



UIA Union Internationale des Avocats
International Association of Lawyers
Unión Internacional de Abogados

Attending this
event will grant
you CLE credits in
most jurisdictions!

UIA Training Course

Management, Marketing and Communication of a Small/Medium Law Firm

Monday, March 14 & Tuesday, March 15, 2016



 #UIAMarktg

PARIS – FRANCE

UIA ■ T +33 1 44 88 55 66 ■ F +33 1 44 88 55 77
uiacentre@uianet.org ■ www.uianet.org

INTRODUCTION & GENERAL INFORMATION

The UIA is proud to present this Course which is part of the UIA 2016 Training Courses Programme. The objective of our Training Courses is to provide comprehensive tools in specific and/or specialist areas of the law or in specific projects, by offering advanced-level “master classes” held by outstanding expert trainers.

The UIA aims to provide excellence at reasonable cost, given its non-profit nature and institutional role.

The course is held over two days, with 2 trainers. The sessions will be highly interactive.

Minimum number of participants: 15 / Maximum number of participants: 32

COURSE VENUE

La Maison du Barreau

2 rue de Harlay

75001 Paris – France

Who should attend?

- Practising lawyers or members of a law firm interested in developing and streamlining the marketing, communication and management of his/her firm or own practice, or advising lawyers on these skills.
- Senior Partners, Managing Partners, Heads of Departments, Office Managers, Practice Managers, Marketing Partners, Heads of Marketing, Team leaders, General Counsel.

Working language

The sessions will be held in **English without simultaneous translation**.

Accreditation of courses

Every participant attending the entire 2 days Training Course programme will receive a “Certificate of Attendance” at the end of the Course that may be used for obtaining “Credits” for “Continuing Legal Education” - “Continuing Professional Development” purposes, depending on national rules. For more information, please contact the UIA.

REGISTRATION FEES

	UIA Member		Non Member	
	<= 15.02.2016	> 16.02.2016	<= 15.02.2016	> 16.02.2016
STANDARD REGISTRATION <i>Amounts exclusive of VAT</i>	€ 500.00*	€ 550.00*	€ 550.00*	€ 600.00*
YOUNG LAWYER (<35)** <i>Amounts exclusive of VAT</i>	€ 200.00*			

***Due to the European legislation (Directive 2006-112-CE art.52-a), we have to invoice the amount including the French VAT currently at 20 %. However, you can deduct the VAT through your local fiscal administration.**

****Please attach proof of age to the registration form to benefit from young lawyers fee**

These fees cover participation in the Course, coffee breaks, as well as the documentation. Lunches on Monday, March 14 & Tuesday, March 15, 2016, are optional and at additional charge. Please note that the number of places in this Training Course is limited. The maximum number of participants is 32. Since we expect this training programme to fill up quickly, if you are interested, we suggest that you register immediately and benefit of the lower rate.

Applications will only be processed upon receipt in full of the registration fees. Admission will be on a first come - first served basis. The organisers reserve the right to refuse admission in the event of excess applications.

HOTEL RESERVATION

Each participant should make his/her own arrangements for hotel accommodation in Paris. The Maison du Barreau is located in the "1^{er} arrondissement" in Paris. A few hotel suggestions nearby are:

- *Hôtel Le Pradey 4**
- *Hôtel Le Régent 3**.

The website www.booking.com might be helpful to find a hotel at walking distance.

THE TRAINING TEAM



Pippa BLAKEMORE, BSc, PGCE
The PEP Partnership LLP
Reading, United Kingdom
E pippa.blakemore@pep-partnership.co.uk

Pippa Blakemore has been advising law firms all over the world on the creation of strategy and its implementation since 1985, when she set up PEP. Pippa has worked for more than 80 regional, national and international law firms, as a consultant, or on an interim, project or *ad hoc* basis. For example, she has advised on more than 90 winning pitches and worked with more than 6,000 lawyers in all practice areas and in all sizes of law firms.

Pippa started her academic life as a mathematician, after which she studied Politics, Philosophy and Economics, and graduated from the University of Bristol in Politics, followed by a Post-Graduate Certificate in Education in History also from Bristol University. Her clients also include government bodies, global corporates, not-for-profit organisations and charities, which gives her a first-hand understanding and experience of the challenges facing the clients of law firms, and hence she can advise law firms accordingly.

