



ALA Means Business

*...and getting business means knowing
your buyer.*

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Welcome everyone and thanks for being here today for this vendor session,
ALA Means Business...and getting business means getting to know your buyer...

Who we are



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I'm Tim Corcoran.

I'm Nicole Carrubba Frein

Today's session is all about helping you maximize your success marketing to and prospecting among legal administrators by empowering you to form more meaningful relationships with this prospective market segment.

In order to help **YOU**, their valued sponsors drive more opportunities, build new relationships with their members, and gain positive results from their investment in ALA, the organization offers this special session each year to help give insight and perspectives, and to foster a better understanding of this important and influential group.

We hope today to provide some insight into what's happening in the industry, talk about how it's impacting legal administrators specifically, and to offer some tips for how to activate this audience to grow your business.

Nicole

We want this session to be interactive, so feel free to ask a lot of questions and we plan to do a long Q&A session at the end. If we don't get to every question in person today, we can reply to you after the session. We'll also make the slides available and send them if you hand us a card and or jot down your email address for us to do so.

For some of you, this may be a refresher on things you already know, but we hope there may also be new inspiration or ideas that you can hopefully take with you out onto the show floor over the next two days, and beyond into your new and growing relationships with the folks you connect with here at ALA.

SO, why are you all here? What are your goals for participating in this show?

Why are you here?



What vendors want...
Cut through the noise with your message
Get leads, and good ROI on conference investment
Build relationships, close deals.

So why are legal administrators here? What do they hope to get out of attending?

Why are they here?



Legal administrators want to...

- Network with peers (...or peer commiserating!)
- Get CLM certification, credentialing
- Learn how others solve similar problems, gain efficiencies
- Search for new employment opportunities
- Meet with vendors for new ideas, and learn about solutions
- Volunteering

If it doesn't seem like these goals align, fear not...

Opportunities to align



What administrators want...

What vendors want...



The ven diagram makes it all clear!

We're all here to make the most out of time at the conference, to learn, to connect and to hopefully develop or nurture mutually beneficial relationships. You'll hear throughout this presentation today the common theme of "when you more deeply understand your audience, you can engage them in a more meaningful, less transactional way."

So while everyone in this room may have the ultimate goal of selling a product or service to these prospects, administrators interest in hearing about what you want to sell is a very small part of why they are here participating. If we focus more on why the administrators are here, and their goals, you'll find there are plenty of organic opportunities for you to get your needs met too.

Let's start with the few obvious points of intersection where your goals for attending align with the administrator's goals for attending and discuss how to make these alignments work for you:

You're both here to learn. You want to know what your competitors are doing and saying, and so do they! On the show floor and at networking sessions, folks get talking. It's a good opportunity to share what you're hearing about from their peers, and they will share what they like or dislike about the products and services they are seeing.

Attendees are also here to learn and gain certifications and credentials. What are you doing, or what can you be doing to create content to contribute to that continued development (if you're not speaking at sessions at this event, what follow up educational resources, content, or webinars can you pass along next? Or invite a group to gather for a roundtable dinner dialogue.

Volunteering, particularly among younger generations (like Millennials) is increasingly important. And this generation will become the next generation of decision-makers and influencers for purchasing your products. Volunteering, and/or having a positive social, give-back slant to your business will resonate with prospective buyers and when at events and social gatherings give you common ground for discussion. And if you really plan well, an opportunity to host a volunteering activity for prospective clients in collaboration with an association or member community can generate a lot of interest and engagement.

There's also ways to add value where you're goals seemingly don't align:

Networking. Tap into your sales strengths and your relationships to make introductions, help facilitate new conversations among administrators who may not know each other but who may both know you. As sales and marketing professionals in the booth, you're likely outgoing, gregarious conversationalists. Use your powers for good, foster good rapport and help make connections among peers that might not otherwise have happened.

Same with job hunting: Keep your ear to the ground on behalf of your connections, when you hear of opportunities, pass them along. When appropriate make recommendations and referrals. You are talking to many firms, they are not. Put your relationships to good use. A little goodwill goes a long way.

