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Media & Communications

Engage with Content

By John Hellerman

Strategy is a high-value word. When something is "strategic," it is seen to have value and purpose. What then is the strategic value and purpose of thought leadership and content marketing?

Thought leadership is a powerful credentialing tool. Thought leaders lure interesting work that commands premium-billing rates, which enables their firms to attract and retain the best talent.

Content (articles, whitepapers, analysis in news articles, client alerts, etc.) is most often used as a means to transmit thought leadership and demonstrate a professional's expertise. The problem is that there are only so many ways for an expert to describe to a target audience the effects of an issue important to them, and there are often dozens and dozens of experts trying to do so. In other words, content as a differentiating tool to generate leads and build awareness is suspect. Given how crowded the market is and how much content is needed to stand out in it, content development programs for this purpose (reach) are often too expensive and time-consuming for all but the largest, richest firms.

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Nine Tips for Making the Most of Your Content Marketing

By Edie Reinhardt

Content marketing is a proven way to attract and retain clients, but it's also time-consuming and difficult. It's hard to get attorneys to provide content and marketing departments are stretched to the limit. Fortunately, there are a lot of tactics to help you create and promote content more effectively and successfully.

1. Start with a Content Audit

Gather and assess all the content you already have within the firm — old presentations, articles, newsletters, blog posts, internal and client memos, research, etc. Then think about — What else can we do with this material? Is it still current? How much updating does it need? Is the information still helpful to an audience we want to attract? What feedback did we get when it was first published? There could be a wealth of material already at your disposal, but it just needs to be revised and updated. It's a lot easier to work with existing content, than to start from scratch.

2. Repurpose Every Piece of Content Several Ways

There are myriad opportunities to repackage content to get more life out of it. Create shorter and longer versions for different outlets (social media, e-mail, third-party publications, etc.) For example, an article can be turned into several blog posts or combine related blog posts or articles into white papers and eBooks. Produce audio/video versions of written content or presentations and edit them to different lengths. Develop a webinar or live event from written content and vice versa. You can also change the tone of the writing/speaking to appeal to different audiences. Content that was written for one market can be revised for a new one by using language that is more or less technical. The great thing about repurposing content is not only that it saves time, but different formats are

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more appealing to different people. In addition, each time the content is repackaged, it presents another opportunity to market the content and the firm.

3. Include Visuals

Develop charts, graphs, images, infographics and video. You can add these components to written content to add impact to the text. However, they can also be used alone to attract interest on your website, social media and emails. A great visual can tell a story in a more engaging way than text and it's also a way to entice people to want to read more. One study found that articles containing relevant images got 94% more total views than articles without them. *See* http://bit.ly/1RDjLes.

4. Develop Content That Matches the Buyer's Journey

The sales funnel is a core concept of business. You attract lots of people to the top of your funnel, and through various activities, you draw them further down bringing them closer to buying your services. With content marketing, you want to regularly provide interesting information that will draw lots of attention and make it easily available. Blogging is a great way to do that. However, that's just to start. Then you want to lead your readers into the funnel. Give them a reason to come back to your site and sign up for something so you can capture their contact information. Offer timely, sophisticated or in-depth information in the form of research/surveys, white papers, events, webinars or eBooks. Once you have their contact information, not only can you follow up via phone and e-mail, but you also have the opportunity to continue to provide specialized content to keep them engaged and stay top of mind with them. This is very challenging. Start with just one topic or issue and focus attorneys around developing deeper content around it. For lead nurturing, going deeper can be more effective than casting a wide net with content.

5. Involve Attorneys and Staff

Both attorneys and staff can be great resources for content creation as well as help to disseminate the firm's content. Those who deal with clients about day-to-day matters — questions, complaints, etc. should be asked for input on what the firm should discuss in its writing and speaking engagements. They can also help with doing research, writing, and editing the material. At many firms, it may be the partner's name on a piece of content, but there are junior attorneys, paralegals and others doing a lot of the work. Once the content is created, these same individuals can help share the content via their own social media channels, which amplifies your reach and gets you in front of more people.

6. Push Out Content Via Multiple Owned, Earned and Paid Marketing Channels

Owned distribution channels refer to channels you control — *i.e.*, your website, blogs, social media, direct mail and e-mail. Earned channels are public relations and media opportunities. Paid channels are advertising related, including Google AdWords, sponsored content and other outlets. Use all these ways to get your message out. In every case make sure your activities are appropriately targeted. Choose the outlets that are relevant to your audience and change your message accordingly. For example, segment your email lists so you send the right content to the right people.

