



THE BUSINESS OF
**YOUR
PRACTICE**
REPORT | 2024



A Fresh Perspective on Law Firm Marketing

Read on for strategies, topics, and technologies
affecting the dynamic landscape of the legal
industry in 2024.

by

 martindale · avvo

Martindale-Avvo

The Business of Your Practice

TABLE OF CONTENTS

Executive Summary

Attorney Perception vs. Consumer Expectations

Bridging the Consumer Trust Gap

Aligning an Online Presence to Consumer Expectations

Innovation & Marketing

Attorneys Practice Law, Not Marketing

Opportunities and Challenges of AI

Making AI Work for Attorneys

Challenge for Attorneys: Work-Life Balance

A Balancing Act

Maximizing Efficiency with Martindale-Avvo

Conclusion

About

Appendix



Executive Summary

Martindale-Avvo's annual *The Business of Your Practice* report covers marketing strategies, emerging technologies, and issues affecting the dynamic landscape of small law firms. This report details how attorneys think about online reputation and firm growth, as well as how to maximize their ability to connect and convert legal consumers into clients.



Section One: Attorney Perceptions vs. Client Expectations

- **Challenge:** In their directory profiles and web presence, lawyers may struggle to prioritize what potential clients are really looking for. This misalignment can negatively impact consumer trust, reducing the chances of being noticed and ultimately hired.
- **Insight:** Effective reputation management and meeting consumer expectations are critical for building trust. Attorneys can benefit immensely by investing in their online presence and showcasing reviews, ratings, and accolades.

Section Two: Innovation and Marketing

- **Challenge:** Many attorneys feel unprepared to market their firms because running a business isn't typically taught in law school. As a result, attorneys teach themselves through a combination of blogs, legal conferences, and social media.
- **Insight:** The DIY approach has helped attorneys close some knowledge gaps, but there are still areas where they struggle. Leveraging legal tech—such as AI—can be beneficial, but often comes with a steep learning curve. Many attorneys find that enlisting a third-party service is especially helpful for tasks like marketing and promotion, allowing them to focus on their core practice while benefiting from expert guidance.

Section Three: Work-Life Balance

- **Challenge:** Attorneys value a balanced work and personal life, but the profession's demanding nature often pushes them to work long hours.
- **Insight:** Juggling personal fulfillment and professional obligations can feel like a tug-of-war, but setting clear boundaries and goals can help achieve balance. Martindale-Avvo also offers a number of solutions to support firm marketing and advertising so attorneys can spend more time practicing law.

Read on for the full report.



Attorney Perception vs. Consumer Expectations

Bridging the Consumer Trust Gap

.....

Our survey [Understanding the Legal Consumer 2023](#) revealed a concerning statistic: **only half of U.S. consumers believe that a lawyer would act in their best interest.**

Many attorneys attribute this trust gap to clients who enter the legal process with **preconceived notions about their chances of success, the value of their case, or the speed at which their issues can be resolved.**

Attorneys also considered the broader issues of **declining trust in public institutions** and **negative stereotypes** about lawyers. They also mentioned **genuine misconduct** such as unethical behavior and activity that could lead to disbarment from the profession.

Attorneys and potential clients **agree on the importance of review scores and consider them essential.** However, there is a **disconnect in the number of reviews potential clients expect to see.** While attorneys believe that less than 10 reviews are sufficient, **consumers expect to see up to 25 reviews on average.**



Because consumer sentiment and expectations create potential headwinds for attorneys seeking to grow and sustain their practice, it is essential that attorneys **cultivate and maintain their online reputation** in order to build trust and improve their likelihood of converting prospects into cases.

Read more:

[Leveraging Online Reviews for Client Acquisition](#)
[How to Respond to Client Reviews](#)



Aligning an Online Presence to Consumer Expectations

Name search optimization is critical in today's digital landscape—**86% of legal consumers conduct a name search before reaching out to an attorney**. Consumers now have more options than ever before, so standing out to potential clients in online searches is key.

- **Invest in profile health:** Customers tend to trust—and hire—attorneys who have completed their online profile with a **headshot** (not a law firm logo), amount of **reviews** and the **star rating**, and finally, **awards**. With Martindale-Avvo's **ProVantage** and even a modest profile, **our clients see upwards of more than eight times more contacts** every month than those simply claiming their profile.
- **Enlist the help of a vendor:** The **Martindale-Avvo Connect Experience** can help attorneys highlight their expertise and positive reviews to align their online presence with consumer expectations.
- **Get in touch:** Our **Marketing Effectiveness Assessment** connects attorneys with their Account Executive to conduct a holistic review of how to best attract and convert clients. A quick session on how to optimize and leverage an attorney's profile can maximize their online reputation.

While spending on visibility can range from online paid search to roadside billboards, these outside tactics rarely yield significant results unless there is also **investment in an online profile**. Embracing digital solutions that prioritize what consumers value can build stronger, more trusting client relationships, in addition to managing expectations, maintaining transparency, and adhering to ethical practices.

85% of consumers consider their legal matter urgent.*

We built Martindale-Avvo services to work together, **providing value by optimizing marketing efforts**. They also are designed to scale, ensuring that the **ROI directly correlates with the growth of the firm**.



Innovation & Marketing

So, what about those other marketing strategies we mentioned above including billboards, direct mail, commercials and ads? These are all ways to promote a law firm. At times, attorneys may feel overwhelmed with the choices, and rightfully so: Law school often leaves out the basics of running a business, particularly in marketing. A whopping **88% of attorneys reported that their legal education provided them with "nothing at all" in terms of understanding how to market a law firm** and most gained their knowledge from outside sources post-graduation.

Because of this, **over half of attorneys expressed neutral or lower confidence in their ability to market their firms effectively.**



Referrals Alone are not Enough

Because a foundational education of marketing is nowhere to be found in law school, many attorneys work on their own to advertise and promote their services. Though digital marketing solutions are accessible across the legal landscape, **75% of attorneys still rely on referrals** as the most popular method for attracting new clients.

Martindale-Avvo has seen that **referrals alone don't necessarily generate the desired volume** of business, so attorneys increasingly turn to **online directories like Avvo or Lawyers.com**. But that's not all—they are dedicated to casting a wide net for marketing resources and tools.



- The most popular resources for legal marketing education include **reading articles or blog posts (55%) and attending conferences or presentations (47%)**. These options provide quick, targeted insights that fit into the demanding schedules of legal professionals.
- **In-person conversations (36%) and online learning platforms (35%)** also play a role in bridging the marketing knowledge gap. Interestingly, books were the least favored resource, likely due to the time commitment required compared to reading articles.
- Social media is used as both a resource and tool, with **LinkedIn and Facebook dominating** as the platforms of choice to learn more about peers' activities and market themselves as well. **Notably, 1 in 3 attorneys do not use any popular social media platforms for their practice**, either as a way to promote themselves nor connect with colleagues to learn more about marketing efforts.

The connection between growth goals and marketing challenges is evident, and **attorneys seeking substantial growth are more likely to find difficulty in marketing and advertising their firms**. As firms aim to scale, the complexity of reaching and retaining clients increases, requiring more sophisticated strategies and investments (such as a third-party vendor or a direct hire).

3 out of 4 attorneys believe that a strong online reputation results in new clients.*

Read more:

[Should you hire a Marketing Manager?](#)

[Legal Marketing in 2024: What to Focus On](#)





Opportunities and Challenges of AI

As attorneys navigate the world of reputation management, there is a continuous evolution in legal technology, and chief among these is artificial intelligence (AI). We discussed its capabilities in [our 2023 report](#) and discovered both early adoption and doubt. This year, more lawyers and legal organizations are aware of—and using—AI, and their opinions reflect that.

- Artificial intelligence is hailed as a **powerful tool for increasing efficiency**, allowing attorneys to automate routine tasks and focus more on strategic, growth-oriented activities. As one attorney noted, **"AI is a marvelous tool to help us increase productivity and work fewer hours. It does not replace people—it makes them more productive."**
- Some attorneys worried about a future where **positions like intake specialists and paralegals might be reduced** or even eliminated due to AI. One attorney remarked, "Technology will likely aid firms with efficiency, thus eliminating some legal jobs. I think it is an inevitable future."
- However, not all attorneys are as inclined to believe that. As another attorney pointed out: **"As long as client decision-makers are human beings, not AI entities, there will likely remain a need for junior level attorneys and paralegals to interface with client representatives."**

AI offers significant benefits to time management but does come with limitations. Attorneys must learn how to harness AI effectively while continuing to mentor staff. **"Managing partners and senior lawyers should still train their younger associates and not farm that out to AI,"** said one attorney, underscoring the need for human interaction and development in the future.





[A recent Brookings Institute podcast](#) echoed this, advising attorneys to use AI as a **complementary tool, not a replacement**. They noted that AI will enable lawyers "...to concentrate on tasks that demand human judgment, creativity, and empathy." Thoughtful use of AI allows firms to **assign higher-value tasks to staff** and **helps junior attorneys develop professionally**.