Searching for solutions: Share what you know on others experiences working with different solutions when you can (inside and outside the scope of your solutions area). Again, leverage your relationships with other administrators across various firms to make connections that allow your contacts to discuss experiences with different vendors, and get "from the horses mouth" feedback.

If you spend more time focusing over here on this side of the diagram, you'll find more opportunities to achieve your goals from this side of the diagram.

So we've covered generally, why legal administrators are here, but what else do we need to know about this segment?

Who is the Legal Administrator?



- Nearly 80% female
- 15% between the ages 37-46, 36% between 47-56 and 36% between 57-66
- Nearly 40% have a Bachelors degree, 24% Masters or higher
- Typically the most senior business professional at the firm
- 32% at small firms fewer than 15 lawyers, 47% at midsize firms (15-75 lawyers), 11% at firms with 75-150, 10% at the largest firms
- Wide variation in responsibilities by firm: 69% identify as top administrator
 - Finance & accounting
 - Human resources
 - Information technology
 - Facilities
 - Marketing & business development
 - Office services

ALA Member Database

Let's talk demographics... an important input and first step at getting to know them.

(quick read on bullets from slide)

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The legal administrator persona varies by firm size.

Often they are the top business person who is not practicing law.

But there is a wide variation in the span of control the administrator has per firm.

Administrators have responsibilities across diverse operational areas including:

- Finance and accounting (paying expenses, filing taxes, generating reports to partners on health of firm, etc.)
- Facilities management (moving offices, building out space, office allocation, etc.)
- Human resources or staff management (generally all staff people work for administrator, specialists for business functions, or wear multiple hats) involved in personnel HR issues, sometimes lawyer management issues, e.g. in very large firms, or maybe associate development and training etc.
- Marketing and business development (but many administrators come up through the accounting ranks - accounting see marketing as a cost, as firms have started to budget and forecast, folks with accounting background are at a loss because accounting looks back, but finance looks forward - what should we spend? out of their depth/comfort zone)
- Information security (responding to audits, handling data breaches, GDPR, privacy, avoiding scams, locking down policies, needing two signatures, etc.)
- They may have influence on pricing and strategizing how to manage legal work differently (big areas of growth for many law firms, but these people are often ill-equipped to be a part of this conversation, don't really drive these decisions but influence them), finance discussion, pricing, get better at the finance side of this (cost of legal service delivery), most are involved in compensation decisions, but few have much say or being allowed in the room. preparing the data.

Demographics are helpful in painting a broad strokes picture of an audience segment. They show us what they look like as a group, but to really powerfully connect, and target an audience segment, we want to build a story around what they look and who they are as a person.

EMOTIONALLY

Varies by firms size and by how the firm treats their professional staff.

They feel valued, there's more pressure based on the volume of activity and things they are responsible for, deluge of stuff that's thrown at them. Well compensated.

(You can be head administrator at a law firm after being a secretary.)

Overwhelmed, but satisfied. Hero culture. Shitty processes but they are appreciated.

Credibility gap - lawyers don't have a clue of what they handle. Their job is to look like a duck above water, but below furiously paddling.

If they were to change firms wouldn't be able to pay for an ALA membership. managing partners don't know what ALA is, and so not everyone can join.

Example Persona

Jill Roberts and Head of Example Persona



Situation

- Mary holds a strong leadership position at the firm, while cont demands of her lawyer
- Mary is looking for new from new competitors (get her lawyers to take

Robert English—Executive Director and COO



Situation

- Pressure is on to be productive fierce, margins are thin and it's competitive edge in this market
- Constant distractions with oper center or planning for next year one get the answers they need?
- There's little to no benchmark performance in key operational

Example Persona

Mary Roberts—Legal Administrator



Situation

- Mary holds a strong leadership position at the firm, but lately she has been experiencing pressure to find new ways to respond to increasing price pressure from clients, and determining how to implement new strategies while staying profitable.
- Mary is looking for new, successful ways to plan for the 15 senior partners who are retiring over the next 5 years. The firm is top heavy with senior lawyers resistant to transition clients to the younger partners coming up the ranks and keeping profit margins consistent with these expected retirements could be a challenge.



