

How Analytics Drive Successful Business Development

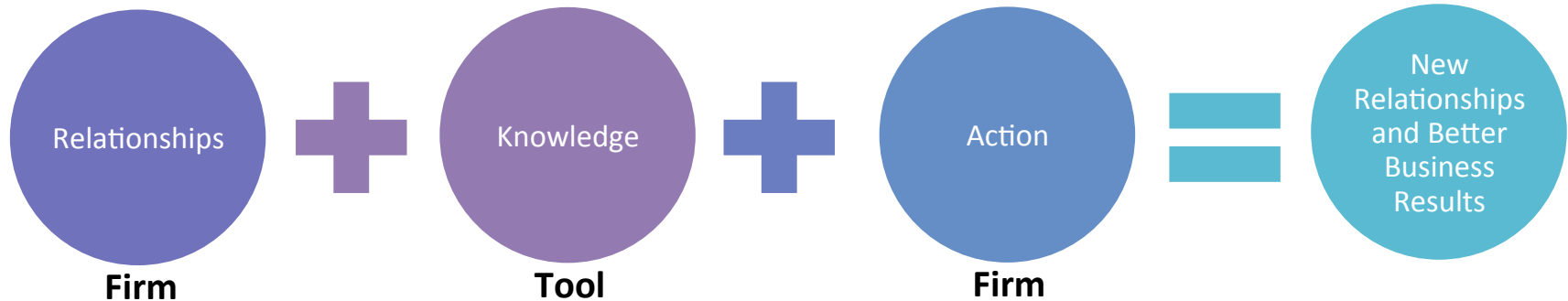
LMA Midwest Tour
December 9-12, 2013

Presenters

Peter Ozolin is the CEO, Chairman and co-founder of Manzama Inc. He is responsible for leading the company's strategy and vision. The majority of his career has been spent working with the legal profession in a number of different capacities, with the underlying objective staying the same – to further the practice and business development objectives of lawyers and law firms.

John Hellerman is a partner and co-founder of Hellerman Baretz Communications, an award-winning corporate communications agency specializing in content development, reputation management, and revenue growth for the world's leading law, consulting, healthcare, and financial service firms.

Equation For Success



Better knowledge informs and enhances action, which leads to business development success.

Examples of Great Tools

Redwood Analytics: A comprehensive performance enhancement suite that helps the right people at a firm run the business of law in a better, smarter, more intelligent way. The three primary offerings, Redwood Analytics Business Intelligence, Redwood Analytics Planning, and Legal Business Consulting Services, put practices on a better path for growth and profitability.

ALM Market View: ALM Analytics' main objective is to build a feedback mechanism into a firm's development process, which allows project managers to quickly and accurately adapt and respond to problems during a project.

Manzama Inc.: Manzama, a company established in 2010, is a web-based Listening Platform that automatically scours the web for information based on a user's personal profile. It then analyzes and classifies this information for relevance and importance, and delivers on-point information to each stakeholder within the organization, based on what they need to know. Manzama gives you a knowledge advantage, and makes the process of finding insights easy.

What Should A Tool Be Able To Do?

- Metrics create benchmarks to determine need, cost, value, and success;
- It's important to systematically gather data to create a model for efficiency;
- Infer-sales lead scoring;
- Metrics can help understand program cost (i.e. how much to spend and where?);
 - KPI (Key Performance Indicators), business generations, relationships, web visits, invitations
- An analytics tool needs to give data that's actionable, predictive, immediate, and indicates performance;
- Define – Document – Deliver; and
- Allocate budget based on proven results.

