

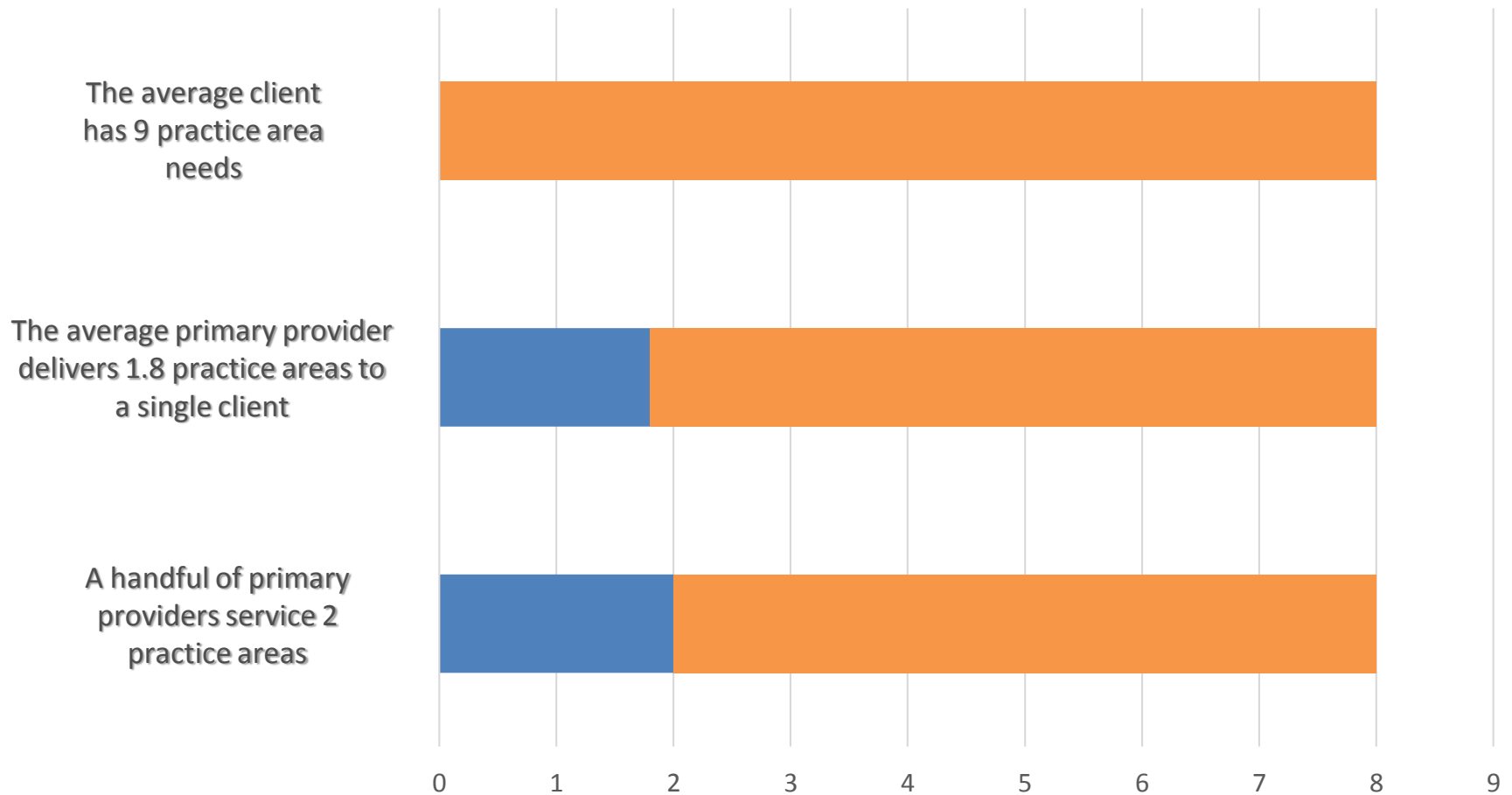
# Myths and Truths of Cross-Selling

Karen Bell & Tracy LaLonde

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# Cross-Selling Needs



# Cross-Selling & Service

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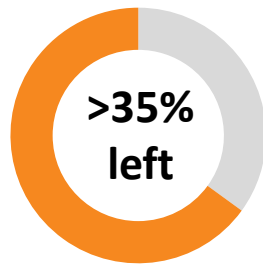


Source: BTI Consulting



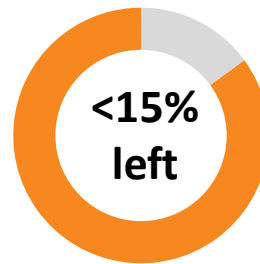
# Cross-Selling & Loyalty

## One Practice Area



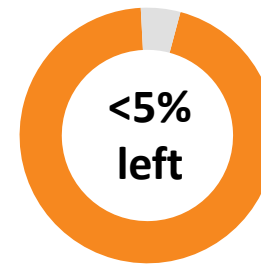
For clients that used only one practice area, just over 35% of those clients left after three years.

## Three Practice Areas



For clients that used three practice areas, less than 15% of those clients left after three years.

## Four or Five Practice Areas



For clients that used four or five practice areas, less than 5% of those clients left after three years.