My Driving Questions

- How can I improve the efficiency of my firm's



My Driving Questions

- How do I find the time to research and evaluate the best solutions for my firm across so many key areas?
- How do we re-engineer the way we deliver service to clients? And get alignment from partners to approach things in a more unified way?
- How do I build the buy-in from my lawyers that we need to invest in new solutions?
- How do I overcome the institutional challenges between lawyers and non-lawyers in the firm to get support for programs and resources that I know we need to grow the business?

My Main Tasks

- I manage...
- I'm concerned with cost control, organizing and driving my team to best support the firm. I also spend time researching and making recommendations for the right tools and solutions to support my firm. Off the record, one of my biggest tasks is navigating the firm infrastructure and politics.

My Current Tools

- Internal:
- External:

Another way to get to know the legal administrator to help you connect in more meaningful and relevant ways, is to create a buyer persona. Personas are fictional characters, which you create based upon your research in order to represent the different user types that might use your service, product, site, or brand in a similar way. Creating personas will help you to understand your users' needs, experiences, behaviors and goals. Personas help make the data you know about a user segment (demographics, psychographics, technographics, etc.) more real by personalizing it. Its easier to get to know "someone" than it is to make sense of stats and figures.

Here's a few examples of personas:

The more detailed you can get with your persona, the more valuable a tool it is to help support your content marketing strategy, your messaging, your collateral, etc. Your success all depends on knowing and understanding your target audience. Sophisticated audiences go to market with multiple nuanced variations to their message, and a persona is a great tool to help you find that nuance.

How do you get this information? How do you build a persona?

1. Start with what you know about your customer (this is the raw data you can acquire from multiple sources, ALA membership stats, your own sales people and their feedback from client calls, if you're in marketing, listening in on client

calls.)

2. Talk to a lot of people, interview your target, both customers and prospective customers, to get a range of views and perspectives that you can morph into a single persona that represents the typical needs and concerns of this segment.
3. How do you decide what information to include in the persona? A good persona will answer questions about your target audience, such as:
 - What are they working on?
 - What are their challenges?
 - What's their environment like?
 - What questions do they face in their day-to-day? Or what keeps them up at night?
 - What tools, software, or resources do they use to do their jobs? Internal or external solutions?
 - What are their main tasks?
 - Where did they come from before landing in this current role?

A good persona will evoke empathy and foster connection, it includes a name, a photograph representative of your demographic, it will include a relevant product narrative. It should be realistic, and include a quote stating the personas key goal and to give a feel for the voice.

Because there is such a varied degree of power within the legal administrator position, you may consider making a persona for each type of legal administrator to help you hone in further (large law, small law, firm culture, experience level).

So, how do you leverage the persona?

Personas are incredibly useful in helping you role play in sales, in developing messaging for your products or services, and in helping you develop a list of common objections that you can message around – we'll talk more about that later.

To be successful selling, you want the person on the other side of the table to say, "this person really gets me." It's about the person, not the transaction. The persona, personalizes the target for you. Takes the data, and makes it into a real person that you can connect with. People are individuals. What gets them to engage or relate to you can be different for everyone. Ever hear of the 5 love languages? people relate and respond to different cues to form a connection.

Personas take their roots from product design, but personas can be useful to your communication approach.

UX may already have started personas, you add to them, and use them as your starting

point. Help them inform your decisions...apply them to your sales and marketing communications strategy.

Good sales people do this intuitively. And it's information that should be shared to the benefit of all.

Meet Mary Roberts:

Mary has been with the firm for a few years, having risen through the ranks to establish a respected leadership position with influence on the firm's plans and budget. Every one of the firm's leaders will say that they know Mary is awesome, but, truthfully, they have no idea what she does to make it all run smoothly.

Mary is a rock star multitasker, super positive, and has fantastic interpersonal skills. She is one of those rare people who when you tell her you need something or if you are struggling with an issue, she magically makes the problem disappear or has a solution for you, all while making it seem effortless. She has the right blend of empathy, peacekeeping, and people skills, with the strength and composure to deal with difficult and challenging personalities or conflict situations. She is trusted and turned to often.

While there are others in the firm that run different departments like marketing and finance and IT, Mary has her eyes and ears and hands on all aspects of non-lawyering activity at the firm. From remaining up to date on new technology and management trends to changes in the way law practices are structured, Mary somehow manages to keep a pulse on what's important for the firm to know across disciplines and knows how to get things done and implemented.

