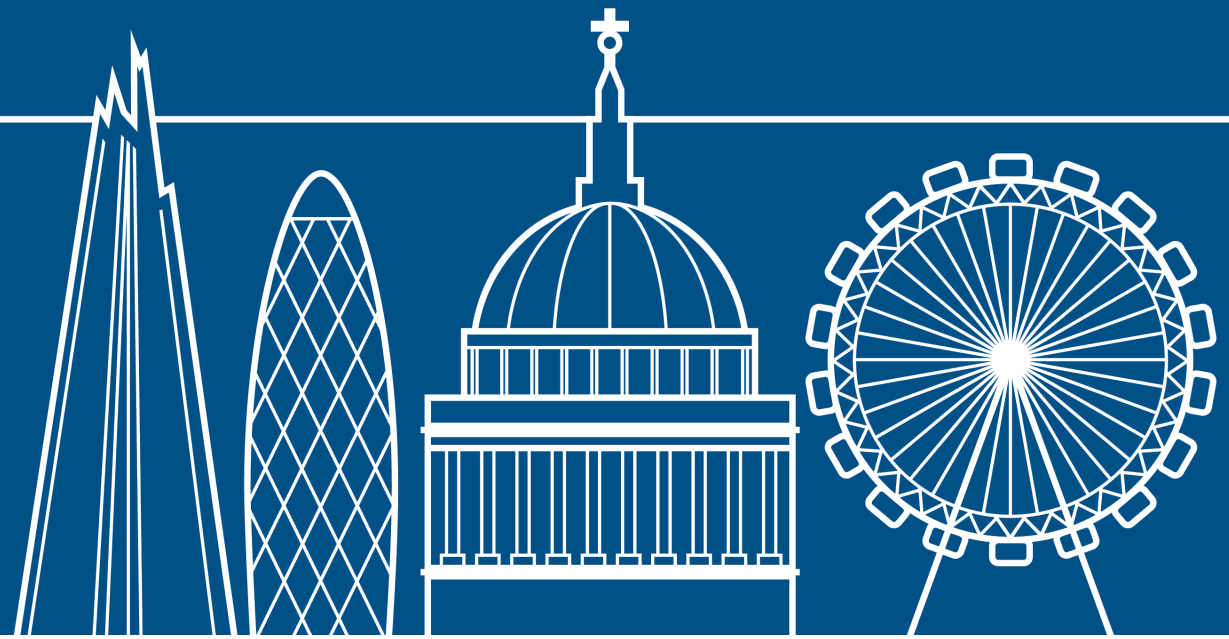




FICPI ExCo & 21st Open Forum

London, 1-7 October 2023



Instilling a culture of business development throughout the firm



STRENGTHENING THE PRACTICE OF THE INDEPENDENT IP ATTORNEY

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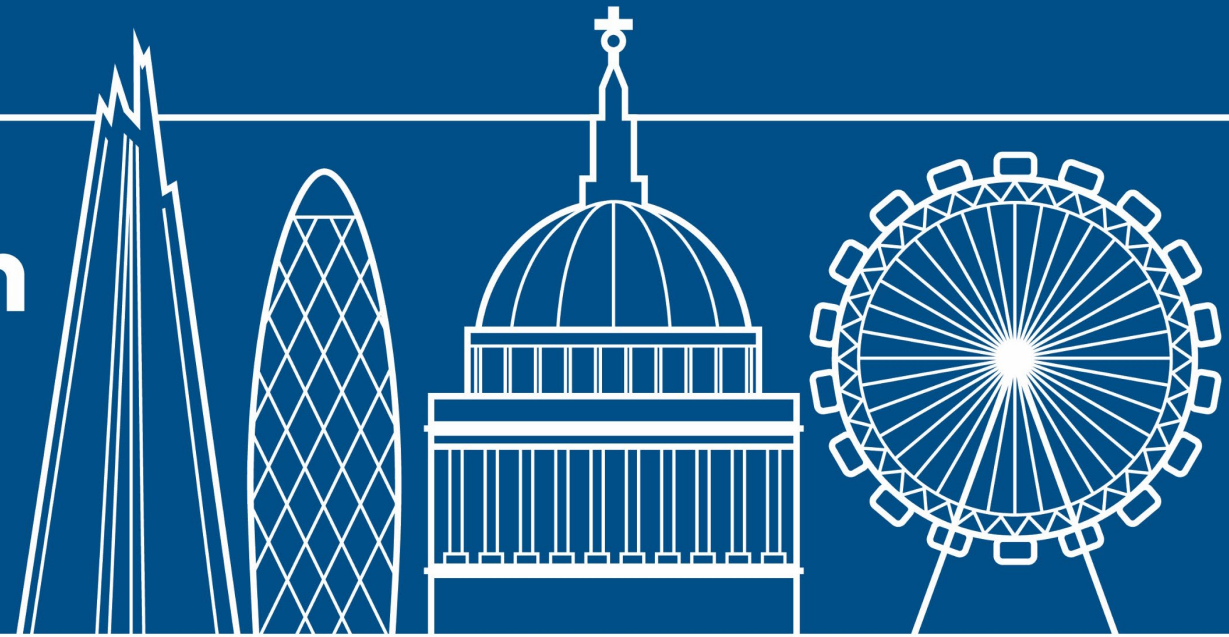
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Introduction

Mr Louis-Pierre Gravelle
Partner, Bereskin & Parr LLP, Canada



liverpoolstreet



Mr Louis-Pierre
Gravelle



Ms Julie Demers



Mr Michael Evans



Mr Eduardo
Mello e Souza



The Plan

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- What is BD and why is it important?
- Aligning BD to firm strategy
- Client acquisition
- Client retention
- Teamwork



What is BD and why is it important?

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- BD: a definition
- Why is it important?
- BD is for everyone!

