



ASHESI UNIVERSITY

**IMPROVING HOW MINKAH & CO PROMOTES ITSELF TO REACH ITS
CLIENTELE**



Applied Project Report submitted to the Department of Business Administration, Ashesi University in partial fulfilment of the requirement for the award of Bachelor of Science degree in Business Administration

DECLARATION

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's signature:

Candidate's name:

Date:

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation, laid down by Ashesi University College.

Supervisor's signature:

Supervisor's name:

Date:

ACKNOWLEDGEMENT

I would first and foremost like to start by expressing my enormous gratitude to God up in heaven for giving me the energy and sound mind to undertake this paper. Next, I want to express my gratitude towards Mr. Joe Mensah, my ever-helpful supervisor. Without him this paper would never have materialized. His constant instructions and motivation kept me engaged throughout the process.

I would also like to say a big thank you to my parents, Mr. and Mrs. Boateng, for urging me on as the process of this undertaking became tedious. I would also like to say a big thank you to Brittany and Aunty Nana, for letting me use their office as my work place.

I say another big thank you to my friends who kept me motivated and were ever ready to offer their valuable inputs.

Abstract

Legal advertising in Ghana is banned by the law and seen as a disregard for the legal profession. This study was undertaken with a law firm in Ghana to understand how the firm markets its brand in a country where legal advertisement is illegal. 14 lawyers and 50 individuals helped in the research by filling questionnaires and participating in interviews. The research led to findings that there is an untapped market for legal services on the other outlets such as social media. Suggestions for heightened brand awareness included Search Engine Optimization, Newsletters, Having an Online Presence and Video Marketing.

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CHAPTER 1: INTRODUCTION

Motivation

Ever since I was younger, my parents always used to tell me that I would be a lawyer because I argued a lot with my siblings and always had an objection to make. As I grew older, the interest in the career did not subside although I pursued a Business degree in university. This led me to interning at Minkah-Premo & Co, a prestigious law firm in Ghana during the summer of 2018. Coming from a business background with no legal history, my marketing instincts quickly provoked me to give the law firm a social media presence, however as I presented my work to my heads, they immediately asked me to withdraw about 50% of what I had done for it was against the law- it was advertising. Thus, this piqued my interest in discovering how the law firm acquired clients without advertising.

Background

In law, advertising is illegal in certain countries of which Ghana is included. Advertising in law has generally seen disfavor by majority of attorneys, since the birth of law in England and its movement to America that, laws were even made for third parties concocting litigation for their own gain. Since time immemorial, attorneys have limited their touting tools to simply business cards which had little information of their services, to maintain their respect and mandate to practice. Interestingly, in 1875, an American lawyer was disbarred for the misleading nature of his advertisements to clients (Rotunda, 2006). In 1887, The State of Alabama introduced its own ethics code which banned soliciting to specific clients but allowed the use of name cards and other similar touting

material. This led the American Bar Associations Canon of Ethics, under which Canon 27 explained that “a well-merited reputation for professional capacity and fidelity to trust” was the basis of advertising in law. Confusion around the legal canons led the ABA to issue “advisory opinions”, to explain it. In this, advertising techniques which were once considered as legal were now banned (Rotunda, 2006). By 1970, majority of these rules were revised and the ABA’s tightness on legal advertising, continued to loosen, until the case of *Bates v. State Bar of Arizona*, whereby the court held that lawyers could advertise their services (Rotunda, 2006). Since, advertising has been legal in the United States, however England still held onto their laws making legal advertising illegal, a phenomena Ghana faces today as its law is derived from English law. Legal Profession act (LI 613) reads “*A lawyer shall not directly or indirectly apply for or seek instructions for professional business, or do or permit in the carrying on of his practice any act or thing which can be reasonably be guarded as touting or advertising or as calculated to attract business unfairly*” making it illegal for a lawyer to advertise directly or indirectly in Ghana.

Research Objective

This research seeks to investigate how law firms and lawyers can promote themselves and their businesses without breaching the law against advertisement. The objective of our research is to find ways to do this, to increase the market share and reach that a law firm has to its customers.

To guide this search, we came up with research questions that will link directly to the solutions we will propose:

- How do law firms currently promote themselves without breaching the law against advertising in the Ghana Legal Profession?
- How can the existing channels through which they promote themselves be improved or developed?
- Which new methods of promotion can be introduced into their procedures?

Research Relevance

In the Ghanaian legal industry, there is rising competition, as new lawyers join the bar each year. With law firms in Ghana like Kulendi Law firm, Reindorf Chambers, Bentsi-Enchill, Letsa & Ankomah, Kimathi and Partners amongst others, there is a lot of competition in acquiring clients. Thus, it is necessary for a law firm to promote themselves in order to reach their customer if they are not permitted to advertise. This research will help to improve the demand for legal services, connecting those in need of legal services through the right channels to the right legal service providers, thus benefit the entire Ghana legal system.

Company Profile

In attempts to bridge the gap between the law and its intended goals which encompassed many forms of sub-standard performance, snail-paced results in public/private interface, Justice Kusi-Minkah Premo, a lawyer called to the Ghana Bar in 1984, in hopes to promote positive change set up MINKAH-PREMO & CO. Upon working in three different law firms, he intelligently analyzed the cracks that law firms in Ghana faced, and differentiated his service to improve employee and employer relationships, infrastructure and ambience, and enhance public/private partnerships.

The firm's vision is to be the top law firm that provides integrated professional services for effective legal solutions with integrity. Its mission focuses on providing effective legal solutions and satisfying clients through the transformation of legal documents and theories into practical realities in the most professional atmospheres possible, raising the bar in the justice delivery system through training and communication skills.

Its main values, which it stays by through thick and thin are Commitment, Respect, Integrity and Loyalty. With a vast array of clients, some of which are into but not limited to manufacturing, assembling & distribution, mining, banking and finance, telecommunications, securities, import trading, real estate and project management, MINKAH-PREMO & CO continue to deliver quality services, and dominate the legal sector. Legal Profession act (LI 613) which reads "*A lawyer shall not directly or indirectly apply for or seek instructions for professional business, or do or permit in the carrying on of his practice any act or thing which can be reasonably be guarded as touting or advertising or as calculated to attract business unfairly*" making it illegal for a lawyer to advertise directly or indirectly.

Industry Analysis

Ghana's legal system acquires its roots from Anglo-Saxon common law, military regimes, statutory law and other documents. In addition, there is also the use of customary law which applies. Ghana first attained independence from colonial British rule on March 6, 1957 and became a republic on July 1, 1960. Since the first republican Constitution in 1960, Ghana has had three other constitutions which are the 1969, 1979 and 1992 Constitutions. Ghana is a unitary state with a unicameral legislature, and the 1992

Constitution provides for one Parliament which exercises all legislative functions. The Council of State is the advisory body to the President, who refers bills to them for their opinions, which become laws from bills when published in the official gazette. All Ghana's ten regions are under the constitution.

PESTEL Analysis

To acquire a better overview of the environment Minkah-Premo & Co finds itself in, we decided to assess external factors that can affect the way it operates. In this quest, we sorted to using the popular PESTEL analysis, which analyzes the macro forces that the firm encounters, and this brought certain interesting highlights.

Table 1 showing the PESTEL analysis

Factor	Description
Political Factors	<ul style="list-style-type: none"> • Through its democratic system Ghana boasts of a long history of peace and stability which makes it an investment destination • Monetary policies by the new regime aim at cutting business costs
Economic Factors	<ul style="list-style-type: none"> • IMF rates Ghana's economy as the fastest growing in Africa
Social Factors	<ul style="list-style-type: none"> • Growing number of literate adults could boost legal activity

Technological Factors	<ul style="list-style-type: none"> • E-Justice system to reduce downtime, boost productivity, and make processes less tedious.
Legal Factors	<ul style="list-style-type: none"> • The illegality of advertising in law profession does not permit Minkah-Premo & Co to reach possible customers • The hierarchy of the legal system delays time spend on cases
Environmental Factors	<ul style="list-style-type: none"> • Accra being the business central on the country confers its business advantages on the firm • Being situated to Labone gives the firm access to high profiled clientele

Political

Ghana's democratic system encourages a multi-party system whereby the President is the head. Every president has 4 years in power, and 2 consecutive periods which he is allowed to rule in. For 20 years now, fair elections have been held and there have been 2 changes of regimes. With 24 existing political parties, Ghana is segmented into 16 regions of which there are Metropolitans and District Assemblies, all of which are under the central government. Such peaceful conditions which are favorable for investment have seen Ghana hit a record \$1.3B in foreign direct investment in September 2019, a 100% jump from where it was during the same time last year (GIPC, 2019). Bills are presented to the president by parliament upon which his acceptance or denial will establish the livelihood of the bill. The current president, Nana Akuffo-Addo has put

in measures since the start of 2017 through which the Ghanaian economy has seen great improvement. He has introduced monetary policies that will lower the cost of doing business by restructuring institutions of governance, modernizing agriculture, maintaining a clear industrial policy and rationalizing the financial sector to maintain growth.

