

[N.B. This pro-forma business plan is designed to provide you with guidance and is not prescriptive. It is to be edited dependent upon your background, technical expertise, and client contacts. Please remove/edit clauses or include additional clauses/ footnotes to better reflect your potential business case. Note, law firms will often contribute to your business plan, with the sponsoring partner in the practice group you are being recruited into providing additional information to support your application ahead of a partnership vote.]

[Name of Candidate] Business Plan
[Name of Law Firm]

[Practice Area]
[Date]

CONTENTS

- 1) Introduction..... 2
- 2) The Market..... 2
- 3) Financial Details..... 3
- 4) Team..... 6
- 5) Indicative Following..... 7
- 6) Additional Information..... 8
- 7) Notice Period and Restrictive Covenants..... 8
- 8) References..... 8
- 9) Summary..... 8

1. Introduction

Practice Description:

[Insert a detailed description of your practice and client base including any particular sector focuses or specialisations]

Objective:

This is just a suggestion - edit this statement to make it appropriate for your own practice

To assist the Firm in expanding its [insert type of practice here] practice by... (e.g. developing and leveraging the Firm's [practice area] and capitalizing on my contacts throughout the [X] industry).

Actions:

What are you going to do to achieve your objective?

(For example:)

- Expand my current relationships with existing clients such as [X, Y, and Z]
- Capitalise on network contacts in [X] sector such as [Y] and [Z]
- Utilise reputation in the market to attract new clients
- Apply my experience alongside the Firm's current partners to provide additional services to the Firm's existing clients, such as [X]
- Focus on opportunities to cross-sell internally
- Enhance the Firm's pitches for [X type of work]

[insert additional background information]

Provide any additional details as to how your practice and expertise will enhance the firm's practice area and your reasons/motivations for looking to move (include social/economic contexts)

2. The Market

[insert background information on your practice area/sector focus]. Notable market trends/activity in this sector has included the following:

- [insert list of current market trends and/or issues facing the sector/practice area]

The [insert geographic area and name of market here e.g. European Project Finance] market continues to attract the interest of:

1. Market Participant A
2. Market Participant B
3. Market Participant C
4. Market Participant D

The purpose of this section is to provide broad information about the major participants in your market in general. Provide a very brief description of each market participant e.g. "private equity companies looking to benefit from land acquisition"

I would seek to expand the Firm's client base through contacts within all of the aforementioned market participants, particularly those businesses which already provide instructions to my practice.

3. Financial Details

In this section, add footnotes if any figures in the tables need some explanation (e.g. reasons for billings being particularly high/low one year, or details relating to any 'special deals' you have with clients regarding charge out rates etc.)

Personal Hours Billed for the past 3 years:			
	Current Year	Previous Year	Two Years Ago
Hours billed to own clients			
Hours billed to firm clients or other partners' clients			
Other productive non-billable hours			

Personal Charge out rates (£/hr) for the past 3 years:			
	Current Year	Previous Year	Two Years Ago
Charge out rate			

Billings, collections, and referrals (GBP) for the past 3 years:				
		Current Year	Previous Year	Two Years Ago
Originations	Own team billings			
	Referrals to other teams			
	Total originations			
Team billings for other partners' matters				
Recovery rate/ collections				

Fees billed for work originated by another partner/team but for which you were the 'matter partner', including hours billed by other lawyers in your team under your supervision/direction

Consider including a footnote here to summarise the main teams/practice areas you were able to refer work to

Fees billed for matters that you originated, including hours billed by other lawyers in your team under your direction

The purpose of this section is to provide details about client contacts to reflect the depth/quality/length of your client relationships. List all your main contacts for each client (name and title/position) and include details about how long you have known the individuals, the strength of your relationships with them, amount of contact you have with them etc.

If the client operates a legal panel consider including this (and if so, whether your relationship with the client depends on being on the panel, and whether they instruct firms outside of their panel etc.)

Clients and Historic Billings* (GBP) for the past 3 years:				
Client Name and Type	Comments	Current Year	Previous Year	Two Years Ago
[insert name of client, and a brief description of the type of organisation it is] E.g. Client X – Property Developer	Main Contacts: <ul style="list-style-type: none"> E.g. John Smith, General Counsel Client Since: E.g. 2010 Type of work undertaken: E.g. The acquisition and ongoing management and development of large property portfolios Confidence of portability: [High/Medium/Low] E.g. High – this is a longstanding client, I have strong relationships with all the key decision makers and have worked with the General Counsel since 2005 when he was Head of Legal at another major property developer. I am confident that this client would follow me.	E.g. £405,000 (estimated) £295,000 billed to date (as of August this year)	E.g. £415,000	E.g. £380,000
Total				

*The figures above relate to billings generated from clients which I personally originated/ matters which I played a lead role in securing the instructions for, as well as those from matters generated from my own clients which were exported to other departments within my firm (typically I generate c.£[X] p/a of internal referral work, predominantly in relation to [insert relevant practice group/team])

Potential New Clients

In this section you should include details of any new clients that you believe would instruct you in the future, as well as those which the firm in question would provide you a platform to pursue.

