

## THE 16TH ANNUAL LAW FIRM COO & CFO FORUM

October 26-27, 2017

The Thomson Reuters Legal Executive Institute is pleased to present the **16th Annual Law Firm COO & CFO Forum** at the New York Downtown Marriott. The premier national summit for law firm officers and their peers, the Law Firm COO & CFO Forum continues its tradition of comprehensive professional education and networking opportunities for the Am Law 200 and beyond. This year's theme is a ten-year retrospective on legal services since the Great Recession.

## THE 2017 LAW FIRM FINANCIAL PERFORMANCE FORUM

October 25, 2017

Profitability and practice management have never been more critical in the current landscape. As noted in the **2017 State of the Legal Market**, legal market realities are such that law firms must redesign their approaches to client service, pricing, legal work processes, talent management and overall business structure to maintain any competitive advantage. Armed with exclusive industry analytics and a faculty of accomplished law firm executives, the 2017 Law Firm Financial Performance Forum will deliver invaluable, essential advice for immediate use.

## THE 16TH ANNUAL LAW FIRM COO & CFO FORUM WELCOME DINNER

October 25, 2017

Continuing a new conference tradition, we are pleased to announce our Wednesday night Welcome Dinner at **Little Park Restaurant** in the Smyth Hotel in New York's stylish Tribeca neighborhood. Celebrity chef Andrew Carmellini's longtime partnerships with local farmers, anglers, vintners, ranchers, and foragers are reflected in his menu. Reviews have described the Mediterranean-inspired fare as "colorful," "otherworldly," and "beautifully conceived." Seating is extremely limited.

## Co-chairs



**Dan DiPietro**

Managing Director & Chairman  
Citi Private Bank Law Firm Group



**James Jones**

Senior Fellow, Center for the Study  
of the Legal Profession  
Georgetown University Law Center



**Meredith Mendes**

Executive Director and Chief  
Operating Officer  
Jenner & Block LLP

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## THE 16TH ANNUAL LAW FIRM COO & CFO FORUM

**Law Firm COO & CFO Forum, October 26-27**  
**Law Firm Financial Performance Forum, October 25**

The New York Marriott Downtown  
85 West Street (at Albany Street)  
marriott.com/hotels/travel/nycws • 212.385.4900  
Group rate discount available – see inside.

**Law Firm COO & CFO Forum Welcome Dinner, October 25**

Little Park Restaurant in the Smyth Hotel  
85 West Broadway (at Chambers Street)  
littlepark.com • 212.220.4110

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Combination Pricing**

See inside.

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Thomson Reuters Legal Executive Institute presents

# The 16th Annual Law Firm COO & CFO Forum:

The Parallax View: A 10-Year  
Industry Retrospective



# PROGRAM AGENDA

*all times local*

## Wednesday, October 25

**5:00 p.m. – 6:00 p.m.**

Welcome reception

Relax and unwind on the mezzanine level for cocktails and canapés as we wrap up our 2017 Law Firm Financial Performance Forum and kick off our Law Firm COO & CFO Forum.

## Thursday, October 26

**8:00 a.m. – 9:00 a.m.**

Breakfast and registration

**9:00 a.m. – 9:15 a.m.**

Opening remarks

**9:15 a.m. – 10:30 a.m.**

**Ten Years in Turmoil: The State of the U.S. Legal Market (2007-2017)**

The U.S. legal services market has undergone remarkable transformation and stress in the 10 years since Steve Jobs debuted the iPhone®, the Boston Red Sox won their seventh World Series, and a young Illinois Senator declared his U.S. presidential candidacy. From high-profile mergers to the fall of Dewey & LeBoeuf, the past decade has offered a sobering portrait of how quickly an industry that is notoriously resistant to change has been forced to survive and adapt. This year’s State of the Legal Market offers a comprehensive study of 10 years’ worth of data delving into segmentation, differentiation, and the perpetually shrinking legal pie.

Presenters:

**James Jones**, Senior Fellow, Center for the Study of the Legal Profession, Georgetown University Law Center

**Dan DiPietro**, Managing Director & Chairman, Citi Private Bank Law Firm Group

**10:30 a.m. – 10:45 a.m.**

Morning break

**10:45 a.m. – 12:00 p.m.**

**Boats Against the Current: The Evolving Law Firm Business Model**

How has the classic law firm business model evolved over the past decade? What impact has client pressure around key business matters such as pricing, transparency, diversity, and efficiency had on operational and financial strategy across the firm? This conversation offers an earnest inquiry into the future and practicality of existing law firm management and governance structures. Building upon statistical findings from the previous session, our panel considers how and why firms are exploring an alternative approach to law firm governance with an eye on maintaining ample flexibility in the market.

