

# *making the case for branding*

Instead of being all things to all people, a branded service provider is said to own a 'piece of real estate' in the minds of its specific target audience.

In the increasingly competitive legal sector, is the ability to develop a brand, rather than just a visual representation of one, going to define which firms will be the winners or losers?

*But how mission critical does this traditionally conservative profession consider branding to be?*

“ At a time when there are too many law firms and too many lawyers, standing out from the crowd is so important now,” says Tim Aspinall, managing partner at DMH Stallard. “My view is that a brand needs to reflect internal and external behaviours, to present our values, which are absolute, and to align them with the response we want people to have.”

“Brand values are about behavioural traits, and once these have been identified and established, they drive both strategy and the operational level. Respect is a core value, and we were very uncomfortable with a formulaic, process-controlled way of approaching the relationship adopted by a particular client. It didn't matter what we did to add value, and we felt it was going to have a detrimental effect on the quality of work we produced because our people have to enjoy working for the client as well as for the firm. Being true to the brand values meant we didn't re-pitch.

“Our selected values are all to do with being able to stand out from the crowd - they identify what will make the client want to work with us instead of another firm.



Tim Aspinall

“Everything the firm does is related to the brand values. Our training programme for example teaches our lawyers to be better team players and to be able to understand an issue from the client's perspective. Our technology platform is about enabling the client to look in at what we are doing for them in real time.

“The reason this is important is that a market leader has to be consistent in their behaviour and to articulate their approach. You can't just do it when you have the time - it has to be the basis of what you do all the time.

“We are always changing nuances because it's about alignment with the client, and their requirements can change. It's fair to say that now, what we do is because that's the kind of organisation we are, and the brand is a representation of that. And because the brand values are consistent, it means that when people come up with new ideas for the firm, they're consistent with those values.

And Aspinall believes that brand values can drive expansion.

“When we look at firms to acquire, they're attracted by our clear sense of purpose and direction - people crave leadership and a vision which inspires them,” he says. “A law firm is all about people, and if they don't get on, then the acquisition isn't going to work. Having clearly defined brand values which define your firm mean you have something to use as template. It's unlikely that you'll have complete alignment with the other firm, but you will be able to identify whether these are people you should be joining forces with. A firm which lives and believes in its brand will have real confidence.

“There's an interesting dimension about having a distinctive brand. In a buoyant economy, although corporates would talk about the need to reduce their legal fees and to improve efficiency, in truth most weren't prepared to change an existing provider with one

which could give more value. In recession, those law firms which could articulate a value proposition got an audience and gained an advantage. The difference is that we could say to a prospective client ‘try us with one piece of work’ and we would then be able to demonstrate our brand values in action.”

## Being yourself as well as different

**But** there’s an intriguing dichotomy to consider.

“Branding is about being yourself, but it’s about being different, suggests Paul Brent, Marketing Director, Boyes Turner. “For a law firm it’s subtly building up a profile and personality, so that a particular type of client will be drawn to you. A strong brand can reflect what a firm stands for, what it is seeking

to achieve, and humanise it.

“The problem with professional services is that in a particular discipline, every firm is trying to do much the same thing, and what they do is replicated across the country, so it’s what you add to that in terms of your relationships and how you are providing that service that makes the difference.

What branding will do is to express how the ‘difference’ is delivered. In other words, you can set out what you can do for a client, but it’s also about how you behave with people and how you relate to them. I think you can translate aspects of the way you behave and represent them into your visual brand. For example, our annual report is focused on people and performance and putting across the sort of environment we have here. Your branding has to be sincere though – you can’t pretend to be something that

you are not and hope nobody will notice the discrepancy.

“We have a set of values, signed by all the partners, and when anyone starts here, our CEO tells them that they have the nagging rights to come and tell him if we’re not adhering to those values.

“I don’t think law firms use visual identity well compared to other professional service organisations. I think the reason is that it’s easier for lawyers to get more involved in establishing brand imagery than the actual brand values. I find it odd how they will often use a random object in their attempt to say ‘this is us’.

“Lawyers are very ‘me too’, so if one firm rebrands then we see others doing it too. They are also conservative, and don’t like to raise their heads too high above the parapet. Law firms like to look a bit similar, but not the same! And to have a strong visual representation of a brand you need to be a bit brave. Our logo is distinctive, but it means the whole client experience has to match that too.”

