

# CANADIAN LAW FIRMS

*Initiating a Strategic Response to Growing Pressures*



**KOMAND Consulting Inc.**

## Clients are not satisfied

“[Law Firms] have not adopted basic tools used by effective businesses...such as sophisticated strategic planning.” That is a recent quote by the general counsel of one of the largest companies in Canada. Those sentiments are shared by many other general counsels of large Canadian companies, spanning many different industries. These quotes are calls to action from the most sought after clients for almost any Canadian law firm. The problem is that law firms are not listening. The clients are calling on Canadian law firms to change their service delivery models in order to satisfy clients’ evolving needs. If they don’t, clients will find alternate solutions, which is exactly what they have been doing. We have already seen departmental budgets of in-house counsels increase substantially over the past few years. This means that they are able to hire talented lawyers – many from private practice law firms – that can carry out complex legal projects previously earmarked for external law firms. Not only are law firms losing some of their most talented associates who choose not to follow the “partnership track”, but they are also losing mandates that, in the past, were considered guaranteed revenue.

## Action is needed

A fundamental cultural change in law firms is crucial in order to realign themselves with clients’ needs. Gone are the days of the “billable hour” – instead, a client-centric

partnership approach is necessary. A “one-size fits all” approach will not work because different clients have different needs. Does a multi-national company have the same legal needs as a national or regional company? Does a large pharmaceutical company that operates in

a heavy regulatory environment have different needs than a start-up computer software company? The key is to identify client clusters or segments based on requirements for legal services and then tailor service delivery models to each cluster. Then the organizational structure and human resources of the law firm need to be realigned in a manner that optimizes the services delivered for each client segment – both from a service and efficiency perspective.

## The KOMAND Sustainability Strategy

Working with partners and other members of the leadership team, KOMAND can help position your law firm for long term sustainable growth following a three phase methodology:

### Client Segmentation

Identify the different client segments that your firm currently services or can service in the future based on growth opportunities and existing capabilities.

### Organizational Model

Formulate a client “lock-in” strategy and introduce an organizational and professional resources realignment that will deliver the lock-in strategy for client segments.

### Transform and Operate

Ensure a smooth transition to the updated client-centric structure by introducing performance indicators and delivering customized training for leaders and change agents within the law firm.

## Initial Consultation and Needs Assessment

We welcome the opportunity to have an initial consultation and identify your organization’s needs

Please call us at: **+1 (514) 934-9281**  
Or Email us at: **lawfirms@komand.ca**

**“KOMAND’s comprehensive analysis brought out new insights about the market place and they enhanced our strategic direction that resulted in an increased client base and in turn an increase in revenue.”**

– **President of a national professional services firm**

## Initiating a Strategic Response to Growing Pressures

### **KOMAND Consulting helps organizations make high-impact strategic decisions**

Since KOMAND was founded in 2006, we have worked with medium and large companies in sectors ranging from aerospace to healthcare. We provide executives and directors with a clear road map to outperforming the competition and increasing enterprise value. The only measure of our success is the long-term success of our clients.

### **What We Do**

At KOMAND we develop sophisticated strategies for our clients through creative strategic planning that will help bring about a desired future. Every important decision should be an informed decision and we use the power of advanced statistical analysis to drive our strategic recommendations. We also introduce appropriate vehicles to measure the results. We gather the latest intelligence in your economic sector and perform detailed strategic audits to ensure that your decisions are informed and right for your organization.

### **How We Do It**

Whether your enterprise is a multi-business firm or a single business unit, the strategy process has the same four key elements: Articulate your vision and mission, formulate a winning strategy, translate that strategy into actionable initiatives, and monitor results to make any adaptations that increase your competitiveness.



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