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Edie Reinhardt, Principal of RDT Content Marketing, specializes in helping professional services firms use content strategically to distinguish their brand and build their business. She previously practiced law and was a publisher at ALM Media. Connect with her on LinkedIn or at ereinhardt@rdtcontentmarketing.com.

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Voice of the Client

Practice What You Preach: 2.0

By Beth Cuzzone

Why 2.0? This article is the natural progression of an article published a few years ago in this newsletter titled Cobbler's Children Get Some Shoes. In summary, marketing and business-development professionals perform many jobs, including the vital undertaking of helping attorneys stay in touch and expand their network. We spend tremendous amounts of time, energy and money, day in and day out — on CRM systems, training programs, one-on-one coaching, sports and entertainment programs, seminars, and reminder e-mails — to help attorneys stay top of mind.

The article empasized to readers that your OWN network is just as important to develop and maintain as it is for any professional. Because we spend so much of our time helping others to focus on cultivating their networks, we often neglect to tend to our own.

Here are the six previously published tips for staying connected to your contacts:

1. Build a smart network.
2. Network and stay in touch.
3. Be visible in the marketplace.
4. Make time to stay connected.
5. Develop your skills continuously.
6. Give, not get.

Build a Smart Network

- Build a network that is strong and diverse. Knowing only people who do what you do isn't enough. Introduce yourself to colleagues inside and outside of your industry, your community and your interests. Broaden your horizons!
- Find ways to be helpful to people you know. Always try to introduce some of your contacts to other contacts in your network.
- Find a mentor. Everyone should have at least one; these are people who act as your personal advisor in an objective manner when you need advice about issues, like a difficult work situation, a potential job opportunity, professional development or general advice.

Network and Stay in Touch

- Order some custom note cards and envelopes with your name imprinted on them and send a handwritten note to all your business contacts. Short and simple. Keep in touch.
- Send thank you gifts when someone does something nice for you, like submits your name for an article, connects you to someone in an effort to be helpful, or refers you for a speaking opportunity. Whatever it is, it's a small but important gesture: acknowledge others' actions.
- Don't wait until you are looking for a job or have a problem to contact someone in your network. Remember to make a "deposit" before "withdrawing" from your network account.
- Don't forget to network within your firm. Partners, associates and other administrative professionals should all be a part of your network. Make time to attend firm-wide lunches, firm seminars hosted by a department other than your own, and staff meetings.

Be Visible in the Marketplace

- Write three articles and shop them around. Try not to wait for someone to ask you to write; have something ready to go or at least outlined. Showcase your knowledge and experience so that you are thought of and positioned as a thought leader. Be willing to share what you know and whom you know. If you're strapped for time, ask a colleague to co-author (that's what we did for this article!) a trend or issue you are both experiencing.
- If writing isn't your strength, try giving a presentation once a year. Panels are the best way to participate if you are new to speaking. They give you an opportunity to be trained on the nuances of public speaking.
- Attend networking opportunities — schedules are tight and always will be, but it pays to have face time with others. See and be seen.

Make Time to Stay Connected

- Time management and planning is a tricky area for any law firm business professional. Too often, we're required to shift our focus and reschedule an entire day to perform critical tasks — usually the result of poor planning on someone else's part. But there is always time to stay connected.
- Schedule at least two to four hours in your calendar each month (one to two hours at a time). Treat each scheduled time just as if it is a meeting, not "slack time" that can be used to make up for something else. Treat staying connected as the priority it deserves to be.

Develop Your Skills Continuously

- How can we possibly expect those in our firms to value

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skill development in training and coaching if we aren't committed to professional development ourselves? Keep learning. You're never too experienced to continue your education; there's always something new to learn that will make you and your contributions more valuable to your firm.

- Read two publications outside of your niche or industry each month. We all have to understand the corporate world and what's happening in it. It allows us to better anticipate and prepare for the impact within our firms and our firms' clients.

Give Not Get (The Most Important Tip of All)

- Having solid professional relationships takes time, commitment and communication. Focus on the "giving" to your network and the "getting" will come naturally.
- Understand whom the potential customers or clients are for each person in your network. It makes it easier to make connections. How do you know? Follow the advice we give to lawyers all the time: ASK!
- Ask: "How can I help you" when you meet or reconnect with someone (and mean it).
- Think about how to proactively help someone in your network at least once a week and follow through.