“There can be a danger of having a situation where the brand stops and culture begins,” suggests Chris Randall, managing partner, Mayo Wynne Baxter. “When I became managing partner I realised more attention needed to be paid to selling the message internally as well as externally. If the culture can’t be vocalised internally, how can it be communicated



Paul Brent

to the marketplace?

“I think some firms have woken up to what the Legal Services Act will bring and are thinking, ‘will our brand be able to compete with those in the consumer market which might move into our sector’?”

“Until recently a lot of rebranding was probably purely cosmetic but now a law firm has to identify and target the kind of clients it wants to attract or it won’t survive. There’s even a lot of talk about ‘dual branding’, in which a law firm would brand its commercial offering in one way and its private client work in another.

“The brand should be about the experience of being a client with the firm, and that is a challenge to project in a logo. It has to be a distinctive mark that people associate with you – even if it doesn’t portray all of your values. The difference with a law firm is that it’s a partnership, at least in outlook, which can make change harder to introduce. I think individual lawyers will gain a particular reputation and some will rely on their personal brand rather than take an interest in establishing a set of values for the firm.

“What we have seen with some firms which is interesting is a move from using the names of partners to law firms adopting the equivalent of an Aviva instead of a Norwich Union. We haven’t felt that we need to move in that direction yet.”

A number of law firms have



Philip Seymour

considered a tilt towards the acronym, including Field Seymour Parkes, as senior partner Philip Seymour explains: “We thought about becoming FSP but we were advised to keep the full name as we’re so well known for it. I think within a law firm, some will understand the importance of branding, but others are hopeless! We have quite a few brilliant lawyers who would rather just put their heads down and do the work. To be honest, if they ignore the odd memo on branding, that’s fine, but if they don’t understand the ethos of it, it becomes a problem.

“It’s been said that it’s hard to brand law firms because they are just the sum of their people. You could argue that if the right people are working for you, that they look after their clients, then those clients will recommend you. But are they recommending the firm and its brand values or the individual?”

“I read an article recently that

highlighted how every law firm will say that they are different to the rest. But what is obvious is that to lure a potential client away from a City firm, they need to feel that you’re solid, and part of that comes from how they interpret the ‘look’ of your firm.

“Some branding is quite superficial, and that can be counter-productive. There’s no point in re-branding to attract new or a different kind of work if you haven’t got the people to deliver. That said, you need to make an impact – you can’t assume work will come just from your reputation.”

The word brand tends to be used in two different contexts, according to Jonathan Denny, managing partner at Cripps Harries Hall, “as corporate identity or, as I see it, as the corporate entity. I think some firms have got it badly wrong in changing their names to something very different. We’ve debated shortening or changing



Andrew Clinton

our name over and over again. You'll find that our website address is Cripps law, but it hasn't replaced the full name of the firm on the site itself because Cripps Harries Hall has a value. I'm dead against the acronym route unless you can put some enormous investment into giving it some meaning."

"We have to have a brand logo that says who we are," explains Denny. "A lot of firms have gone to single names, so by hanging onto our combination of names, we've ended up becoming more distinctive by default – we just need to combine that with being forward looking now."

"Being distinctive is one of our core values, and while I can't imagine there are many lawyers at any firm who don't consider that to be important, I don't

believe many think about what actually makes them distinctive; they're just interested in getting the job done, they don't like the fluffy stuff. But it has become important in a world where you are trying to be recognised in a very crowded environment.

"The profession is having to wake up to that in order to survive. The very small firms seem to be the ones who are going for it, branding wise – although in some cases it has just been a superficial design exercise."

## What a brand needs if it's going to work

According to Andrew Clinton, managing partner, ASB Law, "branding is about

a perception, the expectations that people have of an organisation that goes beyond logo and colour. For a brand to work," he says, "there has to be a connection between the perception and delivery. And for a law firm to achieve that, it has to be market-facing and look at things from the client's perspective.

"Lawyers need to move away from 'this is what I do' approach and work out what it is that their clients really value and then structure themselves to deliver it."

"To be a partner at ASB Law in this brave new world means being able to contribute to the business, and brand values help in terms of developing a consistent mind-set that will spot and exploit opportunities

which are relevant to the client.

“Brand values are meaningless if the firm gives in when they are put to the test,” warns Clinton. “If someone refuses to live the brand values, even if they’re a great lawyer, it’s the brand values which have to be the winner. The danger is that the implementation of brand values can fall at the first fence if there isn’t real partner buy-in, and there will be tension if an equity partner has the attitude that as they’re an owner of the business, nobody can tell them what to do.

