

MPF 2009 European Practice Management Awards

Guidelines and entry form



MPF
European
Practice
Management
Awards
2009

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About the Awards

Since 2002, the Managing Partners' Forum European Practice Management Awards has been the only competition to focus on the contribution of different disciplines (marketing, HR, technology, finance, facilities, KM, etc) to managing a professional firm.

The quality of entries is incredibly high, conferring significant prestige on those associated with the competition.

Putting your management team forward for rigorous external assessment is far more powerful than internal praise. It can revolutionise the respect shown by partners.

And no firm is too small – management excellence is the key criteria not size.

About the MPF

Founded in 1995 with its HQ in London, the Managing Partners' Forum is the premier association for those involved in the management of professional firms. As well managed firms are more resilient to recession, profitable and attractive to clients, the MPF actively campaigns for excellence in management.

The MPF believes that management requires expertise so we encourage firms to appoint experts to their boards and executive committees. Through our global Panels of leaders in marketing, HR, finance and other disciplines, we provide these experts, many promoted beyond their comfort zone, with free survey-based insights and tailored meetings to enable them to make a valued contribution at the table.

Our members consider our contribution to be significant and appreciate our energy, commitment and insights.

Visit www.mpfglobal.com

The judging process

Judging is the responsibility of a panel of 30 senior management consultants and experts based in Europe, North America and Australia.

Any judging process has to be seen to be rigorous if the awards are to be credible. Initially, chairman of judges Alan Hodgart scrutinises all entries, selecting a shortlist for each category who make the grade. Quality is the sole determinant, so some categories have more entries in the shortlist than others. This shortlist is published in August.

Two or more judges then work together to assess each shortlisted entry. Recommendations are put forward at a judges' dinner with all present deciding on the final list of winners. The judges' decision is final and no correspondence is entered into concerning the judging or the organisation of the Awards. Should the quality of the entries fall below the standard required, the MPF reserves the right not to nominate a winner.

The winners will be announced at the Awards dinner and ceremony on Wednesday 21 October 2009 at The Marriott, Grosvenor Square, London W1.

Entry details

Any professional services firm or network of firms with a UK or other European presence is eligible. Your firm does not need to have an MPF or MPF Panel member to enter.

Each category has its own section in this document which sets out details of the judges' requirements. In addition, all entries need to show:

- Commercial success and leadership in the relevant market or sector.
- Innovation and continuous performance improvement.
- Teamwork amongst members of the management team.

Please complete this pdf entry form on screen, then save and send the completed pdf to awards@pmint.co.uk

The entry form (the final three pages of this pdf) is made up of:

- A description of the initiative or firm (max 500 words) showing how it meets the specified criteria, ideally in the order set out on the category page.
- A separate executive summary (max 250 words) with an emphasis on why you believe that your firm should win the Award.
- Contact and payment details.
- Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry. If hard-copy, please send **FOUR** copies by post and specify if this is the case on your entry form.

Entry fee – per category

Small firms (under 150 headcount within country) – £150 plus VAT
All other firms – £250 plus VAT

Discounts: MPF and MPF Panel members – 50% discount on above fees
Multiple-entry discount – pay to enter two categories and subsequent entries are free

**The closing date for receipt of submissions is
Tuesday 30 June 2009**



Chairman of Judges
Alan Hodgart
H4 Partners Ltd

How to improve your chances of winning

At several Judges' meetings, entries have inspired lengthy debate between those allocated to the category and others who know the firms involved well, feeling that a particular submission did not do the firm justice, so disagree with the recommended shortlist. To reduce the likelihood of this recurring, we provide a brief guide for those completing award submissions.

Read the instructions: It is amazing how many people stall at the starting grid. Failure to read the instructions is guaranteed to disappoint the judges and may result in your entry being rejected out-of-hand. Obvious things to make sure of include:

- Submit your entry on time
- Provide the correct number of copies of additional material
- Include specified items, for example client testimonials
- Provide no more than the number of words requested

Select your categories: For those categories not specifically about the firm, the judges are looking for evidence that an initiative has achieved its goals. This can take years. You are more likely to succeed with an 'old' initiative that has come good than a 'new' initiative that shows promise. If you choose to submit the same initiative in different years, you must show clear evidence of progress.

