

ANTHEM.

**AN
EARLY
CAREERS
GUIDE
TO
LEGAL
MARKETING
& BD**

2023



<https://anthemconsulting.co.uk/>

Introduction.

Marketing and Business Development in the legal sector can be a highly fulfilling career path for a budding marketer, with many interesting and varied challenges. However, for many, it's not necessarily an obvious career choice upon graduating or making a career move. We wanted to create a guide to help junior marketers understand this niche career path and how it differs from the more well-known marketing routes. We also hope to provide some tips on how to break into the sector and the different avenues your career could go down.



DELIVERING AN EMOTIONALLY INTELLIGENT **APPROACH** TO RECRUITMENT

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Why Legal?

Firstly, you may be wondering why it's worth joining the legal sector in the first place, and having spoken to various legal professionals, these are the reasons they give:

Breadth and variety

The majority of national and international law firms have large marketing teams. This gives candidates the opportunity to gain exposure to a wide array of marketing disciplines as the majority of marketing resources are based in-house. This can range from anything from content creation, digital marketing and PR through to bid management, managing large client accounts and targeting initiatives. At the start of your career, this is a great way to find out what really interests you. The team structures also mean that anyone looking to specialise further down the line is able to do so. As you progress within the firm, there is the opportunity to focus on a single discipline or specific service line.

Salary and benefits

Law firms tend to offer very generous benefits programmes, with a focus on health and well-being. These often include private healthcare, the buying/selling of holiday, cycle to work schemes and subsidised gym membership. Almost all law firms in the UK also offer 2-3 days working from home, as part of their hybrid working policy.

Salaries tend to be higher than those in other sectors. On average, the legal sector pays significantly more than B2C marketing and 10-15% better on base salary than the accountancy and property sectors, although bonuses tend to be around 5-10%, varying from firm to firm.

Stakeholders

One thing that many legal marketers say they enjoy about working in the sector, is the interaction they get with senior stakeholders. Lawyers and partners are highly intelligent and due to the nature of their work, encourage marketing teams to also be fast-paced and commercially focused. Although it can be daunting at first, as you will be tested, working with these individuals can be very rewarding.

Training and development

With such a large number of trainee solicitors joining each year, there is a need for law firms to have strong Learning & Development teams, creating plenty of in-house opportunities for business support training. In addition, many law firms encourage the studying of the CIM, an internationally recognised diploma from The Chartered Institute of Marketing.

Career paths to other industries

The legal sector may be a tough industry to break into, but once you do, it also opens doors to other sectors. We've seen lots of candidates move from law firms to wider professional services firms, including accountancy, management consultancies, and property/ built environment firms, as well as financial services.

Commercial / international exposure

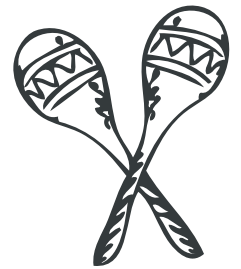
You'll gain real exposure to the commercial world and the macroeconomic environment. The large international law firms act for some of the world's largest corporates and banks, as well as advising governments, many on a global level. You'll therefore gain an understanding of financial markets and how the corporate world works across a wide range of sectors from real estate, technology, and consumer markets to financial services, infrastructure and natural resources. So, if you enjoy reading The Financial Times and have a genuine interest in the world of business, this is the sector for you.



Legal Marketing Disciplines.

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MARKETING AND BUSINESS DEVELOPMENT

Marketing is an incredibly broad term and there are many different areas that you can specialise in. In a legal marketing team the main areas of focus are:



Business Development (BD)

Whilst in other industries, BD means sales, in the legal sector it is far from the old-school idea of “hammering the phones” to win business. Legal business development is essentially a mix of sales support and full-mix marketing; BD professionals work closely with partners and the more junior lawyers to put together strategic plans on how to develop their practices and advise them on how to target potential clients. They then work with the lawyers to implement the strategy in collaboration with the wider marketing team, through campaigns, bids, events and cross-selling initiatives. Often these roles are aligned to a certain practice group (eg dispute resolution, corporate, banking etc) or sector group (eg. retail, financial services, technology & media, oil & gas etc).