What's happening in the industry?



- Technology continues to transforming the legal market
- Cybersecurity risk
- Law firm consolidation
- Threats from new entrants, alternatives, and substitutes
- Increased buyer sophistication
- Ongoing price pressure and changing economics



These things are happening in the industry...and how they impact the legal administrator

What are their biggest challenges?



- Adapting to relentless price pressure (or not)
- Re-engineering service delivery
- Allocation and prioritization of firm resources
- Succession planning
- Increased management challenges

Creating these challenges for legal administrators...

- constant price pressure regardless of firm size (large firms from alternative businesses that provide legal services, and from below - clients demanding budget and alternative fees) Not trained in pricing how do we do this so we don't lose profit
- managing service delivery, re-engineer the way that we do work. We're great at this but have two or three fundamentally different ways of doing this. As clients demand PM and process improvement, how do they show clients that they do it, and how do they learn it themselves
- managing firm resources (too many secretaries relative to our peers, paralegals instead of associates, technology to increase efficiency - more tactical but not strategic - make buying decisions about tech but not necessarily asking end users how to use it)
- succession planning (40% of partners retiring representing 50% revenue and 70% profits, no plans in place for how to transition the work from one person to another.
- involved in conversations about how many associates to promote to partner (numbers issue, not a talent development number)

Their biggest challenges...
are your opportunities.



- Revisiting sacred cows
- Appealing to the "Total Cost of Ownership"
- References and case studies provide air cover
- Efficiency pays... finally!
- More sophisticated buyers



Help them understand that your price tag is one part of the equation.

Understand the buying framework



- Identify
- Evaluate
- Select



You should be the world renowned expert of how they buy.

Two must read blog posts...



CORCORAN'S BUSINESS OF LAW

Guiding law firm and law department leaders through the profitable disruption of outdated business models.

By Timothy B. Corcoran

WHAT'S YOUR RSTLNE?
June 30, 2015

Smart people do their homework, gain experience and pattern recognition, and practice. But real "wing it," preferring to use their smooth skills to navigate thorny situations that frighten lesser mortals. And so partners who face the same client questions and objections again fail to think through, memorize, and practice their responses.

IF YOU ACT AS IF YOU HAVE ONE CHANCE TO MAKE A SALE... YOU'RE RIGHT
March 07, 2013

There are a couple pithy and pseudo-motivational slogans we've all heard, including "You have only one chance to make a first impression" and "If you think you can or think you can't, you're right." When I conduct business development workshops for lawyers or consultative sales training for legal vendor sales teams, one theme I reinforce is, "If you act as if you have one chance to make a sale, you're right." If you treat a client visit, or worse, a prospective client visit, as an opportunity to describe all

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Get email updates.
Email Address
SIGN UP

Tip #1.
Be useful and informative.



“93% of B2B buyers say that they prefer to buy online rather than from a salesperson when they’ve decided what to buy and just need to make the purchase.”

—Forrester Research

Source: https://go.forrester.com/blogs/15-04-14-death_of_a_b2b_salesman/

Take the long view...

Identify phase:

In today’s cloud-based, digital world, consumers drive the bus...and this isn’t just true for consumers buying goods in the emerging direct to consumer brand economy. It’s true in B2B legal tech, too. While building deep, meaningful relationships with your clients is tremendously important, its importance happens **sooner in the buy cycle** than you might imagine.

With the explosion of cloud technologies buyers expect to be able to get free trial, conduct a transaction without ever talking to a rep, and to have service agreements that they can start and stop at their whim complete with monthly billing cycles. Think how infuriated you get at “old school” contracts like your 2-year cell phone service with early termination fees. The Digital World means choice, freedom and above all flexibility.

So what’s the role of the sales rep? How do you add value? Why bother forming relationships?