Research and consult: With most award schemes, it can be difficult to find out who won last year, let alone the reasons. The MPF Awards are different. Each category has a separate page on the MPF website (www.mpf-global.com/awards), showing all firms gaining places since 2002, together with judges' citations in full. This should give you an excellent idea of the judges' specific requirements. Before writing anything, consult widely amongst colleagues to find out what they see as special about the firm/initiative. Each will give you a different perspective.

Advice and help: On 9 June, I will present a free webseminar on how to make the most of your submission – email awards@pmint.co.uk for more information. MPF HQ is also on hand to help if required email mpf@pmint.co.uk.

Team-based approach: Senior management has to be involved at all stages. If you want to do justice to your entry, treat it with the same

team-based approach that you would devote to an important client proposal document: senior management should select which categories to enter, brief a team member to research the opportunity, prepare the first draft, and then everyone should work together to finalise the submission.

Prepare an outline: Gather your thoughts and put together a summary for senior management. Ensure you get their sign off before going ahead. It helps reduce last minute comments.

Make it standalone: Try to ensure that the entry stands on its own. There is nothing more irritating for a judge wanting to assess the merits of an entry than having to wade through multiple pages of a firm's website, view a 20 minute DVD etc. etc.

Clarify criteria: State the specified criteria in your submission, ideally in the order set out in the instructions. It may look less attractive but it will be critical to the initial scan for quality.

Focus: Content is always king with award submissions. You are unlikely to succeed if your entry looks beautiful, but your words show insufficient thought. Expressing the essence of a firm in a few words is a big challenge. Don't assume that any old words will do.

Follow up: Be prepared for follow up questions from judges. A problem regularly cited by judges is when an entry and a firm's web site are inconsistent. Describing a new initiative in glowing terms when the relevant part of your website is still 'under construction' is not recommended.

Finally, whilst the judges may already be very familiar with your firm, they have to work with what they are provided. An initiative may be fantastic, but omitting key aspects will almost certainly result in your firm losing out.

Good luck!

2009 Judges



Angela Abell



William Arthur



Susie Becker



Peter Belsey



Stephen Blundell



Neil Cameron



Colin Carnall



John Collier



David Cunningham



Ray D'Cruz



Paul Denvir



David Haign



Gerald Haman



Andrew Hedley



Alan Hodgart



John Hurrell



Mark Jenner



Margaret Lang



Steve Lee



Helen Meekings



Amanda Phillips



Hubert Saint-Onge



Nigel Salter



Adrian Smith



Kim Tasso



John Telling



John Timperley



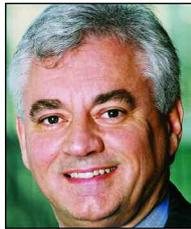
Erika Uffindell



Steve Warshal

5 PANEL OF JUDGES

Management is too important to leave to the MP



By Sir Nigel Knowles

Managing partners come in all shapes and sizes. I come from the core legal discipline of my firm while others have a management background; some focus 100% on management tasks while others retain a heavy client workload; some regard themselves as gifted amateurs – others take great pride in their formal management education. Some volunteered enthusiastically for the role; others found responsibility thrust upon them. In truth, no two leaders are the same.

Despite our differences, we share many common concerns and challenges. We have to grasp the essence of a wide range of management disciplines, spanning marketing, HR, IT, finance, knowledge management, through to premises, facilities and operational issues. We often reside between a rock and a hard place. We face so many competing pressures and demands on our time: the needs of our partners versus the needs of the firm; the need to balance short term financial success with longer term investment; the distinct needs of 'support staff' who represent more than half the headcount at many law firms; the internal needs of the firms versus the external needs of clients, regulators and the market.

I believe that it is nigh on

impossible to manage complex professional firms employing thousands of people without involving experienced functional managers. Their participation assists an organisation to achieve its sales and profit targets and to ensure that time is spent in the market with clients and prospects. Giving specialist management roles to partners who grew up in a core professional discipline is generally a poor use of their time. At the same time, professional management of the firm lowers the risk of making costly mistakes through the actions of enthusiastic amateurs.

