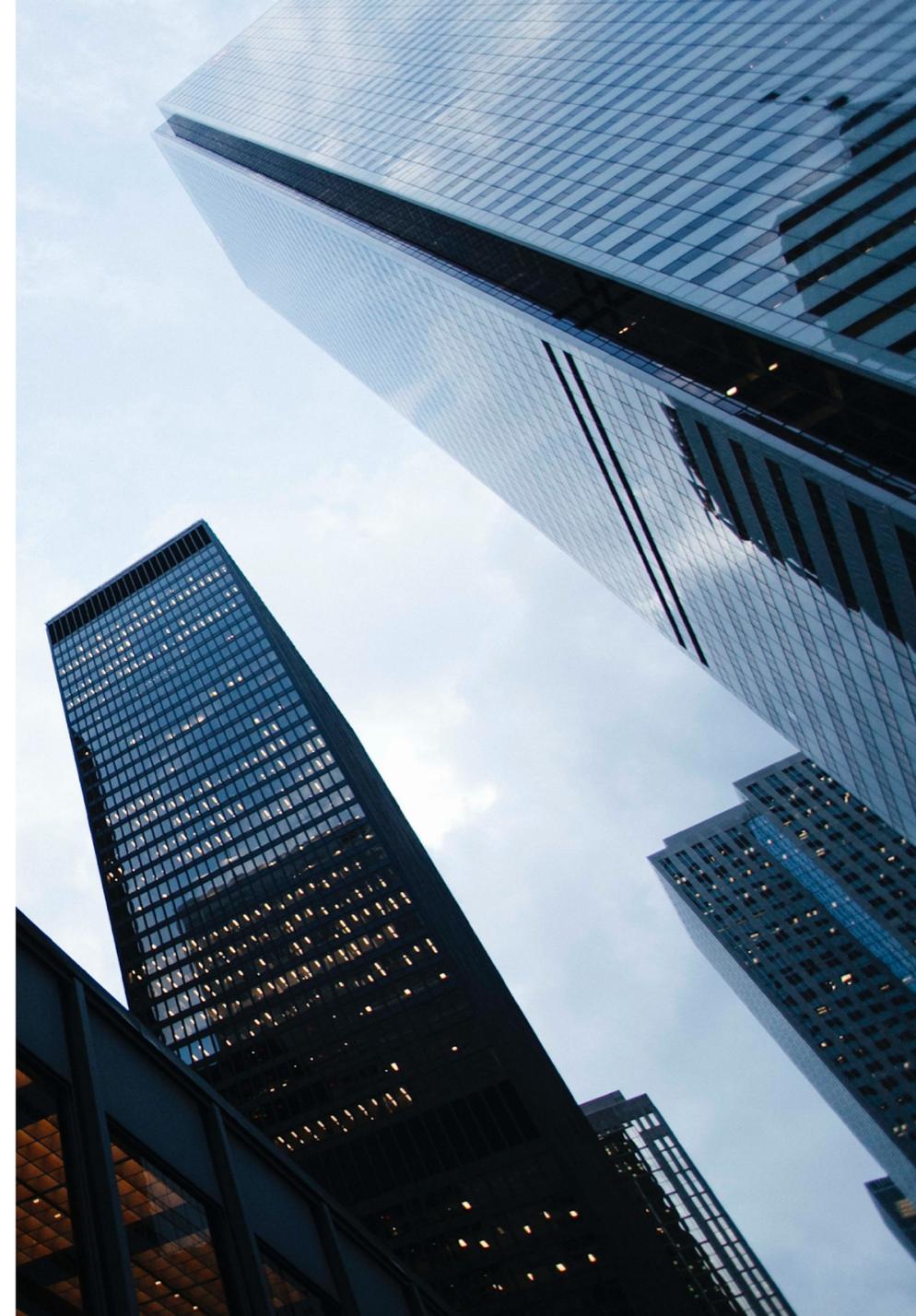




# Strategic Marketing & Pricing

Alessandro Sulpizi, Chris Flynn, Meghan Rice, Sanjana Agrawal, Tom Dillon

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# Executive Summary: Refine SEL's Value Proposition and Develop a Network to Enhance Position in Market

