

# Annual Business Review Templates

Our Annual Business Review (ABR) template was created to drive targeted fee negotiations and performance discussions with our preferred law firms.

## The sample ABR template contains:

- Law Firm Profile
- Law Firm Benchmarking
- Scorecard & Asks
- Qualitative Review
- Scorecard Definitions and Criteria

# Law Firm Annual Business Review

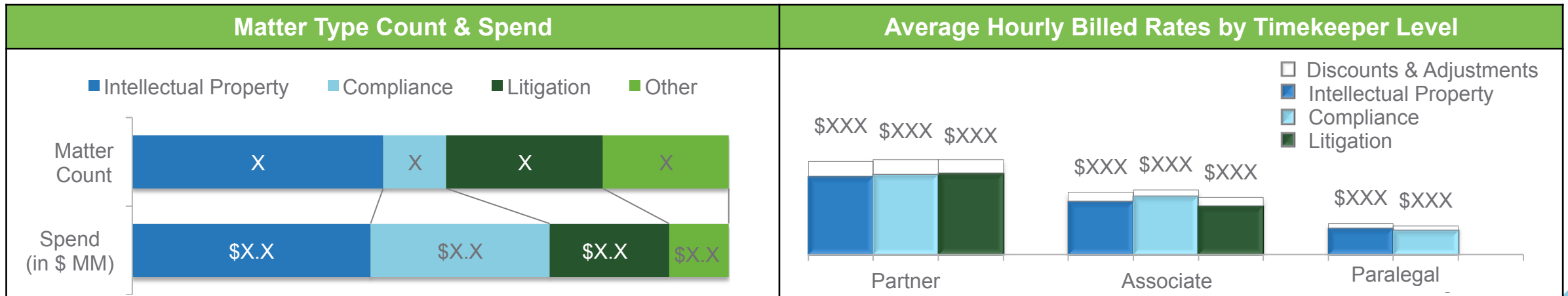
Sample Template – developed with support from Elevate  
Services

# Law Firm Profile: ABC Firm

Sample Template

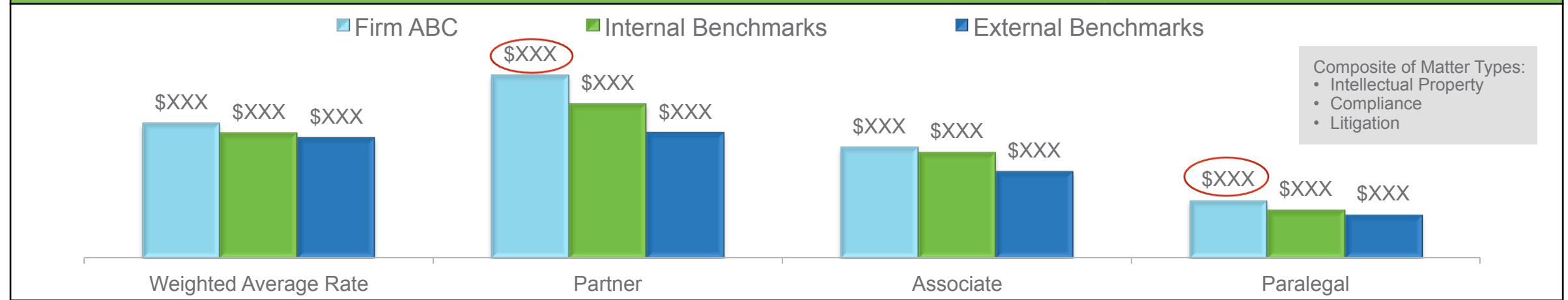
FY15 YTD Spend	\$X.X MM
# FY15 Matters	X

Discounts	<ul style="list-style-type: none"> <li>X% flat discount with no volume requirements</li> </ul>
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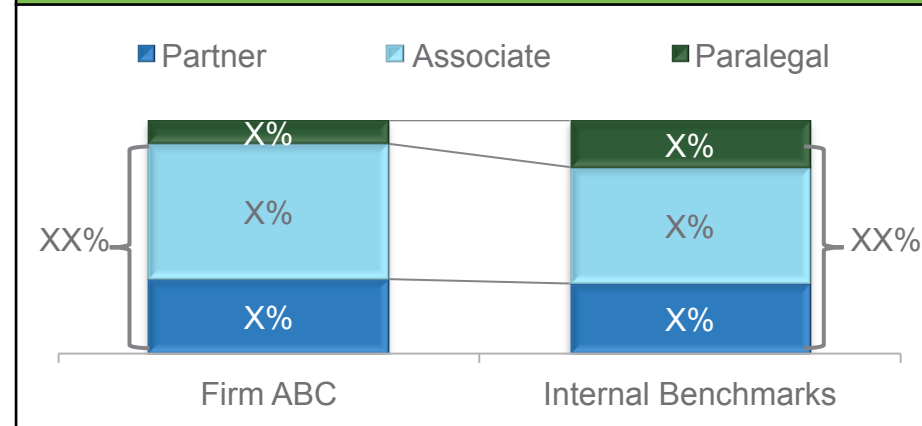


