

Helping professional service firms to improve the performance of their people, improve client management and to increase fee income and profitability

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Legal Sector Conferences

In Association with Milburn O'Brien

2015 – A world of greater political and economic uncertainty



Legal Presentation - March 2015

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Global economy – Euroland weakness a problem for all

	GDP		
	2014 (F)	2015 (F)	2016 (F)
US	2.7	2.7	2.8
Euroland	0.6	1.0	1.5
UK	2.8	2.3	2.5
India	5.4	6.5	6.9
China	7.3	7.0	7.4
Japan	1.6	1.1	1.5
Australia	2.6	1.9	2.4
Switzerland	1.8	0.9	1.4

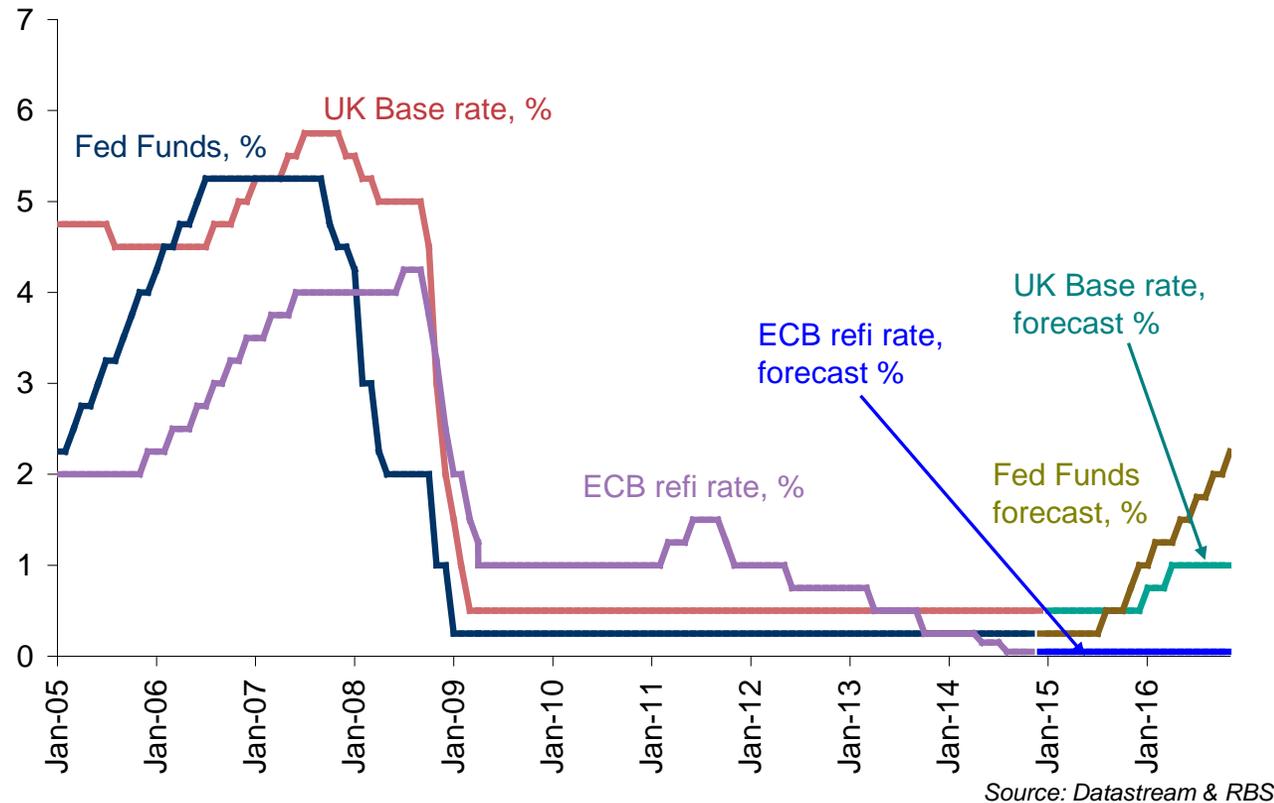
- The US may be heading for rate hikes but few other countries/economies are.
- Euroland economic woes increase the prospect of slower global growth which may have further deflationary effects.

- Falls in oil prices are expected to be a positive for oil importing nations' growth, but may slow investment from the oil exporters.
- Growth in the likes of the UK and Euroland will be slower than previously thought because of political uncertainty and ongoing sanctions between the EU and Russia.

	Policy Rate (%) - end period		
	2014 (A)	2015 (F)	2016 (F)
US	0.1	0.8	2.3
Euroland	0.1	0.1	0.1
UK	0.5	0.5	1.0
India	7.8	7.0	7.3
China	6.0	5.6	5.3
Japan	0.1	0.1	0.1

Tables source: RBS

The interest rate environment - doesn't tell all the story



- A tightening in US monetary policy is expected in Q3 '15, but that could be brought forward if the economy continues to improve.
- Euroland rates are heading nowhere in our view after further loosening, via QE, at the January meeting.
- UK rates are also heading nowhere this year, given weakness in prices and output.
- UK rates will probably rise in 2016, but not until 2017 in the case of Euroland (at the earliest).

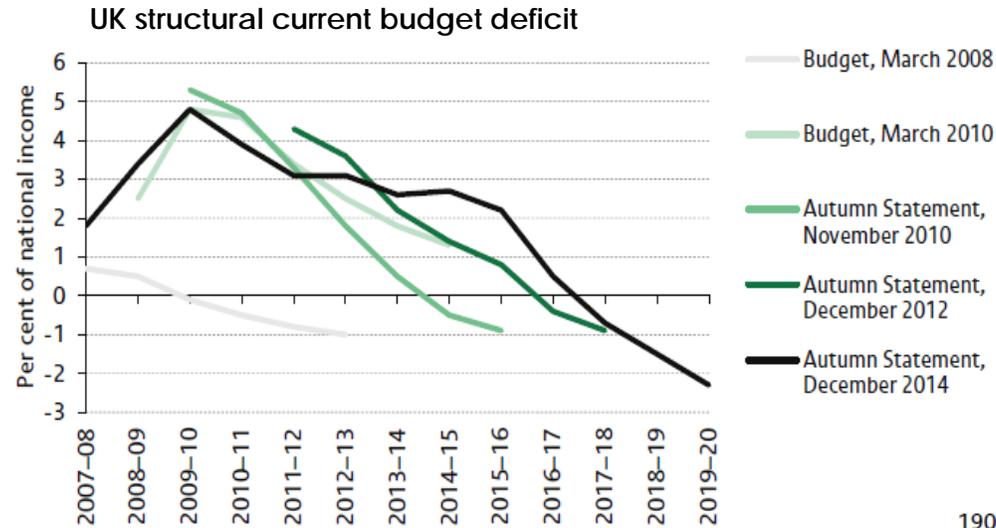
The UK economy – 2015 may not be easy

	2014		2015			2014(F)	2015 (F)	2016(F)
	Q4	Q1	Q2	Q3	Q4			
	%q/q					annual change (%)		
Consumers' expenditure	0.7	0.6	0.5	0.4	0.4	2.3	2.4	1.8
Government consumption	0.4	0.2	0.0	-0.2	-0.2	1.6	0.8	-0.8
Fixed investment	1.0	1.0	0.9	0.7	0.7	7.0	3.5	3.9
GDP	0.6	0.6	0.5	0.4	0.4	2.6	2.3	1.9
	see row for measure					see row for measure		
Unemployment rate (%)	5.8	5.7	5.6	5.6	5.5	6.2	5.6	5.2
CPI (%y/y)	0.9	0.5	0.5	0.6	0.9	1.5	0.6	1.3
Policy rate (%)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	1.0