Research also shows that AI can **level the playing field for small law firms**. Christopher Jon Sprigman (Professor at New York University School of Law) [noted earlier this year](#), "**AI could potentially create enormous opportunities for smaller firms to compete against larger ones...**If people using AI-driven tools become much more efficient...small firms can start to punch above their weight and...put effective competitive pressure on their larger siblings."

Additionally, AI can help small law firms **build client trust and ensure that staff is focused on critical legal work**, improving response times and boosting conversion rates.

Making AI Work for Attorneys

.....

There are considerations about fairness to both firms and clients at the forefront of this new technology. The [American Bar Association \(ABA\) reminds](#) lawyers and law firms using Generative AI (GAI) that they should "...'**fully consider their applicable ethical obligations**,' which includes duties to provide competent legal representation, to protect client information, to communicate with clients and to charge reasonable fees consistent with time spent using GAI."

The ABA also [reported on the impact](#) of AI on the legal industry in August 2024, stating: "Being aware of the risks and limitations...is the first step for legal practitioners in **ensuring that the technology can be used safely and responsibly**, and in accordance with their professional obligations."





What to do:

Do harness AI-powered chatbots and virtual assistants to help with client intake processes and provide real-time responses to potential client inquiries. AI can also help automate administrative tasks like document generation, scheduling, billing, and contract review.

Do use AI to assist with legal research and review; AI tools can quickly scan vast databases, identify relevant case law, and streamline research processes, leading to faster and more accurate results. It also sorts through a wide range of historical data and past cases. You can also use AI to help ensure a thorough review of contracts by analyzing for risks, inconsistencies, or missing clauses.

Do embrace technological advances as part of career development. [The Institute for the Advancement of the American Legal System wrote earlier this year](#) that AI requires continuous education and evolution of the legal field. And as the [ABA notes in the Model Rules of Professional Conduct](#), "to maintain the requisite knowledge and skill, a lawyer should keep abreast of changes in the law and its practice, including the benefits and risks associated with relevant technology."



What not to do:

Don't expect AI to deliver true legal expertise, nor expect it to replace human interaction with clients. Over-reliance on AI could erode the personal connection that is crucial in the attorney-client relationship.

Don't rely on AI to make final judgments or analysis about cases. AI cannot understand ethical standards, nuance, context, or "gray areas" that are critical to the justice system. Additionally, do not accept AI-generated content as fact. The technology is still evolving, so it's best to double check any statements or data points received.

Don't expect AI to go away anytime soon. Embracing the technology may not be critical at this stage for some, but **it will be necessary to understand and adopt in the future.** It's important for attorneys to learn all they can as AI rolls out across the legal field, or they risk being left behind.





If attorneys are still uneasy about AI, they can consider working with a legal marketing solution provider to **improve online reputation, digital performance**, and the **client intake process**.

At Martindale-Avvo, we use AI to deliver **actionable insights about potential clients' needs, legal trends**, and **data-driven decisions** that can grow law firms. AI tools can analyze patterns in client engagement and website traffic, providing valuable information that attorneys can use to refine their services and marketing strategies. **For small law firms, these insights are invaluable in navigating a competitive landscape with limited resources.**

Read more:

[Pros and Cons of Using AI at Your Law Firm](#)



Challenge for Attorneys: Work-Life Balance



Over the years that Martindale-Avvo has been serving attorneys, we've known that most go into the profession with a desire to help people. In 2023, nearly 44% of attorneys said that helping their clients was the single most rewarding aspect of their work, a sentiment that has only strengthened, rising to 48% this year.

This commitment surpasses professional accomplishments and financial compensation, but the dedication comes with significant challenges, particularly in [balancing work and personal life](#).

A Balancing Act

The majority (73%) of responding attorneys **stress the importance of maintaining a work-life balance**. Yet, the reality is starkly different—over 60% regularly work more than 50 hours a week, and 28% work even more than that.

New client intake is the 3rd most challenging aspect of being an attorney (behind difficult clients & long hours).*

This challenge is further compounded by the **pressures of growing the firm and bringing in new clients**. Those aiming for significant growth found marketing their business particularly time-consuming and taxing. The stress can have a ripple effect—if it's hard to focus on growing the business, it will hinder professional advancement. But if the focus is solely on the firm, an attorney's family life can suffer.

We've found that attorneys can **implement strategies** such as **delegating tasks**, **setting boundaries on work hours**, and **prioritizing self-care**. However, especially in the case of demanding ["Big Law" firms](#), it's not always feasible. Tackling issues with transparency among firm partners can ease the workload, but there are other solutions—including AI and outsourcing marketing—that can improve and optimize an attorney's to-do list.





Maximizing Efficiency with Martindale-Avvo

To ease the strain of this delicate balancing act, attorneys can turn to services that streamline their workload without sacrificing client service. Martindale-Avvo offers a suite of tools designed to help attorneys grow their practice productively, allowing them to refocus on both their work and personal lives.

- With solutions like [ProVantage](#), attorneys can automate key aspects of their online presence, ensuring that they stay visible to potential clients while freeing up valuable time.
- By leveraging [Ngage Live Chat](#), firms can handle client inquiries 24/7/365, making sure that no opportunity is missed even when attorneys are offline.
- [AdVantage](#) means attorneys can benefit from targeted, high-traffic advertising channels like Avvo.com, Martindale.com, and Lawyers.com, all while focusing on what they do best: serving their clients.

By partnering with Martindale-Avvo, attorneys can achieve the growth they're aiming for without sacrificing the balance they strive for in their personal lives. Our services not only save time but also provide peace of mind, knowing that business growth is being handled efficiently and effectively.



Conclusion



Addressing the challenges with marketing and consumer trust are key to fostering sustainable growth in the legal sector.

Attorneys have a lot on their plates; they're balancing their personal and professional lives while establishing and managing consumer trust. And that's not all—they're leveraging new technologies and trying to market their business. While the legal field isn't a monolith, our goal is to help all attorneys better understand the trends among their peers.

As we mentioned above, attorneys reported limited marketing education in law school, so they tend to adopt DIY strategies to integrate digital marketing and client engagement into their practices. And while growth and planning strategies reveal a profession that values stability, lawyers are curious and strong-minded. **They're willing to go the extra mile (or hour) to focus on what they love: practicing law.**

We can overcome legal's biggest marketing challenges with [ProVantage](#), a comprehensive solution that fills the marketing gaps left by traditional legal education. By providing **expert reputation management, tools to build consumer trust,** and **streamlined digital marketing strategies,** ProVantage helps firms attract clients beyond referrals and manage their online presence with ease. It also helps assuage attorneys' concerns about **work-life balance,** allowing them to automate time-consuming marketing tasks and focus on practicing law.

We help attorneys work smarter with our marketing solutions. Getting a glimpse into attorneys' priorities and values can only make Martindale-Avvo's own suite of solutions more effective. If you'd like to stay connected and learn more about how Martindale-Avvo can help your firm, [contact us today.](#)

*Proprietary data from Martindale-Avvo. Reach out for specific cited sources.



About Our Survey

We surveyed hundreds of lawyers across the United States to build this report. Our mission was to tap into current legal trends, with a focus on attorney's work outside of the law including perspectives on economic fluctuations, marketing strategies, and how to run a law firm as a business,

Our study consisted of many different demographics, but the majority were partners (47.2%) and solo practitioners (37.5%) with varying years of legal practice experience—60% fell into the 31+ years bracket. 35.6% worked in firms that were relatively small—2 to 5 attorneys.

The top three areas of practice reported by respondents were business law, real estate, and civil lawsuits and disputes.



