



## Excellence in Marketing

**T**hink of Kelly C. Harbour as a personal trainer for attorneys. “I like to help lawyers build their own muscles,” says Harbour, director of client relations and innovation at Goulston & Storrs. “They need to use their own particular situation, skills and interests to find their best selves and get closer to our clients.”

Harbour’s days involve a combination of one-on-one individual coaching with attorneys on client growth strategies and business development, work on the firm’s data management strategy, and oversight of the practice group management function, “all in support of moving the firm forward.”

Harbour began her career in the legal industry in 2007, having given little thought to the business side of law firms. But with a background in public relations and the business analysis side of marketing, she fell in love with “the intersection of technology, strategy and business development” in the law.

“The idea that you could make marketing scientific and use data to drive decision-making really interested me,” she says.

For example, at Goulston & Storrs, Harbour established a system of opportunity tracking and saw a dramatic improvement to the conversion rate of new business prospects from about 5 percent to 30 percent, using a consistent methodology for vetting and responding to the opportunities. She has participated in more than 150 new business opportunities for the firm.

Harbour also created and implemented a strategy and “go/no go” process to analyze requests for proposals, resulting in an increase to the firm’s win rate by 25 percent each year, and expanded the firm’s client team programs from seven teams (representing 16 percent of revenue) to 23 teams (representing 30 percent of revenue), with a more than 75 percent participation rate from attorneys.

Over the course of her career, Harbour has seen a shift toward greater acceptance of marketing at law firms and a decrease in the stigma around the word “sales.”

“Particularly over the last decade, we’ve seen an increased willingness to participate and be engaged in business development, especially with helping the lawyers realizing that they can’t wait until they are not busy,” she says. “If that happens, they’ve waited too long.”

That change has also led to Harbour’s proudest professional achievement.

“The legal profession is fundamentally about relationships and trust,” Harbour says. “When I get a call that one of the lawyers wants me to be their advisor or help them think through an opportunity, that moment is really meaningful because it demonstrates their trust in me.”

An active member of the Legal Sales & Service Organization, Legal Marketing Association and International Legal Technology Association, Harbour recently participated in the launch of the Legal Value Network. **MLW**

### KELLY C. HARBOUR

Director of Client Relations and Innovation  
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