Source:RBS

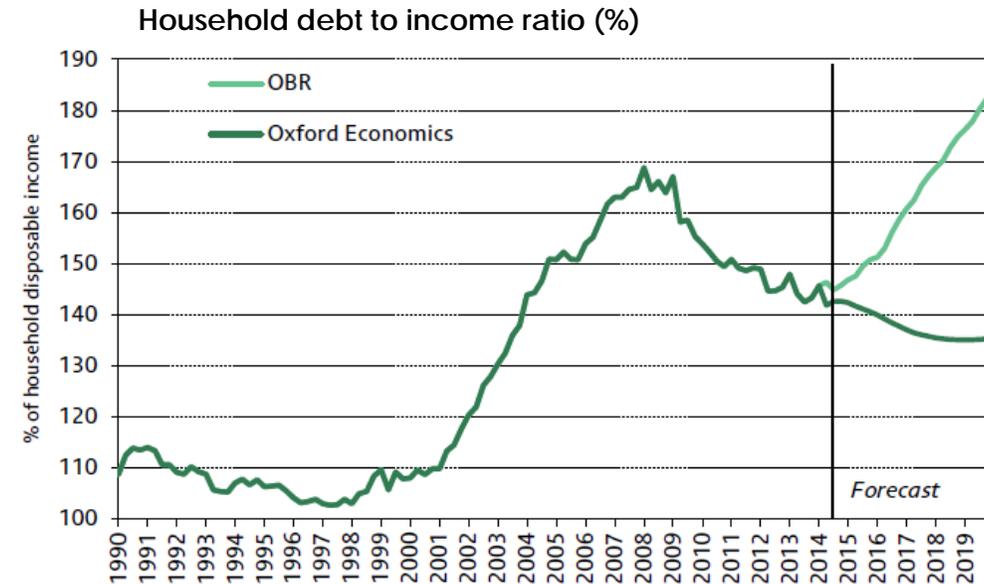
- *UK growth was better balanced between sectors earlier in 2014, but industrial production has again slowed.*
- *The private sector should continue to lead growth, with investment and consumers' expenditure key components of 2015 growth, albeit slower than in 2014.*
- *The UK unemployment rate fell below 6% at the end of 2014, and wage growth is set to pick up, but not markedly in 2015.*
- *Risks are for an upside surprise, as domestic spending could be boosted by wage growth.*

UK fiscal policy – more to do



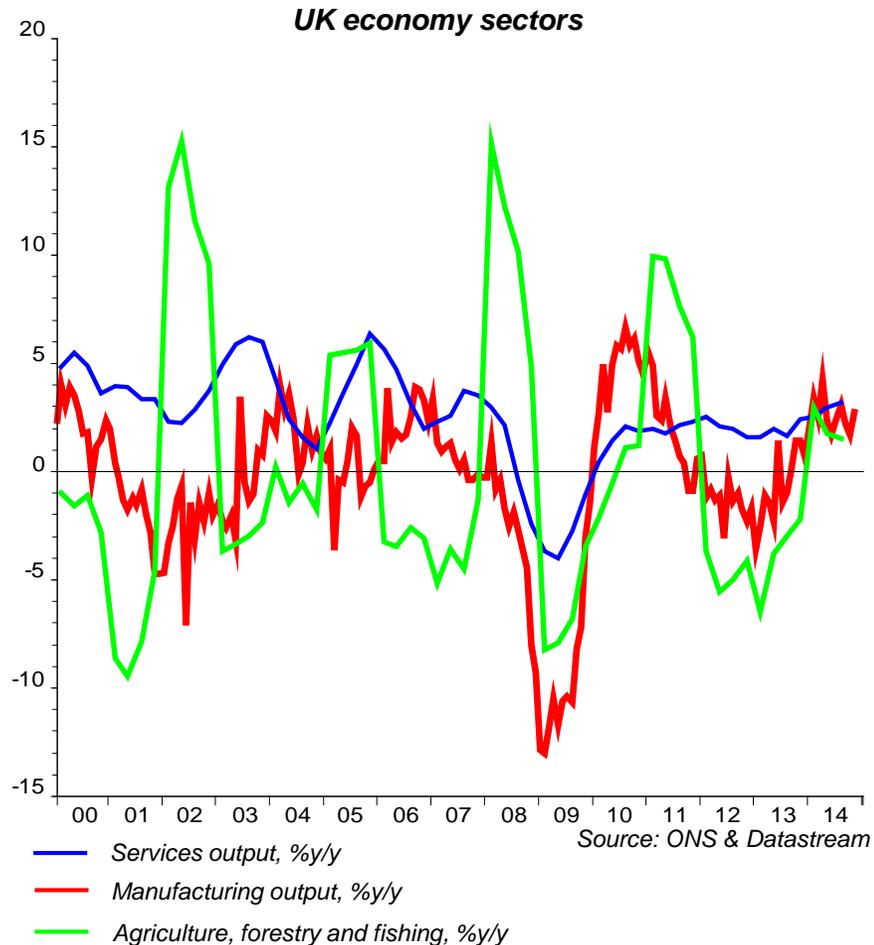
- Trying to tax more may face issues, such as the fact that debt as a percentage of income is rising again.
- If interest rates rise that may eat into household disposable incomes, reducing discretionary spending and the tax take accrued from it.
- Tighter fiscal and monetary policy could bring an earlier end to the economic cycle if fiscal policy means higher taxes.

- The structural deficit remains elevated in the UK because of current ring-fenced spending (NHS, pensions, international aid etc).
- Currently the political parties are attempting to outbid each other on what they will spend post the election.
- The structural deficit will only fall with further large cuts in government spending and/or hikes in the tax burden.
- Dependent on who holds power, the mix of these two levers of fiscal policy will be different.



Charts source: IFS Green Budget, Jan '15

What about the other sectors/labour market?

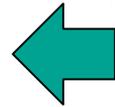


- *Growth in services (including professional practices) has outstripped manufacturing for the majority of the UK recovery.*
- *The labour market continues to print strong jobs growth, despite weakness in Euroland.*
- *Wage growth is picking up.*