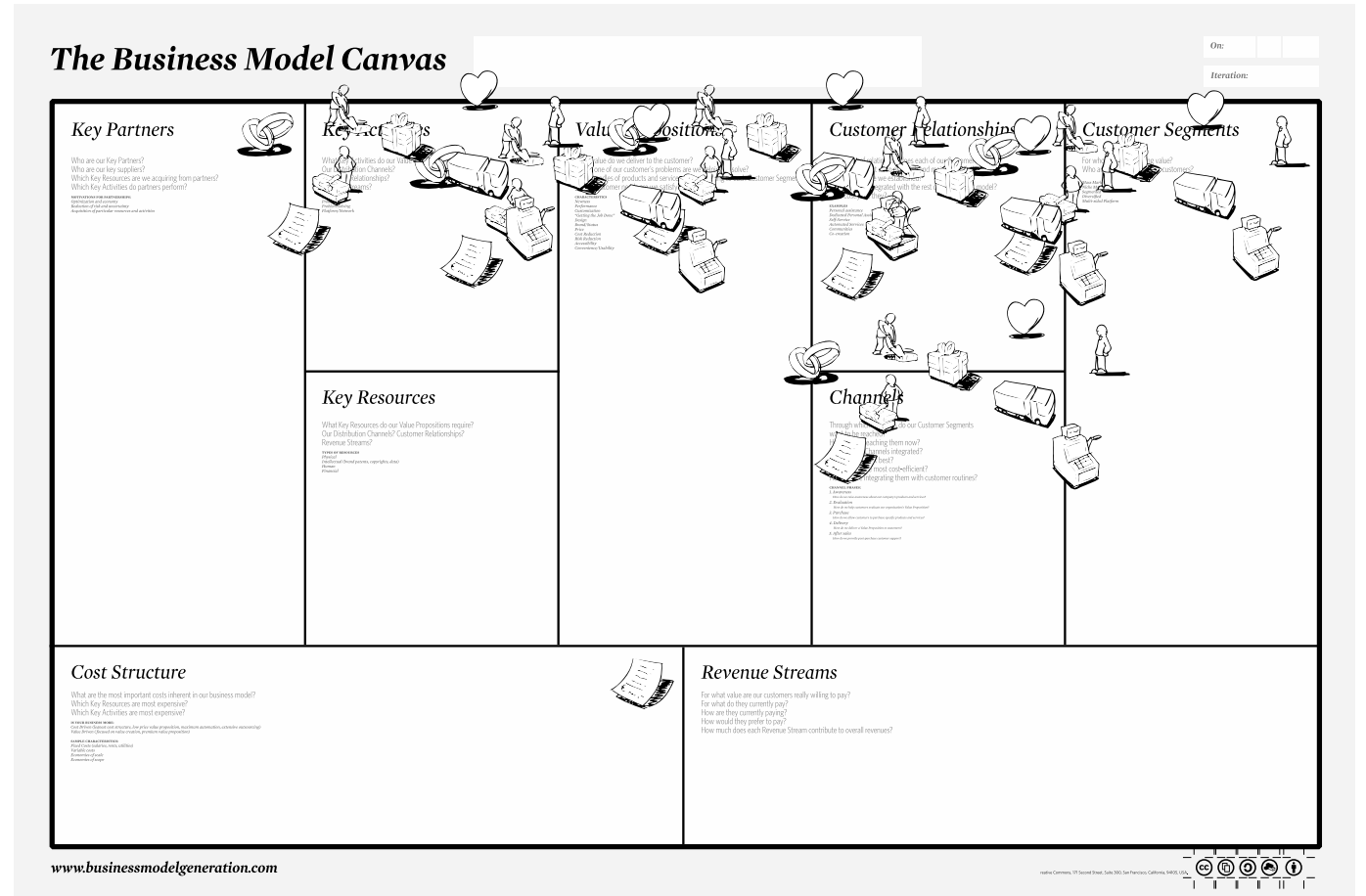


Aligning BD to firm strategy

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- What customer segments you plan to serve?
- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve?
- What type of relationship does each of your Customer Segments expect you to establish and maintain with them?
- Which ones have you established?
- How are they integrated with the rest of your business model?



Business Model Canvas by Alex Osterwalder.



Client acquisition

- Best approaches : attracting clients with renowned expertise / create events that get your targets' attention
- Be where your targets are
- Leverage introductions through a common third party
- Do your homework : research your prospect
- Sometimes, you have to leave legal talk aside
- Cold calls – a waste of time unless... Discuss!
- Round-table discussions; what has worked, what hasn't worked
- Using business intelligence tools to focus your efforts



[8 Best Customer Acquisition Strategies You Can Follow Today \(rewechat.com\)](https://rewechat.com)