I am concerned that whilst partnership may stand for collaboration and teamwork, in practice many partners are highly competitive, focusing on client-based financial measures to determine relative status and reward. If partners see success in these terms, it is hardly surprising that those who neither directly bring in fees nor deliver services to clients are often referred to in pejorative terms, for example 'second-class citizen', 'support staff', or 'non-fee earner'. Whilst the Managing Partners' Forum believes strongly that such terms should be not be used, we live in a democracy so recognise that changing attitudes in favour of practice management requires effective campaigns and rigorous awards for achievement.

The MPF organises regular high-profile media campaigns addressing a barrier to effective management: non-lawyers being treated as second-class citizens; opaque and political leadership selection; poor workplace engagement, for example. Our 'unsung heroes' campaign, launched in 2004,

has been highly influential. The need for firms to recognise the contribution of their management team led to the MPF introducing its own practice management awards in 2002. These showcase the achievements of different management disciplines. The Awards are cross-sector with accountants, law firms, management consultants and property advisers competing together. "The Awards are a valuable opportunity to recognise the significant contribution that management professionals make to professional services businesses," comments John Connolly, Global Managing Director at Deloitte. The success of the Awards is due in large part to the rigour of the judging process. Alan Hodgart chairs a distinguished panel of 30 senior management consultants and experts based in the UK, Europe, North America and Australia. Putting people forward for rigorous external assessment is far more powerful than internal praise. One Midlands law firm IT director commented that winning an MPF award had revolutionised the respect shown by the partners towards his team.

I am looking forward to chairing the MPF Awards in October. There really is no better way to show management experts that their contribution to the business is appreciated.

Sir Nigel Knowles is chair of the Managing Partners' Forum and Joint CEO of law firm DLA Piper.

This article originally appeared in *Professional Marketing* magazine.

Thoughts on the Awards

“One of the top Awards in the professional services sector.”

Mike Rake, Former Chairman of KPMG International and UK Senior Partner

“It is an honour to be recognised in these Awards and it is particularly satisfying given the strong competition. It is also a valuable opportunity to recognise the significant contribution that practice management professionals make to professional services businesses.”

John Connolly, Global Managing Director, Deloitte

“Winning one of these Awards is absolutely fantastic, not just for the brand and the reputation of the firm, but for the motivation of young people in the organisation who work day in, day out in supporting our people in delivering client service.”

Ed Smith, Former Senior Partner and Global Assurance COO, PwC

“The MPF Awards test in a way that others do not – distilling our essence into a 'one pager' gets to what really makes us tick.”

Deborah Ascott-Jones, Former Director of Marketing, Pannone

“Successful law firms are not just about excellent lawyers, increasingly the systems which support lawyers and assist in the management of client relationships are crucial to competitive advantage. This award recognises that our IT team has developed excellent business solutions and we are delighted to receive it.”

Brian Smith, Former Managing Partner, Browne Jacobson

“In rewarding the commitment of people in all roles, the Awards endorse our perspective on the importance of an inclusive working environment.”

Peter Charlton, Former Regional Managing Partner, Clifford Chance

The Ceremony

The black-tie Awards dinner and ceremony will take place at The London Marriott, Grosvenor Square, London W1 on **Wednesday 21 October 2009.**

The evening begins with a drinks reception at 6.00pm followed by a three course gourmet dinner. There will be a keynote address on this year's theme of 'Teamwork' following which the traditional Awards ceremony begins. Winners are presented with an engraved trophy by a 'captain of industry'. After the ceremony there will be a further chance to network in the bar until 12.30am.

Shortlisted firms will be contacted in early August to book their place at the dinner and ceremony. Price for a table of 10 is £2,500; half a table costs £1,500.



Best Managed Firm

Demonstrating leadership

For the management team that can demonstrate that well thought-out strategies have helped a firm achieve superior returns and leadership in its chosen markets.

- Clarifying issues in an uncertain climate
- Showing what is working better
- Sustainable earnings
- People engagement
- Innovative strategies
- Leadership in chosen markets
- Aligning business processes
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Smith & Williamson

What the judges said:

"Like a great meal, our success as a firm is down to our ingredients: strong management, effective processes and great people" So began the application from Smith & Williamson to be recognised as the Best Managed Firm for 2008.

Smith & Williamson is a different type of professional service firm, combining the disciplines of accounting with investment management and a private bank. UK fees for the year ending April 2008 totaled £170.7 million, with 192 fee earning directors and £8.77bn under management.

