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**Executive Summary**

[Waltham, Jenkins & Marshall] is a legal firm based in [Portland], [Oregon] providing personalized legal services mainly to small- and medium-sized enterprises for corporate compliance and general commercial litigation.

The firm is led by [Dorothy Adams], who is a seasoned corporate attorney and senior partner to the firm. She will spearhead the firm’s activities not only to generate a thirty [(30) percent] increase in its revenue but also improve its client satisfaction rate as compared to its preceding fiscal years.

**Company Overview**

[Waltham, Jenkins & Marshall] is a regional firm based in [Portland], [Oregon] providing legal services to business owners in the area since [2015].

From its inception, the firm has been known to adopt an aggressive and fully prepared position all throughout the litigation process of its clients’ cases. The firm is further known for its skill in corporate compliance and general commercial litigation and has effectively represented small and medium-sized enterprises within the jurisdictional boundaries of the state.

**Mission Statement**

[Waltham, Jenkins & Marshall] aims to provide appropriate and in-depth legal guidance and services in an effective and timely manner. The firm shall strive in providing excellent and innovative legal solutions in good fidelity with the clients in all aspects of its legal representation.

**Core Values/Philosophy**

Keeping in mind that a [lawyer-client relationship] is in a [fiduciary nature], the firm’s philosophy will mainly be based on solid integrity and trust. Therefore, it strives to foster such values to create a productive and mutually beneficial relationship.

Moreover, the firm shall also foster fairness and candor upon dealing with clients to uphold professionalism, maintain a [good reputation, and gain the trust of the opposing counsel].

Furthermore, it shall also foster a lawfully abiding commitment to providing prompt and adequate legal solutions to clients in a [cost-effective manner]. To such end, it shall strive to provide an initial brief determination of the merit case to decide how the legal matter shall be duly resolved.

**Vision**

The firm is steadfast in its pursuit of becoming the first choice in law firms for corporate and [commercial litigation]. It further endeavors to build the firm’s reputation by appropriately satisfying its clients' legal needs and continuing to expand the depth of its practice in the field of corporate commerce.

|  |  |
| --- | --- |
| **[COMPANY] SWOT ANALYSIS** | |
| **INTERNAL FACTORS** | **EXTERNAL FACTORS** |
| **Strengths** | **Opportunities** |
| * Associate attorneys in the firm have twenty or more years of legal practice experience * A strong team of support from qualified paraprofessionals working collaboratively with the senior and associate attorneys * Low turnover for the past four years in the industry | * The current trend of widely publicized legal victories involving corporate or commercial litigation * Most of the firm’s corporate clients are slowly becoming stable and consistent patrons |
| **Weaknesses** | **Threats** |
| * An overwhelming number of pro bono cases catered in the past two years could mean a loss in revenue. | * Unfounded unethical accusations by other competing firms or business organizations * Entry of other law firms within the Portland area |

**Business Concept**

**Product/Service Offered**

[Waltham, Jenkins & Marshall’s] work encompasses the extent of corporate and commercial related cases. The firm provides customized and tailored advice to its corporate clients of small and medium enterprises particularly in the following areas and expertise:

|  |  |
| --- | --- |
| **Corporate Compliance** | **General Commercial Litigation** |
| * Analysis of corporate policies and codes of conduct * Assistance with shareholder engagement * Assistance with liabilities and risks for the board of directors and stakeholders | * Analysis and advice assistance regarding the interpretation of corporate contracts particularly on restrictive covenants and injunctions * Analysis, advice, and legal actions toward unfair trade practices and trademark violations of competing organizations |

**Benefits to Clients/Customers:**

The firm represents its clients on corporate compliance and general [commercial litigation] cases in the state and federal courts of Portland, Oregon. As business lawyers, we recognize the significant challenges of commercial disputes and litigation. It fully evaluates and employs a personalized range of legal solutions to expeditiously manage and resolve conflicts and advance the clients’ business objectives.

**Target Customers:**

With [Oregon’s economy] on the rise, the firm will be targeting small- to medium-sized enterprises, preferably high technology and manufacturing companies.

