





10 February 2015

This briefing qualifies for 1 hour CPD – Authorisation Ref: EKQ/ARWA

ArmstrongWatson

Accountants, Business & Financial Advisers











Welcome

Andy Poole Legal Sector Partner Armstrong Watson

ArmstrongWatson

Accountants, Business & Financial Advisers











#### 10 February 2015

8.00am - Arrival and breakfast

8.30am - Welcome

8.35am - Briefing - Solicitors Non-Technical Skills

9.30am - Q&A

10.00am - Close

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# Why solicitors non-technical skills are more important than ever & what to do about it

Legal Sector briefings 10<sup>th</sup> Feb Leeds 25<sup>th</sup> Feb Dumfries

Bernard Savage
Director, Size 10 ½ Boots





Why

What

How





#### Law firms

More savvy marketing & Business Devlpt

Focus, eg sector specialisation

Increased innovation





### Business environment

Relationships, not transactions

Professional procurement

More emphasis on added value



#### Buyers behaviour

Less loyalty to advisors

Higher expectations of client care

More rigour in buying practices



# Marketing & Business Development

'Intelligent Marketing'

Client Relationship Management

Client Value Proposition





# People & Culture

Leadership behaviours

Non technical skills development

Firm values

# IF YOU FAIL TO PLAN YOU PLAN TO FAIL



# Business control & measures

Business planning

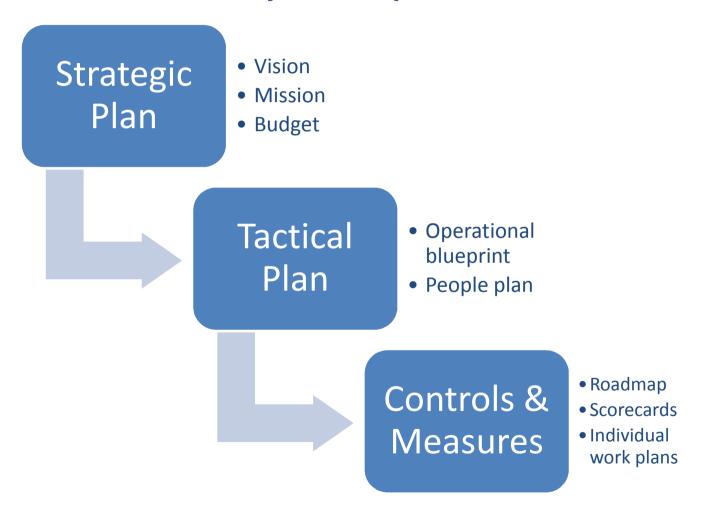
Balanced scorecard

'Coffee' plans

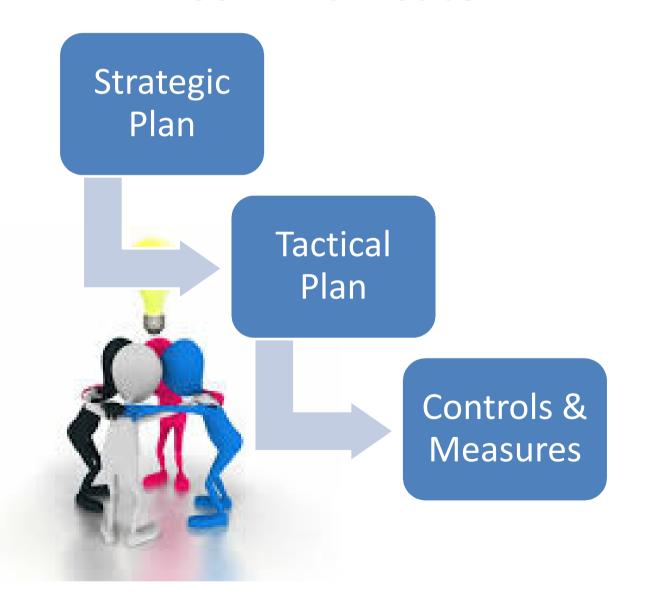


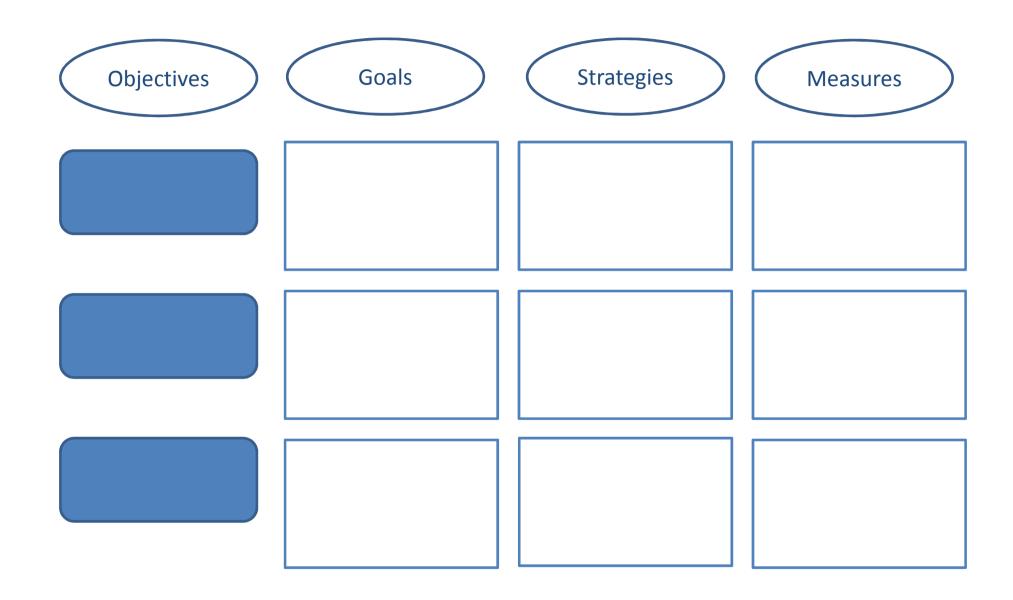
How

# A plan that effects change has 3 key components



## Communicate, communicate, communicate





**Objectives** 

Goals

**Strategies** 

Measures

1. Maintain CoCo market dominance

Continue to focus on relationships with accountants and bankers to protect & grow position in the region

 Use Coffee Plan approach to adopt a more structured approach to manage relationships with key stakeholders

 Adopt proactive approach with intermediaries to create more referrals & win new clients - Monitor Coffee Plan implementation & review monthly

 Track external referrals in Monthly Report & review monthly

2. Build profile of Private Client/
Family practice

Drive awareness through networking 'under the radar' of competition

- Build relationship with x