Client Relationship/Key Account Management

Unlike a traditional BD role, client management roles focus on managing existing client relationships and helping the partners to maintain and grow business from the most important clients of the firm. These roles can be far more strategic, with plenty of analysis, reporting and client feedback. Not many firms have client focussed roles at the assistant level, so if this is an area of interest, it would be best to initially go into a BD role and then transition into client development at the executive/senior executive level.

Marketing / Campaigns

A marketing role within a law firm will often cover an array of communications, digital, events, email marketing and large-scale campaigns. A major part of the role will also involve promoting lawyers as leaders in their specialism through articles and opinion pieces called thought leadership. This is often accompanied by a fully integrated campaign. If you are interested in a varied role rather than specialising then this may be the area for you!

Bids/Pitches/Pursuits/Proposals

This is very much an in-demand specialism in the legal sector and combines skills across project management, content writing and graphic design. The bid team will manage any formal proposals for new business or new work from existing clients, working with the wider business and BD teams to collate the information needed. There is also a need to work with partners to prepare them for client presentations. Often bid professionals will be working on multiple bids at one time so time management and being able to work to strict deadlines are important skills here.



Events

A legal events professional will often focus on organising the larger events of the firm, both internal (such as Christmas and Summer parties) and external (client conferences, exhibitions and round table dinners), working closely with the BD team to deliver these.

External Communications/PR

Depending on the nature and size of the firm, these roles can vary. For a larger firm, the roles can be heavily focussed on media relations and PR, such as drafting press releases, proactively pitching to the press, managing press events, writing award submissions etc. These roles can also encompass digital communications, depending on team structure, such as social media and website management.

Internal Communications

Internal communications professionals will deliver firm-wide messaging often on an international level. This can cover big change projects, employee engagement initiatives and managing intranets. An internal communications professional would work closely with all of the business support teams such as marketing, finance, HR and IT to deliver these messages. These roles will involve content writing and campaign management.

Digital Marketing

Focussed heavily on all things digital such as social media, website management and automated e-marketing. This is a growing area for law firms, making it an incredibly interesting area to specialise in!

CRM Database

Supporting marketing and BD with the management and data quality of the 'Client Relationship Management' database. This is a fantastic role for someone who enjoys the data, tracking and analytical side of marketing.

Design

Larger firms will often have an in-house graphic designer or even a design team! In smaller firms, this would be outsourced or covered by marketing and bid staff. If this is an area that you are keen to specialise in early on, it's worth looking at design assistant and artworker roles in larger firms.





What Makes Legal BD Different?

BD – the difference between legal BD and sales

BD (Business Development) can have completely different interpretations in different industries, and we have highlighted the differences between legal BD and sales below:

BUSINESS DEVELOPMENT IN LAW FIRMS

Strategy focussed
Very long-term lead times
Harder to show tangible results
Not necessarily client facing
(your clients are internal rather than external)

or

SALES ROLES IN OTHER SECTORS

KPI/target driven
Much shorter lead times
Only measured on results (much more cut-throat environment)
Expected to be out and about in front of clients generating sales

The difference between B2B and B2C Marketing?

When you hear the word 'marketing' quite often you picture B2C, but the differences between B2B and B2C are quite large, hence the difficulty to make a move from one to the other.

B2B MARKETING

Generally more services led
Marketing is focused on profile raising, thought leadership and profiling expertise rather than brand and product placement.

or

B2C MARKETING

Product led
Lead generation led by marketing campaigns
Very closely tracked through the sales funnel via online tools.

The difference between law firms and the wider professional services sector

It's often said that law firms are behind other professional services firms when it comes to marketing and business development, but we feel that this is no longer true. In the past ten years law firms have certainly caught up and do much more sophisticated marketing campaigns and take a far more strategic approach to client relationship management and bids.

A big advantage of working in the legal sector is the variety of large firms on the market compared to accountancy and advisory firms which are dominated by the Big 4 and the top consultancies. This means that you can gain experience across a wide variety of firms and see how different businesses operate.

