



Alabama Law Scholarly Commons

Articles

Faculty Scholarship

2016

Small Firms Poised to Thrive in Today's Legal Market

Pamela Bucy Pierson

University of Alabama - School of Law, ppierson@law.ua.edu

Emily Kornegay Price

Follow this and additional works at: https://scholarship.law.ua.edu/fac_articles

Recommended Citation

Pamela B. Pierson & Emily K. Price, *Small Firms Poised to Thrive in Today's Legal Market*, 77 Ala. Law. 20 (2016).

Available at: https://scholarship.law.ua.edu/fac_articles/525

This Article is brought to you for free and open access by the Faculty Scholarship at Alabama Law Scholarly Commons. It has been accepted for inclusion in Articles by an authorized administrator of Alabama Law Scholarly Commons.



Small Firms Poised to Thrive in Today's Legal Market

By Prof. Pamela Bucy Pierson and Emily Kornegay Price

This article is dedicated to the memory of our good friend, Tedford Taylor, who saw the future of the legal profession and knew it was good.



Models

Pyramids, Diamonds And Starfish

Today's legal profession is undergoing dramatic changes. Attorneys who understand these changes and adapt to them will thrive. Those who do not will struggle. The changing legal market presents opportunities for all law firms. This article focuses on the opportunities uniquely presented to small and solo practices. While there will always be a need for large law firms and the work of the many excellent attorneys at such firms, the legal profession today presents unprecedented opportunities for small and solo firms.

The "Cravath" business model dominated American law firms from the late 1800s until the 21st century. Under the "Cravath" model, named for Paul Cravath, a New York attorney, a law firm sought to hire the best new lawyers it could, train its new hires in the firm's culture, promote from within and reward its associates with the "golden key" to partner status after associates had proven themselves. Clients were loyal to a firm, remaining with a firm as partners passed their clients on to the associates who became partners. Under the Cravath model, partners' billing rates were roughly the same and partners shared equally in the firm's profits. The Cravath business model resembled a pyramid, where new associates were plentiful and partnership positions less so.

Beginning in the 1980s and 1990s, several factors contributed to the erosion of the pyramid business model. Businesses began growing their in-house counsel offices and keeping more work in house. Clients became more cost-conscious. Because of available metrics, clients could compare law firms' billing rates, expenses, resolution outcomes and time-to-resolution and, accordingly, began shopping around among law firms for the best value. Some practice areas became commoditized, leading to inequities in the profitability of lawyers and practice groups within a firm.

In response to these market realities, law firms created multiple tiers of staffing: equity partners, non-equity partners, of counsel, senior associate, associate, contract lawyer. The stability of the Cravath model gave way to the diamond business model with a small group of equity partners at the top, a small group of associates at the bottom and a greater number of lawyers, of multiple staff designations, in the middle.

Today, the successful business model of law offices is a starfish, with a small group of equity partners in the center of the starfish, and "arms" of the starfish consisting of associates and contract lawyers, of counsel and non-equity partners, outsourced legal and support service, administrative staff and paralegals and affiliate law firms. The starfish model is apt. A starfish grows back an arm if it loses it. If a law firm no longer needs an "arm" of services, it "sheds" that arm, only to "grow" it again when the firm needs these services. Unlike the pyramid or diamond business model, the starfish business model is lean and nimble. Such versatility is essential in the legal market of today and the future.

There are at least three reasons small and solo practices are poised to thrive in a starfish business model: technology, cost savings and the advent of multiple support services. After reviewing why this is so, this article addresses the startup checklist for any budding

Today, the successful business model of law offices is a starfish, with a small group of equity partners in the center of the starfish, and "arms" of the starfish consisting of associates and contract lawyers, of counsel and non-equity partners, outsourced legal and support service, administrative staff and paralegals and affiliate law firms.

small or solo firm and highlights resources available.

Technology

With the advent of electronic storage, e-discovery, social media platforms and "back office" support services, technology makes it possible for small and solo practices to handle large and complex cases that previously and exclusively were the domain of large firms. Utilizing cloud-based storage and document-sharing, a firm can accomplish complex tasks by hiring remote contract lawyers, creating work-sharing arrangements with other firms and outsourcing document analysis. When a task is complete, a small firm can pivot to the next case, unencumbered by overhead expenses and salaried support staff. Technology enables

small and solo firms to embrace the starfish business model. As noted by Oscar M. Price, IV, who recently opened his practice, Price Armstrong LLC:

"If you take the time on the front end to set up the technology for your firm, you don't need a lot of staff, a big office space with a lot of conference rooms or a library full of books. It is easier than it's ever been to go out on your own, be very professional and do a very good job for your client."¹

Cost Savings

Clients increasingly shop around for the best value in legal services. They need to do so and are able to because of cost and efficiency metrics allowing them to compare law firms on billing rates, expenses, case resolutions and time-to-resolution. Small firms can excel in such comparisons. Whereas larger firms are often locked into high overhead costs resulting from expensive office space, payroll, unprofitable practice groups and lawyer salary structures, small firms can support complex cases

with lower overhead cost and their greater ability to “ramp up and ramp down” depending on case load.

