

The strategic plan is just a starting point. The imperatives and priorities will change as we achieve important milestones and the firm becomes more successful.

Following the adoption of the strategic plan by the Executive Committee in September, 2007, the following steps were immediately implemented:

- Establishment of a new management structure that will better support and facilitate our strategic goals and incorporate the additional resources and processes contemplated by the strategic plan.
- Formation of a small, streamlined Strategic Growth Team to drive the merger and acquisition process.
- Designation of a lateral hiring partner.

As a demonstration of the firm's commitment to dynamic change to achieve the vision, in the first 100 days we will:

- Establish and publish a blueprint for the strategic growth process and function including data to be used, resources to be applied and analytical steps to be taken (including decision rules).
- Commit appropriate and sufficient resources to support the streamlined Strategic Growth Team and hire dedicated professional staff to support the team (*e.g.* – Internal staff, outside firms for consultants and analysis).
- Amend the partnership agreement to require a two-thirds vote for combinations and laterals other than a merger that is an acquisition of the firm.
- Document standards and guidelines for a broad range of objective and subjective partner performance expectations.
- Prepare guidelines and templates for creating individual partner plans – noting that the plans are to be short, simple and focused on action, not outcome.
- Implement a system that requires faster time capture, billing and collection practices.
- Identify existing practices for heightened investment and develop decision rules for application to investment decisions.
- Analyze and improve methods of assigning relationship, origination and other credits.
- Aggressively implement the approved firmwide Diversity Action Plan.
- Implement the approved *pro bono* program and policy to achieve Bryan Cave's commitment as a signatory of the Law Firm Pro Bono Challenge.

### **Bryan Cave LLP**

Chicago | Hamburg | Hong Kong | Irvine | Jefferson City | Kansas City | Kuwait  
Los Angeles | Milan | New York | Phoenix | Shanghai | St. Louis | Washington, D.C.  
and *Bryan Cave, A Multinational Partnership* London

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CS-07-0300

# Bryan Cave Strategic Plan

## *Dynamic Change to Meet Our Clients' Needs*

BRYAN CAVE

YEARS  
1  
0  
0

November 1, 2007  
*The First 100 Days*

# Our Vision and Strategy

Our *vision* is what we aspire to be.

Our *strategy* is what we will do to achieve that vision.

## **VISION:** The Best Relationship Firm

*Bryan Cave will be the best global law firm at building substantial and enduring relationships with clients.*

One of our most distinctive strengths is our ability to align ourselves – our people, our technology, our approach – closely with the needs and preferences of our clients. It is the characteristic of our firm most often cited by our clients as the reason they choose Bryan Cave to handle complex and critically important legal work. Expressed quite simply – we put our **clients first**.

We have built client relationships that span years – in many cases generations. **Enduring relationships** with clients are the product of many things – excellent legal work, great results, trusted advice, responsive service at every level of the firm, teamwork, the depth and breadth of our practices, creativity, effective communication, intelligence, pragmatism and efficiency. We understand that every client requires a unique approach and Bryan Cave goes to great lengths to mold itself to the expectations and needs of each client to help achieve their objectives.

Because we are so intensely focused on continually strengthening relationships with our clients, those relationships often are strong. We have an enviable and increasing number of **substantial client relationships** that generate significant fees – more than 70 relationships that generate over \$1 million in fees annually, and literally hundreds of relationships that generate six-figure fees.

Thus, our vision is to be the best firm in the world at creating these types of long-lasting, deep and broad relationships with clients. Doing so will require Bryan Cave to change in response to evolving client needs and expectations. It is this simple reality – that our clients' businesses and their corresponding needs and expectations are continually growing – that drives our overall strategy.

## **STRATEGY:** Dynamic Change

*We will effect dynamic change that improves our competitive position, propels our growth and enables us to achieve our vision, while maintaining our core values.*

Bryan Cave has been a great law firm for generations. Remaining a great firm in the future will require us to change in many ways as our clients, the law and the profession change around us. We will continue to add talented people around the world; develop valuable, substantive legal expertise; improve our competitive position and profitability; and adopt technologies that enable our people to be more productive and our clients to be more closely connected to our firm. For us to remain a great law firm, we must constantly ask how we can do this better, and how we can adapt. We must embrace and celebrate and constantly seek change.

The only thing we are not willing to change is our core values. So, as we pursue our vision of being the best relationship firm through a strategy of dynamic change, we are committed to maintaining and strengthening the historic values that make us who we are.

## Core Values

Our core values remain:

- **We are “One Firm”** – We work for the collective good. We trust, value and respect all of our colleagues, practices and offices.
- **We have a passionate, long-term commitment to our clients** – We are deeply committed to our clients' success. We provide the best and most qualified people in the firm to address a particular matter, regardless of where they practice.
- **We treat our colleagues as we do our best clients** – We value our collegiality. We support our colleagues as we would want to be supported by them.
- **We demand and offer professional excellence** – We derive professional satisfaction from doing outstanding legal work on behalf of our clients. We hire and develop great people who share that commitment to excellence.
- **We promote diversity** – We know that great work and lasting relationships are functions of diverse perspectives and experiences. We promote and celebrate diversity in all aspects of our firm, including backgrounds, perspectives, ethnic heritages and legal expertise.
- **We make a difference in our communities and society** – We invest our time, treasure and talents in our communities through outreach, *pro bono* legal work and service. We are committed to making a positive impact on the world around us.

## Strategic Imperatives

We believe that these shared values, our vision for the future and our strategy of dynamic change can be realized if we pursue five strategic imperatives.

### **Domestic and International Growth – Significantly grow the firm through material combinations**

Bryan Cave is one of the largest law firms in the world. Yet our clients' needs drive us to be bigger, have greater depth in many areas of practice and have broader reach around the developed and developing world. Bottom-up and organic growth are necessary, but they will not be sufficient. We must move quickly to combine with other firms of like quality and aspirations to achieve the level of growth necessary to meet clients' expanding legal and business needs.

### **Competitive Profitability – Rapidly increase our profits to achieve a competitive position in the legal marketplace**

We must increase our profitability and achieve a solid competitive position – not as an end in itself, but rather as a critical enabler of our vision, strategy and core values:

- To grow and meet the expanding needs of our clients
- To attract and retain an exceptional, diverse group of professionals and staff
- To have the funds to invest in developing people, legal specialties and technology

### **Substantial and Enduring Client Relationships – Increase the number, breadth and quality of significant client relationships**

We must build on what is already our greatest strength – our ability to create and sustain deep, broad client relationships over many years. It will require us to focus on clients who truly value strong relationships. Further, it will challenge us to mold our teams, technology and approach to each relationship in ways that uniquely connect clients to Bryan Cave.

### **Recognized Expertise – Deepen our expertise and acquire additional premiere practices**

Quality legal work has become a given for law firms of our size and stature. We have achieved widespread recognition for our expertise in a number of practice areas and industries. But we must deepen our areas of strength, add expertise in areas needed by our clients and manage our client service groups to enhance our existing capabilities. We also will need to shine a light on our areas of expertise to ensure the broader marketplace recognizes the legal skills resident at Bryan Cave.

### **Extraordinary Professionals – Intensify our efforts to develop, to retain and challenge a diverse group of highly motivated professionals who personify our core values**

Our entire strategy depends on our continuing ability to attract, develop and retain great people who want to practice in a highly collegial environment. As we grow, this will require more investment in all of our people. It will call for a greater commitment to *pro bono* and community service and development of people throughout their careers. Finally, it will require a deep commitment to recruiting, developing, retaining and promoting women and minorities.