2.0 and Beyond

Once your networking habits are on solid footing, the natural progression our own advice moves from networking to creating a stronger focus on those relationships. But, we sometimes overlook our internal clients, the lawyers and professionals inside of our own law firm.

So, once again, the phenomenon presents itself: So many members of Marketing, Business Development and Client Service Departments don't practice what we preach nearly enough.

By way of example, how many times have you given out the following pieces of advice to attorneys in your firm?

- Understand your clients' business
- Bring a variety of resources to the client's problem

Self Assessment Scorecard

Your Advice	Examples of how execute your own advice	Rating (1-10)
Understand your client's business	Attend CLE programs Read every page of the website Understand firm structure and business model	
Bring a variety of resources to the client's problem	Have a multidisciplinary approach. Bring in other admin departments to every project possible (and share the credit!)	
Follow up after sending materials or have a meeting	Follow up every meeting with a set of notes and actions items.	
Hold an annual off-the-clock meeting with clients to ask questions about service, people, communication styles and more.	Ask attorneys "how we doing?" at least once each year; Conduct floor tours in offices and engage in on-demand "how are we doing?" Implement a service satisfaction survey.	
Reach out at the end of every matter to debrief	After RFP, large event or sponsorship find out what went well and what can be improved.	
More "touch points" at the firm equals greater client satisfaction	If you increase face-to-face opportunities for everyone in your department, then you will increase attorney satisfaction/ confidence in the group	
Leverage your travel time	Use your CRM to find your colleague at a client company, law firm network or referral source. Never travel with only one objective.	
Build credibility in the marketplace	Speak, Publish or showcase leadership. Build relationships at client companies.	
Be genuine	Show your sincere interest in people at your firm and their lives – not just their book of business.	
TOTAL POINTS		

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Teach Your Lawyers Well

Part Two of a Two-Part Article

By Molly Peckman

Last month, in Part One of this article, we discussed the fact that one size does not fit all when it comes to social media training for lawyers. We reminded our readers that some summer associates have expansive LinkedIn networks and blog legal insights, while some senior partners over-share dinner menus and beachwear. Many millenials played video games before they wrote, yet shun Facebook and other social media, and there are baby boomers who tweet and are as smart as their phones.

We continue herein with a look at the inevitable changes in ways that lawyers do business.

Molly Peckman, Dechert LLP's Global Director of Legal Talent, has over 25 years of law firm experience. She is a frequent writer and lecturer on legal talent management and law firm life.

TURN AND FACE THE STRANGE CHANGES

Lawyers are often loathe to change, so social media training needs to appeal to all lawyers — even those who are not so social. Some are reluctant, private and closed to the "openness" of social media. The unsocial lawyer needs a different approach. Anecdotes can work, especially if training includes what the competition and clients are doing online. For some lawyers, face *time* is more important than Face*book*. These lawyers need to understand that social media can help them do what they are already doing — but better and quicker.

There are those who got left behind and cannot conjugate "tweet." This audience needs the basics, which could be in a webinar or checklist and not only explains Twitter and other tools, but also advises on practical aspects, like setting up accounts, using applications, and deciding whom to follow and how to follow them.

CONSULTANTS

Some firms opt for external consultants to teach their lawyers about social media. Gina F. Rubel, a marketing and public relations consultant, author and founder of Furia Rubel Communications, Inc., recommends having a social media policy in place before engaging a consultant. "Then and only then, should the firm hire strategic support[,] who needs to be brought up to speed on the firm's policy and be willing to educate the firm's lawyers within the firm's social media boundaries." She cautioned that, like the training, polices and consultants are not one-size-fits-all. "What works for a consumer-facing law firm or practice areas such as family law, personal bankruptcy and criminal defense, doesn't work for business-to-business lawyers who serve corporations," said Rubel.

Rubel noted that consultants need to understand the differences in audiences, know how and where to reach them, and the content and conversations they want. She advised that consultants also need to know the differences in who they are training. Rubel reminds the lawyers she works with, "At the end of the day, you want to be perceived as knowledgeable, approachable, interesting and interested. It's a conversation, not a diatribe."

