



Table of Contents

Introduction	1
Purpose	1
Methodology	1
Executive Summary	2
Survey Report	7
Part 1. Structure of Business Development Practices	7
Structure and Organization of Firm	7
Developing and Implementing Strategy	7
Part 2. Business Development and Marketing Resources	12
Budgets: Business Development/Sales, Exclusive of Marketing Efforts	13
Budgets: Marketing, Exclusive of Business Development/Sales	14
Budgets: Combined Budget for Marketing and Business Development/Sales	15
Addendum to Budget Data	16
Business Development and Marketing Staffs	17
Types of Staff Additions	19
Business Development and Marketing Senior-Most Professionals	
Compensation for Business Development and Marketing Professionals	20
Part 3. Lawyers' Roles in Bringing in Business	22
Expectations and Rewards	22
Sales Training for Lawyers	23
Part 4. Strategies for Client Interaction and Feedback	24
Client Interviews and Surveys	24
Client Service Teams	25
Client Seminars	26
Part 5. Firms' Growth	27
Sources of Growth	27
Expected Growth Areas in Practice Areas and Industries	29
Part 6. Summary	30
Business Development, as Distinct from Marketing	30
Next Year's Survey	31
Demographics	33
Questionnaire	
Slide Show	