Source: Redwood Analytics



# Tenants of Cross-Selling

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- Doing great work is the surest way to expand client relationships
- Creating a large list of clients and relationships at those clients will lead to sustainable activity
- Having relationships at the highest levels of the client guarantees a higher rate of success
- Taking people to lunch or a sporting event is the best way to initiate cross-selling and introduce other practice group attorneys to an existing client
- The most effective way to win work is to go in there and “pitch ‘em”



# Truths of Cross-Selling

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1. Doing good work is important but excellent service is as critical to expanding existing client relationships
2. Understanding a client's business objectives, trends and organizational structure can help expand business with existing clients
3. Firms that have many, multi-level relationships that are proactively managed have the greatest success
4. Finding an authentic reason or IN is the best way to introduce other services or attorneys to existing clients
5. Business is won by managing the entire sales process



# Cross-Selling Essentials



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# What It Takes

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- A cross-selling 'mindset'
- A disciplined approach based on 'habits'
- Tools (for thinking and tracking)
- Being accountable for results





# Embedding the Practice of Cross-selling

PDC

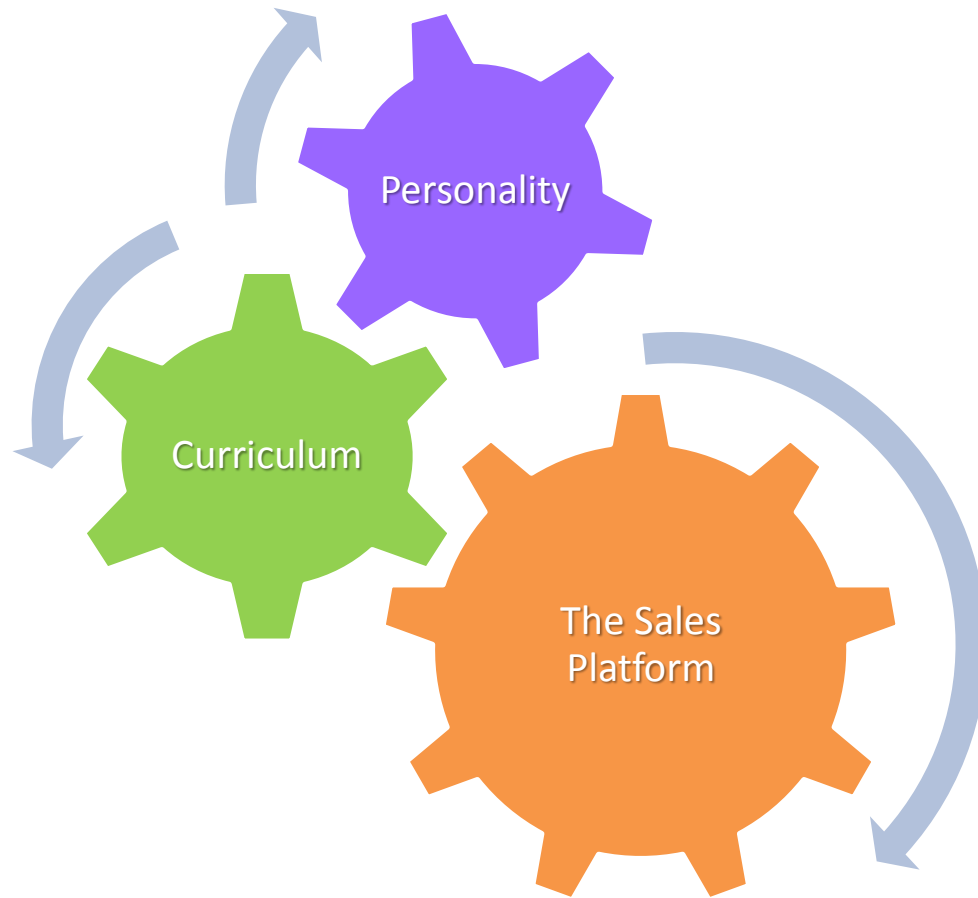


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# Assessing, Learning & Doing

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# Personality – Awareness is Power

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- Lawyer's self awareness
  - Assessment tools
  - Identify strengths; perceptions by others; approaches (e.g. thinking/feeling)
- Client's personality
  - Observations & conversations
  - Identify expectations/preferences
  - Big picture; detailed oriented; directional

# Capabilities Curriculum Checkpoints

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- Programs ‘build’ on one another and ‘connect the dots’
- Key messages are simple
- Terminology is consistent and aligned (what teachers say must mirror what internal sales say)
- Use multiple formats
  - Information sharing (handouts/intranet)
  - Learning frameworks (e-learning)
  - Active learning with case studies/scenarios



# The Firm's Sales Platform

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- Business Intelligence (monitors/snapshots)
- Marketing (brand, profile, speaking, writing)
- BD toolkit (guides, checklists, practice sessions)
- CRM (contacts, WKW)
- Leaders integrate Personal and Team Planning (clients/industries)

# Tools for Cross-Selling



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# Client Experience Roadmap

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<b>Relationship Development/ Maintenance</b>	<b>The Client's Business</b>
<b>Communication</b>	<b>Appreciation</b>
<b>Issues</b>	<b>Opportunities</b>

# Cross-Selling: Opportunity Assessment

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- What are the client's strategic goals and objectives for the next year? For the next 3 years?
- What is happening in the client's industry? (current trends, hot buttons, opportunities, issues, etc.)
- What is the client doing to address those trends, issues or opportunities?
- What are the client's current major initiatives?
- What problems or opportunities might the client experience in the next year that may prompt legal needs?
- What is causing the problem or opportunities?
- What business benefits will they realize or risks they may encounter by solving this problem or pursuing this opportunity?





# Relationship Map

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Client Name/Title	Firm Relationships	Personal/ Professional Goals & Key Priorities	Relationship Building Approach	Timeline/ Frequency	Most Recent Contact by Whom	Next Contact by Whom





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