Clients can, and are, replacing large firms where attorneys charge a high billable hour rate with smaller firms where attorneys can deliver high quality service for a fraction of such rates. Eric Kobrick, deputy general counsel for American International Group (AIG), Inc., for example, spoke of small firms’ rate flexibility when discussing AIG’s decision to leave large firms for smaller firms: “Small firms, in general, are more flexible. They’re able to use rate flexibility, and still provide excellent service.”¹² *Corporate Counsel*, a publication by and for corporate counsel, reported on the trend of retaining smaller firms, noting that corporate counsel had “come to think that they were throwing money away by sending all their work to big firms.”¹³

Support Resources

The advent of available support resources allows small and solo firms to compete as never before. Access to the Internet and free case law databases like Casemaker allow even the smallest firm to conduct sophisticated and in-depth research that previously could be done only by large law offices with their unlimited budgets for Westlaw or Lexis and armies of associates. Social media platforms allow firms of any size to create sophisticated websites and reach out to potential clients nationwide. With such access, a savvy solo practitioner can market herself as effectively as the largest law firm.

Today, production and analysis of metadata is a best practice in many cases. The need for such production has led to the growth of specialty firms with sophisticated predictive analysis programs that perform document analysis faster, cheaper, more accurately and safer than humans can possibly provide.¹⁴ The growth of such firms has, in effect, made it possible for small law firms to handle complex cases they never could have handled in the past. The ability to outsource document analysis allows law firms of almost any size to take on complex cases that previously were beyond their manpower bandwidth.

The Alabama State Bar, through its Practice Management Assistance Program (PMAP) and its director, Laura Calloway, provides innumerable resources to help small firms and solo practitioners on topics includ-

ing setting up a law firm, managing a practice, establishing fees, avoiding conflicts of interest and budgeting, as well as recommended resources (often with discounts negotiated for ASB members).¹⁵ In 2015, the Alabama State Bar created the Solo & Small Firm Section. The section’s listserv provides the mentoring and guidance of the equivalent of a virtual statewide law firm as lawyers consult with each other (almost in real-time!) on issues of law and office management.

Listed below are 10 topics that should be on every budding small and solo firm’s startup checklist.

Law Firm Start-Up Checklist

1. Establish a Clear Vision

A firm needs a clear, concise mission statement as well as a core services statement, a target market plan and a “firm ambiance” statement.¹⁶ Focusing a firm’s practice aids in securing capital, creating effective marketing and developing referral relationships. Firms should resist the temptation to deviate from the firm vision. While it may be tempting to welcome any and all work in a practice’s uncertain early days, maintaining a clear vision will provide the bedrock for establishing a successful practice.

Law practice management experts¹⁷ note that “a successful business should be planned out on paper well before” a firm opens its doors, as it is a firm’s “roadmap to the future,” and informs the bank that a practitioner is adequately prepared to launch and establish a law practice.¹⁸ A law firm business plan should be a “concise and organized summary” of a firm’s mission and strategy and include “a general description of your business, your financial plan, your management plan and your marketing plan.”¹⁹ To assist in formatting a business plan, the state bar’s PMAP provides a “Lawyer’s Guide to Creating a Business Plan” which includes a step-by-step software package and innumerable resources in the program’s lending library.

2. Select a Firm Name and Corporate Model

Of course, a firm needs a name—but what letters to follow the name? A law firm may simply obtain a

federal “employer identification number” (EIN) and exist as a solo practice. While “no entity form shields a lawyer from personal liability for his or her own professional negligence or that of lawyers he or she immediately supervises, [the corporate organization] affords some level of protection against the vicarious liability for the professional negligence of other lawyers in the firm...”¹⁰ To obtain this protection, one must determine how best to incorporate.

