Eva Tomášková

eva.tomaskova@law.muni.cz

Marketing for Lawyers

Websites
Prices and costs
Determination position on the market

Websites of law firms

- Basic information
  - Legal expertise (practice areas)
  - Price
  - Profile
  - Contact

- Widespread information
  - Emotional reason (The interests of our clients are our interests, providing a large portfolio of legal services)
  - Interests or News from the area of Law (useful links, firm's news)
  - Certificates (Awards)
  - Publications
  - Recent Major Assignments
  - Languages
  - Customer services (online advice, free parking for clients, unlimited calling, calling 24 hours etc.)
  - Projects sponsoring (eg. Medicine projects)
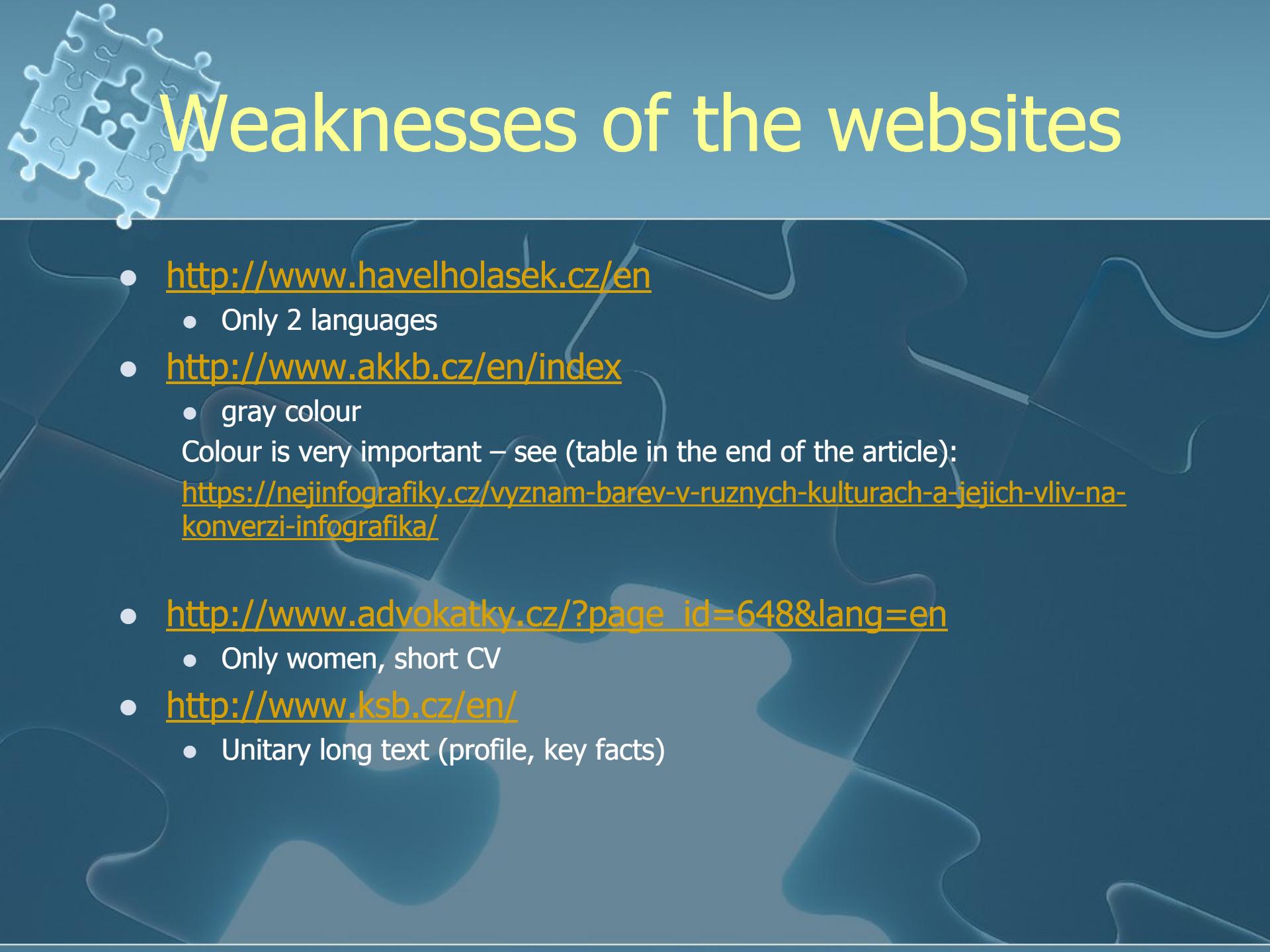
Task

- Make analysis of websites of these law firms:
  http://www.advokatky.cz/?lang=en
  http://www.ksb.cz/en/
  http://www.akkb.cz/en/index
  https://www.havelpartners.cz/en/

- What type of clients (segment) is expressed?
- What are strengths of the websites?
- What are weaknesses of the websites?
- Do you have any recommendation for improving of websites?