The role of the rep is changing. Consumers look to their rep to be informed about state of the industry, what their competitors or peers may be doing with a given business problem, and to be on top of the latest research (What’s trending? Where do users turn to solve x, y or z? What will make this easier for me in the future?). Your role is no longer to just talk features and functions, I’d even argue,

it's not just about talking about benefits and valued-drivers...YET. **It's about educating, nurturing and building relationships with your targets well before they're in a position to make a buying decision.** It's about building desire, cultivating interest, and arming clients to make an informed decision and tying decisions to business outcomes. In fact, **95% of customers choose solution providers that offer relevant content at every stage of the buying process.** (<https://www.propellercrm.com/blog/sales-statistics>). It's your role to identify opportunities to add value, share knowledge and nurture from before the target even knows they are wanting and ready to buy something. By the time they are calling you, returning your emails or taking that appointment. It's already too late.

SALES MUST ADD VALUE ALONG THE CUSTOMER LIFECYCLE. Strategies leading up to the event: The trade show isn't about sales leads, it's about getting the ammunition you need to educate your customer and introduction to a relationship.

Another consideration, is that while administrators may be your target buyer, it's also true that they are probably part of a group of people who need to make the buying decision. (The facts now prove that *"groups of people buy from businesses"*, and most buyers prefer to bypass the sales person (whom is often seen as an order taker) whenever they can by self-serving and purchasing online. <https://www.linkedin.com/pulse/personal-relationships-longer-matter-b2b-sales-graham-hawkins/>)

Your best bet may be to help them justify a buying decision, empower them with the tools and research they need to make a decision faster, and most of all, be respectful of their time and the way they want to communicate – and often times that's digitally (chatting and PM tools, email, even texting) and at their convenience.

Tip #2. Be a digital communication ninja.



“By 2020, customers will manage 85% of their relationship with the enterprise without interacting with a human.”

—Gartner



<https://www.forbes.com/sites/ciocentral/2011/09/27/customers-dont-want-to-talk-to-you-either/#70139df270dc>
<https://m4comm.com/new-marketing/>

So if most people in today's world want to communicate digitally, you need to become a digital communication ninja. We just talked about the importance of finding relevant opportunities to stay top of mind and be informative to your customers. You need to help your customers become informed through relevant content delivered at the right time in their buy cycle, and remember meaningful connections and conversations to help identify opportunities for WHEN to send those communications. It's important to send non-sales emails.

“Google and Forester Research did a study that developed an interesting result. They discovered that 70% of the buyer's journey will be completed before a potential buyer will pick up the phone. Before they enter your business. Before they start to communicate with you or your company.”

Earlier we created a buyer persona for the Legal Administrator, to help you emotionally connect, and to understand this target better. The next step beyond the persona is to understand the customer journey. Sales can no longer be sales centric, sales must become buyer centric. And how sales communicates with them should reflect that understanding. Tim already talked about our simple framework of Identify, Evaluated and Select. But what more specifically is your customer's journey? Where can you insert yourself into the process and delivering what value and message?

“But that’s what marketing is for, right? That’s what they do!”

Kind of, marketing may produce content assets for you to use, and high-level competitive data for you to leverage, but marketing is dealing with your audiences and segments en masse. Sales has the benefit of the “personal relationship,” the “direct from the horses mouth,” and in spite of what I just said, the “face-to-face” time with a prospective client. If content is king, then context is queen. Finding ways to work more closely with marketing to get the assets you need in your arsenal and then using your sales “insider knowledge” to make that content more actionable is the winning combination.

It used to be that marketing acted first on your audience, driving demand and awareness, then sales steps in and there’s a flurry of activity, followed by marketing re-engaging for retention and customer experience communications. Now, the lines are blurred, there’s points of entry for sales sooner, opportunity for marketing to engage throughout, and points for sales to keep the relationship going... Customer experience, sales and marketing have never needed to work more in close communication than now.

Specific ideas on how to be a digital communication ninja?

For emails:

1. Spend a good amount of time on your subject line and the first sentence of your email
2. Drop the formality
3. Research and personalize
4. Keep your message as short as possible
5. Always ask a question

Speaking of questions...

Tip #3. Ask the right questions.