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## 1

### Marketing: Branding & Advertising

- **Establish value proposition to improve brand recognition and acquire a steady stream of clients**
- Looking inside and outside your business provides a 360-degree perspective of the bigger picture
- Referral marketing is an effective way to increase clientele
- Continue utilizing GLG network for gig work
- Consider a name and website domain change to align better with value proposition and advertising strategy
- **Delivering a survey will allow SEL to better understand the client**
- A timeline for short and long-term recommendations will help SEL prioritize and establish deadlines for actionable tasks

## 2

### Marketing: Competitor Analysis & Website Redesign

- **Targeting industry partners can efficiently increase SEL's network and referrals**
- Add key website attributes to showcase value compared to similar industry groups
- A social media strategy duplicates work and is likely ineffective
- Understanding core factors of SEO performance to better tailor website

## 3

### Pricing: The Market & Suggestions

- **Results of cold calling potential competitors in order to gain an understanding of pricing in the market**
- **Our final pricing thoughts & conclusion**

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# Agenda

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**1**

Marketing: Branding & Advertising

**2**

Marketing: Competitor Analysis & Website Redesign

**3**

Pricing: The Market & Suggestions

# Establish Value Proposition to Improve Brand Recognition and Acquire a Steady Stream of Clients

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## Personal Brand

**Establishing yourself as an ex-EPA employee will increase credibility.**

Ethan Raisal's established his personal brand as an ex-McKinsey consultant, which boosted sales of his book: The McKinsey Way.



## Brand Image via Networking

**Networking is responsible for the success of 78% of startups and fledgling companies.** It helps develop a rapport with prospective clients and keeps the company top of mind.



## Advertising Message

13% of consumers would pay 31-51% more for products or services if they were under the impression that the business is making a **positive impact on the world.**



## Testimonials

**82% of consumers feel more positive about a company after reading testimonials.** Previous customer insights convey the company's value to existing and potential clients.