Strengths of the websites

- https://www.havelpartners.cz/en/
  - Certifications, 18 fields of law
- http://www.akkb.cz/en/index
  - 16 field of law (services), a lot of news
- http://www.advokatky.cz/?page_id=648&lang=en
  - Languages, a lot of other services
- http://www.ksb.cz/en/
  - Knowledge in a lot of industries

Weaknesses of the websites

- http://www.havelholasek.cz/en
  - Only 2 languages
- http://www.akkb.cz/en/index
  - gray colour

  Colour is very important – see (table in the end of the article):

  https://nejinfografiky.cz/vyznam-barev-v-ruznych-kulturach-a-jejich-vliv-na-konverzi-infografika/

- http://www.advokatky.cz/?page_id=648&lang=en
  - Only women, short CV
- http://www.ksb.cz/en/
  - Unitary long text (profile, key facts)

Task

- Choose two websites of law firms in your country and analyze that.

Ways how to create the price

- **Know the market**
  - It is necessary to find out how much customers will pay, as well as how much competitors charge

- **Cost-plus or value-based**
  - Cost-plus pricing involves adding a "mark-up" percentage to costs, which will vary between products, businesses and sectors.
  - Value-based pricing is determined by how much value customers attach to the product.

- **According to the real costs**
  - creating the calculation

- **Consider cost-plus pricing**
  - This is usually expressed as a percentage of breakeven

- **Add other influences on price**
  - How will changing VAT have an impact on price?
  - different prices for different regions.

- **Change according to change of market or costs**
  - The price should be to optimal for customers

Task

- Find out usually price paid to Attorneys (legal act) in your country and make comparison with the situation in the Czech Republic.

- Rates for non-contractual fees in the Czech Republic:

- https://www.cak.cz/en/

Decision of customers

- Market share of a company is an important decision for customers.

- "Is the company I am buying from stable?"

- Do you prefer buying at smaller companies or at bigger companies? Why?

Position of the market

- Information about increasing of market is necessary for analysis of position on the market.

- BCG matrix
- Market attractiveness
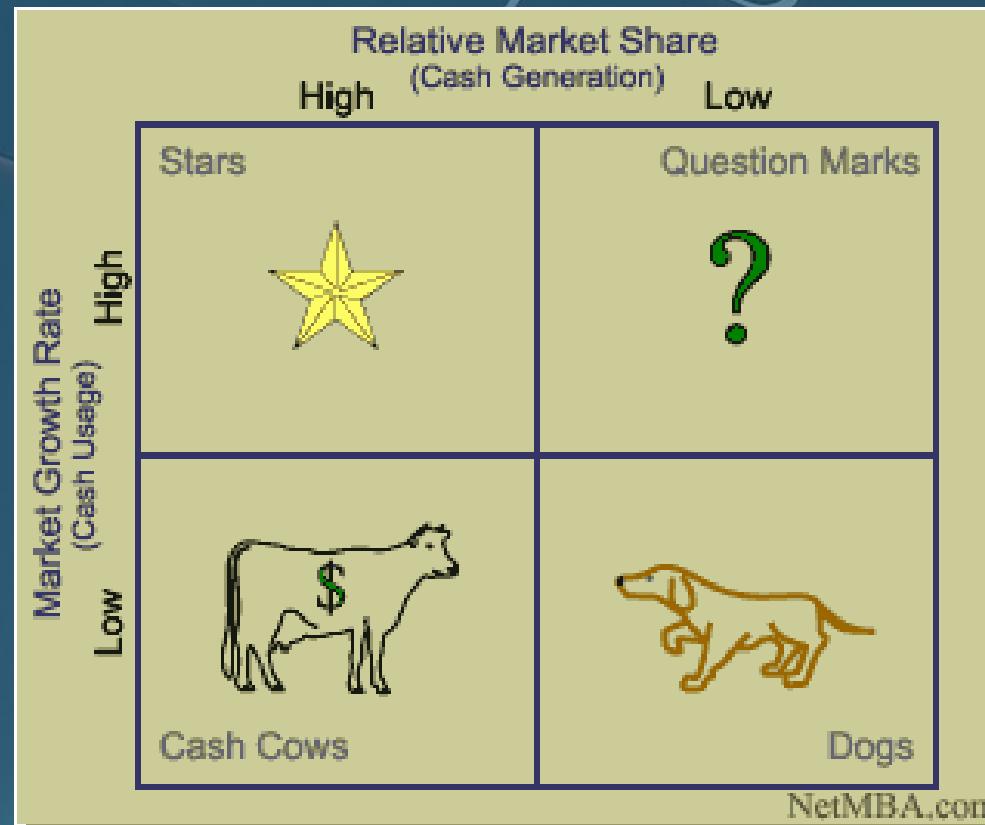
BCG Matrix I.

- a portfolio planning model of the Boston Consulting Group in the early 1970's.