Enhance Business Development

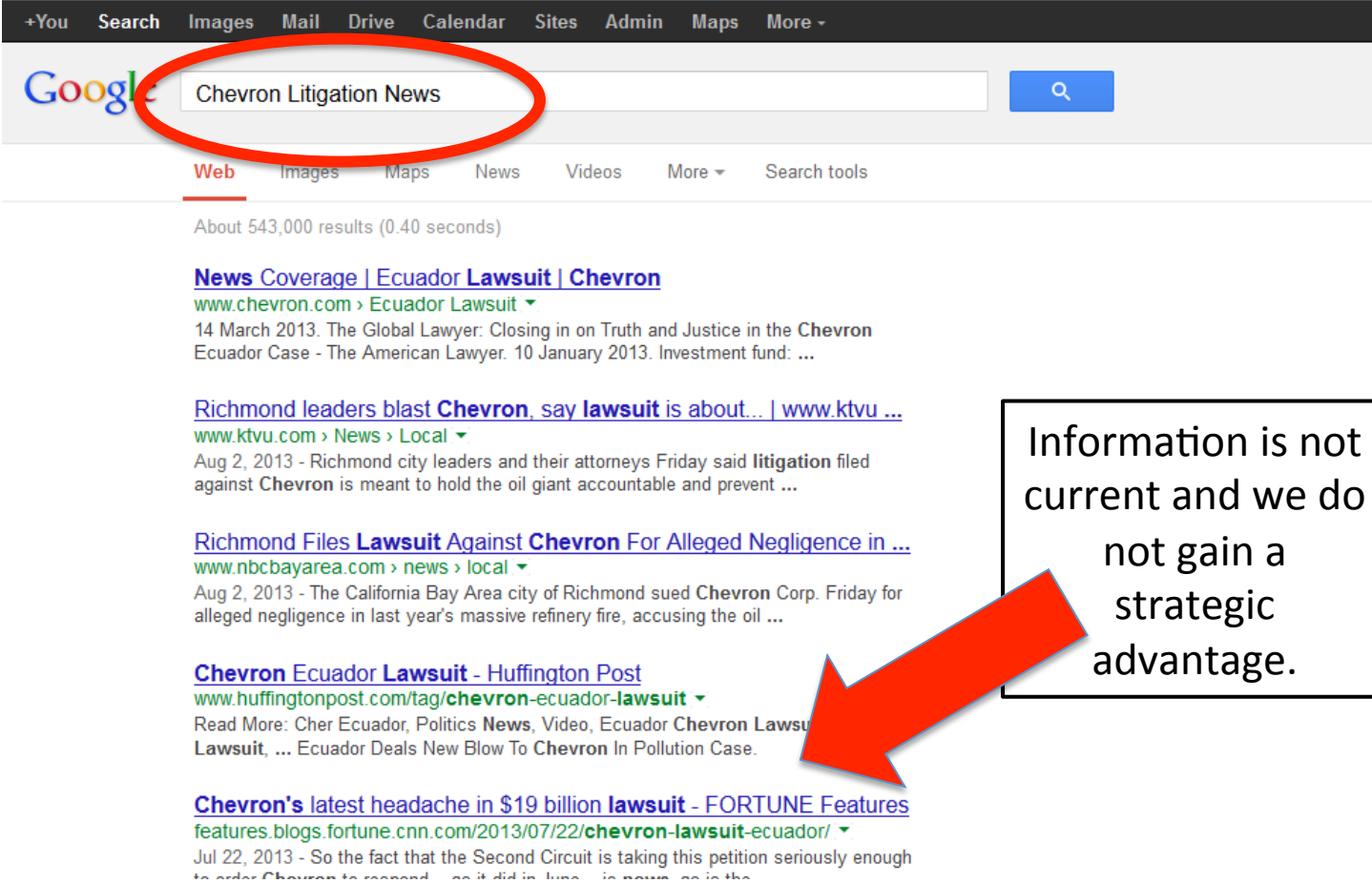
How can knowledge influence action and enhance business development at your law firm?

- Influence strategic marketing, lateral hiring and expansion decisions;
- Measure, evaluate and underscore success of marketing campaigns;
- Inform and direct budgeting decisions (when to start and when to stop);
- Motivate attorneys to do business development; and
- More!

Knowledge: Current Challenges

- Too much information: Lawyers and marketers are overloaded with data with no succinct way to sift or prioritize;
- Once data is prioritized, only inadequate tools exist for data delivery; and
- No easy way to benchmark data/performance in the legal industry.

Sifting & Prioritizing Information to Make Decisions and Understand Problems



The screenshot shows a Google search interface. The search bar contains the text "Chevron Litigation News" and is circled in red. Below the search bar, the search results are displayed. The first result is titled "News Coverage | Ecuador Lawsuit | Chevron" and includes a link to "www.chevron.com > Ecuador Lawsuit". The second result is titled "Richmond leaders blast Chevron, say lawsuit is about..." and includes a link to "www.ktvu.com". The third result is titled "Richmond Files Lawsuit Against Chevron For Alleged Negligence in ..." and includes a link to "www.nbcbayarea.com". The fourth result is titled "Chevron Ecuador Lawsuit - Huffington Post" and includes a link to "www.huffingtonpost.com/tag/chevron-ecuador-lawsuit". The fifth result is titled "Chevron's latest headache in \$19 billion lawsuit - FORTUNE Features" and includes a link to "features.blogs.fortune.cnn.com/2013/07/22/chevron-lawsuit-ecuador/". A red arrow points from a text box on the right to the fourth search result.

Information is not current and we do not gain a strategic advantage.