“I see a law firm as a business, and that means being able to define what makes you different. I don’t think that has been seen as important until recently because law firms have enjoyed an effective monopoly and they have been able to grow without necessarily taking market share from their competitors.”

With consolidation, the need for law firms to find a strategic response to the challenges of external investment, the fact that winners and losers have been emerging, Clinton is adamant about what he sees as a fundamental. “There is a compelling reason to demonstrate to potential clients why they should come to you specifically,” he states.

The marketing director at Penningtons, Rolland Keane takes a pragmatist’s view. “The top fifty law firms in the country will bill about £14billion this year,” he says, “and the average

spend on marketing and brand development is maybe three to five per cent of their revenue. If we just take the lower figure, my maths gets you to £420million. That’s a sizeable amount of money which has been steadily growing year-on-year for the past twenty-five years but the reality is that despite this enormous spend there has been no commensurate increase in the ability of legal consumers to differentiate between law firm brands other than by size and areas of specialism.

“My personal opinion is that the problem results from the fact that the conventional theory of branding doesn’t easily apply to the legal profession because you cannot differentiate hugely between what law firms actually provide or how they provide it. Under the same framework of the law there are only two elements when you break it down. People, who come and go now much more than ever before, and systems and process.

“The increased mobility of fee earners, combined with the continuous dilution of law firm cultures through mergers makes a nonsense of the accepted view that we must all define our brand in terms of some communal set of core values. At best it reduces everything to the lowest common denominator and at worst it creates dissonance and discord as independent individuals react against being shoehorned into a particular way of behaving.

Not that Keane is suggesting that the legal sector is largely homogenous. “Of course it’s not, but differentiation can be because of the particular characteristics of individual partners rather than of a firm as a whole,” he suggests.

“And what happens if a highly successful rainmaking partner sticks two fingers up at the firm’s brand values? If the partner is generating exceptional fees, they can probably break as many values as they like. The problem is that a brand is defined by a set of values and its people living and breathing them. A law firm might hire to the values, develop to the values, but would it fire someone by them?

“If a brand had more influence than the individual, then presumably there would be more cross-selling of service lines. The fact that expanding the range of services that an existing client buys remains the holy grail for many firms suggests that little progress has been made in building brand loyalty in any meaningful sense.

“It is possible for a law firm to develop a level of brand awareness in a particular sector, but that has to be in the context of understanding the commercial issues which keep clients in that sector awake at night, not just the ability to provide a legal service. It’s about lawyers having a genuine interest in the sector, playing an active part, communicating on issues and

being visible. In this context, arguably, the wider concepts of the firm's brand and brand values are largely irrelevant.

"For example, we have teams which specialise in professional regulatory bodies, immigration, and social housing, but what one group does is completely different to another, so why coerce them into one commercial expression? Their markets are different, the 'language' of each is different, and there is no likelihood of any cross-selling. The best approach could be to create a visual uniformity for the firm which all parties are comfortable with, but I don't think you should call that branding."

Technology has been a catalyst for change. "When websites came along, law firms were

forced to address how they look and feel," Keane suggests. "I would argue that the visual representation of a law firm has value if it has resonance with the reality, the actuality of the people in that firm. People attracted to the legal profession tend to be risk adverse, and clients value that caution. The problem arises, and you can clearly see it in any number of firms' websites and promotional material, when in the name of branding, a tone of voice and visual identity is adopted which is totally at odds with the reality of the firm.

"I believe the relationship between legal and marketing would benefit enormously by fronting up to an uncomfortable reality. Branding, as it is understood in the world of consumer marketing, simply

does not work in the legal sector. Unfortunately the loose use of the term has come to embrace a rather ragtag combination of everything from corporate image, look and feel to core values and even CSR. For this I blame us marketers not the lawyers. We should have found a better paradigm and not tried to shoehorn law firms into such a poor-fitting one borrowed from a different industry."

## Evidence that brand conditions **behaviour**

**Regardless** of nomenclature, there has to be something in place. "Increasingly to win new business you need a brand which is recognised in the market place as the starting point for a discussion," says Lee Ranson, managing partner at Eversheds, which achieved number one 'super brand' status for a UK law firm. "But it's not all about recognition - just as importantly it's what people associate with the brand," he suggests. "The trick is to link the two. Otherwise someone will recognise the brand but can't define how it's different from any other."

