

Wednesday 25 February 2015

Solicitors Non-Technical Skills

ArmstrongWatson

Accountants, Business & Financial Advisers





Welcome

Douglas Russell Partner Armstrong Watson

ArmstrongWatson

Accountants, Business & Financial Advisers





Wednesday 25 February 2015

8.30am

- Arrival and breakfast

9.00am

- Welcome

9.05am

- Briefing - Solicitors Non-Technical Skills

10.00am

- Q&A

10.30am

- Close



Accountants, Business & Financial Advisers





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

Legal Sector briefings 10th Feb Leeds 25th 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

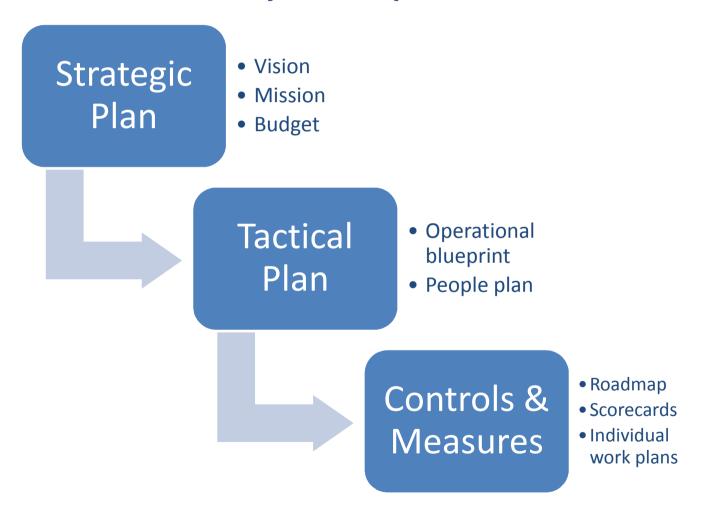
Balanced scorecard

'Coffee' plans

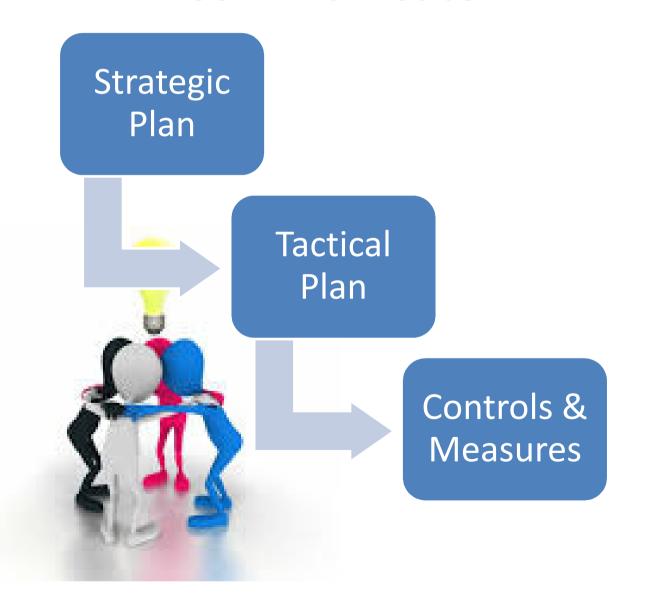


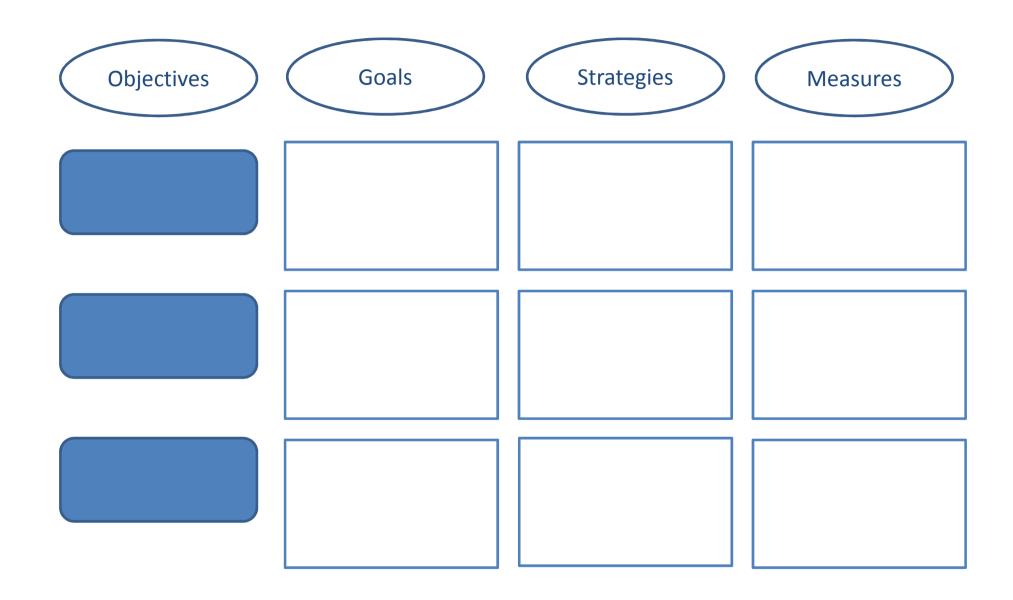
How

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



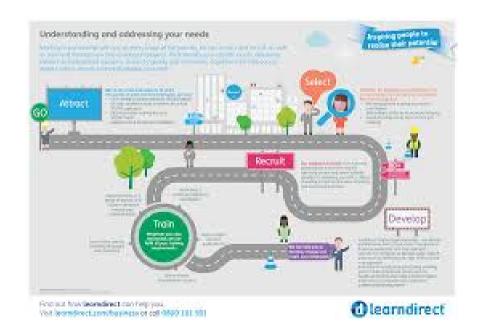
Creating a Road map Step 1:'The Business Canvas'