- It is based on the observation that a company's business units can be classified into four categories based on combinations of:
  - market growth and
  - market share

  relative to the largest competitor

- maps the business unit positions within these two important determinants of profitability.

BCG Matrix II.

Categories of BCG Matrix

- Dogs
  - has little potential
  - such businesses are candidates for divestiture
- Question marks
  - (known as a "problem child") has the potential to gain market share and become a star
  - if they does not succeed, they will degenerate into a dog
  - must be analyzed carefully in order to determine whether they are worth the investment required to grow market share
- Stars
  - generate large amounts of cash
  - it will become a cash cow when the market growth rate declines
  - the portfolio of a diversified company always should have stars that will become the next cash cows and ensure future cash generation
- Cash cows
  - as leaders in a mature market
  - generate more cash than they consume
  - cash cows provide the cash required to turn question marks into market leaders

Task

- Prepare BCG matrix for selected products or version of products.

Market attractiveness (GE matrix)
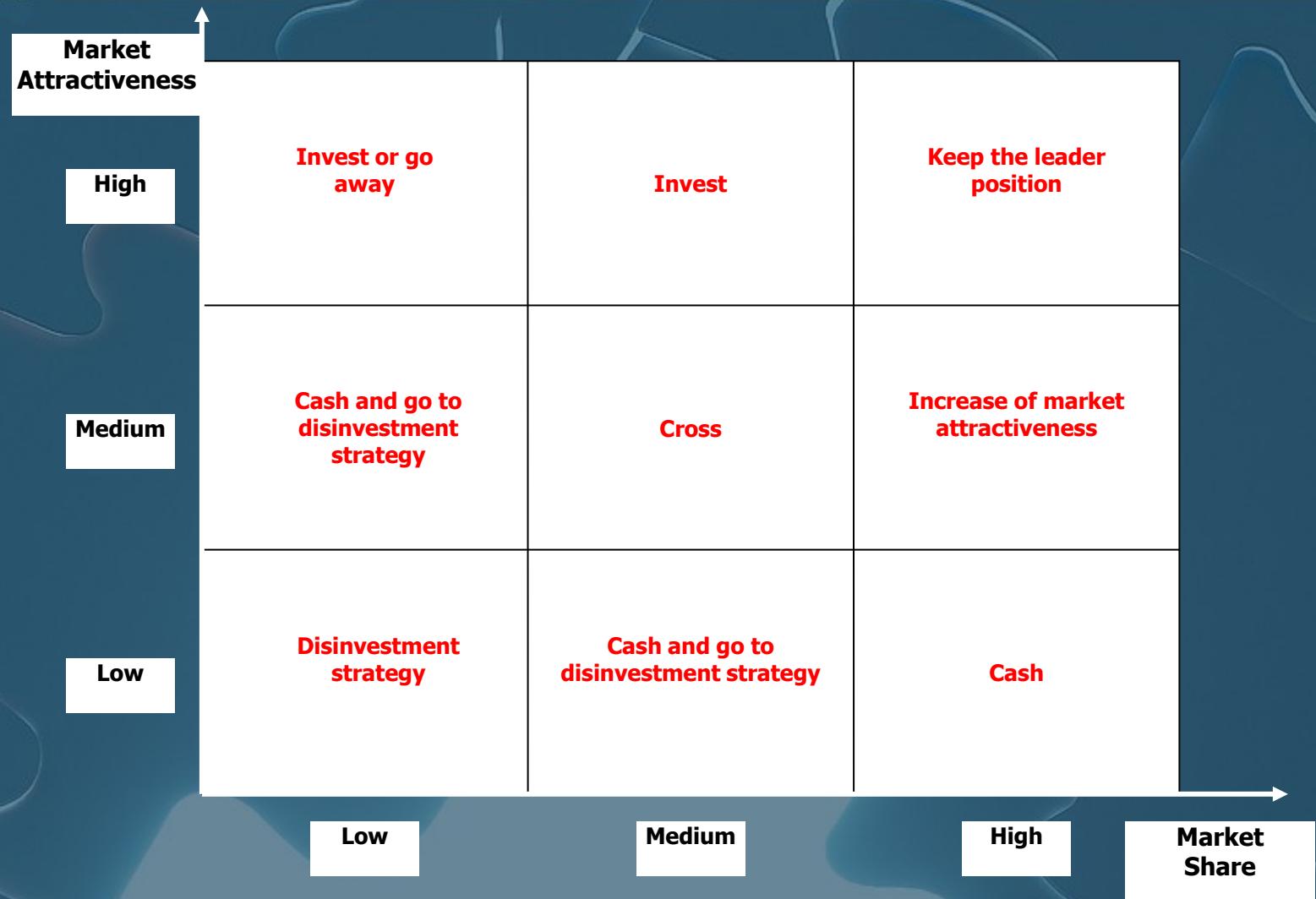
the McKinsey and Company Consulting group

Includes:
- Market attractiveness - market growth as the dimension of industry attractiveness,
- Competitive strength - market share as the dimension by which the competitive position of each company is assessed.