Sifting & Prioritizing Strategies

Each strategy allows marketers to drill deeper into the data and leverage findings for impactful business development:



Interactive vs. Passive

More Effective Filters

Benchmarking

Interactive vs. Passive

Manzama Welcome, Peter Ozolin | Home | Flagged Items (62) | My Profile | Email Alerts | Manage Firm | Help | Logout

Groups Practices **Industries** Clients Competitors Trackers Trusted Sources Advanced Search Manzama

Trending Clients

Cyber & Data Security
Health Care
Oil, Natural Gas & Pipelines
Pharma, Biotech & Life Sciences
Renewable Energy
Wind Power

Duke Energy Corpora...
JP Morgan
Pfizer

Practices

Trending Practices:

- Securities Law +110.01%
- Labor & Employment Law +105.61%
- Venture Capital +97.86%

Trends:

cease-and-desist | new jersey eauthority | calico
force | press release | prospectus | bankruptcy
well-known | discovery | JP Morgan | Walmart
Dorsey Whitney | Fowler White Boggs
Dechert LLP | Weil Gotshal | Mayer Brown

Duke Energy Corporation – +124.34%

- Dutch Barns Inc. files for Chapter 7 bankruptcy
From: Biz Journal - Accounting News Yesterday at 8:27 a.m. **New!**
- The Battle Of Utilities Versus Rooftop Solar
From: EarthTechling - Green Tech,... Yesterday at 2 p.m. **New!**
- Duke Energy changing retiree health plans
From: Biz Journal - Energy &... Yesterday at 4:12 a.m. **New!**
- Top N.C. economic players start listening tour this week
From: Charlotte Business Journal... Yesterday at 10:45 a.m. **New!**

[view more »](#)

Top Trending

- opportunity
- retiree
- infrastructure
- report

Chevron – +113.43%

- Hague Tribunal Backs Chevron In \$19B Amazon Pollution Fight
From: Law360 - Energy Yesterday at 4:58 p.m. **New!**
- Chevron Scores One Against Ecuador
From: Wall Street Journal - US... Yesterday at 4:04 p.m. **New!**

manzama.com/industry/renewable-energy/7259/ | Chevron from pollution liability

Top Trending

- oil spill
- gas industry
- environmental defense fund
- methane

Practice Terms

Industries

Trending Industries:

- Health Care +117.58%
- Renewable Energy +93.32%
- Wind Power +91.76%

Trends:

hill archives | agency | google | people
research scientist jobs | government shutdown
subsidiary | intervene | discovery | Walmart
BrightSource Energy | Duke Energy Corporation
Chevron | Pfizer | Epstein Becker Green

Effective Filtering

Manzama Demo Welcome, Michael Hennessy [Home](#) | [My Profile](#) | [Email Alerts](#) | [Manage Firm](#) | [Help](#) | [Logout](#)

Groups **Practices** Industries Clients Competitors Trackers Trusted Sources

Trending Clients

- Bank of America Corp. (Green line)
- IBM (Orange line)
- JP Morgan Chase & Co. (Blue line)
- Kraft Foods (Red line)
- Morgan Stanley (Light Green line)

IBM – +205.08%

- Made in IBM Labs: IBM Scientists Unveil Highly Integrated Millimeter-Wave Transceiver for Mobile...**
From: IBM News Yesterday at 9:05 p.m. [New!](#)
- COSO Appoints Protiviti's Hirth as New Chairman**
From: Compliance Week - Accounting... Yesterday at 8:31 p.m. [New!](#)
- IBM, Cal, UTC, Caltech cyber-engineering challenges**
From: Biz Journal - Education News Yesterday at 12:28 p.m. [New!](#)
- Seton Hill University receives national recognition for innovation**
From: Biz Journal - Northeast News Yesterday at 1:04 p.m. [New!](#)

Bank of America Corp. – +180.17%

- BoFA \$8.5 bn mortgage settlement case opens**
From: Economic Times Headline News Yesterday at 6:30 p.m. [New!](#)
- Motion to Dismiss Granted in Part in \$1.75B Repurchase Suit Against BoFA, Countrywide**
From: Orrick Financial Industry... Yesterday at 10:35 a.m. [New!](#)
- CR Bard Inc. - Shareholder/Analyst Call**
From: Seeking Alpha Yesterday at 10:30 p.m. [New!](#)
- Bank of America \$8.5 billion mortgage settlement case opens**
From: Fidelity Investments News Yesterday at 4:57 p.m. [New!](#)

JP Morgan Chase & Co. – +140.7%

- Isis Pharmaceuticals, Inc. (ISIS) Announces Exercise of Underwriters' Option to Purchase...**
From: Biospace News Yesterday at 8:23 p.m. [New!](#)
- Companies To Watch: Desarrolladora Homex S.A.B., Porter Bancorp Inc.**
From: Dow Jones Daily Bankruptcy... Yesterday at 3:08 p.m. [New!](#)
- Don't make the mistake of overlooking your Minimum Viable Segment**
From: Venturebeat Yesterday at 4:30 p.m. [New!](#)
- JPMorgan, Barclays cut SAIL's target price**
From: Economic Times Headline News Yesterday at 10:53 p.m. [New!](#)

Practices

Trending Practices:

- Mergers & Acquisitions** +171.19%
- Securities Law** +152.77%
- Capital Markets** +137.68%

Trends:

