to improve your practice right now.

But first let me introduce you to a concept called “The Marketing Mix” and show you how it can be used to your benefit.

Sometimes the marketing mix is called “The three Ps of marketing”. These are the product, the price and the place. Applied to a legal firm, they become the service which you provide, the fee structure which you apply and the location and appearance of your office. If you can combine all of these correctly you will have a very powerful “marketing mix”. Then all you have to do is communicate it to your existing clients and, more importantly, to the many potential clients who are dying to find a Solicitor who will take a personal interest in them, keep them adequately informed and provide specialist legal advice.

So let’s look at the whole issue of communications. Clearly it is simply not viable for you to spend vast amounts of your time with each individual client explaining everything in minute detail. Even so, you’ll still have to find a method or system for ensuring you communicate with them adequately.

You might consider the use of a booklet or leaflet which explains aspects of your service or your fee structure. You may wish to develop a “user-friendly” website. It could also mean the use of a clearly written initiating letter welcoming the client to your practice. You might even include a folder with additional notes or information, the type which is frequently called a “welcome pack”.

In addition you could publish an office newsletter to keep in regular contact with clients and ensure they remember to come back to you when they have a need for your service in the future. It will also give them a gentle reminder to recommend your services to their family and friends.

However when it comes to communication you must realise that not everyone is well educated. Sadly, almost 25% of Irish adults are functionally illiterate. You might want to consider preparing an audio product such as a CD. Even if they can't read, they can always listen! In addition, remember the vast numbers of non-nationals who have come to live and work in Ireland and for whom English is not a first language. Keep your message simple and use plain English.

Let me give you the following example! A while ago, the United Nations conducted a worldwide survey. To keep it simple, they asked just one question:

“Could you please give us your honest opinion on the solutions to the food shortage in the rest of the world?”

The question turned out not to have been phrased clearly and as a consequence the survey was a failure. This was due to the following reasons:

- In Western Europe, they didn't know what *shortage* meant.
- In Africa, they didn't know what *food* meant.
- In Eastern Europe, they didn't know what *honest* meant.
- In China, they didn't know what *opinion* meant.
- In the Middle East, they didn't know what *solutions* meant.
- In South America, they didn't know what *please* meant.
- And in the United States, they didn't know what the *rest of the world* meant.

The moral of this story is: whether or not something will be a success, depends on the quality of your communication!

By now you are probably starting to realise that there is a lot more to marketing and client care than you originally thought. If you were to sit down and try to assemble a marketing system

yourself it would take hours, days and even weeks and that is why many Solicitors and other professionals come to my seminars or avail of my consultancy services.

Yes, it is true that you could simply study marketing on your own. In fact, that's how I learned most of it. But then I made lots of mistakes and I spent a significant amount of my own money testing my marketing techniques, doing research and attending courses.

And remember your time is valuable. Just think about the actual lost billable hours that I had to invest in research. You can save yourself all that time and effort because my seminars are the distilled essence of those marketing concepts which actually work when applied to a professional practice. Basically I've done all the hard work for you. You do not have to re-invent the wheel. All you need to do is to apply my system to your practice.

But now let's go on and consider some of the other valuable ideas which came out of the survey I mentioned earlier.

Probably one of the most fascinating pieces of information to surface was a significant demand for greater specialisation within our profession. Essentially what people told us was that they were prepared to travel further and pay more money in order to obtain specialist legal advice.

And yet in Ireland most Solicitors continue to operate as "general practitioners". Even where some of us choose to specialise, there is no recognition or certification available from the Law Society at present. If the medical profession was run on the same basis and had no consultants or specialists our entire health system would be in serious trouble!

Many of you know that, after being in general practice for

seven or eight years, I decided to specialise in civil litigation. My firm was the first in Ireland to set up a niche practice handling only plaintiff personal injury cases. Although this prevented me earning fees from other areas of law, it certainly gave me the time and the impetus to become really good at my chosen speciality. Judging by the response from the public, this was exactly what they wanted.

And, apart from personal injury law, there are many other areas for potential specialisation such as family law and divorce, company and commercial law, franchise law, intellectual property and even entertainment law. In fact, the list is endless and there are many opportunities for you to develop a speciality of your own.

One of the greatest threats facing our profession at present is what I like to call the “commoditisation” of legal advice. There are surprisingly few lawyers in Ireland who have a reputation for specialist knowledge. The majority are selling pretty much the same service as most other lawyers. There is little or no “brand differentiation”.

When legal advice becomes a mere commodity then clients will naturally purchase it based on convenience of location and also low price. However if you have a particular knowledge, skill or expertise in a clearly defined area then potential clients will be less concerned about price or location than they would otherwise be. Therefore, in terms of your strategy, developing a speciality must surely be one of the most obvious solutions.