- Factors that Affect Market Attractiveness
  - Market Size
  - Market growth
  - Market profitability
  - Pricing trends
  - Competitive intensity
  - Overall risk of returns in the industry
  - Opportunity to differentiate products and services
  - Segmentation
  - Distribution structure (e.g. retail, direct, wholesale)

- Factors that Affect Competitive Strength
  - Strength of assets and competencies
  - Relative brand strength
  - Market share
  - Customer loyalty
  - Relative cost position (cost structure compared with competitors)
  - Distribution strength
  - Record of technological or other innovation
  - Access to financial and other investment resources

Market attractiveness (GE matrix)

	Low	**Medium**	**High**
High	Invest or go away	Invest	Keep the leader position
Medium	Cash and go to disinvestment strategy	Cross	Increase of market attractiveness
Low	Disinvestment strategy	Cash and go to disinvestment strategy	Cash

Market Attractiveness (vertical axis)

Market Share (horizontal axis)

Limitation of BCG and GE Matrix

- BCG matrix overlooks many other factors of profitability

- The framework assumes that each businessman is independent of the others.

- The matrix depends heavily upon the breadth of the definition of the market. A businessman may dominate its small niche, but have very low market share in the overall industry. In such a case, the definition of the market can make the difference between a dog and a cash cow.

  BCG matrix still can serve as a simple tool for viewing a corporation's business portfolio (a range of property investments)
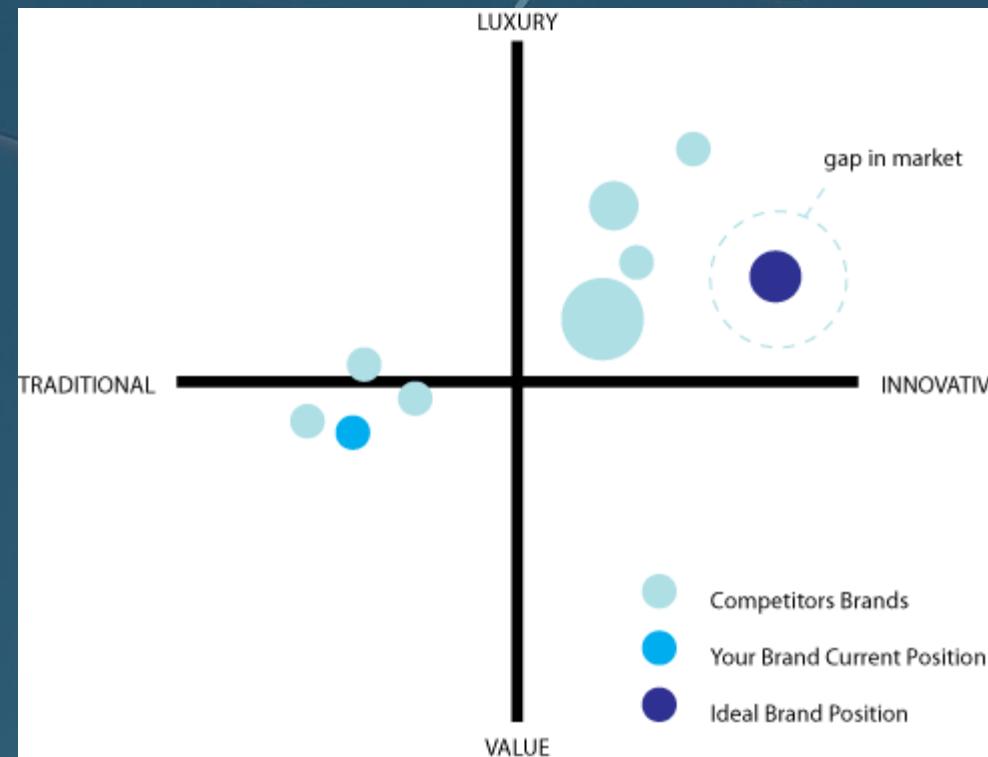
Position analysis

- Psychological model
- Based on brand perception by customers

- Main presumption:
  - To have differences recognizable by customers
  - Customers have to place product of a company and products of competitors to the graph
  - To know the best position for customers
  - To measure differences between ideal position of customers and current position

