ALA 101 Goals

- Deliver subject matter expertise specifically for our business partners
  - industry trends, our membership & how they operate, engagement best practices, etc.

- Provide unique information and analysis that enables you to create long lasting relationships with our members, and to deliver more effective marketing communications
WELCOME!

What & Who

- Industry & Association Trends
- ALA Member Demographics
- Member Needs Assessment
- Business Needs Assessment
- Content Strategy
- Marketing Best practices
- Member Engagement
Industry & Association Trends
Legal Industry Trends & Challenges

Getting the Message?

- Pace of Change
  - 72.4% - pace will increase going forward

- Adapting to Change
  - 51.4% - low level of partner adaptability

- What’s Changing?

*Law Firms in Transition Survey, 2015*
Legal Industry Trends & Challenges

- $437 Total
  - $160 Corporate Legal Depts
  - $108 Small Law Firms
  - $73 Mid-Size Law Firms
  - $95 Large Law Firms
  - $1 Legal Process Outsourcers
Legal Industry Trends & Challenges

Shifting Competitive Landscape

- Growing segmentation across legal market
  - Big firms becoming mega firms
  - Small firms becoming more specialized, boutique
  - Mid-size firms being squeezed
- Legal process outsource market poised for exponential growth
- Gap between total demand and demand for outside counsel continues to widen
Association Trends & Challenges

Factors Affecting Association Members

- Managing the volume of information they receive: 56%
- Difficulty identifying/recruiting/retaining qualified staff: 36%
- Managing multiple information sources: 33%
- Keeping pace with changing personal technology: 32%
- Increased competition among organizations within industry: 32%
- Higher employee costs (salary/non-salary): 32%
- Mergers/acquisitions/consolidation within industry: 30%
- Changing market access regulations, permits, finance rules, tax laws: 29%
- Reduced federal government spending/investment: 28%
- Increased federal regulatory or compliance costs: 27%
Association Trends & Challenges

Association Trends
- Focus on member experience - drive for deeper member engagement
- Membership dues increases
- Hybrid membership models
- Increased focus on certifications
- Greater reliance on association data and in-bound marketing
- Mounting pressure on traditional trade shows
- Increase in partnerships
ALA Demographics

94.67% U.S. based

94.06% work in law firms

69% General Management

78% are female
ALA Demographics

EDUCATION LEVEL

- CPA, JD/LLB
- CPA, MBA
- CPA, Master’s Degree
- CPA, Bachelor’s Degree
- CPA
- Doctorate
- JD/LLB
- JD/MBA
- MBA
- Master’s Degree
- Bachelor's Degree
- Associate's Degree
- Some College - No Degree
- High School Graduate

0% 5% 10% 15% 20% 25% 30% 35% 40% 45%
ALA Membership Trends

The average age has increased significantly over the last ten years.
ALA Membership Trends

Over 1,000 more members are independent than ten years ago.

From 6% to 20%

From 7% to 14%

From 9% to 18%

From 7% to 19%

From 13% to 20%

From 14% to 22%
Global membership, however, has increased by 45%: 200 members.

- Canada: +125 members
- Brazil: +23 members
- New Zealand: +9 members
- Australia: +9 members
ALA Member Needs Survey
Member Needs Survey Results

ALA deployed a comprehensive survey in January 2016 to its members to assess how well ALA strategic direction aligned with member challenges and expectations.

In 2016 a record-breaking 2,294 members responded.
Member Needs Survey Results
Core Member Benefits

Top 3 open-ended responses to:
“For you, what is the core benefit of ALA membership?”

Networking
- Sharing info/ideas
- Similar Issues
- Across U.S.
- Local Chapter

Learning
- Industry experts
- Conferences
- E-Learning
- Webinars

Niche Resources
- Legal Industry Specific
- Expert advice
- Publications
- Job Bank
- Online Community
Member Needs Survey Results

Overall, how satisfied are you with the products and services ALA provides?

- Extremely satisfied, 33.9%
- Moderately satisfied, 49.1%
- Slightly satisfied, 9.2%
- Slightly dissatisfied, 3.2%
- Moderately dissatisfied, 3.1%
- Extremely dissatisfied, 1.4%

87% of respondents would recommend ALA membership to a colleague or friend.
Member Needs Survey Results

Biggest Challenges (Current)

- Leading/managing change
- Human resource issues
- Demand for more competitive pricing
- Providing up-to-date technology and education
Member Needs Survey Results
Top Ten Challenges (Future/Anticipated)

1. Cyber “everything” (Security, Risk Management, Insurance)
2. Evolving technology
3. Budget/cost constraints/economy
4. Succession planning
5. Doing more with less

Top 10 open-ended responses to:
“What do you anticipate as the most significant challenges you will face in the next 3 years?”
Member Needs Survey Results
Top Ten Challenges (Future/Anticipated)

6. Pricing
7. Managing growth
8. Change management
9. Finding qualified employees
10. ACA/healthcare compliance

Top 10 open-ended responses to:
“What do you anticipate as the most significant challenges you will face in the next 3 years?”
Member Needs Survey Results
Resources needed for meeting challenges

What resources and support do you need to respond to these challenges?

- Checklists
- Attorney learning resources:
- Data, benchmarking with other firms
- Sample Timelines
- Experienced Mentor
- Templates
- Sample Forms
- Step-by-step guides
# Member Needs Survey Results

Which Social Media is used most?

