



THE MPF 2019 LAW FIRM LEADERSHIP SURVEY RESULTS

JUNE 2019



Survey Objectives, Methodology and Participating Law Firms

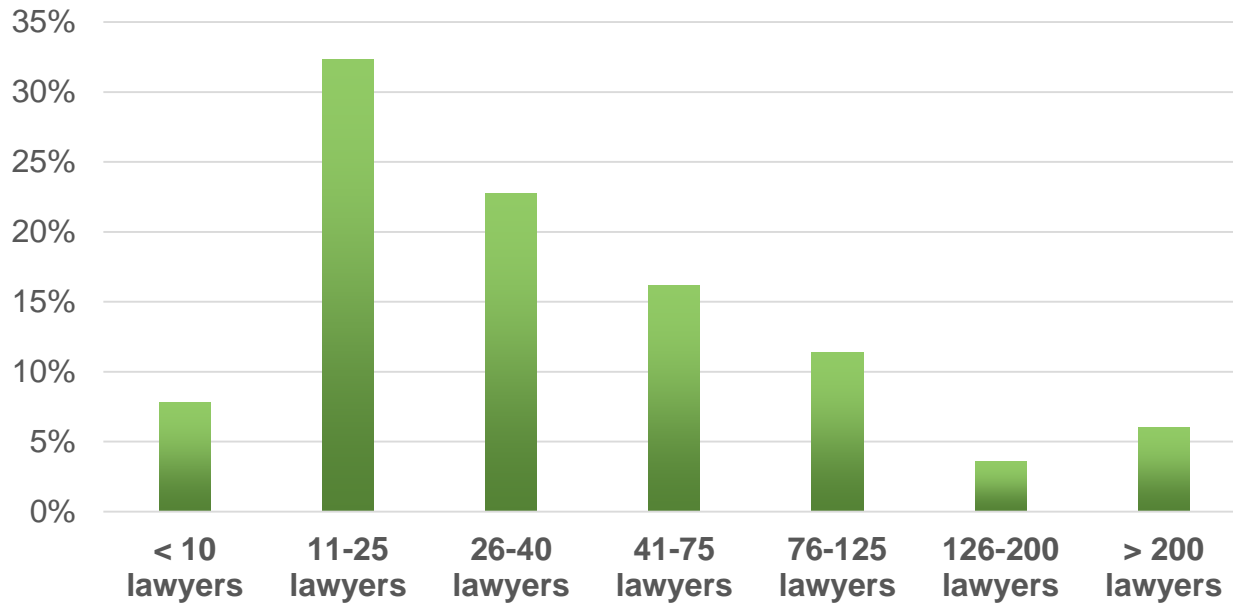
**SURVEY
OBJECTIVES**

- Create the most comprehensive survey about how smaller and mid-size US law firms are evolving and adapting to the changing marketplace for legal services
- Provide important bench-marking data to help law firms operate in a more profitable and business-like manner
- Assist law firm leaders to be more effective in their challenging, and increasingly important, roles
- Understand the strategic priorities of smaller and mid-size US law firms, including their investments in marketing, business development and technology
- Identify how law firms are using KPIs and metrics to measure and improve firm performance and profitability

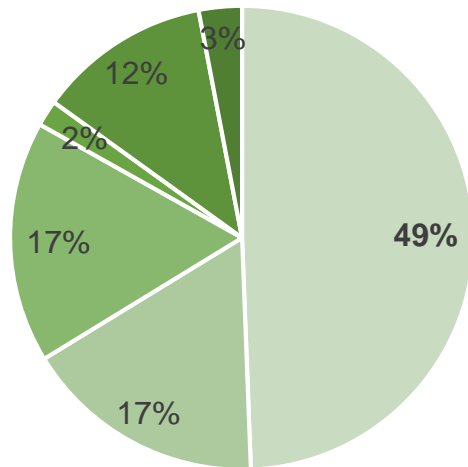
**SURVEY
METHODOLOGY**

- Confidential, online survey with 40 questions
- 167 law firm leaders participated
- Firms ranging in size from 10-200 lawyers
- Conducted in April 2019
- Powered by TheRemsenGroup

How many lawyers are currently at your firm?



Which term best describes your firm's current practice?

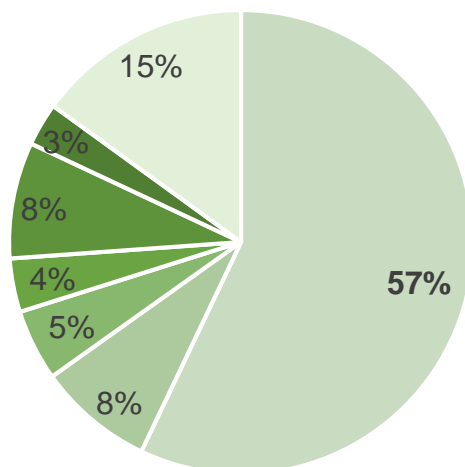


- **Full-service commercial firm**
- Recognized for several practice areas, but not full-service
- Boutique firm recognized primarily for one or two practice areas
- Plaintiff's firm
- Insurance defense firm
- Other



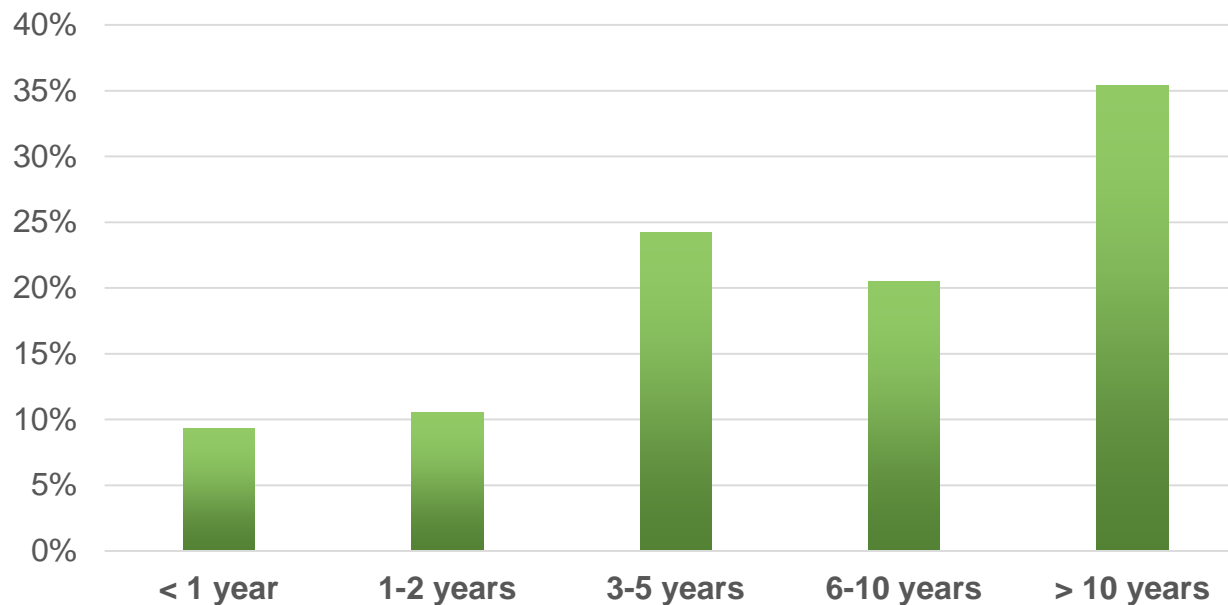
About You and Your Role as Firm Leader

What is your title?

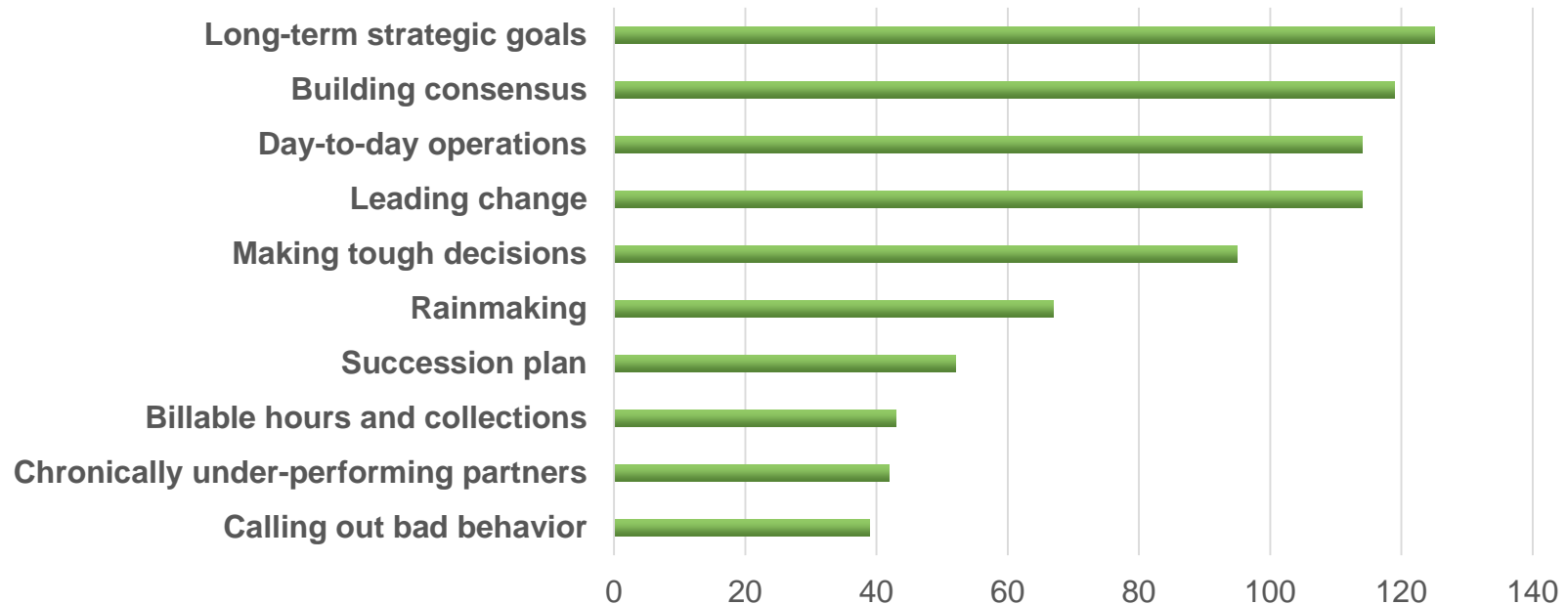


- **Managing Partner**
- President
- Chief Executive Officer
- Chief Operating Officer
- Director of Administration
- Chairman
- Other

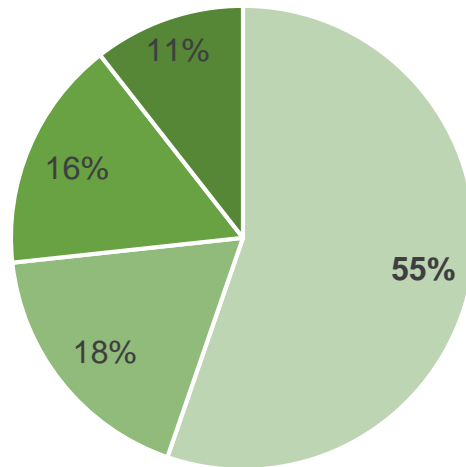
How long have you served in your current leadership position?



What do you believe to be your most important contributions in your role as firm leader?

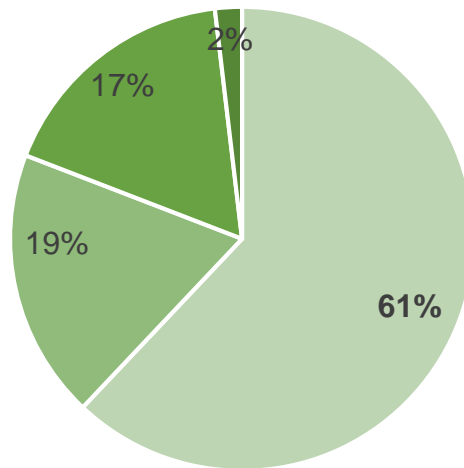


Do you have a formal job description?



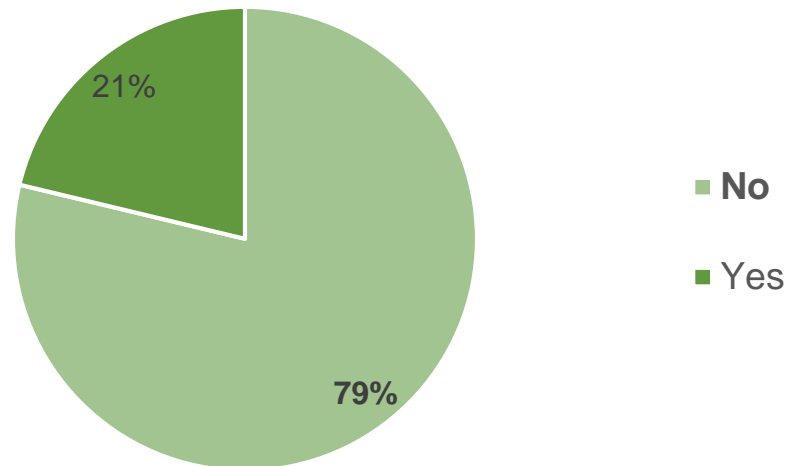
- No
- Yes, but not closely followed
- Yes, closely followed
- Work in progress

If yes, which most closely reflects your opinion about your job description?

