

## INDUSTRY CASE STUDY

# Brand designs

Delivering legal services in new ways changes the way the firm goes to market, increasing demands on the marketing department, says Jon Brewer, global head of marketing and sales at Orrick. Process mapping to use other resources can distribute workloads to increase efficiency and maintain strategic focus, and Williams Lea is supporting the firm on jobs as diverse as data management and graphic design

**T**he 2020 FT Innovative Lawyer awards named Orrick “the most digital law firm” in North America. It has also taken home the prize for most innovative law firm in the region several times in recent years, and the last 12 months have certainly put the creative capabilities indicated by such accolades to the test.

Even before the global pandemic, law firms’ clients were clearly shifting aspects of not only how they prefer to communicate with their advisers, but also how they wish to consume legal services. Jon Brewer, the firm’s global head of marketing and sales, says that one resulting change internally is the marketing department working more closely with the innovation team in terms of how the latter’s work is packaged, promoted and sold.

“Orrick has a culture of innovation and encourages all people to come forward with ideas, and there is now a bigger validation role for

marketing within that process,” Brewer explains. “Each idea goes through a vetting process, so we research the market for similar products, understand the client appetite for these solutions, and the most effective ways to go to market. We have to understand whether a new product needs to be highly bespoke, or designed for clients across multiple sectors.” Factors like this have an impact on decisions about web presence, design and the complexity of marketing campaigns, says Brewer.

One example – singled out by the FT award – is ‘Privacy in a Box’. It’s a bundle of new tools, including playbooks, dashboards, benchmarking and collaboration capability – all for a focused cybersecurity and data protection programme.

“A product on this scale becomes a true design project,” continues Brewer – and efficiency and effectiveness both call for careful consideration about how the various aspects of that work are managed.

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*Jon Brewer, global head of marketing and sales, Orrick*

### Route to easier understanding

A question, of course, is whether marketing could usefully send some tasks and responsibilities outside the firm for an improved result. Orrick has long been supported by Williams Lea in several aspects of its administrative work, by no means just marketing – both have centres in Wheeling, West Virginia, including the law firm’s global operations and innovation centre – and Brewer saw an opportunity to work together to streamline process.

“Increased emphasis on productising has also made it easier for other partners to introduce new services to their clients, as it clearly articulates the added value of a service to a client problem and the solution,” he says.

However, we can see that the pandemic has also focused minds on understanding clients like never before. “In order to introduce any new ideas or tools successfully, you have to track client activities and touchpoints rigorously,” Brewer says. “They each have different needs, and the partners need awareness of conversations occurring across the firm globally.

“We have our client relationship management system, but the last thing marketers usually want to see on their plates is data capture.” He therefore process mapped an alternative, whereby an Orrick team member can simply forward an email concerning any activity to a Williams Lea contact to input instead. “We aim for this process to become second nature, and it is a really valuable use of outsourced resources,” he adds. Success led to more effective client dashboards, which allows people to see an activity snapshot at a moment’s notice, but without adding any admin work to marketing.

The firm has also explored process efficiency in some other areas – for example, collecting information for deal tables by region, which validates capabilities and leads to winning work. Communicating with partners to compile these materials effectively still falls to marketing, but now the team is supported by PAs and executive assistants as their role moves up the value chain.

### Creative difference

In addition to administrative support, moreover, Williams Lea has also been instrumental in marketing content creation – copywriting, graphic design and translation. That’s both before and during the pandemic, where the demand for the right information and strong engagement in digital

form clearly intensified.

“Marketing skills and graphic design skills are separate and unique – and we’ve used Williams Lea’s experienced graphic designers to ensure the professional finish of both content marketing and presentations for key initiatives for many years,” says Brewer. “I’ve seen impressed clients send the results on to others they know, and the relationship has expanded into Europe.” In Germany, for example, the firm targets the booming tech sector, primarily in Berlin, so it has created a ‘Legal Ninja’ series to broaden reach to key participants in the German tech ecosystem – and through Williams Lea, Brewer has access to somebody who can draft pieces in four different languages.

He adds that the arrangement ensures different parts of the firm can access the same resources, rather than sacrificing local profitability to improve the final work product.

Any required support will, of course, scale with the pace of innovation as well as growth, and Orrick doesn’t plan to rest on its reputation here. “Products need to add value for a client, but we’ll always be asking questions about how to improve client service or the delivery of legal services,” says Brewer. The firm continues to track legal technology opportunities as they evolve through its interactive online platform ‘The Observatory’, invests through a corporate venture fund where it spies promising legal tech companies, or develops its own bespoke solutions. Indeed, Brewer gives the example of ‘Joinder’ – a first-of-a-kind collaboration platform transforming how law firms and companies work together – which is to be spun out and made available to other firms for their collaboration needs.

In that context, he will also be keeping at least one strategic eye on the best use of marketers’ time, and the opportunity for further process improvement in the future. ▲

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