Smith & Williamson has a very strong management team who actively support the firm's communication processes. The board is led by Gareth Pearce and the firm is managed by a seven member senior management team that includes Marketing, Human Resources and Legal/Compliance. The Smith & Williamson application this year was clear, concise, exactly on brief, but also delivered in a creative and persuasive way. This firm is different, innovative, entrepreneurial, and a great place to work.



The Smith & Williamson team with Richard Skelley of The Royal Bank of Scotland (centre)

Best Managed European Firm

Demonstrating leadership

For the management team that can demonstrate that well thought-out strategies have helped a firm with a limited or no UK presence achieve superior returns and leadership in its chosen markets.

Sponsored by:



- Clarifying issues in an uncertain climate
- Showing what is working better
- Sustainable earnings
- People engagement
- Innovative strategies
- Leadership in chosen markets
- Aligning business processes
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Garrigues

What the judges said:

Within the global circle of leading law firms, Garrigues is an icon with an unprecedented level of unprompted name awareness, and a 25 office network in Spain; together with international offices in Brussels, Casablanca, Lisbon, London, New York, Oporto, Shanghai and Warsaw.

Three major incidents helped to reinforce the character of this firm;

- 1 a ground-breaking merger in 1997 with the then Andersen Legal, an initiative that was both admired and criticised in 1997
- 2 a forced and very public de-merger with Andersen in 2002, when that firm was put out of business around the world by the US Department of Justice.
- 3 a fire that ravaged one of Garrigues' major office buildings.

The recovery and business continuation plans implemented by the firm's leadership through these difficulties is a text book story. The training of professionals and staff has always been a key priority for Garrigues, as was their strategic move into Latin America, with contractual alliances involving leading law firms in Argentina, Brazil, Chile, Colombia, Mexico and Peru.



The Garrigues team with Richard Skelley of The Royal Bank of Scotland (centre)

Brand in Practice

Delivering advantage to clients

For the management team that can demonstrate a clear focus on making the firm's brand values distinct, relevant to and recognised by clients, and delivered consistently.

- Clarity of focus
- Emotional and/or tangible advantages over competitors
- Relevance to clients – testimonials recommended
- Consistency and reliability of delivery
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

2007 winner

Shoosmiths

What the judges said:

Shoosmiths has developed a strong set of relevant and distinctive brand values, which are closely aligned with customer requirements. The brand values and proposition were based on extensive customer and employee research.

Shoosmiths

Shoosmiths has developed a strong focus on helping its people to deliver the brand in a practical way. Its submission demonstrated an holistic approach to embedding brand values into everyday internal behaviours and practices.

Furthermore Shoosmiths has sought to implement an effective measurement and evaluation programme. The submission revealed strong and well-monitored results from the brand campaign.



The team at Shoosmiths

Client Service

Delivering memorable service

For the firm or practice group that has demonstrably enhanced client service through a single or series of initiatives or a joint venture. Evidence will be required from clients of the value provided.

- Defining excellence
- Planning and delivery
- Internal engagement
- Testimonials of perceived added value from clients
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Berwin Leighton Paisner

What the judges said:

Creating a network of international law firms is not new. What has won Berwin Leighton Paisner first place for this year's Best Client Initiative is the way they have made this approach work to the benefit of their clients. A £12m investment has helped to ensure that clients have access to joined-up legal advice in 65 countries around the world.

The judges were impressed with BLP's attention to the people and relationships dimension of the challenge. Not content to rely only on technology, the firm has worked hard to underpin the assurance of quality for clients by international training, exchanges for staff and knowledge sharing.

It has become popular to assume that a firm needs to set up its own offices around the world to deliver client value. BLP has successfully challenged that notion and the growth in the firm's international fee income is a testimony to that success.



From left: John Taylor of Berwin Leighton Paisner with Derek Jones of Acuigen

Financial Management

Educating partners/directors to meet targets

For the finance team that has educated the firm's partners/directors in the importance of meeting tough targets for WIP, debtors, headcount and overheads, and can demonstrate that the firm has made exceptional progress against its financial KPIs.

- How partners/directors are being educated in meeting targets
- Comparative WIP and debtors at year end and monthly during year
- Forecasting process and KPIs
- Other relevant data (for example: fee growth, profit growth, overheads growth, headcount growth, utilisations, etc)
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Sponsored by:



Any financial data provided is treated in the strictest confidence, is solely for the judges and will not be published without the firm's approval.

