This month

- **Handling some big challenges**
    - **Done properly then real benefits**
    - **Marketing Plan – existing clients and new business**
    - **The image**
    - **People and Resourcing - Including alternatives**
    - **Systems Review**

Please read in conjunction with or at least reference back to www.professionalchoiceconsultancy.com/articles/March2026.pdf

Law firms are currently facing a great many challenges and even if we assume that the delivery of legal services is excellent there is so much more that has to be handled. This ranges from the handling of the annual three year strategy and delivery of performance as budgeted and forecasted we have to face commercial challenges like revenue, gross profit, working capital, compliance and regulation avoiding poor image, fines and harder to get Pi insurance – IT reliability and security for client data and client communication.

- Katchr - Katchr MI and BI availability- Right stuff at the right time for action
- etiCloud | Everything that is Cloud and Transformative Managed IT Services for Business Success getting IT managed well and secure needs experience and track record
- Why SafeShare | Optsm | A self service unified communication journey

Assessing the business risks around regulation and compliance and developing an action plan.

- Forsyte - Smart Risk Framework for Law Firms | Forsyte

As well as working profitably we need to find new and the right clients, retain existing ones across all work-types and develop them to add work-types, provide repeat business and to become work referrers to their friends and other businesses.

- **Marketing Plan**

In order to achieve the right success for existing clients and new ones it is essential that there is a marketing plan that covers the firm and its positioning and image plus by work-type a similar plan which covers every work-type including getting repeat business from existing clients and of course – new ones.

It is scary the number of Private Client teams that are not working their databases, providing new info on things like equity release, IHT changes, who to change the beneficiaries too and if members of the family/friends are involved in businesses. The Will Bank of a firm is a very valuable asset that is not being worked by so many firms – revenue, GP, asset value.

- WBT | Bring your Will Bank to life without all the hassle effective management of a key asset – adding revenue, GP and asset value

We then need to review the strength of the products and services that the firm can offer and who the targeted market is. It is reckoned that it is now more than 50% of the adult population that hasn't got a Will that will include other existing clients of the firm in other areas as well as targeted new business.

The firm needs to decide on the legal activities that it wishes to promote - the benefits that it can bring to clients, the target for those clients – geographical, verticals, scale and then decide the most effective way to approach and deal with them – image, marketing activity, conversion and will it be web site, staff referrals from across the board, targeted campaigns for companies in Town X, through third party referrers – estate agents, care homes, chambers of commerce. Organising the business to communicate is then key and training and developing the staff technically and attitude also critical.

The firm needs to be very aware about it is handling potential new business enquiries – data capture, right response at the right time, performance by individuals and teams. The right contact route can then be enhanced along with the right people to handle or coaching requirements.

- Lexidesk | #1 AI Intake with Lawyer-Level Intelligence effective on boarding and relationships

Achieving say 65% contact conversions is much more rewarding than a standard 20%.

Just getting teams from different departments aware of the activity and benefits that their clients, friends and networkers could get by dealing with one of the firm's teams should be worked upon regularly.

- **Getting the image of the firm right**

This is key and it needs to be able to cover all areas of business and the firm overall. It affects existing clients, potential new clients, referrers of business as well as staff who these days are becoming much more aware of profile along with their desires for social changes and contributions to community.

- The 'Think Brand - not bland' Guy - Phil Strachan | LinkedIn
- Home - Legal RSS firms able to demonstrate their knowledge and skills in key areas of interest. So many firms during lock down lost existing clients as well as not winning new ones with little demonstration of market issue awareness.

Phil provides very experienced advice to firms having worked in so many sectors for so long. A sensible conversation up front would do no harm.

Legal RSS is providing information that can be shown on the firms website confirming their knowledge of key areas – Wills, IHT, multiple court cases – this demonstrates the firm is aware of the updated changes in the market place.

What people think about the firm in terms of client relationships, performance, skills is absolutely key to repeat business, new business and referrals.

People

Another significant challenge for firms - at the moment is geared to their staffing levels. There are a number of firms that have taken initiatives to generate more business but have then lost staff and have slowed up the process for accepting new prospects.

The good management of staff is often overlooked and there is evidence that many younger performers are ready to leave their firms with the right opportunity as they are not receiving regular updates on performance and management attitude, not aware of the changes in operation being made, not on a sensible appraisal and personal development plan and concerned about the image of the firm they are working for (externally in terms of clients and community awareness) but also involvement in existing and potential new clients wanting to be well received. It is awful to get told by the client of a law firm that "the lawyer did well but I am not going back there because of staff attitude"

Too many firms when recruiting are not looking at the personality profile that they need – intellect, relationships, management – people or files, ambitions as well as performance – it also needs to be high on the appraisal scenario.

Firms do need in many cases third party advice in terms of recruitment. There is a great deal of experience here Peter Manners | LinkedIn Many years as a consultant to the sector plus the recruitment company that is not only connected to firms looking for staff but is approached by people wanting to move on because of issues with their firm.

- **Alternative resources.** The world has changed so much in the last few years so many firms are short of resources, the appropriate skilled resources at the right time for client activity, compliance, regulations – just look at the fines being issued. This is an alternative methodology that not only allows compliance and performance but can also save a lot of money for the firm and enhance performance for clients.

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- Document production and transcription – Document Direct – skilled, out of hours, remove slowness of file action

- Telephone answering quickly and for 24 hours – Moneypenny – plus web communication

- Outsourced book keeping and accounting - The Cashroom – volume of work covered or specific areas such as client account management – flexible profile. Or just covering lack of skills
- Irrespective of the size of firm – financial management is critical to all and firms need advice regularly around working capital management as one example – Accountants are being much braver – not just doing audits bur also offering consultant type advice for say a couple of days a month – Armstrong Watson, Menzies, Mitchell Charlesworth (e.g cashflow and profitability but also M&A potential
- In order to retain some clients legal skills needed go wider than those existing within the firm – LawShare, Bexley Beaumont – a couple of collaborative resopurces

PMS/CMS

It is so important for the management of the firm to be on top of the capabilities of the existing PMS/CMS system and to be demanding in terms of the delivery of added value solutions by the suppliers or third party – such as on boarding, working capital management, MI and BI, effective compliant workflows, client communication. As a business it cannot be left to IT teams – department heads, financial controllers, business development leads, management team all have to spend some time sorting this.

This part of the IT sector has seen many acquisitions by VC organisations – some are a bit selfishly focused whereas others looking for added value needs of their law firms – either directly or through added value third party suppliers.

We have also received a few developing added value businesses – UK based but also some fascinating suppliers from Australia and Singapore – beginning to make in roads.

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