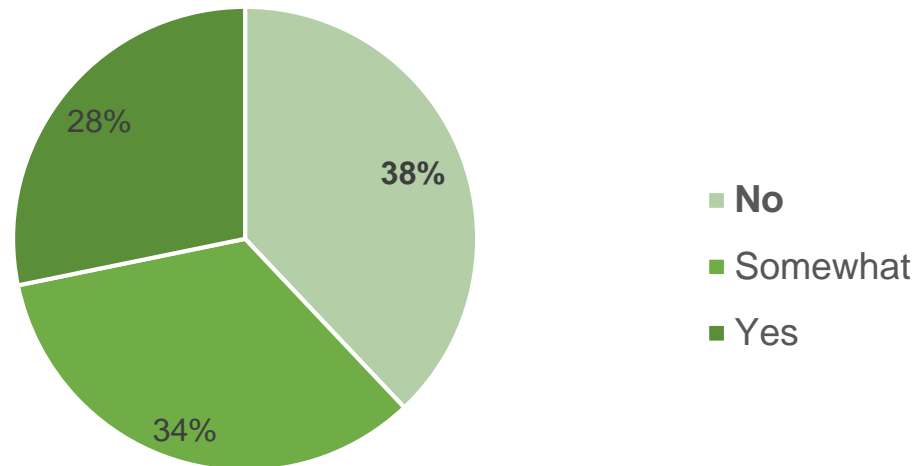


- I'm glad I have one
- I wish the firm paid more attention to it
- Other
- I'd rather not have one

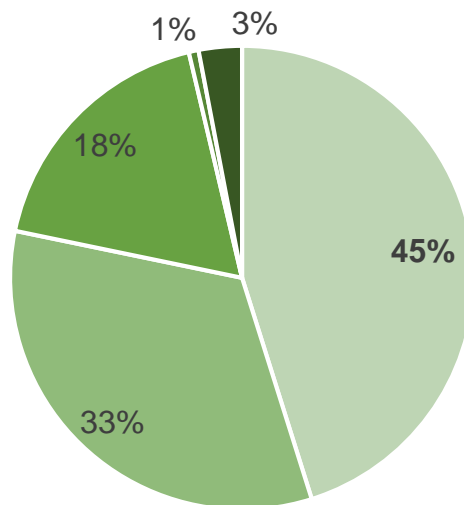
If no, do you want one?



Are you grooming your successor?



How does your firm select its managing partner?

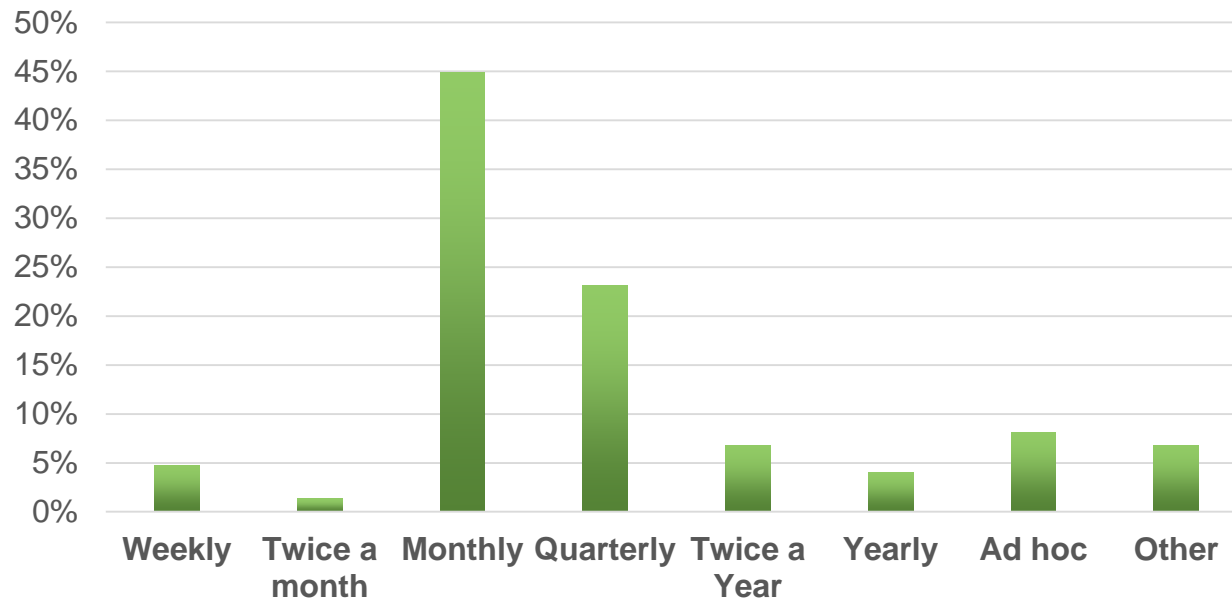


- **By consensus, without a formal election process**
- Formal, sometimes contested, election process
- Never had an election. Founding partner runs the show.
- Position is rotated among partners every year or two
- Other

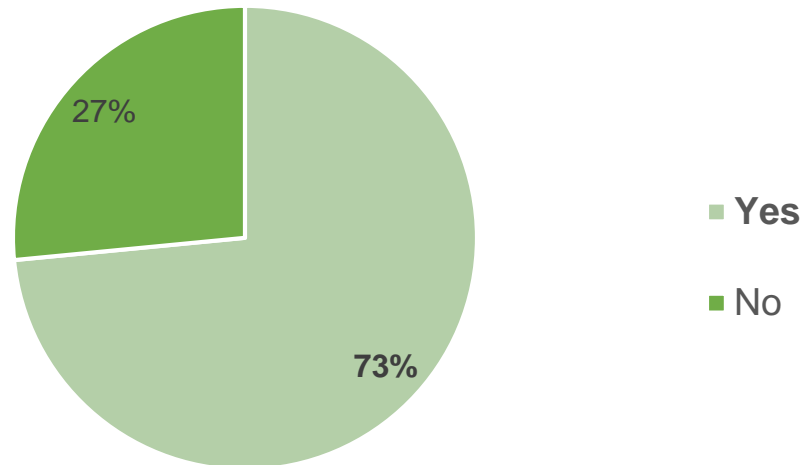


About Your Firm's Governance Model

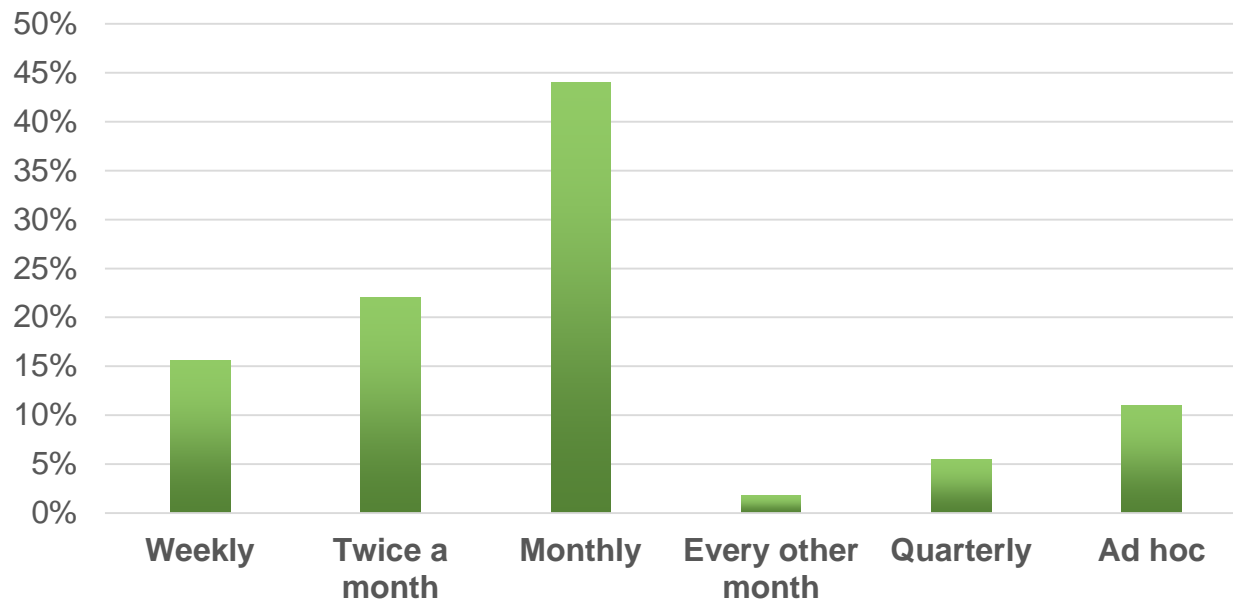
How frequently do the Partners/Shareholders of your firm meet?



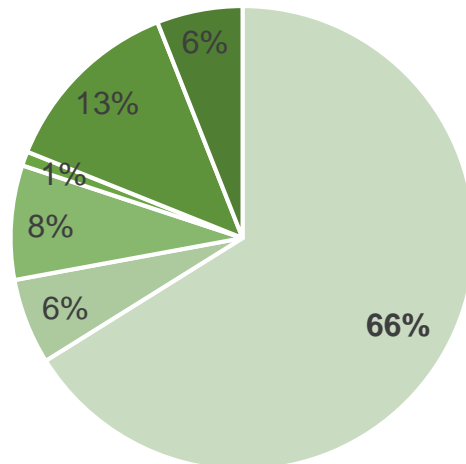
Does your firm have an Executive/Management Committee?



How often does the Executive/Management Committee meet for decision-making purposes?

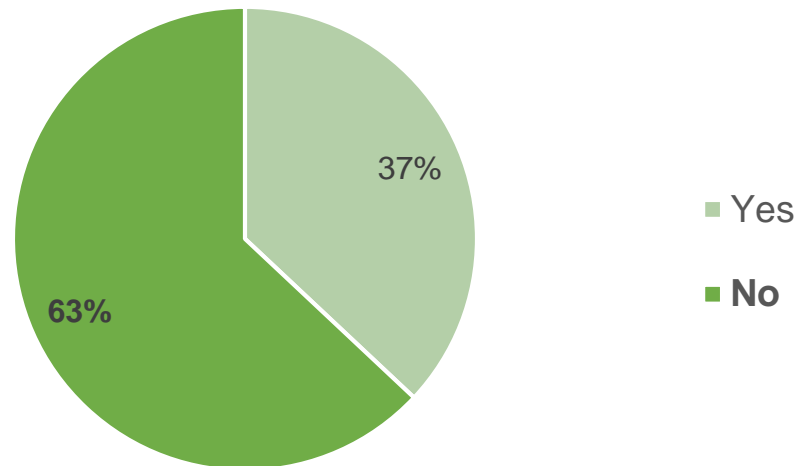


Is there “forced” representation on the Executive/Management Committee?

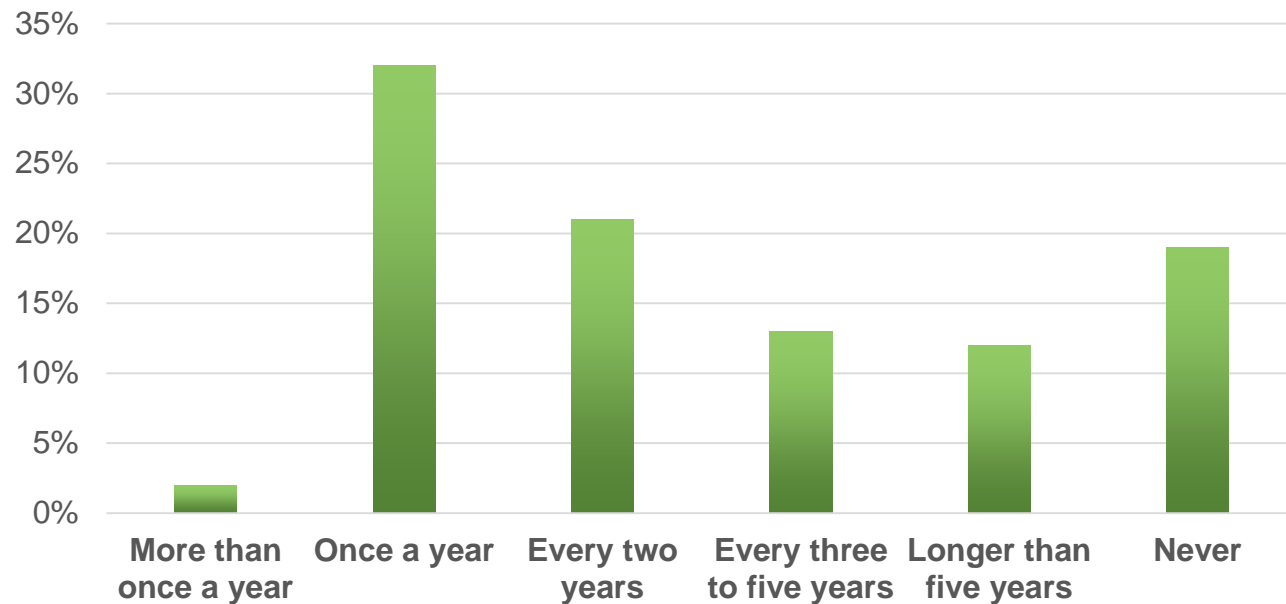


- No
- Yes, by practice group
- Yes, by office
- Yes, by seniority
- Yes, by 2+ criteria
- Other

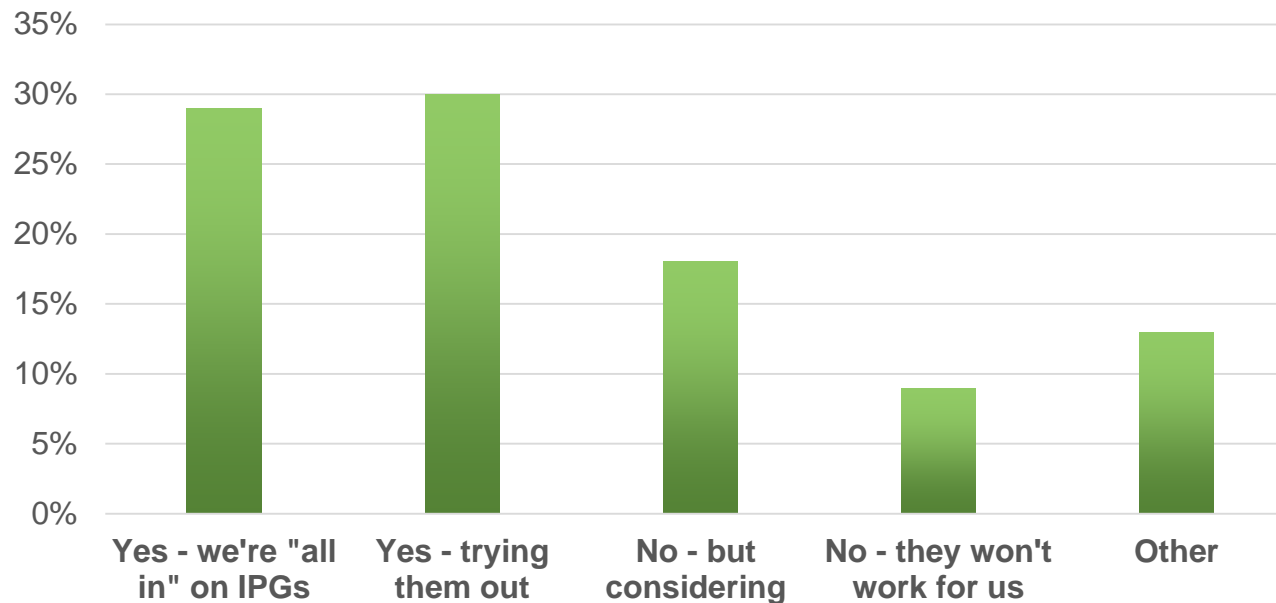
Does your firm have a separate Compensation Committee?