## Email Marketing

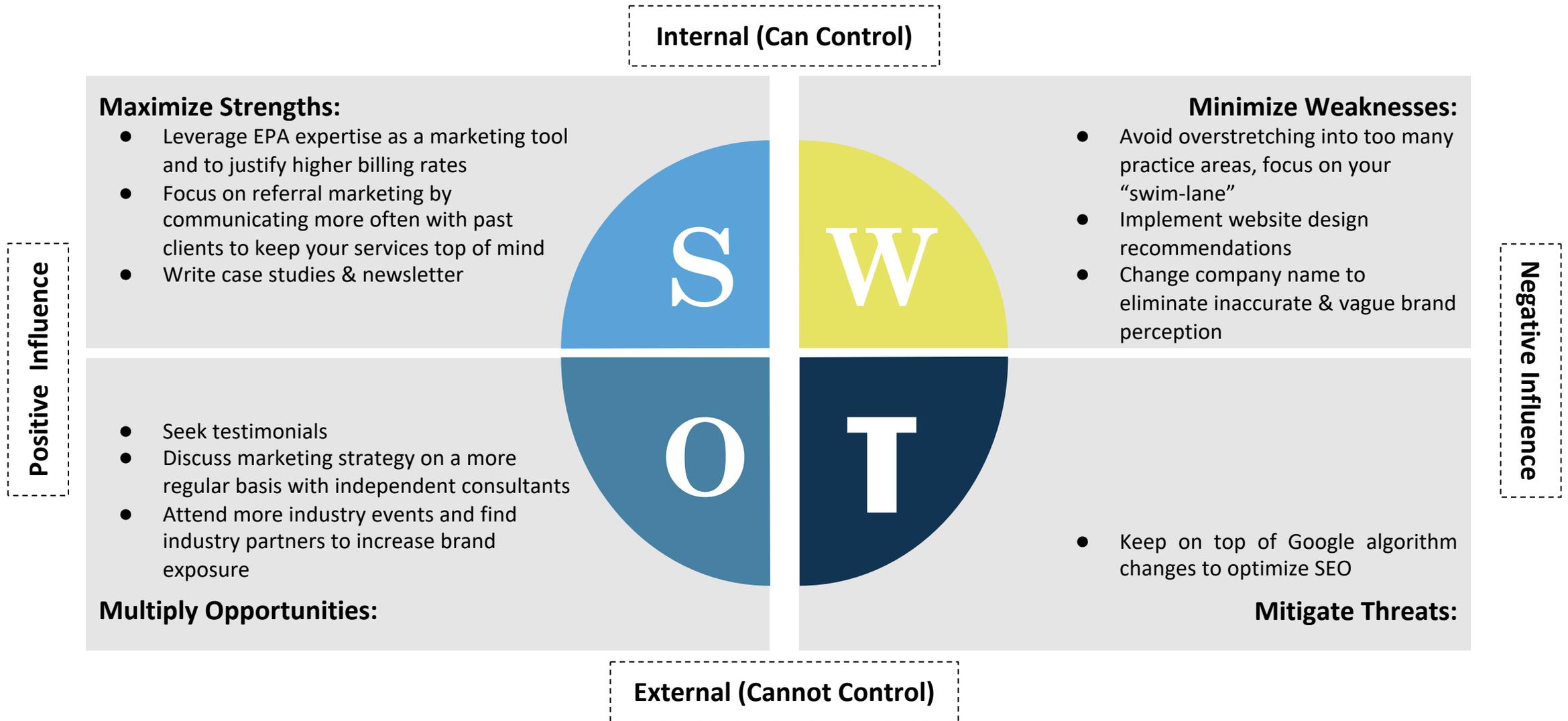
According to Forbes, email marketing has an ROI (Return on Investment) of 122%; **4 times higher than social media marketing or paid search.**



## Case Studies

Accenture believes that case studies are highly effective for independent consultants to grow a customer base. **73% of customers use case studies to make B2B hiring decisions.**

# Looking Inside and Outside Your Business Provides a 360-Degree Perspective of the Bigger Picture



# Referral Marketing Is An Effective Way To Increase Clientele

## Ways to Increase Referral Marketing

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### 1 Networking Events

Attending networking events is a great way to meet new people and increase your network. At the same time, it is important to have an airtight **elevator pitch/icebreaker to be impactful and memorable**. Being direct and confident also helps.

### 2 Customer Experience

**Your clients are your best "salesmen"**. They can effectively "sell" your services to their friends and family without sounding salesy. Providing a good customer experience is the best method to successfully attract new clients.

### 3 Leverage Your Network

Take advantage of your entire network: existing clients, past clients, former colleagues, acquaintances, friends and family. **The more people you reach out to, higher the chances of securing a client.**

### 4 Periodic Newsletter

It is important to **keep past clients engaged** and that means **investing in that relationship** to remain on top of their minds. Continuing to provide values be it through additional offerings, informative content or regular check-ins.

### 5 Industry Partners

Developing a **healthy and consistent relationship with industry partners** can mean more referrals. However, it is important to keep in mind that these partners may expect the same from you.

**61%** of customers make at least one referral after an engagement

**84%** of the people highly trust recommendations made by family, friends or colleagues

**70%** higher conversion rate for companies with business-to-business referral

**50%** of the people are more likely to give a referral if they believe that there is mutual future benefit

# Continue Utilizing GLG Network for Gig Work

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## 1 Benefits of Gig Economy

- The gig economy continues to expand in both size and opportunity, and we expect the rate of growth to increase in the years ahead.
- Gig opportunities uniquely allow firms to smooth revenue by counterbalancing inconsistent work as well as expand their customer base.

## 2 State of Gig Economy

- The typical Environmental Law postings do not require extensive experience or skill and thus do not command the level of wages seen elsewhere.
- Environmental Law engagements typically come via client referrals or previous partnerships – not online postings.