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- Follow up after sending materials or have a meeting
- Hold an annual "How Are We Doing?" meeting with clients
- Reach out at the end of every matter to debrief
- More "touch points" at the firm equals greater client satisfaction
- Leverage your travel time
- Be genuine
- Build credibility in the marketplace.

The above are only a few of the pieces of advice on which we sermonize when coaching lawyers. The objective of the above activities is to get and keep close to clients and to add value and differentiation. Now here's where it gets interesting. Do you follow your own advice? Do you walk your talk? While we are clear on how to add to value to external clients, we often over look doing the same with our internal clients: attorneys. Consider the advisory points above and let's revisit them with an internal lens. In a few examples below, the advice has been reworked and geared towards ourselves, law firm executives.

Understand your clients' business. Since most of you are not practicing lawyers, you don't fully understand your internal clients' business. Attend CLE classes or webinars to learn some of the top level substantive legal issues your law firm solves. Attend associate training programs, read every page of website. Read conflict memos. Learn the operating structure of your firm.

Bring a variety of resources to the client's problem. There are very few problems we solve that wouldn't benefit from bringing other administrative departments into the solution, and, just as important, sharing the praise and credit. Follow up after sending materials or have a meeting. Do you follow up with the group of attorneys you worked with after every RFP, sales meeting or presentation?

The following scorecard lists your advice and some sample deliverables for each to allow you to self assess the principal pieces of advice you may give.

Note: Practice What You Preach. This is an idiom that expresses an ancient idea (behave as you would have others behave) ,but didn't appear in this precise form until 1678.

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Overcoming the Great Myth of Public Speaking

By Ari Kaplan

While recently preparing for a middle school presentation, my son was struggling with accidental omissions in his delivery. In striving for perfection, his fear of someone in the audience recognizing his error grew. Like many who engage in public speaking, he had convinced himself that the only way to be successful is to be flawless. That is the great myth of public speaking, and one can that easily be overcome by remembering that most people have no idea what you are going to say, so they will never recognize your mistake.

Focus on being confident, comfortable and engaging. Achieving those goals will yield a successful presentation. Try a few of the following tips as well. And, remember: Your audience wants you to succeed.

Say Hello

Start by personally introducing yourself to attendees before the presentation begins. Doing so sets a positive tone, builds rapport, and begins to establish trust. It also puts you at ease because you develop a comfortable connection with each individual. If the audience is too large, walk around and shake hands with a cross-section of the group. Try to remember a few names as well so that you can reference your quick meeting and possibly encourage friendly participation.

Ari Kaplan, a member of this newsletter's Board of Editors, is the founder of Lawcountability. He provides a variety of training programs at law firms, including one on public speaking. For a copy of his infographic called "10 Ways to Empower Your Public Speaking," e-mail him at Ari@AriKaplanAdvisors.com.

Ask Questions

To shake off the initial anxiety, consider asking the audience a question at the outset. It helps to immediately engage the listeners and further enhances your comfort level. Prompting others to raise their hands can also positively involve them in the presentation.

Consider questions that will be easy to answer and are relevant to most of the audience members. For example, "How many people have ever had to ask for directions and decided not to?" Or, "Has anyone here ever experienced a flight delay?" These questions are easy to answer and will probably evoke a vivid memory that your audience members can apply the point you are planning to make. It instantly connects them to the lesson.

Don't Apologize

While you may have less energy due to an early trip or are recovering from a cold, don't apologize for it. Although it may seem polite, it sends the audience a signal that it should expect less, and encourages individuals to limit their attention. You will only prompt them to check their e-mail even sooner. They genuinely want you to prosper, so intentionally lowering their expectations will introduce a barrier that will be hard to overcome during your time together.

Survey Your Audience

In an effort to tailor your presentation, consider asking the event organizer to distribute a very brief link to a Web-based tool such as SurveyMonkey.com in advance to learn more about the prospective participants before you arrive. Survey responses allow the speaker to customize the discussion by citing actual quotes and relevant metrics. It will also permit you to directly focus on the interests of the attendees. You can also gamify your discussion by asking the audience to guess what the survey revealed based on various choices you provide on a PowerPoint slide.

Tell Stories

Storytelling is a critical element of public speaking. Sharing stories that are authentic, relevant, and illustrative help to captivate listeners and often provide details to which they can relate. It also puts the speaker at ease because it permits him or her to recall a meaningful moment.