+ Clear perception and wishes of customers
- To realize a large research
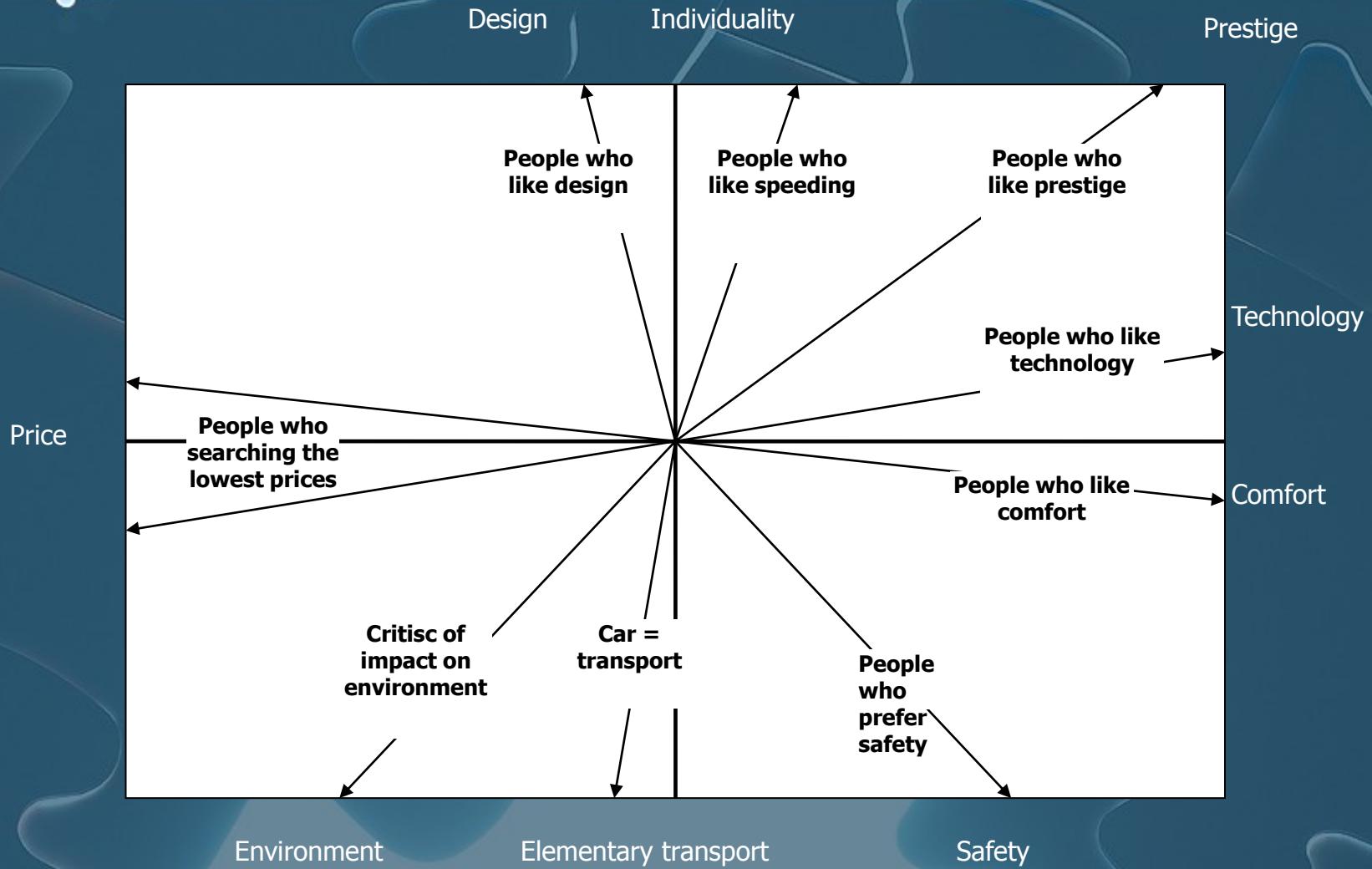
Brand Positioning Example