- colonial | cell | earning | focus | week
- investment trust | clinical trial | valuation
- exclusivity | settlement | Morgan Stanley
- Bank of America Corp. | Monsanto | Akin Gump
- Dorsey Whitney | INC Research
- Womble Carlyle | BuckleySandler

Industries

Trending Industries:

- Telecom** +156.58%
- Financial Services & Investment** +145.6%
- Banking** +119.17%

Trends:

- canadian | zynga | story | game 2 | acquisition
- discovery | oversight | public offering
- Kraft Foods | Bank of America Corp.
- JP Morgan Chase & Co. | Covington & Burling
- BuckleySandler | DLA Piper | Ballard Spahr

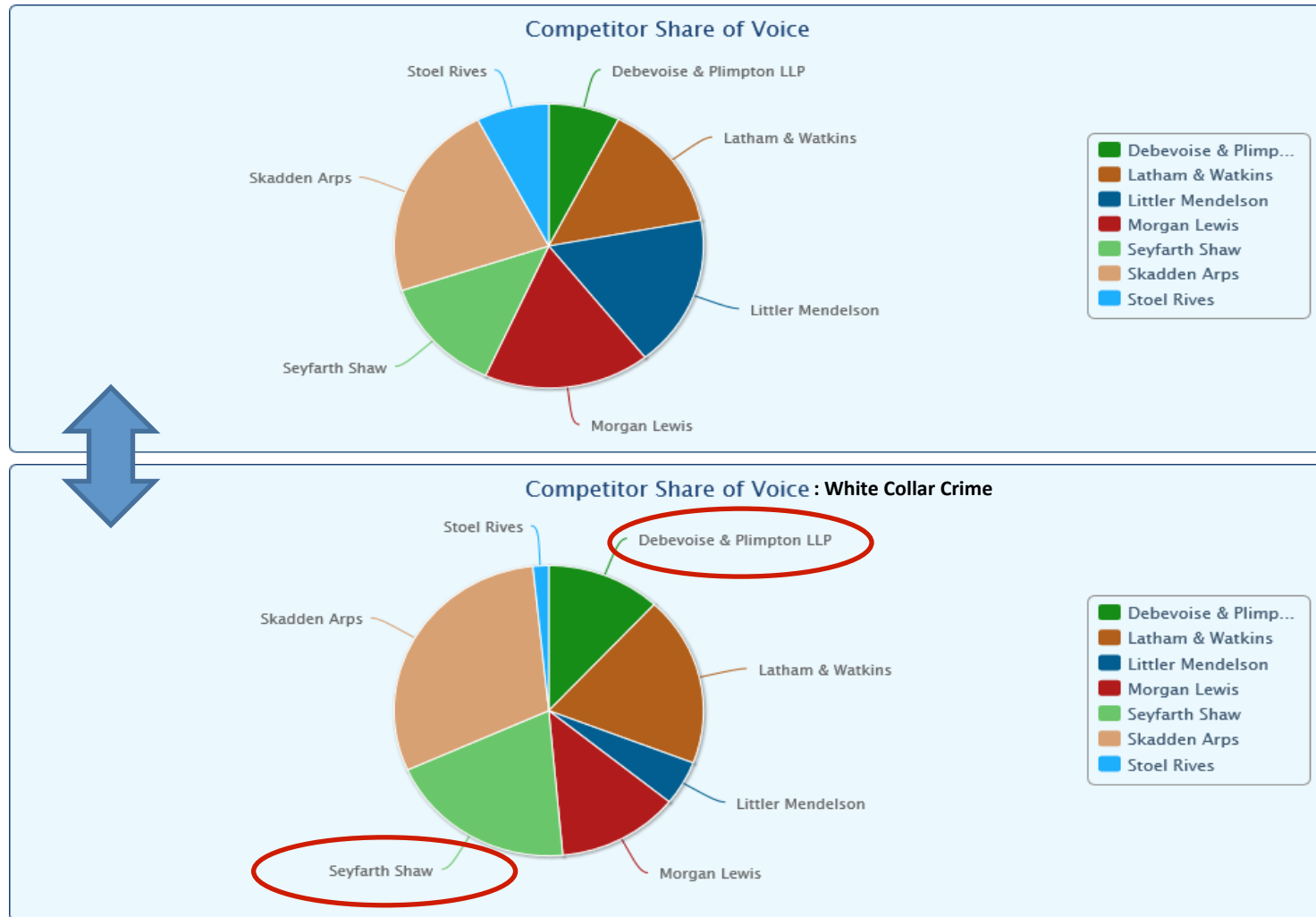
Competitors

Benchmarking

The screenshot shows the Manzama software interface. At the top, the user is logged in as Peter Ozolin. The main navigation bar includes 'Groups', 'Practices', 'Industries', 'Clients', 'Competitors', 'Trackers', and 'Trusted Sources'. A search bar on the right contains the text 'Advanced Search Manzama'. Below the navigation bar, a dropdown menu is open for the 'Clients' category, listing various companies including Barclays, biosimilar, BrightSource Energy, **Chevron**, Duke Energy Corporation, JP Morgan, Lloyds Banking Group, Merck, Pfizer, Rio Tinto, and Walmart. The main content area displays