

# THE AMAZING POWER OF KNOWING WHY CLIENTS SELECT YOUR FIRM



An elite environmental services consulting firm needed help building out their marketing and business development to accomplish their goal of doubling profit over the next several years a reality.

The conventional way to expand in their industry was to add a compliance and remediation practice to the firm's litigation support and engineering practices. Firm leadership rejected this strategy, feeling strongly that mixing cost-sensitive and highly-technical services would dilute both profitability and the firm's culture. Growth would have to come from their existing markets.

In a business where final deliverables require a deep technical analysis based on solid science, the firm's current positioning rested on the quality of written communications and attentiveness to detail. This failed to provide a credible and compelling reason to select their firm above others. Other firms could and did make similar claims which were difficult for potential clients to verify.

## Finding the firm's true differentiator

Interviews with more than a dozen clients revealed the true differentiator was not, as the conventional wisdom would have it, the quality of the report and the technical knowledge behind it. A number of clients remarked that this firm was unique in how it delivered its recommendations. It delivered a single report integrating the needs of several distinct audiences within the client organization.

Competing firms typically wrote their reports in a jargon-filled, academic style inaccessible to senior executives without technical degrees. The need for rock-solid science gave way to broader business issues

as recommendations effecting millions of dollars in assets progressed up the client's hierarchy.

The firm's single report provided a hat-trick: saving time, money, and resources.

## 3 benefits where 1 was expected

The firm's new strategic marketing plan rethought the firm's marketing strategy, goals and tactics to reflect the answer to the question, "Why do your clients select your firm over other, often excellent, choices?" The firm's leadership received a pleasant surprise when three major impacts appeared where they expected only one.

1. **Highly focused marketing and business development geared to the firm's limited resources.** Repositioning itself in terms of how it worked rather than merely what it produced created a compelling brand that made it easy to identify and align around the highest value marketing and business development activities. The difference between strategic and opportunistic clients became obvious. Visibility soared within client companies as the firm highlighted that its direct work was presented to higher-level executives.

Two other benefits quickly surfaced that the Managing Director credited to the Strategic Marketing Plan.

2. **Superior work product delivered by better motivated staff.** Knowing exactly why their clients selected their firm was a boon to the staff that did much of the day-to-day technical analysis and report writing.

3. **Shift from recruiting to hiring.** Attracting the industry's best and brightest to work for a small, less known firm had always been a challenge. Just as the firm's new positioning identified strategic clients, clarity around how the firm delivered value made it easier to attract potential employees that matched the firm's approach and values.

### **Bring Deep Customer Insights to your firm**

Deep Customer Insights are the foundation of positioning that is accurate, credible, and compelling. Using your marketing strategy internally to engage employees transforms how they view their work. The results are felt across top-line revenue and bottom-line expenses.

Customers enjoy greater value and firm leadership gains greater sales and profits when employees connect with the heart of your business—your customers. The Strategic Marketing 3.0 process for uncovering and applying Deep Customer Insights powers your marketing to do more with less in a proven and scalable manner. Not every firm will be great, but any firm can be.

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#### **About Bruce La Fetra**

Bruce La Fetra helps expertise-based and professional firms capture more market opportunity, use fewer resources and generate greater momentum. His job is to draw out insights and craft a marketing strategy that reflects each firm's specific situation, available resources, and culture. Contact Bruce at [Bruce@LaFetraConsulting.com](mailto:Bruce@LaFetraConsulting.com) or (408) 749-1028.

