

# Multi jurisdictional practices – What makes it so hard?

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# What makes it so hard?

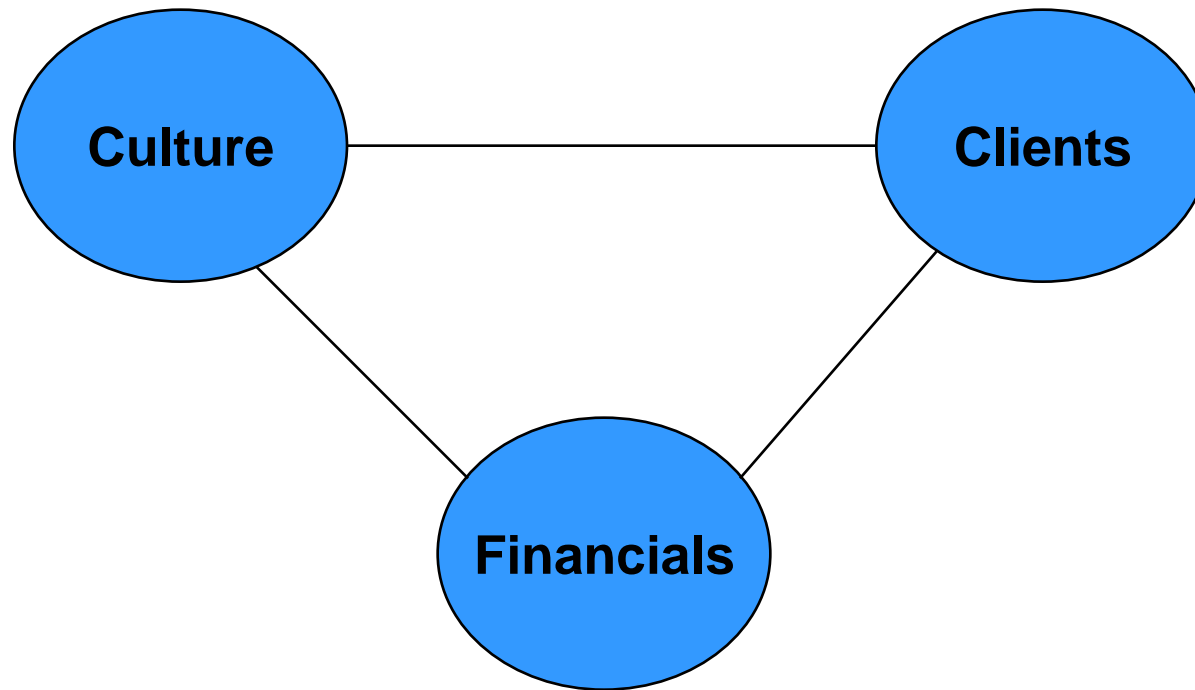
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- Fundamentally the same practice management issues with complicating facts brought on by
  - different firm/staff cultures
  - different market conditions and practices
  - different client objectives
- To understand the effect these factors have, you need to understand the key elements of the firm and how they interact.
- Need alignment of the key elements across the firm

# Key elements of a professional service firm

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- Each office will have the following elements



# Culture

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- Quality of people
- types of people
- how your service is delivered
- relationships between working together

# Clients

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- types of clients – the importance of your service to them
- sole service provider or one of many
- the service they require from you and their willingness to pay
- the level of engagement they have with the people in your office

# Financials

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- matching the level of service and cost of the service to the value the client places on the service (a common understanding)
- time between doing the work and being paid
- profitability

# How do the complicating factors affect the key elements of the firm?

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## 1. Different staff/office cultures

### – Culture

- difficulty in achieving common objectives of the firm across different offices, firm brand means different things in different clients

### – Clients

- result in different client bases in different countries, “corporates” vs “rats and mice”

### – Financials

- mismatch between fees and service levels

# How do the complicating factors affect the key elements of the firm?

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## 2. Different market conditions and practices

### – Culture

- heavy discounting
- large differences in growth between offices

### – Clients

- variances in fee levels and ability to charge at “brand” related levels

### – Financials

- different levels of profitability, different relative levels of remuneration across the firm
- compensating for exchange rate



# How do the complicating factors affect the key elements of the firm?

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## 3. Different client objectives

### – Culture

- requires consistency in quality and delivery across the firm

### – Clients

- clients need to be willing to provide a higher level of engagement across the multiple jurisdiction

### – Financials

- needs to be a win-win for the client and the firm

# Alignment of the key elements; what gets us there?

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- A consistent focused objective for operating the multi-jurisdictional firm
  - high level of communication and sharing of information across the group
- Development of trusting relationships across the firm
  - movement of people between firms
    - short medium and long term

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