https://xposurecreative.uk/brand-positioning-example/?cli_action=1543826899.638
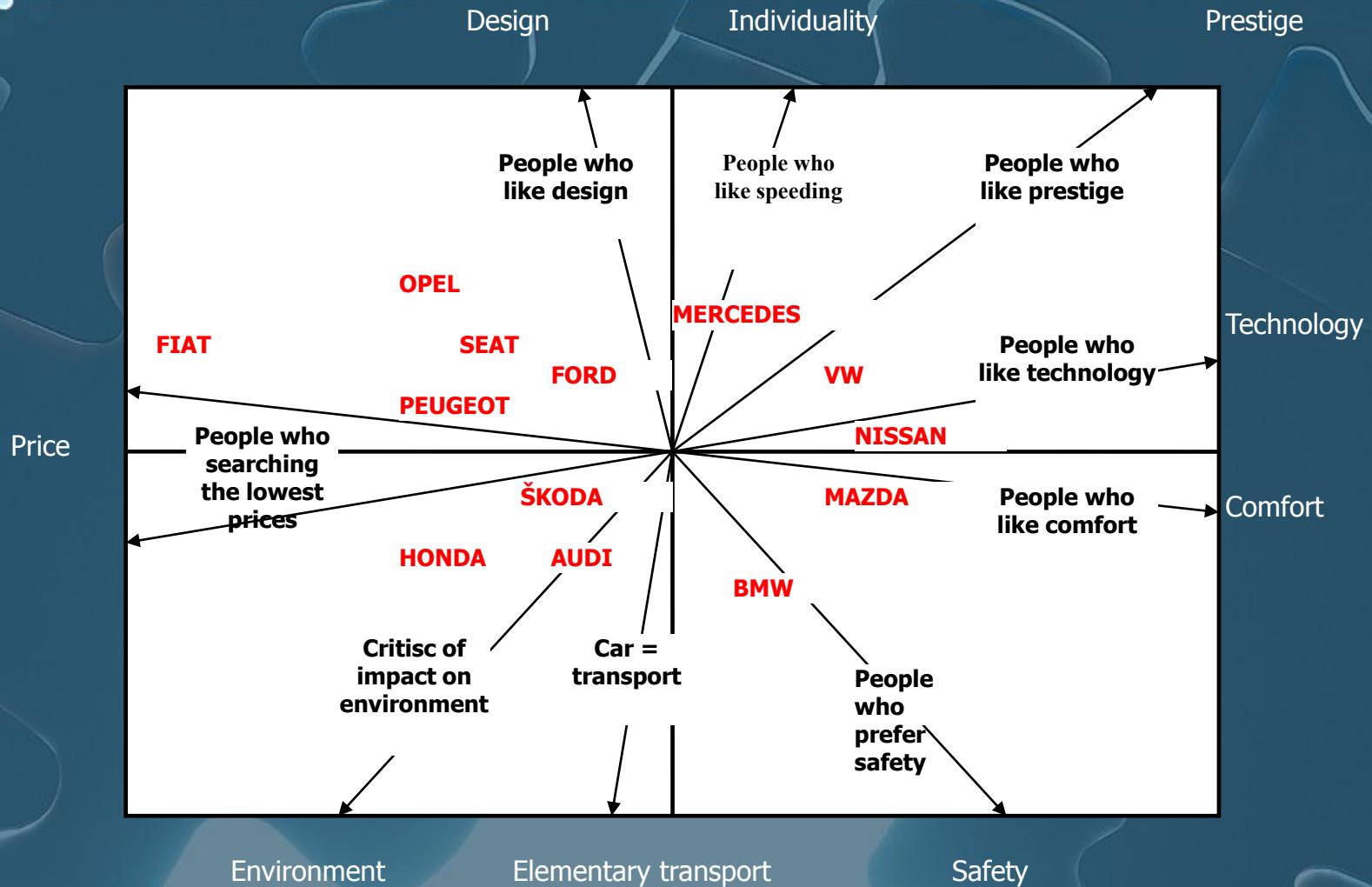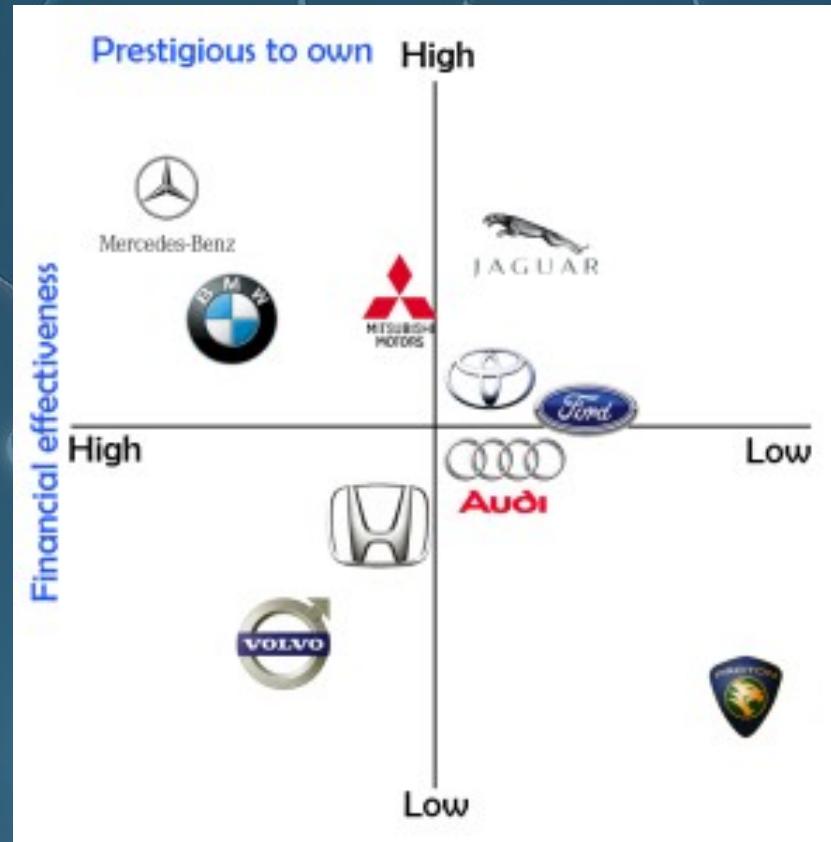
Creation of position graph