"However, I don't think I can give you Nike's values or Microsoft's, but that doesn't affect my perception of them as strong brands. What is important is that if you stopped any four of our people walking down the corridor and asked them what

**Rolland Keane**



**Lee Ranson**

our brand values are, they'd tell you. And that is an indication that our brand values are the drivers for the business.

“One of our values is being innovative, and that's a challenge because we don't have a physical product as such. But we want to generate new ideas to develop our relationship with the client, and every year the best concept put forward by one of our people will win a £20,000 prize.

“The point I am making is that a firm could spend forever

trying to communicate brand values externally. I think it is more important that they are 'lived' internally so they are delivered to the client and then experienced by them.

“We would see our brand values in terms of behaviour - a distillation of how we conduct business, deliver customer service, and have an international focus for example. Which makes it more important, essential even, to get the internal bit right, to get the values

embedded in the organisation.”

“I would accept that in terms of creativity, the visual imagery adopted by law firms is still pretty basic,” muses Ranson, “and I wouldn't say that it does much to reflect their brand values. There is a natural reluctance to look too different, a sense that the graphic representation of the firm has still got to represent, to some degree, the seriousness of the profession. Another reason is that the legal market is relatively un-consolidated. In accountancy,

where there are only four top-tier global accountancy firms, brand visualisation is much more important.

“New entrants to the market could be more alive to doing something different, if only because they would need to demonstrate that they are shaking up the profession rather than more of the same or business as usual. If they want to make a splash, then branding provides a way of doing it.”

“The catalyst for Eversheds developing as a brand was a realisation that if we were to grow, we needed a consistency of approach which would govern our strategic decisions, and that would mean knowing what our core values are, our strengths, and how to develop and perpetuate them.”

And Eversheds have a mechanism to ensure complete buy-in to the brand values. “I believe that a firm’s remuneration structure has to be an assessment of how someone lives the brand values,” explains Ranson. “Every two years the equity partners’ contribution to the business is banded, based on clients, profit, how they manage, strategic value, and their behaviour, in other words, how they live the brand values. Not living the brand values could cost a partner hundreds of thousands of pounds. In this situation, the firm will provide one-to-one external coaching to help a particular partner, but some will leave and you’ve got to accept that might happen.

But the majority accept the stick and carrot, and the firm has the right framework in place to achieve its objectives.”

Frankie Tierney, chief executive and partner at Herrington & Carmichael believes the importance law firms put on branding is often determined by the size of the practice. “The bigger you get, the more important it is that you have a cohesive look, especially if you have a number of office locations,” she suggests. “But it also becomes harder to keep the message consistent throughout the firm, and branding then becomes a management issue.

“It does take effort to ensure that everyone working for the firm is aware of the brand. At partner level it’s easy to forget that people down the line may not be so aware of the firm’s objectives and aims. I would hope that if you took a random sample of the staff here today, you’d get the same sort of viewpoint from them.

“It was about six or seven years ago, after we’d acquired a number of firms, that we decided to look at our branding. I think at the time if you said ‘branding’ to most lawyers, they would have thought of the visual side. But we started with some market research into how we were perceived. A lot of clients were already referring to us as H&C, but the research revealed that they liked the name Herrington & Carmichael because they thought it showed stability and that provided

reassurance. They also liked our existing logo more than the new ones we were considering. So at the end of the day we could have done ourselves a huge disservice if we’d steamed ahead with something new.

“We’d made a decision that our client base should be both commercial and high net worth private client, but we took the view that to brand those separately would be divisive. We are one firm and want to make it clear that there can be a cross over between the two areas. We also felt that it was possible to be branded in such a way to suit both top end private clients and commercial clients – there was less conflict there than in a business trying to brand itself as both cheap and cheerful and high quality.

“There is a concern that we are seen as old fashioned, and that certain prospective clients may be put off by the name or the letterhead, without ever coming to see us. But there’s no point in having a jazzy, cutting edge look, if that’s not what you really are. It’s what you do and how you do it that’s important. If a client has a bad experience, all the branding in the world won’t make them come back.

“If a firm wants to change its branding it needs to understand why it wants to. Just changing the design won’t cut it. In fact it can be even worse if you change your visual branding but don’t address the core issues.”

## Branding provides a reality check

**Branding** should be about bringing your visual identity in line with the reality of the firm,” argues Bettina Brueggemann, managing partner at Hart Brown. “The partners at a law firm will all have a good understanding of the importance of the brand in its widest sense, but for a brand to work, there has to be a very consistent message coming from right across the firm.