Law firms like Minkah-Premo & Co stand to benefit from such a peaceful business environment because with foreign investment and good policies because, there will be creation of new businesses and mergers through with firms which the legal aspects will be catered for by law firms. Though the democratic environment favors business, it will be advisable for a law firm not to take political sides so that they are not cut short on contracts by the opposing regime.

Economy

As it stands, the IMF World Economic Outlook predicts Ghana to be the fastest growing economy in 2019, with a growth rate of 8.8%, a 3.2% increase from what it was last year (DW, 2019). Ghana's private sector credit grew stronger in 2019, and favorable trade conditions in cash cows' oil, gold and cocoa saw the first half's current account at 0.1% surplus (WorldBank, 2019). World Bank analysts expect growth to increase to 7.6% in 2019 (WorldBank, 2019).

Though a bolstering economy generally means most businesses should be experiencing growth, the intrinsic and extrinsic costs for maintaining and running a law firm are still high. Firstly, every law firm has unlimited liability, hence in the case where Minkah-Premo & Co were in financial trouble, they could lose the entire company. Also, to operate a law firm you are required to pay a perpetuity of office fees to the Accra

Metropolitan Assembly (AMA). Likewise, the fact that they are disabled from advertising and must pay salaries can be economically crushing in economically low legal seasons.

Socio-Cultural

With an urban populace of 2.27 million, the largest and capital city of Ghana is Accra (WorldPopulationReview, 2019). Though the firm has offices in Kumasi and Sunyani, Greater Accra where Minkah-Premo & Co carries out majority of its operations, has roughly 4 million inhabitants, making it the 11th largest metro area in Africa. Kumasi is the second largest city with about 1,468,609 total inhabitants (WorldPopulationReview, 2019). Of the total population, the female represents 49.1% and males 50.9%. The current growth rate of 2.15% is expected to drop below 2% by 2025 (WorldPopulationReview, 2019). As at 2018, the adult literacy rate was at an impressive 79% from 57.9% in 2018 growing at an average annual rate of 17.02%.

With such a growing literate population, it is expected that more people will be literate and will know their rights, hence will seek the necessities defense if infringed upon and this could boost legal activity. Upon my interviews with lawyers, a social problem that lawyers face with the growing population is that as the profession continues to be held in high esteem, lawyers are pressured to live a certain elite lifestyle which some may not afford. This sometimes backs and leads to disciplinary issues as seen in 2018 when a lawyer was sentenced to 7 years in prison for defrauding a client of \$200,000 in a land deal (Knoema, 2019).

With good gender balance which features over 40% female employees, the firm is likely to benefit from such a population

Technological

Advancements in technology have greatly transformed the usual flow of businesses in Africa. By the rise in numbers of the use mobile phones and growing Internet access, areas like fintech, e-commerce, agritech, edutech and healthtech have become popular in the Ghanaian sphere. The popularity of technology has also come with a lot of funding, as in 2016 startups across the continent raised \$129.1m in funds (FirmUS, 2017). Ghana's technology spiral can greatly be attributed to high mobile usage, as by the end of 2017 the number of telecom voice subscriptions was 35,984,280, with the mobile data subscription at 21,584,899 with a 76.22% penetration (FirmUS, 2017). A new report by Graphic shows that 10,110,000 Ghanaians are now using social media, a figure which represents 35% of the population (Graphic, 2019). This rise goes hand in hand with the increased affordability in mobile phones.

These technological advances have equally had positive effect in the legal industry Minkah-Premo & Co operates. With the new e-justice system set rolling, law firms like Minkah-Premo & Co stand to be more productive, as a lot of downtime has been reduced, and legal proceedings and bound to be paperless. Individuals are informed if their judge is available in court or not, lawyers receive alerts on their mobile phones about their file processes and are also alerted of the dates of their court appearances. Judges no longer have to go through tedious paper material to know the facts of cases and the cases for the day as they are readily available on a computer screen. With the rise in social media and internet usage, Minkah-Premo & Co stands to benefit awareness from its website and social media channels.

Legal

Ghana has a very unwavering legal system and court system. As mentioned above, bills are made laws when they are accepted by a greater portion of parliament and are assented to by the president. All published bills can be seen in the national gazette. Per the Companies Act, every law firm in Ghana is an unlimited liability company. Also, a newly opened law firm cannot have a junior lawyer but can only partner with another lawyer of the same years of experience, until it has run for a number of years. Every law firm must also be licensed by the General Legal Council. Advertising is also illegal by the Legal Profession act (LI 613) which reads “*A lawyer shall not directly or indirectly apply for or seek instructions for professional business, or do or permit in the carrying on of his practice any act or thing which can be reasonably be guarded as touting or advertising or as calculated to attract business unfairly*” making it illegal for a lawyer to advertise directly or indirectly. This makes it difficult for Minkah-Premo & Co acquire customers in other ways which are not referrals.

Environment

Accra where Minkah-Premo & Co runs most of its operations, is the largest city in Ghana. Labone where it is located, is dominated by business offices and social centers which is a distance of about 10 minutes from Kotoka International Airport. Accra is the administrative, educational and economic center of Ghana. Being the economic center, a law firm like Minkah-Premo & Co stands to benefit from its access to a diverse clientele, both lower and upper class.

SWOT Analysis

Strengths

Strengths	Weaknesses
<ul style="list-style-type: none"> • Litigation and advocacy cases • Great learning environment for lawyers • Modern office environment • Foster hard work and entrepreneurship • Inclusion and diversity 	<ul style="list-style-type: none"> • No intentional marketing efforts • Association of brand with individual partners • Association of brand with only particular areas of law
Opportunities	Threats
<ul style="list-style-type: none"> • Location and good office environment • Good brand of senior lawyers 	<ul style="list-style-type: none"> • Brand perception • Payment structure

Figure 2.1

Though Minkah-Premo & Co are very well versed in areas of law such as Family law, Credit and Debt Recovery, Corporate & Compliance, Intellectual Property & Commercial Unit, Employment law, Legal Accounting & Taxation, they have done a lot of high profiled cases in Litigation and advocacy issues. As a result, they are most popular around cases which facilitate Litigation and Advocacy. In Minkah-Premo, employees experience top tier training. Since there are many older partners with priceless experience in different aspects of the profession who are easily approachable and willing

to teach, it is a great experience for all new lawyers to learn and build their human capital.

Its payment structure is a strength as well as a weakness. As a strength, it breeds entrepreneurship in lawyers because they will make a percentage for what is received from every client, he/she brings in. Thus, this pushes to develop their negotiation, communication and entrepreneur skills to earn more. This system of incentive-based pay which pays you on how hard you work, goes a long way in maintaining a decent level of productivity in the firm.

With its new, modern workspace, Bruce Towers, which features a rooftop lounge area with a refreshing view of Accra and its environs and well setup layout, lawyers are happy to be at work and be productive. With good gender balance which features over 40% female employees, a system of equality is promoted which attracts employees to work for Minkah-Premo & Co.

Weaknesses

Though legal advertisement is banned by law, they do not have intentional strategies to drive up demand for their legal services and develop a wider reach and market share. This is because most of their customers are acquired through a referral basis. Also, a big weakness the firms brand faces is its association with specific areas of law. As aforementioned, the firm is well known for its prowess in litigation and advocacy, thus most of its other areas of law do not bring in as much clients.

Another problem the firms brand faces is its association with certain top lawyers. This again, is a weakness and an opportunity depending on how it is viewed. As

advertisement is foul play and referral is the order of the day, a lawyer who carries most of the firm's top clients is known more for what he does than the firm he represents. This does not give a holistic view of the firm, its lawyers, and its entire value.

Opportunities

Located in Akosombo Chambers, a prime area in Labone, Minkah-Premo has great reach to very high profiled clientele. Its new office building Bruce Towers boasts a luxurious posh physical environment, which immediately tells a story of elegance to any client who steps visits for business. This adds more value to the firm's brand and will speak for itself to promote the opulence and decadence of Minkah-Premo to future clients.

With its senior lawyers being amongst the top tier of lawyers in the entire country, the firm directly and indirectly leverages on this to boost its reputation and status. It feeds into their credibility and is an opportunity and reference for future clients.

Threats

The major threat the firm faces in its brand perception. The fact that they are reputable for particular areas of law only can be detrimental to the other unpopular areas and the lawyers who work in those areas. This can in the long run, be disincentive for lawyers who work in the other fields to want to work for the firm, and also because lawyers focused in unpopular areas to leave for firms where their areas of law are more patronized.

To preserve the quality of its lawyers, the firm has a high criterion for new employees, which may be disincentive to interns and new lawyers from applying to work there.