TRADITIONAL PITCH	MODERN PITCH
The goal is to sell	The goal is to help
Centers around you & your product	Centers attention on the audience & the problem they want solved
Monologue: speaker does most of the talking while the audience listens passively	Dialogue: speaker asks the right questions, then listens while the audience does most of the talking
Presents features & benefits of the company's product/service	Presents solutions to the audience's specific problem
Intent is to convert (e.g., sales)	Intent is to start a meaningful conversation

<https://www.upwork.com/hiring/startup/modern-sales-pitch/>

Speaking of the asking meaningful questions, the traditional pitch is changing. In today's economy that's driven by digital communication, a pitch's job is no longer to convey as quickly as possible your complete value proposition for this target in 30 seconds or less. Rather, the new agenda is to "be helpful". Today's pitch, like your digital communications (email, social, etc.) is to start a conversation of value. Ask the right questions to discover issues and pain points, and listen intently for opportunities where your offering can help. This chart does a nice job of showing how the pitch has changed. Until recently, the goal of a pitch was to sell. Today, it's to help. It used to be all about you, but now it's all about them, and what they want and need. It used to be sales had to be good talkers, but today, we need to be good listeners. Better listeners. And so on.

If you find through conversation that you can't help them with your solution, that's ok. It's better not to have wasted everyone's time pushing your offering to a mismatch and because you took the time to have a meaningful dialogue, you are in a good position to possibly get a referral from this prospect instead. Get to know your audience, the problems they want solved, and be prepared to overcome their objections while showing how you can solve their problems. You can see an example of a great email pitch here.

Avoid "I" statements, instead of "I help people..." or "my company does..."

Good thoughtful questions include:

(Remember when you could talk all night with your sweetie on AOL Instant Messenger? Same rule applies to today's many channels of digital communication.) Communication is a two-way street, or at least you want it to be. So just because the format has changed, the principles remain the same. Asking reflective questions opens the path to conversation and to deeper understanding of your buyer's needs. Reflective questions and deep discussion can also happen in a text thread, skype message, or google chat.

What keeps you up at night?

What are you doing now that is working?

What is not working that you want to change?

What are your priorities?

What are your overall goals?

What do you hope to accomplish?

What obstacles do you feel are in your way?

Which solutions have been successful in the past?

What prompted you to seek a solution at this particular time?

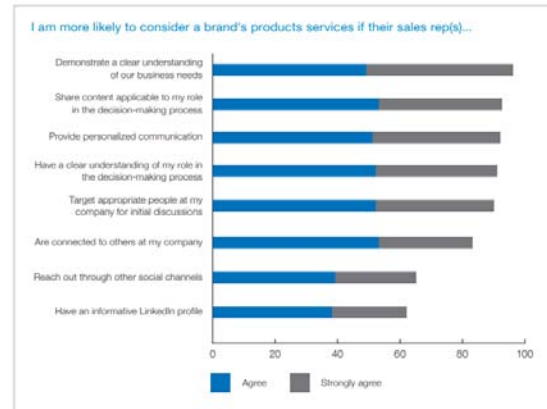
Again, the more you know about your buyer and the better detective you can be, the more value you can add, and the more opportunity and good will you can foster, the more effective you will be at selling into this target.

Tip #4. Be an active observer.



“For buyers, trust is the #1 most influential factor when closing a deal, ranking higher in importance than economic considerations like price or return on investment.”

—LinkedIn/CensusWide



<https://business.linkedin.com/content/dam/me/business/en-us/sales-solutions/resources/pdfs/linkedin-state-of-sales-us-new.pdf>

Jane Goodall knew that to truly understand the gorillas, she had to live among them and be an active observer. Being part of the community you serve is one of the best ways to build trust. And trust is arguably the most important, influential factor when closing a deal.

When you go to things like this it seems like you should do client dinners and networking, but then you miss out on organic opportunities to connect with the community (outside the folks you already have relationships with) and really understand what their issues are and their pain points.

When you're at a conference, like here, at ALA:
Attend sessions, receptions, socializing at the bar
NO team dinners during the show
You're never off the clock

When you're not at an event, there's other opportunities to be a listener and an observer.

When you're online, for example. Investing in sales technology, social listening tools, social CRM, collaboration tools, and other tools that enable you to connect more deeply with your clients are worthwhile investments. Reputation management tools can let you know when people are talking about your brand online, and give you an opportunity to join the conversation, respond to a customer service issue, or respond to any questions a prospective or current client

may have.