# Law Firm Benchmarking: Firm ABC

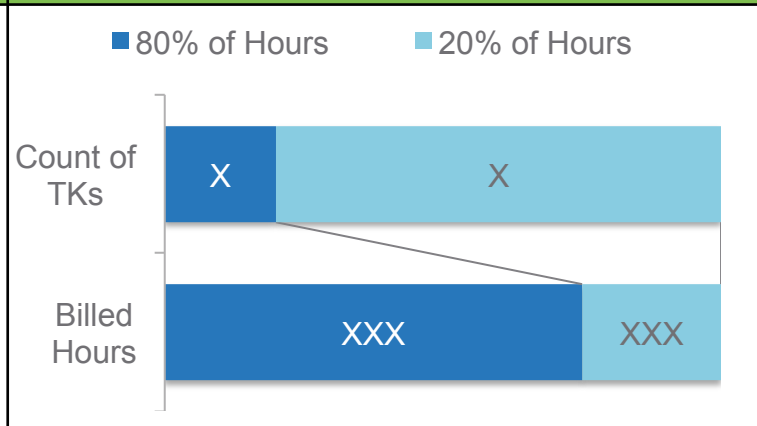
## Comparison of Composite Gross Hourly Rates Charged by Timekeeper Position



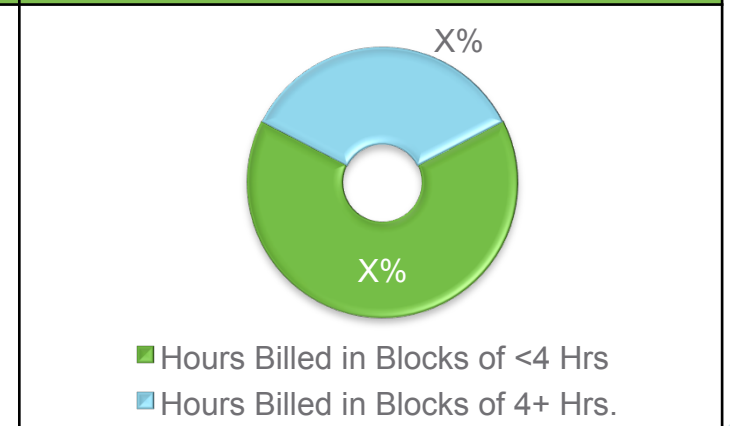
## Hours by Timekeeper Level



## Staffing Centralization



## Block Billing Frequency



# Scorecard & Asks: ABC Firm

Sample Template

Area	Sub-Area	Comments / Rationale	Results
Fees and Rates	✓ Rate Management		●
	✓ Rate Alignment within Portfolio		●
Staffing and Efficiency	✓ Staffing Leverage and Alignment		●
	✓ Staffing Centralization		●
Billing Practices	✓ Block Billing		●
	✓ Billing Timeliness		●
Forecasting (Litigation Only)	<ul style="list-style-type: none"> <li>✓ Matter Budget</li> <li>✓ Accruals</li> </ul>		●
Diversity	✓ Diversity metrics		●
Utilization Strategy	✓ Scope of support across GEOs on various matter types		●

Law Firm Ask:

# Qualitative Review: Template to be Completed by Business Stakeholders for each Firm

Sample Template

For each qualitative dimension, please assign a score of 1 - 5 based on a scale where 1 = Poor and 5 = Excellent  
Please also provide any pertinent comments related to each score assigned that you want considered