## 3 Path Forward

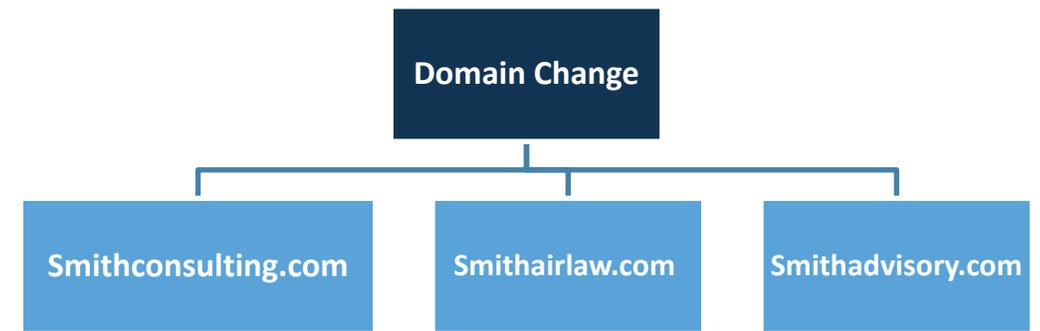
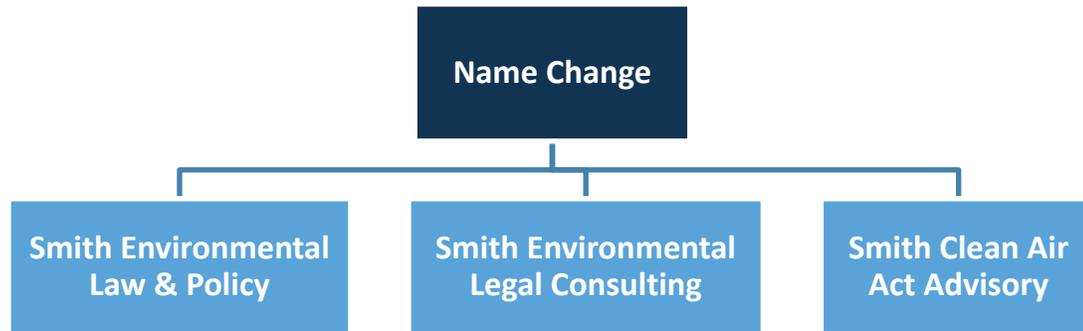
- GLG remains the best source for Environmental Law consulting gigs. Smith Environmental Law should continue leveraging this resource into the future.
- As clients continue to source more work online, it would be wise to remain appraised on any new gig economy sites with an environmental focus.

- **80%** of large U.S. companies plan to continue increasing their reliance on flexible workers
- **61%** of customers make at least one referral after an engagement

- **\$175** average hourly wage of Environmental Law gig consultants
- **0** gig economy platforms centered around Environmental Law consulting

- **+\$50** million paid to GLG Network members each year
- **79%** of people report using online resources and information to find jobs

# Consider a Name and Website Domain Change to Align Better with Value Proposition and Advertising Strategy



## Pro

## Con

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|---|---|
| <ul style="list-style-type: none"> <li>• Will represent value proposition more accurately</li> <li>• Opportunity to include multiple beneficial SEO<sup>1</sup> keywords</li> <li>• Name change would have insignificant disruption to brand recognition</li> </ul> | <ul style="list-style-type: none"> <li>• Potential costs associated with creating a new logo</li> </ul> |
|---|---|

## Pro

## Con

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Will represent value proposition more accurately</li> <li>• Top websites average domain length 7-15 characters</li> <li>• Domain name change would have insignificant disruption to brand recognition</li> </ul> | <ul style="list-style-type: none"> <li>• New domain would not match business name as it does now. Lose this aspect of online brand consistency</li> </ul> |
|---|---|

**Alternative:** a shorter-named domain linked to the long domain can be purchased for marketing purposes but would have additional costs

# Distributing a Customer Survey Will Yield a Better Understanding of the Client

## Step-by-step Approach

### 1

#### Chose a Form

Options	Cost
Google Form	\$0
Microsoft Form	\$0
Survey Monkey	\$336/year
Qualtrics	1500/year

Example Feedback Form

Enter your feedback and enquiries here.