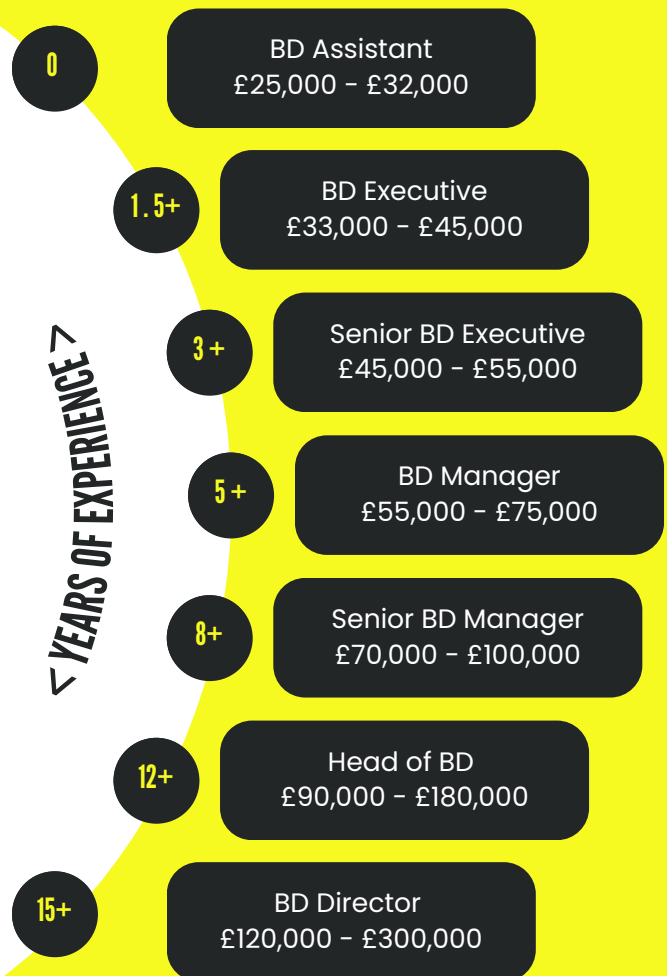
Career Prospects.

As previously mentioned, a legal BD and marketing career offers great progression. It is possible to jump up the ladder every few years either within your current firm or a new one, from an early stage in your career.

Standard Progression for BD and Marketing.

We understand that with rising living costs and student loans, salary and fast progression can be a key driver for choosing a career path. Here is an example of possible progression and salary expectations for a general legal BD professional. The salaries do vary depending on the size of the firm; for example, salaries are often known for being higher in international and US law firms.*

*years of experience required and salary ranges vary from firm to firm. These are rough estimates based on market data. For more precise salary information, please see our [salary survey](#).



Niche disciplines and progression

Areas such as digital marketing and client development, which are still growing roles in the legal sector, don't always offer the same steady progression as seen with full mix marketing and BD. Therefore, you may have to move to another firm to progress. It's also worth noting that, in areas such as events and graphic design, although there are quite a few opportunities at the more junior level, these are more limited at the senior end, as few firms currently have 'Head of' positions. For example, many Event Managers, will report to a Head of Marketing, but without having the wider comms and campaign experience, it can be tough for an Events Manager to make this step up.

Job title isn't everything!

A marketing or BD role in an international law firm is unlikely to be exactly the same as one in a smaller firm or even one in a competitor. Before applying do make sure you thoroughly read and understand the job description and whether it fits your criteria.

In addition, different firms have different title structures. For example, many of the US law firms or large international firms don't follow the traditional titles of Assistant, Executive, Senior Executive but instead have titles such as Coordinator, Adviser or Specialist which may sound more junior but aren't!

Routes Into The Sector.

Qualifications required – do you need a degree?

Many of the candidates we have worked with have legal or marketing degrees, but this is in no way a pre-requisite! We've seen a broad range of candidates with English, humanities, languages and science degrees. One thing that law firms love is a strong academic background with good A-Level grades and a degree from a red brick or Russell Group university. However, there are plenty of good marketers in the sector without top grades or even a degree.

Whilst some roles and firms, still require applicants to have a degree, as long as you have relevant experience, many firms are quite open-minded. One thing that is growing in the sector, is **BD and marketing apprenticeships**. If you're a school leaver, who is looking for an apprenticeship, it's worth looking at Top 100 law firms (and accountancy firms) that offer these opportunities. If you're looking to get into a creative or design role you may need some sort of graphic design qualification.