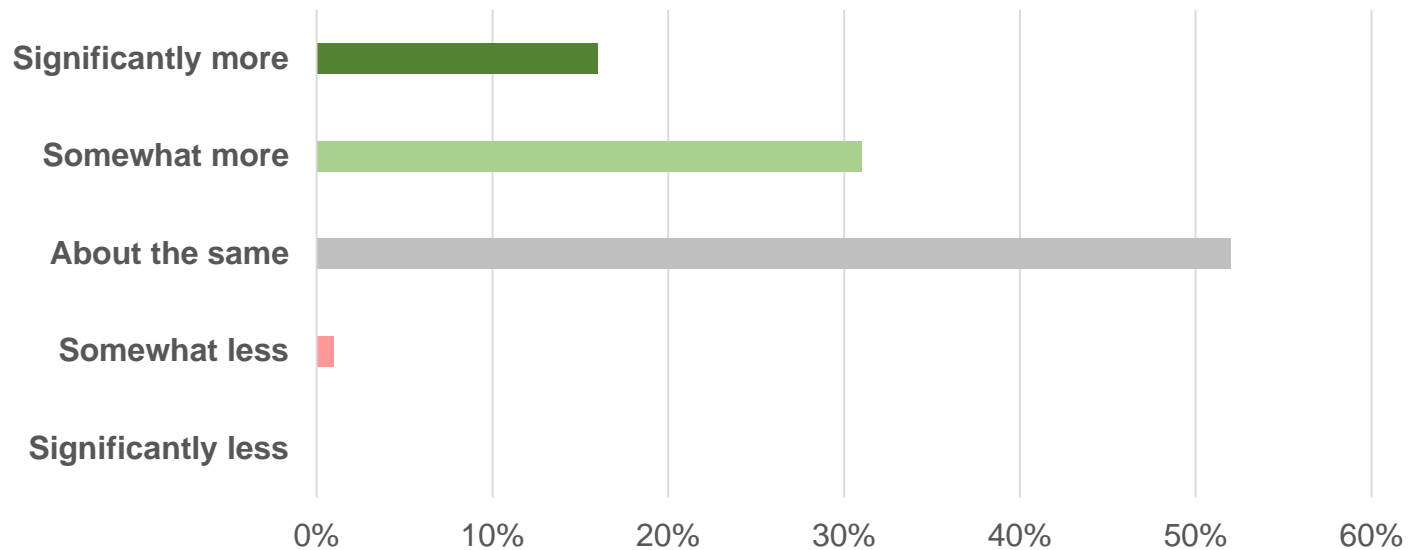
How often does your firm have Firm Retreats?



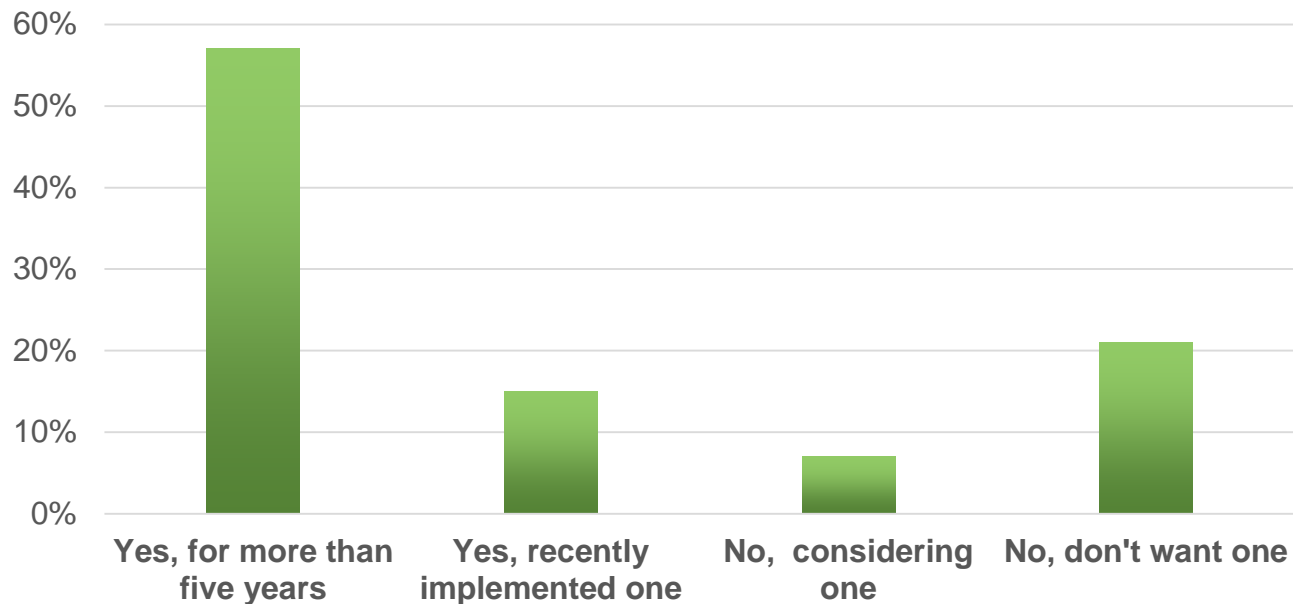
Has your firm established industry-focused practice groups?



Has your firm moved toward a more structured governance model in the last five years?



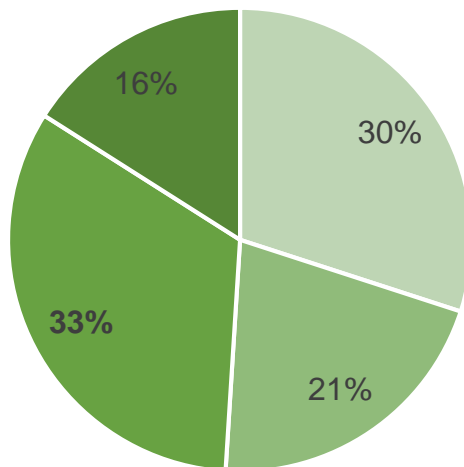
Does your firm have a multi-tiered partnership structure?





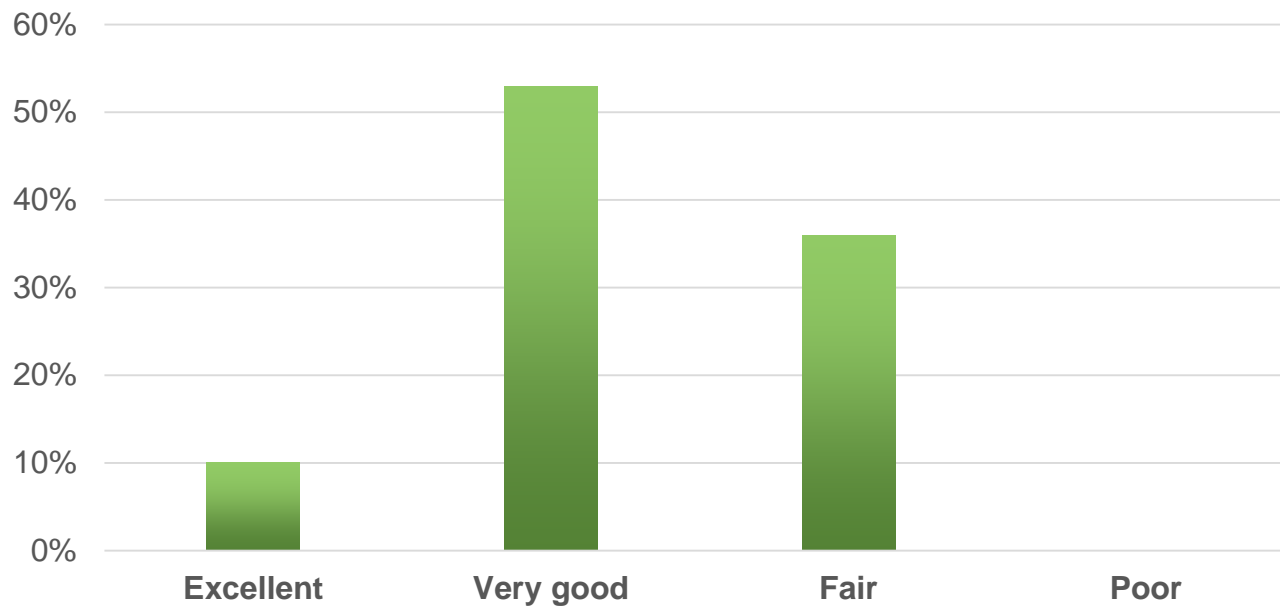
About Strategic Planning at Your Firm

Does your firm have a written firm-wide strategic plan?

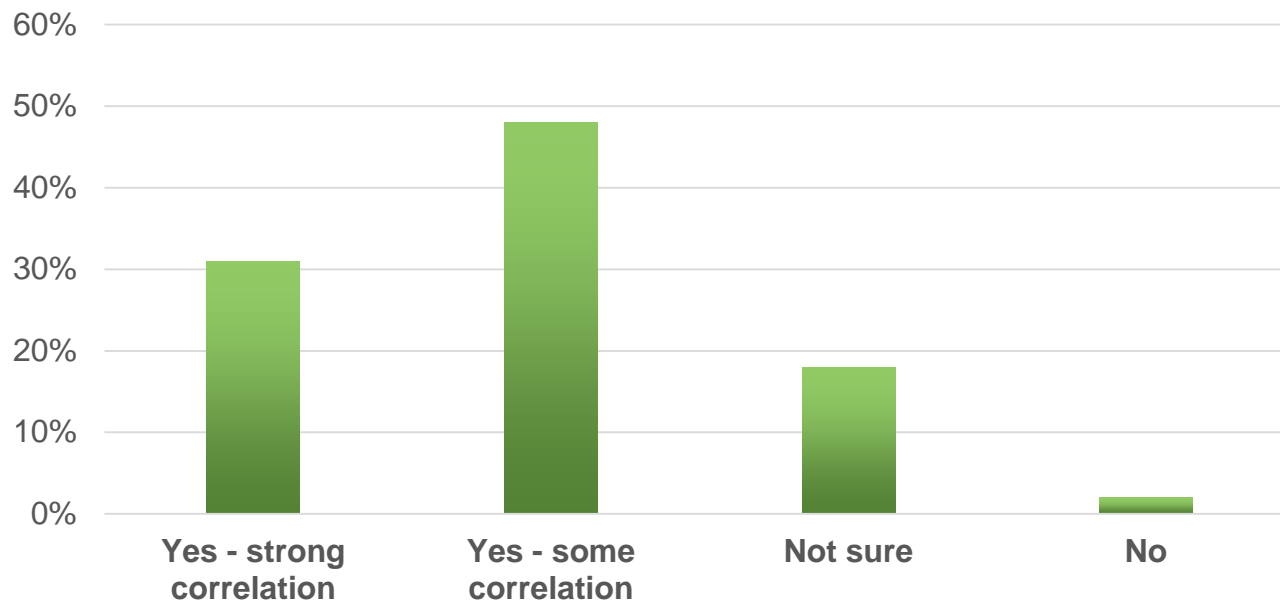


- Yes - more than five years
- Yes - recently
- **No - but considering one**
- No - OK without one

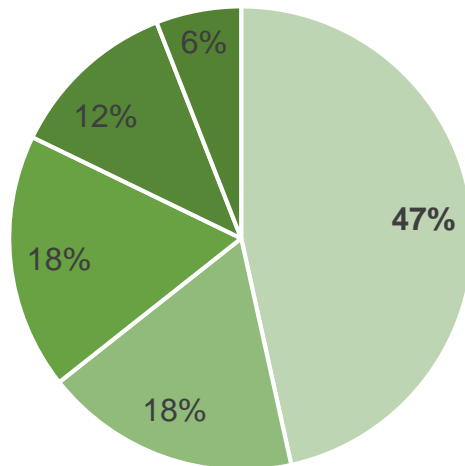
If yes, how well has your firm implemented its strategic objectives?



If yes, can you attribute improved firm performance to your firm's strategic plan?

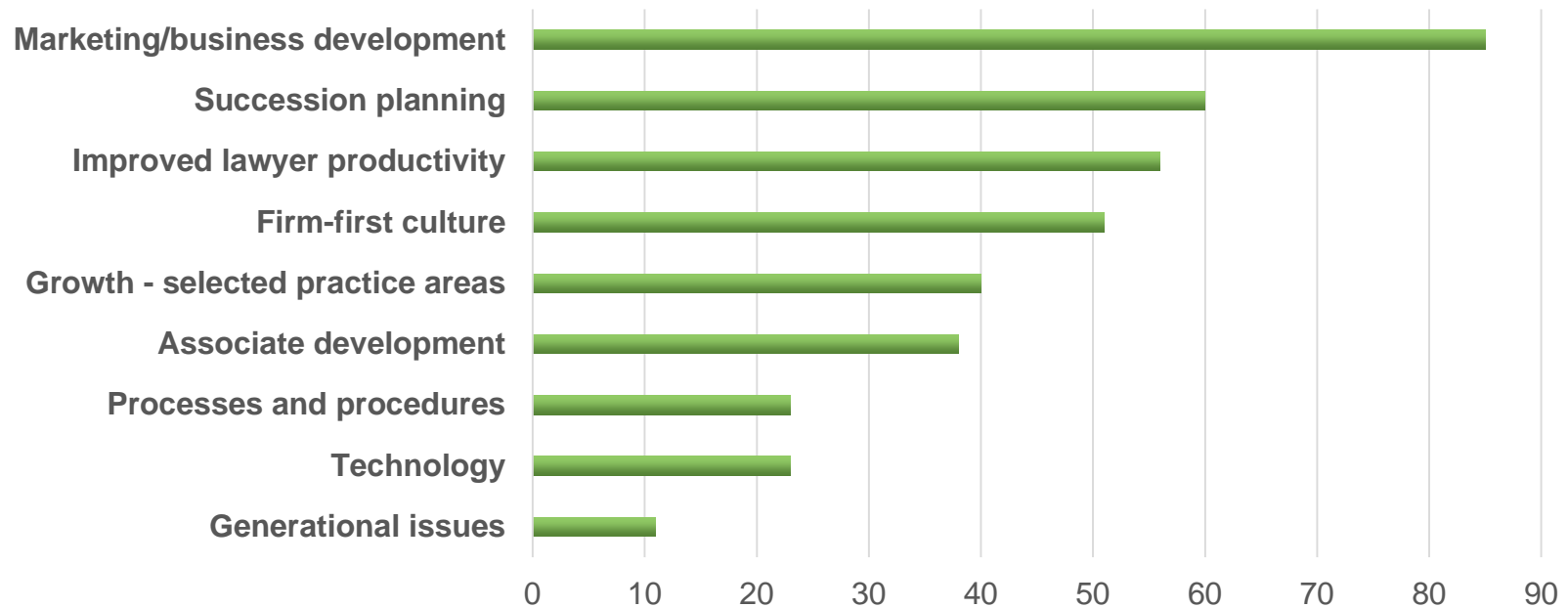


If no, what is your personal opinion about strategic planning for your firm?