\* Required

Email address \*

soo@test.com

Please tell us your feedback: \*

Hi, I wish to report this feedback regarding...

SUBMIT

Never submit passwords through Google Forms.

### 2

#### Build a Survey

##### Tips

The goal is to ask questions that increase SEL's understanding of the customer, ultimately improving the customer experience. **84% of companies that work to improve their customer experience report a revenue increase** (Forbes).

**Brevity and simple language** are the tools to achieve the goal. In addition, to mitigate bias in responses, there should be **no leading questions**.

##### Example Survey Question:

How likely is it you would recommend this company to a friend or colleague?  
(Scale 1 to 5)

### 3

#### Find Long-term Value

As SEL has more clients, the value of the survey increases, for the data becomes more complete.

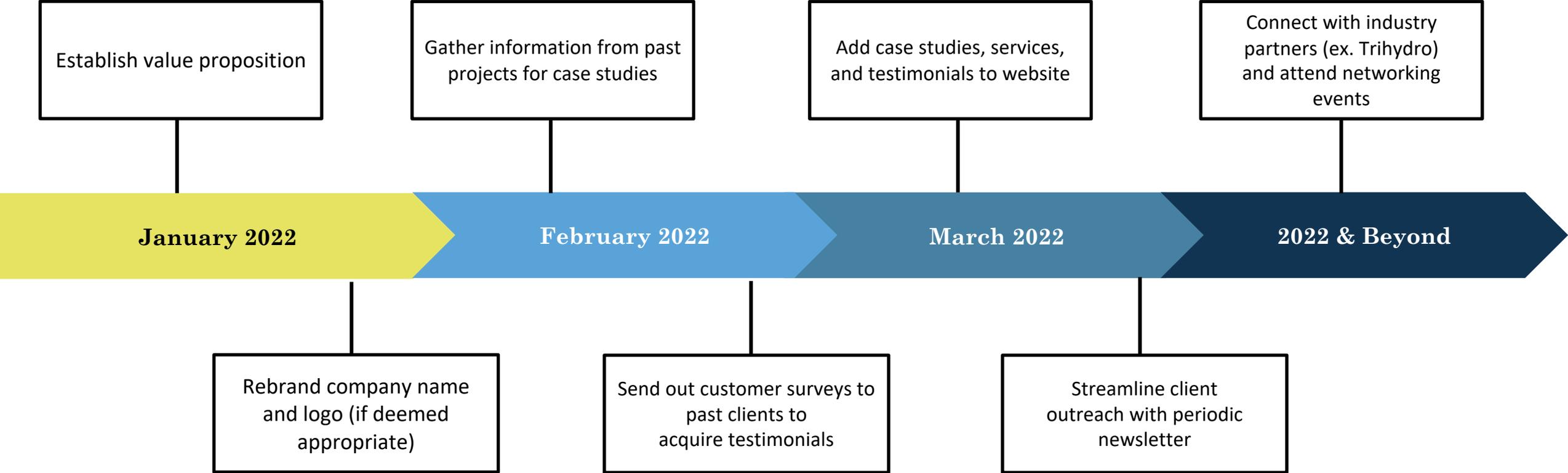
The **last question** should attempt to **prolong SEL's interaction with the client**. Therefore, inquire if the client is interested in being part of an email list or receiving a newsletter.

Finally, while a testimonial can be a survey question, it is likely more impactful for SEL to reach out to 2-4 successful past clients individually.

##### Example Closing Question:

Would you like to receive a monthly newsletter from SEL?