In Alabama, a law firm may exist as: (1) a professional corporation (“PC”), (2) a limited liability corporation (“LLC”), (3) a limited partnership (“LLP”) or (4) a limited liability limited partnership (LLLP”). The professional corporation model was the first corporate model available to law firms, and, accordingly, traditionally the most popular.¹¹ While a PC allows some tax savings on payroll taxation and funding retirement programs, it requires management of compensation flow that may become cumbersome and difficult in a small and growing entity.¹² Moreover, a PC can pose issues as a firm evolves, including arduous stock redemption procedures necessary to transition lawyers to and from shareholder status, compensation that generally must be tied to ownership rather than performance and complex corporate formalities that must be observed.¹³

By contrast, while LLCs and LLPs lack some tax benefits (*i.e.*, regarding payroll taxes and funding of pension benefits), these benefits often are of limited applicability¹⁴ and, because LLCs and LLPs provide flexibility in the financial management of a law firm and movement of lawyers within it, these business structures are viewed as preferable to PCs.¹⁵ However, if a firm is already in a PC, it likely will want to remain a PC since conversion to another structure could generate tax liability.¹⁶ Historically, there were differences between the LLC and LLPs structures involving personal liability protections, but partial-shield LLP statutes have fallen from favor, and now most states, including Alabama, afford LLCs and LLPs the same tax characteristics and personal liability protections.¹⁷

Unless business and tax law are your areas of expertise, it is wise to consult with an accountant or tax attorney to determine which corporate model will best fit your situation. Issues to be addressed include determining rights of survivorship among partners, compensation issues and structure, methods and

procedures for moving partners in and out of the organization, personal liability and insurance coverage needed in the event of death of one partner that allows other partners to “buy out” the deceased partner’s share in the firm. To adequately assess these challenges, a good accountant, while an expense, should be a necessary part of your start-up costs.

3. Secure Capital and Create IOLTA Account

Unless you intend to start with an established, income-generating book of business, you likely will need to secure capital. Rule 5.4(d) of the *Alabama Rules of Professional Conduct* prohibits an outside investor from investing in a law firm. Accordingly, unless you have saved sufficient funds to pay overhead costs and case expenses, you likely will need to approach a bank for either a loan or a line of credit. Good preparation for this meeting is essential. You will need a clear mission statement and a business plan in which you describe your projected overhead costs, expected income streams and multi-stage goals (one-, two- and five-year projections).

Rule 1.15 of the *Alabama Rules of Professional Conduct* requires that a lawyer maintain an attorney trust account to hold any money received on behalf of a client or third party in connection with legal representation. Examples of such funds include earnest money deposits, down payments for loan closings, settlement proceeds or damage awards that have not yet been divided and distributed between the lawyer and client or advance payment for legal fees not yet earned.¹⁸ The account must be held by an “eligible institution,” which Rule 1.15 defines as a bank or savings and loan association whose deposits are insured by the federal government or an open-end investment company registered by the Securities & Exchange Commission.

Rule 1.15 also requires that all attorneys establish and maintain an IOLTA account. An IOLTA account is an interest- or dividend-bearing trust account used to deposit short-term funds for clients or third persons. The interest or dividend proceeds benefit the Alabama Law Foundation or the Alabama Civil Justice Foundation. An attorney may elect to create a separate trust account for a client for whom he is holding a significant sum, and in that instance, the client is entitled to the interest proceeds; however, all attorneys are required to

Technology is a powerful tool for firms that seek to achieve greater efficiency while providing quality representation.

maintain an IOLTA account and certify yearly its maintenance to the Alabama State Bar. For more information, see the article on the topic at www.alabar.org/assets/uploads/2014/08/BP-PMAP-AMB-TAH.pdf.

4. Procure Health and Malpractice Insurance

The notion of abandoning the insurance benefits portion of a compensation package unnerves many potential small/solo practitioners.

With a little effort, however, obtaining health, disability and malpractice insurance on the open market can be easily and cost-efficiently accomplished.

To gain a general idea of the health insurance coverage available and possible costs, first go to www.healthcare.gov. The Alabama State Bar also suggests contacting independent insurance broker Insurance Specialists, Inc. (doing business as ISI Alabama). While the state bar does not offer a group health insurance policy for small firms or solo practitioners, ISI Alabama can procure individual policies, a firm group plan and discount prescription cards. Additionally, ISI Alabama offers accident and disability insurance, including accidental death and dismemberment coverage, guaranteed issue comprehensive accident coverage, long-term disability insurance and business overhead expense disability coverage—all through Prudential Financial, Inc. ISI Alabama also offers, through Voya Financial, association life insurance plans, an option a small firm must consider in case of the unexpected loss of firm member. See ISI Alabama's website, www.isi1959.com, as well as www.alabar.org/membership/member-benefits for more information.

