

# Legal Project Management & Alternative Fee Programs

Innovative Services and Programs Designed To Grow Revenue and Improve Performance



REVENUE WISE

THE SMART WAY TO GROW

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# Growing Real Revenue

## Areas of Service

Our focus is helping law firms grow real revenue — revenue that comes from new clients and new matters, not from rate increases. We help lawyers, practice groups and ultimately, law firms, become more successful. We do this through a combination of coaching, consulting and training. We can also license our programs, so that your staff can deliver the materials.



## When You Work With Us, You Can Expect:

<b>Guaranteed Results</b> We design all projects to deliver one thing: Your Results. In fact, the average ROI on our business development programs is 8-to-1.	<b>Flat Fee Pricing</b> You can count on predictable budgets and no surprises.	<b>Excellent Content</b> We develop content exclusively for lawyers. One of our greatest strengths is synthesizing cutting-edge material into bite-sized chunks that can be readily used.	<b>Simplified Approach</b> Lawyers have no time. So, we follow a simple maxim when training or consulting: Make it simple. Make it fast. Make it effective
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# Legal Project Management

**Legal project management is the best way to lower costs and improve client service.**

**Are you asking any of these questions?**

- We are getting pressure to deliver cost-effective legal services at a fixed fee. What is the best way to do this?
- I am hearing a lot of buzz about legal project management. What is it exactly and why should we try it?
- We're gearing up for an initiative and are unsure of how to proceed. Who can we get to help us?

**If so, we can help you get started and succeed.**

Project management is not new – it is just new to lawyers. Every other type of professional services firm uses some form of project management. It is now time for lawyers to embrace this essential skill.

Mastering Legal Project Management (LPM) will improve profitability and client satisfaction; reduce risks, costs and errors; and help you deliver client objectives more predictably. Further, LPM is required if you want to profitably offer alternative fee arrangements (see below) and improve realization rates.

## Benefits

- ✓ Improve realization and profitability on matters.
- ✓ Increase client satisfaction, service and retention.
- ✓ Reduce costs, risks, and errors.
- ✓ Deliver client objectives more predictably.
- ✓ Enhance knowledge management by developing templates, checklists, and issue logs.
- ✓ Develop cost models to support traditional and alternative pricing strategies, and fee structures.

## Our LPM Approach

Legal Project Management is a disciplined approach to the delivery of legal work that increases the odds of producing predictable client results, lower costs, and on time and on budget delivery. In short, better results, less costs, and happier clients.

### We Transfer of Legal Project Management Skills Your Team

For many of our services, it is not necessary for firms to develop the same level of proficiency as our coaches and consultants. LPM is different. It is important that your in-house team develop these vital skills. To that end, we build in “knowledge-transfer” throughout the project.

**We divide LPM into four phases. Each phase has unique procedures, techniques, and tools.**



## Implementing a LPM Pilot Project

If you are new to LPM, we suggest you begin with a pilot project serving just one client. This allows you to test and refine your new procedures, practices, and tools before rolling it out to the firm.

These are the steps that we typically take when implementing LPM at a firm:

### Assemble Teams

- **Assemble Project Team:** The project team is responsible for successfully implementing LPM at the firm. The team includes key lawyers, staff, and the client relationship partner responsible for working with the initial client.
- **Assemble Initial Client Team:** The initial client team is responsible for conducting the legal work using the new LPM skills and procedures. Client teams should also include a representative of the client.

## Conduct Research & Redesign Processes

- **Determine Scope of Work with Initial Client:** The client team determines which legal services will be included in the pilot project.
- **Conduct Research.** Using the initial client as a starting point, we determine the client's financial and matter history, how the team delivers legal services to that client, and how well the client team works together. We are looking for bottlenecks and other hindrances of optimal performance. This information is summarized into a set of recommendations.
- **Redesign Procedures.** Based on the improvement recommendations, procedures and practices are redesigned.

## Conduct Training

- **Conduct LPM Training.** During this stage, the client team is trained in LPM best practices, processes and tools.

## Implement LPM with Initial Client

- **Develop Work Plan and Timeline:** The work plan includes details about the legal work to be done, the steps involved, and the people responsible for each task. The time line sets out the schedule, sequence of tasks, milestones, and dependencies, which serves as a crosscheck against the Work Plan and working assumptions reflected in the scoping phase. This is a "live" document and is updated as the action items are completed or changed, particularly at the beginning of a new stage of work (e.g., after making a motion for summary judgment in a litigation; at the start and completion of due diligence in a transaction).
- **Produce Status Reports:** These are templates and plans to ensure that the team members and the client stay informed, aligned, and aware of changed circumstances. These tools help team members stay on track and achieve the client's goals — within the cost, time, and resource constraints.

- **Client Communication Checklist:** Effective communication is at the heart of successful LPM. Teams will establish communication protocols that cover: Who will communicate about what to whom? When will communication occur? (Weekly; quarterly; daily) How will communication take place? (E-mail, meetings, conference calls).
- **Conduct Post-Matter Debrief:** To identify what worked and what didn't work, we conduct a post-matter debrief. Great benefits are derived from a well structured debrief that reflects on lessons learned and how they will be shared and integrated into future work.
- **Write Closing Report:** At the end of the project, the team writes a closing report to compare the goals of the project with the actual results; noting any discrepancies and remedial actions.

# Alternative Fee Programs

**We help firms develop profitable alternative fee programs.**

**Do any of these scenarios apply?**

- Have you tried alternative fee arrangements, only to see them fail?
- Do you want to experiment with alternative fees, but don't know how to begin?
- Are you ready to get started, but need a proven process to reduce the risk?