**Market Analysis**

**Trends**

Historically, clients have tolerated low priced but inefficient legal services from firms. However, with the advent of technology and the changing dynamics of the industry, there is now a growing demand for legal firms to improve and reinvent its approach in providing their legal services. In fact, with the recent amendments to the Federal Rules of Civil Procedure, the legal industry has now adhered to the usage of electronic discovery in litigation processes.

Furthermore, clients of legal services now have adhered to alternative fee agreements as it creates a more fair and reasonable system of billing as it charges clients according to the extent and value of the legal services provided rather than the hours rendered by the firm.

**Market Size and Revenue Potential**

[Waltham, Jenkins & Marshall] will focus its efforts on small- and medium-sized enterprises in consideration of the statistical fact that [Portland], [Oregon] is recently the hotbed of rising and growing business enterprises.

**[Waltham, Jenkins & Marshall] Forecast for [2019]**

|  |  |  |
| --- | --- | --- |
|  | **FY 2018** | **FY 2019** |
| Clients | 800 | 900 |
| New Accounts | 45 | 55 |
| Revenue | 1.9 M USD | 2.5 M USD |

**Competition**

The firm’s tight competitions are [Allen & Cromwell] and [Harrison Law Firm] PC.

**Competitive Analysis**

|  |  |  |
| --- | --- | --- |
| **Company Name** | **Customer and Financial Services** | **Technology Use** |
| Waltham, Jenkins & Marshall | * Offers free initial consultations, customized, and tailored services to appropriately address the legal concerns of the client | * Adopts hybrid IT cloud solutions |
| Allen & Cromwell | * Offers free initial consultations but only offer general legal services to the client | * Adopts traditional or onsite IT solutions |
| Harrison Law Firm PC | * Does not offer any free legal services | * Adopts IT cloud solutions |

**Strategic Key Performance Areas (KPAs), Goals, and Objectives**

**Legend:**

**Definition of Priority Levels**

**Priority Name Definition**

**High** Low Cost, High Impact   
**Normal** Average Cost and Impact  
**Low** High Cost, Low Impact

**Definition of Status**

**Ongoing** - The activity is on track/on schedule.

**At Risk** - There are issues facing the activity, but can still be resolved.

**On Hold** - A serious issue needs to be resolved before the activity can continue.

**Done**-Accomplished.

**KPA: Financial**

Goal: [Waltham, Jenkins & Marshall] will gain a [10%] increase in its annual revenue as compared to its previous fiscal years.

Objective: The firm shall accept an average of [15] civil and commercial cases by the second quarter of [2019], where [75%] of which will be tried.

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| **Action Items** | **Responsibility** | **Target Date** | **Status** | **Priority** |
| Generate a list of qualified prospects of start-up or existing small- and medium-sized enterprises | Senior Legal Assistant | July 8, 2019 | Ongoing | High |

**KPA: Client Satisfaction**

Goal: [Waltham, Jenkins & Marshall] will gain a positive reputation within the professional industry as a reliable firm

Objective: The firm shall achieve an [80%] satisfaction rate from the total number of clients served annually.

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| --- | --- | --- | --- | --- |
| **Action Items** | **Owner** | **Target Date** | **Status** | **Priority** |
| Draft a feedback survey questionnaire measuring the level of satisfaction each client gains for every professional engagement with the firm. | Senior Partner | September 5, 2019 | Ongoing | High |

**KPA: Operational/Internal Processes**

Goal: Increase the efficiency and productivity of the firm in its present and succeeding fiscal years.

Objective: The firm shall increase the rate of and the rate of closed cases annually.

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| --- | --- | --- | --- | --- |
| **Action Items** | **Owner** | **Target Date** | **Status** | **Priority** |
| Draft a standard guide which all partners and associates should follow to increase its productivity and efficiency. | Senior Partner | August 3, 2019 | Ongoing | High |

**KPA: Cost-effectiveness**

Goal: [Waltham, Jenkins & Marshall] will improve its cost-effectiveness in the acquisition of clients.

Objective: The firm shall adopt or adhere to online marketing and expand its online footprint

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Action Items** | **Owner** | **Target Date** | **Status** | **Priority** |
| Draft a marketing plan containing the different strategies (e.g. video and social media marketing, content, and SEO) to be adopted by the firm to successfully market its services online | Associate Partners | September 17, 2019 | At Risk | Normal |

**Management Team**

[Waltham, Jenkins & Marshall’s] management consists of highly qualified and experienced senior and associate partners with extensive background on corporate and commercial litigation. The firm has two senior partners and four associate partners effectively creating a formidable team of legal assistance providers.

**Financial Details**

|  |  |  |
| --- | --- | --- |
| **Waltham, Jenkins & Marshall** | | |
| **Balance Sheet** | | |
| [USD $] | | |
|  | **2018** | **2019** |
| **Assets** |  |  |
| Current Assets: |  |  |
| Cash | 2,950,400 | 3,835,520 |
| Accounts Receivable | 675,900 | 1,325,679 |
| Prepaid Expenses | 520,000 | 550,000 |
| Inventory | 247,000 | 350,000 |
| Total Current Assets | 4,393,300 | 6,061,199 |
|  |  |  |
| Property & Equipment | 450,000 | 800,000 |
| Goodwill | 500,000 | 700,000 |
| **Total Assets** | **5,343,300** | **7,561,199** |
|  |  |  |
| **Liabilities** |  |  |
| Current Liabilities: |  |  |
| Accounts Payable | 467,000 | 620,000 |
| Accrued Expenses | 310,000 | 420,000 |
| Unearned Revenue | 230,430 | 310,000 |
| Total Current Liabilities | 1,007,430 | 1,350,000 |
|  |  |  |
| Long-Term Debt | 210,000 | 240,000 |
| Other Long-Term Liabilities | 115,000 | 150,000 |
| **Total Liabilities** | 1,332,430 | 1,740,000 |
|  |  |  |
| **Shareholders' Equity** |  |  |
| Equity Capital | 3,900,000 | 2,900,000 |
| Retained Earnings | 110,870 | 2,921,199 |
| **Shareholders' Equity** | **4,010,870** | **5,821,199** |
| **Total Liabilities & Shareholders' Equity** | **5,343,300** | **7,561,199** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Waltham, Jenkins & Marshall** | | | |
| **Cash Flow in [USD $]** | | | |
|  | For the Year Ending | 12-31-2018 | 12-31-2019 |
|  | Cash at Beginning of Year | 1,900,000 | 2,950,400 |
|  | Cash at End of Year | 2,950,400 | 3,835,520 |
|  |  |  |  |
| **Operations** |  | **2018** | **2019** |
| Cash receipts from | |  |  |
|  | Customers | 2,540,000 | 3,500,000 |
|  | Other operations | 1,990,000 | 1,140,120 |
| Cash paid for |  |  |  |
|  | Inventory purchases | -340,500 | -250,000 |
|  | General operating and administrative expenses | -250,000 | -320,000 |
|  | Wage expenses | -2,500,000 | -2,500,000 |
|  | Interest | -600,200 | -700,000 |
|  | Income taxes | -450,000 | -540,000 |
| Net Cash Flow from Operations | | 389,300 | 330,120 |
|  |  |  |  |
| **Investing Activities** | |  |  |
|  | Sale of property and equipment |  |  |
|  | Collection of principal on loans | 950,500 | 850,000 |
|  | Sale of investment securities | 570,600 | 750,000 |
| Cash paid for |  |  |  |
|  | Purchase of property and equipment | -450,000 | -550,000 |
|  | Making loans to other entities | -520,000 | -650,000 |
|  | Purchase of investment securities |  |  |
| Net Cash Flow from Investing Activities | | 551,100 | 400,000 |
|  |  |  |  |
| **Financing Activities** | |  |  |
| Cash receipts from | |  |  |
|  | Issuance of stock | 650,000 | 850,000 |
|  | Borrowing | 800,500 | 825,000 |
| Cash paid for | |  |  |
|  | Repurchase of stock (treasury stock) |  |  |
|  | Repayment of loans | -850,000 | -950,000 |
|  | Dividends | -490,500 | -570,000 |
| Net Cash Flow from Financing Activities | | 110,000 | 155,000 |
|  |  |  |  |
| Net Increase in Cash | | **1,050,400** | **885,120** |
|  |  |  |  |
|  | **Cash at End of Year** | **2,950,400** | **3,835,520** |