

# CASE STUDY

Farmer Law PC



## FIRM BACKGROUND

The attorneys at Austin, TX-based Farmer Law PC are adept at navigating every facet of immigration law. From employment-based recruitment and visas to family-based visas, they offer comprehensive, unique, and strategic solutions for client's immigration needs. The firm's client base is largely corporate farms located in the Midwest, including million- to billion-dollar livestock producers and dairy farms.

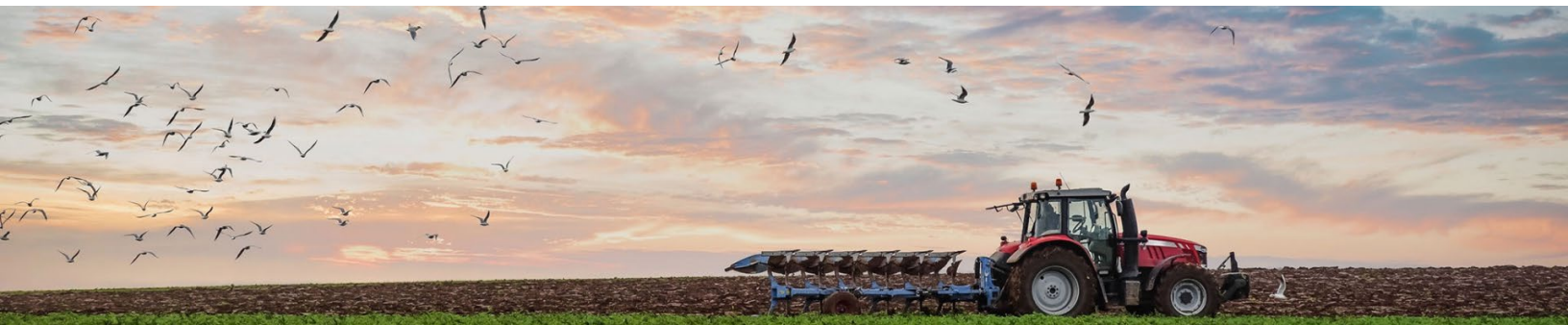
## SITUATION

Farmer Law is structured differently than typical law firms. Director of Business Development Heidi Leach explains, "We are bottom heavy, in that we have four attorneys who oversee a legal team with immigration, a line staff of paralegals, and legal assistants who do all the immigration work, as well as a business development and sales team. This allows us to house a max case load. The attorneys at the top oversee the legal team and make sure there's quality assurance in the way the cases are processed with the Department of Labor."

Heidi, who earned certification from [Ackert's Business Development Institute](#) in 2015, came to Farmer Law from a firm that saw significant growth, in part, because of an attorney training program facilitated by Ackert that laid a foundation for the way the firm approached business development and annual planning. At Farmer, Heidi had the opportunity to take the methodology that Ackert coaches implemented at her previous firm and apply it more tactically with Farmer's sales and business development team.

Heidi structured Farmer's sales team into three tiers - sales assistants, business relationship developers and senior business relationship developers - and put a process in place where the team does everything from intake of new leads through either handoff to let the legal team do consultations, or to consultative sales to get new clients to the point where they can be handed off for legal processes. Many leads come into the firm through inbound, email marketing and webinars, but the firm also has significant success with industry associations and at expos and trade shows.

Heidi's goal is to have sales team members at every level equipped with the skills and technology they require to excel in their positions.



## SOLUTION

At Farmer, each incoming sales assistant gets access to the *PIPELINEPLUS* Trainer e-learning library of micro-lesson in conjunction with HubSpot training. They begin by doing lead intake as business relationship developers are at expos and out of the office.

At the six-month mark, select sales assistants engage with an Ackert coach for a six-month sales training program. At the one-year mark, they graduate to the business relationship developer position, where they have a six-month opportunity to attend trade shows, expos, and association events and get more in-depth sales experience. After that six-month mark, business relationship developers engage with an Ackert coach again for a six-month consultative sales training program, after which they graduate to the position of senior business relationship developer.

Although the model at Farmer's differs from most law firm, Heidi says, "We're still creating relationships, creating trust."

According to Farmer's lead Ackert coach, "Coaching is often more focused on building soft skills and less about hard skills, and this has been the case for the sales team at Farmer. A willingness to do the work and be vulnerable and say, I need help; let's work on this has been essential to seeing progress. Coaching has been effective at amplifying strengths, developing new skills and challenging limiting beliefs of the sales team."

Heidi adds, "Our Ackert coach begins each coaching engagement with a needs assessment to find out where the person's shortcomings and strong suits are, and then gears the coaching specifically to what our end goal is. He coaches salespeople individually rather than just putting them through rhetoric."

## RESULTS

Within Heidi's first year at Farmer, with the implementation of sales processes and sales coaching, month-over-month revenue increased two to three times, resulting in over \$5 million annual revenue in 2021, compared to \$1.25 million in 2020. Heidi comments, "I believe this was due to the increase in timely follow-up and changes in approach, and therefore, deal closing by sales reps."

In addition, the firm's sales cycle decreased from 30+ days to less than 10 days with systems implementation and sales coaching.

A younger sales team member being coached was extremely confident with subject matter expertise, but had low confidence in meeting with people, and was afraid to make mistakes. Heidi says, "I've seen

his demeanor change, the way he carries himself, the way he's talking to people on the phone, and his approach. You can just see that his confidence is greatly improved. He looks forward to the coaching sessions and comes out with a high afterward."

Heidi shares, "I've been working with David Ackert and his team for upwards of 14 years at different firms and can attest to the fantastic difference that the *PIPELINEPLUS* educational material, in tandem with expert relationship development coaching from Ackert Advisory's seasoned team, can make in a firm's lead generation and deal closing results. Their approach is not a one size fits all - but geared towards your firm's specific areas of need."



**Heidi Leach**

Director of Business Development  
at Farmer Law PC

“The implementation of *PIPELINEPLUS* Coaching and sales processes resulted in over \$5 Million in new annual revenue.”

See how *PIPELINEPLUS* and *PIPELINEPLUS* Coaching can help your firm by requesting a free demo today.

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