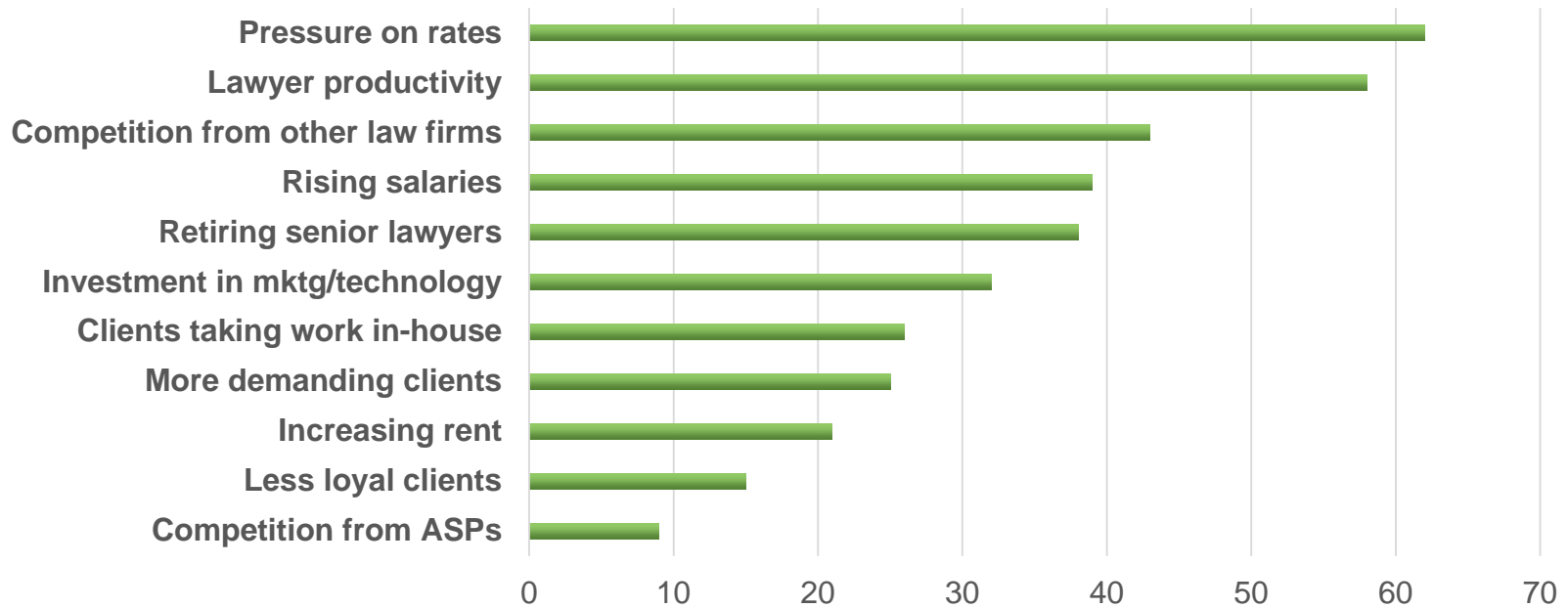


- I'm sold, but not enough of my partners agree.
- We're too busy. Not enough time.
- It's too expensive with little return to show for it.
- I don't think we need one and most of my partners agree.
- Not sure. I've never seriously thought about it.

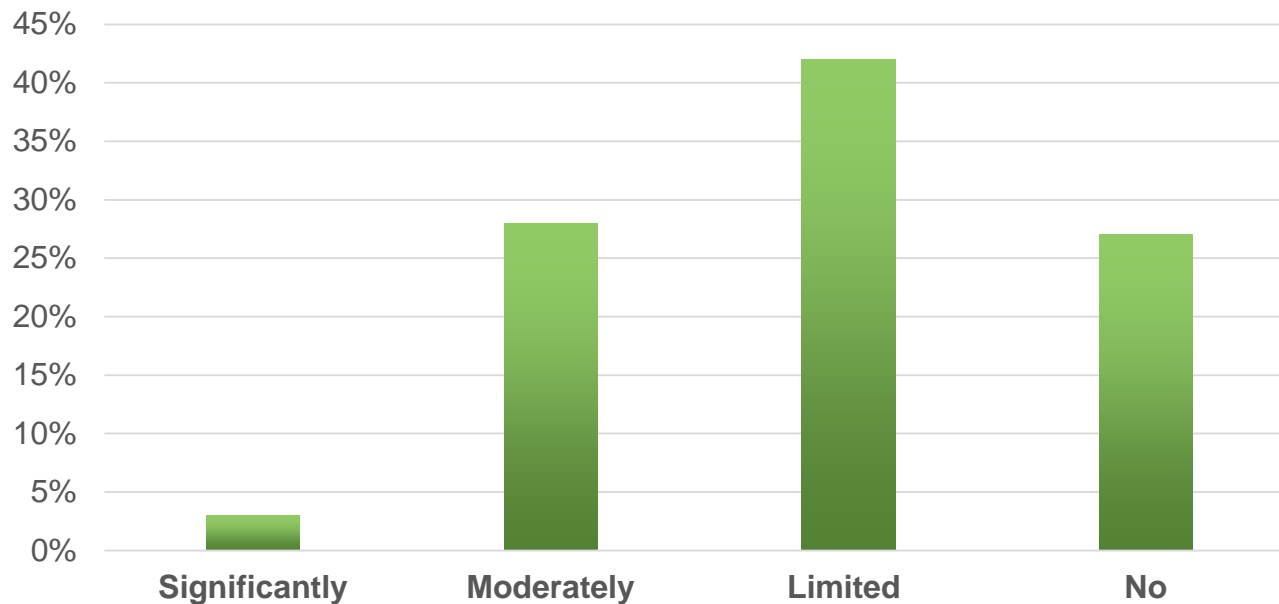
What are your firm's most important strategic priorities?



What have been your firm's biggest challenges to improve profitability?



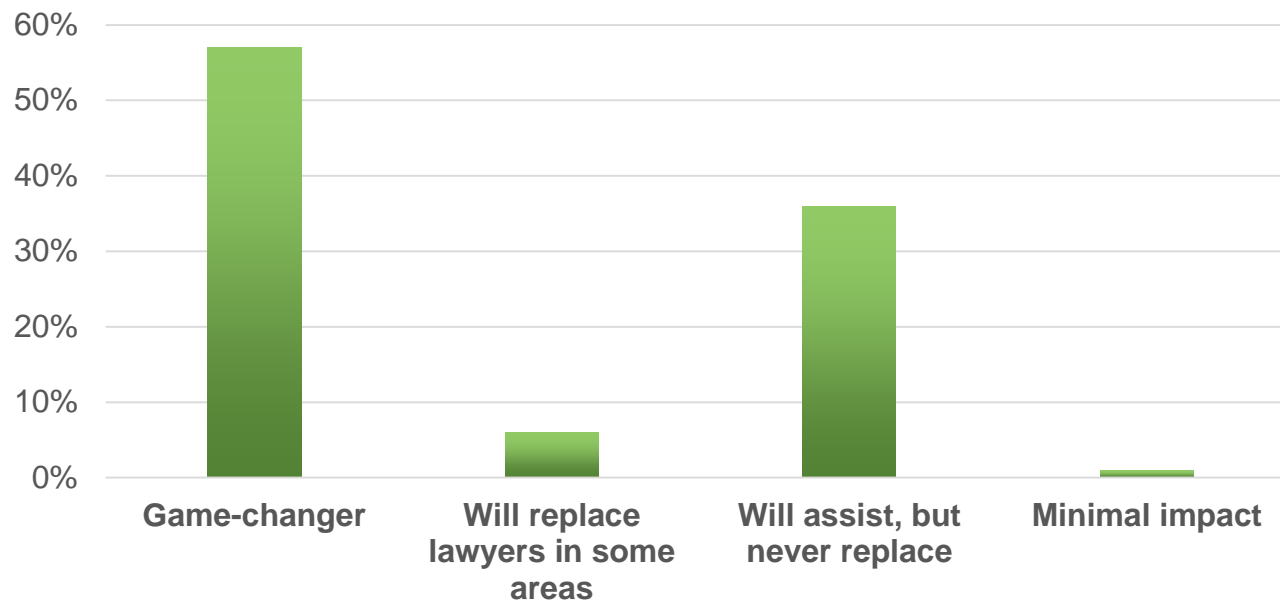
Has your firm changed how it prices legal services in the last five years?



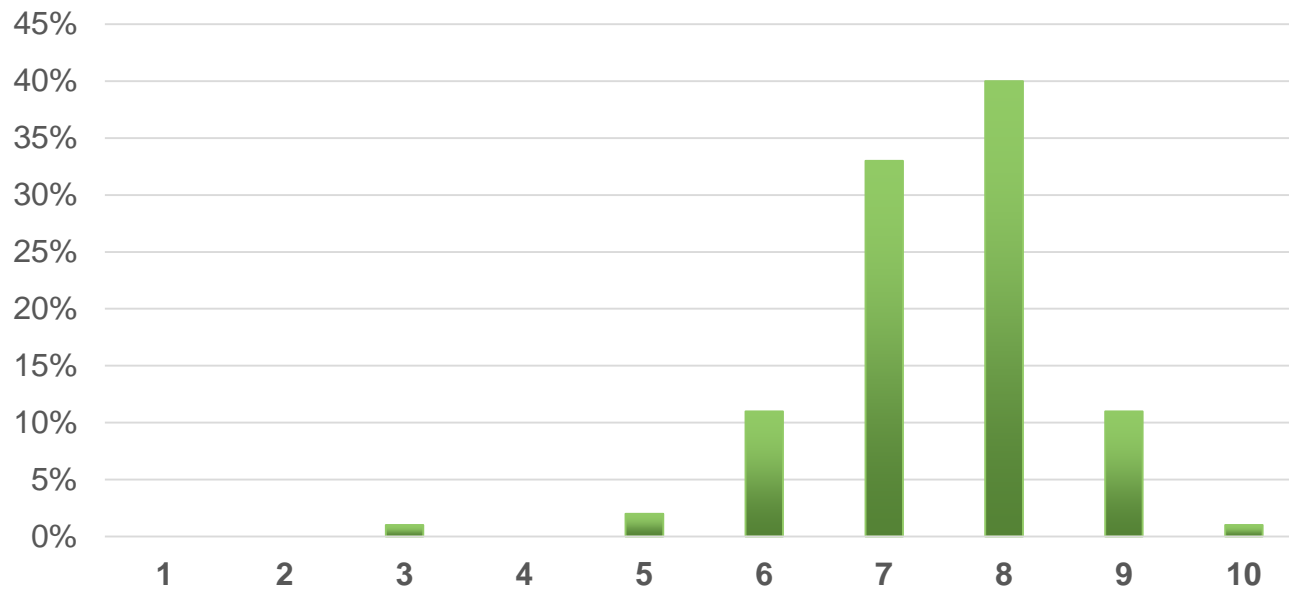


About Your Firm's Investments in Technology

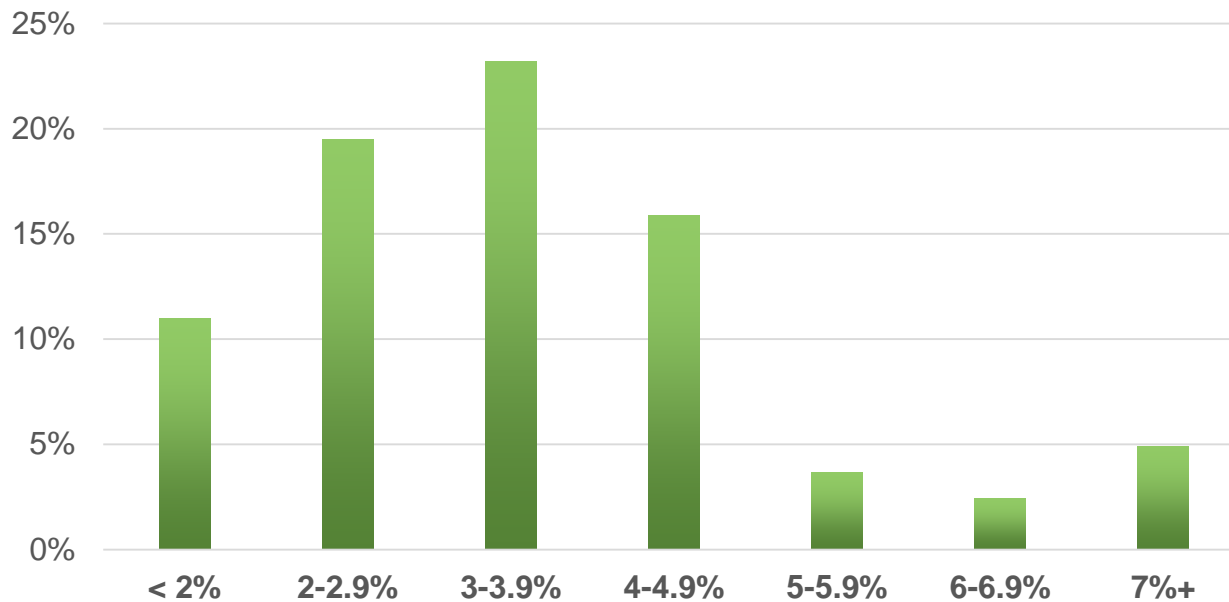
Which statement best reflects your opinion about technology and its impact on the future delivery of legal services?