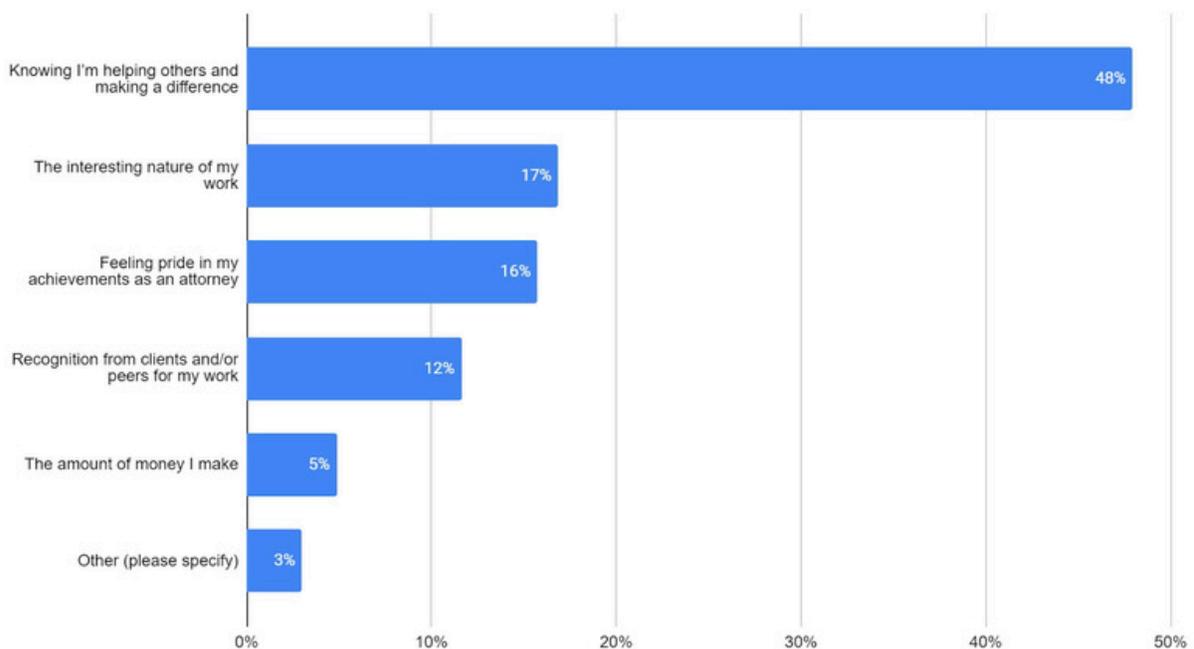
APPENDIX

Section 1: Working as an attorney

This year, we asked attorneys several questions about their experience practicing law, ranging from the biggest rewards and challenges, to their feelings on work-life balance.

"Helping others" continues to be the most rewarding part of being an attorney

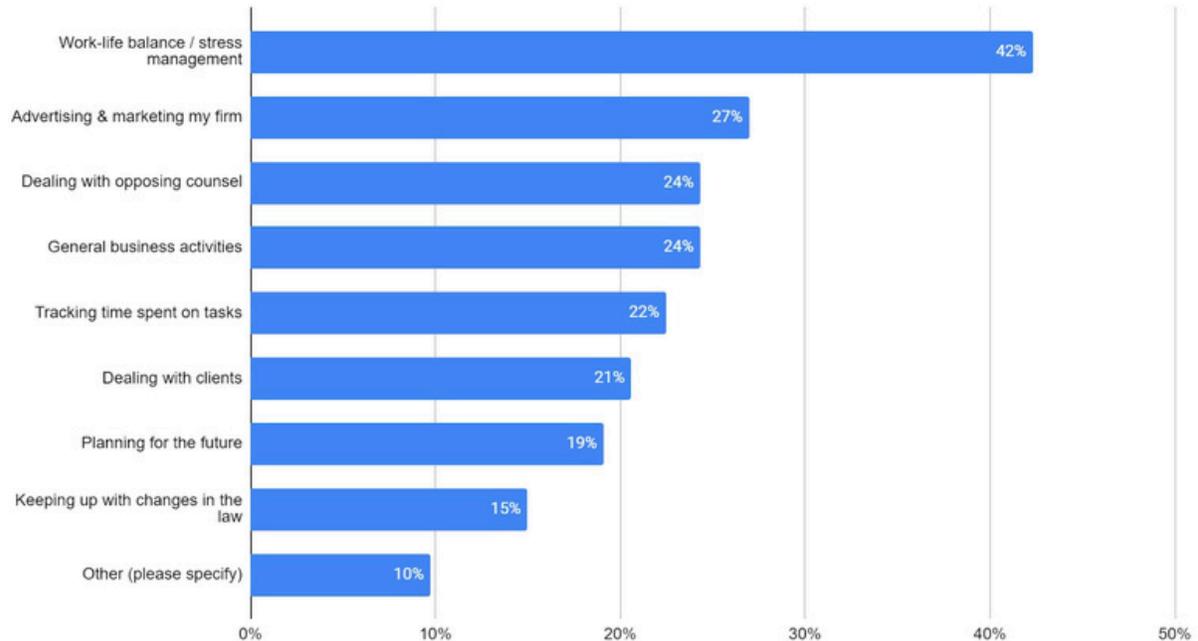
What do you find to be the most rewarding part of being an attorney?



As in 2023, attorneys feel the most rewarding aspect of their jobs is helping clients and making a difference in their lives. Nearly 50% of surveyed attorneys felt this way, far more than the next most popular options of intellectual curiosity (17%) and pride in one's achievements (16%). Just 5% of attorneys felt that money was the most rewarding aspect.

Work-life balance & stress management the leading challenges for attorneys

What do you find to be the most challenging parts of being an attorney? (select all that apply)



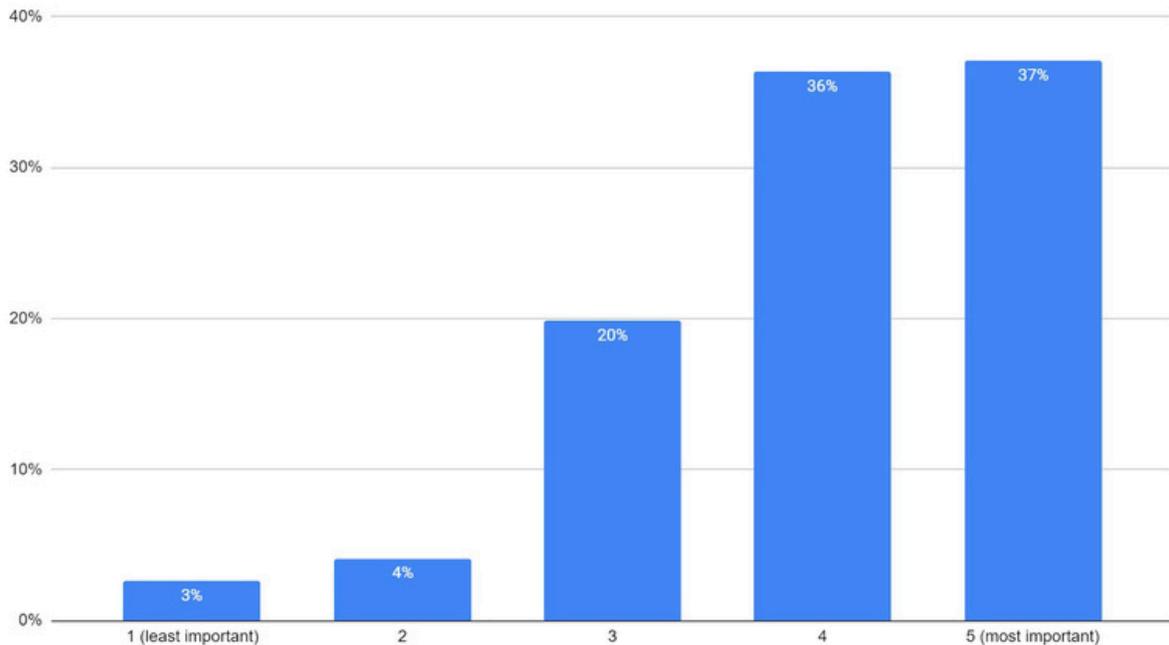
Overall, attorneys feel that work-life balance and stress management is the biggest challenge faced by people in their profession. However, a number of other concerns were also on the minds of attorneys, including advertising & marketing their firm (27%), dealing with opposing counsel (24%), and general business activities (24%).

The challenge of work-life balance and stress management seems to be omnipresent for most attorneys, but it's important to note that as we saw in last year's results, a number of other challenges can vary from firm to firm (and attorney to attorney).

For example, younger attorneys often find it more difficult to deal with clients—particularly difficult clients. And attorneys who are seeking significant growth in their firms similarly find it more challenging to handle the advertising and marketing demands associated with pursuing that level of growth.

Attorneys value their work-life balance rather highly

On a scale of 1-5, how important do you believe your work-life balance to be?