Chapter Three

So, where are we now? Well, we have dealt with the fact that marketing your firm does not necessarily mean you have to dabble in “paid for” advertising if you don’t want to. I have also shown you that money invested in marketing will frequently bring you an immediate seven-fold return and, in addition, will increase the goodwill value of your firm.

But now, before moving on, let me tell you a short story involving my nephew Luke who was then about seven year old. One day he and I were watching the Tour de France cycle race on television. The cyclists were going up and down very steep hills, it was raining and they were covered in mud. From the pained expressions on their faces it was clearly hard work!

My nephew turned from the television and asked me “Uncle John, why do they do that?”

I explained to him, as simply as I could, that the winner gets a big gold cup and lots of money.

He thought about it for a minute and then said “okay, I understand why the winner does it, but why do all the others do it?”

Now this is an extremely good question! But as adults we all understand that in life, as in sport, it's a case of "winner takes all". The rewards in any enterprise or activity always go to the winners or leaders. This is why I encourage you to use my Integrated Marketing system in order to establish yourself as a leader in your locality or your chosen area of specialisation.

You see the leaders in any business or profession benefit from three significant advantages over their competitors. Firstly, the leading business always attracts significantly more clients. Secondly, because of their enhanced reputation, leaders are able to justify charging a higher than average fee. And finally, because of their economy of scale, leaders enjoy a greater profit margin.

So, ask yourself: Do you want to have more clients, earn higher fees and enjoy a greater profit margin? If your answer is "yes", then take this opportunity to come to one of my seminars. You'll quickly learn about Integrated Marketing and how it can give you the type of results you really want.

But now, staying with the sporting analogy, let me share some further thoughts with you. Over the years, apart from running a busy law firm, I've enjoyed a number of exciting hobbies including scuba-diving and flying light aircraft.

From scuba-diving I learned the importance of the "buddy-system". You don't go diving on your own: it's far too dangerous. You always dive with a friend who can help you if you get into difficulty. Marketing your business is like that too: it's wise to work with an experienced mentor who can help and guide you. So, don't try to do it all on your own.

When training for my private pilot licence I discovered an intriguing fact: planes fly themselves! You simply intervene to

change the speed, height or direction as required. So, even if you drop dead, the plane will continue to fly on its own. From this I recognised the concept that my law firm should “fly itself” and that’s how I developed my business model and marketing system.

And I also learned another useful lesson from flying! I’m sure you’ve probably seen pilots going down through a checklist before take off. Having a checklist means there is an established procedure which prevents something important being overlooked.

So now, here is a short checklist for you. It will help ensure that you have all the basics in place either before coming to one of my courses or starting a marketing campaign of your own.

First of all, let’s take a look at your firm’s name. Is your name clear, unambiguous and easily remembered by clients? Many firms of Solicitors start with a simple name like Murphy & Co., but soon it changes to Murphy Smith & Co. and, as the partnership grows, it becomes Murphy Smith Jones & Co. This continues until eventually the poor receptionist has a difficult time answering the phone because the firm’s name is so long!

And that’s when they decide to shorten it to something like MSJ & Co. which, of course, means absolutely nothing to the public, is virtually impossible to remember and can be difficult to find in the telephone directory. So, take a look at your firm’s name and see if it is sufficiently clear and easily remembered.

Next, ask yourself if you can improve the look and location of your office. Is there room for expansion? Should you consider opening a branch office? Does your office need new carpets or a fresh coat of paint? You get the picture.

Now, what about your telephone situation? Are you in the

phone book and can you be found easily? Do you have enough phone lines? After all, there is very little point in spending time and money to attract new enquiries if you only have one line and it is constantly engaged.

You might even consider having a separate phone line for new business. What I mean is, have a different telephone number which you only put on marketing material such as brochures, business cards or newsletters. Keep this separate from the phone number shown on your letterhead, which you use for regular business. This tactic has the advantage that your receptionist will be able to tell from her switch board whether or not an incoming call is new business.

Other means of communication are also vital including a fax line and an e-mail address. And what about an answering machine for calls which might come in during lunch or after hours?

If you've been using the same style of letterhead for a long time, now might be a good opportunity to employ a graphic designer to smarten up your stationery. The new art work can be used for your letterheads, business cards, brochure and invoices, thus ensuring a positive professional image throughout. And remember, people judge how professional you are by how professional you look... So, look your best!

Of course, it goes without saying that, in this computer age, no firm should be without a website. The cost of designing a site has come down dramatically in recent years, so make sure you get a professional job done.