**12:00 p.m. – 1:15 p.m.**

Networking luncheon

**1:15 p.m. – 2:30 p.m.**

Facilitated breakout sessions

**2:30 p.m. – 2:45 p.m.**

Afternoon break

**2:45 p.m. – 4:00 p.m.**

**Of Man & Myth: A Decade of Artificial Intelligence in the Law**

Much has been said about so-called artificial intelligence’s impact on legal services. From visions of grandeur to that of mass lawyer layoffs, a fantasy of possibility has come to define perception. What is real – or truly realistic – when it comes to emergent legal technology? For some, AI’s not insignificant presence across industries augurs an important standard to which lawyers and lawyering must adhere in order to remain professionally viable. Others, however, insist that artificial intelligence has long been a part of the legal ecosystem, and therefore see no need for the rhetoric of change. How are some of the industry’s primary players reacting strategically to such hyperbole? What opportunities exist in both the near- and far-term as we focus on 2018?

**4:00 p.m. – 6:00 p.m.**

Thursday night reception

## Friday, October 27

**8:30 a.m. – 9:30 a.m.**

Networking breakfast

**9:30 a.m. – 10:30 a.m.**

Keynote address

**10:30 a.m. – 10:45 a.m.**

Morning break

**10:45 a.m. – 12:00 p.m.**

**Building the Pipeline: Training and Talent Challenges After the Great Recession**

Law firms today can employ up to five different generations of lawyers in the workplace. For years, the pipeline from law schools was robust and highly regimented in accordance with traditional academic curricula. But with a steady decline in law school applications and a growing sophistication of client affairs over the past 10 years, the recruitment and training of new legal talent has grown considerably more arduous. In pondering the future of the firm, how are law firm officers hiring and preparing the next generation? How are firms integrating new employees into existing enterprise culture? What impact have client requests for more diverse legal representation had on hiring strategy? Our panel will consider these and other complex questions, and provide insight into talent trends over the coming years.

**12:00 p.m.**

Closing remarks

## Breakout sessions

**1:15 p.m. – 2:30 p.m.**

**Thursday**

In these three facilitated breakouts, Forum participants will have the opportunity to share practical ideas with a number of leading firms and industry peers.

Attendees are encouraged to share specific examples of successes and failures in each of these areas and to think broadly about new techniques for addressing the challenges involved.

**Breakout #1**

**A Culture of Stars: Winning with Laterals in the Current Market**

Growth by any means necessary has been an industry-wide mantra since long before the Great Recession. Indeed, in a profession forged upon individual reputations and brand prestige, a culture of stars (replete with stratospheric salaries and healthy egos) has yielded a vicious cycle of hype and hope for many within the Am Law 200. Still, despite such lamentable circumstances, some firms have found success with an artfully orchestrated lateral strategy – and many continue to aggressively bolster their rosters despite abundant public sentiment to the contrary. This round-table invites participants to share practical opinions on what a successful lateral hiring approach truly looks like. What criteria separates winners from losers in the current climate?

**Breakout #2**

**The Market Settling: Winning with Specialization Amid Market Segmentation**

Since 2008, practice specialization has garnered significant interest throughout the Am Law 200. Decisions by firms to maintain or adopt a “best in breed” model have yielded uneven results, with several enjoying robust profits, often at the expense of their peers. Bolstered by exclusive 10-year Peer Monitor® analyses, this session examines profitability and ROI behind segmentation strategy across the profession. How has practice specialization affected value from a client and firm perspective? What lessons should law firms remember in order to remain competitive for the long haul?

**Breakout #3**

**Model Behavior: Winning with Pricing & Legal Project Management After 2007**

Over the past decade, law firms have invested heavily in developing various pricing strategies to meet client demands. Whether through pricing specialist staffing or investments in legal project management and technology, firms are competing to reach an ideal price point where profitability and value coalesce. This breakout examines what has worked – and what has not – over the past 10 years. Colleagues are asked to ponder the most effective pricing model in an era of doing “more with less.”

## SPECIAL COMBINATION PRICING

**Law Firm COO & CFO Forum, Law Firm Financial Performance Forum, and Wednesday Welcome Dinner**

October 25-27, 2017: **\$2,195**

**Law Firm COO & CFO Forum and Law Firm Financial Performance Forum**

October 25-27, 2017: **\$1,990**

**Law Firm COO & CFO Forum and Wednesday Welcome Dinner**

October 25-27, 2017: **\$1,890**

## A LA CARTE PRICING

**The 16th Annual Law Firm COO & CFO Forum**

October 26-27: **\$1,595**

**The Law Firm Financial Performance Forum**

October 25: **\$425**

**Wednesday Night Dinner**

October 25: **\$395**

For questions about this event, please call **1-800-308-1700**.

Visit [LegalExecutiveInstitute.com/events](http://LegalExecutiveInstitute.com/events) for additional information.

**Hotel priced separately.**

Group rate available for **\$369/night** plus taxes; please call 212-385-4900 and reference “Thomson Reuters 16th Annual Law Firm COO & CFO Forum.” Rooms are subject to availability.