This should include information relating to any clients whom you have worked closely with at your current firm (or any previous firms) but did not personally originate or otherwise ‘win’ instructions from, but whom you think might reasonably instruct you at your new firm.

Name of Potential New Client	Comments	Expected/Estimated Fee Income (GBP)
<p>[insert name of potential client and a brief description of the organisation]</p> <p>E.g. Client X (private equity fund)</p>	<p>Main contacts:</p> <ul style="list-style-type: none"> E.g. Amanda Jones, Head of Compliance <p>Known client since: E.g. 2012</p> <p>Likelihood of securing instruction within the next 12-24 months: [High/Medium/Low] E.g. Medium/High – Client X is a long-standing client of [current firm] and I undertake all of the client’s funds related regulatory work in London. Client X uses a number of other law firms in London. When I leave [current firm] there will be no one to provide regulatory advice and I will therefore be in a good position to win the regulatory work at my new firm.</p>	<p>E.g. Historically Client X has generated between £100,000-£250,000 p/a of regulatory work.</p>

You should include any information here which can demonstrate the likelihood of these clients instructing you in the future. As in the previous table, you should include details on your contacts within the organisation, and the strength of your relationships with them. It may also be appropriate to comment on any synergies with any existing clients of the firm that may be pertinent to your chances of securing the client were you to move to the firm in question, as well as any other background/contextual information.

Compensation (GBP) for the past 3 years:			
	Current Year	Previous Year	Two Years Ago
Basic Salary			
Monthly Draw			
Additional Distribution or Bonus			
Total			
Additional information: [insert any other information relevant to your current compensation levels, e.g. details regarding any incentivisation structures you have in place at your current firm, pension contributions, and any other benefits]			

4. Team

My current team comprises the following:
 [insert list of current team members] for example:

- Senior Associate, 7PQE
- Mid-Level Associate, 4PQE
- Junior Associate, 1PQE
- Trainee (there are typically X number of trainees sitting within the Y-partner team at any one time)
- PSL
- Paralegal

You could also include any other relevant information about your team members here (such as how much of their time is dedicated to working on your matters, whether they are part/full-time etc.)

Subject to restraints contained in my agreement with my current firm (see section 7 below), I would propose to bring the following team member/s with me:

Name	Year Joined Team	PQE	Remuneration	Hours Billed Last Year

This could include information on current remuneration and/or expected/estimated remuneration were they to move to the Firm

In addition to the above, I would require the following support from within the Firm:

- E.g. a mid-level and a junior associate

5. Indicative Following

The purpose of this section is to estimate the likely fee income you would generate at your new firm (both from existing and new clients)

As in the Financial Details section above, use footnotes if any figures in the table need some explanation/justification (for example, if the figures given are much higher/lower than your historic fees from an existing client then you should highlight the reasons for this). Consider commenting on factors such as the organisation’s recent activity, future investments and pipeline work, as well as any material changes in the market/sector affecting the client’s significance/potential for work, or anything relating to the firm that would impact the fee levels

Summary of Estimated Future Fee Income**									
Name of Client	Year 1 (GBP)			Year 2 (GBP)			Year 3 (GBP)		
	Poor	Likely	Optimistic	Poor	Likely	Optimistic	Poor	Likely	Optimistic
Client A									
Client B									
Client C									
Client D									
Etc.									
Other Clients									
New Clients									
Total									
Range									

The range you give is to give an indication of the levels you are likely to deliver, and does not necessarily need to correspond exactly to the total figures for the clients listed in the table above

***The figures above relate to fees that will be generated from clients which I personally originate/ matters which I play a lead role in securing the instructions for, as well as those from matters generated from my own clients which would be exported to other departments within the firm*

The indicative figures above are based on the following assumptions:

Please add any relevant assumptions, for example:

- [Target firm] remains on the legal panel for Client X
- No client conflicts issues

Comment on client portability:

[insert statement to support the portability of your business case were you to move, particularly including any factors relating specifically to the firm in question]

6. Additional Information

[Insert any additional relevant details here]

This section is to include any other relevant information that has not been included above. This could cover your non-fee-earning experience such as management and strategy experience, business development (e.g. speaking engagements etc.), publications, pro bono work, as well as any relevant memberships and directory rankings

7. Notice Period and Restrictive Covenants

My contractual notice period at my current firm is [X] months.

I am subject to [insert any relevant restrictions, e.g. non-compete and non-solicitation clauses].

8. References

Client references:

Employer references:

Please provide the names (of both the client/employer and the individual), addresses, and telephone numbers/emails of references. No contact will be made with these references until specifically authorised by you

9. Summary

A superb set of contacts within the [insert geographic area and practice here] market, that will allow [insert Firm name here] to expand its practice with [insert here the 'Market Participants' you have referred to in the first part of your plan.

Consider finishing the document with an executive summary or 'wrap up' statement summarising attributes and resources that will assist you in developing and expanding the practice within your discipline of the firm