Client retention

- **KEY INGREDIENT TO ACQUIRE AND RETAIN A CLIENT :**

CONNECT ON AN EMOTIONAL LEVEL

GAIN TRUST

MAINTAIN TRUST

STAY CURIOUS AND INTERESTED IN YOUR CLIENT'S PROJECTS AND ENDEAVOURS

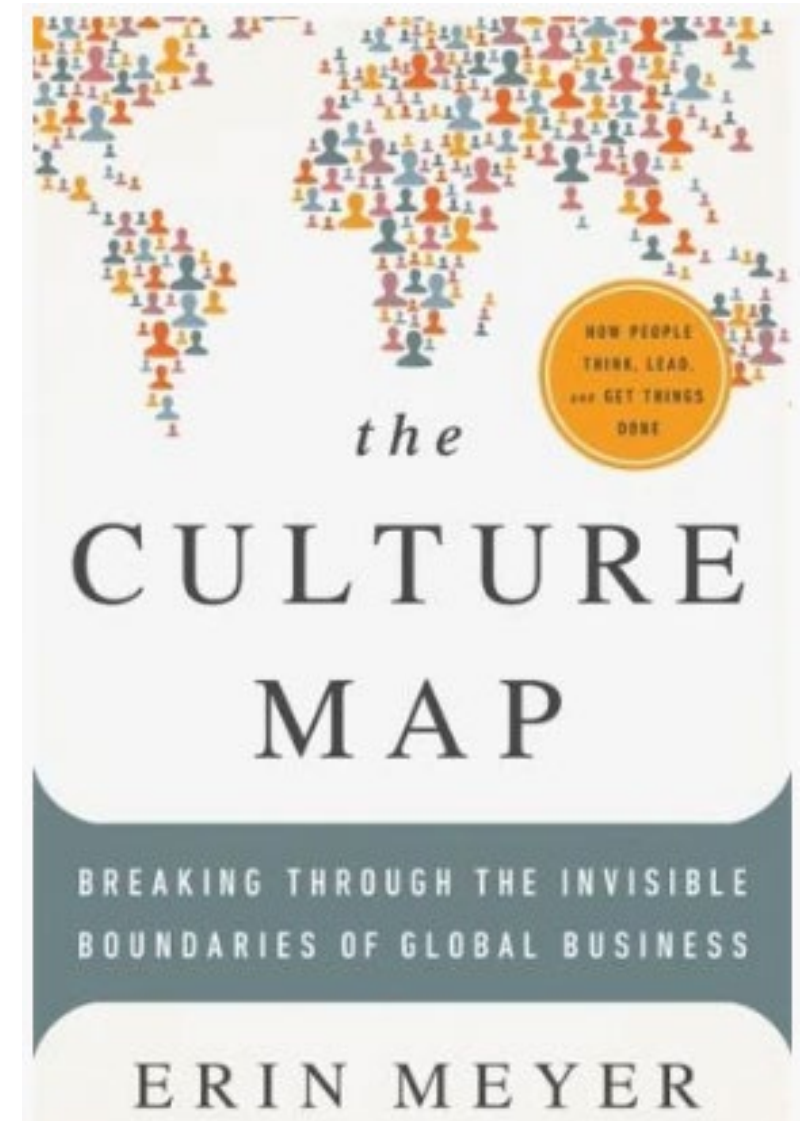
DEVIL IS IN THE DETAILS ...





Client retention

- Quick tricks to nurture trust and ties during and between deals/transactions/mandates:
 - The senior partner is not always the obvious fit – senior partner must have the humility to put his/her best assets forward and allow a stronger bond to be created with another team member
 - Touch base with the client on upcoming events, transactions : maintain your interest in their business, career and personal life
 - Every point of engagement of the client needs to enchant the client
 - Understanding the client’s business context and expectations (depth of research and budget) on any given mandate – make no assumptions
- Develop an inquisitive approach to fully understand the business context and create value with out-of-the-box approaches – put your egos aside!
- Avoid cultural pitfalls : always take into account the cultural aspect of the relationship / be respectful of the culture and the ways of a client (Book: Culture Map)
- Document, document, document





Teamwork*

*it's not a double, four-letter word



- Firm culture – everyone is responsible (and not just the lawyers)
- Succession planning – involve as many team members
- Collaboration, sharing information and internal communication
- People work to their strengths
- Mental health
 - Boomers 1946-1964
 - Gen X 1965-1979
 - Millennials 1980-1994
 - Gen Z 1995-2012
 - Gen Alpha 2013-2025



Teamwork



- Watch out for pitfalls
 - Understand how your client wants to be invoiced and explain your fee structure in advance to avoid frustration
 - Understand costs of serving particular clients:
 - Personnel required to manage particular billing or reporting systems
 - Financial burden of catering to unusual billing requirements
 - Ethical conflicts
 - Supply chain requirements you will be subject to once serving the client



Teamwork

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- External communications

- Every interaction is an opportunity to lose a client
 - It takes time to acquire a new client
 - Clients are tolerant of one-offs, but not of repetitive issues
 - Silence is a danger sign
- Never miss an opportunity to enchant a client
- Discuss volume of communications up-front
- Keep accurate records of past efforts
- Train associates in ESG topics and other issues relevant to clients



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