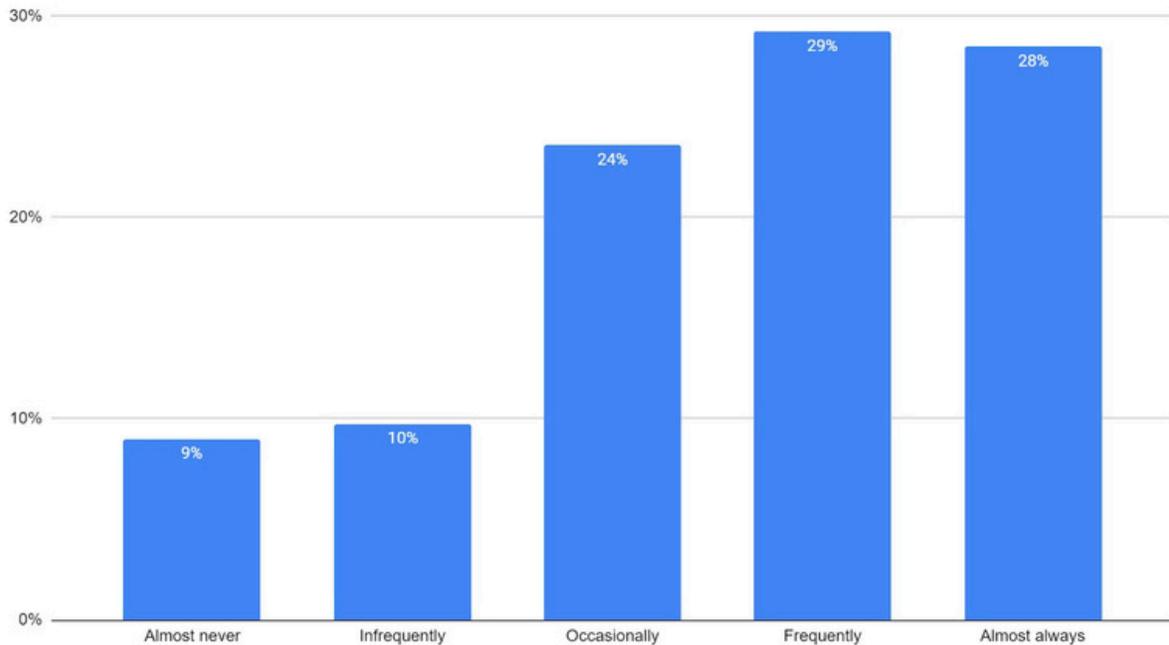


With work-life balance and stress management being named as the leading challenge faced by attorneys in both years we've run The Business of Your Practice survey, it may not come as a surprise that many attorneys also say that maintaining a work-life balance is important to them.

Nearly 75% of attorneys said their work-life balance was "important" or "very important." By contrast, less than 10% of attorneys said that maintaining a work-life balance wasn't important to them.

6 in 10 attorneys regularly work 50+ hours a week

In general, how often do you end up working 50+ hours a week as part of your legal practice?



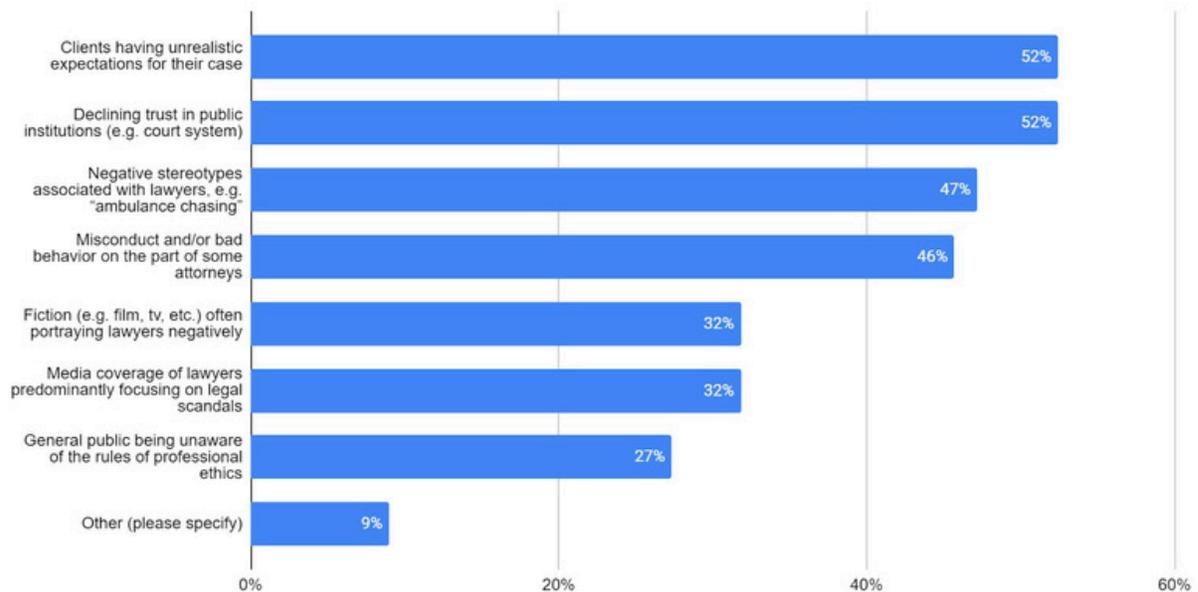
Despite the high value placed on work-life balance, just 1 in 10 (9%) of attorneys could say that they "almost never" work 50+ hours a week. In fact, it is far more common for attorneys to regularly work 50+ hours a week.

57% said they did this on a more frequent basis than "occasionally", and 28% of attorneys said that they were working 50+ hour weeks "almost always."

This contrast between the value placed on work-life balance and actual hours worked is a strong reflection of how "work-life balance and stress management" continues to be named as the leading challenge faced by attorneys.

Attorneys see a variety of causes for distrust among some US consumers

Last year, a Martindale-Avvo study found that only half of US consumers believe that a lawyer will act in their best interest. What do you think are the main causes of this? (select all that apply)



As a result of findings on our recent consumer survey that only half of US consumers believed a lawyer would act in their best interest, this year we asked attorneys to weigh in on why they thought consumers felt this way.

Unrealistic client expectations were at the top of the list, a finding that may seem familiar to many attorneys who have dealt with clients who have preconceived notions about their odds of success, the value of their case, or similar in the past.

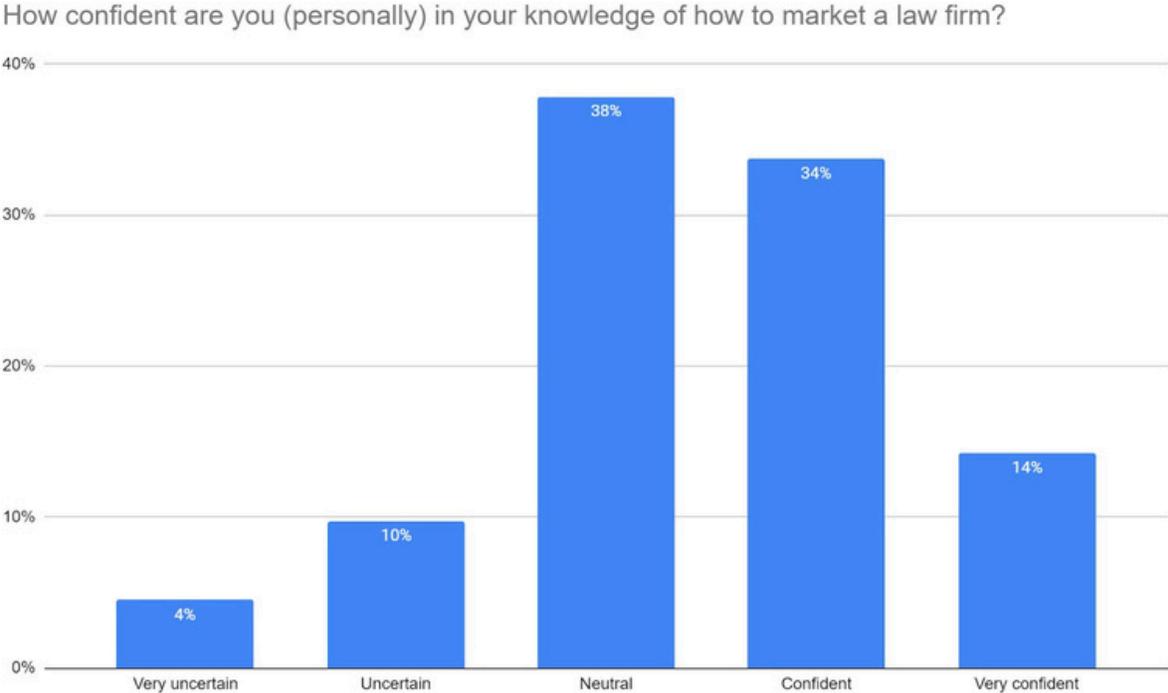
However, a number of other factors were also named. Declining trust in public institutions was just as frequently mentioned as unrealistic expectations. Similarly, negative stereotypes about lawyers, and genuine misbehavior on the part of some lawyers, were also common refrains.

While some of the reasons for this distrust are more valid than others, the takeaway for lawyers is to be aware of the things that can be contributing factors to distrust and then look at how they might be addressed—for example, by discussing expectations with the client early on.

Section 2: Law firm marketing

Examining how attorneys approach marketing and seeing how well this matches consumer expectations was also a goal of ours. Read on to see how much law school teaches about marketing, how attorneys think about their online reputation, and more.

