

e-Masterclass: Business Strategy, Pricing Strategies and Leadership for Legal Practice



7 & 8 July 2022, Thursday and Friday
9.00am – 1.00pm



*This programme is conducted as a live
webinar.*



No. of Public
CPD Points:
8.0

Practice Area:
**Professional
Skills**

Training Level:
General

About the Programme

It is time to update your legal practice's business strategy, pricing strategies and leadership knowledge and skills. Members are invited to register for our upcoming e-Masterclass co-organised by The Law Society of Singapore and The College of Law. This e-Masterclass will be delivered by leading international practitioners, offering you the unique opportunity to learn and engage with your peers in an interactive, virtual setting.

Over the course of two ½ day sessions, you will come away with:

- The skills to develop an effective strategic plan for your practice;
- An advanced knowledge and understanding about pricing strategies to help you consider a pricing revenue model to fund your practice, and deliver value for your clients; and
- Enhanced self-awareness of your leadership style, resilience and values to develop as an adaptable and ethical leader, and an actionable personal leadership development plan.

This e-Masterclass will be of interest to mid-career lawyers seeking advancement or senior lawyers in leadership roles.

Topics to be covered include:

Business Strategy – “Fail to plan, then you plan to fail”

New, innovative legal practices are challenging and redefining traditional, legal business operating models. Having a clearly defined strategic plan is a must, if you are going to survive and thrive. This session explores the process of developing an effective strategic plan for your legal practice. Participants will explore the essential components of a strategic plan in business strategy. At the end of the workshop, participants will have the skills to develop an effective strategic plan for their practice.

Pricing Strategies in Legal Practice – A Discussion

This session aims to advance your knowledge and understanding about pricing strategies for legal practice. Trying to strike the right balance in your dealing pricing for clients is not always simple - price your final client contracts too high, and you may lose some of your most high-value clients. Price them too low, and you may be forced to work too few staff to the bone to cut costs. Therefore, the objective is to find the pricing expertise to build a pricing revenue model that funds a thriving practice while generating real value for your clients. However, a common pricing mistake many practices make, is assuming their clients will either pay high prices for the brand or are content with old-time and material billing arrangements you have provided them in the past. Nowadays, many clients are not happy with time-based billing and are now asking practitioners to articulate their prices as fixed fees or prices. In short, clients seek price transparency, pricing certainty and value at the best price possible.

Leadership in Legal Practice

This session will help you build the behaviours to become an effective leader in today's increasingly complex legal world. Through developing new specialised cognitive skills, you'll enhance your ability to influence and communicate. You will hear from leading practitioners with management experience to learn how to critically analyse the values you, your team and organisation hold – to dismantle any roadblocks that are preventing greater business success. By attending this session, you may be able to critique the behaviours of effective business leaders; build self-awareness of your leadership style by examining your values, behaviours and actions; assess your strengths, resilience and values to develop as an adaptable and ethical leader; and formulate an actionable personal leadership development plan.

Note: As this is a Masterclass, the class size is kept small (maximum 50 participants) to allow for optimal interaction between the speakers and participants.

Programme Outline

Day 1 – Thursday, 7 July 2022

Time	Programme
8.45am – 9.00am	Participants to log on
9.00am – 9.20am	Welcome and Introductions Presented by Raphael Tay (Facilitator)
9.20am – 10.20am	Leadership in Legal Practice: Learning to be a Leader <ul style="list-style-type: none"> - What is leadership in legal practice? - Ineffective, effective and extraordinary leaders - Contemporary approaches to leadership - Concepts to be discussed include: Horizontal v's Vertical developments, Mindset v's Competencies and Development Planning. Presented by Michael Chu
10.20am – 11.30am	Leading in Disruptive Times <ul style="list-style-type: none"> - Volatility, uncertainty, complexity, ambiguity and their impacts - Leading a successful team / practice area - Retaining and attracting clients / talent Presented by Olivia Kung
11.30am – 11.40am	Break
11.40am – 12.50pm	Pricing Strategies for Legal Practice (Part 1) <ul style="list-style-type: none"> - Overview of pricing strategies for legal practices - Pricing and marketing strategy Presented by Stephen Kitts
12.50pm – 1.00pm	Wrap Up <ul style="list-style-type: none"> - Key takeaways - Applying to your own organisation - Evolving thoughts on strategy development

Day 2 – Friday, 8 July 2022

Time	Programme
8.45am – 9.00am	Participants to log on
9.00am – 9.20am	Welcome and Introductions Presented by Raphael Tay (Facilitator)
9.20am – 10.20am	Pricing Strategies for Legal Practice (Part 2) <ul style="list-style-type: none"> - Pricing model for legal practice - Revenue model, Specialization, Cost to serve, and Time & effort - Hourly fees vs Fixed price legal fees: What to consider - Contingency pricing - Retainer model Presented by Arvinder Sambei
10.20am – 11.30am	Foundations of Strategy / Defining Strategy in Legal Practice <ul style="list-style-type: none"> - What is strategy for law firms - Understanding key concepts - Overview of key thought leaders - Defining mission/vision - Understanding Importance of Planning Presented by Martin Polaine
11.30am – 11.40am	Break
11.40am – 12.50pm	ESG Strategy Implementation for Legal Practice <ul style="list-style-type: none"> - Understand or discuss the factors that contribute to the successful implementation of a strategic plan - Understand how strategy drives all business functions - Develop strategic tactics to support strategy implementation Presented by Matthew Baird
12.50pm – 1.00pm	Wrap Up <ul style="list-style-type: none"> - Key takeaways - Applying to your own organisation - Evolving thoughts on strategy development

Speakers' Profiles



RAPHAEL TAY

Partner, LAW Partnership & Teaching Fellow at College of Law Kuala Lumpur, Malaysia

Raphael Tay is a Senior Partner at LAW Partnership, a leading law firm in Malaysia. He was admitted as an advocate and solicitor of the High Court of Malaya in 1986. He has been a Notary Public since 2007 and a Registered Trade Mark Agent since 1998.

Having been in practice for over 30 years, encompassing both local and international work, he has extensive experience in various areas notably Corporate and Commercial, Mergers and Acquisitions, and Information and Technology Law. He has advised on various international projects, including mergers, acquisitions, joint ventures, corporate restructuring, divestments and general corporate and commercial work. Raphael has developed an extensive regional practice over the years.

Raphael has been the Chairman of the LAWASIA Moot Standing Committee since 2008 and is the Chair of the Legal Development and Training Committee of the Inter-Pacific Bar Association (IPBA). He is also a Teaching Fellow and Practice Leader of the LLM ASEAN+6 program at The College of Law Australia.



STEPHEN KITTS

Managing Partner Asia, Eversheds Sutherlands, Hong Kong

Stephen is the Managing Partner for Eversheds Sutherland in Asia. He is responsible for the offices in Hong Kong, Shanghai, Beijing and Singapore and also leads the Eversheds Sutherland Asia Pacific Alliance that is a non-exclusive group of +30 independent law firms in Asia Pacific. Stephen is a member of Eversheds Sutherland's Global Board and its International Leadership team. Key to Stephen's responsibilities is the development of the firm's strategy in Asia with particular reference to client development and alignment with the global business.

Stephen has over 30 years of corporate finance expertise in providing advice to a diverse group of clients from entrepreneurs to financial institutions to international corporate. Stephen uses his project management skills to ensure that his clients get the best deal done on the best terms – on time and on budget.

He also has wide experience of acting for management teams as they work with private equity houses on new investment opportunities.



ARVINDER SAMBEI
Barrister, Brooke Chambers
London, UK

Arvinder is a practising barrister of 35 years' experience. She has formerly served as a Senior Crown Prosecutor with the Crown Prosecution Service of England & Wales, Legal Adviser at the Permanent Joint Headquarters (PJHQ), Ministry of Defence and (between 2005 and 2008 as Head of the Criminal Law Section at the Commonwealth Secretariat.

Arvinder specialises in anti-corruption, anti-money laundering, data protection, CFT/counter-terrorism, extradition law and international co-operation and public international law (including international human rights and international humanitarian law).

As a barrister, she had conduct of many of the UK's high profile extradition, counter-terrorism, transnational and war crimes cases. She is also engaged by a range of international organisations (including the Council of Europe, the IMF and UN agencies) as an acknowledged expert in her fields of practice.

Arvinder is also an experienced facilitator and trainer, and is regularly instructed to design & deliver training, capacity building and technical assistance seminars and workshop on behalf of international organisations, law firms and corporates.



MICHAEL CHU
Partner / Head of IP Practice, McDermott Will & Emery
Chicago, USA

Michael P. Chu focuses his practice on all aspects of patent law, including complex litigation, opinions and prosecution. He serves as the Local IP Litigation Practice Group Leader in McDermott's Chicago office. Mike is also the Chair of the Firm's Racial & Ethnic Diversity Committee.

In his litigation practice, Michael handles patent, trademark, trade secret and copyright matters, including trials, hearings, post-grant proceedings (including IPRs and PGRs) and mediation. Michael also has extensive experience working with clients on litigation, licensing, regulation and import/export issues in Asia (including China, Japan, Korea and the Philippines) and in Europe.

Michael is the past President of National Asian Pacific American Bar Association (NAPABA) and the current Board Chair of the Asian Americans Advancing Justice – Chicago, and is also the Vice-President of the Inter-Pacific Bar Association (IPBA). Michael is also a Teaching Fellow of the College of Law Australia.



OLIVIA KUNG
Founding Partner, Wellington Legal
Hong Kong, SAR

Olivia is one of the founder partners of Wellington Legal. She is an experienced litigation solicitor who has worked in the United Kingdom and Hong Kong. She enjoys the buzz of litigation and her practice focuses on contentious work.

She is a Fellow member of Hong Kong Institute of Arbitrators and has acted as counsel in arbitration. She was appointed as an Arbitrator of Guangzhou Arbitration Commission in September 2020.

Olivia is also experienced in personal injury and fatal accident claims. She is a contributing author for LexisNexis Advance Practical Guidance and was an editor for Wolters Kluwer's PrimeLaw Hong Kong Tort Cases.

Olivia is an active member of the Law Society of Hong Kong and is also an Officer of the Inter-Pacific Bar Association (IPBA) where she serves as the Vice-Chair of the Publications Committee.



MARTIN POLAINE
Barrister
London, UK

Martin Polaine is a barrister (as a member of Brooke Chambers) of approaching 35 years' experience and an arbitrator. He is a member of the Chartered Institute of Arbitrators (MCIArb) and a Fellow of the Asian Institute of Alternative Dispute Resolution (FAIADR).

He has advised states, corporates and individuals in Africa, Asia and Europe on dispute resolution, public international law and international/transnational criminal law. He has extensive experience in both civil law and common law states and his practice includes international arbitration (both commercial and state-investor), international trade and sale of goods, anti-corruption, AML/financial regulatory, international human rights law and treaty drafting. He also has a complementary background as a former senior prosecutor.

As a barrister, Martin has had conduct of numerous complex and sensitive cases, with a particular focus on those with an international element. He is also regularly engaged as an 'expert' by a range of international organisations (including Commonwealth Secretariat, Council of Europe, the OECD, UN agencies and the World Bank).

He has extensive experience in advising at ministerial and senior official level and has been responsible for drafting both national laws

and international instruments. His wide-ranging representational roles have included treaty negotiation and serving as the UK's legal representative on the OECD Working Group on Bribery. With a passionate interest in sport, he has also worked with governing bodies and player associations on compliance, governance and anti-corruption issues and has also participated as a European Commission expert on initiatives to counter match-fixing.

He also teaches law (and writes courses) at postgraduate level for the College of Law Australia, where he lectures in 'International Arbitration & ADR', 'International Trade & Investment', 'Banking & Finance', 'Capital Markets' and 'Intellectual Property'. As both a practitioner and teacher, he has a keen interest in the Asia-Pacific region and in ASEAN in particular.



MATTHEW BAIRD, FEIANZ

**Director, Asian Research Institute for Environmental Law
Bangkok, Thailand**

Matthew Baird has over 35 years' experience in environmental and planning law in Australia and Asia. He was Chair of the Environment and Planning Law Group of the Law Council of Australia from 2008-2012, Australia's peak body representing the legal profession in Australia. He is a member of LAWASIA's Committee on Environmental Law and the International Union for the Conservation of Nature (IUCN) Commission on Environmental Law (WCEL). Matthew was called to the NSW (Australia) Bar in 1991 and practised in environmental and planning law, running many key environmental and climate change cases in the NSW Land and Environment Court.

