

# Value-Based Pricing - Rollout & Scale

## Overview

Following completion of the Profitability Assessment and the value-based pricing pilot, focus can now move to rolling out and scaling value-based pricing across the firm.

The emphasis is on ensuring new pricing models consistently deliver improved commercial outcomes and can be applied with confidence at scale. Pricing is not a one-off change. It requires ongoing monitoring, refinement and alignment with how work is delivered in practice. This phase ensures value-based pricing becomes sustainable, profitable and embedded within the firm's operating model.

## Scope of Review

### Performance Monitoring

Tracking profitability, realisation, client uptake, fee growth and efficiency across pilot matters.

### Pricing Refinement

Adjusting pricing structures, service options and assumptions based on real performance data.

### Client and Lawyer Feedback

Understanding how pricing is experienced by clients and delivered by lawyers.

### Scaling Strategy

Identifying where and how the model can be extended across other practice areas.

### Operational Effectiveness

Assessing whether workflows, systems and processes support the pricing model.

## Method

### Performance Tracking

Establish clear performance metrics across pilot and early rollout matters, including profitability, recovery rates, utilisation and pricing accuracy, supported by simple tracking mechanisms that enable partners to monitor outcomes and compare performance consistently.

### Review Sessions

Facilitate regular review sessions with partners and delivery teams to assess how pricing models are performing in practice, identify issues or inconsistencies, and capture feedback on client response, internal adoption and delivery challenges.

### Data Analysis

Undertake structured analysis of matter data to evaluate profitability, utilisation, write-offs, scope accuracy and client behaviour, providing insight into where pricing models are working effectively and where adjustments are required.

### Model Refinement

Refine pricing structures, service definitions and delivery approaches based on performance data and partner feedback, ensuring models remain commercially viable, aligned to delivery, and capable of being applied consistently across matters.

## Expansion Planning

Develop a structured rollout plan to scale value-based pricing across additional practice areas, including prioritisation, sequencing, partner engagement and support requirements, ensuring expansion is controlled and aligned with the firm's broader strategy.

## Outputs

Each output is delivered as a standalone, practical document designed to support confident rollout and scaling across the firm:

**Pilot Performance Report:** A structured review of pilot and early rollout matters, including performance against key metrics, lessons learned and recommendations for improvement.

**Profitability & Pricing Insights Report:** Detailed analysis of matter-level profitability, pricing effectiveness, utilisation, write-offs and client behaviour, providing clear insight into commercial performance.

**Refined Pricing Models & Structures Document:** Updated pricing approaches by matter type, incorporating learnings from pilot and early rollout to improve consistency, accuracy and profitability.

**Updated Templates & Frameworks Pack:** Revised scoping templates, pricing tools, proposal formats and delivery frameworks to reflect refined pricing models and improved practices.

**Firm-Wide Pricing Framework Document:** A defined pricing approach for the firm, including principles, model selection guidance and governance structures to support consistent application.

**Rollout & Implementation Plan:** A structured plan for scaling value-based pricing across the firm, including prioritisation of practice areas, timelines, responsibilities and support requirements.

## Outcome

A sustainable, firm-wide pricing capability aligned with how the firm delivers legal services. The firm moves from isolated pilot activity to a consistent, scalable pricing model in a staged and controlled manner that improves profitability, client experience and long-term commercial performance.

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