several news items related to Chevron, such as 'Motion To Stay Pending Rule', 'Motion To Bifurcate Trial De...', and 'Chevron reaches deal on Richmond property taxes'. Two blue callout boxes with green arrows point to specific parts of the interface: one points to the 'Chevron' entry in the dropdown menu with the text 'Which other law firms are mentioned in conjunction with client.', and the other points to a news item with the text 'Issue watch: Trending with client.'. On the right side, a sidebar lists various categories and their counts: Law Firms (10), Clients (1), Companies (10), and Trackers (4). The sidebar also lists specific law firms like Gibson Dunn, King & Spalding, and Porter Wright, and companies like Greenhouse - Litigation and Dodd Frank.

Know more than just what your firm is doing. Analytics need to be collaborative with comparisons across conditions and cultures.

Benchmarking: Share of Voice

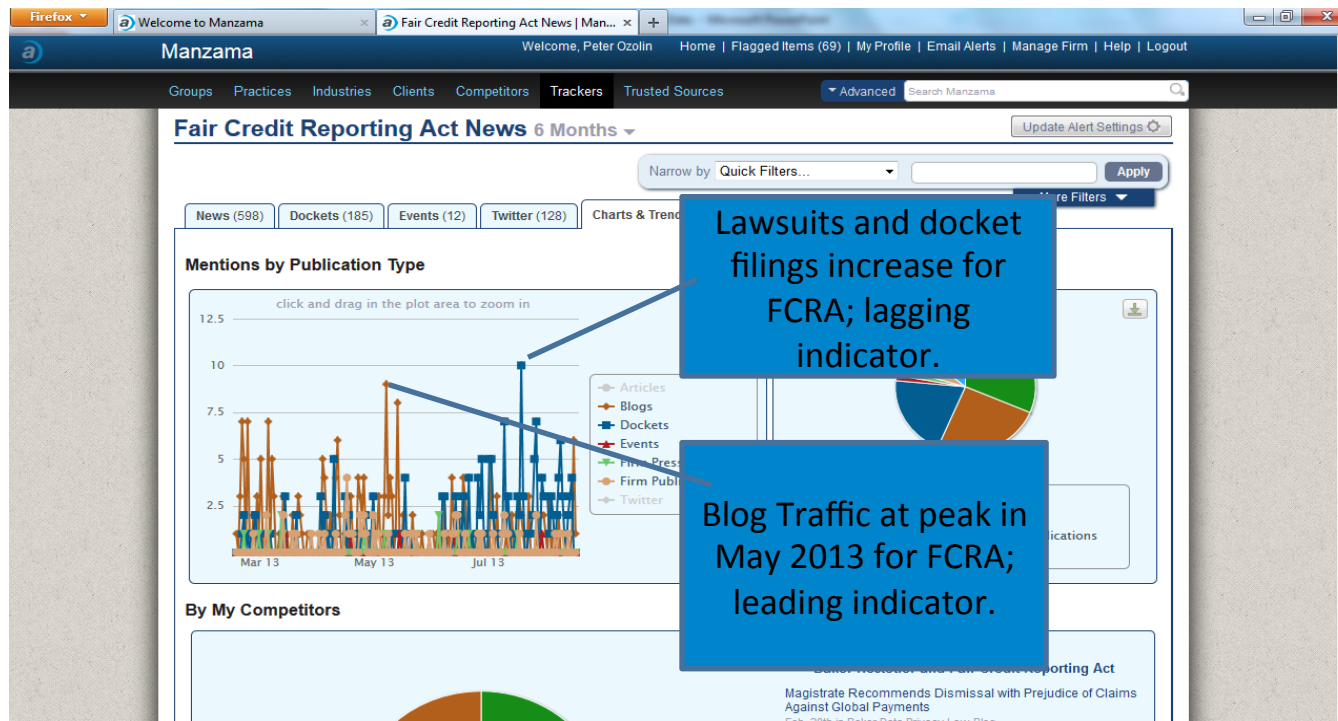


In terms of the market, how do you stack up?

Monitor Issues, Analyze Trends

One dashboard showing how to position in a new micro-market:

- Identifies trends, new micro-markets;
- Shows stats/fluctuation in blog traffic; and
- Reveals ideas for content production.



Acting on Knowledge: “Whose Deal?”