In fact, sincere anecdotes tend to be naturally entertaining, emotional, and interesting. They give the listener insight into the speaker's experience and approach. Consider keeping a file of personal and professional stories that are important to you, and try to identify a lesson that each teaches. Set up an e-mail folder for "great stories" to hold messages that either contain or reference an interesting narrative for future review.

Make Eye Contact

It is critical to engage individuals to whom you are speaking with a warm level of eye contact. Instead of staring at specific people, consider shifting your gaze as you speak, but visually connecting with each individual as often as possible. This exercise will help you stay connected to your audience, but it will also force you to look up from your notes or avoid reading directly from your slides.

Incorporate Imagery

In lieu of notes, use visual cues to help guide the presentation both for you and for the audience. Strong imagery gives a presenter the chance to capture attention without fueling distraction. Wikipedia and a variety of websites such as Morguefile.com offer great photos that are in the public domain.

Don't worry about using the perfect photo, just make sure it is clear and has some relevance to the point you are trying to make. A pretty good photo is often better than fantastic text. It will spark a conversation and set the foundation for follow-up.

Prepare; Then Prepare Again

Ultimately, you can fight a fear of public speaking with preparation.

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Public Speaking

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Public speaking makes everyone uncomfortable, but by preparing and getting to know your audience, you are certain to find success. When my kids were younger, I would prepare for upcoming programs in my home office while they sat on a nearby couch. I remember pausing at one point to ask the audience if there were any questions. My son raised his hand and when I called on him, he asked: "Who are you talking to and what are you talking about?" I thanked him for his excellent question and moved on to the next slide, commenting to the rest of the audience (consisting only of his sister sitting next to him) that one can never predict the questions he or she will receive so it is important to take everything in stride. We all laughed.

I know my son will deliver a great middle school presentation with that memory in mind and am confident that by following the tips above, you will too.

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If you are going to pay for advertising, make sure whatever outlet you use is targeting the correct demographic.

7. Use Social Media to Listen, Engage and Share

Social media has a lot of great uses. First, it's a tool for listening. Monitor what clients, prospects, industry and media outlets are discussing. Look at what competitors are doing. These will provide potential topics as well as help identify the best ways to reach the firm's audience. Of course, social media is also a distribution outlet. Promote your content via the social media channels your target audience uses. However, remember when sharing your own content you should repurpose it for each outlet. Don't post the same content in the same way for Facebook, Twitter, LinkedIn and other channels.

8. Incorporate Content Curation

Sharing helpful information that others produce is a great way to engage in content marketing. It still builds the firm's credibility and visibility, but it is easier to do than creating new content. But do more than just "like" a post. Have attorneys add a comment or ask a question. It helps to draw more attention and start a conversation with others. It's also likely that other people will reciprocate by sharing your content, which will expand your reach. There are content curation tools like Curata to make this easier, but even just joining appropriate LinkedIn groups or setting up Google alerts can help you find content worth sharing.

9. Cultivate Relationships With Other Experts, Organizations, Influencers And Media

You are judged by the company you keep. Identify those already writing and speaking on topics your audience cares about and try to connect with them. In building relationships, it's always better to give than to receive. Reach out to individuals and groups and help them spread their message. As you build credibility with them, opportunities may arise to work with them, or get them to share your work with their audience. With organizations, get involved in committees and share their work. Look for opportunities to partner. Develop joint events, work together on industry research, and guest blog on each other's sites. Partnering with others is a great tool to enhance your content as well as expand your reach.

Conclusion

Hopefully, these nine tips will help you make the most of your investment in content marketing. For more content marketing tips, follow my blog at http://bit.ly/1SlaWme.

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However, the promise of reach — the appeal to ego — is powerful and gives content one of its most useful, and less costly, purposes: an opportunity to routinely engage clients and prospects.

The Reality

Several years ago, BTI published research claiming that it typically takes seven calls to get a general counsel to agree to a meeting because GCs routinely reject such requests in order to test for flow-up. Sadly, 90% of attorneys fail to follow up after the first rejection. Can you blame them? Imagine inviting a prospect to lunch, but having them reject the invitation. When would you call back? What would you say? "I know you rejected my invitation to lunch a few weeks ago, but how about today?" Of course not. You would call when you had something valuable to share or offer: "I was just down in Orlando at that big conference you missed. I presented on a topic that I believe is very important to you. How about I take you to lunch and tell you about it?"