As compared to other law firms with a fixed salary system, Minkah-Premo has an incentive-based system of payment, where lawyers are paid depending on the volume of cases they are working on. Thus, there is no fixed monthly wage, and this can be a threat to new workers and existing workers who may seek a more certain payment system. Some workers may be married with families, thus the thought of being paid less in a season of less volume can quickly deter them.

CHAPTER 2: METHODOLOGY

This part of the project talks about the techniques and procedures used in gathering data. It examines the rationale behind the decisions taken and will show how the data will be collected and analyzed. The methodology used is fundamental because it contributes to the findings and results of the research. If a method is not consistent with the study, results are likely to be part of the true matter on the ground (Kumar, 2010).

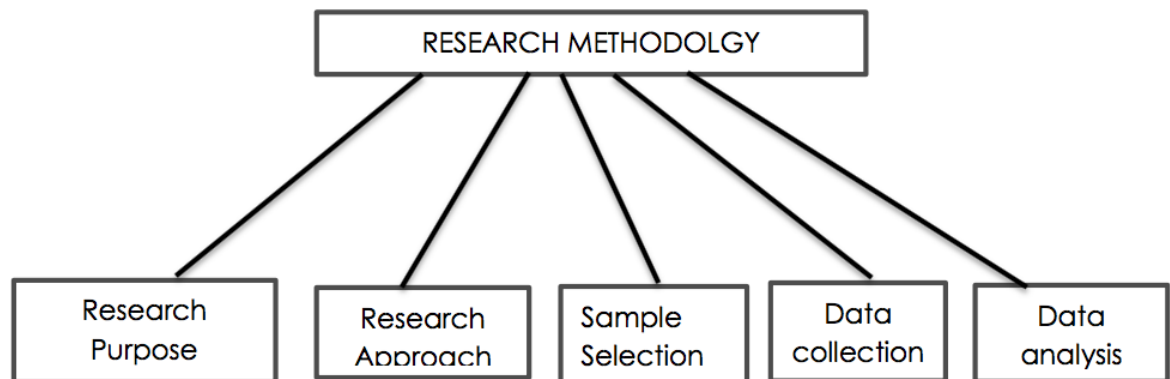


Figure 1.0 Graphical Representation of Methodology (Foster, 1998)

Should we apply these techniques to our study, we are bound to have a well-done all-inclusive methodology.

Needs Analysis

A needs analysis will be performed to demonstrate the need for the project. Here, the need for the research is shown in hopes of being linked to the solution at the end of the project.

Research Purpose

Upon interning at Minkah-Premo & Co, a major complaint of the chief executive officer; (CEO), managing partners and lawyers was that they mostly acquired new clients by referrals, which limited their reach to the market. To address this, I took the initiative of creating portfolios for 80% of the lawyers in the firm, in hopes of creating a business portfolio for the firm. These portfolios could be presented at tenders and bids for projects to gain more business. This initiative piqued my curiosity in the firm's branding and marketing strategies.

The primary objectives of this need assessment are:

1. To analyze Minkah-Premo & Co.'s marketing strategy to find means of improving it.
2. To aid the firm in developing a sharp brand image which resonates with their target market.

Research Approach

To execute our research topic, a mixed research approach was used. The mixed methods research approach involves acquiring, analyzing, and integrating quantitative and qualitative research (FoodRisc, 2016). Because the scope of our research is in a field where not much information is published online for privacy and security reasons, we relied heavily on primary data. We used percentage distribution qualitative methods to add to our findings.

Using unstructured interviews, questionnaires, and observational field notes, we were able to gain a greater understanding of the context in which the topic of legal advertising is centered, and how the firm navigates around it through its marketing and branding efforts.

Quantitative data, including metrics like graphs and percentage distributions, were used to measure the qualitative data gathered from the questionnaires. This was used to compare the different views of lawyers on the context to acquire a general unbiased outlook, and to produce unexpected results and themes, making the research more original and valuable.

Sample Methods

The sample size is an essential factor in every research. This is because how small or large the sample is depending on the context, can and will affect the legitimacy of the study. A study with a small sample size can be biased and unrepresentative of the population, and one with a huge sample size could be challenging to analyze. Of the 21 lawyers in the firm, 14 interviews were conducted; this represents 66% of the population. These 14 were selected through simple random sampling. Random sampling was done by engaging whoever was available at the time in a conversation and asking them to fill out the questionnaire. This method again was as a result of the lawyers' unfixed schedules.

Data Collection.**Questionnaires.**

The format of the questionnaires was made with the aim of unearthing if the lawyers believed that legal marketing through the non-traditional means was possible, and which of these outlets was more preferred. A practicing lawyer filled each questionnaire.

Being a lawyer is a very noble profession, and questionnaires helped because it maintained the anonymity of the lawyers- something they were wary of. Also, it was handy considering the lawyer's busy schedules and eased the pressure for an immediate response. Some lawyers asked for questionnaires to be left on their desks and communicated a time for the questionnaires to be collected. This helped in making up for a fraction of lawyers who did not have the luxury of time for interviews.

A questionnaire was also made for the public to observe where they mostly acquired their legal information and how they would go about seeking legal services. Most of these people were generally non-users of legal information. This was done on the assumption that users of legal services were bound to use a firm through referral sources than online mediums. Also, this form of administration helped to actualize the existence of the untapped market that is present on these outlets, and the best means of reaching them. The questionnaires were administered through an online google doc with a link posted on Twitter and my school group. The difficulty faced was that people were not as enthused to answer these questionnaires as the lawyers were, because it had no direct relation to their daily lives.

Interviews.

I opted to use an unstructured interview instead of a structured one because it enabled me to acquire more knowledge as the lawyers were not confined to any particular guidelines when answering the questions, I asked. Also, it permitted the interview to be in a conversation form, so the natural flow made the lawyers comfortable. The rapport built through the unstructured form helped bring out honest perspectives and opinions of lawyers on the legal terrain of advertising, and ways that they got by. Descriptive open-ended questions were asked to acquire more in-depth responses due to the small sample size.

The highly individualized form the interviews took helped me to develop questions as the conversation went on and follow up on the answers. Lawyers who were unable to engage in these interviews got the chance to share their views via the questionnaires distributed.

Observational field notes.

Observational field notes helped me to form common themes across my interviews and questionnaires, which helped me to understand the specifics of the firm's marketing strategy, culture, and brand. Here, my perception and as a non-user of legal services helped to build my understanding of the legal terrain of advertising in Ghana.

Data Analysis

The questionnaires to the lawyers brought out some interesting findings, as many lawyers were skewed towards the use of non-traditional outlets for marketing.

Data the questionnaire answered by the lawyers in Figure 1.1 shows that the lawyers are incredibly positive, about the seriousness of a marketing campaign. Of the 14 lawyers interviewed, only one lawyer strongly disagreed about legal marketing affecting the demand for legal services. Apart from that individual, the entire distribution was skewed towards the fact that demand is likely to increase if marketing is intentional and intensified. From the interviews, most lawyers admitted that if they had the means to put themselves out there without breaking the advertising law, they would.

There was a balance between the lawyers who believe that marketing would affect the quality of legal services given. From the journal "The Marketing of Legal services," a reservation was that if judicial bodies were to put themselves out there, the quality of legal services meted out would be affected in that lawyers would offer sub-par services. 57% of lawyers are positively skewed towards the notion that the quality of legal services would improve if marketing is pursued, whereas the remaining 43% disagree that the quality will be affected.

When asked about the existence of the non-users, an untapped market of prospective clients, all 14 lawyers agreed that indeed, there is an untapped market amongst non-users. Thus, it is evident that these non-users must be reached through the outlets they engage the most, to tap into that pool of clientele.

Many individuals face unjust situations that can be legally handled. However, they are ignorant of this fact. The questionnaire asked if the lawyers believed that educating the masses on legal literacy would inform such persons who typically lie in the untapped market suggested above. 93% of the lawyers agreed that legal education would

guard such individuals, whereas 7% indicated that legal education would not make a difference for such persons.

Over 82% of the lawyers agreed that legal service marketing would help consumers know which firm is better at the different areas of law. This means that not only must the firm market itself, but it must market itself for the area with which it specializes in, to attract clients, outperform and outrank its competitors. Minkah-Premo & Co, a top litigation firm in the country, must carve its brand when marketing to portray this feat. Otherwise, should a firm with lesser intellectual capacity in this field brand and market itself better, they are likely to be heard by the masses. This shows the distinctive brand assets and online packaging of the firm must be well executed. In the same light, when asked if legal service marketing influenced the potential firm's clients chose on these platforms for their legal needs, all 14 lawyers vouched in agreement.

A new deduction was made when the lawyers were asked if the public will doubt information acquired from legal service marketing. 56% of the lawyers disagreed, 14% had no opinion, and the rest agreed to this fact.