Labour market growth – broadly based

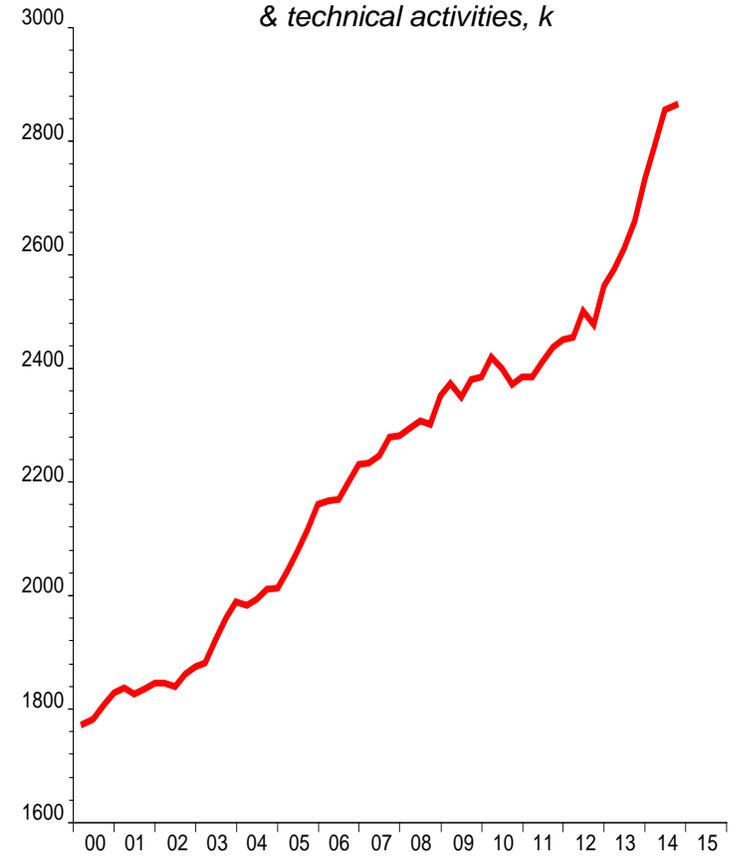
LFS Workforce jobs by industry - Q3 '14

	% change y/y	total, k	total extra jobs, k y/y
Accommodation & food services	6.7	2212	140
Administrative & support service activities	6.6	2755	170
Agriculture, forestry & fishing	26.3	469	98
Arts, entertainment & recreation	7.6	980	69
Construction	2.0	2103	39
Education	1.7	2888	49
Electricity, gas, steam & air conditioning supply	2.1	126	3
Financial & insurance activities	2.2	1128	24
Human health & social work	3.0	4260	126
Information & communication	3.9	1328	50
Manufacturing	1.6	2606	42
Mining & quarrying	-4.3	65	-3
Other services activities	1.3	865	11
People employed by households	33.1	86	21
Professional, scientific & technical activities	7.7	2863	204
Public admin & defence; compulsory social security	-1.2	1536	-19
Real estate activities	0.6	536	3
Transport & storage	7.0	1601	104
Water supply, sewerage, waste & remediation services	1.3	197	3
Wholesale & retail trade; repair of motor vehicles and motor cycles	1.6	4890	78



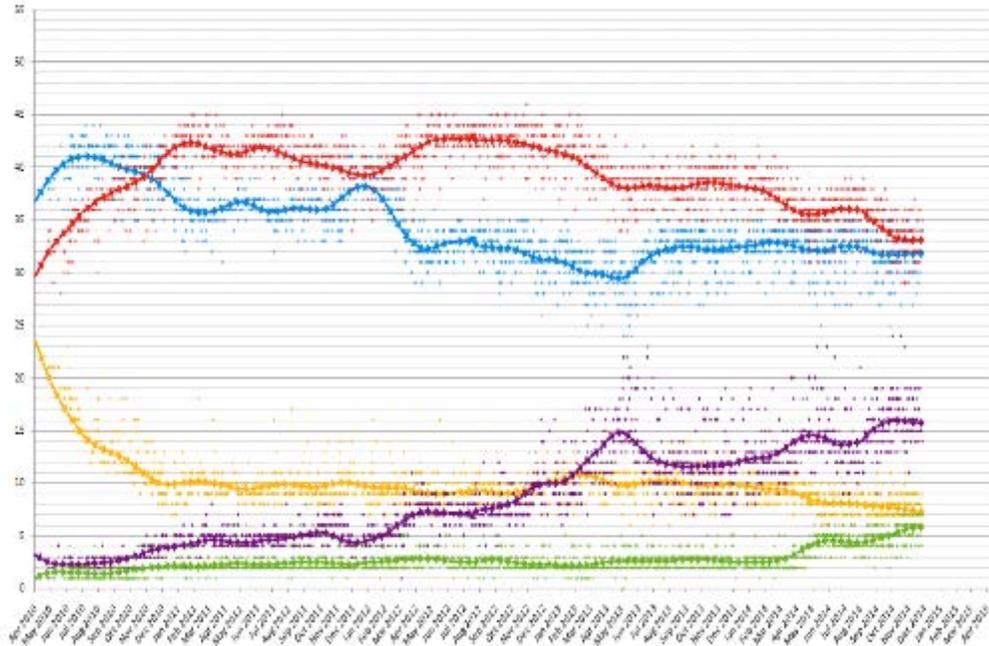
Source: ONS Labour Market Statistics – Feb 2015

Workforce jobs – Professional, scientific & technical activities, k



Source: Thomson Reuters Datastream

The general election – game changing?

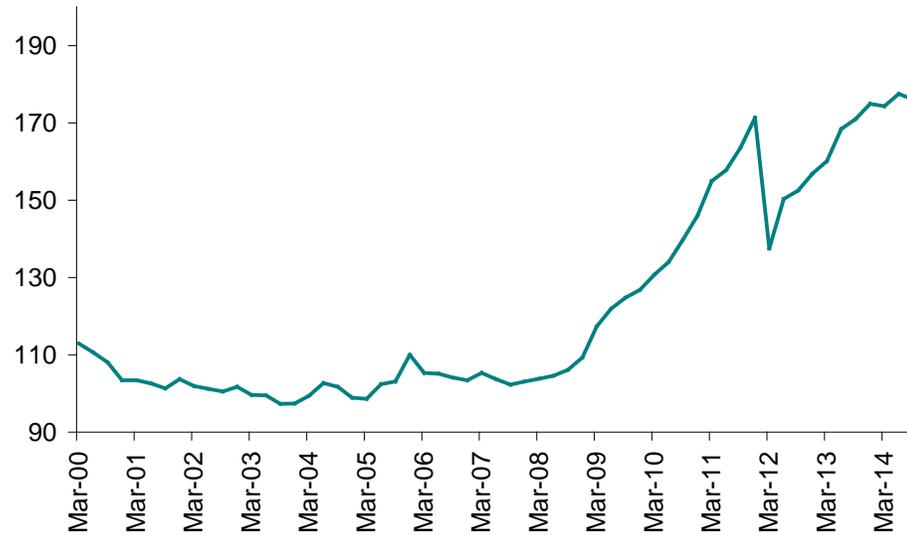


Source: Wikipedia Poll of polls

- The election is, in our view, too close to call. The poll of polls has been consistently narrowing over 2014.
- Current election betting has a coalition of 2 or more parties as the most likely outcome (Betfair).
- The outlook for the UK economy post the election is uncertain, as we are yet to see the parties manifestos.
- However, each party seems determined to ring fence spending on some areas, which means spending cuts or tax rises elsewhere.
- Investment growth may weaken ahead of the election and consumers may delay spending decisions until the result is known.
- Uncertainty in the outcome could lead to volatility in FX markets, and potentially a weaker GBP.

Euroland and the Greek tragedy

Greek government debt (% of GDP)

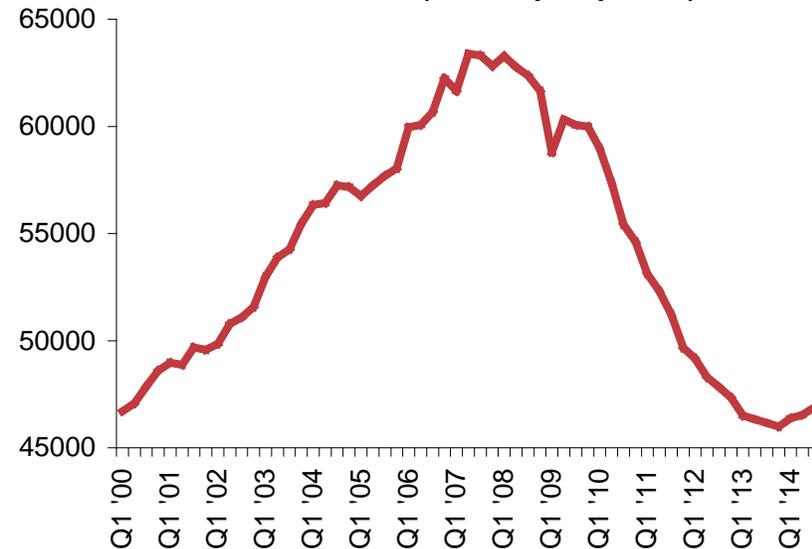


Source: Bloomberg

- Leaving the EUR will, in our view, lead to a further collapse in Greek GDP.
- The ECB have promised to remove financial support of Greek banks, if the Greeks seek debt write offs and threaten to leave.
- Contagion fears that the Greek situation may spread to Spain and other periphery countries may prompt a very stern response from the core countries.