Another important point is to have your designer prepare a location map of your premises. This may be needed for your office brochure as well as your website. Remember to clearly

identify your office as well as the nearest car park, bus stop or railway station.

And don't forget you are sure to need at least one or two good photographs, so anticipate this. It's probably best to have these taken just after you've returned from holidays, when you are looking rested and tanned. And please, make sure you employ a professional photographer.

If you have not already done so, be sure to capture the names and addresses of all your clients on a data-base. Even if you do not intend marketing to them, an up-to-date contact list could be vital if you have an office emergency such as a fire or flood.

Finally, you should consider having a "welcome pack" for your new clients. Basically this consists of a folder containing information such as your hours of opening, terms and conditions of trading and price structure.

The correct use of a "welcome pack" is probably one of the most effective tools for giving confidence to new clients. It helps them overcome "buyer's remorse" and also eliminates potential misunderstandings about your fee structure. As I explain on my course, a professional looking "welcome pack" need only cost a couple of euros but creates a very positive impression of your firm.



Chapter Four

Now let's move on to consider what I like to call the "seven major marketing mistakes" and how you can avoid them.

Marketing mistake number one is not doing any marketing at all! Even attempting a poor campaign is better than doing nothing at all because it shows you are thinking right. At least you'll be asking the right questions of yourself and trying to solve important problems.

Marketing mistake number two is failing to have a clear marketing objective. You really have to decide exactly what type of client you wish to attract before you start any marketing. The real problem with not knowing what you want to achieve is that you'll never know if your marketing has worked. If you don't have a target then you can't hit it.

Marketing mistake number three is trying to do it all on your own. Bear in mind that you'll need two types of help in conceiving and implementing a good marketing plan for your firm. You need outside advice from someone competent to give it. And, whether you chose me or some other consultant, make sure you find someone who has done successfully what you want to do

so you can benefit from their experience, insights and encouragement. In addition you are going to need help within your firm. This could be a partner, personal assistant or perhaps even an apprentice who will help you with the details of your campaign. You see the fact is you may be too busy to carry out the day to day implementation of your marketing. Don't be afraid to share the work with a trusted employee or colleague.

Marketing mistake number four is failing to budget. Remember, if you are going to implement changes and operate a marketing campaign, you will have to spend both time and money on the project. Most Solicitors fail to budget for either. At my integrated marketing seminars I explain to you how to calculate the amount of time and money necessary and I also give you hints and tips about how to monitor the response from your campaign so as to ensure you obtain the best return on your investment.

Marketing mistake number five is failing to prepare for a positive result. In the legal profession most of us are cautious and have a negative mindset. Psychiatrists say that "fear of loss is always greater than expectation of gain". Ironically, most lawyers who run a marketing campaign are mentally and emotionally prepared for it to fail. The problem is that, when it works, we are seldom ready for the new business! And handling the new clients in a haphazard manner will only undermine the positive message you are seeking to deliver in the first place.

Marketing mistake number six is quitting too soon. Many Solicitors I've spoken to in relation to marketing tell me they tried it once but it didn't work and they no longer do it. Let me ask you: what if little babies tried to learn to walk and, after their first

attempt, sat down and decided they had tried it once, it hadn't worked and they were never going to try to walk again! Even very young children understand the value and importance of persistence if they want to achieve a positive result.

Marketing mistake number seven is confusing tactics and strategy. Basically your strategy is the long term plan and your tactics are the means by which you implement the strategy. For example, I already told you that my strategy was to specialise in personal injury law and to build a reputation in that area. In order to implement the strategy I used the following tactics: I wrote books on the subject, gave lectures and did interviews with the media. And here's another example. When it came to my office I wanted it to be accessible to members of the public as I believe this is an important strategy. To implement this strategy we adopted the following tactics: we chose a strong city centre location, stayed open during lunch time and offered a free first consultation. If it helps, you can think of the strategy as being a hammer and the tactics as being nails. The tactics are no good unless they are driven home forcefully by a powerful strategy.

Okay, those are the seven most common marketing mistakes. Before I finish I would like to cover some of the most important concerns raised by those who have attended my seminars. Here, now, are five of the most frequently asked questions.

Question one: "I've just gone out on my own, is it too soon to invest in marketing?" If you are just starting then you're very fortunate. Effectively you have a totally blank slate. This is an ideal opportunity for you to create a particular type of practice rather than simply letting it grow organically. The other advantage is that, if you have just started, you're probably not too

busy so you'll have more free time available to prepare and implement your marketing campaign.