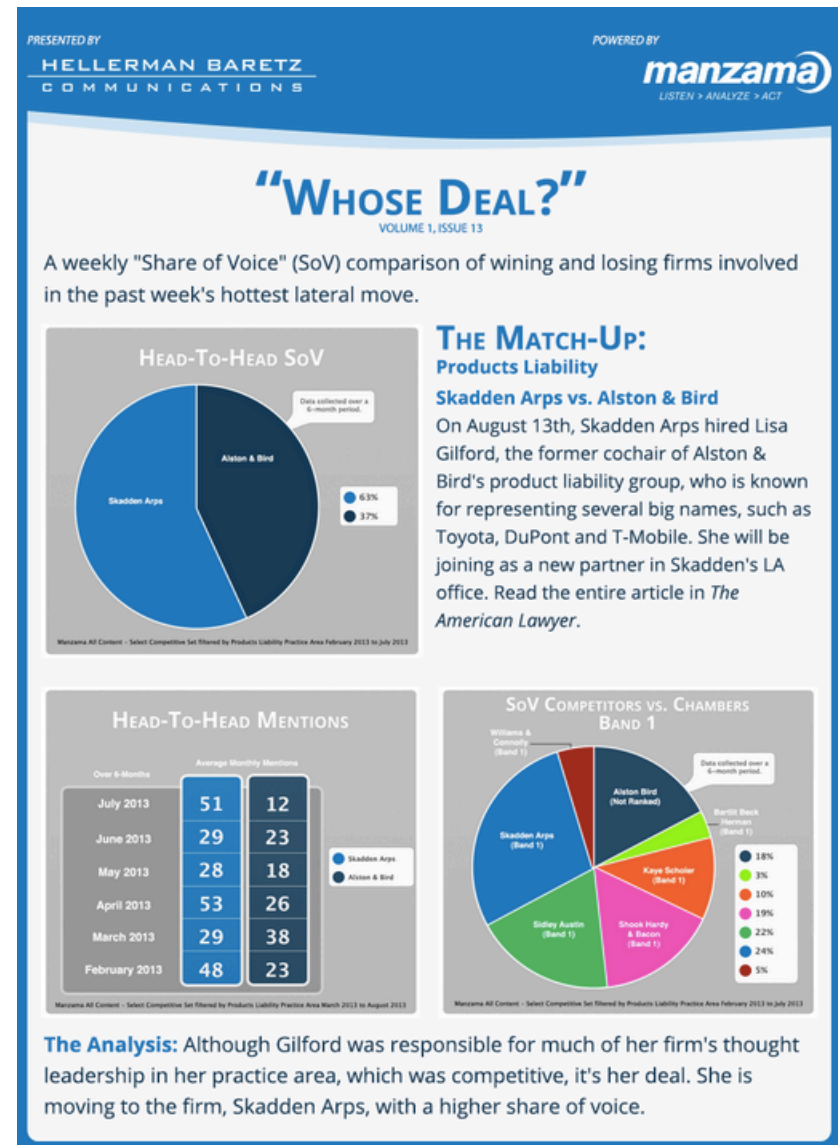
How might firms evaluate a potential lateral hire?

Hellerman Baretz Communications teamed up with Manzama to launch a series of comparisons, which analyzed the week’s hottest lateral move.

Leveraging Manzama’s data, HBC pitted one firm against another. We then brought in additional *Chambers*-ranked firms to put the comparison in context.

“Whose Deal?”:

1. The lateral’s if going to a firm with more thought leadership in their practice area.
2. The firm’s if acquiring a significant player/a partner with higher share of voice in their practice area.
3. A tie if both firms have the same share of voice (rare!).



Action: Current Challenges

- Once marketing need is determined, law firms need to deploy strategy.
- How do you evaluate strategic value of content (not just quantity)?
- How do you benchmark strategic value of content within your industry or practice?

