

Keys to Effective CROSS-SERVICING AKA CROSS-SELLING

1 Be aware that change is constant.

- ✓ "Business as usual" is rarely predictable or consistent.
- ✓ At least every 6 to 12 months, your clients face new and vexing problems. These issues change like clockwork. Some will appear, disappear and reappear over time, but the issues will always have new and more complex twists.
- ✓ This does not even include the unexpected fires, crises, lawsuits filed – all situations that can arise on any day and that have legal or other business ramifications requiring outside professional assistance/advice.

2 Note the prime cross-selling times.

- ✓ Approximately two to three or four months before or after calendar/fiscal year-end is a prime cross-selling time.
- ✓ For companies/organizations on a calendar year-end schedule, the best cross-selling/cross-service times are around October/November and January/February/March.

3 Use PROACTIVE routines and habits.

- ✓ If you do not already incorporate the routine of conducting a close of project/matter/case discussion with each client, create that habit. Every client is a potential referral source.
- ✓ If you do not already have the habit of scheduling (at least annually) a non-billable, face-to-face meeting with key clients, to ask what's new, what's developing, what keeps them up at night and other high-value questions, create that routine now.
- ✓ Develop a system or routine for you, your firm's marketing staff or colleagues in your firm to regularly do research, track changes and developments, and update you/your team.
 - Create a system or method to track and identify new and developing issues by geography, industry, client, and type of problem.
 - Make an effort to ask your clients whether they are experiencing any of these issues, before they start seeking solutions or answers without you.

4 Consider and evaluate the following factors regarding cross-servicing opportunities:

- ✓ Does the person or company have a need for XI services?
- ✓ Is the issue/matter of strategic importance or routine to the person/company?
- ✓ Is the company familiar with me and/or our company/firm?
- ✓ Is there an incumbent firm providing the services?
- ✓ Has the relationship with the company been in place long and expanded over time?
- ✓ Do we know or can we reach the relevant decision-makers and/or be introduced to them?

5 Raise the most current, vexing issues and problems that companies/organizations face, such as:

- ✓ The changes in the current regulatory framework/laws in the US, EU, and other regions/countries.
- ✓ Cybersecurity, privacy, and data breaches, and the daunting task of keeping up with relevant changes in global, national, and state rules and regulations.
- ✓ Identifying, managing and mitigating risk.
 - Risk comes in many forms, all of which entail assessing probabilities of the unknown.
 - Work to identify the most important risks your key clients face, by type. Then work with others in your firm to compile a list of ways to mitigate, options and/or possible solutions.
 - Schedule a face-to-face meeting to discuss these concerns with your clients in a private setting, where your discussion cannot be overheard.
- ✓ Any of the many other issues that exist and are unique to your clients, but that are discovered only by asking the right questions.