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Taylor Wessing

What the judges said:

As a result of requiring client partners to take responsibility for invoicing and debt collection and the continued development of its financial and management controls Taylor Wessing has consolidated the improvements made in the last three years.

Its unpaid debts are referred to the professional Reconstruction & Corporate Development team for chasing up and, in extreme cases, winding up of the client so that the bad debt expense is well below competitor firms. And at the same time Profits per Equity Partner are up 5% , UK turnover is up 11% and the firm has no external borrowings. A combination of consistent development in its financial controls and excellent financial results make the firm a worthy winner.



From left: Nick Packham of Taylor Wessing with David Berragan of Barclays

Innovation in Practice

Combining innovation and commerciality

For the individual or management team that has pioneered an innovative initiative with impact, relevance and verifiable commercial value.

Sponsored by:

- Developing innovative approaches
- Linking ideas to commercial prospects
- How the mould is being broken
- Evidence of commercial success
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team



Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

This award was previously known as Mould-breaking initiative.

Last year's winner

WSP Environment and Energy

What the judges said:

Proving themselves to be leaders in their field, WSP Environment and Energy has pioneered a new risk-transfer approach in the UK and Europe. Used in the United States but new to Europe, 'Active Transfer' sees WSP take on the environmental liabilities of contaminated real estate sites for an agreed price.

The one-off fee takes out the guesswork for buyers, sellers and investors. It makes a property more attractive for sale and encourages development. In the year since its introduction, the product is already successful. WSP used its 'Active Transfer' product on its biggest ever deal – the sale of the Kodak facility in Merseyside.



From left: Graham Munday of WSP Environment and Energy with Alex Magni of Noble

Learning Programme

Combining training needs analysis with interventions

For the learning team whose development programmes combine a clear analysis of training and education needs with innovative interventions focused on business success and personal learning.

Sponsored by:



ASSOCIATION OF
LEGAL ADMINISTRATORS®
The Source of Legal Management
Information and Knowledge

- Diagnosing needs and appetite for change
- Designing innovative interventions that blend solutions and account for different learning styles
- Evidence of behaviour change
- Measurement of results
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Colliers CRE

What the judges said:

The Colliers CRE Working Together Team Development Programme was considered by the judges to be a highly innovative program in the way it brought together the three areas of learning: corporate social responsibility and client relationship management.

Colliers CRE partnered with a coaching company, client, charitable organisation and Swindon school community to educate children about sustainability, raise charitable funds, build closer relationships with the client and most importantly, for the purpose of this submission, build internal teamwork competencies amongst Colliers CRE staff.

The programme was a significant exercise in terms of complexity, scale and participation. The qualitative and quantitative evidence provided suggests that the intervention had a significant impact and contributed to the learning of on all those involved.



David Izett of Colliers CRE with Wendy Rice-Isaacs of ALA

Management of Knowledge

Embedding knowledge

For the knowledge team that has consistently sought to embed internal and external knowledge into the firm's people and service delivery, leading to both commercial success and engaged people.

- Defining the knowledge to be shared
- Creating an infrastructure for knowledge sharing
- Demonstrating contribution of knowledge to commercial success and engaged people
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Lovells

What the judges said:

Lovells have developed an impressively integrated approach to the management of knowledge which links the innovative use of technology to key business problems in a way that reflects their distinctive organizational context. By viewing the management of knowledge as much more than the development of infrastructure, but also linking this to supporting roles and culture, their initiative has enabled successful knowledge sharing across national and organizational boundaries.



From left: Angela Rossiter of Lovells with Rosemary Martin of Practical Law Company

Management of Risk

Developing plans for identified threats

For the risk team that has helped identify significant threats in the operating environment and develop robust, tangible and measurable plans to reduce their firm's commercial, financial and reputational risks.

Sponsored by:



- Identifying significant threats
- Developing robust plans with KPIs
- Showing tangible evidence of outcomes
- Embedding an effective risk management culture
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Hammonds

What the judges said:

Hammonds LLP has very clearly demonstrated in the award submission the way in which the measured outcomes of the risk management programme are used to inform the ongoing strategy for the risk team. The firm gave evidence of how approaching risk management as a discipline to enhance performance is paying dividends in so many parts of the business.