While an attorney is not required to carry malpractice insurance, it is, of course, a best practice to do so. ISI Alabama offers brokerage of professional liability insurance and has an application on their website (www.isi1959.com). In addition, the ASB does not endorse a specific professional liability carrier, but it does provide a list of professional liability carriers at www.alabar.org/programs-departments/practice-management-assistance-program-pmap/professional-liability-insurance.

5. Determine Where to Invest Resources

As with any startup business, you will need to determine how to best allocate limited resources as you establish and grow your practice. This step may require asking hard questions, and forgoing the “trappings” that larger firms enjoy. For example, an automated telephone system, while less personal, is far less expensive than a receptionist—and just as effective at

recording messages. Or, one may opt for a virtual phone system such as Ruby®Receptionists, which provides a “bright, friendly team of live virtual receptionists [with] top-notch service at a fraction of the cost of an on-site receptionist.”¹⁹ Likewise, making a habit of reviewing documents on a computer screen, rather than printing them, will save in printing costs. Maintaining case files digitally, rather than in paper form, will also save printing costs, as well as the cost of space to house them.

Technology is a powerful tool for firms that seek to achieve greater efficiency while providing quality representation. Investing in excellent technology, while a significant initial expense, can enable a firm to elevate itself and broaden its work capabilities without committing to the long-term expense of additional support staff. Moreover, good technology is essential for a small firm to protect its data and client information. Rule 1.6(a) of the *Alabama Rules of Professional Conduct* prohibits a lawyer from revealing “information relating to representation of a client,” and it is now commonly accepted that this duty applies to digital information as well.²⁰ Law practice management software program *Clio*, and others like it, provide data protection from online threats such as hackers, as well as data encryption—all within cloud-based storage that eliminates the need for a space-eating server and the staff required to maintain it.

Best practices for secure cloud use include: encrypting files before they are loaded into the cloud (and encrypting emails that refer to cloud-stored documents); terminating access to cloud storage documents once an

A well-designed website and a smartly executed social media marketing plan that connects your webpage with Facebook and Twitter accounts can elevate your firm well beyond its small/solo status.

7. Utilize Practice Management Tools

As a small/solo practitioner, you need the right tools to manage your practice, including email, billing and accounting software, document storage and document hosting (depending on your practice)—and all of these tools need to integrate with each other. *Google Mail* is a good email platform that allows you to use your firm name as domain name, if available. *Clio* is an excellent general practice management program with tools for file organization, timekeeping, billing, data security and encryption, productivity reports and more. *Quickbooks* aids with accounting and tracking expenses. *Dropbox* is a free or inexpensive (depending on upgrades) program that allows

you to store, edit and share documents within members of the firm. The ASB Practice Management Assistance Program provides a listing and summary of features for software available for all of these needs.²²

One potential expense to consider is document hosting. If your practice includes the production, storage and review of large numbers of documents, you will need to subscribe to a web-based document-hosting platform. *Logikull* is a good choice and offers free trials and several subscription options. *Logikull*, and services like it, allow small and solo firms to store, produce, search and review documents with speed and ease, minus the expensive manpower required by larger firms. Document hosting and production services can be expensive, but prove less costly in the long term than the additional associates, staff or space a practice would otherwise require to review, organize and house discovery documents.

Whatever software your firm chooses, take the time to become proficient at using it. A comfort level with technology tools is a must—practically, and ethically.

individual no longer needs access; obtaining (and reviewing) periodic reports (from your cloud company) who has accessed your data; avoiding convenience tools that compromise security (such as limiting transfer ability from cloud to device); logging off when finishing a cloud project (rather than simply exiting); not selecting “remember me” on your devices; considering two factor authentication protocols (password plus use restricted to a particular device) or biometric access (password plus fingerprint, voice or facial recognition or eye scan).²¹

The Practice Management Assistance Program provides other helpful tips to consider when drafting a law firm budget at www.alabar.org/assets/uploads/2014/08/Budgeting-Tips-for-Small-Firms.pdf.