Content is easily acquired grease to facilitate this active and routine engagement. From this strategic perspective, counting clips (and re-tweets and shares) is less important than counting actual touches and their revenue-generating effects on a specific client or prospect.

Boundless Opportunities

The opportunities are boundless when you see content's purpose this way. The opportunity to create content is an opportunity to involve a client or prospect (or several) in its development, and the created content itself is a tool to engage and educate many others afterwards. And, it doesn't even have to be yours. Your expertise

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A 'Cloud Security Doctrine' for Law Firms

Cloud computing may be here to stay, but is it truly safer than the solutions that it's outmoding? The Legal Cloud Computing Association (LCCA) thinks there's a path to greater security, publishing for law firms its first "Cloud Security Doctrine" (http://bit.ly/1Qa0NGj).

In discussing the need for cloud security standards, Jack Newton, founder and CEO of Clio, a practice management provider and member of the LCCA, says, "Over 20 ethics opinions on cloud computing provide guidance that cloud computing is acceptable for lawyers. Every opinion refers to a 'reasonable care' standard, and it is left to the individual lawyer to perform due diligence on what exactly 'reasonable care' looks like. The LCCA wants to provide concrete guidance on what we consider a reasonable baseline for security so that lawyers, bar associations, law societies and other stakeholders have a clear set of criteria to apply to cloud computing providers that service the legal space."

The LCCA says that the doctrine "sets standards for a range of issues" facing firms that employ cloud solutions, including encryption, data integrity, third-party access and data loss prevention.

"Most cloud providers have perfectly adequate security for consumer use," Newton says. "It's the policies and procedures to support the distinct security needs of the legal industry that they lack."

In compiling the doctrine's guidelines, the LCCA incorporated legal specific requirement recommendations from courts and bar associations; guidance on data privacy from European and North American governments; and legal industry best practices.

"The initial draft of the LCCA security standards were drawn from member contribution and research into the most recent changes in privacy and security laws, as well as technological companies best practices," Newton says. "From there, the first draft was circulated to an external advisory board for initial feedback."

With this doctrine, Newton says, "the LCCA hopes to serve as an educational force for law firms, legal departments, and legal regulators, as well as for legal technology providers. Having a central resource that helps inform all sides of reasonable security and legal-specific needs can only improve conversations in a regionally-fractured market. The LCCA security standards can provide guidance for law firms that is up-to-date with legal and technological best-practices."

The LCCA noted that its issuance of its guidelines is "timely," given that legal departments are adopting cloud solutions "in ever-increasing numbers," with 31% of respondents in the ABA's 2015 Legal Technology Survey reporting their use of cloud services for "law-related tasks."

Still, when it comes to security, the cloud can be a precarious platform. Nonetheless, advocates like the LCCA note how cloud computing can allow for greater efficiency and speed. As to why firms continue to go to the cloud despite security concerns, Newton explains that "law firms are slowly coming to the realization that adopting cloud computing is no longer an option — if they are to remain competitive, leveraging cloud computing has to be part of their strategy. Furthermore, law firms are also recognizing that hosting their own on-premise IT systems often poses a greater security risk than a cloud-based solution."

The LCCA intends for the standards to be viewed as "a living, constantly evolving document." Newton added that the current draft is "open for comment" from stakeholders, bar associations, and legal professionals, among others. The public is invited to comment on the standards at the LCCA's website at www.legalcloudcomputingassociation.org. — **Ian Lopez**, *Legaltech News*

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is enhanced when you act as a filter and identify and share the valuable content of other experts in your field.

Your effort does not need to be all about business, either. Perhaps your prospect is a big music fan or a frequent runner. Considering how inundated she might be with your competitor's client alerts, she would probably appreciate receiving an article from *Vibe* about her favorite band or from *Women's Health* about the latest training techniques.

Conclusion

The point is to break through the clutter and use content to demonstrate not only your own expertise but also your interest in your clients and prospects and a genuine understanding of the work they do— not just the things they work on with you.

So, partner-up and create content with your clients and prospects as often as possible. Use the development process to reach out to prospects and clients for advice, and use the resulting piece as an excuse to circle back and engage them again.

Remember, being a thought leader is valuable and content can be a powerful tool to demonstrate expertise, but content's full potential will be wasted if it is not used as a means (and excuse) to engage with targets.

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