

Where is your firm today?

Where do you want your firm to be?

What is the best way to get there?

Marketing audit and strategic planning services for law firms



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How do you make sure your firm steps up to the next level?

Firstly there are your traditional competitors.

Now there's the threat offered by new market entrants including some of the UK's leading high street retailers.

Then there's the economy, which it's fair to say is at its lowest ebb for longer than we can remember. This in itself makes things hard for you but it has also increased your clients' sensitivity to value for money, fee levels and the inclusion of "added value" services in all their many guises.

Then there's the work "on the firm" that's required – strategy papers, business plans and departmental and/or sector meetings.

Add that to the work you already have to do "in the firm" to realise your billing obligations, and the time left to plan the marketing and business development required to achieve the level of growth you want, could probably be better filed under 'scarce' or 'non-existent'.

One solution may be to use an external perspective, a perspective that has been built by working successfully with law firms of all sizes across the UK for the last 12 years.

This report will help you to:

1. Use partner time more profitably

Taking up partner time with planning meetings is not profitable. Using an external partner to audit your firm and create the right plan for your business means you can do what you do best, the work, and cultivating the relationships that will win new work for your practice.

2. Benefit from the best 'best practice'

An experienced external partner gives you unlimited access to the legal industry's best practices. This will improve the way you market your services and give you new ideas that someone else has already proved works, so you avoid unwanted 'trial and error' costs.

3. Improve your bottom line immediately

A comprehensive audit will allow you to cut out activities that cost a lot (financially and in terms of time) and deliver little. This will immediately make your marketing more effective and more cost-effective.

The Process:

1. We spend half a day interviewing your firm's key stakeholders to gain a better understanding of where your firm is and where you want your firm to be.
2. The interviews last around 45 minutes and we meet each person individually to minimise interruption to the working day.
3. You tell us about your current business development and marketing activities and about how well each activity is performing.
4. This insight is taken away and used to build a practical business development plan designed specifically to meet your objectives and realise your firm's chosen strategy.
5. We return to your offices and personally present the first draft of your plan.
6. Working with you, we refine your plan until you are completely satisfied and comfortable that it can be delivered using the resources you have available.

The Outcome:

1. You will have a comprehensive marketing plan housed in a single document.
2. Your plan will be in a form you can implement by allowing you to get started and start growing revenues immediately.
3. Your plan will be in a form that you can present to your staff straight away so they are engaged, knowing the direction you wish to go in and the part they'll play.
4. Your plan will meet your exact requirements both in terms of meeting your objectives and only employing the resources you have available.
5. You will have a clear outline which will allow you to manage the implementation of each activity more easily.
6. You will have a list of required activities that will allow you to assign and monitor individual responsibilities.

If you don't have marketing resource, how will your firm benefit from a Tenandahalf audit?

If we need to create your plan from scratch it will be:

Bespoke: You will have a plan that works for your firm, that meets your objectives and concentrates on the areas you want to develop. It is also built around the time, resource and budget you have available. This ensures that no unexpected additional costs appear at any point down the line.

Focused: Whether it is sectors, geography or clients, your plan will not succeed unless it's focused. We shine a spotlight on what you want to achieve and research the promotional vehicles and the types of clients and referrers you need, so that your plan generates financial success.

Cost-effective: Too often law firms see expensive 'blanket' activities like advertising, hospitality and sponsorship as viable business development. The truth is that while these should generate visibility, your fee earners will achieve much more just by doing the right things. The good news is that it's not only more effective, it's much cheaper.

Time-efficient: You can't take too many fee earners out of the business for too long. You will lose valuable billable hours as well as the time needed to generate more billable hours. We manage the process from start to finish so it takes up no more than two hours per partner. This means your partners can use their hours more profitably whilst we use our expertise to build your plan.

An external perspective: Sometimes you need someone external to not only look at your marketing 'roots and branches' but also 'warts and all'. The fact they are one step removed means they will see things you now accept or miss completely. However, for you to enjoy the maximum benefit, that person needs to be well versed in both marketing and the professional services and (ahem) that's us!

Implementation: We've never met a law firm that's short of ideas or one that doesn't know what they want in their plan. We have however met many firms who struggle with implementation, especially under the day-to-day pressure of work. Your plan will be straightforward and include tips and processes to allow you to manage the implementation easily and effectively.