On a 1-10 scale (with 10 as the highest),
how satisfied are you with your firm's overall IT systems?



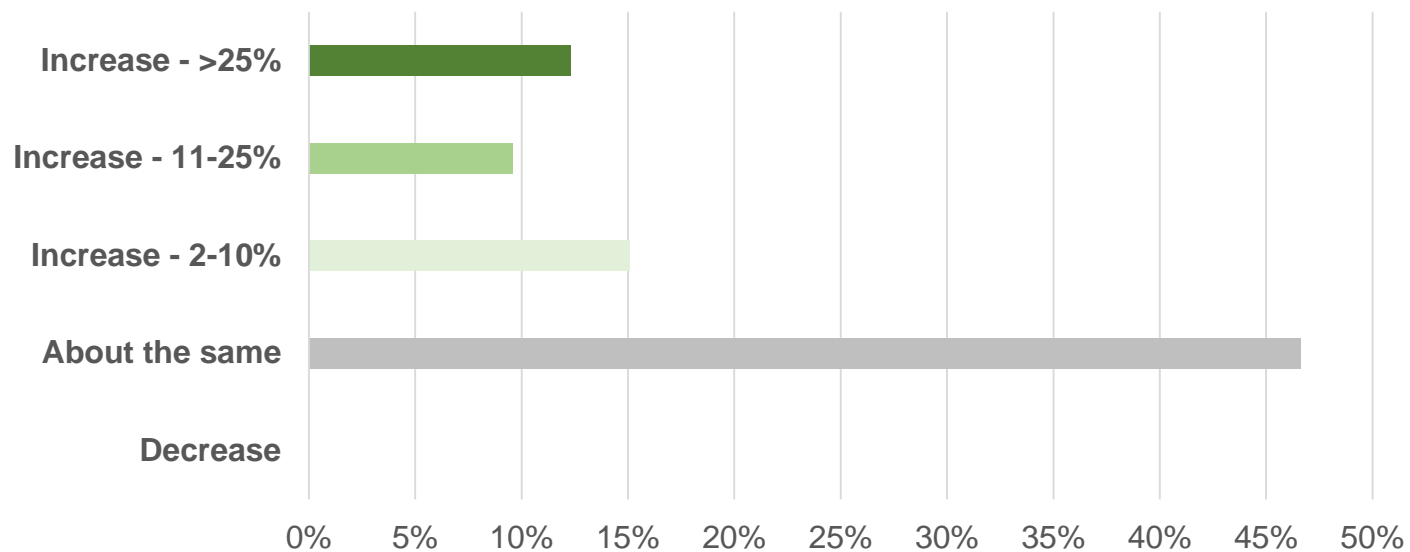
What percentage of revenue did your firm invest in technology in 2018?



NOTE: 20% were unsure

Case Management Software

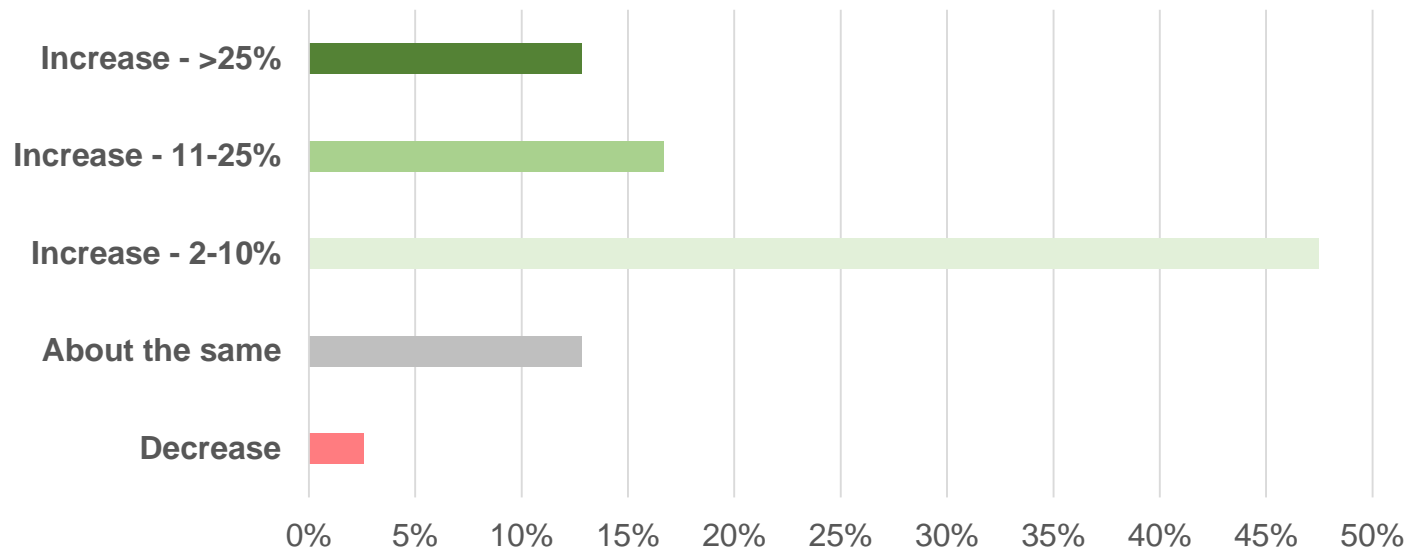
(Change in investment over last three years)



NOTE: 16% were unsure

Cyber-Security

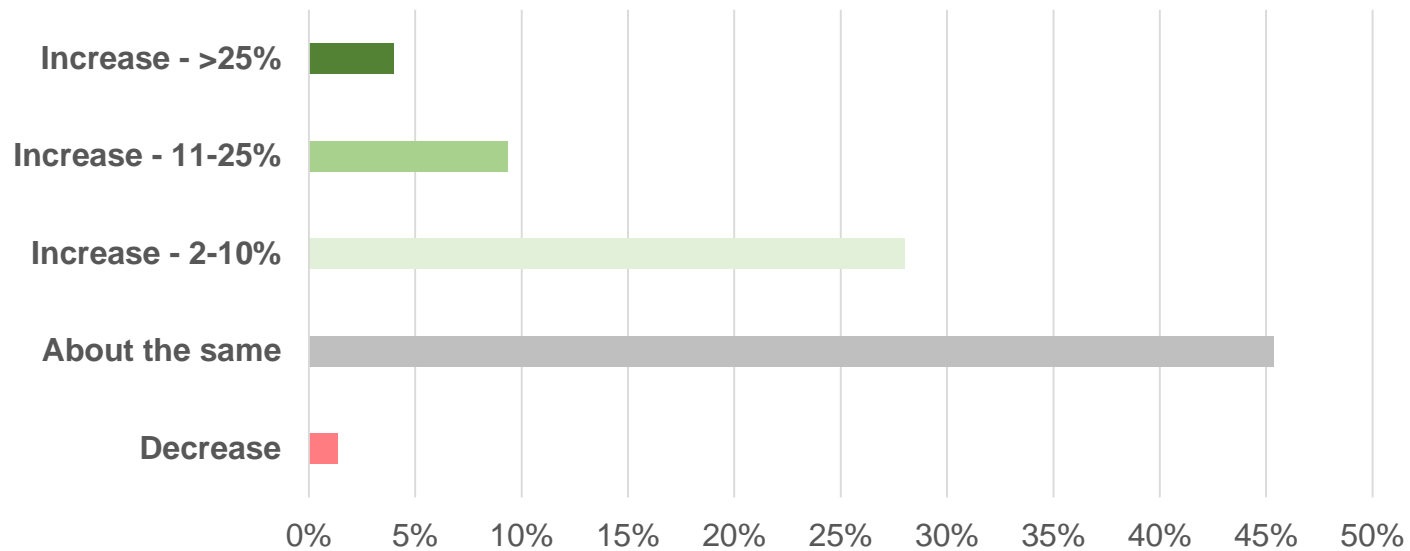
(Change in investment over last three years)



NOTE: 8% were unsure

E-Discovery

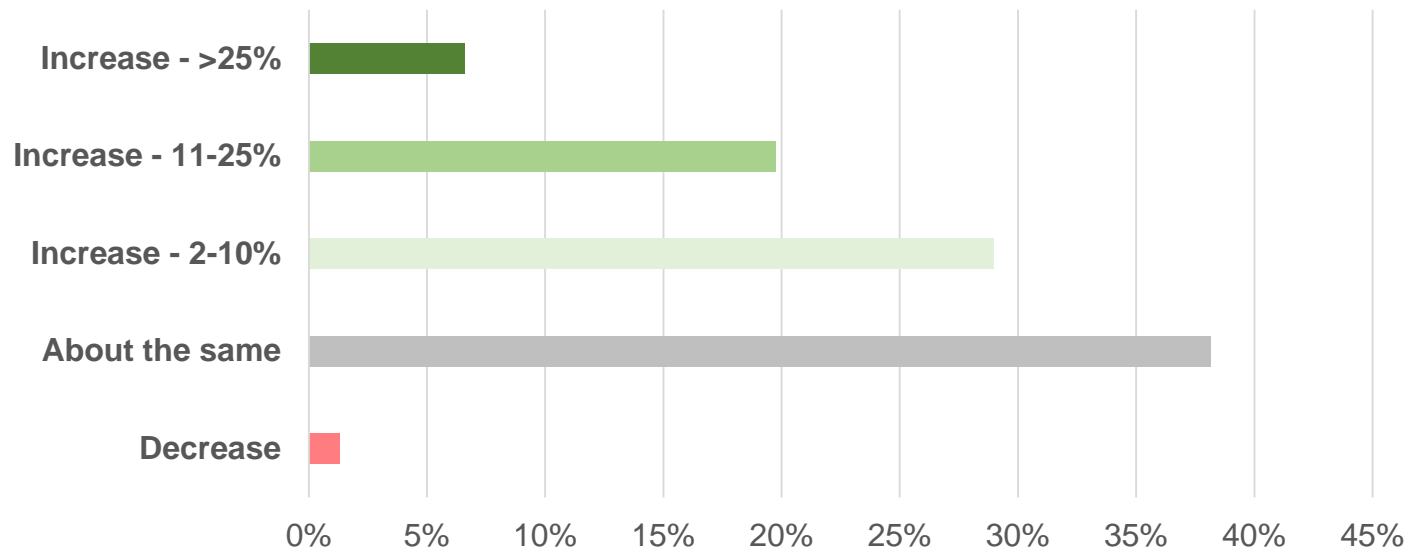
(Change in investment over last three years)



NOTE: 12% were unsure

Website and Internet Marketing

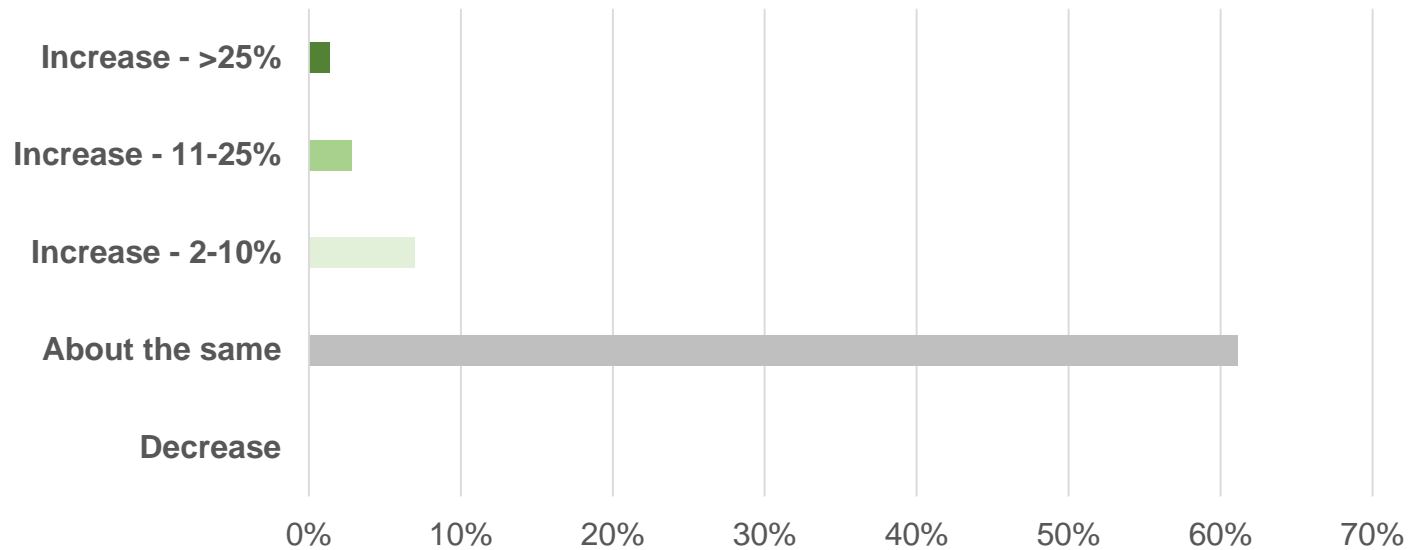
(Change in investment over last three years)



NOTE: 5% were unsure

Artificial Intelligence

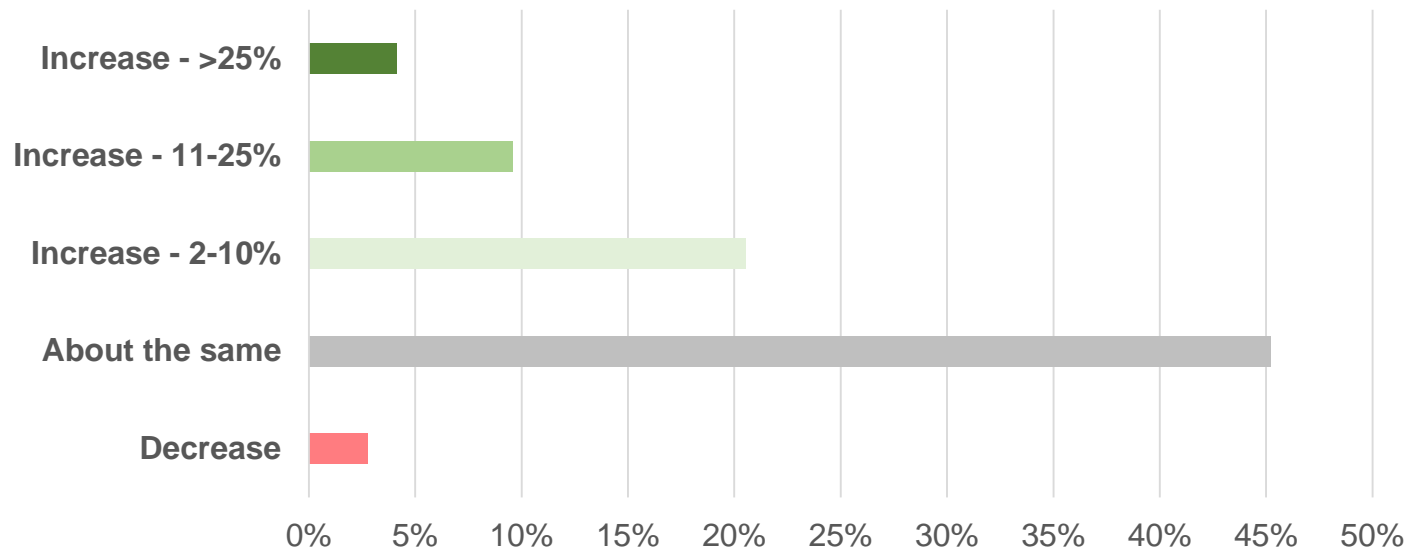
(Change in investment over last three years)