Question two: “Am I too old to start marketing my firm now?” Usually this question comes from the more senior members of our profession who are, typically, within ten years of retiring. My answer to them is a resounding *“You are never too old!”* In fact, if you are coming up to retirement this is an ideal opportunity to add value to your firm before you need to sell it. If you invest in marketing now you will build your client base and smarten up your firm in time for its eventual sale. Not only will you benefit from increased fees now but you will also be improving the “goodwill” element of your business for when you sell. Effectively it's like investing in your very own pension fund!

Question three: “Can I really afford to invest in marketing?” This is a complicated issue because it is not just about money, you also have to ask if you have the time available to spend studying, planning and implementing your marketing. Let me remind you that in the United States, where Lawyers have been promoting their practices for years, they have found that, for every dollar invested in marketing or advertising, they receive a seven-fold return. So, if they spent \$1,000 on marketing, they got back \$7,000 in fees. Now, when you consider it, this represents a seven hundred percent return on their investment, much better than you would expect if you invested in property or even stocks and shares.

Question four: “What if I market and it doesn't work?” Funny, but this is the exact same question I asked my advertising agent in 1986 when I self published my first book *“Personal Injuries & The Law”*. Because I couldn't find a publisher I decided

to sell my books by way of newspaper advertisements. We had taken out ads in a number of Sunday papers and I was afraid that the campaign wouldn't work. My agent turned my question back on me and asked me "What if it *does* work?"

In fact he was right. The campaign did work. We received so many requests for my book that I had to stop everything and spent days putting books into envelopes and carrying them to the post office. In the first week alone we sold nearly 500 copies, which was half of our initial print run. So don't ask negative questions. Think positive. Ask yourself how you will cope with an increase in your business.

Question five: "How soon should I start?" You should start marketing your practice as soon as possible. The sooner you start to use my Integrated Marketing system with its practical ideas, innovative strategies and powerful tactics, the sooner you will recover your investment.

You see, being good at what you do is no longer good enough. Yes, I know you were told if you were good at law people would hear about you and beat a way to your door. However in today's market for legal services it simply doesn't matter how intelligent, well-educated or skilled you are, what matters is how effective you are at marketing your professional services. Marketing is what determines the balance in your bank account.

Now please don't misunderstand me. I am not saying you *only* need marketing skills. My message is simple: you need marketing skills in *addition* to your professional ones.

Your clients take it for granted you have attained at least a basic proficiency in your chosen profession but what determines your financial success in the current economic climate is your

marketing skill.

You may well feel this is unfair. You may even say it shouldn't be this way. You can fight it all you like and, if you do, you may even go broke. Alternatively you can embrace this as an opportunity and take the necessary steps to become as good at marketing your legal services as you are at providing them.

And the best way for you to learn marketing is to find a mentor: someone who has already done what you want to do and who will teach you his techniques. After all, it's a well known fact that finding a suitable mentor helps you to leapfrog ahead in any career.

The important point for you to grasp right now is that by researching, testing and implementing my marketing ideas, I turned my business around. But more importantly I gave myself a lifestyle that many other Solicitors would envy.

And the great thing about success is that it can be replicated again and again. This is the reason I know I can help you. It is the reason I put together my Integrated Marketing course and I am absolutely confident my system will work for you. In fact, I am so confident that I give a full no questions asked **money back guarantee** with my marketing course. Properly applied, my Integrated Marketing system is capable of attracting hundreds of new clients to your practice.

So what is the catch? Well, the catch is simply that you have to implement my ideas and take the necessary action to apply my system to your own practice. In other words, you will have to work my system. But, after all, the only place where *success* comes before *work* is in a dictionary!

But now as we finish let me remind you that the purpose of

this short booklet is to introduce you gently to the idea of marketing your professional services. It is also to alert you to the exciting potential and hidden power of Integrated Marketing®.

You will certainly benefit from re-reading this concise but thought-provoking publication, especially the check list given in chapter three. In the meantime if you want to know more about my seminars or my private consultancy service then you can visit my website: www.johnschutte.com. And, who knows, maybe some day I'll have the pleasure of meeting you in person at one of my Seminars.

“Integrated Marketing is a system for attracting and retaining quality clients”

John Schütte

ABOUT THE AUTHOR



You might be surprised to discover a Lawyer who writes and lectures on Client Relationship Management, Marketing and Business Success, well John Schütte is no ordinary Lawyer!

Well known in Ireland for his pioneering work in litigation, John Schütte is the son of an Irish mother and German father. He grew-up in England before returning to Ireland to complete his education at Belvedere College and University College Dublin.

After qualifying as a Solicitor he worked in Brussels for the Legal Service of the European Union before commencing practice in Ireland.

When not working, he enjoys music, theatre, scuba-diving and flying light aircraft. John is enthusiastic about foreign travel, has visited over 50 countries and sees himself as a "citizen of the world".

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