Pippa Blakemore's advice to her clients includes: strategy creation and implementation, business development, rainmaking, client relationship management, leadership, management skills, project management, communication strategies and skills, problem solving, recruitment, appraisals, mentoring, coaching, speech writing, speech making, marketing and media management, public relations. Pippa has presented to lawyers all over the world, including Europe, United States, Canada, Africa, Mexico, South America, New Zealand and in Dubai.

Pippa's extensive writing includes publications in articles, on websites and chapters in books on: business development, marketing and training for lawyers, which have been published on several continents and in several languages, including Catalan, Spanish, French and Finnish. She has also published on European politics and education, food and wine. Pippa's books are "Law Firm Pitches & Tenders: Presenting to Win" published by Worldwide Legal Research in October 2014 and "Networking for Lawyers: a pocket guide to building business relationships" published in October 2011. Pippa Blakemore is a Freeman of the City of London, which entitles her to drive sheep and cattle across London Bridge.



Tiago MARREIROS MOREIRA
Vieira de Almeida & Associados - Sociedade de Advogados, RL
Lisbon, Portugal
E tm@vda.pt

Tiago Marreiros Moreira is a leading international tax lawyer and is head partner of VdA's Tax practice (that includes a team specially dedicated to Private Clients). Law Degree, Catholic University of Lisbon Faculty of Law. Post-Degree in Taxation, Instituto Superior de Gestão, in Lisbon. PIL at Harvard Law School.

He has been involved in several transactions, in Portugal and abroad, mainly focused on the financing, acquisition and restructuring of national and multinational economic groups and corporations. He has also been actively providing domestic and international tax planning for major corporations, assisting groups in the definition of transfer pricing policies and documentation, resolving tax disputes with revenue authorities, providing advice in securitization transactions and estate planning.

Tiago has also been involved in numerous transactions in Africa and actively provides tax planning advice to major local and international clients in Portuguese speaking countries.

He is the author of several articles published in national and international publications and is lecturer at the Postgraduate Course in Management of Social Organizations of Economics at the Catholic University of Porto.

Admitted to the Portuguese Bar Association, by whom he was recognized as a specialist lawyer in Tax Law, tax arbitrator certified by the Minister of Justice. He is President of the UIA Management of Law Firms Commission, Former President of the UIA Tax Law Commission, member of the International Fiscal Association and of the Portuguese Tax Association (2009-2014), member of the International Fiscal Association, of the Portuguese Tax Association and of the Portuguese Tax Consultants Association.

In 2007 he received the Iberian Lawyer's "40 under forty" award for the best young lawyers in Iberia and is also ranked by the most prestigious international directories, such as Chambers, Legal 500, Who is Who, International Tax Review, PLC Which Lawyer and Iberian Lawyer.

PROGRAMME

Monday, March 14, 2016

DAY 1: LEGAL AND ADMINISTRATIVE PRODUCTION

08:30 – 09:00	REGISTRATION OF PARTICIPANTS
09:00 – 09:30	1. Requirements to manage a modern legal practice <ul style="list-style-type: none">- Modern Law Practice Management- Objectives of Professional Management- Creation and implementation of a strategy- Managerial process
09:30 – 10:30	2. Leadership and managerial skills <ul style="list-style-type: none">- Leadership requirements- Decision-making- Managing change- Effective communication
10:30 – 10:45	COFFEE BREAK
10:45 – 11:15	2. Leadership and managerial skills (continued) <ul style="list-style-type: none">- Delegation- Giving feedback- Deal with issues before they become crises
11:15 – 11:45	3. Internal management structures and procedures <ul style="list-style-type: none">- Defining which processes to standardize- Helpful and illustrative flowcharts- What can be standardized to be more cost-effective
11:45 – 12:30	4. Finance <ul style="list-style-type: none">- Developing a budget- Monitoring costs and controlling cash flow- Partner remuneration: recognition and reward
12:30 – 14:00	LUNCH BREAK
14:00 – 14:30	4. Finance (continued) <ul style="list-style-type: none">- Fee structures, estimates and quotes- Value for money and “added value”- Fee negotiation
14:30 – 15:30	5. Attract, retain and motivate staff <ul style="list-style-type: none">- Recruitment, retention and motivation- Appraisals which motivate: partners, lawyers and all employees in the firm- Training, development and career planning for all in the firm- 10 steps for effective delegation- Managing difficult people
15:30 – 15:45	COFFEE BREAK
15:45 – 16:00	6. Dealing with Partners <ul style="list-style-type: none">- Partner expectations and requirements- Partners leaving and taking clients- Lateral hires
16:00 – 16:30	7. Developing your personal skills <ul style="list-style-type: none">- Time management: 5 Ds- Know yourself and what you want
16:30 – 17:30	8. Project Management <ul style="list-style-type: none">- What is a project?- Developing projects- Types of project in a Law Firm- Project Life Cycle