 Leverage police family credentials to build relationship with Police Fed.

- Get closer to y with view to helping grow Police niche

 Get buy in from x & deliver a seminar for members &/or get published in in house publication

- Identify opportunities to build visibility in Police Federation & implement

3. Get more visible to large organisations

Use Palram Polycarb in house experience as model to roll out wider in the region

- Deliver in house seminars to drive firm awareness

- Amplify marketing through local press and on line media

- Create case studies/ testimonials to use in proactively targeting businesses on Chamber list - 1 in house visit per quarter

Quarterly meetings with local journalists to share stories

- Add targets to Coffee Plans & track implementation



#### Tactical Plan (Actual): Sector Implementation

#### Phase 1 (before launch)

#### Phase 2 (first 90 days)

#### Phase 3 (next 90 days)

Select sectors

Appoint champions

Build teams

Decide internal reporting lines & forums to communicate progress

Create 12 month internal sector meeting calendar

Collect market reports on sectors selected

Collect internal management information (e.g. existing fees billed in sector & by client)

Build sector database (clients, referrers and key connectors, e.g. trade associations, journalists & stakeholders)

Client research (e.g. independent Client Service Reviews to better understand market needs)

Sector teams begin monthly meetings to:

1. Define sector more accurately (i.e. sub sectors to focus on)

- 2. Create strategic plan (ref Business Canvas)
- 3. Due diligence agree priorities & assign individual responsibilities in the group to:

Create client list

Identify targets

Gather competitive activity in the sector

Identify key trade bodies & associations, magazines & periodicals, networking forums, events & conferences (add info to database/ CRM system)

4. Create Sector Events
Calendar

Apply 'Intelligent' marketing approach to implement strategic plan, i.e.

plan face time with key contacts, participate & follow up at targeted networking events, cultivate relationships with journalists of trade publications to get articles placed, deliver talks (in house, at clients' and third parties), use social media, Saw This & Thought Of You etc.