- The Greek government enjoyed strong growth during the first years of the EUR launch, but the debt and deficit figures were apparently massaged downwards.
- When the crisis hit, Greece's economy was exposed as being too public sector driven.
- Debt as a % of GDP is higher than it was after the private sector debt write down.

Greece GDP (EURm, per quarter)



Source: Datastream

RBS FX forecasts – Is it all about USD strength?

	2015			
	Q1	Q2	Q3	Q4
GBP/USD	1.49	1.45	1.44	1.44
EUR/USD	1.10	1.06	1.04	1.02
GBP/EUR	1.35	1.37	1.39	1.41
GBP/JPY	178	181	183	184
AUD/USD	0.75	0.75	0.74	0.74
EUR/CHF	1.00	1.02	1.04	1.05
USD/CNY	6.21	6.18	6.14	6.10
GBP/INR	91.4	88.3	87.1	86.2
GBP/ZAR	16.7	16.6	16.7	18.0

forecasts are end period

- *Euroland QE (of €60bn per month including ABS & CBB) is now underway. That makes the EUR vulnerable if the economy continues to underperform.*
- *The GBP is also under pressure against the USD, given political risks, low inflation and weaker growth (domestic and external).*
- *A further prolonged slowing of growth in emerging markets, including China, could drive more money into safe-havens (USD, CHF and JPY).*
- *The GBP is likely to outperform the EUR this year, but expect some push back from any tests up towards €1.36.*
- *Weak commodity prices have weighed on the ZAR, RUB, NOK, CAD & AUD, but how much weaker can they get, and how long can prices stay down here?*

Summary

- ***Euroland weakness has led to downward revisions to growth and inflation forecasts globally. US and UK growth will be at trend or above, in our view, but Euroland will struggle to make 1% growth.***
- ***RBS expects UK rates to rise in February 2016. Risks of an earlier rise, perhaps in Q3 '15, are still significant, if reducing. Euroland rates won't move until 2017 at the earliest, in our opinion.***
- ***US interest rates are expected to rise in Q3 '15, but that could move to Q2 '15 if the labour market continues to outperform.***
- ***The UK general election is too close to call. Another coalition government is still the most likely outcome. Political uncertainty could be a negative for confidence and the GBP in Q2 '15.***
- ***The FX forecasts have changed markedly since the last presentation in October, thanks to the slump in oil prices, collapse in economic growth in parts of Europe and rising concerns over dollar liquidity.***
- ***We continue to believe in a stronger USD and a weaker EUR.***
- ***The UK economy could still surprise to the upside.***

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Vishing Fraud

**Legal Conferences
March 2015**

Vishing (“voice-phishing”)

- Fraudster impersonates the bank over the telephone
- They claim there is a problem with your account which requires urgent action
- They convince you to disclose confidential information (e.g. PINs and passwords) to help resolve the problem
- However, the information will be used in real time to access your account and transfer funds to the fraudster

The Legal Sector is a Prime Target for Vishing Calls

- **Large cash balances**
- **Multiple contact points with the bank – so calls may not attract suspicion**
- **Unpredictable payment patterns**
- **Operational constraints in smaller practices (dual-authorisation)**

How They Target You: Phishing

26 February 2014

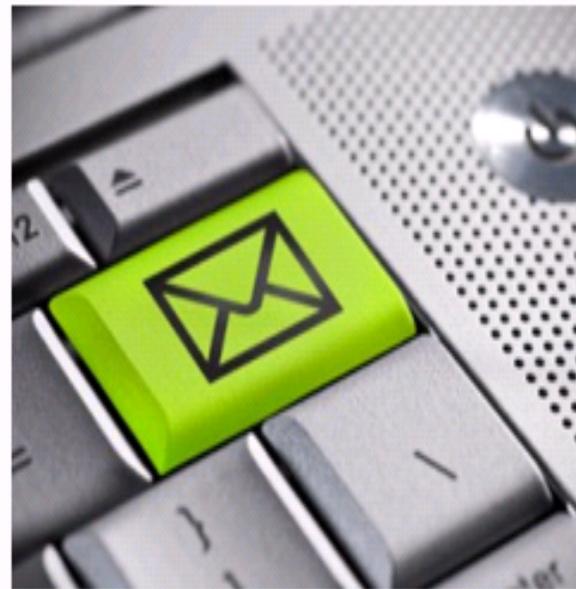
 legal futures



Solicitors put on phishing alert over bogus SRA e-mail, as new cash converter scam also emerges

Solicitors have been warned about a new e-mail 'phishing' scam containing a computer virus that is targeted at the profession.

The messages look to be from the Solicitors Regulation Authority (SRA) itself, but have been sent from e-mail addresses that do not end in @sra.org.uk.



E-mail: warning over fake SRA messages

- Phishing emails deliver sophisticated viruses
- The viruses monitor activity on your systems
- This confidential information is transmitted to the fraudster
- The fraudster sounds credible when they impersonate the bank

How They Target You: The Public Domain

- Although often linked with phishing e-mails, vishing can occur on a 'stand alone' basis
- Criminals can make exploratory phone calls, e.g. posing as a new supplier to identify who is responsible for payments
- They can cross-reference this with information in the public domain to build up a detailed profile of your organisation
- The Social Media profiles of individual employees can inadvertently disclose much about day-to-day business activity

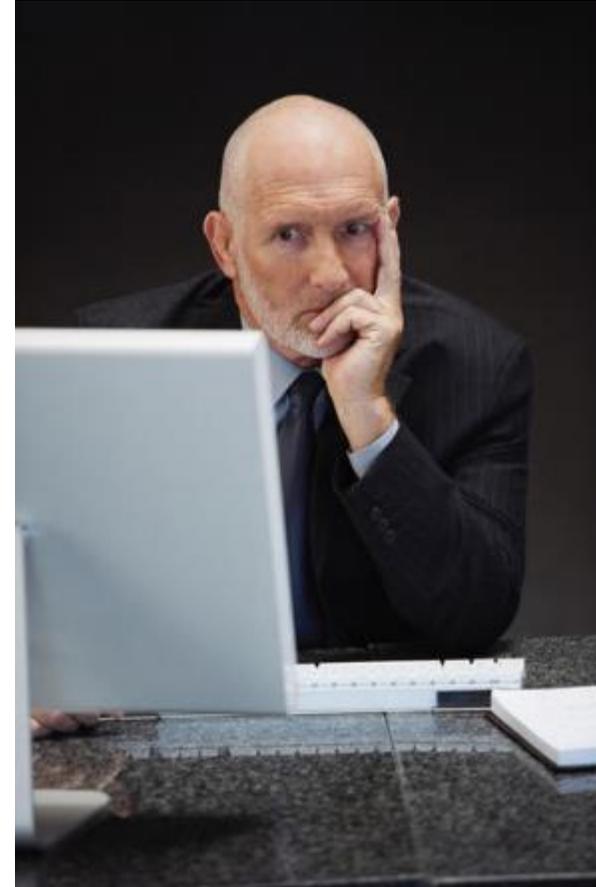
Case Study – A re-enactment

- **Large Corporate Client**
- **Call received regarding incoming payment**
- **Some information was provided by caller**
- **Caller suggested all payments were frozen**
- **Requested information from the client to ‘unfreeze’**



Case Study – What Was Happening?