# A Timeline for Short and Long-Term Recommendations Will Help SEL Prioritize and Establish Deadlines for Actionable Tasks



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# Agenda

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# Targeting Industry Partners Can Efficiently Increase SEL's Network and Referrals

Opportunity	Pros	Cons	Key Takeaway
<b>Earth Justice “Justice Partners”</b>	<ul style="list-style-type: none"> <li>Offer in-person events for networking</li> <li>Special updates on EJ and other current events (general environmental news)</li> <li>Dedicated “Staff Liaison”</li> </ul>	<ul style="list-style-type: none"> <li><b>Costs \$1000 annually</b></li> <li>COVID-19 <b>has limited in-person events</b></li> <li>“Staff Liaison” and “special updates” may be low value</li> <li>“Special updates” are general environmental news</li> </ul>	<p><b>Further inquiry is required.</b> To contact, refer to Appendix A and email or call <b>Rebecca Kirkpatrick</b>, Associate Director of Justice Partners.</p>
<b>Trihydro Consulting</b>	<div style="border: 2px dashed yellow; padding: 5px;"> <ul style="list-style-type: none"> <li>National client base</li> <li>Site states “If we don’t have the expertise to help... <b>we’ll help you find an expert who can help you.</b>” Therefore, the door is open for partnering.</li> <li>No rulemaking service</li> </ul> </div>	<ul style="list-style-type: none"> <li>Trihydro provides “Air Consulting”</li> <li><b>May perceive SEL as a direct competitor.</b></li> </ul>	<p>Trihydro may <b>perceive SEL as a direct competitor.</b> Nonetheless, <b>contact</b> via a networking event or phone <b>is worthwhile</b> (Appendix A).</p>
<b>Sierra Club “Brand Partnership”</b>	<ul style="list-style-type: none"> <li>Sierra Club is a “Top-Rated” charity according to Charity Watch. Their endorsement could <b>increase SEL’s perceived value</b> among prospective non-profit clients.</li> </ul>	<ul style="list-style-type: none"> <li>The <b>costs and benefits of “Brand Partnership” are unclear.</b> They never disclosed helpful information over the phone or email.</li> </ul>	<p><b>Further inquiry is required.</b> To contact, refer to appendix B and email <b>Brian Wertkin</b>, Associate Director of Brand Partnerships at Sierra Club.</p>
<b>Networking events: American Bar Association EER</b>	<ul style="list-style-type: none"> <li>National Enforcement Conferences covers variety of material and bring together SEL industry-related individuals and entities.</li> </ul>	<ul style="list-style-type: none"> <li>Seems about half of conferences are in-person events out of SEL's area.</li> </ul>	<p><b>SEL should decide</b> if the time trade-off for attending will add value based on past event experiences.</p>

# Add Key Website Attributes to Showcase Value Compared to Similar Industry Groups

## Why Include These Attributes?

63% of consumers go online when looking for local businesses

Website Attribute				
Case studies & Client Results	-	-	Yes	Yes
Testimonials	-	-	Yes	Yes
Branding	-	-	Yes	Yes
Profile & Credentials	Yes	Yes	Yes	Yes
Contact Box	Yes	Yes	-	-



Showcase Quality and Value



Build Trust in Service Offerings



Grow Reputation in Community



Demonstrate Credibility



Signal Strong Client Relationships

# A Social Media Strategy Duplicates Work and is Likely Ineffective

Firm Name	Firm Size	Case Study	Site Blog	Twitter	LinkedIn
Powell	Small <sup>1</sup>	-	-	-	-
CGCN	Small	-	-	-	Active
Air Law for All	Small	Active	Active	-	-
Bibler Law Firm	Small	Active	-	-	-
McGregor & Legere PC	Small	Active	Active	-	-
Newman, Comley & Ruth	Medium <sup>2</sup>	Active	Active	Active	-
Marten Law	Medium	Active	Active	-	Active
Trihydro Consulting	Large <sup>3</sup>	Active	Active	Active	Active
Armstrong Teasdale	Large	Active	Active	Active	Active
SCS Engineers	Large	Active	Active	Active	Active

**Firms similar to SEL write case studies and blogs.** They do this with good reason. 73% of clients use case studies when hiring. The ROI of email marketing (blogs or newsletters) is 4X Social Media.

