

Thursday, September 14 | 1:00 pm – 2:00 pm

Expert Panel | Breakout Sessions #2

# Pricing to the Client: How to Differentiate Your Offer

Body of Knowledge: Business of Law

## Presenters

- Antonella Montagna | Director of Pricing & Legal Project Management, Jones Walker
- Kim Perret | Chief Marketing Officer, Jones Walker

## Session Overview

The session will cover a discussion and tips on how to assess your clients' needs, and how to provide a pricing proposal that meets their legal and budgetary needs. It will also include a discussion on how to present a pricing offering that stands out and differentiates your firm from the competition.

## Session Notes

- How do pricing and marketing work together?
- marketing sets value proposition, etc
- pricing ensures positioning is carried out via the price and relationship
- Challenges with just lawyers doing pricing - no man is an island

### **Differentiating your offer**

Demand for law firm services is flat with spikes (covid)

- if you are successful in getting business, you are taking it from someone else
- 2021 spike was demand for high end, high priced partners
  - this shows clients are willing to pay for value
- the demand is movable - clients are mixing and matching

### **Ways to differentiate**

#### **1. Client centricity**

- focus on client needs
- everyone across firm is aligned and delivering what the client needs and wants
- communication is a key component of client centricity

- offer client options - package A or package B
- do not put client's words in their mouth
- differentiate what the company needs vs what the person needs

## 2. Flexibility

- what does the client need and value?
  - what do they need overall and what do they need for this particular issue
- what is the nature of the work?
  - key to explaining the value - risk involved, etc.
  - clarifying the nature of work is very important
  - explaining the scope is critical
- what are my expected costs
  - must follow through
  - even if not challenging, it is still valuable
- all of this determines the structure and price

## 3. Client service model

- framework for creating a model
- **Assessment**
  - identify core areas of work, decision tree, assess needs, where are our strengths and where can we serve
- **Planning**
  - is clear systems for working together
  - how are we aligning the teams, etc - the structure
  - develop a budget management system
- **Partnering**
  - regular meetings with clients - how do they want to communicate (meetings, portals, etc.
- **Development**
  - technology needed, training needed
  - implementation
- **Evaluation**
  - formal or informal

Ensures outstanding service and positive experience

Must be flexible

## Benefits of Client Service Model:

- **Benefits to client**
  - Provides a strong team of highly coordinated attorneys with well-defined responsibilities
  - Creates budget certainty - great controls over outside counsel fees and allocation of legal budget
  - reduces legal costs without sacrificing results
  - leads to strategic, proactive advice - a better understanding of client's needs leads to advice that furthers business strategy
- **Benefits to the firm**
  - Build long-term client partnership: lawyers have developed a detailed knowledge of clients' businesses and industries
  - Creates predictable revenue stream and positive ROI on client investment
  - Younger attorneys build relationships in client organization, which helps with succession planning
  - Improve efficiency and reduce costs of delivering legal services

If you have a client service issue, it can mimic a budget issue - could be lack of internal clarity of budget, etc. Unclear expectations and unclear categorization can be problematic

This is a longer-term play

Can implement pieces to weave into proposal

Have communication with clients to scope the work properly

Talk about budget

### **Value proposition**

- Client value
- experience + results + costs = value

Many factors in how clients perceive value

### **The client determines value**

Costs can include the reputation of the company, how much time is spent working on things that are not part of role, etc.

Working together  
(marketing and pricing)

**Marketing:** Communication, positioning, client research, capabilities

**Pricing:** Structure, scoping, costs, staffing, market research

> value

- Having a strong relationship with the client is helpful here - to understand competitors
- Lawyers afraid to raise their rates - how to have this conversation
- must have the conversation regularly - have before end of the year - get them talking about money - this will help them get more comfortable talking about rates
- Reverse auctions - determine the price ahead of time - do not waver/lower
- Clients get what they pay for
- Use data after the fact
- in-house counsel vs procurement - need to understand who has more influence at the firm

**The client is determining what the value is, but we have to do a better job communicating it.**