The graph in figure 1.2 of the appendix shows that the top 4 means lawyers at the firm view as viable marketing outlets are Being a top pick on Google (95%), Reviews (91%), A Website (87%), and Social Media (81%). 78% of lawyers voted for citation sites and tutorial videos as the right outlets to reach customers, whereas 71% were for the organizing of legal workshops, and 67% were for the issuance of newsletters. We can infer from this that having an online presence is of high value to the lawyers.

Figure 1.5 summarizes the questionnaire given to the public. Sixty people filled the survey, of which 65% had not used legal services in the last five years, putting them in the non-user category. Of the 35% that had used legal services in the previous 5 years, 60% of them had heard about the firms through referral sources, 30% through Google, and 7% through social media. This goes to validate the information acquired from the interviews that many of their clients were through referral sources. When the referral option was not available, 40% of the prospective customers would come through LinkedIn for law firms, 30% through Google, and 20% would not opt for any option other than referrals. To understand what could guide the credibility of the firm and for it to be seen as a trusted source, 70% chose the years in the practice of the law firm as their main criteria.

The majorly preferred social media content that was opted for was legal literacy (50%), which Minkah-Premo & Co excels at, as it is imbibed in their culture. "How to Tutorials" were preferred by 30% of the sample, which suggests that videography may have to be employed in the marketing campaign.

Figure 1.6 shows a bar graph that highlights the weight that lawyers attached to the different media outlets. Google took the lead, with over ten lawyers vouching for search engine optimization. On average, about 50% of the lawyers vouched for legal workshops, tutorial videos, and having a website as the ideal means of marketing. From my interviews, I learned that Minkah-Premo & Co had held legal seminars in the past, and still holds legal workshops which teach legal literacy. Client reviews were also seen as a great tool, as 9 of the 14 lawyers vouched for this as a method of legal marketing.

From our findings, it is evident that there is a desire of lawyers, and a need to market legal services in forms other than the traditional referral sources. If the marketing strategies are planned and executed well to suit the firm's brand and vision, the firm's brand will experience high awareness, and its reputation will be sound in the minds of non-users who, one day, will become users.

CHAPTER 3: MASTERY OF SUBJECT MATTER.

Introduction

This study aims to holistically explore advertisement and how it ties into the legal industry. In non-commonwealth countries' such as the United States of America, legal advertisement is allowed, which piqued our curiosity going into this study to understand why it is allowed in some countries and is barred in others.

We will take a brief look at advertisement in different eras and its developments, while establishing the need for a means to create awareness for Minkah-Premo & Co and law firms without breaching the laws against legal advertisements

Overview of Advertising

To commence, we shall take a brief dive into advertising to understand its foundations and appreciate how it has evolved in our context. Birthed by capitalism, we can describe it as any form of commercial mass communication made to promote the sale of a product or service, or a message on behalf of an institution, organization or candidate for a political office (Daymette et al, 2017). Research shows that advertising was first sighted in the Ancient Empires. In Rome, a media known as album existed, where gladiator's battles and theatre shows were advertised. In Egypt, papyrus was used to promote slaves' and rewards. In Babylon, dirt splits with inscriptions were used to advertise salesmen, cobblers, and clerks (Daymette et al, 2017)..

In England, line advertisements in newspapers were very popular at the start of the second half of the 17th century, and this is where regulation in advertisements began, to limit false advertisements as they became quite pervasive. By 1914, the Federal Trade Commission was enacted to prevent trickery in advertising, and to protect businessmen

from unjust behaviors from one another. In the 1660s London became overpopulated with advertisements in mediums as newspapers, billboards, posters and “sandwich men” that Charles II proclaimed, in the 1660s, that “No signs shall be hung across the streets shutting out the air and the light of the heavens”. (Daymette et al., 2017)

Advertising and Its Development In The Legal Industry

In some countries such as Ghana, advertisement of legal services is prohibited. Advertising in the legal profession has generally seen disfavor by most attorneys, since the birth of law in England and its movement to America. Laws were even made for third parties concocting litigation for their own gain. Since timely memorial, attorneys have limited their touting tools to simply business cards which had little information of their services, in order to maintain their respect and position. Interestingly, in 1875 an American lawyer was disbarred for the misleading nature of his advertisements to clients. In 1887, The State of Alabama introduced its own ethics code which banned soliciting to specific clients but allowed the use of name cards and other similar touting material. The American Bar Associations Canon of Ethics, under which Canon 27 explained that “a well-merited reputation for professional capacity and fidelity to trust” was the basis of advertising in law. Confusion around the legal canons led The American Bar Associations (The ABA), to issue “advisory opinions”, to explain it.

In this, advertising techniques which were once considered legal were banned. By 1970, the majority of these rules were revised and the ABA's strict regulation on legal advertising continued to loosen. In the case of *Bates v. State Bar of Arizona*, the court held that lawyers could advertise their services. Since then, advertisements by legal

services has been legal in the United States of America. England, however, held onto the prior laws which till date prohibits the advertisements of legal services, which affects the Ghanaian legal system today, as Ghana was a British colony (O'Steen, 2005).

The Various Issues Surrounding Legal Advertising

Economic Issues

The Effect of Advertising on The Quality of Legal Services

Throughout the course of history, many lawyers have argued that legal advertisement has a negative effect on the quality of legal services law firms provide. As *Bates v. State of Arizona* 433 U.S. 350 (1997) spearheaded the legal advertisement movement, other lawyers were also lukewarm about the decision, a study showed that of 187 lawyers, 41.7% agreed that legal advertisement reduced the quality of legal service rendered. In opposition to their fears however, the courts held that a lawyer who would offer subpar services would do so regardless of advertisement being a factor (McChesney & Muris, 1979).

Legal workshops allow law firms to sell their legal products in great quantities. A study by the Maryland State Bar Association shows that the legal fees for uncontested divorce in the 1970's was \$344. However, after a legal clinic the prices for the same service dropped to \$150, as firms were able to sell these services to a great number of people. This could be ascertained to the specialization of areas of law and low quality of service rendered as many lawyers believe, as compared to one on one legal services. Other schools of thought also believe that just as in a commodities market where individuals can choose to buy quality or less quality hardware, so should there be the

option to choose between quality of legal services provided. However, a study by the American Bar Association shows that low prices does not mean lower service rendered. Per their study, low priced firms sometimes (not always) offer better quality than high priced ones. Thus, price may not be directly linked to legal service quality as many believed (McChesney & Muris, 1979).

The Effect of Advertising On Consumer Demand And Prices

On the issue of consumer demand, there are two different schools of thought with opposing views. The first school of thought believes that advertising will help consumers comb through the various legal service options that are available on the market, as compared to prior whereby these decisions are made based on inadequate information. Consumers new to the legal world are ignorant about how to select a lawyer, and which qualities to consider depending on the field of law in context. Some are even unaware that they have legal issues that could be solved legally. This group of scholars believe that advertising would provide enough information to correct some of these biases and increase consumer satisfaction, adding more value to the practice (Darden et al., 1981).

The other school of thought on the other hand believes that too many advertisements will lead to puffery, or exaggerations which will in turn, result in increased customer confusion when choosing legal services as any ad could be falsified of the actual service rendered (Shrimp & Dyer, 1978).

All in all, advertisement is likely to generate increase in demand for legal services, by alerting the customer of the need of legal services and providing alternative options when

the time comes. This increased demand is perceived to lead to advertising competition amongst firms, and supporters of legal advertisement believe that the canons disfavor advertising in order to prevent the older firms from competition by the newer firms. Others believe however, that the older firms have enough resources to fund the best advertisements, in rebuttal to the notion.

Concerning pricing, advertising scholars believe that prices are to decline because lawyers and law firms will promote competitive pricing to attract demand. They also are of the view that the economies of scale will lead to lower per unit cost thus prices will generally fall. Other advertising scholars also believe that advertising would lead to increased legal fees as advertising costs could either be borne by the lawyer or passed on to the client (Shrimp & Dyer, 1978).

Related Standards for Marketing Legal Services

In the United Kingdom (UK), the Solicitors Regulation Authority (SRA) Code of Conduct for Solicitors guides solicitors, registered European lawyers and registered foreign lawyers in their practice (SRA, 2011). They guide behavior in the practice of law, and have a structure for their ethical code of conduct which covers and applies to the general sphere of practice. Every person in practice is obliged to be in line with the rules in the event where they are made to account for their actions. Inability to meet SRA requirements will result in regulatory action being taken against the offender. Under rule 8.9 of the Solicitors Regulators Authority, it is stated that "You do not make unsolicited approaches to members of the public with the exception of current or former clients, in

order to advertise legal services provided by you, or by your business or employer" (SRA, 2011). The SRA also tackles the use of social media as a marketing tool.

Fortunately, or unfortunately, there are no particular guidelines in using social media as a marketing tool, however, the activities carried out on these platforms must be in line with the code of conduct as established by the SRA i.e. If a relationship with a client is established through social media, communication with the client must not breach the rules of conduct. A note by Law Society Practice gives an example of a solicitor posting a comment on Twitter disclosing his location which may communicate that he is working for a client, breaching the confidentiality code.

