

One-day masterclass
4 December 2007, London

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Using **competitive intelligence** to create **client growth strategies** in law firms



**A MASTERCLASS FOR PARTNERS
AND DIRECTORS IN COMMERCIAL
LAW FIRMS**



Facilitated by:

Andrew Hedley

Hedley Consulting

Delegates will learn how to:

- Understand the role of research and intelligence within a broader strategy development framework
- Consider the potential impact of macro factors on clients and their own firm
- Mine their own knowledge in order to better understand their core strengths and areas where improvement may be needed
- Adopt a systematic approach to capturing and developing knowledge about their clients and key competitors
- Evaluate the most appropriate range of strategic options available to them and how to make the best choice

Researched by:

ManagingPARTNER

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AIMS OF THE MASTERCLASS

Having a clear strategy in place to secure strong revenue growth from clients is crucial. But any effective strategy must be founded in a clear analysis of three key dimensions – the client, the competition and the firm itself – within the context of wider economic and business drivers.

By understanding clients' business objectives, the way in which decisions are made and the perception of your firm when benchmarked against peer group competitors it is possible to articulate clear plans and compelling arguments to increase share of wallet.

The development of strategies which are founded in robust competitive intelligence provides a way for a firm to avoid wasting investment, improve its competitive position and to maximise its client growth opportunities.

ABOUT YOUR FACILITATOR

Andrew Hedley

Andrew helps leaders to create actionable strategies, develop their brands, enhance client relationships and manage change. His aim is to ensure that vision, strategy, operations and communications are closely aligned.

An architect by profession, Andrew has an MA addressing marketing within the professions and, in 1992, completed an MBA focusing on strategy in professional firms. He has approaching twenty years experience of managing and advising professional service firms including ten years in the legal sector. Prior to establishing Hedley Consulting, Andrew spent nine years as the Business Development Director of two major international law firms following a four year period as MD of an architectural practice.

Andrew is a member of the Advisory Board of *Managing Partner* magazine and *Legal Marketing* magazine as well as sitting on the judging panel of both the Legal Marketing Awards and the MPF European Practice Management Awards, the UK's two most high-profile and widely recognised awards for achievement in professional services management and business development.

He is a member of the Managing Partners' Forum's Research Committee and the Course Director for the Cambridge Marketing College CIM Professional Diploma in Professional Services. Andrew is an accomplished speaker and writer. More details of his work can be found at www.hedleyconsulting.com

AGENDA - 4TH DECEMBER 2007

09:00 Registration & refreshments

09:30 Getting to know each other

09:45 A strategy framework

Create a simple but comprehensive process for analysis, option generation, choice and implementation. Ensure that actionable strategies can be created without cutting corners and leaving important stones unturned.

10:30 The bigger picture

Put in place processes to help you to better understand the wider economic forces which are shaping the business environment (both for clients and for your firm). This is crucial in order to make informed strategic choices that govern the future direction of your firm.

11:00 Morning coffee break

11:15 Understanding yourself

Unlock the knowledge that exists within your firm. Consider both explicit knowledge contained in your systems as well as the tacit information held by your people. Take an external perspective to understand how others perceive you. Use this knowledge to prioritise investment and inform the strategic choices that you make.

12:00 Client knowledge

How do clients decide? What share of wallet do you achieve? Where is the ceiling for your firm in terms of value and range of services? Where is the client's business heading and what are their priorities? Learn about ways to engage clients in conversations that unlock value and opportunities.

13:00 Networking lunch break

14:00 Competitor intelligence

Who are the real competition? What are their relative strengths and how do you get an in depth understanding of them? What is the key information and insights which are needed?

14:45 Using research to inform strategic choices

Understand the sorts of research that are available, together with the advantages and disadvantages of different approaches. Using your own people as a source of knowledge. Develop and implement systems to gather client feedback.

15:30 Afternoon coffee break

15:45 Creating the growth plan

Bring the pools of competitive intelligence together to understand the realistic options available, make sensible choices and shape an implementation plan. Consider how success will be measured and what changes will be needed to current practices in order to ensure that challenges are overcome and results delivered.

16:45 Recap & action planning

What are your stretching but realistic objectives? What is the longer term plan and what can you start to do tomorrow to make a difference in your firm?

17:00 Close of masterclass

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Using **competitive intelligence** to create **client growth strategies** in law firms

A ONE-DAY MASTERCLASS

Tuesday 4 December 2007, London

BOOKING REF:

1184

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Contact Paul Connelly on +44 (0)20 8785 5910 or e-mail pconnelly@ark-group.com

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