The task of embedding a positive attitude to risk management within the culture of a firm is no mean feat. Hammonds offer examples of how this is being achieved. For these reasons the judges felt that Hammonds LLP are well deserving winners of this year's award for risk management.



From left: Laurence Campbell of Hammonds with Martin Ellis of Prime Professions

Marketing/Business Development Campaign

Increased commercial success

For the Marketing/BD team whose campaign is innovative, well articulated, clear in their aims and objectives – and achieve measurable levels of commercial success.

- Creating clarity in aims and objectives
- Ensuring innovation and well articulated
- Showing evidence of high levels of commercial success
- Developing an integrated campaign
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

WSP Environment and Energy

What the judges said:

This campaign stood out from other high quality entries because it embodies the essence of classic marketing – identify a need (in this case driven by changes in legislation), position yourself to satisfy it, then 'own' the solution ... and measure the results in terms of hard revenues.

WSP Environment and Energy say that they have generated £2.5m to date and a pipeline of a further £5m in opportunities – impressive.

And along the way the firm created market and thought leadership for itself in the niche by clarifying and demystifying the issues using the tried and tested route of seminars as the 'engine room' for creating awareness and leads, all supported by online advertising, a webinar, printed collateral and PR. Nothing revolutionary there; but a demonstration that 'good honest marketing' implemented robustly deservedly wins.



From left: Graham Munday of WSP Environment and Energy with Guy Phillips of LexisNexis InterAction

People management

Increasing employee engagement

For the HR team whose initiatives have helped create a committed, engaged and effective workforce for the firm.

- Designing innovative people strategies
- Helping create a committed, engaged, aligned and effective workforce
- Showing evidence of contribution to financial results
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

This award was previously known as Best HR Initiative.

Last year's winner

Linklaters

What the judges said:

This is a truly innovative initiative that far exceeds the modest ambitions of most career development programmes. Linklaters has taken a root and branch approach to the creation of a leading-edge employment experience for all their associates globally. The teamwork and effort involved in its creation and roll-out are admirable. The presentation met all the required criteria and on the basis of its innovation, creativity and positive impact on the business, this was a clear winner in the HR category.



Jill King of Linklaters with Adrian Fox of Fox Rodney Search

Smart Workplace

Intelligent use of space

For the management team that can demonstrate and provide evidence that its clear leadership, intelligent use of space and people strategies have resulted in the firm's employees ranking the firm as a great workplace.

Sponsored by:

- Impact of space planning process on staff
- Utilisation statistics
- User feedback
- Showing measurable business benefit
- Evidence of improved employee motivation
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team



Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

This award was previously known as Best Facilities Management.

Last year's winner

Garrigues

What the judges said:

The project to move all employees in Madrid into the new campus was well considered, planned and executed. The firm's approach to participation of both older & younger employees from all levels of the firm in the design process as well as their innovative approach to environmental issues, their employees and the community were first class. The submission breathed life and was a clear representation that the project was inextricably linked to the firm's culture.



From left: Teresa Ausín of Garrigues with Sarah-Jane Osborne of Claremont Group Interiors

Sustainability Reporting

Communicating environmental impact

For the sustainability team that has made communicating to relevant audiences over the firm's contribution to the environment and the community into an integral part of the way that the firm does business.

Sponsored by:

Business in the

Community

- Integrating sustainability into business systems and processes
- Carbon footprint measurement
- Feedback to employees and clients
- Sustainable client projects
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

Garrigues

What the judges said:

Garrigues produced an excellent entry clearing showing their focus on CSR and how sustainability issues are genuinely penetrating to the core of their operation and ethos. The firm not only examines the usual measurable internal factors, but is also making efforts to monitor and affect the sustainability activities of external shareholders – including alliance partners and clients. Further pressure on landlords, for example, could reduce building energy use substantially.

Garrigues has precisely monitored their environmental impact – including energy use, waste, water and a thorough analysis of staff travel and video conferencing alternatives. Although rapid expansion has marginally increased total energy use, their commitment to real reductions is clear and forceful.



Antonio Baena of Garrigues with Emma Price-Thomas of Business in the Community

Use of Technology

Creating an edge

For the technology team that has used technology to create competitive advantage for their firm. Evidence will be required of effective uptake by employees.