In the European Union (EU), countries are generally allowed to market themselves, however, they face strict restrictions to not cross the marketing barrier to touting. Marketing tactics known as aggressive in several foreign countries are easily viewed as wrongful conduct in the EU and go against the Bar Associations' ethics which could lead to sanctioning, and even disbarment. The Charter of Core Principles of the European Legal Profession and the Code of Conduct for European Lawyers dictate the preferred standard through which legal marketing can be administered. The Code of Conduct for European Lawyers dictate the pace at which marketing of legal services should be done, stating that "A lawyer is entitled to inform the public about his or her services provided that the information is accurate and not misleading, and respectful of the obligation of confidentiality and other core values of the profession. Personal publicity by a lawyer in any form of media such as by press, radio, television, by electronic commercial communications or otherwise is permitted to the extent it complies with the requirements of 2.6.1" (Goldsmith, 2019).

In Italy, however, there has been a great positive transition of what once was their very strict code of ethics, which did not even allow for making advertisements through traditional marketing techniques. Every marketing tool employed to create awareness of a firm's legal services was deemed as against the code of conduct. In line with EU institutions and the rise of the usage of the internet these ethics were relaxed. Currently, the Italian Bar Association's Ethics Code allows lawyers to provide the public with information about a firm's lawyers and academic qualifications achieved, and the structure of the firm in a truthful coherent manner. An interesting happening inspired a lot of direction in marketing legal services Italy (AD Regulation News, 2017).

Considering the relaxed ethics code, a local law firm felt they could market themselves by stating the clients they had contracted with. The Bar Association, however, took an opposing view and warned the firm to desist from such marketing methods, however, the lawyers did not heed. Ending up in the joint Chambers of the Italian Highest Court, the Supreme Court ruled against the lawyer's appeal, conferring disciplinary actions on the firm. Per the court's ruling, lawyers are entitled to 'informative communication' to the public about their firms and services however, the relationship was strictly confidential (AD Regulation News, 2017).

Relevance of Legal Service Marketing

To view the relevance and need for a project in support of legal marketing, let us take into consideration the users and non-users of legal services, as I strongly believe that there is an untapped market amongst the non-users if legal service marketing is strongly

pursued. Distribution includes all activities that enable the transfer of material and/or economic power over tangible and services from one economic subject to another (Waters, 2003). Most often, distribution, a marketing technique aims to bridge the gap between a need and a solution. In the book *The Marketing of Legal Services* (1981), research through questionnaires are created to confirm certain hypothesis', some of which are very relatable to this project. Their research confirms that users and non-users of legal services place different importance on different sources of information on the different legal options. Users of legal services are more likely to pick a legal service based on their contacts, and non-users are more inclined towards official and commercial sources of information such as social media, the Bar association, and the internet. It is established through their research that non-users find these commercial sources as more important as compared to traditional users of legal services.

Another fact that was established in their research was the fact that users of legal services knew the right ranking systems to evaluate legal services as compared to non-users. Non-users would typically pick from any ranking authority at all so far as a law firm has a good rating, while a user who typically socializes in legal circles would pick from a more operationally active criterion. Examples of rating standards are Avvo and AV Preeminent.

A very important hypothesis that was established as positive in the research was that non-users do not see the value in legal services as compared to users. Users however do because they socialize around legal circles and also have prior legal experience. Thus, non-users are barred because it is likely that they have less legal likely contacts in the

social stratum. "Lawyers should consider the right of consumers to necessary information" (Smith & Meyer, 1980). As Smith and Meyer point out, lawyers should increase their efforts to bridge this information gap. This sheds light on the inability of non-users to be users, in that they probably have a legal need, but know not how to find the legal service. Increasing the knowledge flow of non-users will most likely increase their usage of legal services. I strongly believe this because non-users find themselves in many unfair situations due to the information inequality, the lack of legal advertisement creates. In the Marketing of Legal Services (1981), a scenario is given whereby a group of wealthy industry players in a remote area meted out unfair treatment to their workers, who remained employed without fighting for their rights because of the lack of knowledge. 11 over 15 lawyers voted positively in the formation of an employee union for these workers, meaning that should the information barrier be breached, non-users in unfair situations are likely to become users.

The optional usage of legal services by consumers is usually judged by how important the consumer deems the information source. For example, if a non-user deems a verified account on Instagram as a credible source of information, he is likely to follow legal direction from the verified user. This goes further to prove our initial assumption that there is a great untapped market that lies in the hands of legal service marketing.

One factor which was established was the fact that age and income went hand in hand with legal service usage. From the study, users made over \$3000 more than non-users. Also, users of legal services were 3 years older than non-users and were more involved in society. Meaning they owned a business or had generally more responsibility

than non-users. Per the study, non-users typically have less money and contacts than users.

Non-users should be reached through other information sources they frequently engage, simplistically they could easily understand. Reports show that they are usually confused due to difficulty to understand "legalese language". This high regard for reputation can be ascertained to the issue of trustworthiness. The book *Studying America's Legal Culture* sheds light on some of the fears of non-users, and what inspires their attitudes towards legal services. Notable amongst them, is the fear of the lawyers betraying them and purposely losing legal battles to the rich to attain their favor. In a research by Austin Sarat on behalf of the Law and Society Association, it was found that "55% disagree, whereas 37% agreed with the statement that lawyers work as hard for the rich as they do for the poor" (Sarat, 1977). Rockwell's study in *The Law and the Poor in Cambridge*, it is reported that users in lower socioeconomic classes in Boston have no trust in lawyers as they do not believe that lawyers attend to their issues with evenhandedness. It is also found that non-users find specialization of a legal service to be very important. Non-users also think

Non-users have high ratings for specialized services, reputation, and experience all of which Minkah-Premo & Co boasts, hence there is a need for intense marketing of such legal heights to reach this untapped market. In Kotler's book *Strategies for Introducing Marketing into Nonprofit Organizations*, he states that "For organizations to remain viable, its management must provide for periodic audits of its objectives, resources and opportunities. It must reexamine its basic business target groups,

differential advantage, communication channels, and messages in light of current trends and needs". Stephanie Kimbro, in her book "How to Deliver Legal Services Online", confirms this, as she sheds light on the importance of the internet as a medium of the delivery of legal services. She says that it will continually affect how lawyers' practice, even to how they communicate amongst each other. Millions of non-users exist and have legal issues which could be solved by lawyers but are oblivious to this.

CHAPTER 4: SOLUTION

The Solution

Considering the view the legal profession has on advertising, Minkah-Premo & Co will need a marketing strategy that is easily distinguishable from advertising and serves to deepen the firms brand, and also gives individual lawyers their own solid brand in the firm, while creating the avenue for new clients to use the firm's legal services. The various strategies suggested are as a result of research into the different spearheading ways through which Minkah-Premo & Co can create a brand awareness for itself while respecting the non-touting culture of the legal profession.

Marketing Objectives & Brand Positioning

In order to improve the brand awareness of the firm, we will seek SMART objectives: Specific, Measurable, Attainable, Realistic and Time-Bound.

Objectives

1. To deepen the top of mind awareness (TOMA) of the firms brand among 11% of its customers by the beginning of August 2020.
2. To increase the market share of the firm by 8% at the end of December 2020.
3. To disseminate legal literature across online media platforms by July 2020.

Vision

Minkah-Premo & Co's vision is to be a leading law firm which provides professional services for effective solutions above all, with integrity.

Mission

The mission of the firm is to provide effective legal solutions in the most professional atmosphere.

The Online Strategy

Search engine optimization

The data we acquired from Figure 1.3 shows us that over 80% of lawyers from Minkah-Premo & Co believe that being a top pick on the first page of google is a key marketing technique to deepen the firm's brand amongst its competitors. One may ask, how may one achieve this feat? Through the use of a technique called search engine optimization (SEO). SEO is the intentional usage of certain strategies to increase your websites chances of appearing as a top pick on a search engine, in our case google. We chose Google because research by Alexa, Amazon's marketing genie proves that google is the most visited website in Ghana, with a daily time of 13:43 spent, and 1,947,950 sites linking to Google, the highest number amongst the other top 50 visited sites of the country (Alexa, 2020). On a worldwide front, google is the 26th most visited site with over 45 million worth of monthly web traffic.

If we are to think about google like a library with a million books and even more pages, and an individual wants to search a certain topic like "Law firms in Ghana", google will list the related books which have relatable keywords in the pages of those books for the searcher to choose from. Through the usage of erudite algorithms, google tries to bring the most important or relevant information first. The algorithm is quite elite and can be ascertained to the reason why very few people turn to the second page of the search results. However, as a result of "google ranking factors", we can tweak our

webpages to meet these criteria thus appear relevant to google for the related keywords searched. As a webpage owner, it is inevitable that you must make search engines simply understand your content, and also prove to these algorithms used in search engines that your content is worthy of being on their top ranks.