- **High pressure situation**
- **Homework done**
- **Used information given to her**
- **Reference number given**
- **Telephone number given**
- **PIN, password and authorisation code given**



Case Study – What Happened Next?

- 2 x £70,000
- 1 x £7,000,000
- One beneficiary account
- 10 transfers
- Bank actions
- Contact from the fraudster
- Police involvement - OCG identified



Beware...Caller ID Spoofing

CRAZY CALL

Select your country:
1

Enter Caller ID you want to display:
The number that you want to appear on your friend's phone when he receives the call.
2

Enter the number you want to call:
The number of the friend you want to fool.
3

Change Your Voice:
The way your voice will sound to your friend.
 Low pitch
 Normal
 High pitch

GET ME A CODE

- Fraudsters can disguise their telephone number
- They can make the bank's number appear on your handset
- “Prank” call services are one means of achieving this

Vishing – Remote Control Scam



- Fraudster asks you to log on to your bank in order to run a security check
- They ask you to download “remote control” software to help diagnose a problem
- The fraudster now has total control over your PC
- They ask you to switch off the screen
- With the screen switched-off, the fraudster will key payments

For the avoidance of doubt, TeamViewer is a legitimate service, but it has been abused by criminals

Vishing – How to Protect Yourself

- **Don't trust a caller just because he or she has information about you**
- **If in doubt, verify the legitimacy of the caller by contacting the bank on a number you know and trust**
- **Don't be afraid to disconnect a call, but remember that fraudsters can try and keep the line open**
- **RBS will never ask for details of Bankline PINs, passwords or payment authorisation codes over the telephone**
- **Beware phishing emails and review what is in the public domain**
- **Dual authorisation of payments**

More Information at the RBS Security Centre

www.rbs.co.uk/security

Security warning:

We will **never** ask for PINS, passwords or smartcard security codes over the telephone in any circumstances.

If in doubt, call the Bankline Helpdesk.

Only individuals who have authorised access to Royal Bank of Scotland Bankline should proceed beyond this point. For the security of customers, any unauthorised attempt to access customer bank information will be monitored and may be subject to legal action.



Client Listening

An essential part of good client relationship management

What we will cover

- What do we mean by client relationship management?
- What is client listening?
- How can client listening help us to 'manage' clients
- Objectives
- Examples
- Getting buy-in from partners and other colleagues
- How do we start?
- Additional benefits of client listening

What do we mean by client relationship management?

- Systems and technology solutions?
- Account management?
- Hospitality?
- Price negotiation?
- Figuring out how to meet challenging/unreasonable demands?
- Winning more business from clients?

To a degree – all of the above – and more – however beware random acts of CRM!

What do we mean by client relationship management?

“Getting all aspects of your service right to the extent that your clients stay with you; buy more services; and recommend your firm to others”

Who said this?

How can we achieve this?

- Ask your clients what they like, what they want, and what they need
- Deliver this (remembering that you don't need to do it right away – be seen to be implementing change)
- Talk to your clients again (their plans and demands will change)
- Listen to what clients say

What is Client Listening?

- A means of engaging with clients that is active and meaningful...
- Where clients feel valued and involved...
- And which allows your firm to make decisions based on client preferences and strategic requirements...
- Taking the guesswork and navel-gazing out of how you deliver legal services.

If you want to know what your clients are thinking – ask them and they will tell you. They will.

How can client listening help us to 'manage' clients?

- Find about clients' future plans and issues within their industry
- Competitor intelligence
- Are you currently getting things right in terms of service and added value?...
- ...what else/alternatives would clients like to see?
- Are you missing any opportunities to work with this client? Why?
- Make sure the right personalities are involved
- What really is the client view of your services and your pricing?...
- ...and how does this compare with their view of the legal services market generally?

Objectives

Base Income	Growth Income	New Income
<p>Existing clients</p> <p>Income that you need to rely on</p> <p>Focus on client retention</p>	<p>New business from existing clients</p> <p>Identified through 'listening'</p> <p>Communicating people and services</p>	<p>Sales and marketing</p> <p>Necessary but more costly and difficult</p>

Objectives



Examples – Approach

- *Active listening*
- No selling or ‘defensive’ comments
- Multi-respondent and focus groups
- When does the interview begin and end?
- Columbo moments
- Follow-up
- Resource and implementation

Listen Professionally &

plan and resource follow-up and implementation in advance – it is better not to do it at all than to do it and not follow-up properly

Examples – What do clients actually say?

What do clients actually say about...

- Pricing?
- Relationships and communication?
- Their sector?
- Their business?
- Your competitors?
- Your service?

Buy-in

- Assess the level of resistance
- Don't wait until everyone is on-board (that may never happen)
- Remember – no minimum number as a starting point
- Results can be profound; powerful; surprising; terrifying...
- ...buy-in often follows
- Trumpet successes –individuals will come in from the cold
- Ultimately non-adopters shouldn't be managing key clients

How do we start?

- Have you identified your key clients/referrers?
- How do we do this and how many 'key' clients do we have?
- Is there a minimum number?
- 'at risk' clients
- 'breadcrumb' clients
- 'there's something funny going on' clients
- Sales objectives (yes, 'sales')

Make client listening part of your business

- Identify training and development requirements
- Identify where lateral hiring and other growth needs to take place
- Driver for innovation – for example pricing models
- Its good fun – internal teams and relationships can be built
- Change client assumptions that only the mega-firms do this
- Use it to win business from new clients – “we can offer you access to our client listening programme as part of the package...”
- Clients really like and enjoy it

Thank You for *Listening*



Darren Francis



Sally Dyson



Natalie Rodgers



Clare Jones

www.rtzupstream.com



Legal Sector Conferences

In Association with Milburn O'Brien

The Impact of Technology

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LexisNexis Enterprise Solutions

Enterprise Software Partner of Choice



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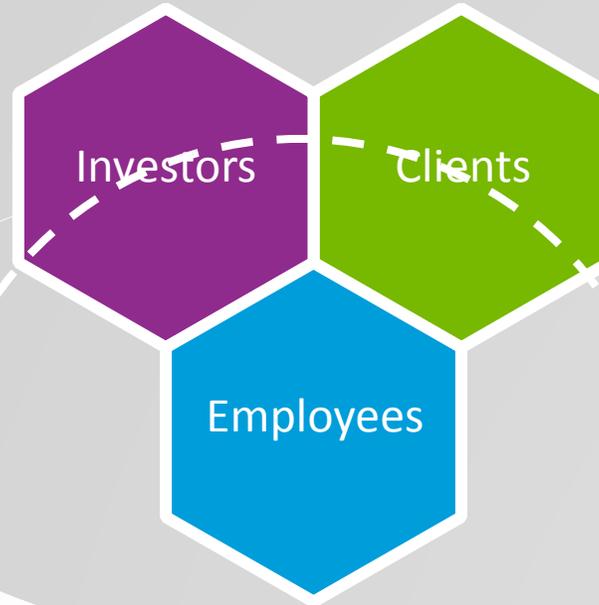
Lexis[®]
Visualfiles[™]