- How technology is creating competitive advantage
- Showing evidence of uptake by employees
- Commercial success and leadership in the relevant market or sector
- Innovation and continuous performance improvement
- Teamwork amongst members of the management team

Sponsored by:



Additional electronic or hard-copy material (brochures, branded goods, leaflets, etc) can be provided to support your entry – four copies should be sent.

Last year's winner

PricewaterhouseCoopers

What the judges said:

The Judges were particularly impressed with the PricewaterhouseCoopers Netherlands SPIN content delivery system. In an age of information overload, PricewaterhouseCoopers was delivering highly specific and targeted news information on a daily basis to 4,000 users in the Netherlands based on their information needs.

This service was not only innovative and effective, but highly popular with the users – evidenced by the fact that it was the 5th most popular feature on the firm's Intranet. At the same time as increasing user service levels, they had also managed to reduce the number of staff employed in information services, and circumvented the ever-increasingly thorny issue of the copyright restrictions on circulating paper copies of many information sources.



Joost Janssen of the Dutch office of PricewaterhouseCooper with Joy Heath Rush of ILTA

Merit based awards

These Awards are **not open for firms to apply for** themselves but will be presented at the ceremony.

Exceptional Achievement

For a firm that has made an outstanding contribution to the professions.

Selection: Chairman of Judges and MPF Executive Director based on desk research and peer recommendations.

Winner 2008: Freshfields Bruckhaus Deringer

Sponsored by:



Lifetime Achievement

For an individual that has made a significant and sustained improvement to the leadership and management of one or more professional firms, whether as managing partner or external consultant.

Winner 2008: Joy Kingsley (Pannone)

Sponsored by:



Best Performing Listed Firm

For the firm in the MPF Professional Services Index, compiled by Noble, whose market capitalisation has grown at the fastest rate or whose earnings per share have performed best in the year to 31 August 2009.

Sponsored by:



Myles Coady of Financial Times with Joy Kingsley of Pannone

MPF 2009 European Practice Management Awards

Please complete one entry form per category – each form is made up of three pages.
Please review the judges’ guidance on page 4 before completing this form.

Award Category

Name of firm
(and country if outside UK)

Part 1: Description of the initiative or firm, showing how it meets the specified criteria, ideally in the order set out on the category page. (500 words max)

MPF 2009 European Practice Management Awards

Part 2: Executive summary with an emphasis on why you believe that your firm should win the Award. (250 words max)

Part 3: Additional material (brochures, branded goods, leaflets, etc) can be provided to support your entry.

This can either be sent electronically as pdfs or in hard-copy.

If hard-copy please make sure to send FOUR copies.

Is there any additional material you wish to submit to support your entry? Yes No

Additional hard-copy material should be sent to:
Practice Management International LLP,
422 Salisbury House, London Wall, London EC2M 5RQ, UK

Please note:

Any financial data provided is treated in the strictest confidence, is solely for the judges and will not be published without the firm's approval. The MPF reserves the right to use material from winning entries in future promotion of the Awards. No material can be returned.

The judges' decision is final and no correspondence is entered into concerning the judging or the organisation of the Awards.

MPF 2009 European Practice Management Awards

Part 4: Contact details and payment

MPF/MPF Panel member?

Name Yes No

Position

Firm

Address

..... Postcode

Tel Email

Contact for further information (if different)

Name Position

Tel Email

ENTRY FEE

Small firms (under 150 headcount within country) – £150 plus VAT

All other firms – £250 plus VAT

Discounts:

MPF and MPF Panel members – 50% discount on above fees

Multiple entry discount – pay to enter two Awards and subsequent entries are free

Fees are strictly non refundable.

I would like to pay by: Visa Mastercard AmEx Maestro (please tick one)

Cardholder name: Amount: £

Card number: Expiry date:

Name to confirm payment Date

(A VAT receipt will be sent automatically)

OR

A cheque has been sent today for £ made payable to *Practice Management International LLP*.

I would like to learn more about MPF membership. Please contact me.

Please return this completed entry form to Morag Campbell at awards@pmint.co.uk

Closing date for receipt of submissions is Tuesday 30 June 2009

Practice Management International LLP
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