NOTE: 28% were unsure

CRM / Marketing Database

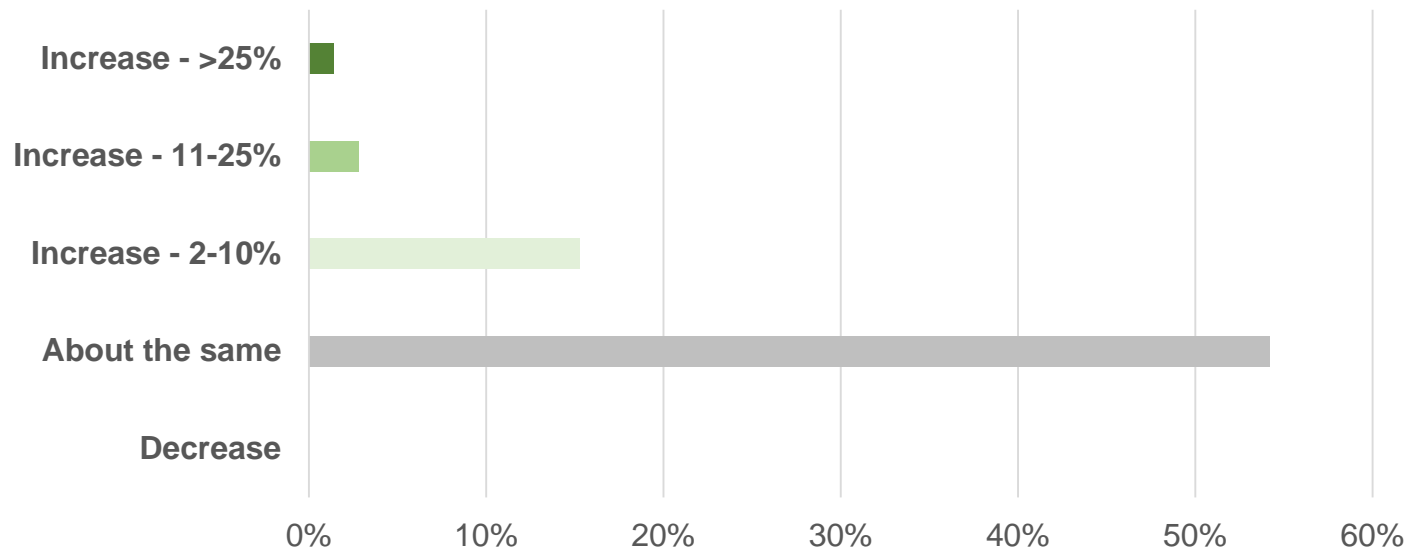
(Change in investment over last three years)



NOTE: 18% were unsure

Competitive Intelligence

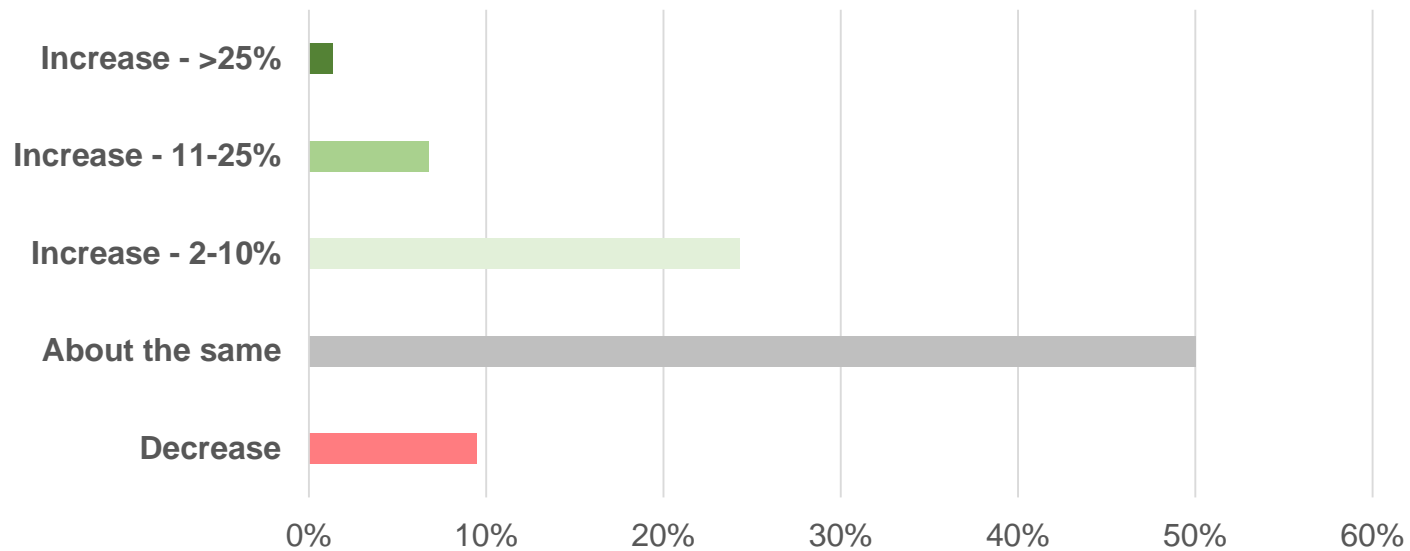
(Change in investment over last three years)



NOTE: 26% were unsure

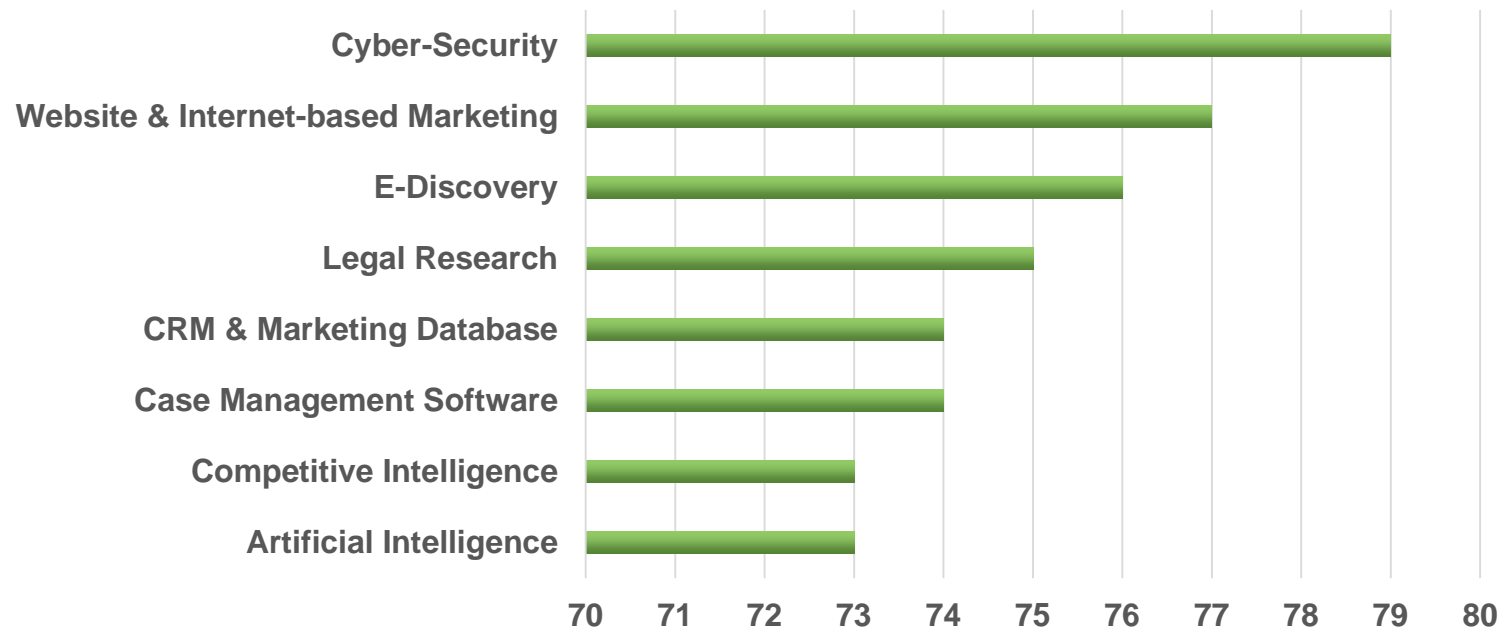
Legal Research

(Change in investment over last three years)

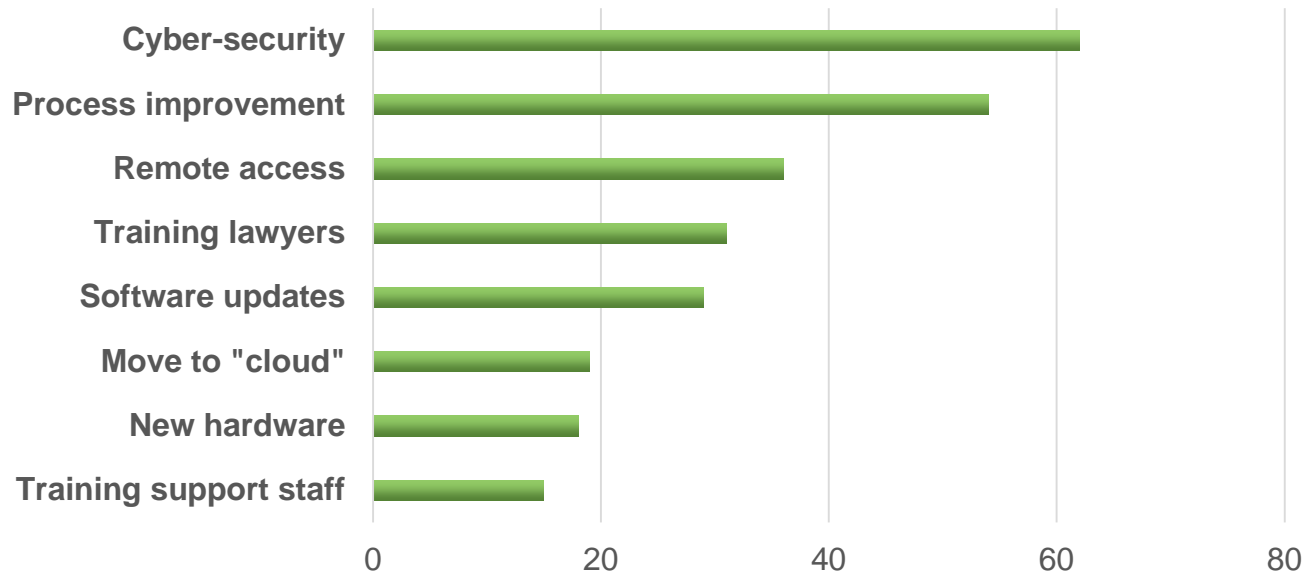


NOTE: 8% were unsure

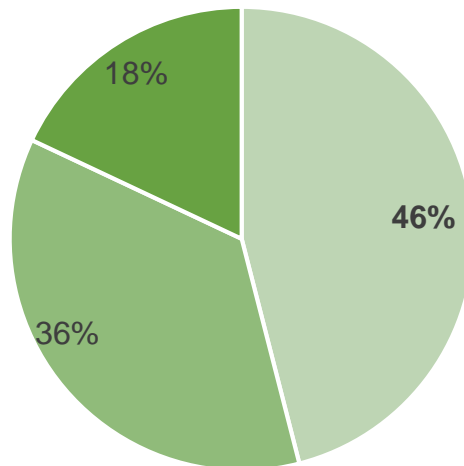
Over the last 3 years, in which areas of technology has your firm invested the most resources?



What are your firm's top technology priorities this year?

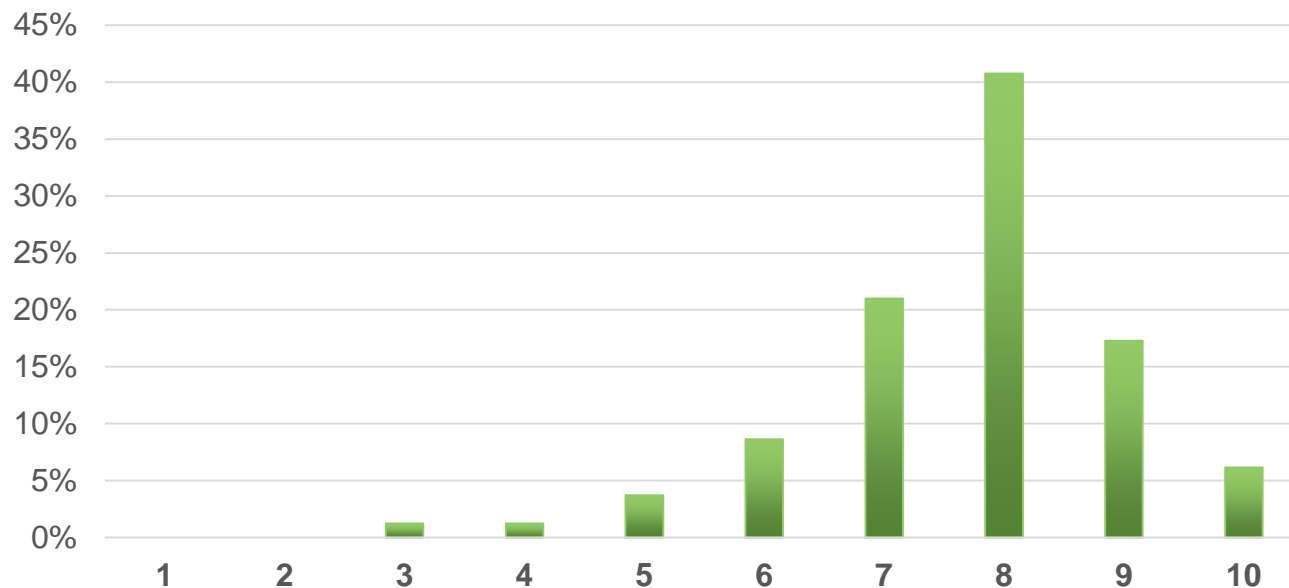


How does your firm handle its IT management and support?