**Near zero adoption of social media platforms with SEL-like firms.** Large companies are active on social media. However, given their market position, they are dissimilar to SEL and mainly post about company events, hires, or industry developments. SEL is not seeking to hire new employees or host events, and newsletter/case studies can effectively update your network on industry developments; thus, **social media platforms are a low-value add.**

1. Small firm = sole proprietors or less than five attorneys
2. Medium firm = Less than 100 employees
3. Large firm = Greater than 100 employees, national footprint

# Understanding Core Factors of SEO Performance to Better Tailor Website & Attract the Audience

Impact	SEO Factor	Purpose	Examples	Application
	Crawl Accessibility	Search engines can reach your content	Combination of SEO factors, includes updating content	Update website content periodically with new, relevant information
	Compelling Content	Answers the searcher's query	Case studies, testimonials, credentials, newsletters	Add aforementioned materials
	Keywords	Attracts searchers and engines	Environmental consulting, green regulations, Clean Air Act	Use free keyword-finder websites to optimize keyword use in website content
	User Experience	Ease of use	Fast website load speed, identifiable tabs, no dead links	X
	Share-worthy Content	Earns links and shares	Content that appeals to potential clients and colleagues	Include content that synthesizes your knowledge, expertise, and case experiences
	Title & URL	Increase visibility	Synergy between Title & URL, be identifiable	Consider when potentially changing name and domain

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# Cold Calling Potential Competitors to Better Understand Market Pricing

Firm Name	Size of the Firm	Type of Pricing Strategy	Rate	Notes
Armstrong Teasdale	Large	Hourly Rate	\$500-\$800/hour	Pricing depends on attorney/case Source of clients: Word of mouth & networking in the business world
Bibler Law	Sole Proprietorship	Hourly Rate	\$150-\$500/hour	Pricing depends on the intensity of work/type of case. Source of clients: referrals and networking
Smith Environmental Law	Sole Proprietorship	Hourly Rate	Non-Profits: \$200/hour For Profits: \$400/hour	Any work above 30 hours is considered as pro-bono when working for non-profit clients. Source of clients: referrals

# Our Final Pricing Thoughts & Conclusion

Ultimately, we **cannot** confidently conclude whether SEL is over/underpriced due to limited data in your niche market and most competitors unwilling to disclose information.

## What we can recommend:

- Continue structuring pricing on an hourly basis
- Leverage the customer survey for direct feedback
- Continue maximizing goodwill by billing pro-bono hours as “no charge”
- Reflect on pricing conversations in the past and going forward

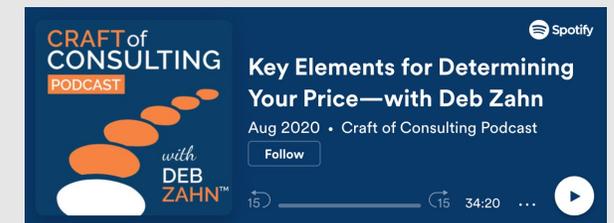
## Some candid advice:

Dynamically price in the context of your client’s outcome

Don’t be afraid to say “no” to work outside your swim-lane

## Another Resource:

[Craft of Consulting Podcast by Deb Zahn](#)



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# Team Presentation

Thank You!



**Alessandro Sulpizi**



**Chris Flynn**



**Meghan Rice**



**Tom Dillon**



**Sanjana Agrawal**

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# Appendix

# Appendix A: Industry Partners Contact List

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	Trihydro Consulting	Sierra Club	Earth Justice
Contact Information	Gary Risse, Director - Industrial, Commercial & Energy  (307) 745-7474	Brian Wertkin, Associate Director of Brand Partnerships at Sierra Club  <a href="mailto:brian.wertkin@sierraclub.org">brian.wertkin@sierraclub.org</a>	Rebecca Kirkpatrick, Associate Director, Justice Partners (1-800-654-6460) <a href="mailto:JusticPartners@earthjustice.org">JusticPartners@earthjustice.org</a>