Join online communities and groups where your target audience will be sharing their concerns with peers, asking questions or discussing trends and impacts to their business. Listen, listen, listen, and again, ask questions. This is not the location to talk about your product or service or sell features and benefits. This may be obvious but I know the temptation is great!

And don't forget to have your own online presence updated and reflective of who you are, what you do, and your philosophy, etc. What you do online matters as much as what you do offline:

(62% of b2b decision makers) say they look for an informative LinkedIn profile when deciding whether to work with salespeople. Additionally, 85% of those surveyed consider it important for salespeople to be connected to other people at their company.

Tip #5.
Know your message. Be the message.



“80% of respondents say that the 'authenticity of content' is the most influential factor in their decision to become a follower of a brand, 77% say that the 'helpfulness of the content' is the second most influential factor.”

—Pardot

www.pardot.com: 5 Engagement Questions Answered: A Pardot Research Report

We talked about the importance of objection handlers and having the appropriate messaging to use in the right situation. It's so important, we're going to talk about it a little more!

While there are many points along the buy cycle to communicate, we've been talking about how you don't want to be clubbing your prospect over the head with a sales message, that said, you need to have a solid, crisp, concise message that's tested, effective and can be nuanced to reach your target. This way, when the moment happens where your prospect invites you to tell them more about what you do, and how you can help them, you're READY!

Be authentic & meaningfully connect.

<https://www.slideshare.net/MathewSweezey/5-content-engagement-questions-answered>

Importance of authenticity for brands in today's connected, digital world is only continuing to grow. This isn't just true for consumer brands, for B2B brands as well. Another study by BOP Design also revealed that 80% of B2B respondents were more likely to engage with and follow 'authentic content'. Not only were purchasers weary of 'fake news', they were weary of 'fake values and personality'. Content was only read, and social media followed, where it was seen to be

authentic. (<https://www.linkedin.com/pulse/80-b2b-purchasers-seek-authenticity-d-john-carlson/>)

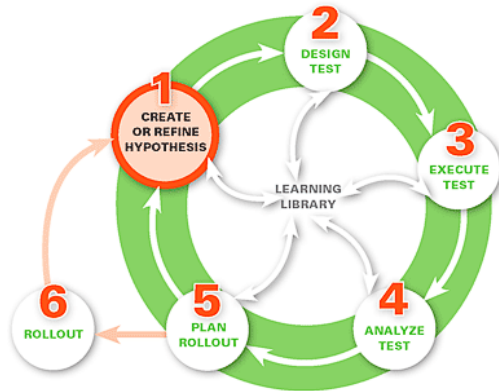
So how can we as brands be more authentic? And as individuals representing our brands?

81% of US executives surveyed say that the No.1 characteristic of high-performing sales team members is the ability to sell value rather than price.

Articulate your value prop.

Know your message. But more importantly, be your message. So you represent your brand in an authentic way.

Bonus Tip!
Have a “test and learn” mentality.



“I have no special talents. I am only passionately curious.”

– Albert Einstein.

Adapted from Applied Predictive Technologies' "Test and Learn" Wheel

<https://hbr.org/2009/02/how-to-design-smart-business-experiments>

Don't show up and throw up!

All marketers know the importance of testing, analyzing results and then making modifications or tweaks based on the results of those campaigns. How can this landing page get better conversions? What subject line is getting more opens? Which ad creative drove more click throughs? But I'd posit that test and learn is more than just a tactical tool in the marketers toolbox to up response. It's more a way of being in the world. It's about having a natural curiosity.

As we've hopefully shown throughout today's presentation, the secret to success with today's B2B buyers and forming meaningful relationships that drive real results, is to be inquisitive, curious, and Socratic (e.g. Socrates begins all wisdom with wondering, thus one must begin with admitting one's ignorance.). Especially as you embark in new methods and communication channels with prospective clients.

The beginning of every plan or tactic should start by asking the question, "I wonder if this might be so..." or "I'm curious if my clients might find this interesting..." If you approach the world (and your clients) with curiosity, it positions you to be a better problem solver. Because once you ask questions, your next requirement is to never be satisfied with the answers. That drives you to keep innovating solutions for your clients with your products and services.

Build from there. **Be curious, be connected, be a success.**



Questions?



Feel free to reach out!



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