Attorneys have mixed confidence in their marketing knowledge

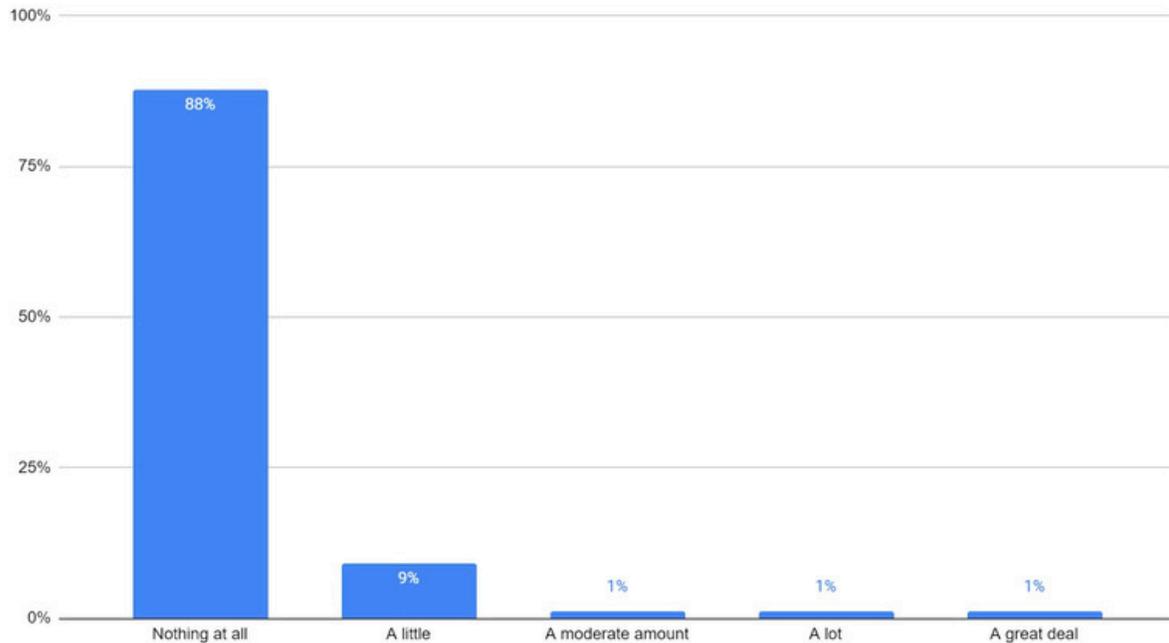


While attorneys had varying levels of confidence in their knowledge of how to market a law firm, most (72%) said they had a neutral to confident outlook. It was much less common to see strong confidence, with just 14% of attorneys saying they were "very confident."

However, an underlying issue here is that just over half (52%) of attorneys are NOT confident in their knowledge of how to market a law firm. 38% have a neutral outlook and another 14% were even more uncertain.

Lawyers report learning little about marketing in law school

How much about marketing a firm do you feel law school actually taught you?

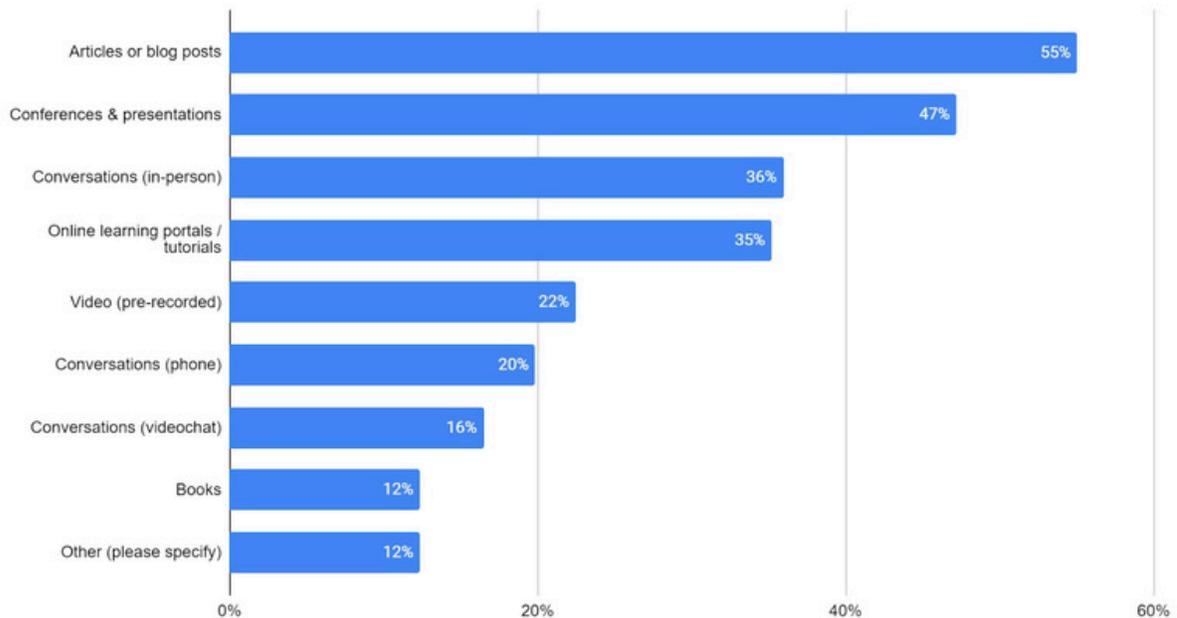


A staggering 88% of attorneys said that law school taught them "nothing at all" about a law firm. Coupled with the attorneys that said law school taught them "a little" about marketing at best, that means 97% of attorneys do not think they have received a thorough education of marketing.

The implication is that almost all attorneys have had to learn about marketing outside of law school through other sources. Given that, the fact that 52% of attorneys said they had "neutral" or lower confidence in their knowledge of how to market a firm comes as less of a surprise.

Articles, blogs, conferences, & presentations favored for marketing education

Are there particular formats that you prefer for getting information about managing, marketing, or otherwise running a law firm? (select all that apply)

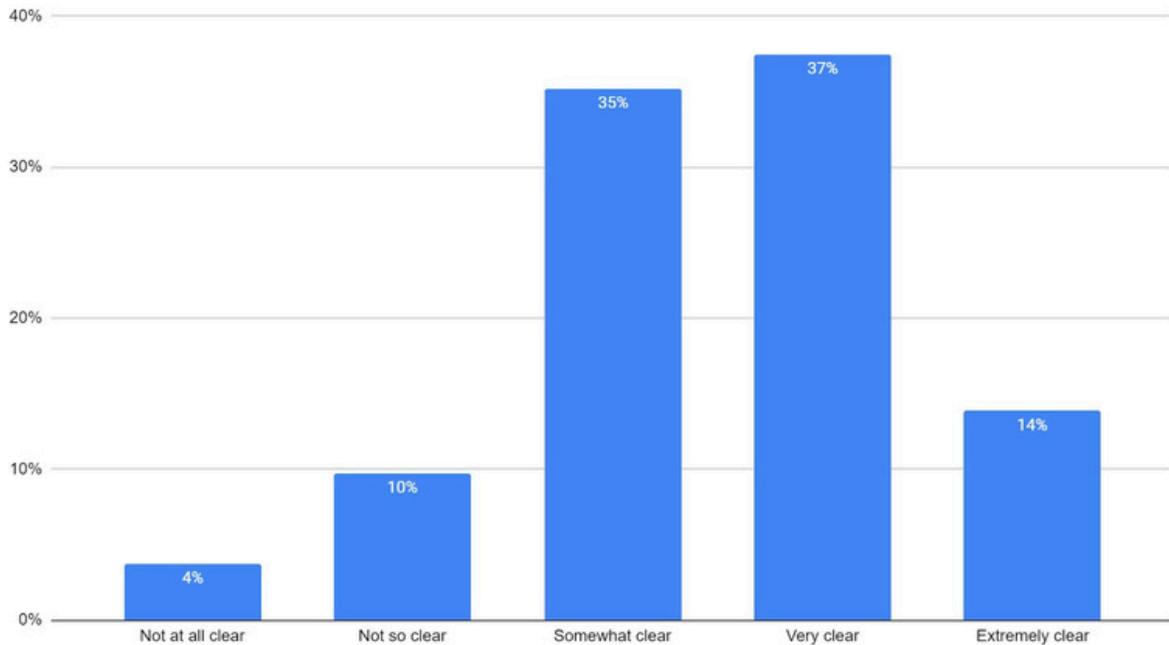


Most attorneys turn to articles or blog posts for information on marketing, closely followed by conferences and presentations. In-person conversations are also popular—perhaps sometimes at those very conferences and presentations—as well as online learning portals and tutorials.

Books, while still mentioned by just over 1 in 10 attorneys, were the least popular method, perhaps reflective of the busy nature of attorney schedules and the benefits of the more rapid, focused information found in the leading choices.

Attorney views on clarity of the contact process mixed

How clear is the process of how a potential client ultimately decides to contact your firm?