If you **do** have marketing resource, how will your firm benefit from a Tenandahalf audit?

If you just want an external perspective to help you enhance your existing plans our input will be:

Complementary not competition: Your plan will benefit from a second opinion and a fresh pair of eyes that has the marketing savvy to spot activities that may need a bit of refinement, and the professional service experience to offer a practical proven solution.

A sounding board: Being a marketer in a legal environment isn't always easy. Sometimes there may be ideas your marketers will want to put into practice but aren't sure how or, perhaps because they sound a bit novel, they aren't confident to take them to the partnership. We give them support from a marketing perspective and insight into the way similar ideas have been actioned in other professional service firms.

A rapid injection of best practice: When you work full time in a particular environment it's easy to stick with what you know. Our knowledge of what's going on up and down the country and – more importantly – of what is working up and down the country allows us to challenge and offer new ways to help you get to where you want to go.

A way to save experimentation costs: Marketing involves a lot of trial and error. Things that sound good or that you know have been successful for other types of organisations don't always work for a law firm. The fact we have seen what works means our suggestions will help you focus on the activities that really do deliver. This means you can use your budget as effectively as possible and avoid unnecessary costly mistakes.

A way to save partner hours: Not in terms of creating the report but in terms of reviewing the plan at the various stages of production. The only times partners need to be involved are during the initial interviews and at the final presentation – an investment of two hours maximum.

Access to a real understanding of the wider professional services: In the same way as different types of law firms market differently, accountants, patent attorneys and barristers also market in different ways. Tenandahalf work with every branch of the professional services and our experience will allow you to adopt new ideas already proven to work.

We have worked with a long list of law firms all over the UK. The law firms we have worked with include:



We have also worked with a number of key trade bodies including:



But don't just take our word for it, here's what our clients say:

"We engaged Bernard of 10½ Boots to design and deliver a coaching project. They were approachable, amiable and extremely knowledgeable about business development, specifically in our sector. We have already started to see positive results as a result of Bernard's efforts."

Paula Bailey, Partner and Head of Employment Law, Howes Percival LLP

"Bernard delivered business development training to our conveyancing and private client teams, with a focus on developing relationships and making every interaction count. The training was very well received by all levels within the teams and has added a confidence and a measurable improvement to our business development efforts. Personable, thoughtful and impactful training – unreservedly recommended. Even if he is a Stags fan."

Matthew Fretten, Managing Partner, Frettens LLP

"We were keen to have a review of how we approached BD and Bernard quickly identified what we were doing well and where we needed to pay more attention. The subsequent analysis and draft BD plan was clear and resonated with both the partners and our BD staff. We are very happy with the support that we have received from Size 10½ Boots and intend to maintain our relationship

Mike Cubbin, CEO, Gepp Solicitors

"Bernard and his team were instrumental at kick starting the key client feedback and mystery shopper programmes at my firm. We were starting from scratch but his manner and understanding of the sector quickly build trust with both internal stakeholders and our key clients. The resulting insights were pivotal for the development of the brand and offer and were fed back in a way which made them clearly understood and actionable. Thanks for the measurable difference you made!"

Sarah Walker-Smith, Chief Executive, Shakespeare Martineau (previously Browne Jacobson)

"A thoroughly entertaining and insightful presentation from Bernard at Keltie this week, helping our fee earner group to question their BD activity and to improve their skills. Bernard has a truly novel delivery style. Engaging, witty and superbly refreshing. No better way to get the message across and to make it stick. Many thanks for enlightening us all."

Joanne Hopley, Partner, Keltie

"We wanted to offer business development training to all our staff so that as a small business we could have a cohesive BD plan to build on the success of a recent merger. Whilst some staff were initially sceptical about the benefits of training, the session was engaging and light hearted whilst still being able to deliver on the brief and the importance of BD. The training was very well received by all those who attended and we have notice that our staff take BD more seriously and are more focused on BD. Without Bernard we would not have been able to achieve this."

Bernadette Hoy, Joint Managing Partner, Collins & Hoy

So, what is the next step?

If you'd like Tenandahalf to audit your firm or discuss an audit in more detail, please email bernard@tenandahalf.co.uk or info@tenandahalf.co.uk

In addition, we also provide:

Business Development Coaching,
Client Service Reviews,
Marketing Outsourcing Services,
Training and Personal Development



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