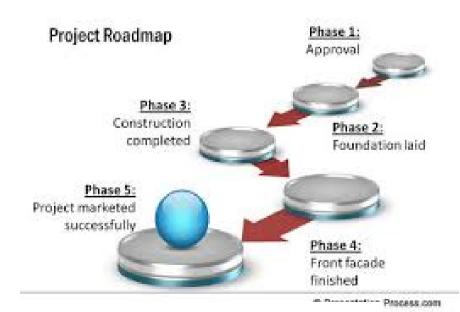
Client segments	Client Value Proposition	Key resources	Channels	Existing relationships	Key activities	Required new relationships
What sub groups exist within each sector?	How does your firm best add value? What are your key messages? How will you communicate this message?	What will you need to deliver 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

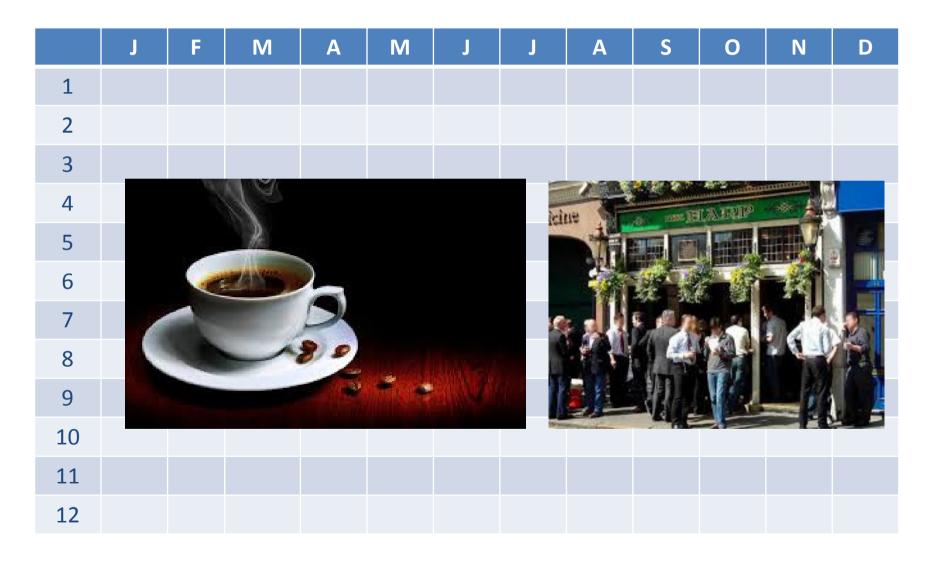
SPECIFIC

MEASURABLE

ACHIEVABLE

COMPATIBLE

Track face time with clients & referrers





Bernard

T: 0777 189 7772

E: <u>bernard@tenandahalf.co.uk</u>

Douglas

T: 0778 654 0191

E: douglas@tenandahalf.co.uk

Office

T: 0115 969 9817

E: info@tenandahalf.co.uk

W: www.tenandahalf.co.uk



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Conclusion

David Hannon Head of Business & Private Banking Clydesdale Bank

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we're with you...