In order to understand better how SEO works, it is important for one to put himself in the shoes of someone seeking a legal service. Such a person is likely to be confronted with let's say, a litigation issue is likely to go on google and type "Best litigation firms in Ghana". Using a key word explorer tool like Ahrefs, MOZ or Wordstream, will give you insights on the keyword your search on like how many times its searched per month. It will also give you a preferable keyword which has higher popularity. For example, "Best litigation firms in Ghana" may be searched for 30 times a month, while "Top legal litigation firms in Ghana" may be searched for 200 times per month, showing that more people search for "Top legal litigation firms in Ghana" than the aforementioned. A SEO tool like Ahref gives various metrics like the number of monthly searches of the keyword per month and other similar keywords which have high searches, thus with this, the firm will be able to optimize their webpages to embody such popular keywords to let both google and potential customers know the content that the firm provides, and give the firms site good exposure. Thus, on a Minkah-Premo's homepage, it can have content that includes keywords i.e "We are amongst the top legal litigation firms in Ghana".

On google, there are two things to note. When something is searched, the "Meta Title" and the Meta Description pop up. The Meta title is the link to the website the meta description is the information which includes the keyword the user just searched for.

Thus, when “Top legal litigation firms in Ghana” is searched in google, the meta description containing “Top legal litigation firms in Ghana” on Minkah-Premo’s website will be highlighted, whereas the Meta title will send the user to Minkah-Premo & Co’s website. Some pages also include very popular keywords in their Metadata or website URL to give them more edge on the search rankings.

Another very important key to SEO optimization is letting backend links connect to your webpage. Basically, what happens is links act as votes, which vouch for Google to select you as a top search result, and the relevance of the page which your link is connected to has on the search object, will determine how high you rank in google. The more valuable the page, the higher your google search option ranking. Websites which already have links to competitors are a very good form of backend links. Using a SEO tool like Ahrefs helps you to type in your competitor’s website and see the backlinks they are connected to. Thus, a good way to go about it is seeing the law firms which rank top on google searches. Kimathi and Partners is one of the top-ranking firms in google with some of the backend links coming from social media outlets like Twitter and Facebook. This is when social media engagement, and content dissemination comes in. Editorial links or blogs are very common and popular in creating backend links.

Setting up a google analytics account, also gives insightful data on how your visitors engage with your website. For example, average time spent on page. Google search console helps track your performance in google search and see the keywords that you are ranking for. We have covered material that gives a clear idea of SEO’s and how they work, however it is advisable to seek outsource to a professional as a lot of technicalities like robot.txt files, creating more backend links a lot more go into SEO optimization.

From many interviews with different lawyers in different firms, it was deduced that Minkah-Premo & Co is one of the top 10 law firms in Ghana. Currently on Google, the firm has over 86 reviews with a rating of 4.2/5. With 86 reviews, Minkah-Premo & Co has the highest number of reviews any law firm has on the seven different pages when “law firms in Ghana” is searched in Google. The top five law firms on the first page include; Kimathi and Partners with 25 reviews and a 4.2 rating, Legal Ink Lawyers & Notaries with 27 reviews and a 4.2 rating, Bentsi-Enchill, Letsa & Ankomah with 59 reviews and a 4.4 rating, Fugar and Company with a seven reviews and a rating of 4.3, and B&P Associates Lawyers and Consultants with 19 reviews and a rating of 4.6. Of the 134 law firms on the seven pages of law firms in Ghana on google, Minkah-Premo & Co is nowhere to be found

Social Media

Social media has become an extremely powerful marketing tool through which law firms and many other businesses have made millions and advanced their reach to both old and potential clients. It is a platform which is accessed by many i.e Accounts from Facebook show that it has 2.37 billion users per month, and 1.55 billion users per day (Facebook, 2019). Social media users continue to increase sporadically on the world front, as experts forecast that in two years, 42% of the world’s population will be active users. That is an astounding 3.29 billion users if their forecasts are correct (Facebook, 2019). The ever-evolving social media has developed to become a fierce force in politics, business and in our daily lives. Studying the peaks and troughs of many social media platforms brings out a common trend, that people communicate with each other based on common interests and personal relationships.

The part of social media that directly relates to our content is the fact that it greatly influences consumer decision making. People who follow influencers and important figures on social media are likely to follow suit in their beliefs. The influence that social media has on decision making is so powerful that in during the 2016 US elections, Russians created thousands of fake accounts on Facebook and Twitter in order to influence the election in their favor (Shane, 2017).

Since Minkah-Premo is a Business to Business (B2B) as well as a Business to Customer (B2C), it should be active on social media pages such as LinkedIn, Twitter, Facebook, Instagram and Youtube. Currently, the only platform the firm is on, is LinkedIn, and this is probably why it does not appear on googles first five pages when “Best law firms in Ghana” is typed in, judging from our SEO analysis above.

All the social media content must be towards building the firms brand and increasing its top of mind awareness. Thus, to head into these social media platforms, the firm must consider their target audience. The truth is that these platforms are popularized by millennials- non-users of legal services. A study by the London School Of Economics And Political Science shows that has Facebook 2 billion users, Youtube 1 billion users, LinkedIn 500 million, Twitter 328 million, and Instagram 150 million users. Of all the mentioned social media platforms, LinkedIn has the highest number of users of legal services, as 61% of LinkedIn users are in-between age 30 and 64 (LSE, 2020). Research by statistics expert StatCounter shows that in Ghana, Facebook users take the lead with 42%, while Twitter users are 29% of the social media space. However, it is still important to have a presence on the other social media websites to drive up the SEO and also create

awareness and reputability across board. Not to forget, we have mentioned that an untapped market lies in the non-users of legal services.

Content

Now that we have established the kind of social media outlets the firm will be using to deepen its brand, let's look at the content that will be put out across these social media platforms, namely Twitter, Facebook and Instagram. We shall later look at the type of content that will go into LinkedIn and YouTube.

As we have initially established social media is a great tool for any branding strategy. Lawyer Renee Reese made 6 figures from her online law firm, which fetched her a ton of clients through social media marketing. The traditional way of creating awareness or acquiring clients from social media was as follows: Write a blog, create a post, pay the social media site to promote the blog, and finally, leave it to chance that someone who reads the blog and is interested contacts you in case they face a relatable legal issue or are simply impressed with the article. This leads to a trend whereby individuals would click on your website and view your post, but however leave after. A theory called three-point marketing suggested that someone has three touches with your brand before they hire you. Currently, it is believed to be about 25 touches before an individual hire you (Sanders, 2009). All these go to show how meaningful your content must be to retain clientele and build your brand. In Jonah Bergers book "Contagious: Why Things Catch On", he shares insights on why content gains traction, some of which includes providing practical content which can help your prospective customers gain understanding, in our case, about legal issues.

As we are trying to maintain the firm's brand of being a leader in legal literature, a good strategy would be to provide good content, promote the content, convince individuals to subscribe to weekly newsletters if they want more information, and follow up with some very quality content to their emails on a weekly basis (Or every two weeks) in the form of newsletters.

Contents on social media platforms can be tweets or posts updating the firm's audience about new laws, giving legal knowledge about how to go about certain legal proceedings, short animated educative legal videos, opinions on court judgements, new hires, updates in the firm's structure, current trends and the legal perspective of them i.e. Coronavirus, and short professionally taken videos of lawyers disseminating knowledge on legal issues. It is important to note that the firm must post relevant content- content that is applicable to their target market. During the interviews at the firm, knowledge that certain legal topics speak to a particular segments in the market. For example, a the firm's aim is to acquire wealthy clientele, they are likely to put up content on Estate Planning, as anyone who will be searching on such a topic is typically of a high financial status.

The firm can also post content about its humanitarian activities. The general stereotype about law firms is that they are money hungry (Darden et al., 1981), thus such content will shine positive radiance on the firm.

Also, the use of hashtags when posting on social media accounts will help boost up the SEO, when it is used in line with the keywords as we discussed. For example, “#Litigationfirm or #LegalEstatePlanning”. It is important to note that the usage of fun imagery is a good means of conveying these messages, as many of the people on these platforms are non-users of legal services, thus plain old text may be an eyesore and cause

them to glance over. These social media accounts must all be linked directly to the firm's website, in order to drive up website traffic and get consumers to subscribe to the weekly newsletters.

Video Marketing

Video marketing will be an asset in the subscription email campaign, the various social media platforms, and the firm's website. This is because as part of the newsletters, the firm can send the subscribers videos via emails. These are at most 30 second professionally taken videos that will provide them value across various legal topics, and be shared across the firm's social media platforms. A way to streamline these topics will be to consider the questions that customers usually ask when they inquire about legal advice in different areas and answer them using these short videos. Stories are equally good video content, even if they are to deal with other entities (Belk & Kozinets, 2005).