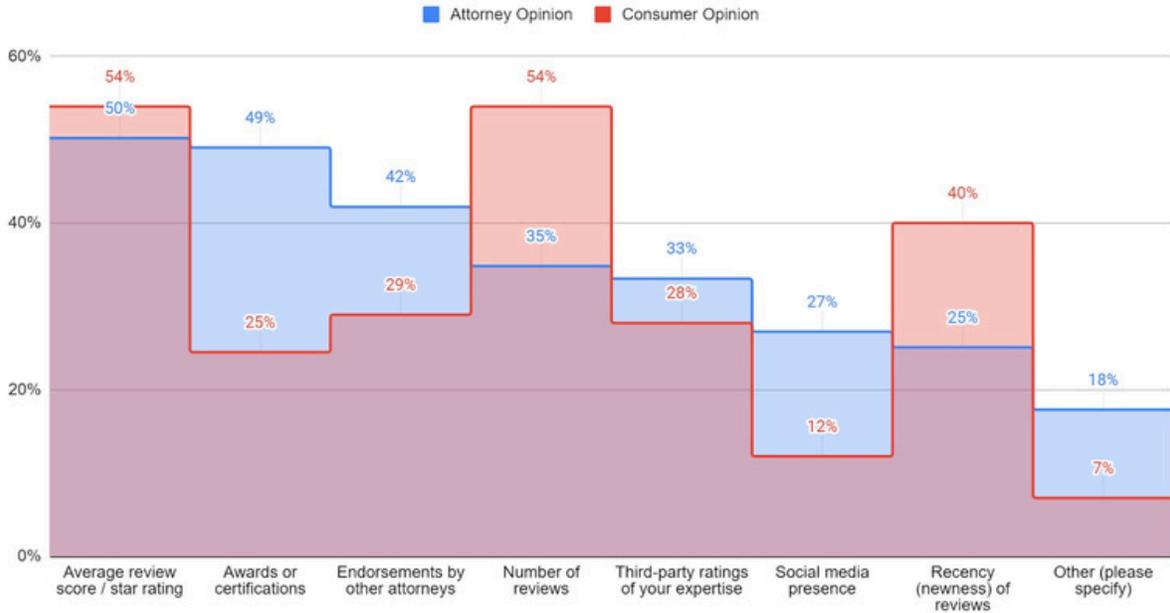
Much like we saw with confidence in marketing knowledge, attorneys were mixed on how well they felt they understood the process that leads a potential client to contact them.

While just over half (51%) felt the process was "very" or "extremely" clear, 35% felt it was only somewhat clear, and nearly 15% felt that the specifics of this process were unclear to them.

Attorney views on online reputation diverge from consumers

Which of the following are important parts of your online reputation? (select all that apply)

Note: Consumer data is from Martindale-Avvo's 2023 Understanding the Legal Consumer report.



This year we asked attorneys about what they saw as an important component of their online reputation and looked to compare their perceptions to what consumers said were valuable parts of an online attorney's reputation.

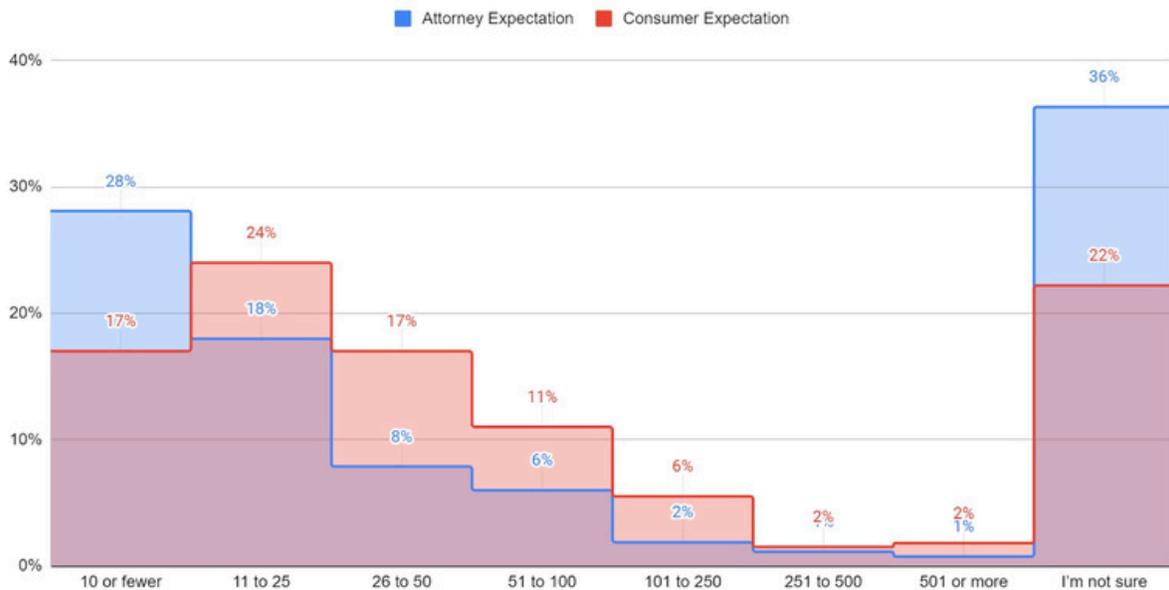
Attorneys and consumers have similar opinions about the importance of average review score and third-party expertise rankings, but other perceptions are very different.

Relative to consumer expectations, attorneys undervalue the impact of total review count and review recency, while overvaluing awards, endorsements, and social media.

Attorneys underestimate the number of reviews consumers want to see

What is the minimum number of reviews from previous clients that you think a prospective client would want to see when trying to decide if they would hire your firm?

Note: Consumer data is from Martindale-Avvo's 2023 Understanding the Legal Consumer report.



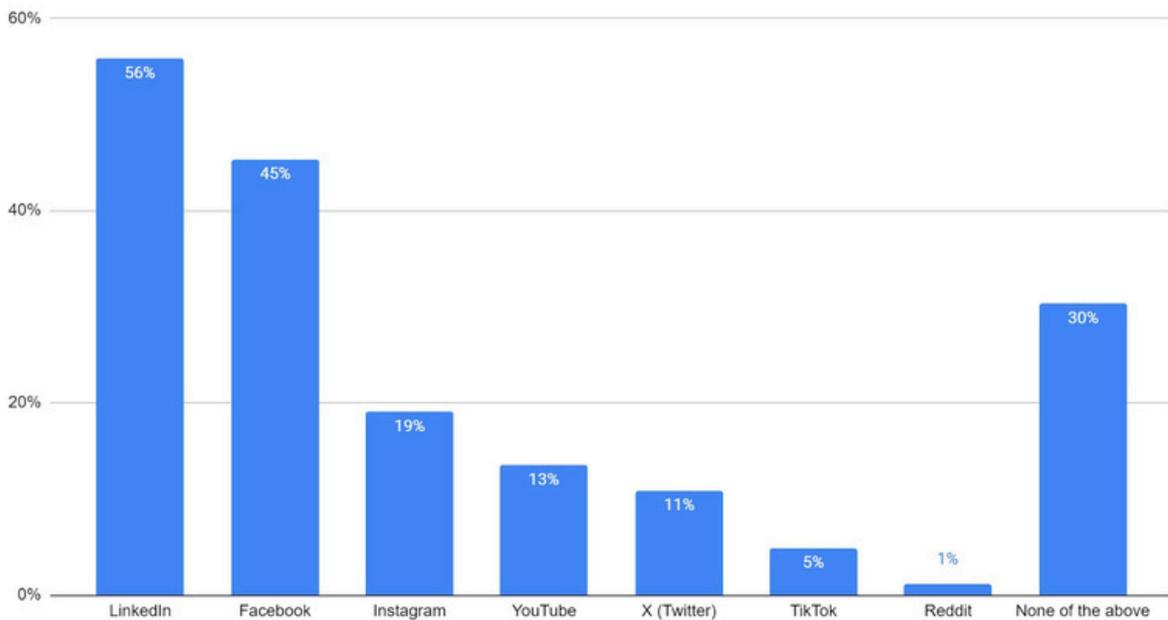
Much like we did with perceptions of key components of online reputation, we also looked at what both attorneys and consumers think the desired number of client reviews were.

We found that attorneys were more likely to be uncertain about what consumers wanted to see, and also tended to underestimate the total number of reviews that consumers wanted to see.

This is consistent with our findings on the components of online reputation as well, where attorneys placed noticeably less value on "number of reviews" compared to consumers.

LinkedIn, Facebook favored platforms for marketing a firm via social media

Which of the following social media platforms do you (or your firm) maintain a presence on for the purpose of marketing? (select all that apply)



Overall, the most popular social media platforms for attorney marketing purposes were LinkedIn and Facebook. While LinkedIn is not as much oriented towards marketing as some other platforms, we presume it to be used similar to directory profiles, which also see high usage.

Alternative platforms included Instagram (at roughly 1 in 5 attorneys), as well as YouTube and X (formerly known as Twitter). TikTok was less popular by comparison, and almost no attorneys reported using Reddit for marketing purposes.

