

# Jamie L. Meeker

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## *Business Strategist Driving Industry Innovation in Professional Services*

**E**nterprising leader who has helped companies and firms accomplish their vision that gets them to where they want to go. Twenty years of experience in the professional services arena on both the East and West Coast working with global, top-tier firms and companies. Seeking to leverage background and experience with an organization focused on leadership through innovation, strategy and gaining a competitive advantage while engaging employees. Demonstrated leadership skills to develop infrastructure and business strategy that aligns with corporate mission, vision and values driving **sustainable, long-term growth**.

- **Trusted Advisor** and executive team decision-maker with emotional and cultural acumen communicating, executing, and sustaining corporate strategic initiatives while ensuring regulatory and corporate compliance.
- **Growth Driver** executing strategy in operations and business plans with key teams and departments to reach goals, generate revenue and fulfill business objectives.
- **Thought-Leader** initiating innovative business opportunities by capitalizing on market opportunities and creating new business models and services.
- **Strategic Analyst** uncovering the needs of the business and its clientele and developing plans to shape overall direction leading to successful ventures.

### Chief Business Development Officer

Jackson Kelly PLLC (mid-size regional law firm, 250 lawyers, Lexington, KY)

2015-2017

**Role:** Hired as the firm's first **C-level** executive to reposition the firm as a market leader in five key industries through a firm wide strategic plan that would have a significant impact on infrastructure and culture and stipulate numerous changes. Hired to come in and "modernize" a stagnant, historic business model and develop a more corporate environment to motivate and inspire greater performance and revenue results that would ultimately attract higher caliber talent and clients.

#### Key Responsibilities:

- Initiate, develop and complete a 5-year firmwide strategic plan for the first time in two decades. Lead and design all phases of the process with respect to significant research, surveys, due diligence, client base analysis, competitive analysis and revenue analysis in tandem with CEO and CFO. Develop and roll out new firm mission statement, vision and values to all employees followed by corporate communications campaigns for "buy-in."
- Perform in-depth market viability studies for regional offices prior to opening up new offices and venturing into new markets in order to conduct a pro forma analysis and ascertain strategic opportunities in respective market prior to investing significant funds and resources. This research serves as a prototype and best practice the firm has adopted for all new office openings and new market endeavors related to firm strategy.
- Overhaul infrastructure in industry and practice areas as well as entire marketing department for strategic alignment.

**Results:** *Saved the firm \$200k on marketing budget; created an insurance plan so to speak for the firm to ensure its survival in highly competitive industry sectors; changed the culture of the firm and its leadership; secured new work and highly sought-after talent in the region.*

### Head of Strategic Partnerships/Client Teams and Research

Hunton & Williams, LLP (AmLaw 100, 800 lawyers, Washington, DC)

2008-2015

**Role:** Lead efforts of a merge with large group of lawyers and clients from Akin Gump Strauss Hauer and Feld, LLP to expand and further develop an innovative strategic partnership business model on a larger scale with international clients in global markets at Hunton and Fortune 100 companies with significant legal functions. Design and effectuate a full integration plan involving previous law firm clients to involve a complex system of combining and rearranging business, processes, technology, systems and talent to work effectively in a new firm, new culture and new markets. Develop a firmwide client service program and create cross-disciplinary teams with strong leaders at the firm to improve efficiencies, profitability and service to ensure long-term client loyalty and develop a stronger competitive advantage for the firm.

### Key Responsibilities:

- Serve as key client relationship advisor for international, multi-million dollar client for ten years. Ghost write all strategic communications on behalf of company's General Counsel and advise respective legal functions on how to best utilize law firm counsel, manage multiple practice budgets and report weekly; served as mediator for any conflict issues with relationship, work product or client concerns on billing. Applied strong political acumen in resolving any issues with client relationships to keep them happy and on board with mutual goals.
- Build additional business models of innovation with shared services, capabilities and needs of parent and subsidiary companies within existing client base to expand services offerings and increase legal billings. Focus on creating "blue oceans" of strategy within these models that could be replicated across the firm in multiple industries and regions with the client team model. Apply research skills and methodologies to assess how to tailor the right RFP approach with each client to win over new business.
- Make significant contributions in the area of strategic planning working directly with General Counsels and their legal function. Was the only member of the entire Marketing department asked to provide this service directly to clients which resulted in 3-year strategic plans and strategy sessions for implementation.
- Develop continuous improvement programs known as "KAIZEN" for high-level client teams. Create extensive playbooks for each client, identify key performance indicators to ensure attorneys were delivering consistently on exceeding expectations and being proactive about identifying legal issues and business opportunities in advance. Assimilate and manage a Client Advisory Council comprised of select members to carry this out.
- Carry out 2-year plan of post-merge integration which entailed rebuilding trust with clients in context of new firm and integrate all systems, resources, processes and work into Hunton's system and culture. Work closely with international counterparts of select clients to ensure the firm was performing efficiently with new workflows and staying on budget.
- Provide education and presentations on how new business models work across the firm and take the lead in developing strategic materials in connection with quarterly and semiannual partner and legal team meetings.