6. Build a Website and Create a Web Presence

The Internet and social media can be a great equalizer for the small firm. A well-designed website and a smartly executed social media marketing plan that connects your webpage with Facebook and Twitter accounts can elevate your firm well beyond its small/solo status. Of course, an aesthetically pleasing, easy-to-navigate website can be expensive to build and maintain. Fortunately there are alternative ways to build a site. If you are able to invest the time, *Rapid Weaver* is an excellent program to build and maintain a professional-looking website for a fraction of the cost of hiring a web developer. If time or tech-savviness prohibits this option, consider hiring a law student with a web development background to build a site. Law schools are full of such talent, and law students, working part-time while in school, can be a bargain for a firm. Once your website and social media platforms are established, update them as a part of your daily routine to keep your content fresh and your firm high on the Google results page.

Alabama Rule of Professional Responsibility 1.15 regarding client files pertains to electronic retention, storage and protection of client files. Ethics Opinion 2010-02 notes that when paper files are converted to electronic format, some paper documents (“intrinsically valuable property”) cannot be destroyed; all records maintained electronically “must be secured and reasonable measures must be in place to protect the confidentiality, security and integrity of the document[s],” including necessary “installation of firewalls and intrusion detection software,” and all electronically stored files must be backed up “onto another computer or media that can be accessed to restore data in case the lawyer’s computer crashes, the file is corrupted, or ... office damaged or destroyed.”²³

8. Develop Affiliation, Work-Sharing And Referral Relationships

Today, small law firms can handle large complex cases by working with other firms. Such firm affiliations are a key component of the starfish business model. Affiliate arrangements allow firms to come together to complete larger tasks, but remain nimble and pivot to something else when those tasks are complete. Consider hosting an open house to introduce local colleagues to your firm and its mission. Develop relationships with other lawyers who practice in areas similar or complementary to your firm’s target area to build symbiotic referral and work-sharing arrangements. Join sections of the state bar relevant to your firm’s practice, and participate in the section’s activities. The Alabama State Bar established the Solo & Small Firm Section to facilitate statewide networking for members of small firms, to provide a forum to address problems and opportunities specific to small and solo practitioners and to promote participation in state bar activities by small firm attorneys. The section offers low-cost continuing education courses and technology training, an email discussion list and other networking opportunities and a bank of law forms.²⁴

9. Optimize the Flexibility Small Firms Provide to Change with the Market

Small firms make it easier for law firms to transition to remain competitive. Sam Crosby, a founding

partner of Stone, Granade & Crosby PC of Daphne, and Alabama State Bar president in 2007-2008, explains how his firm, now with 13 attorneys in three offices, used to practice in oil and gas law (and now does “zero” such law) and transitioned to other practices as needs arose—into plaintiffs’ workers’ compensation and automobile accident representation, real estate development, residential bankruptcy and, now, economic development and litigation and probate and business litigation. As practice areas dry up, lawyers need to remake themselves and their firms. Crosby explains:

“Without question it is important to be able to remake yourself as a lawyer, be competitive in the marketplace, and also provide value. It’s advantageous to be in a small firm and be able to make the changes needed to meet the needs of the public and your community. It is harder to turn the Queen Mary than a small boat.”²⁵

10. Let Your Priorities in Life Guide Your Practice

A small or solo practice allows lawyers more control over their lives. Lawyers in small firms can decide whether to take on one case versus another, cut back on the workload, ramp up the workload, who they will work with, how much they want to spend on overhead and how they will spend their time. Nicholas W. Armstrong explained his decision and that of his partner to open their own firm:

“Starting your own firm involves a lot of risk. You work a lot of hours. But you don’t have as much stress. You’re in charge and it’s less frustrating when you’re the one who’s wrong rather than someone else who’s wrong. Setting up our own practice allows us to prioritize our family life. We get our work done, and we do it well, and that requires a high level of commitment. But it also means that if my kid is sick, I can take care of my kid. That is one of the reasons we made this choice to work for ourselves and set up our firm the way we did.”²⁶

Conclusion

Today's legal market is in a state of creative destruction. It creates opportunities for those lawyers who understand the changes afoot and adapt to them. It creates peril for those who do not. This article has focused on the advantages today's fluid legal profession brings to small and solo practices. Because they are small and nimble, such firms are able to respond quickly to changes in workload and trends in the legal market. This is an asset. Regardless of the type or size of law office in which one practices, however, one thing has not changed about the practice of law and never will. The late Tedford Taylor said it well:

"When people come to me they have a problem. It's bigger than they can fix. It's probably bigger than anything they've dealt with. Sometimes they're simple problems but the idea that I can take that problem and resolve it is what makes me feel good about what I do."²⁷ ▲