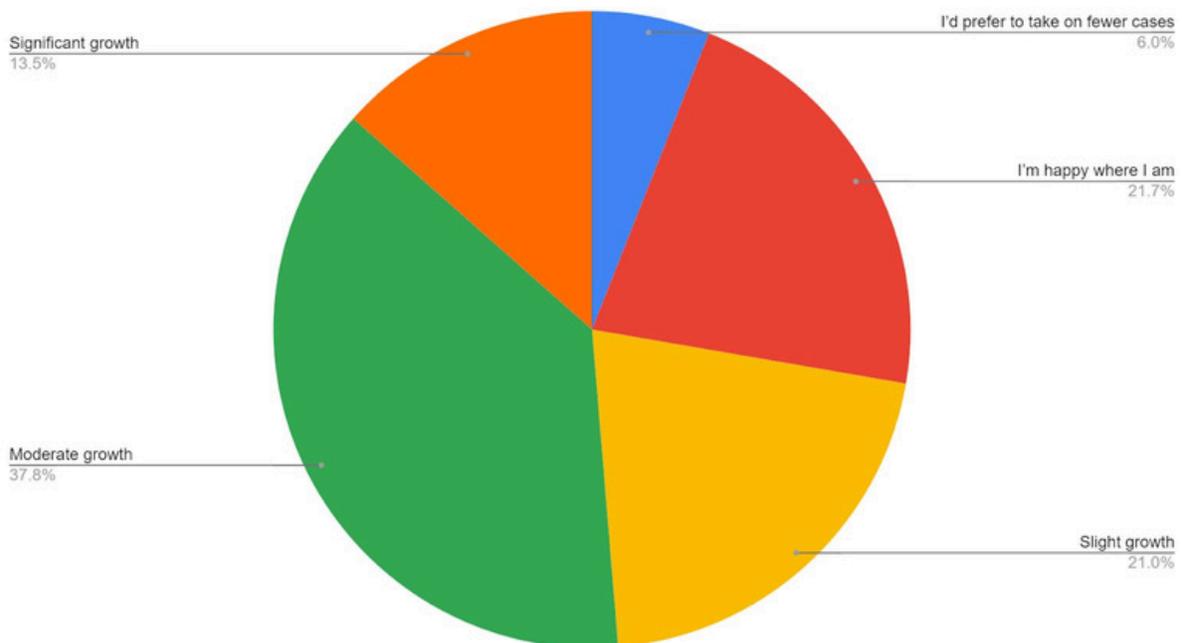
Interestingly, 1 in 3 attorneys did not report using any of the listed platforms (i.e. popular choices) for marketing.

Section 3: Future Planning

Lastly, we also sought to see how attorneys approach their overall planning and what affects their decisions. This section details growth priorities, typical planning periods, and how various economic factors can affect decision-making.

Firms pursue a variety of growth strategies, but moderate growth is favored

Which of the following best describes your growth goals for your firm?



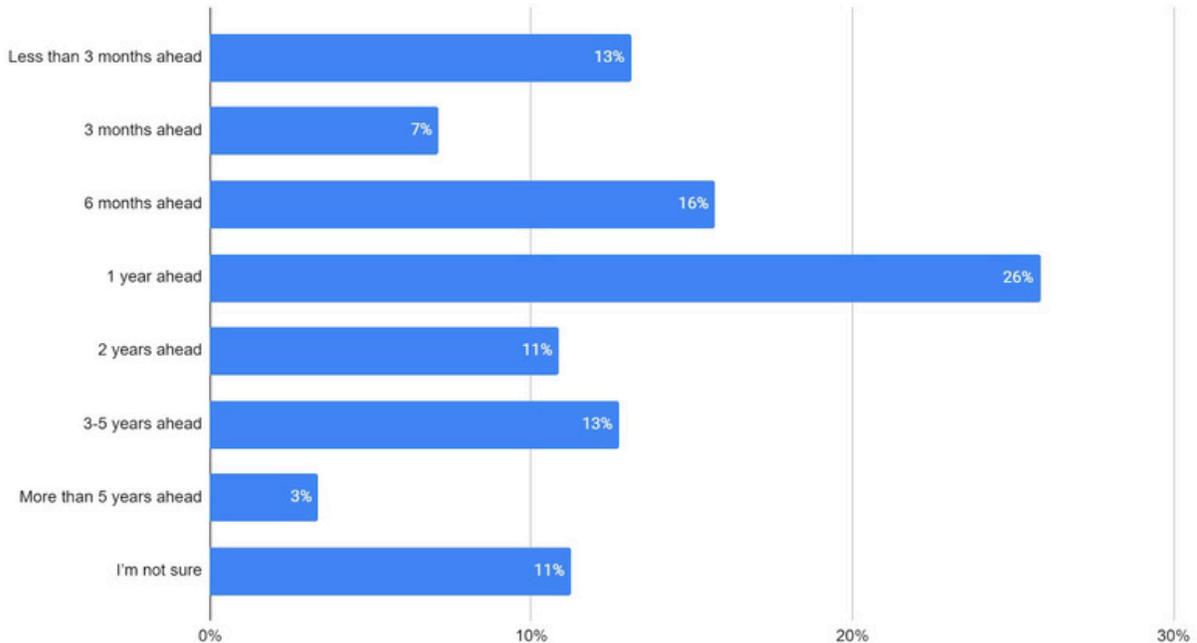
A desire for moderate growth continues to be the most common goal for attorneys, though we saw a variety of perspectives in the results.

Close to 15% of attorneys desired significant growth, while slightly more than 20% wanted slight growth. Notably, 6% of attorneys actually wanted fewer cases than they were currently getting.

As noted elsewhere in this report, as a general rule, the more growth someone is seeking, the more likely they tend to be to report challenges with marketing and advertising their firm.

Annual planning schedules are most common, but others are also used

On average, how far ahead do you (or your firm) look when making business decisions?



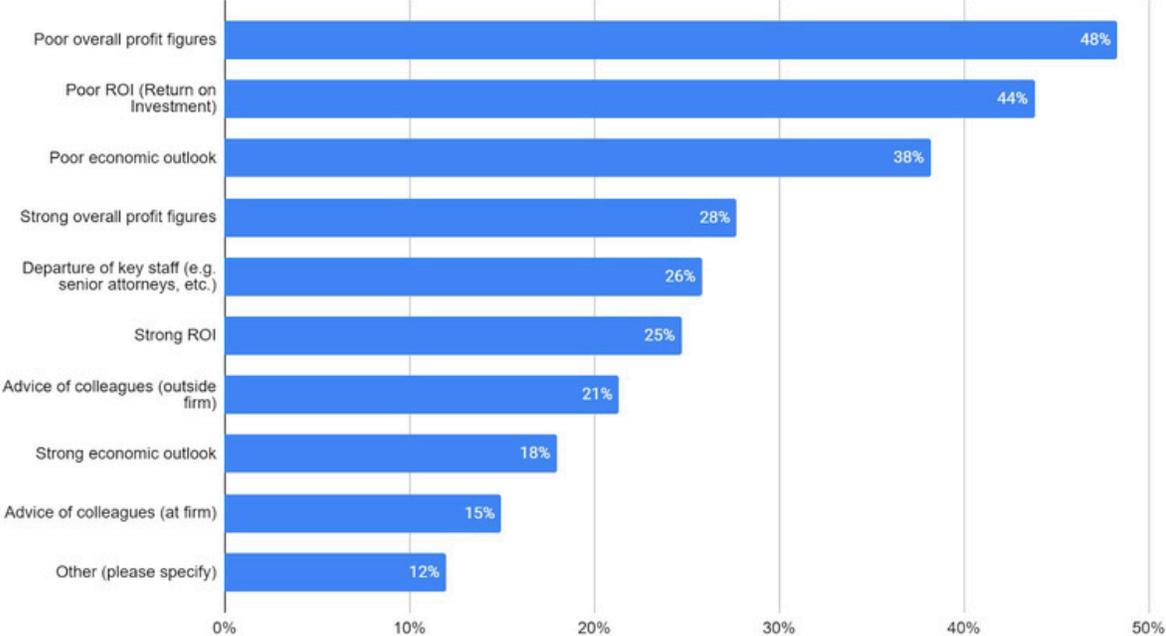
Similarly, attorneys tend to have a variety of preferences for how they approach business planning.

A one year timeframe continues to be the most popular, perhaps driven in part by external factors that are also calculated on an annual basis, such as annual contract renewals with marketing agencies, software providers, etc.

The most common alternative timeframe was biannual planning every 6 months, followed by a variety of different approaches. The main consistent factor was that very few attorneys looked more than 5 years ahead when making business decisions.

