Appendix I

About the Contributors

Michael Byrd has more than twenty years of experience in the legal industry, focusing on legal finance, operations, and strategy in both domestic and international settings. That experience includes various finance-related roles at Baker & McKenzie in the United States and Australia, the inauguration of the role of Pricing Director for Mayer Brown, and serving as the first Director of Law Firm Management supporting the outside counsel program for the in-house legal team at Accenture. In his current role as Director of Financial Operations (North America) at Baker & McKenzie, Michael focuses on process improvement in all aspects of financial administration, particularly those that are client facing. Michael has a B.S. in Accountancy from the University of Illinois in Urbana-Champaign. As an auditor with Price Waterhouse (predecessor firm to PwC), Michael was exposed to a clients in a variety of industries. In fact, his first audit client was a well-known "white shoe" Wall Street law firm—an experience which seems to have doomed him to a life in the legal industry.

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Pier D'Angelo, CPP, is Chief Pricing and Practice Officer at Allens, a leading Australian corporate law firm in an integrated alliance with Linklaters providing legal services to clients in 35 countries across the world. He is responsible for Allens' pricing strategy and leads the firm's practice economics function. In this role, he advises partners and engages directly in client discussions concerning pricing and the use of alternative pricing and service models across the firm's practices. Pier also participates in and leads other firm-wide projects involving practice innovation and strategic partnering with clients. Prior to his current role, Pier led Allens' business development function for eight years, after commencing his career as an attorney practicing in mergers and acquisitions and capital markets. Having served both on the front line and in management for many years, he has a deep knowledge of law practice. Pier is an accredited Certified Pricing Professional and a member of the Professional Pricing Society. He is also a member of the Australian Law Management Group, within the Law Practice Section of the Law Council of Australia. Pier holds bachelor degrees in law and commerce.

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Stuart J.T. Dodds, CPP, is Baker & McKenzie's Director of Global Pricing and Legal Project Management. He is responsible for the development of Baker & McKenzie's global pricing and legal project management strategy and provides targeted pricing, negotiation, and project management support to partners and client facing colleagues across their 77 offices worldwide. Prior to joining the firm, Stuart held a similar role at Linklaters for over 3 years and has also worked as a management consultant for 17 years (including at Accenture for 14 years) in a fee-earning capacity in a variety of strategy, supply chain, and procurement-facing roles and across many industry sectors. Stuart is an accredited Certified Pricing Professional (the highest pricing qualification, held by only 300 people worldwide), a certified Lean Six Sigma Green Belt, and a member of both the Professional Pricing Society and Project Management Institute. He also sits on a number of industry-related advisory bodies, including as a Steering Group member of ILTA's Business and Financial Management Peer Group, and is a Fellow of the College of Law Practice Management as of his formal induction in October 2014. Stuart is a frequent speaker at conferences, and has been extensively quoted in pricing and project management journals. He is the author of a book on law firm pricing, negotiation, and legal project management, *Smarter Pricing: Smarter Profit*, published by the American Bar Association in May 2014. Stuart has an M.A.in Modern History and Politics from the University of Edinburgh.

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Chris Emerson serves as the director of the Bryan Cave's Practice Economics Group, an innovative group focused on appropriate pricing, budgeting, and managing engagements to ensure work is completed successfully, on schedule, and on budget. The Practice Economics Group won the 2014 Innovative Firm of the Year award for developing technology that generates stories from financial metrics that enable the lawyers to be the protagonist while improving the financials of their practices. Prior to his current role, Chris managed the firm's Client Technology Group, which created and continues to create a wide range of solutions that help streamline legal work processes and permit the firm to operate with the unprecedented efficiency now demanded in today's highly competitive legal marketplace. The work of the Client Technology Group has been widely recognized and has led to awards from *CIO Magazine* (twice), *CTO Magazine*, American Lawyer Media, Incisive Media, the International Legal Technology Association, and other organizations. Chris also serves as the Vice President for the Business and Financial Management peer group with the International Legal Technology Association and is committed to delivering excellence in educational programming, collaboration and networking opportunities, publications, and other member benefits on a host of topics related to pricing, legal project management, and business and financial management.

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Colin Jasper, BSc., MBA, has consulted to professional services firms for almost 20 years. In this time, he has had the opportunity to work with many of the leading law firms in the United States, the United Kingdom, and throughout Asia. As the director of Jasper Consulting, Colin's focus is on assisting professional service firms to create greater value for their clients and to capture a fair share of that value for themselves. He has been a keynote speaker at conferences in the United Kingdom, the United States, China, Singapore, Malaysia, and Australia. He has been running public pricing masterclasses since 2003. Colin conducts regular research among general counsel on their buying behavior and their attitudes to law firms and is the co-founder of the Legal Pricing Roundtable (New York). He has been a guest lecturer at numerous universities and business schools. His articles have been published in a range of journals and magazines, including *Professional Service Firms Journal*, *the Law Management Journal*, and the *Journal of the Professional Pricing Society*. He authored the pricing chapter in the American Bar Association book, *The Power of Legal Project Management* (2014).