**Results:** *Implementing the new business models at the firm gave it a unique advantage with respect to selling capabilities and procuring multi-million dollar engagements with clients who wanted predictable outcomes and fixed rates. Most importantly, serving in a strategic role helped build in efficiencies at every level of the engagement and resulted in much more profitable outcomes than the firm previously experienced. We were able to make client teams structured within the new model 80-90% percent profitable with only 10-20% accounting in write offs or non-billable work. This was significantly higher than historic firm averages. In addition, attorneys were able to do more interesting and high-level, high-value work which created a culture of ownership and entrepreneurship and a "us" vs. "me" approach. The principles applied to each client team gave the firm a level of innovation unmatched by many of its competitors.*

### **Business Strategist**

**Akin Gump Strauss Hauer Feld, LLP (AmLaw 100, 900 lawyers, Washington, DC)**

**2005-2008**

**Role:** This role was created specifically to help develop what was at the outset a ground breaking "strategic partnership" Alternative Fee Arrangement service model in the legal industry at the time and implement this new model with a large group of \$5M clients and up at the firm.

### Key Responsibilities:

- Work with several key leaders of the firm to develop an entirely new business model aimed at delivering legal services to top-tier clients (\$5M and up) in a completely new way that combined multiple service areas under fixed fee arrangements and a reward system for staying on budget with annual success fees for the firm and significant savings for the client.
- Research and analyze comparative models in the industry and provide formal presentation to senior management on results; develop key strategies designed to market to new client base that fit the archetype profile for this model based on preliminary research and client feedback.
- Work with various departments (marketing, accounting, IT) to create tools needed to support the ability to manage new service model; tools included dashboard reports, a secure client web portal, e-billing, an entirely new budget management system and RFP materials, white papers and case studies.

**Results:** *Acquired two major clients after launch of new business model generating over \$15M in fees year one and two and additional fees thereafter; positioned firm in the marketplace as an industry leader focused on innovation in client service and one of the unique “Big Law” firms in the country at the time that was able create the right infrastructure and unique resources to execute this paradigm shift in the industry to fixed fee arrangements with clients.*

### **Director of Marketing & Communications**

**Moore Stephens, LLC 15,000+ Global Network of Accounting Firms, Los Angeles, CA** 2002-2004

**Role:** Head small marketing department and manage all aspects of internal and external corporate communications, business development efforts and client facing marketing strategies as strategic advisor to the executive committee.

**Key Responsibilities:**

- Complete and implement a 2-year strategic firmwide plan to include a complete branding overhaul (new logo, new website, all new materials and content) and industry repositioning.
- Launch new service line of consulting services to select group of clients that provides them with marketing strategies, business planning as a full-service firm (one-stop-shop) for financial services, consulting and tax planning.
- Develop industry focus teams with their own business plans that align with the overall firm plan. Establish strategic planning processes, plans, priorities and roadmaps that could be assessed and evaluated on a weekly basis.

**Results:** *Rebranded entire firm and repositioned as a player in more lucrative markets with expanded fee capabilities from new offerings and stronger collaborative effort of small service teams.*

### **Marketing Manager—Investment Products and Research**

**Transamerica Insurance and Investment Company (10,000 employees)/ Los Angeles, CA** 2000-2002

**Role:** Be an integral part of large marketing department focused on developing the right strategies for growing specific product lines and moving into new markets supporting highest grossing producers.

**Key Responsibilities:**

- Interface with CMO and management team to develop both short and long-term strategies for growing new markets and client base. Accountable for measuring sales in each area and certain levels of production and profitability. Report on a weekly basis results of campaign efforts and assess needs for additional resources.
- Initiate process improvement methods and prioritization systems used company wide to streamline communications between the Marketing Group, Sales and the Legal Department.
- Track and manage multiple marketing campaigns and budgets; review results and provide research on marketplace trends for recommended new areas of growth and quickly develop strategies to get ahead of the competition.

**Results:** *Acquired new customer bases with targeted campaign strategies and attained higher market share.*

### **Marketing Specialist**

**Finance America, LLC (a Lehman Brothers Company, 1,000+ employees)/Irvine, CA** 1998-2000

**Role:** Work closely with VP of Marketing to manage multi-channel marketing program of various advertising campaigns and new product development to specific markets nationwide to achieve annual sales goals.

**Key Responsibilities:**

- Develop and implement new marketing campaigns on a quarterly basis that support the overall company strategic plan. Help track sales and ROI, manage marketing budget of \$1.2 million for direct mail, radio and print ads.
- Responsible for generating new business through targeted campaigns and data analysis/research. Partnered with retail and wholesale Executive Directors in multiple offices to develop new products and programs to improve customer retention and satisfaction rates.

**Results:** *Increased annual revenue by 10% and helped brand and establish the company as a market leader.*

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### **Education**

Pacific Christian College/B.A. Economics, Political Science—1998

Northwest College/Theological Studies Certificate—1993

Northwestern University/Financial Marketing Segmentation Certificate—1999

Association of Accounting Marketing—Finance Course, Balance Sheet Assessment—2001