Also, longer 3-5-minute videos can be taken which will give legal insights as part of the video marketing campaign for the firm. Each one of the firm's legal departments can be tasked to produce content on scheduled weeks, about issues or developments in their legal practice area. It must be noted however, that the firm's logo and brand distinctive assets must always be displayed either at the beginning or end of the video to increase TOMA. A watermark of the firm's logo can also be present to the corner while the lawyer is giving his or her short lecture. The language used should be very simplistic as we have already discussed, for the video to be highly valuable to the viewer

Newsletters

Getting people to visit the website and subscribe to the weekly newsletters is the primary goal of all the social media outlets. This will help to keep the firm's brand resonating in the minds of people who engage their social media content and subscribe to the email system. The weekly newsletters can be PDF files of about 2-3 pages talking about legal issues that evoke curiosity. For example, a 3-page article talking about 3 things all divorced couples must know. The various topics should be segmented towards different areas of the law with different target people in mind. For example, a topic under immigration law could be "4 ways to live in Ghana without fear of deportation" with immigrants in mind, and another topic in the area of family law can be "7 ways children benefit from divorce" with families in mind. A guide in selecting an interesting topic title is in the following form: How to <Positive Action> without <Negative>. For example, How to <File for Bankruptcy> without <Losing your house>. With this, this individual reading who generally hates losses is inclined to be curious as to how to avoid being the negative statement and acquire the positive statement.

Legal case studies will also be some very interesting content for the weekly or bi-weekly customers. Due to the wide range of topics available, the newsletter will not be losing steam or interest anytime soon. For example, case studies on topics ranging from cyberbullying, adoption, contracts, new laws and held judgements are all avenues which both non-users and users of legal information are bound to have interest in, so far as the lingua is simplistic enough.

Newsletters about updates in the firm's proceedings, awards and heights attained by

both the firm and individual lawyers of the firm will keep the subscribers in tune with activities of the firms and its personnel, whilst also building the brand of each individual lawyer. For example, there could be a lawyer of the week portion of the newsletter which highlights a lawyer and a certain feat he has accomplished.

CHAPTER 5: CONCLUSION

Chapter Overview

This chapter aims to summarize the project. Limitations faced during the project are discussed, as well as suggestions and recommendations. Lessons the researcher learned, and the impact the project had were also mentioned.

Lessons learnt from the project

This project has taught me great communication and time management skills. This is because I had to balance between my classes and trips to and from the firm in gathering my research data.

Also, to get the knowledge I needed for my research I had to break out of my shyness of approaching people I did not know. Thus, I was forced to be more confident and expressive

As a business student with no legal background, this project has made me understand the profession and history which has led to how it is shaped and performed. The numerous articles I read have taught me many different schools of thought on laws passed, views about the profession and many more.

Limitations faced.

One of my greatest challenges was the inability to speak with the firm's direct clients due to confidentiality. Had I gotten the opportunity, I would have understood more about the process in choosing them as a firm, to augment and improvise my marketing strategies. However, I want to believe that my research makes up for this deficit.

Also, the time schedule of many lawyers proved unfavorable as I had to work more with questionnaires than interviews.

The outbreak of COVID-19 also limited my access to reading material and in person interviews due to the lock down.

Recommendations

As most of the solutions were geared towards sending people who engage with the brands to the firm's website, I would recommend a 24/7 service chat to aid these prospective clients with their legal needs. Should their needs exceed the basics, they could always be referred to come to the firm for more assistance. This will help take and convert the inquiry into demand for the firm's legal services.

Another suggestion will be to be listed on legal citation websites like legal 500. The reason why I did not suggest it as a solution in Chapter 4 is that the CEO of the firm mentioned that such presence attracted foreign clientele, and in case they asked for legal guidance which was out of the firm's area of practice, their reputation would be affected. However, having a presence on these sites gives the firm more credibility online. If a foreign individual was coming to Ghana for a legal service and they searched the firm up and saw accreditation from a foreign body, they would have more trust in the firm.

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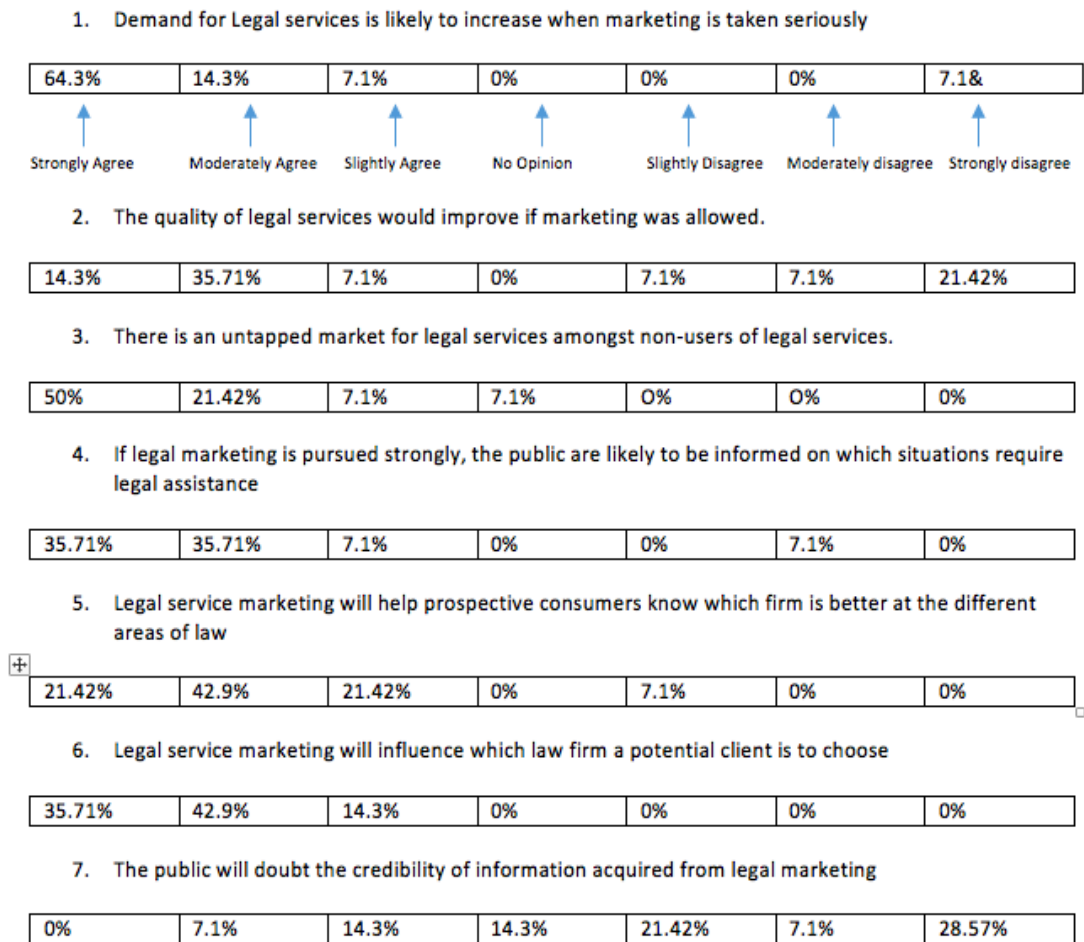
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APPENDIX



Figures 1.1

Questionnaire

This questionnaire is fashioned towards acquiring insight about legal advertising being illegal in commonwealth countries and the role marketing can play to increase awareness about Minkah-Premo & Co's legal services while avoiding breach of touting laws. Each answer will be treated with a high level of confidentiality.

1. Demand for Legal services is likely to increase when marketing is taken seriously

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

2. The quality of legal services would improve if marketing was allowed.

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

3. There is an untapped market for legal services amongst non-users of legal services.

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

4. If legal marketing is pursued strongly, the public are likely to be informed on which situations require legal assistance

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

5. Legal service marketing will help prospective consumers know which firm is better at the different areas of law

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

6. Legal service marketing will influence which law firm a potential client is to choose

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

7. The public will doubt the credibility of information acquired from legal marketing

Strongly Agree () Moderately Agree () Slightly Agree () No Opinion () Slightly Disagree () Moderately Disagree () Strongly Disagree ()

8. Which means do you use to market yourself as a lawyer?

Social Media () Legal directories () Yello Pages () Newsletters ()

9. On a scale of 0-5, which of these outlets would be the best way to reach potential clients

Social media (0,1,2,3,4,5)
 Newsletters (0,1,2,3,4,5)
 Website (0,1,2,3,4,5)
 Being a top pick on search engines like Google (0,1,2,3,4,5)
 Running legal workshops (0,1,2,3,4,5)
 Having a presence on top legal citation sites (0,1,2,3,4,5)
 Legal tutorial videos (0,1,2,3,4,5)
 Client Reviews (0,1,2,3,4,5)