“For that to happen, everyone has to not only understand the brand values but be able to vocalise them. In other words, they must be able to

communicate the attributes associated with the delivery of their legal advice.

“I think if you’re building a brand you need to look at its long term potential. We wanted something that visually we could refresh without dramatic change. There is value in that sort of cosmetic tweaking.

“The world is constantly changing, and perceptions and imagery have to adapted accordingly.

“One lesson that we’ve learnt is to be aware that whatever design or visual concept you choose to represent your brand, it has to be able to be translated through to the smallest extension, such as the branded tennis balls!

“I do think there are law firms out there who are rebranding in a purely cosmetic sense, but a brand has got to differentiate you more than visually, otherwise a law firm runs the risk of having the logo equivalent of the emperor’s clothes.”

It’s a theme taken up by Andrew MacFadyen, chief executive at Dean Wilson solicitors. He believes that rebranding by a law firm as a strategic exercise is rare. “There is a resistance in the profession to new ideas, and a resistance to taking advice from people who aren’t qualified solicitors. There are a lot of examples of firms doing purely cosmetic makeovers. It can get you noticed

**Bettina Brueggemann**



**Clive Lee**

but you have to be delivering consistent standards not just imagery if you want your clients to be your brand ambassadors.

“There are firms merging and then saying ‘we are regional, not high street’, but that branding falls to bits because they continue to work and behave as they did before. Unless the brand permeates the firm, it’s meaningless. It means having to get busy people to buy into things they probably don’t deem to be terribly important though. Eight five per cent of our business comes from recommendation or repeat business, so there is

a commercial imperative to capture the qualities which make that happen and then we can capitalise on our clients being our brand advocates. They can sell far more efficiently than we can. Lawyers don’t understand the power of branding, but they have to understand the power of experiential marketing, ie that every time a client has contact with you, they’re forming an opinion.

“Do people go to a particular law firm because they’ve got a great blue sign? Probably not. Do people go there because they get a great service? Yes.

“A brand should achieve loyalty. The whole idea of experiential marketing is that people are exposed to you exactly as you are – and so stay loyal to you and recommend you. It’s not just that Persil says it washes whiter, it’s that Persil does wash whiter. That’s a brand that creates loyalty. It would be wonderful if you could encapsulate that in the visual brand.”

“I’ve seen professional service firms whose partners have taken it in turns at the launch of their firm’s re-branding to talk about their new image - without a word

about the values it's meant to represent," recalls Clive Lee, managing partner at Rawlison Butler. "I don't think a root-and-branch re-design is always necessary, because the brand values won't change to that degree, but refreshing the brand visually can provide a stiffener.

"I have always believed that law firms should consider themselves to be brands, especially in niche sectors. But it's a dangerous place for us to tread, and very often what law firms say about themselves is quite similar, and the cosmetics of presentation are not that different. I suppose that taking a more radical approach is a higher risk strategy as it is more likely to polarise people who will either like or dislike the design. I suppose I would say the real substance of a legal brand is the work you do, the clients you have, which isn't really very different from the time when every law firm used copperplate for their name and relied on word of mouth because they weren't allowed to advertise or blow their own trumpet.

"The challenge is to ensure that in the interview process when we are taking on a new lawyer, questions are asked to identify whether a candidate espouses our values. It's about

choosing the right people and then creating the environment in which they can live the brand. People here talk about doing things the RB way. If there was someone who was such a maverick that they couldn't align themselves with our brand values, it would be immediately apparent to them here that this is the wrong culture for them. But if a member of the team is struggling with certain of the brand values, then plug in people who can deal with those elements while the lawyer concerned is given the necessary training.

"A law firm needs to have a collective business mentality; it has to be cohesive, so the client receives the same quality of service whatever the department they are engaging with. For example, nobody goes home here until they have at least acknowledged every email and returned any phone calls - and new staff pick up on that. It means that Rawlison Butler can perpetuate its reputation for responsiveness because our processes are aligned to our brand values."

"What we did to establish our brand values was to research clients to identify what they expected from us," explains Lee. "One of the important

characteristics of our brand is responsiveness, so if a client asks if they can come in at six thirty in the evening, it's a straight yes. The results of our client surveys always have responsiveness as an attribute which is appreciated, so they serve as a measure of whether we are focusing on delivering timely, effective solutions, which is our brand value. What we will be doing say every three years is to renew the research so we can be sure about the 'stand-out' attributes which matter to the client."