Challenge: Need is Great, Resources Scarce

BIGGEST CONTENT MARKETING CHALLENGE

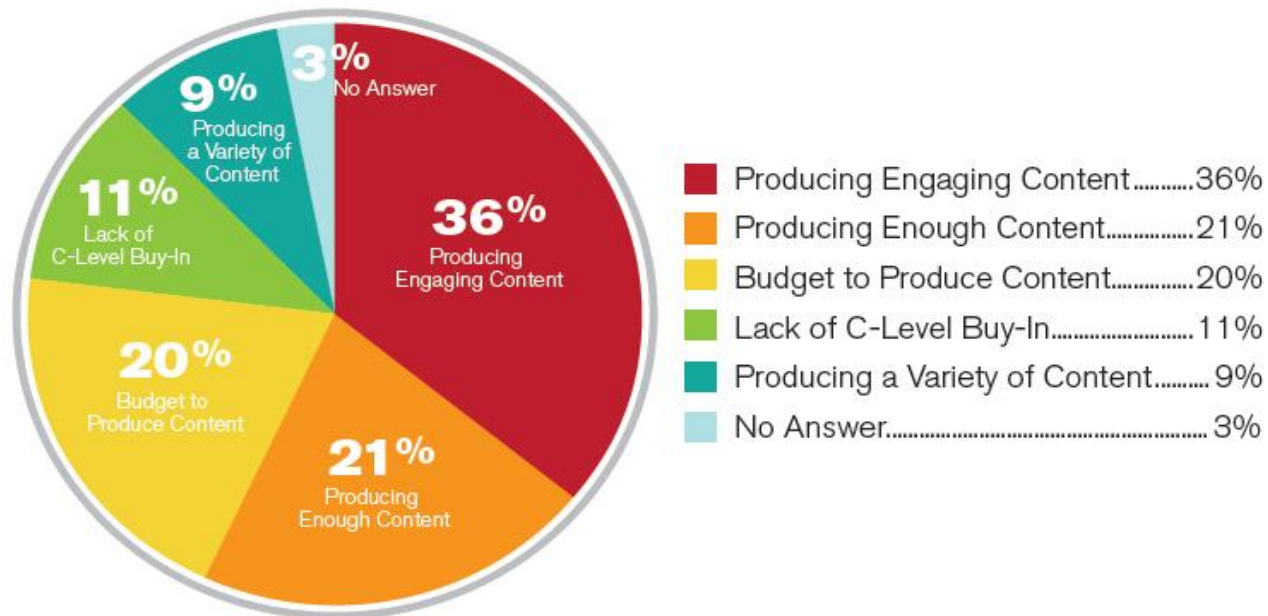


Figure 13

B2B Content Marketing: 2010 Benchmarks, Budgets and Trends
MarketingProfs/Junta42

Evaluate Strategic Value of Content

BTI Consulting Study: Which business development activities work?



Creating Engaging Content

1. Think like a journalist: Proximity (audience), impact, usefulness, timeliness, prominence, conflict.
2. Focus on a niche issue: Position yourself as a “domain expert;” create content, blogs, white papers, webinars, podcasts, etc. around an issue (i.e. micro-markets).
3. Be creative, engage your audience.
4. Leverage success.



Leverage Success To Build Relationships and Justify Your Clients' Buying Decisions

Award Submissions



News Features



Byline Articles



Feature Profiles

Speaking Engagements

Expert Interviews

Benchmarking Strategic Value: Questions

Lawyers:

- How much thought leadership do I need to compete?
- How do I compare to colleagues?

Marketers:

- How effective are my partners with our firm's resources?
- Are we getting a rock-star with this new partner?
- What types of content are most strategically valuable to my partners and *our* firm?
- What should we do more of?
- Which partner should I give "this" opportunity to?

Metrics Demonstrate Success...

Campaign metrics underscore the value of marketing, inform budget decisions and guide future strategic decisions. Metrics examples:

- Share of voice comparisons (both firm to firm and partner to partner);
- Google Analytics: Improved click-throughs, bounce rates, page views, bio and webpage hits, etc.;
- Social Media: Rise in Twitter followers; LinkedIn connection requests, etc.;
- CRM system: More robust list of contacts;
- Increase in inbound client, reporter queries; and
- New client matters opened, % or real terms.

The most successful metrics collection strategies engage multidisciplinary team: IT, accounting, recruiting, reception, etc.

...and Inform Strategic Decisions

Imagine your firm wants to start a wealth management practice in either California or Chicago.

How much content does your California partner need to generate to be competitive at a *Chambers* level?

How much content does your Chicago partner need?