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Patrick Johansen, CLM, CPP, has spent more than a decade in the legal industry, leading business development and marketing departments and studying pricing, process improvement, practice management, and strategy. He is the first (and, to date, only) law firm professional to be certified in both law firm administration (CLM) and pricing (CPP). As the first Certified Pricing Professional working in a U.S. law firm, Patrick is recognized as a thought leader in the field of law firm pricing. He launched and authors the first law firm pricing blog (Patrick on Pricing) and the first Twitter account dedicated to law firm pricing news (#PatrickPricing). For his contributions to the legal industry, Patrick was elected as a 2015 Fellow of the College of Law Practice Management. An award-winning writer and speaker, Patrick has contributed to ALA's *Legal Management* and ILTA's *Peer-to-Peer*, winning ILTA's 2013 Outstanding Article award for "Law Firm, Meet CEO." Patrick is a past Board member of the Legal Marketing

Association's Midwest Chapter and the Association of Legal Administrator's Greater Chicago Chapter. He was a member of the inaugural Law360 Legal Industry Editorial Board and he served on the Advisory Board of two LegalBizDev publications, *Legal Business Development: Quick Reference Guide* and *Legal Project Management, Pricing, and Alternative Fee Arrangements*. Patrick is a member of ALA, ILTA, LMA, LSSO, and the Professional Pricing Society.

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Steven Manton is the Director of Pricing and Matter Management at McDermott Will & Emery LLP. Steven is responsible for the creation and development of the firm's pricing and legal project management function. Steven is a law and business graduate with a master's qualification and twenty years of legal sector experience. Steven is recognized as a leading law firm pricing, practice management, and profitability specialist. He regularly teaches and publishes on pricing legal services and building the law firm pricing function. Steven has a proven track record working with practice groups to optimize practice platforms, business performance, client relationships, and operations to achieve maximum profitability. Steven is active in the legal community and serves on the Advisory Council of the True Value Partnering Institute (www.tvp-institute.com), a legal industry think tank, and is also a member of the Research Advisory Board for the *Client Value and Law Firm Profitability Report* published by Jim Hassett. Steven is a chapter contributor to the 2015 edition of Buying Legal Council's *Legal Procurement Handbook*. Steven holds a law degree from the University of Teesside in the United Kingdom and a master's degree in Law Firm Management from the George Washington University.

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Purvi Sanghvi is the Director of Strategic Pricing at Paul Hastings LLP, which has been ranked one of the five most innovative law firms by the *Financial Times* for three years in a row. She is responsible for creating the platform upon which pricing strategies are implemented across the firm globally. Her team oversees pricing management, develops and analyzes alternative fee arrangements, and creates budgets for complex client matters. She is responsible for pricing strategies for the firm's top clients, often interacting with them directly as another face of the relationship. Purvi has been involved in the creation of law firm pricing strategies since 2007 and has been on the forefront of shaping how they service the legal industry. Prior to Paul Hastings, she launched strategic pricing functions at several law firms. She has written articles on pricing and is often asked to speak on pricing-related topics. Purvi has served as the co-chair of the LMA P3 Conference (Pricing, Project Management, and Practice Innovation) for 2014 and 2015.

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Joshua Zorger, CPA, CPP, is the Manager of Global Pricing and Analytics at Baker & McKenzie, where he recommends and implements pricing strategies for the 77 office firms. An accredited Certified Pricing Professional, he provides actionable advice to partners and client teams firm-wide regarding fee agreements. He is involved in the development and maintenance of the firm's pricing tools and resources and provides internal trainings. Prior to this role, Joshua spent four years in Strategic Reporting, where he was heavily focused on analyzing the profitability of clients and matters and became well versed in the economics of a law firm. Joshua is a registered Certified Public Accountant and has audit experience both internally at Baker & McKenzie, where he visited over 40 of their global offices, and externally at PriceWaterhouseCoopers, where he worked with clients in a broad range of industries. He earned his B.B.A. with high distinction from the University of Michigan and M.S.A. in Accounting from the University of Illinois at Chicago.

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Chapter contributed: *Chapter 6: My Journey: A Personal Account of a Transition from Finance to Pricing*