- All in-house
- Blend - in-house and outsourced
- All outsourced

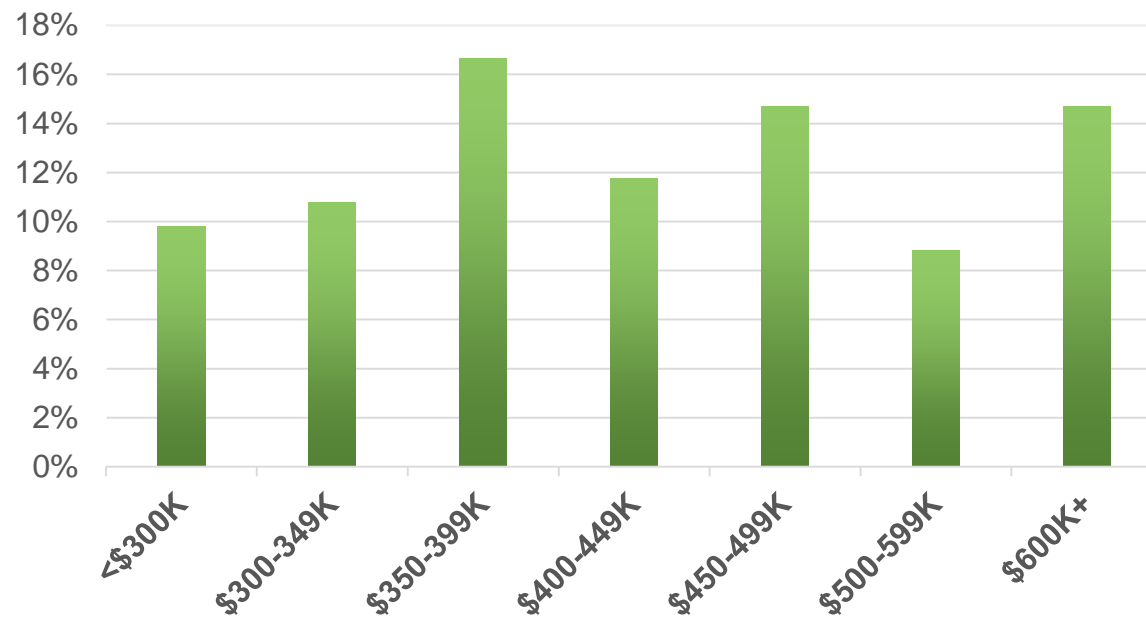
On a 1-10 scale (with 10 as the highest),
how confident are you with your IT staff's capabilities?





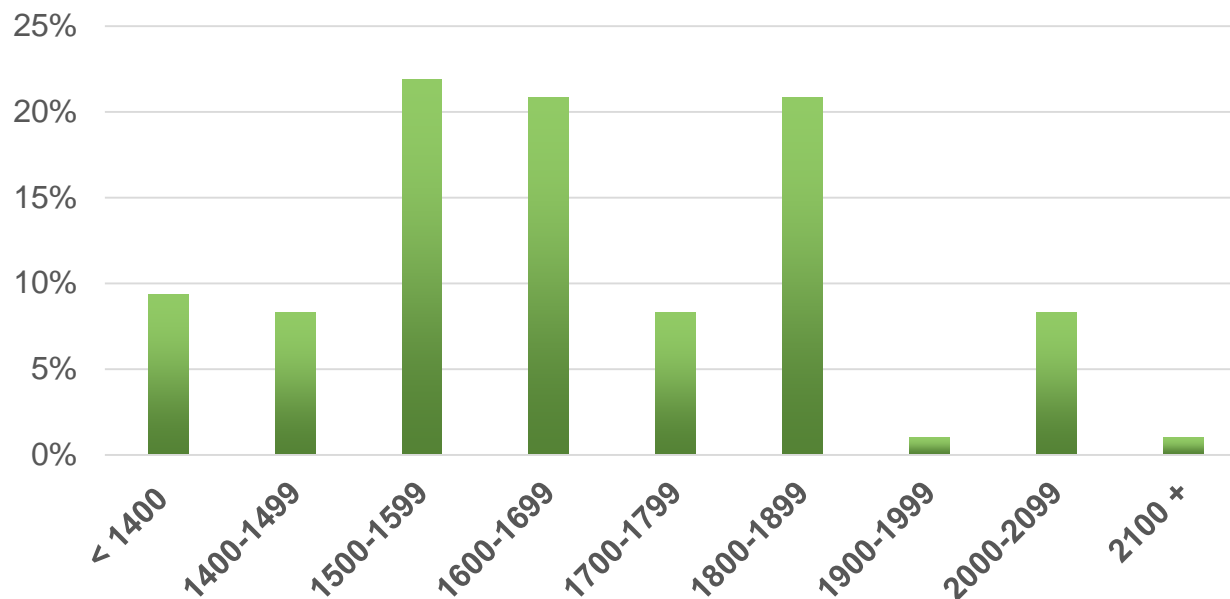
About Your Firm's Key Performance Indicators (KPIs)

What was your firm's Revenue per Lawyer (RPL) in 2018?

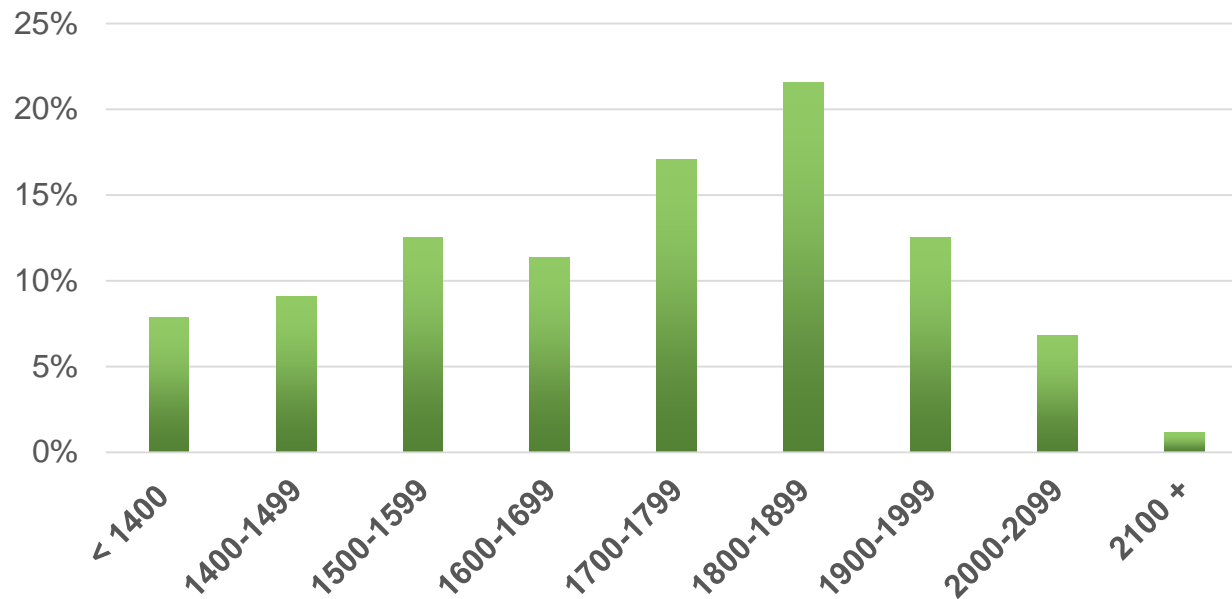


NOTE: 13% were unsure

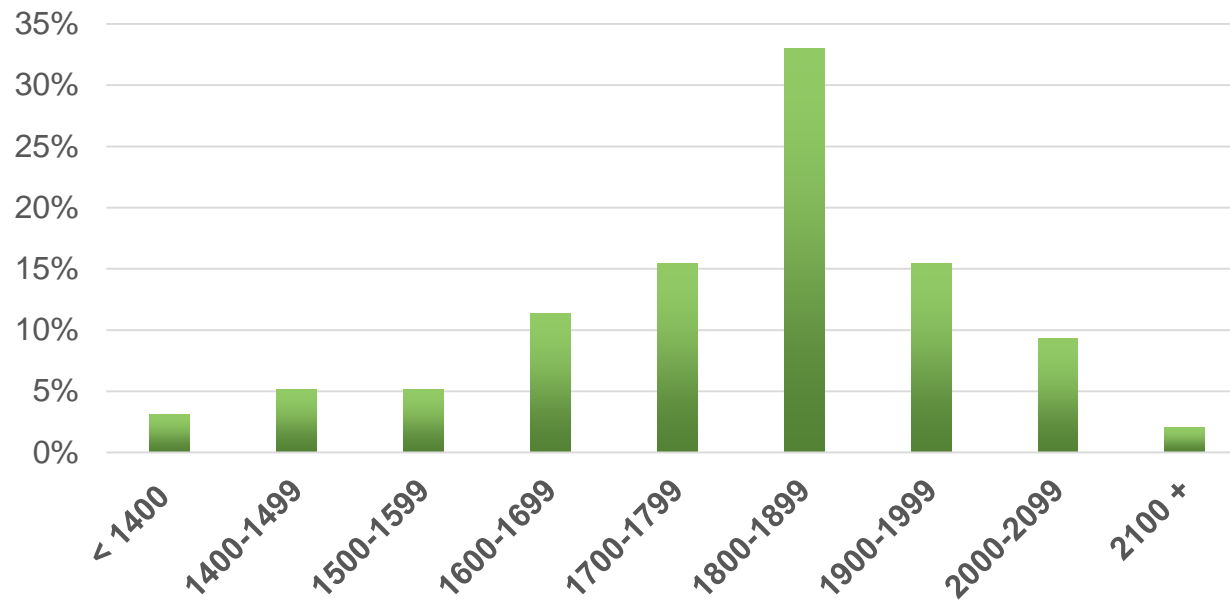
Billable Hour Expectation – Equity Partner/Shareholder



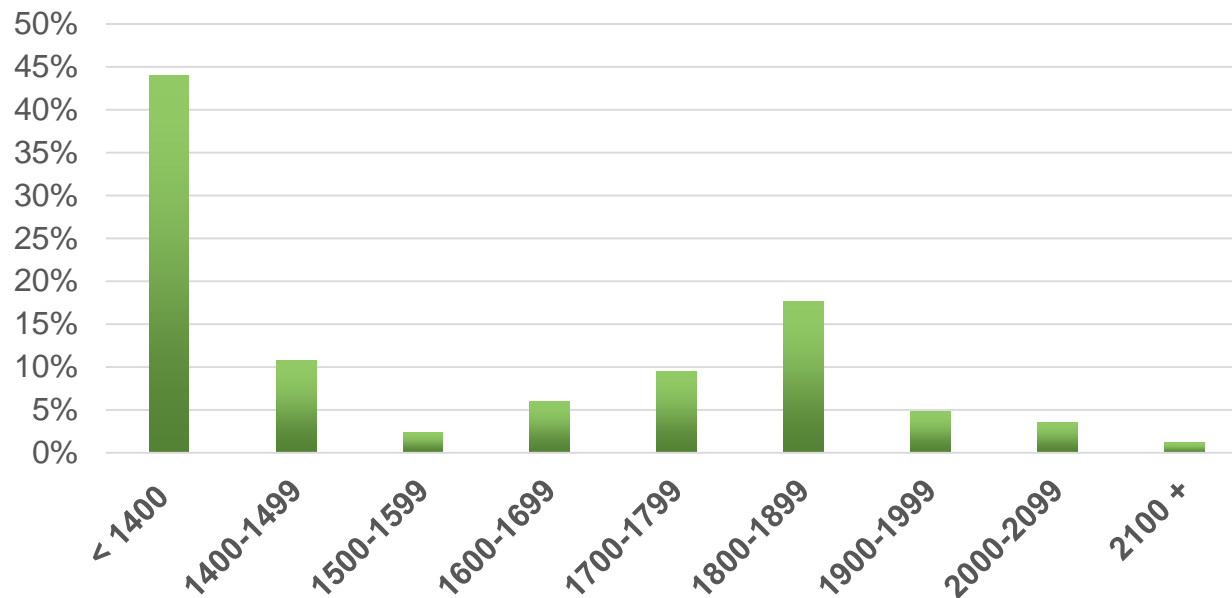
Billable Hour Expectation – Non-Equity Partner/Shareholder



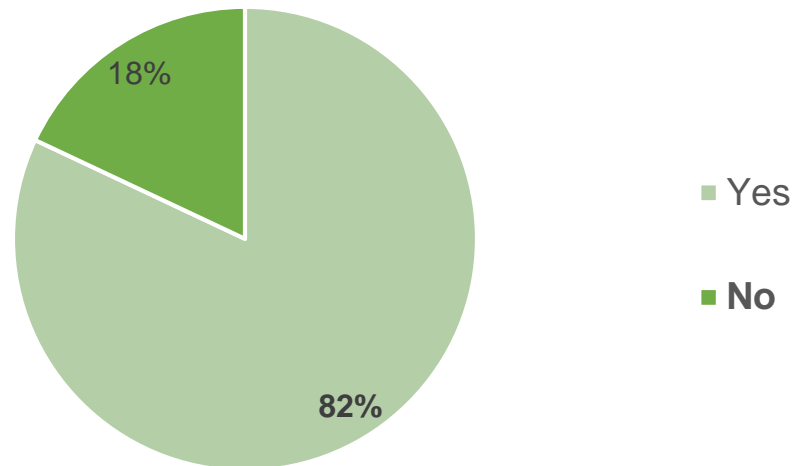
Billable Hour Expectation – Associate Attorney