Dimension	Definition	Score	Comments
✓ <b>Subject Matter Expertise</b>	Specializes in areas of need and delivers resources aligned to expertise requirements		
✓ <b>Business Alignment</b>	Demonstrates knowledge of our business and industry		
✓ <b>Responsiveness</b>	Is responsive to emails/phone calls and strives to be available when needed		
✓ <b>Project Management</b>	Leverages project management principles to plan, manage, and deliver matter tasks		
✓ <b>Creativity</b>	Thinks outside of the box to resolve business and legal-related challenges		
✓ <b>Proactivity</b>	Anticipates needs and proactively takes charge and leadership of situations		
✓ <b>Matter Management</b>	Delivers services in a timely and efficient manner; no delays or incomplete work		
✓ <b>Communication</b>	Provides clear, concise and easily understandable guidance		
✓ <b>Collaboration</b>	Demonstrates strong partnership mentality and is focused on developing trust with our staff		
✓ <b>Efficiency</b>	Uses tools and technology to improve the efficiency of my matters		
✓ <b>Transparency</b>	Provides metrics and data on case statistics, performance, & outcomes		
✓ <b>Staffing Efficiency</b>	Staffs the right resources at the right rates for the work		
✓ <b>Quality Work Product</b>	Delivers crisp, quality-focused work product and presentations		
✓ <b>Results / Outcomes</b>	Delivers outcomes on matters that meet or exceed expectations		
✓ <b>Additional Comments</b>			

# Scorecard Definitions and Criteria

Sample Template

		Evaluation Criteria		
Area / Sub-Area	Definition			
<b>Rates and Fees</b>				
✓ <b>Rate Management</b>	Rates on an overall basis compared to their peers	<ul style="list-style-type: none"> <li>▪ <math>\leq</math> mean overall rate based on mix of matter types &amp; TK hrs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>&lt;X\%</math> above mean rate based on mix of matter types &amp; TK hrs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>\geq X\%</math> above mean rate based on mix of matter types &amp; TK hrs.</li> </ul>
✓ <b>Rate Alignment within Portfolio</b>	Rates for each timekeeper level compared to their peers	<ul style="list-style-type: none"> <li>▪ All TKs within <math>X\%</math> of respective mean rates based on matter type mix</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner <u>or</u> Associate <math>X\%+</math> above mean rate based on matter type mix</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner &amp; Associate <math>X\%+</math> above mean rate based on matter type mix</li> </ul>
<b>Staffing and Efficiency</b>				
✓ <b>Staffing Leverage and Alignment</b>	Using a staffing mix that aligns with portfolio averages or set targets	<ul style="list-style-type: none"> <li>▪ % of Partner and Associate hrs. aligned with peer averages for largest matter type</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of Partner <u>or</u> Associate hrs. exceed peer averages for largest matter type</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of Partner <u>and</u> Associate hrs. exceed peer averages for largest matter type</li> </ul>
✓ <b>Staffing Centralization</b>	Using a focused set of individuals vs. a spread set of individuals	<ul style="list-style-type: none"> <li>▪ <math>X:X</math> Non-Partner / Partner ratio <u>and</u></li> <li>▪ <math>X\%</math> billed hours with <math>\leq X\%</math> of individual TKs</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>&lt;X:X</math> Non-Partner / Partner ratio <u>or</u></li> <li>▪ <math>X\%</math> billed hours with <math>&gt;X\%</math> of individual TKs</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>&lt;X:X</math> Non-Partner / Partner ratio <u>and</u></li> <li>▪ <math>X\%</math> billed hours with <math>&gt;X\%</math> of individual TKs</li> </ul>
<b>Billing Practices</b>				
✓ <b>Block Billing</b>	Instances where line items likely contain multiple activities bundled together	<ul style="list-style-type: none"> <li>▪ <math>&lt;X\%</math> hours billed in <math>X+</math> hr. blocks</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>X-X\%</math> of hours billed in <math>X+</math> hr. blocks</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>&gt;X\%</math> of hours billed in <math>X+</math> hr. blocks</li> </ul>
✓ <b>Billing Timeliness</b>	Invoices issued in a timely manner after work performed	<ul style="list-style-type: none"> <li>▪ Invoices issued <math>\leq X</math> days after charge date</li> </ul>	<ul style="list-style-type: none"> <li>▪ Invoices issued <math>\leq X</math> days after charge date</li> </ul>	<ul style="list-style-type: none"> <li>▪ Invoices issued <math>&gt;X</math> days after charge date</li> </ul>
<b>Forecasting (Litigation Matters Only)</b>				
		<ul style="list-style-type: none"> <li>▪ Budgets submitted and updated by 1st of each month</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budgets submitted and updated by 5th of each month</li> </ul>	<ul style="list-style-type: none"> <li>▪ Budgets submitted and updated after 5th of each month</li> </ul>
<b>Diversity</b>				
		<ul style="list-style-type: none"> <li>▪ <math>&gt;x\%</math> diversity supporting VMware matters</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>&lt;x\%</math> diversity supporting VMware matters</li> </ul>	<ul style="list-style-type: none"> <li>▪ <math>&lt;x\%</math> diversity supporting VMware matters</li> </ul>