Laying the Foundation

Biff Maddock
Altman Weil, Inc.
Foundation issues

- What is your firm famous for?
- What do clients want from your law firm?
- What is your firm’s value proposition?
- How do you know?
- How can you find out?
- How can it set your firm apart?
Client selection and retention are the most important factors for success.

“You are your client list.”
Tom Peters, *The Professional Service Firm*
Retain this…

Source: Altman Weil/ACC Chief Legal Officer Survey, 2003

- GC employ 34 firms on average
- Convergence continuing
- Increased metrics and accountability
- Selection factors changing
- 16% will increase outside services in 2004 (86% in 2001)
- 17% plan to decrease outside counsel
- 59% plan to fire outside law firm in 2004
- 70% routinely monitor outside counsel
Only 37 of 137 CLOs named *any* innovative practice by outside counsel.

Those that did said:

• Fee arrangements
• Use of technology (online billing and document management)
• Firm lawyers working “in-house” at the client
Is “good” good enough?

Source: Altman Weil Client Surveys, 2004

- 60% of clients are “completely satisfied.”
- Almost all clients think their lawyer is responsive.
- 80% think their firm’s fees are reasonable.
- 84% think their firm provides “excellent” or “very good” value.
- 76% are “very likely” to refer their firm to a colleague.

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It’s time to rethink everything

From
What do we do for clients?
What do clients want?
How do we satisfy clients?
How do we create strategy?

To
How do clients benefit?
What do clients expect?
How do we delight clients?
How do clients experience strategy?
“Don’t tell me how good you make it. Tell me how good it makes me when I use it.”

Leo Burnett
“Customers will exchange money for two things: good feelings and solutions to problems.”

Michael LeBoeuf
Complete this sentence:

Thanks to my law firm, I…
# Strategic Market Shift

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<th>Buyers</th>
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<td>Sellers define</td>
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<td>“What do we need to</td>
<td>“What do clients</td>
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<td>Differentiation</td>
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<td>Potentially high</td>
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Value Proposition

Quality

Service

Price
What is your firm’s value proposition?

**Law Firm**
- We’re trusted advisors
- We have a history
- We have a good reputation
- We have technical expertise
- We’re knowledgable and experienced

**Client**
- They reduce my anxiety
- They have experience
- They know my business
- They create new opportunities
- They are trusted advisors
Questions
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