Drive profitable business relationships
Deliver transparency and efficiency to achieve competitive advantage
Help firms exceed their clients' expectations

Stakeholder expectations

Increase profitability

through highly efficient operations and insightful decision-making



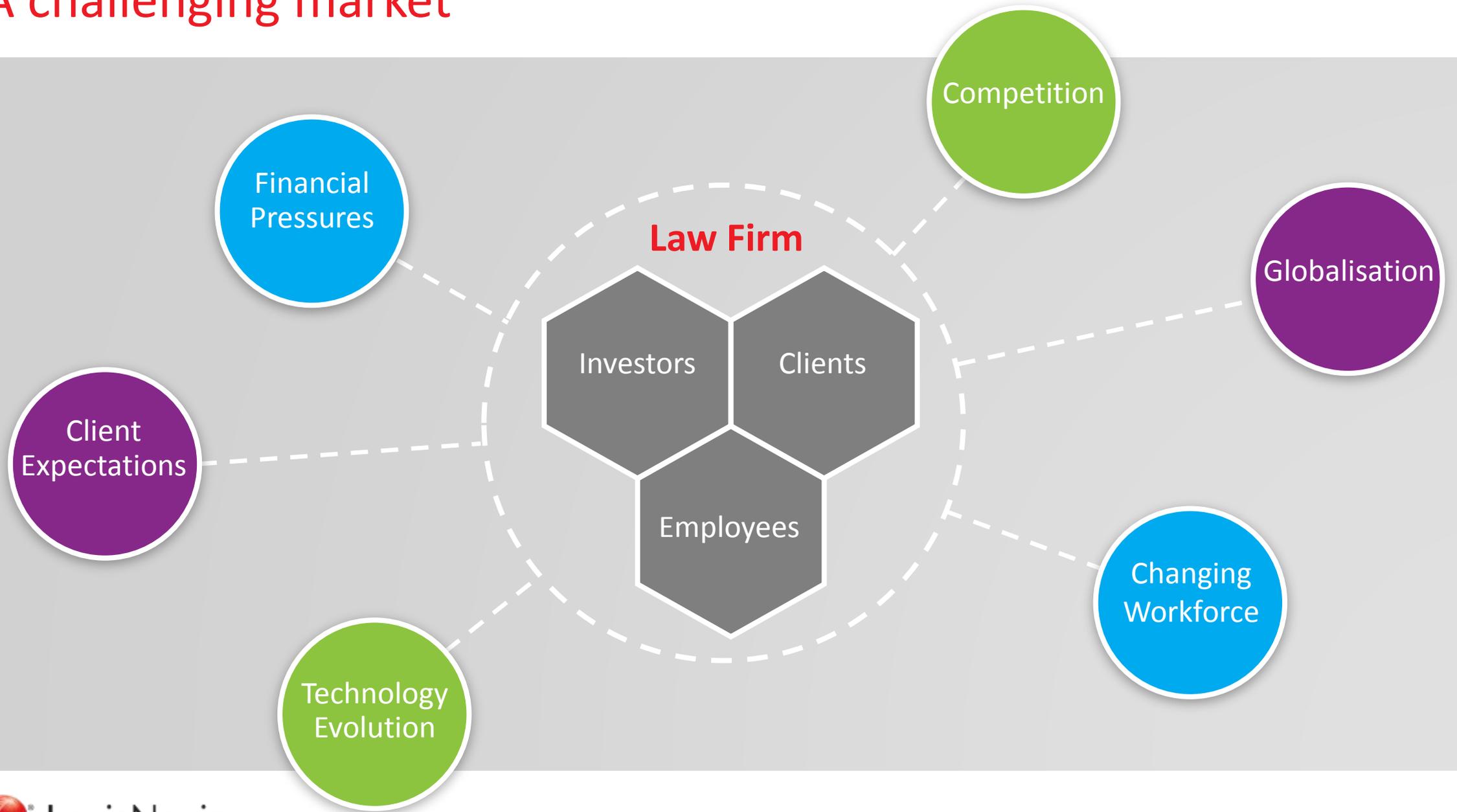
Deliver a distinctive client experience

through optimised service planning and timely responses

Create a great place to work

by enabling employees to make more meaningful contributions and develop their careers

A challenging market



Client expectations: a challenge to the status quo



Source: Acritas research for LexisNexis 2013

What clients value... (but don't always tell you)

Responsiveness/ timeliness

Efficiency:

- Optimal resourcing
- Billing procedures
- Use of technology

Outcome/output:

- Goals achievement
- Pre-emptive advice

Consistency/ reliability

- Quality of written work/
legal support
- Commerciality
- Reputation/
recommendation
- Professional
- Rapport between our
teams
- Good service

Cost/price

- Cost-effective
- Predictable/ accurate
costs
- Fee flexibility

Knowledge/ expertise

- Understanding
of our business
priorities and needs
- Assessment of the
degree of legal risk

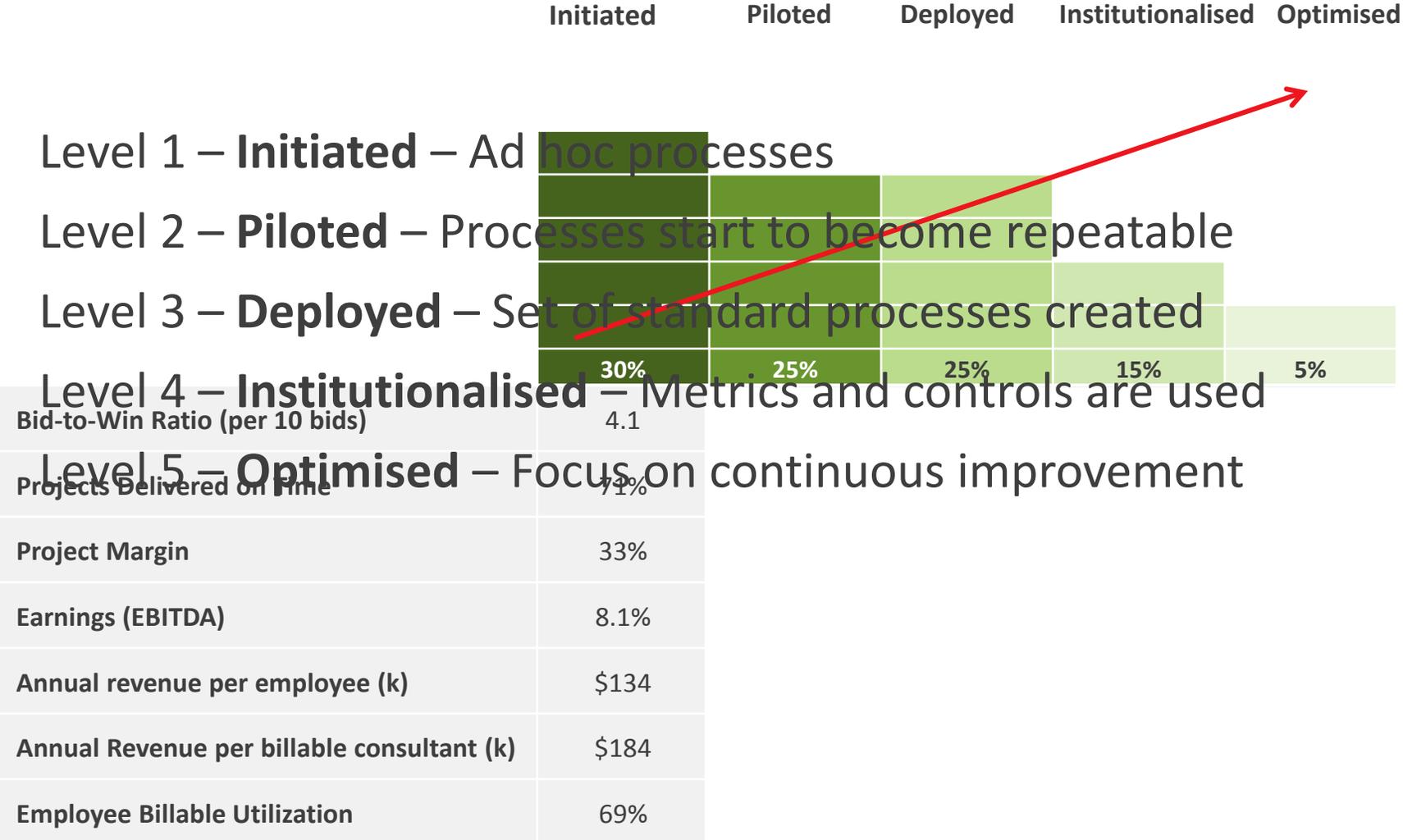
The barriers to improving client value?