09:00 – 09:45	1. Legal Marketing: Winning and Keeping Clients <ul style="list-style-type: none"> - Ethical legal marketing goals - Networking - Building relationships - The right marketing mix
09:45 – 10:30	<ul style="list-style-type: none"> - Turning contacts into clients - Find reasons to keep in touch - Writing new business proposals - Winning mandates
10:30 – 10:45	COFFEE BREAK
10:45 – 12:30	2. Client Relationship Management: Retain and Grow Clients <ul style="list-style-type: none"> - Keep current clients happy: do not take for granted - 4 things clients do not have time to do - Prepare a Client Relationship Strategy - Obtain and utilise client feedback - Turn complaints into opportunities - Deal with difficult clients
12:30 – 14:00	LUNCH BREAK
14:00 – 14:30	3. Branding <ul style="list-style-type: none"> - Legal brand: what brand are you? - Advantages of a strong brand - Intellectual production - Corporate Social Responsibility
14:30 – 15:30	4. Writing for the media <ul style="list-style-type: none"> - How people read and why - Legal articles - Legal blogs
15:30 – 15:45	COFFEE BREAK
15:45 – 16:15	5. Media management for lawyers <ul style="list-style-type: none"> - What makes a newsworthy story - Traditional PR - Events - Social media management
16:15 – 17:00	6. Create your firm's marketing strategy and implement the plan <ul style="list-style-type: none"> - Who are your markets? - What resources do you have? - How to measure impact? - Create and implement your plan - PASHMINA
17:00 – 17:30	Action Plan and the way forward Feedback and certificates

Join the UIA during the training course and benefit from a 50% discount on your membership fee!

CANCELLATION CONDITIONS

All cancellations will be subject to a 50% deduction and will have to be sent in writing, to be received by the Union Internationale des Avocats **no later than February 15, 2016**. No refund will be made for cancellations received after this date.

VISAS: Anyone who requires a visa invitation letter in order to attend the training course should register and pay their registration fees **no later than February 15, 2016** to ensure there is enough time to obtain a visa.

All cancellations due to a visa refusal will be refunded in full, minus €50 + VAT to cover administrative costs, provided that the UIA has received the registration documents and **total** registration fees **no later than February 15, 2016**.

If you register after this date, only 50% of the amount paid minus €50 + VAT to cover administrative costs will be refunded for cancellations due to visa refusals.

All cancellations due to a visa refusal must be sent in writing and reach the UIA **before the training course**. Cancellations must be accompanied by a **proof of visa refusal**.

If your visa is issued after the training course date or if you do not have proof of visa refusal, you will not be entitled to a refund.

GENERAL CONDITIONS

All registrations received by the Union Internationale des Avocats (UIA) along with the full payment of fees corresponding to the events selected will be confirmed in writing.

Due to the European legislation (Directive 2006-112-CE art.52), the UIA has to invoice the amount including the French VAT currently at 20 %. However, you can deduct the VAT through your local fiscal administration.

The UIA reserves the right to cancel or postpone the training course to a later date, change the training course venue and/or programme, make any corrections or modifications in the information published in the training course programme and cancel any invitation to participate in the training course, at any time and at their entire discretion, without having to provide any reasons for the same.

Neither the UIA, nor any of its managers, employees, agents, members or representatives shall be held responsible for any loss or damage, of any nature, suffered (directly or indirectly) by a delegate, accompanying person or a third party following any cancellations, changes, postponements or modifications.