Spending most often re-evaluated after negative results

What would typically cause your firm to re-evaluate its spending? (select all that apply)

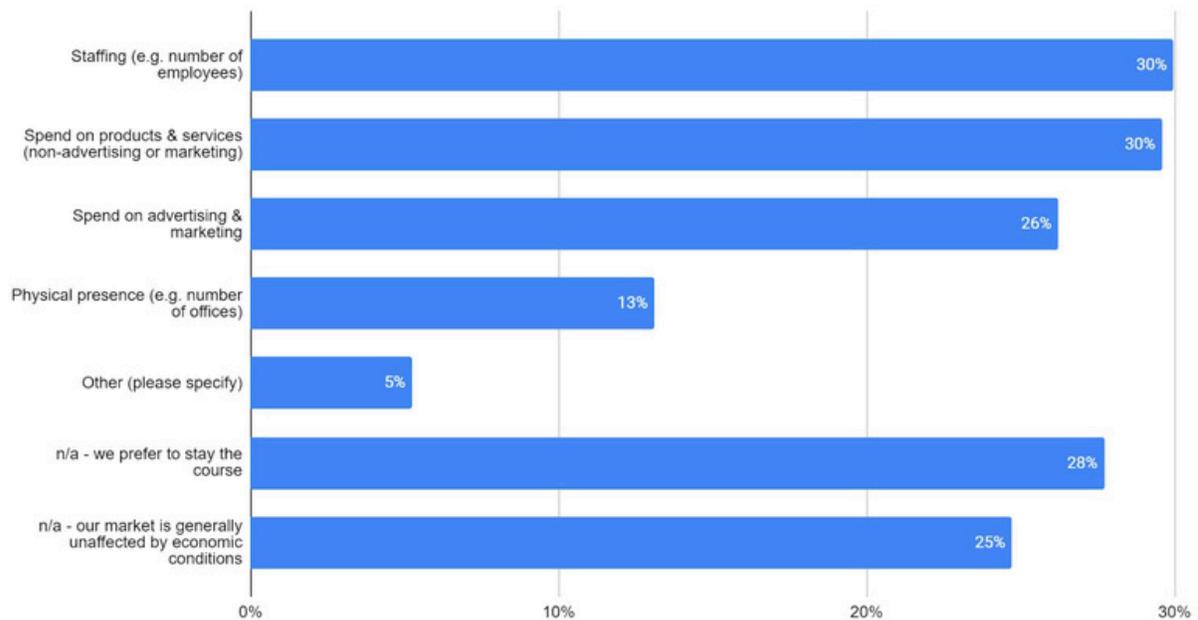


As might be expected, attorneys are more likely to re-evaluate their spending as a result of negative events than positive ones, with poor profits, poor ROI, or poor economic outlook being the leading reasons for doing so.

When it comes to positive drivers, concrete ones such as strong profits tend to outweigh more theoretical reasons such as strong economic outlook. In general, effects that can be seen and measured now tend to outweigh hypotheticals.

Staffing, spend on products & services first to be evaluated in recession

If an economic downturn / recession occurred, what would your firm most likely re-evaluate?
(select all that apply)

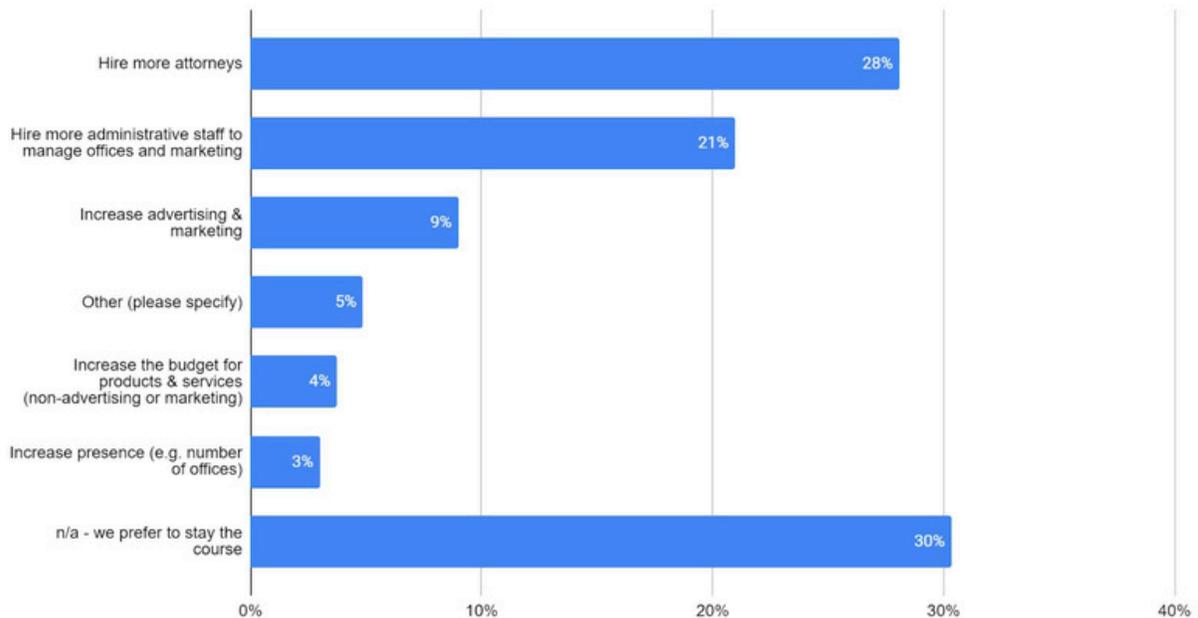


In the event of an economic downturn or recession, attorneys tend to review their staffing and spending on non-advertising or marketing service first, though advertising and marketing spend were fairly close. Reducing physical presence was less likely by comparison.

Around 30% of attorneys said they would prefer to stay the course, and 1 in 4 said their market was generally insulated from economic changes.

Staying the course during economic boom favored, followed by increased hiring

If there were a time of rapid economic growth, what would be the first thing you would like to do with your firm?



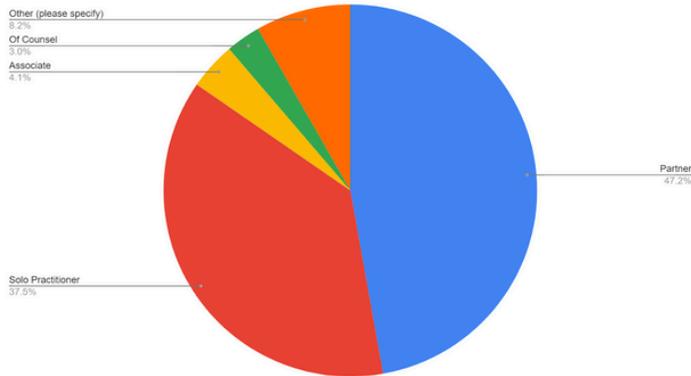
Interestingly, the most favored decision during a time of rapid economic growth was simply to stay the course—perhaps reflective of earlier findings that found attorneys preferred to re-evaluate spending based on concrete positive indicators like profit more so than theoretical ones like better economic conditions.

Nonetheless, hiring additional attorneys was almost as popular, closely followed by hiring more administrative staff, which is also reflective of some of the findings we saw on both work-life balance and number of hours worked, as well as desire for expanding one's firm.

Section 4: Demographics

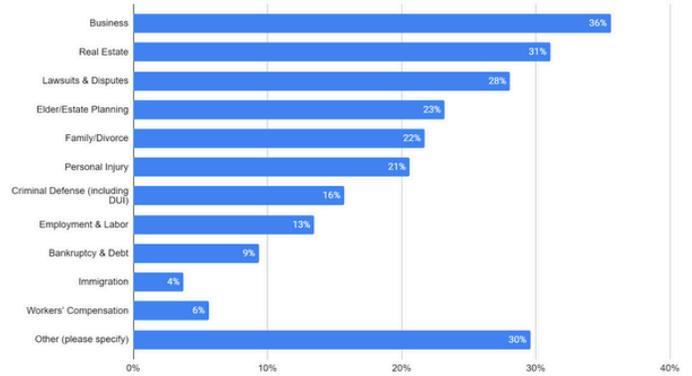
Attorney Role

What best describes your current role?



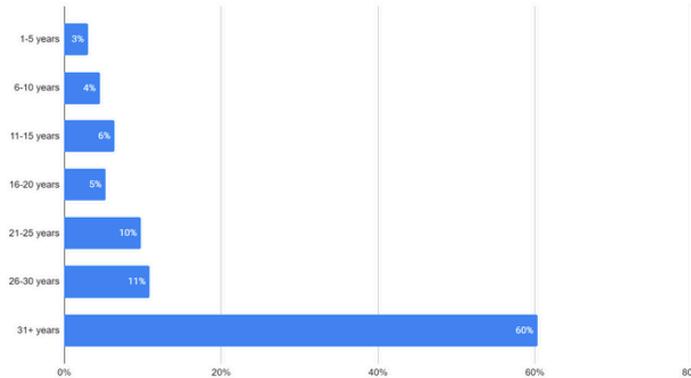
Areas of Practice

What areas of law do you primarily take cases in? (select all that apply)



Time in Practice

How long have you been practicing law?



Firm Size

Approximately how many attorneys work at your firm?

