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Bridge & The Legal Sector



Professional service focus



The Firm:

Bridge was formed in 2003 with a vision to help organisations realise their strategies through:

- Development of partners and future partners
- Leadership development
- Strategic Advisory & Coaching

Bridge was founded by John Kelly, former Managing Partner of Ernst & Young Consulting UK. The Bridge team possesses a deep understanding of the culture of partnerships, the challenges of leading a professional firm, and the way in which partnerships reach decisions.

Legal Sector:

Bridge has a strong background in strategic development in the global legal sector.

The team has pursued an evolving research agenda working and publishing with leading firms and organisations: The Law Society: Measuring Law Firm Success, The IBA: The Future of the Partnership Model, and the ABA: Future Strategic Scenarios.

Since early 2009, Bridge has focused on the future of the Indian legal profession, and recently visited a number of leading law firms in Mumbai and New Delhi.

India – Legal Sector In Context



- India is clearly emerging as a dominant economic power of the future
- There is immense promise and opportunity for growth and economic prosperity
- In order to realise this opportunity, a strong world-class legal sector must develop

Changing Perspective: 2009-2010



April 2009

- Economic growth slowing
- Market uncertainty
- Deregulation and International competition could destabilise a difficult situation
- Firms in 2 broad camps: Wait and See & Proactively Plan

April 2010

- Very different perspective regarding the future
- Deregulation no longer high on the agenda, other more pressing issues
- Surge in economic growth drives confidence
- Significant opportunities, but...
- Stretch/pressures of growth

The New Focus: The Opportunities & Pressures of Growth...

The Opportunities/Pressures Of Growth



This can be seen across 3 main areas:

- 1. Quality and profitability**
- 2. International strategy**
- 3. Infrastructure**

1. Quality and profitability

- Maintaining consistent high quality
- Margins under pressure due to increasing cost base
- War for talent is back and increasing
- More sophisticated buying pressure – clients very price sensitive and looking for more partner time – issue for leverage
- Increasing proportion of international work – what is the right mix of international vs. domestic? What are the implications for profitability?
- Concerns about international business experience of current lawyers and future partners
- We've identified a gap in business education for lawyers and formal CPD training - Who will provide it? Who will fund it?

The Opportunities/Pressures Of Growth



2. International strategy

- Indian firms in a position of net referrers of work out - placing them in a strong position to choose who they partner with
- Different options are emerging (not only tie-ups, but building cross jurisdictional practices)
- Tie-ups not restricted to a single firm
- Specific tie-ups for different jurisdictions, sectors and geographies
- Key Challenge = relationship management time required from senior partners to build the international strategy

3. Infrastructure

- The Challenge: Laying the foundations for future growth and stability
- The move to “professionalise” the management of the firm
- Infrastructure development – knowledge management, practice management systems
- Training and development – especially for current and future partners
- Strengthening the future partner pipeline to align to the new mix of business
- Increasing International visibility

THE WORLD IS TURNING UPSIDE DOWN....

New models are emerging in other sectors in India:

Hi-precision engineering example: GE healthcare – frugal engineering. GE set up in India, not for the cost advantage, but for leading engineering thinking. Innovative new products designed for the Indian market were ultimately reverse engineered for Western markets...

- Will we see this in the legal market place?
- What will be the shape of the legal profession in 5 or maybe 10 years from now?
- **There is a need for the model to change:**
 - Looking for scale but in an Indian market context – requiring local knowledge and cultural understanding to be successful
 - The advent of the 1000-lawyer firm is not far away - this will require a fundamental change in the approach to leadership and management

The Way Forward – A Summary



Firms are now proactively thinking about the future, the “wait and see approach” is no more, and the leading firms are beginning to critically evaluate their strategic options...

There are different ways of getting there:

- **Consolidation**
 - The normal pattern of a growing market, but in India mergers are seen as difficult for many cultural and law firm heritage reasons. The market is currently fragmenting with breakaways and new start-ups, a trend likely to continue before we see consolidation
- **International tie-up**
 - Firms are being far more selective in establishing tie-ups with foreign firms
 - Firms are trying to clearly identify the specific mutual value to be gained from a tie-up.
- **Organic growth**
 - Most firms are approaching growth this way today
 - They are laying the foundations for future growth: infrastructure investment, relationship building, improved governance and management practices, etc.

Conclusion



- This is an extremely important moment for Indian law firms
- Decisions made today will determine tomorrow's future legal market leaders

John Kelly



Leading the Bridge team



John Kelly

Senior Partner of Bridge Consulting International

John Kelly, Bridge's Senior Partner, is a respected business leader and accomplished executive. Prior to founding Bridge, John was the Managing Partner of Ernst & Young Consulting, UK. Here he led the 1000-strong practice through significant growth and record profitability. At Cap Gemini, following the acquisition of E&Y, John designed, launched and ran the Global Innovation and New Service Development Group resulting in significant revenue. In this role, John built a multi-disciplined team across several continents, and was responsible for global learning and development, marketing, and knowledge management.

Since founding Bridge in 2003, John has worked extensively with senior leaders in the legal sector and across industries. He is widely recognised for his success in delivering radical performance improvement for some of the world's top organisations through partner/executive development, strategic advisory services and coaching. He is actively engaged with the legal sector through his work with The International Bar Association, The American Bar Association, The Law Society of England & Wales and individual law firm leaders.

Born and raised in Kolkata, India, John has a special interest in the Indian legal and commercial sectors.

Bridge: A Global Perspective



Leveraging a world-wide network

Bridge has worked across the globe with some of the world's leading organisations. Recent international projects include:

- International law partner meeting in New York with leading faculty from NYU Stern and Babson College to examine emerging trends in capital markets and changing global client needs.
- Joint Bridge Consulting/Churchill College, Cambridge University Board-level strategy events for a number of leading Chinese Banks.
- Global legal leadership forum in Shanghai focussed on emerging legal issues associated with rapid market growth and liberalisation.
- High-potential development programme delivered in North Carolina for Premier Inc., a leading healthcare alliance in the US.



Bridge Consulting International



To learn more about Bridge, please contact us...



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