# Position analysis I.
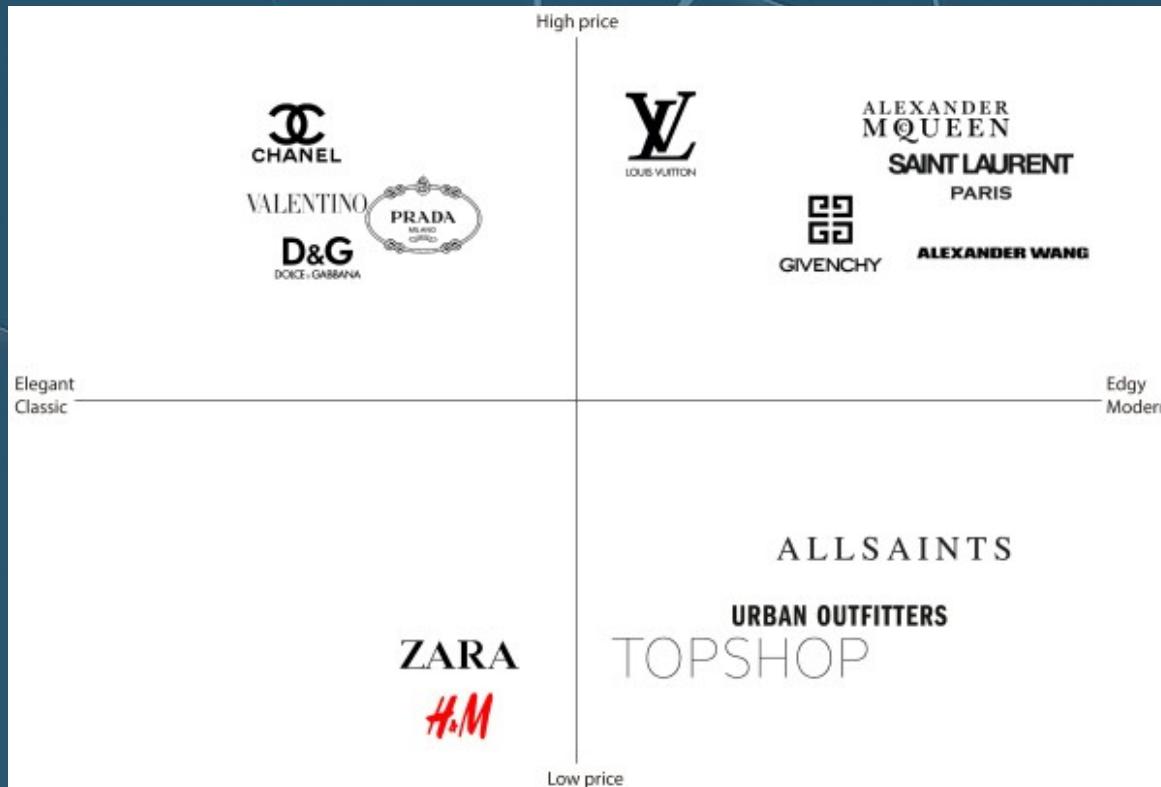
Brand Positioning Example
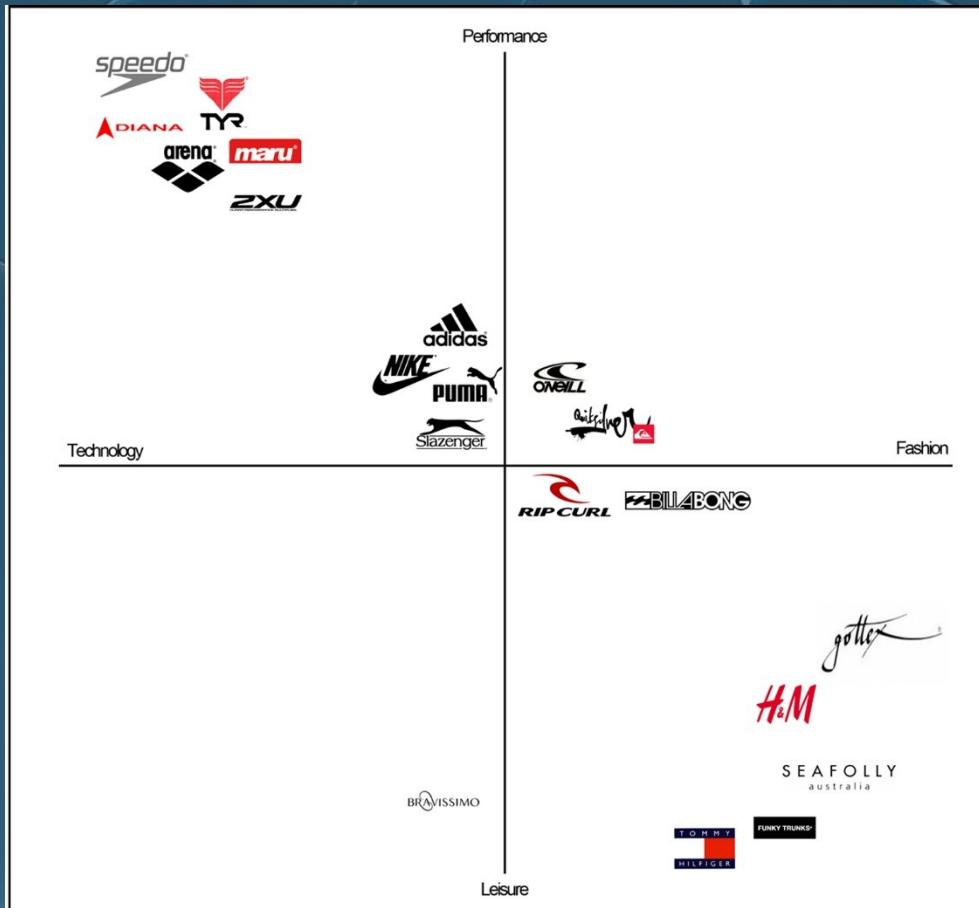
Brand Positioning Example
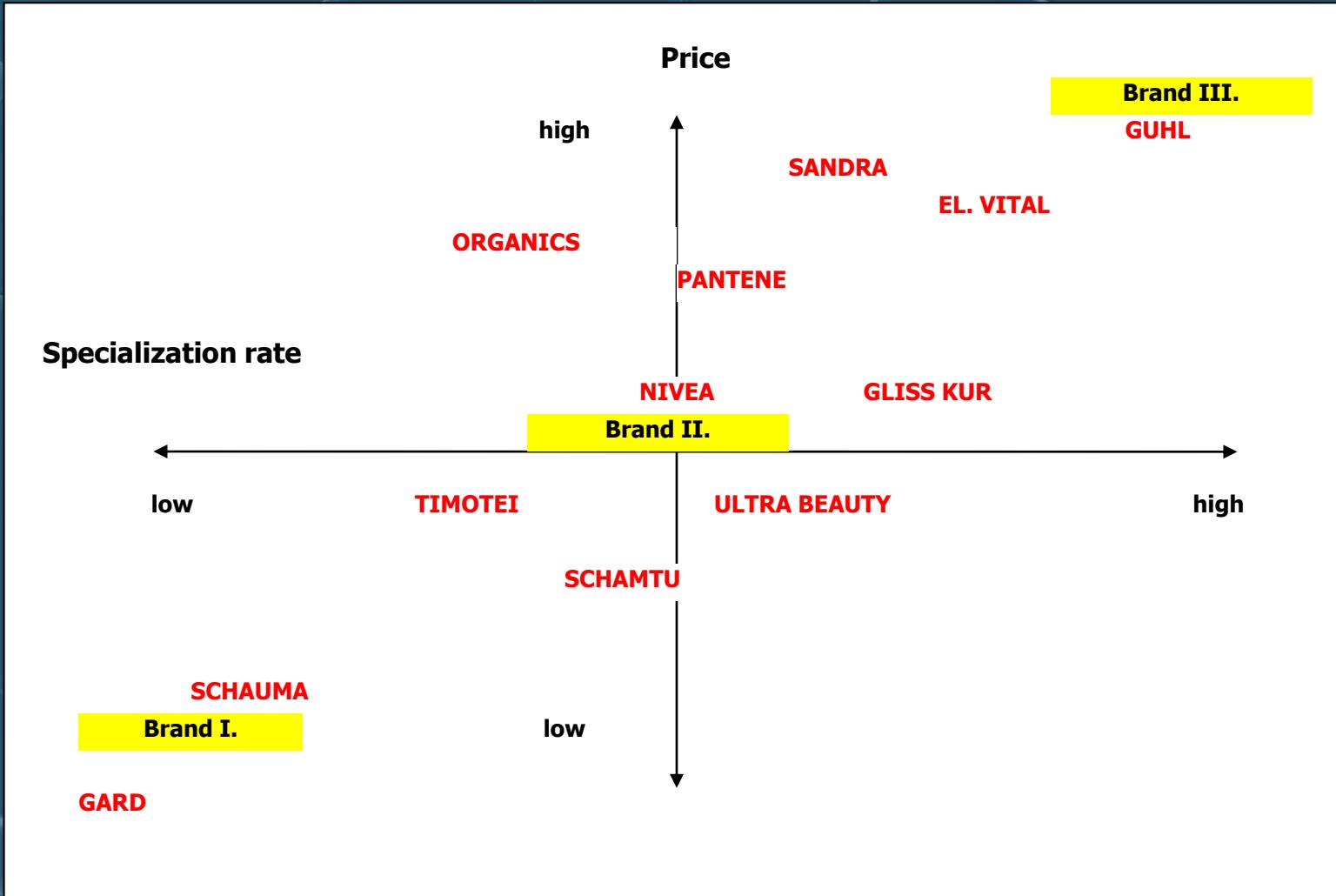
Brand Positioning Example

Position analysis II.

Task

- Choose an industry and create position map