The main attribute required is the ability to come across as confident and articulate, with good attention to detail. All legal marketers are expected to have strong written and verbal communication skills. For more design-focused marketing roles, a creative flair will also be needed. And for strategic roles, analytical skills and strong Excel experience will help!

What you can do before graduating to get an edge?

Placement year: If you can secure a placement year, your job prospects in professional services marketing will definitely open up! However, not all law firms offer these, so it's worth casting the net widely across the legal sector as well as the accountancy, consultancy and financial services sectors to see what's available. A few firms also offer short-term or even year-long internships, which can be another way to gain experience in advance of securing your first assistant role. It's worth reaching out to smaller, local firms to see if this is something that they can offer.

Graduate schemes: When you're at university, it may seem like you're constantly hearing this word, and many students focus their job search on getting onto a graduate scheme. However, graduate schemes for business support roles such as marketing aren't as common in the legal sector. If you can secure one, this is a great way to discover which areas of marketing interest you, as the scheme will likely be rotational. However, if you can't get onto one, there are other roles available! The best route is to apply for assistant/admin roles, although these often require prior experience which we will discuss in the next section.



Common Career Paths Into Legal BD.

Legal background: If you're a law student, starting as a legal assistant or paralegal is a great way into legal marketing. These roles allow you to get to know the stakeholders that you would work with and get to grips with the technical legal terms. If you do start in a legal assistant role, try to volunteer to help with any marketing initiatives, such as events, writing articles or supporting on bids.

Wider professional services: Making a move from marketing in Accountancy, Management Consultancy, or Commercial Real Estate can be a very common route to the legal sector for BD and Marketing.

Placement year/internship: As mentioned, having a placement year or internship under your belt will increase your legal marketing job prospects. In fact, any corporate/B2B marketing placement year will give you a competitive edge!

Barristers Chambers: If you are looking for an entry-level marketing role, it's worth exploring opportunities at a barristers' chamber. The teams are often small but offer the chance to gain broad experience as well as legal sector knowledge. Look out for marketing assistant roles, or even PA roles in chambers which will give you some exposure to marketing.

EA/PA: We've seen many candidates successfully move from executive/personal assistant roles in the legal sector into marketing. Often in these roles, you will have the chance to support with pitches or events, giving you exposure to BD and marketing, as well as gaining partner exposure. However, if you have been in an EA role for more than a few years, you may have to take a salary drop to move over to marketing and BD.

Legal directories/publishing: Another common route, especially for skilled writers, is to start your career as a researcher at a legal directory such as Legal 500 or Chambers and Partners, particularly if you're a law graduate. In this role, you would carry out research, interview lawyers and write up editorials. We see many researchers then move into legal communications roles as well as bid and BD roles as these researcher roles give you a good understanding of the different practice groups.

B2B sales/BD background: If you make a move early enough in your career, it is possible to move over from sales and BD to legal BD, particularly if your client base is large corporates and/or banks. The main challenge with this is salary because roles in the legal sector don't offer commission in the way that sales roles do. However, the benefits are that you will work in a far less target driven environment, with better work/life balance and career progression.



Legal BD Terminology.

Fee-Earner and Partner: A fee-earner is an employee of the firm who delivers legal services and carries out billable hours (such as a paralegal, associates etc.). Partners are senior members of the firm who equally share ownership and liability. In a M&BD role, the fee-earners would be your internal stakeholders.

Practice and Sector: Practices are the legal services that the firm offers such as litigation, M&A, banking etc. Sectors are the markets and industries that they work in such as TMT, Energy, financial services etc. Make sure it's clear which one you are talking about as some practice groups are also sector groups too, e.g. real estate.

Transactional practices: Transactional practice areas encompass the practice groups relating to finance, business and commerce deals and contracts. These include M&A, banking, capital markets, private equity and real estate.

Arbitration and Litigation: Both are common forms of dispute resolution. Litigation is a method of settling a dispute through legal processes in court. Arbitration is a way of seeking a resolution to a dispute without going to court.

Magic and silver circle: 'Magic Circle' is a term originally implemented by journalists to represent the most prestigious UK-headquartered law firms, with the highest revenues, but is less commonly used nowadays. For the last 15 years this has been Allen & Overy, Clifford Chance, Freshfields, Linklaters, and Slaughter and May. 'Silver circle' refers to the firms that fall just below the magic circle and tend to include: Ashurst, BCLP, Herbert Smith Freehills, Macfarlanes and Travers Smith.