The UIA strongly advises participants to subscribe to modifiable and/or refundable services, as well as to take out a cancellation insurance.

Neither the UIA, nor any of its managers, employees, agents, members or representatives shall be held responsible for any loss or damage, of any nature whatever, suffered (directly or indirectly) by a delegate or accompanying person, except in case of death or personal injury due to gross negligence by the UIA.

The contractual relations between the UIA and each participant (delegate or accompanying person) in relation to the training course are subject to French law and jurisdiction, to the exclusion of any other law. Paris is the city of jurisdiction.

FORMALITIES

It is the responsibility of participants to ensure compliance with police, customs and health formalities for their journey. Participants unable to take part in the training course because of their inability to take a flight or any other means of transportation due to being unable to provide the documents required (passport, visa, vaccination certificate, etc.) cannot claim any reimbursement.

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INFORMATION

UIA ■ T +33 1 44 88 55 66 ■ F +33 1 44 88 55 77 ■ E uiacentre@uianet.org ■ www.uianet.org

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PARIS – FRANCE

REGISTRATION FORM

Register online at www.uianet.org
or please complete and return this form by email, fax or post, to:

UNION INTERNATIONALE DES AVOCATS
25 rue du Jour, 75001 Paris, FRANCE
Tel: +33 1 44 88 55 66 / Fax: +33 1 44 88 55 77 / Email: uiacentre@uianet.org



Register online!

UIA INDIVIDUAL MEMBERS

Please specify your membership number (Please check your membership card or membership fees):

MI _ _ _ _ _

Family Name:

First Name:

Firm:

Address:

Post Code:

City:

Country:

Tel:

Fax:

Email:

Date of Birth:

EU VAT ID-number:

Special requests (special diet, allergies, handicap...):

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A. TRAINING COURSE REGISTRATION FEES

	UIA Member		Non Member	
	<= 15.02.2016	> 16.02.2016	<= 15.02.2016	> 16.02.2016
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**Please attach proof of age to the registration form to benefit from young lawyers fee

B. OPTIONAL ACTIVITIES

Please indicate below whether you plan to attend the following events **not included** in the registration fees:

- Lunch – Monday, March 14: € 44* (Excl. VAT) per person
- Lunch – Tuesday, March 15: € 44* (Excl. VAT) per person

C. TOTAL

TOTAL (A) Excl. VAT – Registration Fees: €

TOTAL (B) Excl. VAT – Optional Activities: €

TOTAL (A+B) Excl. VAT: €

VAT (20 %)*: €

TOTAL (A+B+VAT): €

* Due to the European legislation (Directive 2006-112-CE art.52-a), we have to invoice the amount including the French VAT currently at 20 %. However, you can deduct the VAT through your local fiscal administration.

D. COMMITMENT

I undertake to attend the entire two-day programme.

A “certificate of attendance” will be delivered to all participants who will attend the entire course.

E. CANCELLATION & GENERAL CONDITIONS

I, the Undersigned, confirm that I have read and accepted the **cancellation conditions** as well as the **general conditions** given on **page 6** of the registration programme. My registration will only be taken into account on receipt of the payment.

Participants are aware that their image and/or voice may be photographed, recorded or filmed throughout the duration of the training course. They hereby assign to the UIA, with the signature of this form, the right to exploit, reproduce and disseminate the images and recordings by all means, both known and unknown, using all media, for an unlimited term and free of charge.

F. METHOD OF PAYMENT

- ♦ By cheque in € - drawn in a French bank - payable to the UIA, addressed to: UIA - 25 rue du Jour – 75001 Paris – France
- ♦ By Bank transfer in € - without charges to the payee – in favour of the Union Internationale des Avocats, quoting "F16PAR03", to the following bank and account:

Société Générale – Paris Elysées Entreprise
91, avenue des Champs Elysées – 75008 Paris - France
BIC / SWIFT: SOGEFRPP
IBAN: FR76 3000 3033 9200 0503 4165 164

- ♦ By credit card: Visa Mastercard

Card N°: _ _ _ _ _

Expiry date: _ _ / _ _ 3 Digits: _ _ _

Name of card holder:

I authorise the Union Internationale des Avocats to debit the above mentioned credit card in the amount of: € (Euros).....

Date:/...../..... Signature: