

GEORGE BEATON
IMME KASCHNER

Today's legal services industry is in a state of change. Clients are choosing providers who meet legal needs and charge for service in new, novel ways. Margins are shrinking. Alternative fee arrangements are on the rise. Providers with novel ways of delivering legal services are hungry for business.

To respond to this uncertainty, law firms will have to go beyond cutting costs. They need to look for business models that are better adapted to serve their clients not just today, but well into the future. *Remaking Law Firms* provides a wide range of innovation examples and case studies that illustrate what a remade business model for a law firm might look like.

Remaking Law Firms blends George Beaton's twenty-five years of market leading research and legal consulting with Imme Kaschner's interest in the legal services industry, work, and change to produce an outstanding analysis of the future of the legal profession. They encourage lawyers to challenge their assumptions to meet the rapidly shifting legal environment. Law firm leaders will ignore this at their peril!

Stuart Clark
President, Law Council of Australia | Partner, Clayton Utz

A lively blend of consulting experience and management theory, this book sets a challenging agenda for law firms of the future. With evident expertise, George Beaton and Imme Kaschner ask and answer the central questions of strategy for twenty-first-century legal businesses.

Professor Richard Susskind
Author of *Tomorrow's Lawyers* and co-author of *The Future of the Professions*

The status quo in the legal industry has a way of ossifying in the minds of law firm leaders. We had better get over it. George Beaton and Imme Kaschner predict a world in which change must be embraced as you would an old friend. Ignore their message at your peril.

Peter J. Kalis
Chairman and Global Managing Partner, K&L Gates LLP

The inexorable march from a firm-centric legal services world to a client-focused and driven one continues. Firms may agree or disagree with George Beaton's and Imme Kaschner's presentation, prognosis, and prescription in *Remaking Law Firms: Why and How*—but only those with hubris or myopia will disregard this compelling work.

Jeff Carr
President, ValoremNext LLC | Former General Counsel, FMC Technologies Inc.

There is currently no roadmap to the future for the chronically myopic, change-averse legal profession. Fortunately, now comes *Remaking Law Firms: Why and How* which tells us in well-documented detail how to pack our bags for the journey ahead.

Janet Welch
Executive Director, State Bar of Michigan

REMAKING LAW FIRMS

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IMME KASCHNER

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WHY & HOW

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Why you should read and recommend *Remaking Law Firms*

- ✓ First deep analysis and set of solutions to the challenges facing BigLaw firms
- ✓ Based on the researched conclusion that no law firm can assume its place and prosperity are assured
- ✓ Written to help law firms continue to be relevant to their clients and financially rewarding for their partners
- ✓ Explains why most firms are not well equipped to know what to do or how to 'remake' their business models
- ✓ Draws on 40 interviews with clients, innovative law firm leaders, successful pioneers, leading academics
- ✓ Takes the reader on a journey from the origins of today's firms into a future 'kaleidoscope' in 2025 and beyond
- ✓ In this future the ways clients meet their needs and the rules for success of firms are very different
- ✓ The winners in the kaleidoscope will be those firms that are starting now to prepare in earnest by remaking themselves.

FOREWORD

"There was a time when we mostly worried about advising clients and billing time. Today, we deal with disruptive technologies, commoditization, unbundling of legal services, globalization of firms, BigLaw and NewLaw, and co-opetition'...that challenge many of the ethical foundations of what makes ours a special, regulated profession.

As chief change agent for one of the world's largest law firms, I am constantly looking for insights to help us make sense of change, and to make those changes necessary for us to remain one of the world's leading law firms.

That is why I am delighted to introduce Remaking Law Firms: Why and How."



Eduardo Leite
Chairman of the
Executive
Committee,
Baker & McKenzie

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40 CONTRIBUTORS FROM 6 COUNTRIES



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@NewLawNewRules
#BigLaw #NewLaw

TESTIMONIALS FOR REMAKING LAW FIRMS

Professor Richard Susskind

Author of *Tomorrow's Lawyers* and Co-author of *The Future of the Professions*

"A lively blend of consulting experience and management theory, this book sets a challenging agenda for law firms of the future. With evident expertise, George Beaton and Imme Kaschner ask and answer the central questions of strategy for twenty-first century legal businesses."

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