<table>
<thead>
<tr>
<th>Social Media</th>
<th>% of Members using...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LinkedIn</strong></td>
<td>83.4%</td>
</tr>
<tr>
<td><strong>Facebook</strong></td>
<td>70.7%</td>
</tr>
<tr>
<td><strong>Twitter</strong></td>
<td>37.6%</td>
</tr>
<tr>
<td><strong>Pinterest</strong></td>
<td>28%</td>
</tr>
<tr>
<td><strong>Instagram</strong></td>
<td>23.5%</td>
</tr>
<tr>
<td><strong>YouTube</strong></td>
<td>13.7%</td>
</tr>
</tbody>
</table>

8% do not use Social Media

- Google+
- Klout
- Music.ly
- Seelio
- Snapchat
- Tumblr
- Vine
- Whatsapp
- Yammer
Relationship Between Executive Director / Managing Partner

Managing Partner & Executive Director

Together provide strategic leadership and direction

PARTNERSHIP
## Working with Large vs Small Firms

<table>
<thead>
<tr>
<th>Large Firm</th>
<th>Small Firm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decisions - by committee</td>
<td>Decisions - by 1-2 people</td>
</tr>
<tr>
<td>Roles - clearly defined</td>
<td>Staff handle multiple functions</td>
</tr>
<tr>
<td>Decision maker more elusive</td>
<td>Easier to find decision maker</td>
</tr>
</tbody>
</table>
Working with Large vs Small Firms

Majority turn to peers in other firms for advice/recommendations, regardless of firm size.
Business Needs Assessment
ALA Business Needs Assessment

PURPOSE/GOAL
- Gather information & analytics from legal management professionals in regards to current and future business needs, processes and trends

WHO MADE UP SURVEY POPULATION
- ALA members
- Non-members

TO DATE
- Over 510 responses
- Survey open until June 1
Why does your firm use consultants or outsource certain functions?

- Desire a higher level of experience (52%)
- Outsourcing is more cost effective (48%)
Business Needs Assessment

How do you start a search for a business partner or consultant when you need solutions for your firm?

- Ask peers for advice: 84%
- ALA’s Legal Marketplace: 42%
- Industry trade shows: 26%
Business Needs Assessment

What are your biggest concerns related to 3rd party outsourcing?

- Costs (68%)
- Data security (55%)
- Reliability (38%)
- Loss of control (39%)
Business Needs Assessment

What influences your decision to add a business partner or consultant to your “short list?”

- Online Research (38%)
- Established Relationship (63%)
- Industry Trade Shows (37%)
- Good peer reviews (87%)
Business Needs Assessment

What else can you expect from the full report?

- Decision making process
- The buying cycle and timeline
- Current pain points within
  - Financial Management
  - Marketing
  - IT
  - Business Management
  - Personnel Management
- Future needs by functional area
Content Strategies
Share Knowledge and Gain Visibility Through ALA Publications

Several content opportunities available:

- **Legal Management**
- **BOLD Bites**
- **Legal Management Talk Podcasts**
Legal Management Editorial Calendar

- Published in the fall
- Topics compiled from various sources including the following:
  - Professional Development Advisory Committee
  - Online Communities
  - Press releases
  - Pitches from regular contributors and freelancers
Contributing to *Legal Management*

- **Be a subject matter expert**
  - Contact us about being interviewed for a feature
- **BP Perspective column** - Share your knowledge and expertise
  - No advertorial content
  - No selling of products
  - Showcase to members how you can help them
  - Copy must be original and not published elsewhere
- Email: publications@alanet.org
Legal Management Readership

Each issue of Legal Management emails out to 7,500 members and subscribers.

Currently, the website gets the most traction with 2,000+ readers and the number increases with the easier sign on and offerings.

Not a member or a subscriber? ALA offers three free articles to preview a month.

ALA also simplified the sign-in process enticing more readers to log in to read.
BOLD Bites Newsletters

- ALA’s weekly digital and print digest for industry news, articles and announcements
- Prominently feature a VIP each issue
- Business partners receive the newsletter for free
- Great source for educational updates and to know what’s going on in and around ALA
Legal Management Talk Podcast

- Working to tie in *Legal Management* content with our podcast
- If featured in *Legal Management*, contact us about doing a podcast to coincide with the publication date
- On average, the podcasts receive 200+ listens
Marketing Best Practices
ALA Marketing Analytics

ALA reaches your customers with a full toolbox of marketing vehicles.

- Email
- Legal Management Magazine Advertising
- Advertorial
- Online Display Advertising
- App Display Advertising
- Pay-Per-Click Advertising
- Print Mail
- Social Media
- Event Displays
- Telemarketing
- PR
Email is the workhorse.

- Best Channel For ROI, averaging 222%*
- Ranked by 56% of marketers as most effective marketing channel*
  - Cost-effective
  - Adaptable
  - Visible
  - Targeted
  - Measurable

Sources: econsultancy, Venturebeat, Gigaom
86 Full Membership Emails

Other (22)
- 31.9% Open
- 3.9% Click

Bold Bites (49)
- 29.5% Open
- 6.8% Click

Rebrand (6)
- 34.3% Open
- 8.0% Click

Legal Management (10)
- 34.7% Open
- 7.0% Click
Most effective means for marketing to engage with ALA members:

Strategically target ALA members to reach the ones most interested in the topic:

- Function
- Past Interest
Thank You!

Questions?
Email: ssoth@alanet.org