

2010

Alternative Billing Benchmarking Study:

Insight and Analysis into
Law Firm Billing Trends

by Vicki-Lynn Brunskill



C4CM Alternative Billing Benchmarking Study

Alternative Billing Benchmarking Study: Insight and Analysis into Law Firm Billing Trends was developed by independent research, as well as from presentations and written materials from Center for Competitive Management's (C4CM) conference series. The diagrams are reprinted with permission. Additional sources are cited in the text.

Notice: No part of this publication may be reproduced, stored in a retrieval system or transmitted by any means, electronic or mechanical, without prior written permission of the Center for Competitive Management, Jersey City, NJ USA.

©2010 Center for Competitive Management, LLC.

Center for Competitive Management
924 Bergen Ave, #226
Jersey City, NJ 07306
877-900-C4CM (2426)
www.C4CM.com
info@c4cm.com

About the Center for Competitive Management (C4CM)

www.c4cm.com

The Center for Competitive Management (C4CM) is dedicated to providing up-to-the minute, high-impact information to help our customers succeed in their professions. They count on C4CM for authoritative and practical guidance — and know they save time and money getting it.

C4CM was founded in October of 2006, drawing on over 10 years experience in developing high-quality business-to-business programming. Through the years, C4CM's staff has had the pleasure of working with some of the most respected, knowledgeable, and revered industry leaders, tapping into them for the latest developments and current issues affecting business.

C4CM's trusted guidance is a reflection of the combined efforts of our executive team, our national network of authors and presenters — all of whom are recognized leaders in their fields— and our highly accomplished in-house production staff. We are all dedicated to providing the most current information available to help keep our audiences on top of the changes in their field, and learn valuable insights that boost their performance.

C4CM Alternative Billing Benchmarking Study Table of Contents

Executive Summary	5
Introduction: The Push for Billing Insights	8
Survey Methods	9
Key Terms	10
Survey Responses: Demographic Distribution	11
Survey Responses: Current Billing Practices	18
Survey Responses: Shifts Due To Economic Impact	23
Discussion: Current Billing Practices	25
Hourly Billing	25
Regulatory Background	25
Industry Attitudes to the Billable Hour	28
Law Consultant Interview: Rhonda Muir, Senior Consultant, Robin Rolfe Resources	30
Historical Precedents	30
Alternative Billing Arrangements	33
Regulatory Background	33
Client Demand Implications	35
Law Client Interview: Todd Adams, CEO and a Trust Officer, Adams Bank & Trust	36
Implementation Advantages And Challenges	38
Client Suitability For Alternative Fee Arrangements	42
Profitability Analysis of Alternative Billing Arrangements	43
Law Firm Interview: Brian A. Hall, Partner, Traverse Legal PLC	44
Concluding Thoughts	47
Appendix A: Survey Respondent Snapshots By Firm Size	49
Organizations with 1 to 10 attorneys and full-time equivalents	50
Organizations with 11-300 attorneys and full-time equivalents	58
Organizations with 301-600 attorneys and full-time equivalents	84
Organizations with more than 600 attorneys and full-time equivalents	90
Appendix B: Interviews With Selected Firms	92
Small Firm	92
Large Firm	95
References/Resources	100
Additional Resources/Supplemental Reading	101

2010

Alternative Billing Benchmarking Study:

Insight and Analysis into Law Firm Billing Trends



Online: [Click here](#)

Phone: 877-900-C4CM (2426)

Email: service@c4cm.com

Delivery: Electronic, PDF Format

According to C4CM's **2010 Alternative Billing Benchmarking Study**, more than 90% of firms reported they are **maintaining or increasing profitability** under alternative billing arrangements.

In addition:

- More than a third of the respondents reported seeing an **increase in requests** from clients for alternative arrangements,
- 67.1% found that **certain types of clients** are better suited for alternative billing arrangement than others,
- More than 87% of firms are **currently offer alternatives** to the billable hour, and
- Over 70% of respondents were working for firms that had been in business for **more than twenty years**.

Available only from C4CM, this report is unique in that it measures not only "what" firms are doing and planning to do when it comes to billing arrangements, it also records "why" they are making these decisions. This gives readers an invaluable look into the pros, cons and barriers facing firms when it comes to the adoption of billing not based on 'hours times rate.'

It also provides unique **client snapshots** and **firm interviews** available nowhere else to allow for direct market comparisons and benchmarking.

But that's not all... this landmark report also gives insights into the **demographics** and **practice areas** that are impacted most heavily by alternative billing, indicators of trends, and historical precedents in both practice and research on legal billing.

— **There's just one source of this vital data** —

2010 Alternative Billing Benchmarking Study

— **Order Now to Get this Exclusive Report Available Only from C4CM** —

CALL: 877-900-C4CM(2426) • FAX THIS FORM: 201-795-2404 • EMAIL: service@c4cm.com
or Mail to: C4CM, 924 Bergen Ave., PMB 226, Jersey City, NJ 07306

YES! Send me my copy of C4CM's **2010 Alternative Billing Benchmarking Study** for \$499!

Click here to order NOW! (Immediate Electronic Delivery)

Charge \$499 to my credit card.

VISA MasterCard AMEX Discover

Name: _____ Title: _____

Firm: _____

*Address: _____

Account #: _____ CVV Code: _____ *City: _____ *State: _____ *Zip: _____

Signature: _____ Exp. Date: _____ *Phone: _____

My check for \$499 made payable to C4CM, is enclosed. *Email: _____