If so, our services can help.

## **Give Clients What they Want – Predictable Fees**

A recent American Legal Media survey found that 87% of the General Counsel surveyed viewed cost predictability and cost savings as the main reasons for using Alternate Fee Arrangements (AFA). It is common knowledge that containing legal costs sits atop most GCs annual to-do list.

Use AFAs to give your clients predictable fees and lower costs.

## **Benefits**

- ✓ Stronger client relationships and greater loyalty.
- ✓ More predictable and greater volume of work for the firm.
- ✓ Increased matter profitability.
- ✓ Lower costs to the client and for the firm.

## Getting Started

AFAs are not a panacea or ideal for all types of legal work. But, for a large majority of project-based matters, they can work well. Implementing AFAs requires a clear understanding of your costs, capabilities, and how your team performs the work. With this foundational understanding, we can help you with all aspects of the process, including making use of Legal Project Management (LPM) tools and skills to profitably offer AFAs.

If you are just beginning to use AFAs, we suggest that you start small. Pick one or two of your best clients — clients where there is high degree of trust and communication.

## Our Approach

Our Alternate Fee Program teaches you a proven methodology for implementing AFAs. As with our Legal Project Management services, we build in a high degree of “knowledge transfer” throughout the project.

Here Is High-Level Overview Of Our Process:

1. **Select the Client/Identify the Work.** Begin by selecting a client whose work is appropriate for an AFA.
2. **Assemble the Team/Scope the Project.** Select members from the firm and the client to staff the AFA team. Determine what legal work to perform.
3. **Analyze Your Costs.** Determining what it costs to deliver services to the target client is the most important step in the process. For with a clear idea of your costs, you can craft a win-win AFA.

- 4. Select the Best AFA.** Different AFAs lend themselves to different types of legal work. Each fee structure allocates risk and affects client and law firm incentives in different ways.

Here are six common arrangements:

- Fixed fees
- Budgeted fees with collars
- Blended rates
- Reverse contingent fees
- Success fees
- Holdbacks

- 5. Develop Work Plan.** Develop your work plan and timeline.
- 6. Execute Using Legal Project Management (LPM) Techniques (Ideally).** Using LPM techniques is the best way to ensure profitable delivery of your services. [Click here to learn more about our LPM services.](#)
- 7. Review the Results/Modify Approach.** Finally, at pre-determined intervals, conduct internal team and external client reviews to determine if the project's objectives are being achieved and if the costs are in line with the budget.

# What Differentiates Us

## These factors differentiate Revenue Wise:

1. **Clear Focus on Revenue Growth.** We never lose sight of the fact that law firms hire us ultimately to help their lawyers and groups grow real revenue - revenue based on new clients and matters - not by rate increases.
2. **Demonstrable Return on Investment.** Clients always earn back significantly more than they invest in our business development programs.
3. **Satisfied & Repeat Clients.** Probably the greatest testimony of our effectiveness is our list of ongoing, satisfied clients. Most firms standardize on our programs and repeat them year-after-year.
4. **Deep Understanding of Law Firms / Broad Base of Experience.** Having worked with law firms for over 25 years, we truly understand how they operate. We know how to produce results within highly politicized environments and navigate the core power structure.
5. **Deep Understanding of How Lawyers Operate.** Our understanding of how lawyers work, allows us to effectively motivate and draw out the best in each lawyer. This understanding translates to deep rapport with all participants, allowing for the effective transfer of our knowledge to everyone involved.
6. **Partnering With In-House Marketing and Professional Development Teams.** Our most successful assignments are where we work closely with the people leading the initiative of the firms' goals. Where practical and wanted, we form close ties to the marketing and business development managers who are working with the lawyers in the program to insure delivery of those goals.
7. **Competency-Based Programs.** What drives new originations is the optimal combination of attitudes, behaviors, and competencies. Our programs are competency based. This means specific skills can be taught, reinforced, and measured.

# Other Services

## Full Range of Services

**Lawyers Services.** We help your lawyers become better business developers.

- Business development coaching programs (one-on-one and in groups)
- Business development training (ad hoc or comprehensive)
- Pitch training
- Presentation and public speaking training
- Business development planning programs for lawyers

**LinkedIn and Social Media Services.** Many consider our LinkedIn for Lawyers program the best available.

- LinkedIn training
- Social media training and consulting
- Content marketing programs

**Practice & Industry Group Services.** We help your team leaders and members increase revenue, deepen client loyalty, and improve overall team performance.

- Practice group consulting and coaching
- Leadership development
- Planning programs for practice groups
- Group retreats

**Client Development Services.** We help your firm systematically develop and deepen client loyalty.

- Client loyalty & growth programs
- Client service teams
- Client interviews
- Cross-selling
- Transitioning key clients

**Firm Services.** We help law firms develop strategies, structures, and plans that measurably grow revenue.

- Innovative strategic planning and new business model design
- Comprehensive revenue growth programs
- Firm retreats
- Legal project management
- Alternative fee programs

**Marketing Department Services.** We work with marketing leaders and their teams to optimize the performance of their departments.

- Develop marketing and business development strategies
- Structure departments for maximum effectiveness and efficiency
- Design staff roles and responsibilities for maximum effectiveness
- Enhance team communication, effectiveness, and harmony
- Ensure everyone is focused on serving the needs of the lawyers and practice groups
- Assist in the hiring of CMO or Director level positions

# Contact Information

## Next Steps

If you have questions about our services or would like to find out how we can help with your next project, please give us a call.

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