Figure 1.2

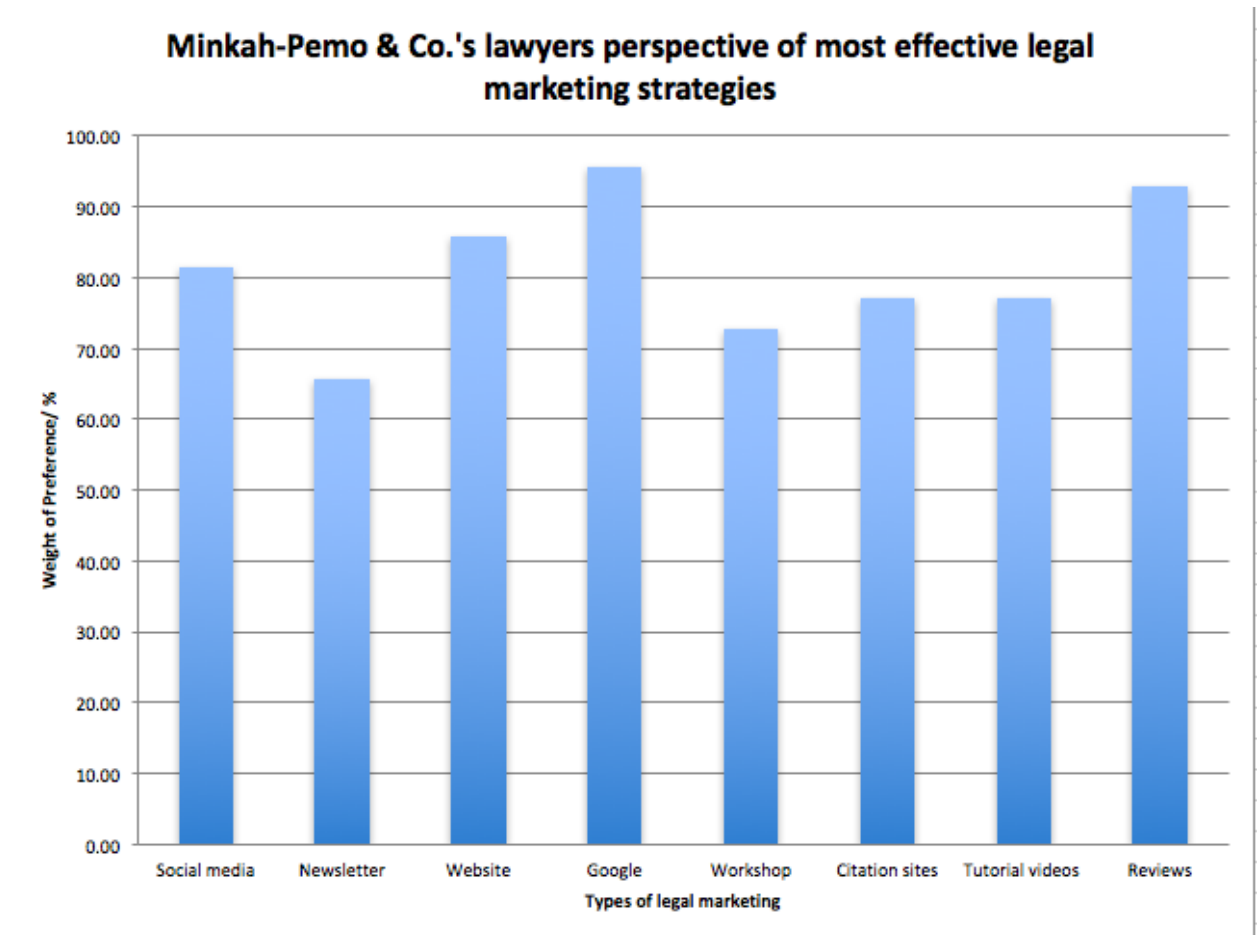


Figure 1.3

Questionnaire for the general public concerning legal services.

This questionnaire is to test to viability of the different outlets of information as a source of legal information. Every answer will be treated with high confidentiality.

1. Have you used a legal service in the last 5 years?
Yes / No
2. If yes, how did you hear about them?
Google Social Media Referral Legal Citation Site Other
3. In searching for a legal firm, which of the following platforms would you go to?
Facebook Instagram Twitter Youtube LinkedIn Google None
4. Which social media outlet have you received legal advice from in the past 5 years?
Facebook Instagram Twitter Youtube None
5. Which of the following aids your perception of the credibility of a law firm
Online presence Years in practice Client Reviews Referral Recommendation on legal cites
6. Which social media content would you like to see from a law firm
Legal literacy How to Tutorials Case studies Developments in legal field Legal opinions

Figure 1.4

Questionnaire for the general public concerning legal services.

This questionnaire is to test to viability of the different outlets of information as a source of legal information. Every answer will be treated with high confidentiality.

1. Have you used a legal service in the last 5 years

35%	65%
Yes	No

2. If yes, how did you hear about them?

30%	7%	60%	0%	3%
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Google () Social Media () Referral () Legal Citation Site () Other ()

3. In searching for a legal firm, which of the following platforms would you go to?

5%	3%	2%	0%	40%	30%	20%
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Facebook () Instagram () Twitter () Youtube () LinkedIn () Google () None ()

4. Which social media outlet have you received legal advice from in the past 5 years?

30%	20%	40%	5%	5%
-----	-----	-----	----	----

Facebook () Instagram () Twitter () Youtube () None ()

5. Which of the following aids your perception of the credibility of a law firm (You can choose multiple)

40%	70%	65%	80%	30%
-----	-----	-----	-----	-----

Online presence () Years in practice () Client Reviews () Referral () Recommendation on legal cites ()

- Which social media content would you like to see from a law firm (You can choose multiple)

50%	30%	15%	20%	25%
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Legal literacy () How to Tutorials () Case studies () Developments in legal field () Legal opinions ()

Figure 1.5

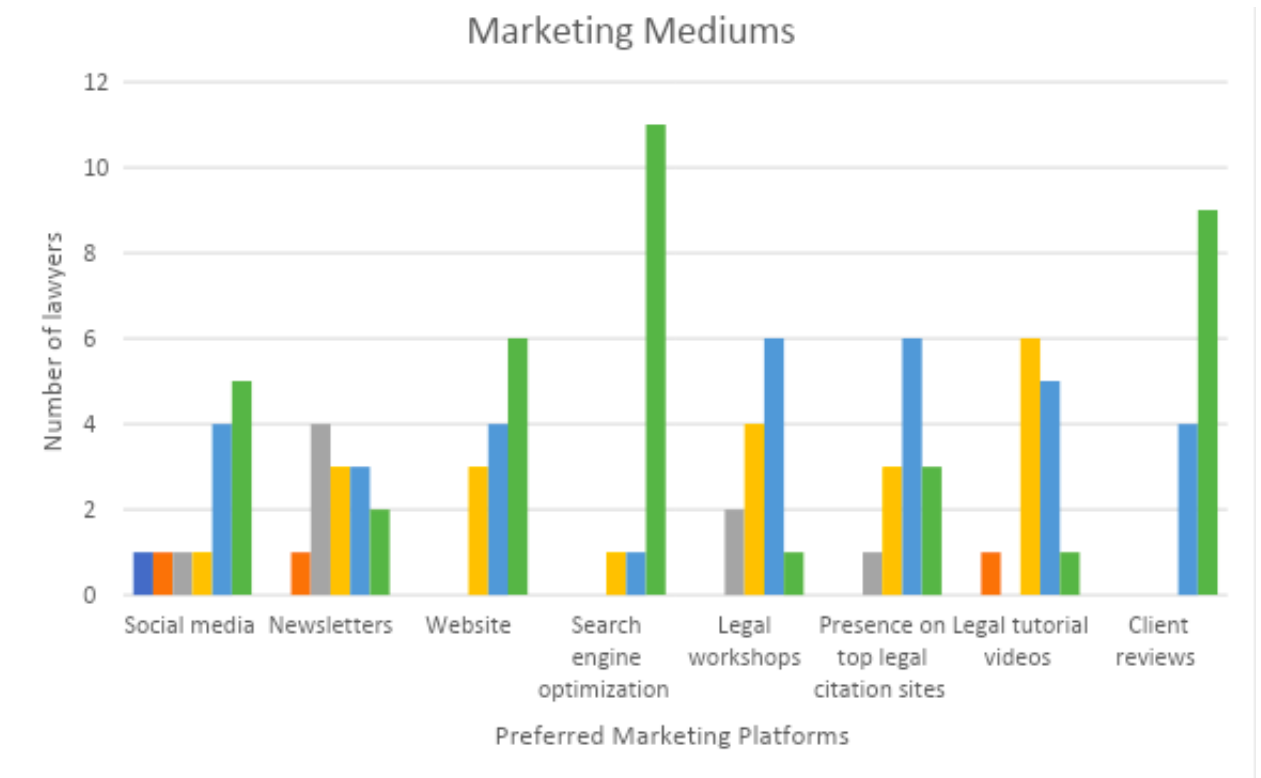


Figure 1.6