- Reducing costs while retaining quality
- Lack of resourcing and time
- Slow senior management decision-making
- Weak project management
- Poor internal communications
- Cultural issues
- Measurements driving firm-centric vs client-centric behaviours



Source: Acritas research for LexisNexis 2013

Performance and process maturity are tightly linked



Pain points: Tools and Systems

MI / reporting	Matter planning and budgeting	Business Development
Mobile working/device compatibility	Invoicing delays/challenges	Resource based budgeting and planning
Matter Management	Collaboration	Handling different pricing models
Working cross-border	Multi-entity consolidation	Budgeting, forecasting & cash flow modelling
Flexibility to handle expansion/globalisation	Expense Management	Procurement Management

Casey Flaherty - know how to use your tools and systems



- Corporate counsel at Kia Motors America
- Created: Technology Proficiency Audit
- Test was supposed to take one hour
- Tasks such as saving a document as a PDF and Bates-numbering documents
- Nine firms sent a senior associate of their choosing to the test
- None passed. One firm failed *twice*

Top 10 Strategic Technology Trends 2015

1. Computing everywhere
2. The Internet of Things
3. 3D printing
4. Advanced, pervasive & invisible analytics
5. Context rich systems
6. Smart machines
7. Cloud/client computing
8. Software defined applications & infrastructure
9. Web scale IT
10. Risk based security & self protection

Source: Gartner

On the horizon

Exemplify

Equivio

Ross

Lex Machina

Law Without Walls

Kira

Scribestar

eBrevia

“Good Law”

MedMal Navigator

KM Standards

Ravel

Nearer to home

Responsiveness/
timeliness

Consistency/
reliability

Cost/price

Knowledge/
expertise

Agility

Mobility

Ease of use

Connectivity

Visibility

Collaboration

Here and Now

Document Automation

Drafting Tools

CRM

eSignatures

Office 365

Collaboration

HR

Cloud DMS

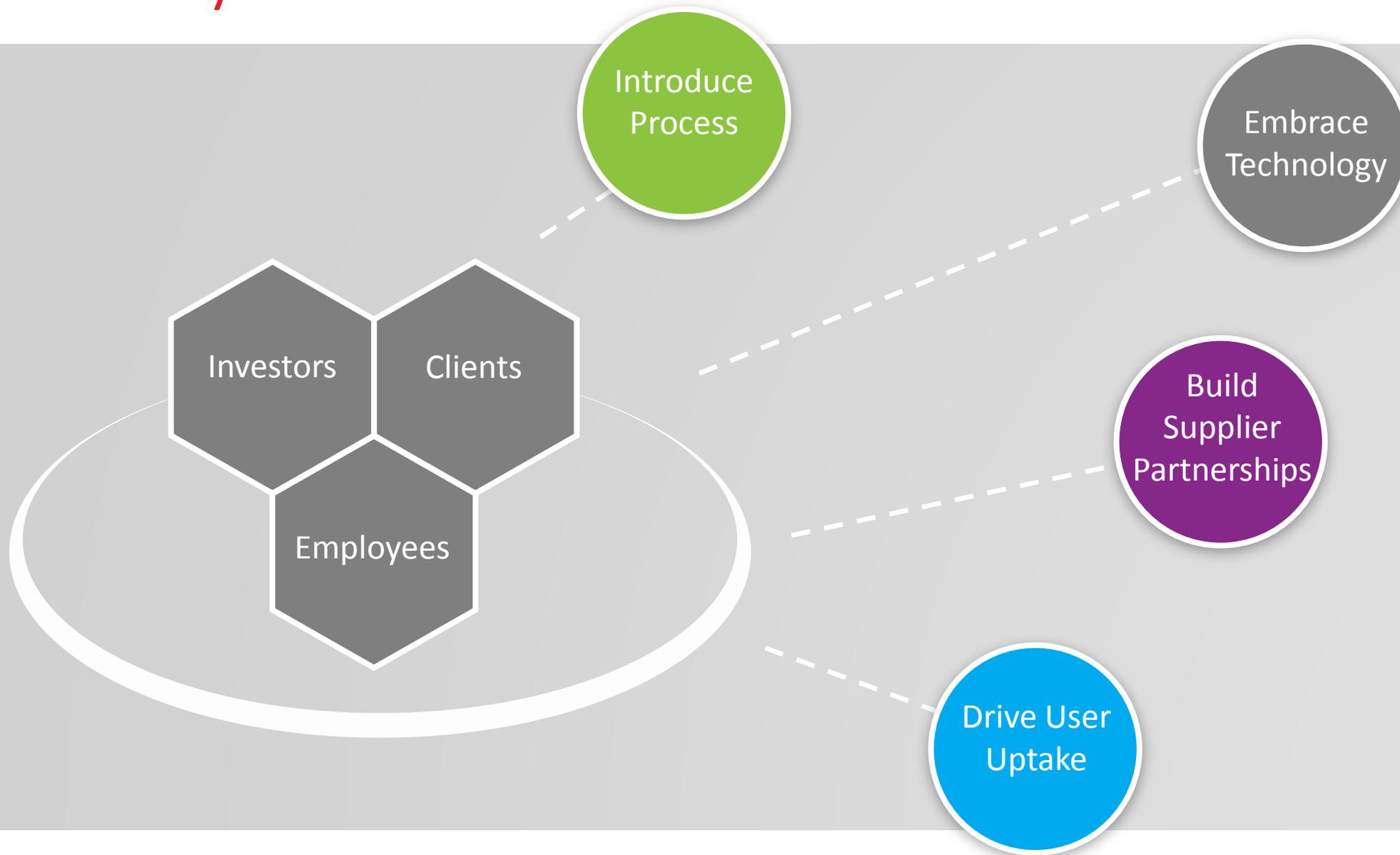
Tools / Apps

Risk Mgt / Compliance

Matter Mgt / Workflow

BI / MI

Takeaways



The Impact of Technology

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Aspinall Consultants Limited

Strategies for Success

A (Former) Managing Partner's Perspective

Tim Aspinall CEO Aspinall Consultants

After 18 years I stepped down as Managing Partner of DMH Stallard LLP in December 2014 as I wanted to do something different

Since then I've been working with law firms, investors and new entrants and using my experience to help them be winners in this fast changing legal market

I want to share some of my experiences with you today and take you on a journey to show you...