Directory submissions: Whilst many industries may have award submissions, legal directory submissions are taken very seriously! Mainly focusing on Legal500 and Chambers and Partners, with a few others for more niche areas, these submissions determine a firm's or individual partner's rankings in particular practice areas. These submissions are often managed by junior members of the BD and marketing team.

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On making a move from sales to legal BD: "Applying for roles can be difficult, as many firms look for professional service experience. Maybe start by looking at the smaller firms first, or a more junior role at a larger firm. It's a massively different role, so stepping down may be required, but it will be worth it in the long run."

-Senior BD Executive,
International Law Firm

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"Don't fear the sector and stigma around it. It's not as scary and strict as it appears to outsiders. Get to know people in the business and take full advantage of learning from them and working with them on projects. When facing a difficult character, sometimes it just takes finding the best way to communicate"

- BD Executive,
Boutique London Law Firm

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"Try and learn as much as you can! Learn about the sectors by staying on top of the news. Speak to lawyers, ask questions and write things down so you don't repeat. Most importantly, remember you're not expected to know everything. Be confident to say "no" or "I'll get back to you", and if necessary, challenge people on their ideas!"

- Marketing and BD Coordinator,
Intellectual Property Firm

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Preparation and Research.

Just like you would for any interview or application it's vital that you do some thorough research prior to an application. The legal sector is no exception! In fact, the most common piece of feedback that we get from our legal sector clients, is that candidates didn't demonstrate that they have researched the firm to a high enough standard.

Prior to an interview make sure you have an idea of:

- **The firm:** Culture, size, geographies and key competitors
- **The practices:** Key practices, main partners and any interesting work
- **The sectors:** Key sectors, clients and any developments in that sector

A firm's website will always be a good starting point and should have headers for each of the above points, as well as articles written by fee-earners which will give you further insight. It's also important to have a look at a firm's social media output. This will not only give you an idea of recent work, culture and values etc, but will also allow you to understand the firm's writing style and branding which could be beneficial for any scenario based tests during the interview process.

In order to understand a firm's position on the market, the best sources of information are the legal directories (Legal 500 and Chambers and Partners). The Chambers Student Guide is also a great resource for understanding practice groups. Whilst the information is mainly targeted at students applying for training contracts, if you are applying to a role focussed on a particular practice area, it could prove helpful in understanding what exactly fee-earners do in the area and any current issues such as new legislation that firms may be facing.

Free Online Training Courses.



Whilst having relevant experience is always going to boost your application, hiring managers will be impressed with candidates who have taken the initiative to widen their skillset through e-learning. There are various courses online, and whilst some are very focused on B2C marketing, here are a few free resources that will help develop skills relevant to a B2B marketing role:

- [Google Digital Marketing Course](#): An absolute staple for anyone who is interested in digital marketing! Whilst some of the modules will be tailored more towards B2C, the analytics and data side is definitely worth looking at!
- [LinkedIn Learning – B2B Marketing Foundations](#): One of the few free resources dedicated completely to B2B, this is a great course to look at if you're coming from outside of B2B and want to better understand the intricacies of B2B. LinkedIn Learning also has various videos and tutorials on wider marketing practices that would be worth exploring.
- [Copyblogger](#): Heavily focused on content including copywriting, video and podcasts. Perfect for a communications or digital marketer looking to create more compelling content! Copyblogger requires you to sign up to their mailing list and then you will regularly receive articles that discuss some interesting topics in marketing.

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About Us.

Anthem Consulting was set up by Frosso Miltiadou and Simone Sullivan (Timcke) in 2013. Having spent over 30 combined years within the professional services' recruitment space, we decided to go it alone and as all entrepreneurs say, it's the best thing we ever did! Specialising in marketing and business development recruitment within professional services, we work across the legal sector from magic circle to small boutiques law firms and barristers' chambers, as well as accountancy, consulting, real estate and built environment sector.

We offer our candidates and clients a consultative approach and an honesty that they say is refreshing! If you would like to discuss your career in marketing and BD, please get in touch.



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