Matthew has consulted to the Asian Development Bank (ADB), UN Environment Programme, UNDP, International Finance Corporation (IFC), WWF, and Vermont Law School in Myanmar. In September 2016, he was appointed as Visiting Scholar of the Myanmar Environmental Governance Program of Vermont Law School. He is an Honorary Research Fellow at the Myanmar Centre for Responsible Business and from 2020 a Fellow of the Environment Institute of Australia and New Zealand. His doctoral dissertation at the University of Southern Queensland is on EIA in ASEAN. He was appointed an Adjunct Lecturer of the College of Law (Australia) in 2021 leading their ESG practice programme.

Registration Fees

Membership Category	Fees (Inclusive of 7% GST and course materials)
Law Society Member / Employee from small law firm (i.e. 5 or less lawyers)	\$214.00
Law Society Member / Employee from mid or large law firm (i.e. 6 or more lawyers)	\$256.00
SCCA Member	\$385.20
Non-Member	\$428.00

To register, please visit our website at: <https://www.lawsociety.org.sg/CPD-Portal/Law-Society-Events>. For enquiries, please contact us at cpd@lawsoc.org.sg or 6530 0209.

1. Terms and Conditions

- 1.1 Registration closes on the date as stipulated on the registration page or when all seats are filled.
- 1.2 The registration fee is due and payable upon registration and must be received prior to the programme.
- 1.3 Payment must be made by the closing date stated. Registration will only be confirmed upon receipt of full payment. An email confirming your registration will be sent to the email address provided in your registration, and/or a message confirming your registration will be displayed on the Website. If you do not receive confirmation of your registration within twenty-four (24) hours of your registration, please contact the Law Society CPD team at cpd@lawsoc.org.sg.
- 1.4 The Law Society reserves the right to refuse to register or admit any participant, and to cancel or postpone the programme.
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2. Cancellation and Refund of Fees

- 2.1 Allocation of seats is on a first-come-first-served basis and limited seats for each programme.
- 2.2 Participant who cancels their registration before the commencement date shall be liable to pay the percentage of the registration fee set out as follows:
 - i. 20 calendar days before commencement date: 25% of registration fee.
 - ii. 8 to 19 calendar days before commencement date: 50% of registration fee.
 - iii. 7 calendar days or less before commencement date: 100% of registration fee.
- 2.3 Participants who cancel their registration without prior payment made shall also be liable to the cancellation fee set out in 2.2. In the event that the payment for cancellation fee is not received despite multiple chasers, a tax invoice will be issued and mailed to your law practice/organisation.
- 2.4 Participant who is unable to attend the programme due to medical exigencies will be subject to a cancellation fee of 50% of registration fee.

3. Intellectual Property Rights

- 3.1 The Law Society reserves all its intellectual property rights (including but not limited to all copyright) which it either owns or holds as licensor in the programme and any materials forming part of the programme (including but not limited to written materials, slides, recordings, assessments and downloadable materials) made available to you as part of the programme (“**Law Society Materials**”) and you agree that you will not do anything to infringe or prejudice those rights.
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- 4.1 All personal information you disclose to us in the registration form will be processed in accordance with the Personal Data and Protection Act. We will not share your contact details without your written consent.
- 4.2 By submitting this registration form, you consent that the Law Society may collect, use and disclose the personal data you provide in this form to administer your registration for this event and for statistical, analysis and planning purposes, solely related to this programme. You consent that we may disclose: (i) aggregate participant data to speakers to tailor their presentations for this event; (ii) aggregate participant data for publicity purposes.
- 4.3 You agree that any personal information you submit as part of your registration for the programme is accurate and that you have all necessary permissions to submit such personal information.

Admin Note to Singapore Practitioners and s36B Foreign Lawyers in relation to the Mandatory CPD Scheme:

No of Public CPD Points: 8.0
Practice Area: Professional Skills
Training Level: General

Participants who wish to obtain CPD Points are reminded that they must comply strictly with the Attendance Policy set out in the CPD Guidelines. For this activity, this includes logging in at the start of the webinar and logging out at the conclusion of the webinar in the manner required by the organiser, and not being away from any part of the webinar for more than 15 minutes. Participants who do not comply with the Attendance Policy will not be able to obtain CPD Points for attending the activity. Please refer to <http://www.sileCPDcentre.sg> for more information.

Note: In the course of the event, photographs/videos/interviews of participants could be taken/conducted by the Law Society or parties appointed by the Law Society for the purpose of post event publicity, either in the Law Society's official publication/website, social media platforms or any third party's publication/website/social media platforms approved by the Law Society.