

Table of contents

Introduction _____ 5	Emerging market response _____ 77
Máximo Bomchil	to trends shaping the
M&M Bomchil	legal market
Christoph H Vaagt	Irina Paliashvili
Law Firm Change Consultants	RULG-Ukrainian Legal Group, PA;
	CIS Local Counsel Forum
<i>General aspects of law firm strategies</i>	<i>Resource side strategies</i>
Strategy in law firms – what it is and why we should care _____ 11	Resource-based approach to strategy _____ 85
Bente R Løwendahl	Dina Gracheva
BI Norwegian Business School	Dow Chemical
The role of professional ethics in shaping law firms’ strategy _____ 21	Introducing a balanced scorecard in a multi-jurisdictional partnership _____ 93
Tomasz Wardyński	Peter Oberlechner
Wardyński & Partners	Wolf Theiss
Easy and difficult at the same time: some general considerations on law firm strategy _____ 29	Career paths in law firms – the need for flexibility _____ 105
Peter Kurer	Jaime Fernández Madero
BLR & Partners AG	Fernández Madero Consulting
Drivers of change – driving strategy in law firms _____ 45	Strategic challenges of new firm leadership _____ 117
Mats Anderson	Patrick J McKenna
Linklaters; clear blue water	McKenna & Associates Inc
Trends in the legal industry: a US perspective _____ 55	Crafting and executing better strategy: emerging systems and structures in law firms _____ 123
David Barnard	Rob Millard
Miriam Herman	Venturis Consulting Group LLP
Blaqwell	

Improving efficiency in _____ 139
law firms in times of flat
turnover and increasing costs

Ashley Balls
LegalBestPractice

Market side strategies

Law firm strategy: serving _____ 153
the results-driven in-house
law department

Richard Given
HSBC
Paul Lippe
OnRamp Systems

Professionalising pricing _____ 163
and procurement processes

Silvia Hodges Silverstein
Columbia Law School; Fordham Law
School; TyMetrix Legal Analytics

The changing relationship _____ 175
between clients and law firms

Mark Jones
Addleshaw Goddard LLP

How to screw up your _____ 191
international expansion:
a 15-step guide

Robert C Bata
WarwickPlace Legal LLC

How to merge: lessons _____ 203
from 20 years of
law firm mergers

Lisa R Smith
Fairfax Associates

What can your firm do _____ 215
to win and keep clients today?

E Leigh Dance
ELD International LLC

Corporate reputation: _____ 223
definitions and dimensions

Will Harvey
University of Exeter Business School;
Centre for Corporate Reputation,
Saïd Business School, University
of Oxford

Tim Morris
Centre for Corporate Reputation,
Saïd Business School, University
of Oxford

Michael Smets
Novak Druce Centre for Professional
Service Firms, Saïd Business School,
University of Oxford

Reputation and relationship _____ 235
capital of law firms

Philip Rodney
Burness Paull

About the authors _____ 245