Endnotes

1. See Oscar M. Price IV, BBL Interview Video Library, <http://www.law.ua.edu/BBLvideos>.
2. Javier Lavagnino, *Corporate Counsel Facing Budget Cuts and Need to Address Outside Law Firm Costs*, INHOUSE: THE FINDLAW CORPORATE COUNSEL BLOG, <http://blogs.findlaw.com> (visited October 31, 2015).
3. *Id.*
4. A. Clay Rankin, III, *What Every Litigator Needs to Know About using Web-Based Electronic Document Review Services*, 75 THE ALABAMA LAWYER 36 (2014).
5. <https://www.alabar.org/programs-departments/practice-management-assistance-program-pmap/>.
6. See www.alabar.org/assets/uploads/2014/08/New-Office-Checklist.pdf.
7. Bilinsky, Dave and Dan Pinnington, "A Business Plan and Budget: The Foundation of a Successful and Profitable Practice," LAW PRACTICE TODAY (2007) American Bar Association, <http://apps.americanbar.org/lpm/lpt/articles/fin07071.shtml#bio> (visited October 20, 2015).
8. *Id.*
9. www.practicepro.ca/practice/PDF/BusinessPlanOutline.pdf.
10. Martin-Rhodes, Allison, Robert W. Hillman, and Peter Tran. *Law Firms' Entity Choices Reflect Appeal of Newer Business Forms*, BUSINESS ENTITIES 18 (2014).
11. *Id.*
12. *Id.* at 20.
13. *Id.* at 21.
14. *Id.*
15. *Id.*
16. *Id.*

17. *Id.*
18. Calloway, Laura, *Trust Accounting for Alabama Attorneys*, Practice Management Assistance Program, Alabama State Bar. December 2013. www.alabar.org/assets/uploads/2014/08/BP-PMAP-AMB-TAH.pdf.
19. *Resources for Starting a New Practice*, 5, <https://www.alabar.org/programs-departments/practice-management-assistance-program-pmap/>.
20. Ries, David G., *Safeguarding Confidential Data: Your Ethical and Legal Obligations*, 36 LAW PRACTICE: THE BUSINESS OF PRACTICING LAW, 49 (2010).
21. Donna Lee Elm and Sean Broderick, *Cloud Computing, Storing and Sharing: Guidance for the Solo and Small Firm Lawyer*, CRIMINAL JUSTICE, 4-8 (2015).
22. <https://www.alabar.org/programs-departments/practice-management-assistance-program-pmap/>.
23. Alabama State Bar, Office of General Counsel, Ethics Opinion 2010-02 <https://www.alabar.org/resources/opinions/2010-02/>.
24. See www.alabar.org/membership/sections/.
25. See Samuel N. Crosby, BBL Interview Video Library, <http://www.law.ua.edu/BBLvideos>.
26. See Nicholas W. Armstrong, BBL Interview Video Library, <http://www.law.ua.edu/BBLvideos>.
27. See Tedford Taylor, BBL Interview Video Library, <http://www.law.ua.edu/BBLvideos>.

Prof. Pamela Bucy Pierson



Pamela Bucy Pierson is the Bainbridge Mims Professor of Law, University of Alabama School of Law. Portions of this article are based upon her book, *The Business of Being a Lawyer* (West Academic 2014).

Emily Kornegay Price



Emily Kornegay Price practices with Price Armstrong LLC in Birmingham. Prior to joining Price Armstrong, she clerked for the Honorable Abdul K. Kallon and practiced in general civil defense litigation.

STOKES | M^CNUTT

STOKES, M^CNUTT & PARTNERS

Advertising Momentum for Your Firm

We Will Grow Your Firm.

Advertising – App Development – Augmented Reality

Brand Building – Client Data – Content Development

Creative Strategy – Consistent Communication

Customer Service – Digital Marketing – Direct Mail

Email Design & Distribution – Event Marketing

Graphic Studio – Immediate Project – Law Firm Definition

Media Planning – Radio & Television – Video Production

Social Media Engagement – Website Design – Marketing

We're proud to work with the Alabama State Bar and its digital communications team, and we will work hard to support you as a member. Give us a call to grow your firm @ 1-844-7Stokes and receive a FREE 30 Minute Strategy Session and 10% on all of our advertising services with this ad.

Visit StokesMcNutt.com/Law to download the complimentary white paper, *The Seven Most Effective Law Firm Marketing Strategies*, written by our Founder & Strategy Partner, Ford Stokes.

law@stokesmcnutt.com
Office: (334) 332-8340

stokesmcnutt.com

Mobile: (404) 775-0194
Toll Free: 1-844-7Stokes