Start using business control documents (i.e. Coffee Plans, Client Development Plans & Business Development Monthly Update Report)

Internal marketing, e.g. illicit support from colleagues in the firm to help deliver goals identified in strategic plan

Develop marketing collateral, e.g. write case studies (with supporting client testimonials), special reports & white papers



## Creating a Road map Step 1:'The Business Canvas'

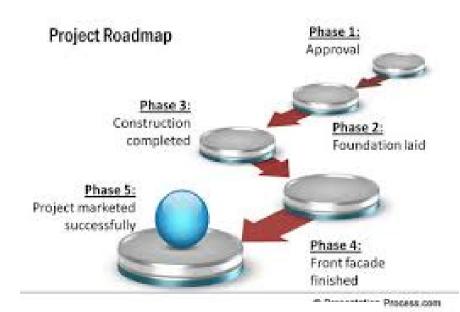
Client segments	Client Value Proposition	Key resources	Channels	Existing relationships	Key activities	Required new relationships
What sub groups exist within each sector?	How does your firm best add value?  What are your key messages?  How will you communicate this message?	What will you need to deliver budget?  People  Budget  Marketing collateral  Due diligence (client, desk and market research)	Where will work come from?  Existing clients (upselling & cross selling)  On line enquiries?  Referrals?  Direct marketing?	How are you going to stay visible to key clients and referrers?  'Coffee' Plan  Client Development Plan	Intelligent Marketing tactics  Events calendar  Networking  Social media  Seminars (in house, client & third party)  Media plan	Who do you need to influence (Key Business Individuals)?  Clients  Referrers  Targets

#### Step 2:

## Create visual representation to engage staff & break down delivery in to bite phases







#### Controls & Measures must be SMAC

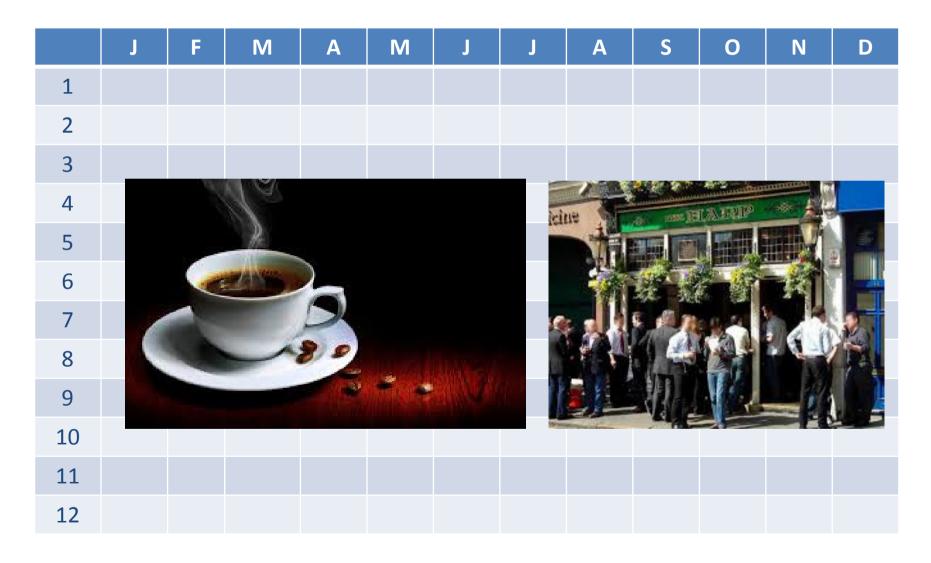
**SPECIFIC** 

MEASURABLE

ACHIEVABLE

COMPATIBLE

#### Track face time with clients & referrers





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#### **Questions and Conclusion**

Simon Coatsworth Chief Executive Zenith Chambers

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we're with you...