- How DMH Stallard changed over 18 years to get ready for the brave new world ahead;
- The challenges law firms will now experience in the rapidly changing legal market; and
- How law firms can respond to them so they are winners not losers

DMH Stallard – The Journey

Where it started

- Underperforming provincial law firm
- Multiple small High Street offices across Sussex
- Small corporate business in Brighton
- Trying to be too many things to too many people
- Losing key partners

Vision

- Law firms could not continue as cottage industries
- The “cost plus” method of charging clients by time was not sustainable
- Law firms that behaved like other businesses would stand from the crowd and be successful
- This was an opportunity to build a new law firm

Execution

- Created complete alignment behind strategy throughout firm
- Closed the high street offices and opened in key locations
- Grew organically...and by closing 8 deals
- Hired smart people with commercial acumen and trained them to be even better

Innovation and a willingness to change
became part of the firm's DNA

The outcome

- Best Managed Firm of the Year
- Technology Awards
- Financial Management Award
- Corporate Law Firm of Year

“The firm has pursued a very clear growth strategy over recent years by way of mergers and lateral hires ... and aligned all aspects of its business with its strategy.”

- Respected mid-market law firm
- Centres in London, Gatwick & Guildford give access to a large percentage of UK's GDP
- Client base envy of many larger firms
- Reputation for innovation, efficiency and good management
- Entrepreneurial and ready for the future

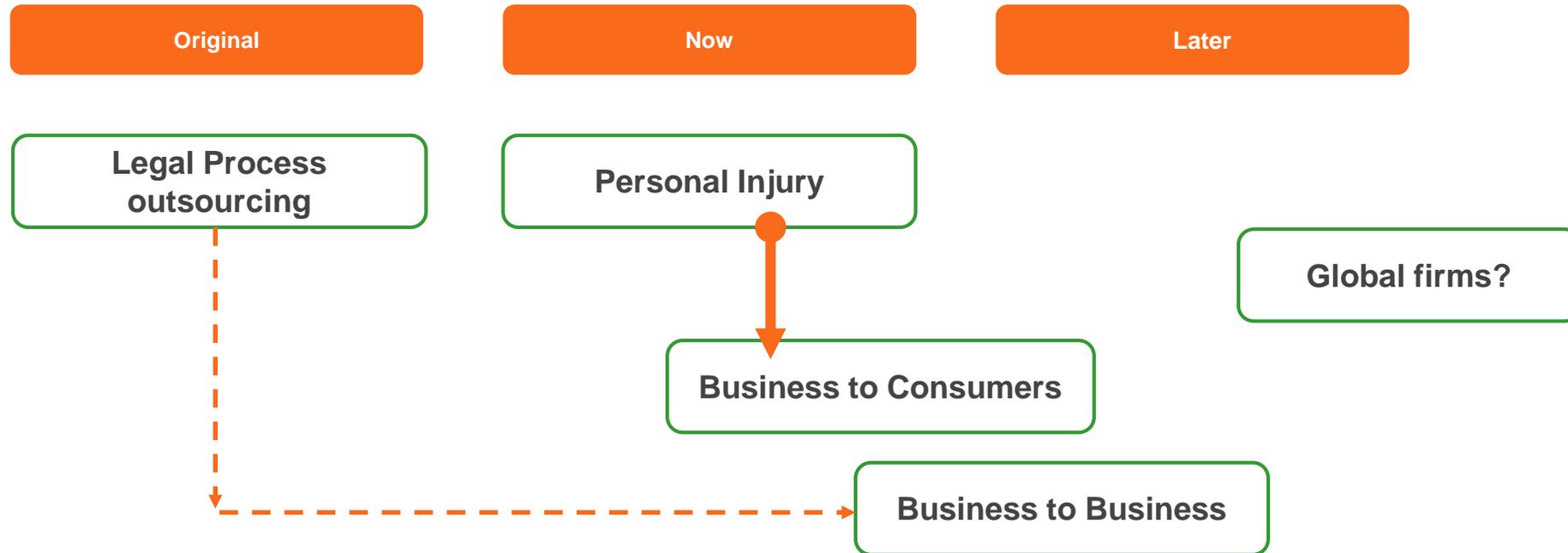
The Fast Changing Legal Market

“We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction”

Bill Gates

- UK Legal market estimated to be c £26 billion
 - Business & commercial - £13 billion
 - Consumer - £8 billion
 - Personal Injury - £3.5 billion
 - Crime £1.5 billion
- Around 65% of revenues are generated by Top 200 with remainder split between over 10,000 firms

New entrants progression



There could be carnage among PI firms this year as
the full impact of the Jackson reforms and portal
fees finally hits home

First4Lawyers Roundtable

Volume providers and non-solicitor organisations were the sources of competition identified by around half of firms reporting competition for business being a problem

Law Society Report 2014

- Sector specialists:
 - Conveyancing – Countrywide, MyHome Move
 - Wills & Probate – Co-Op, Saga, ICAEW
 - Personal Injury – Minster Law, Parabis

- Business to Consumer Brands that want to be recognised as **the** destination for private clients
 - Slater & Gordon
 - Irwin Mitchell
 - Legal Zoom
 - Co-Op?

Business Law Firms are increasingly going to face the same sort of competition we have seen in the B2C space

A quarter of law firms cited ABS's as the top threat with 24% naming accountancy firms such as PwC, KPMG and EY who all obtained licences in 2014

Winmark Looking Glass Report

The Big 4 accountants have the cash, the skills and the opportunity to enter the market aggressively whether it is Routine Predictable work, International Transactional work, or Domestic Transactional Work

New entrants like Riverview Law, Axiom, Peerpoint, Lawyers on Demand are also disrupting the market and growing fast often with private equity/venture capital

Every law firm is facing increasing competition from new entrants who have a different way of thinking about legal services and access to capital and clients

- Global Players – global firms acting for global companies
- Retail/PI/Crime Giants – retail market estimated to be worth £14 billion+ and ready for consolidation
- Routine & Predictable Business Players – Highly specialised and large scale offering to big corporates
- Mid Market – Number of firms in T200 likely to reduce as they create scale to dominate domestic companies
- Niche/Boutique Firms – Highly differentiated and focused offering to companies and/or private clients

What Can Law Firms Do To Respond?

Law firms need strategies that will enable them to develop a clearly differentiated offering so they can dominate a segment of the market

Understanding the target market and gearing the firm
to deliver what that market wants is critical

It isn't "one size fits all"

Otherwise firms run the risk of having to compete on price as their only real differentiator with both new entrants and each other

Pricing needs to be aligned with the firm's target market and brand position, be seen as good value by the client whilst maximising the opportunity for profit

Higher productivity and more efficient working is needed to reduce waste and utilise scarce resources more effectively when delivering the service

Consolidation needs to accelerate to create scale faster and allow firms to dominate their chosen market before new entrants do

Characteristics of Winners

- A clear strategy and brand position supported by everyone in the firm
- An understanding of the “Ideal Client” and a plan to attract and retain them by offering the appropriate client experience
- A pricing policy that works, makes the most of every assignment, and represents good value to the client
- A more efficient and productive operation
- An effective methodology to acquire law firms and create the necessary scale for dominance

All of these are Strategies for Success in the fast
changing legal market

“Strategies for Success” was developed for law firms to help them focus effort and resource on these 5 key areas and make a positive and lasting difference to their performance.

If you'd like to find out more

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- Blog: www.aspinallconsultants.com



Legal Sector Conferences

In Association with Milburn O'Brien

Helping professional service firms to improve the performance of their people, improve client management and to increase fee income and profitability

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