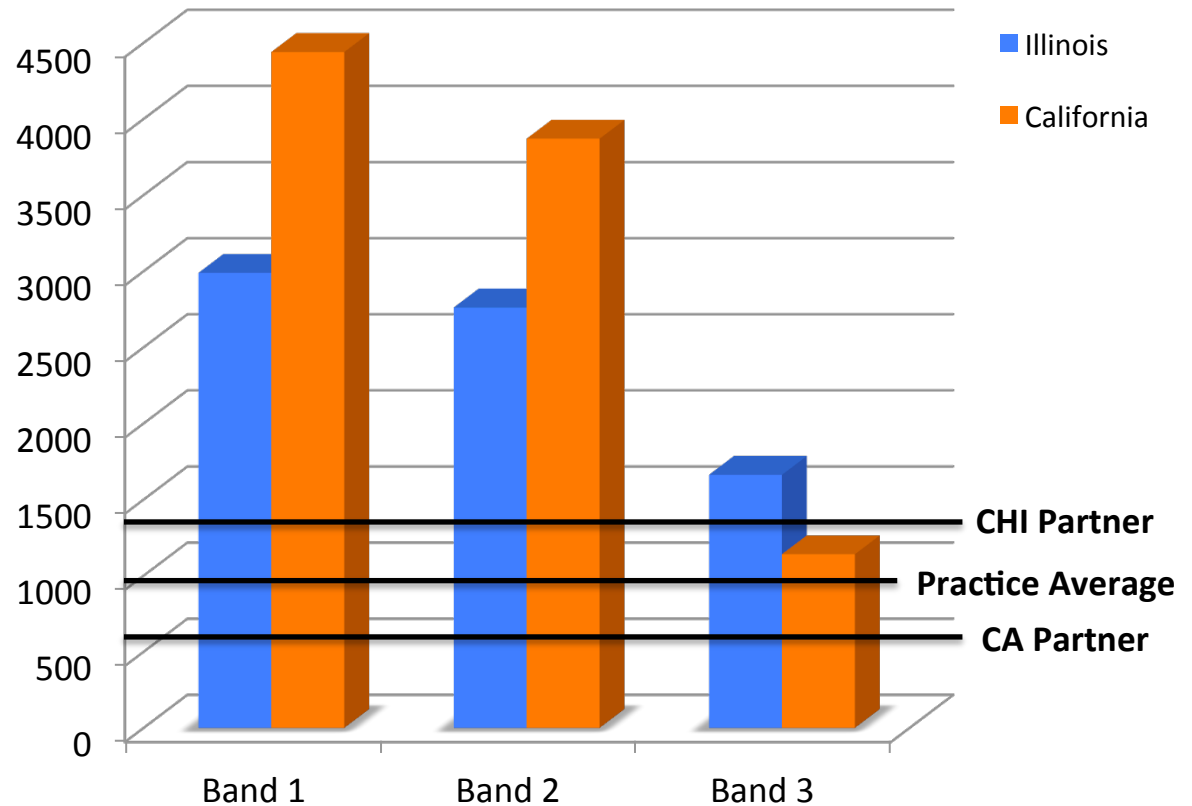


Figure: 2013 *Chambers* Comparison, Wealth Management, IL vs. CA

*You are looking to hire a Securities/Litigation lateral.
How do they stack up against their peers?*

The average amount
of content per
Securities/Litigation
Chambers Band.

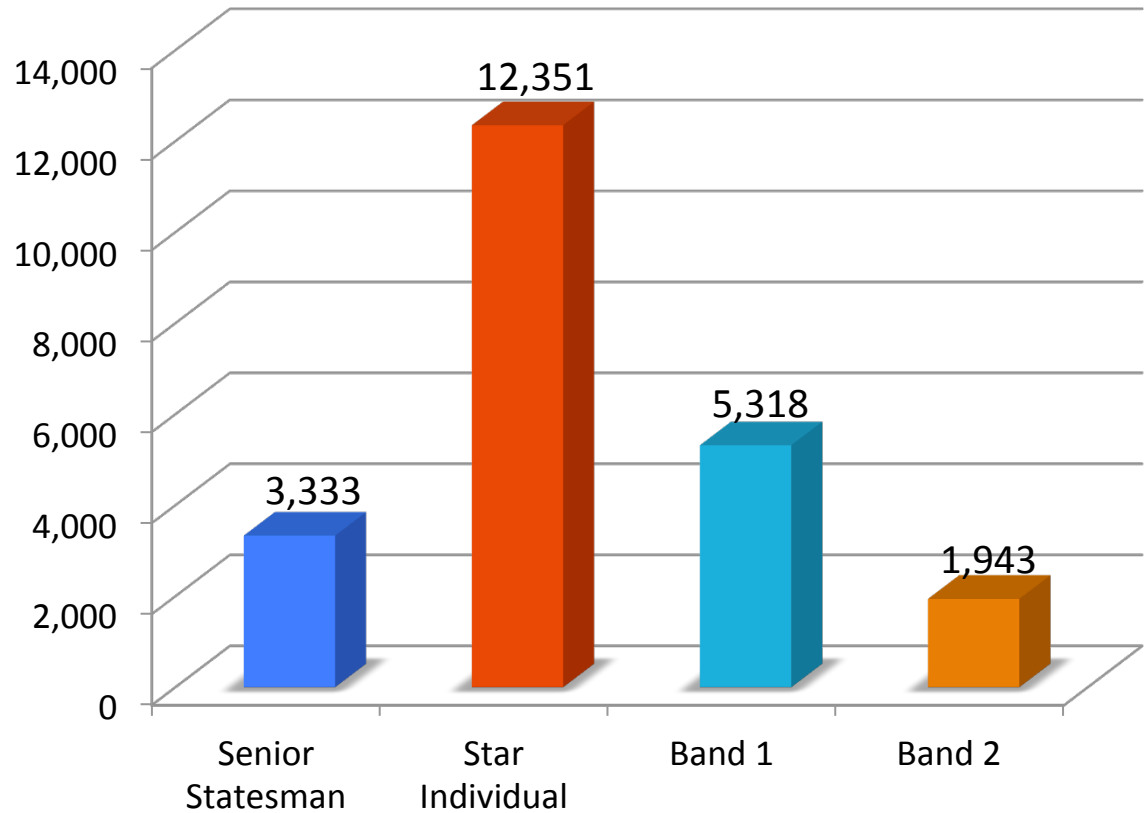


Figure: 2013 Securities/Litigation, National

Questions & Answers



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