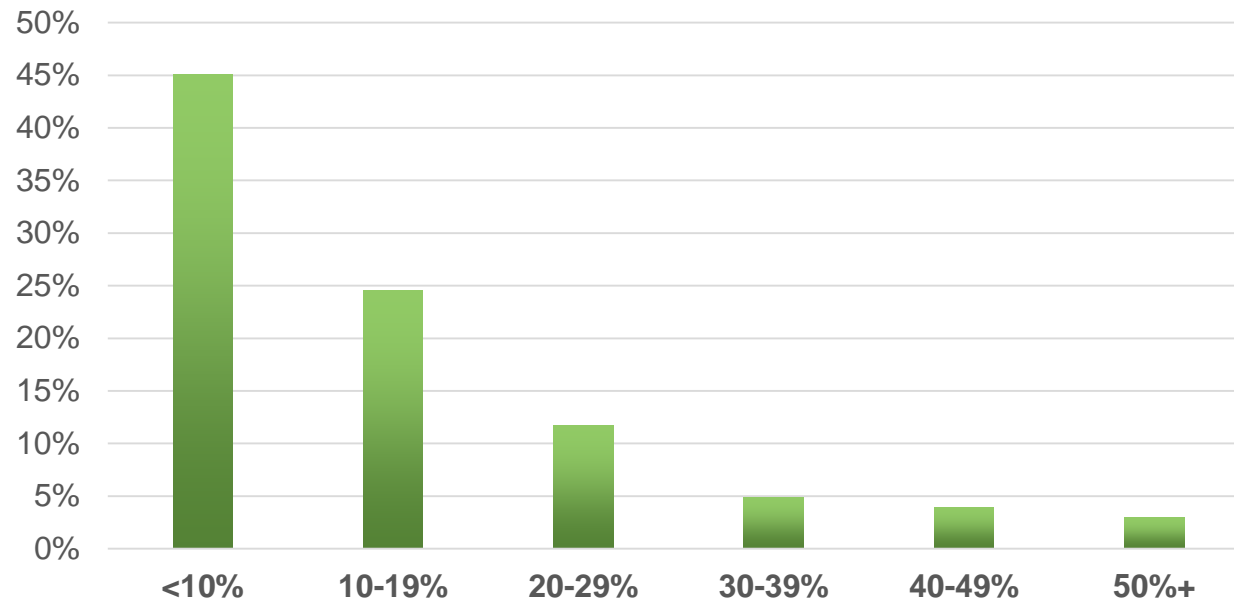
Billable Hour Expectation – Of Counsel



Does your firm closely monitor attorney utilization and realization rates?

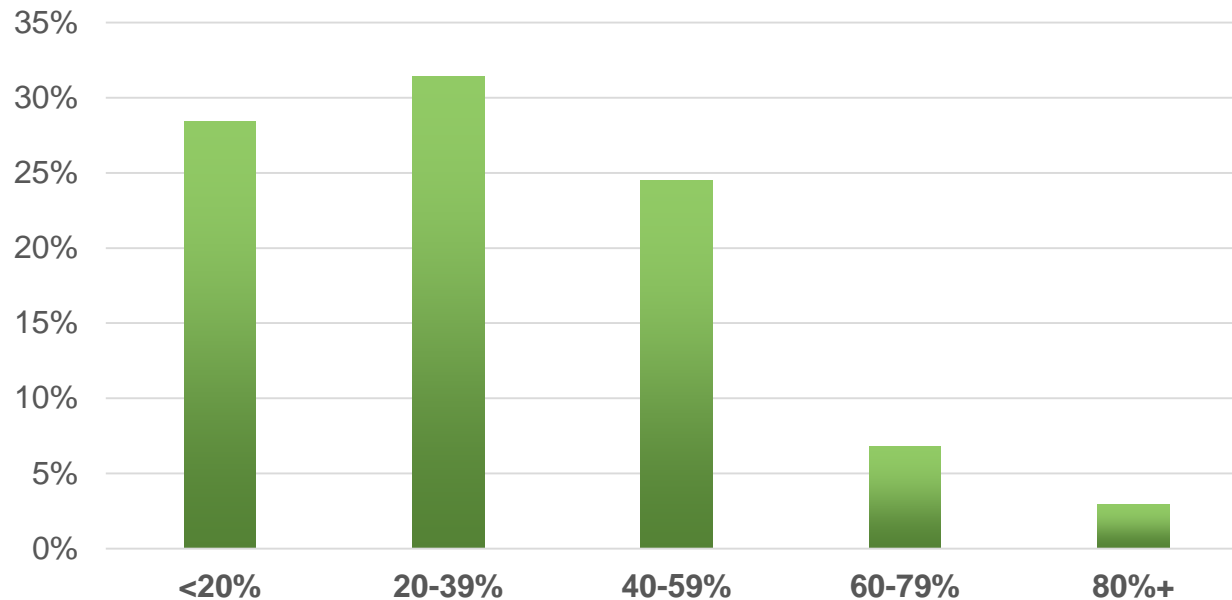


What percentage of revenue is generated through Alternative Fee Arrangements (AFAs) at your firm?



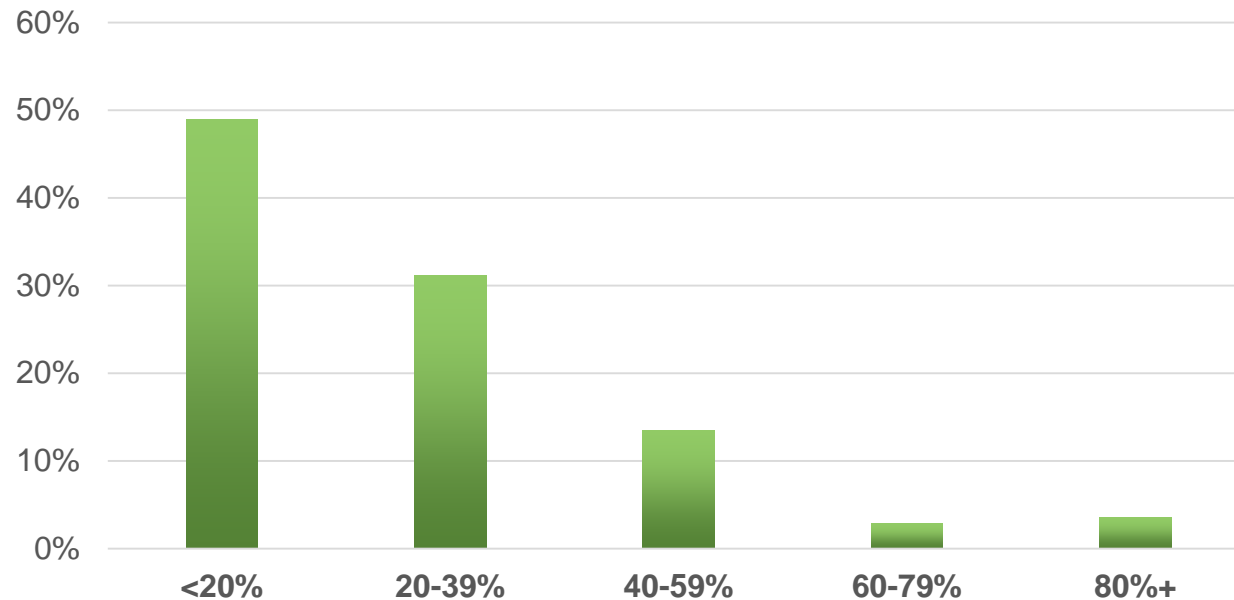
NOTE: 7% were unsure

What percentage of revenue is generated by lawyers 60 years and older at your firm?



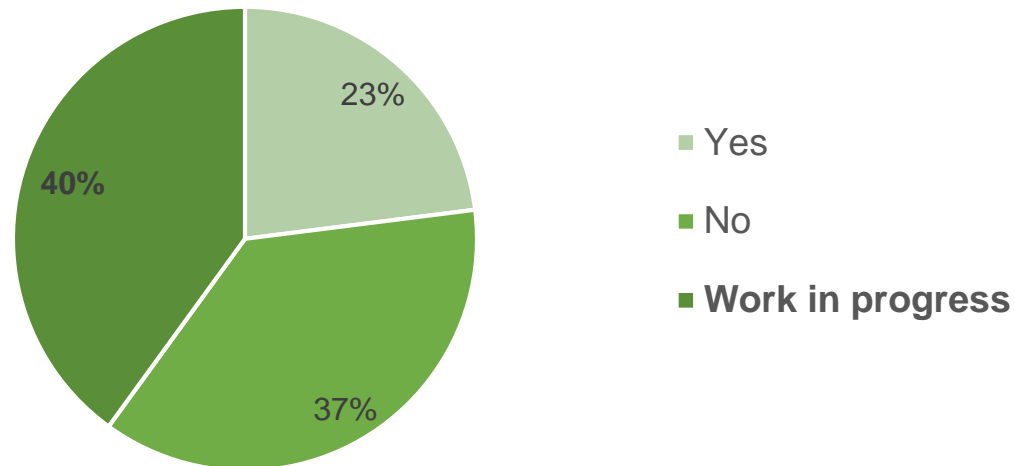
NOTE: 6% were unsure

What percentage of Equity Partners/Shareholders are women and/or minorities at your firm?

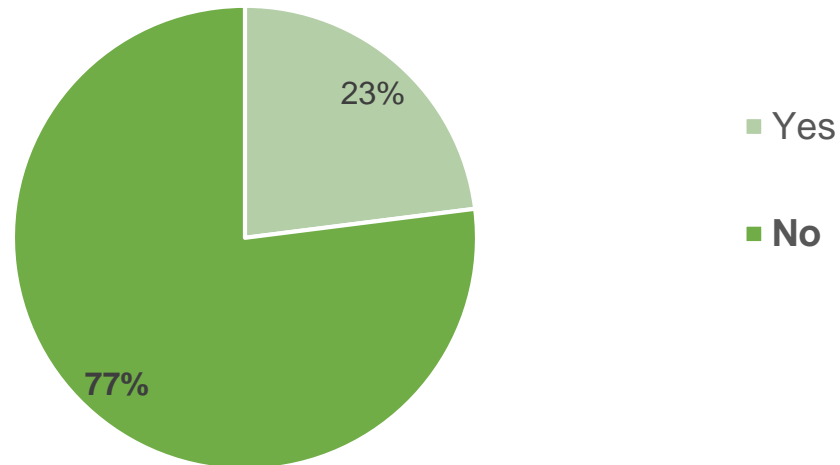


NOTE: 0% were unsure

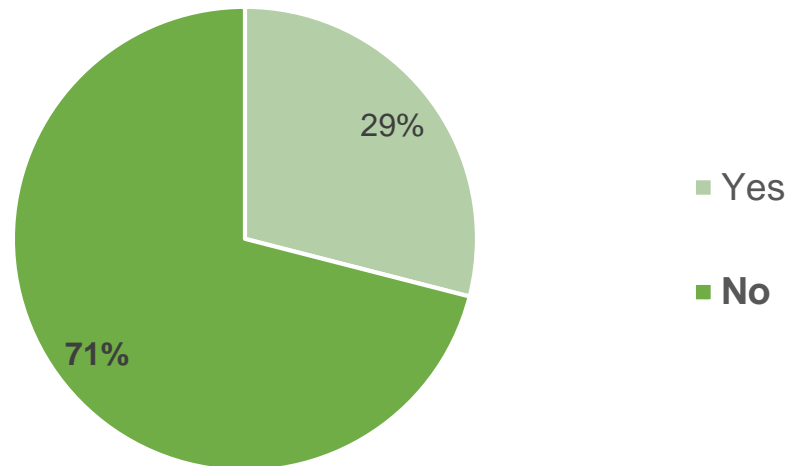
Does your firm provide leadership training for its current and future firm leaders?



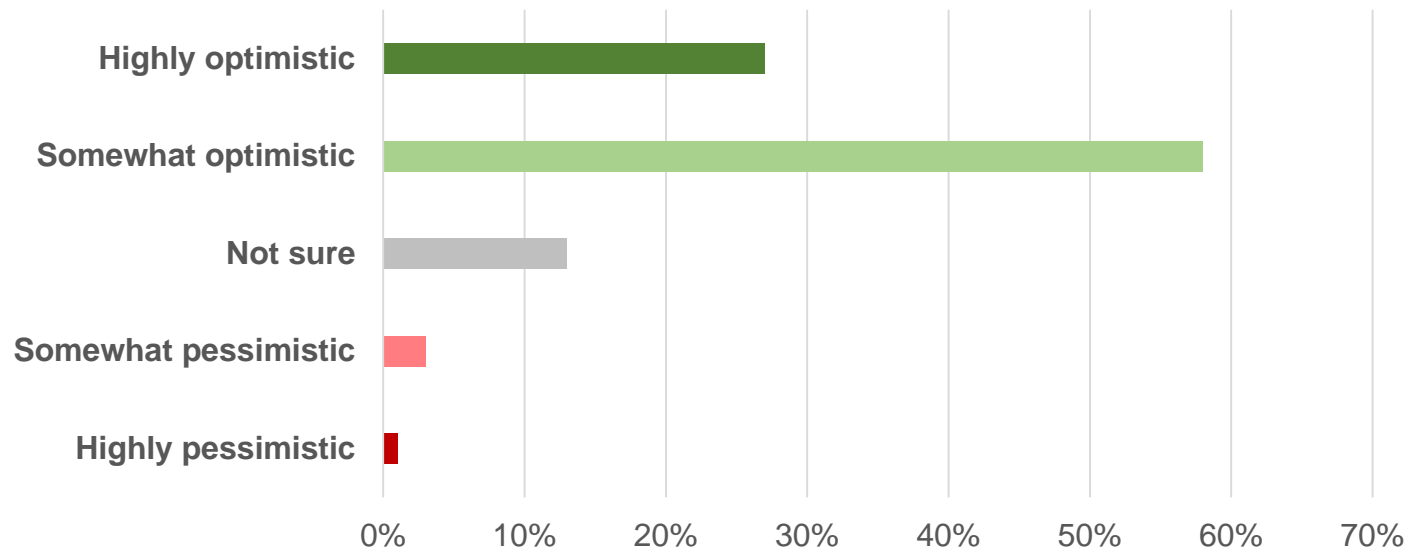
Does your firm systematically measure client satisfaction in any way?



Does your firm systematically measure employee satisfaction in any way?



How do you feel about your firm's future?



CONTACT US

John Remsen, Jr.

404.885.9100

jremsen@theremsendgroup.com