Increasingly, those 'stand-out' attributes will matter to the law firm as well. "There's an increasing realisation on the part of purchasers of legal services that they can be more promiscuous and they're not tied to one law firm for life," says Nick Shrimpton, marketing director at TWM Solicitors. "Most business clients are looking for service and value and will talk to more than two law firms before they make the decision which one to go with. Branding, and being able to demonstrate the values behind it, is one arrow in the quiver that gets a law firm to the stage of being instructed.

"Law firms are the product of their people, and I wanted

the brand at TWM to be a true reflection of the sort of people we are. It's not about being 'better' than another law firm – the technical expertise is a given. The best way of being attractive to potential clients is to be yourself. So brand values start with the lawyers, not the marketers.

“I think any firm who employs a marketer with an element of clout will have identified their USPs. But sometimes at that point, the partners put the breaks on, because it's new territory and not one they really understand. But in essence, everything that a law firm says or produces should be a reflection of those values or USPs.”

“You can't control how people are going to interpret the visual representation of your brand,” argues Shrimpton, “and the reality is that law firms are not a brand like Apple. One of their strengths, the partnership, is also a weakness. Branding will always be a nebulous topic in law firms and partners don't always like being told how their practice should be 'packaged'. Even if they are 'told', they will make their own interpretation of it. Maybe the marketers should accept that they won't get beyond a certain point because the partners will only take it

forwards in their own way.

“I try to keep things simple. If I can get the partners to agree what the core set of values is, and what the natural strengths of the firm are, that's the key stuff. If they are living that consistently and the marketing department is producing the look and feel of that, then that is success.”

## Living is important but breathing is too

“Increased competition means that the visual representation of a law firm's brand values is becoming more important,” suggests Rachel Lewington, founder-director of Click, who specialise in law firm marketing and design, “although I would say that living those brand values is always the priority.” The brand is about the experience, and the experience depends on how the brand values are delivered.

“But there is a real opportunity to gain a competitive edge from visual identity. The challenge is going to be a natural reluctance on the part of law firms to be that distinctive. Which is understandable given that it was not that long ago that a partner at one firm would refer to his or her counterpart at another

practice as their 'colleague'.

“And it is only since 1986, when the rules about marketing were relaxed, that the profession has had to address these issues, so arguably a huge amount has been achieved in one generation.

“Competitive pressures are only going to become more intense, and law firms are going to need every tool in the box; the visual one is going to work harder than it has ever done before. For that to happen, a law firm has to lose those last shackles of wondering what their rival across the road will make of it.”

# We've gone click

Specs, the well-known specialist design agency, has changed its name to 'Click'. It seems a natural progression.

After all, this is where ideas click. And people click. And clicks are what websites are all about.

Most importantly though, we click with our clients and strive to develop mutually beneficial relationships that last.

But please don't take our word for it. Here's what some of our clients have to say.

"We used Specs to rebrand the firm in 2010. We were looking for a completely new visual identity that would communicate our brand, get us noticed and raise our game. The designs they came up with were excellent. They have an uncanny ability to work out how your brand should look - and they are also very strong on websites. Rachel Lewington handled the whole project in a most satisfactory manner. Since the rebrand, they have also completed a major project for our CAT PI team. 'Click' continues to impress."

**Paul Parsons, Senior Partner, Greenwoods Solicitors, London**

"Specs rebranded our firm ten years ago, when we changed our name from Rickerby Watterson to Rickerbys. They came up with three very good corporate identity designs - strong, clear and modern. Each with a definite sense of quality. The winning design, with the distinctive 'R' logo device, has become synonymous with the name Rickerbys. They said it would last - and it's still working well for us ten years on."

**Derek Jones, Deputy Managing Partner, Rickerbys LLP, Cheltenham**

"The design work was excellent - we wanted something different. I felt we were led quite firmly, but we were also listened to. Everyone loves the new identity, the website and the ads. We still get really good feedback."

**Steen Rosenfalck, Managing Partner, Miller Rosenfalck LLP, London**

"The rebrand was a big project - we needed to revitalise our image and project ourselves as a strong player in the market. Specs created a great new look, new website and literature. I would thoroughly recommend them (and I love the new name!)."

**Paul Whitaker, Partner, Moore Blatch LLP, Southampton**

"I can happily recommend Specs, or 'Click' as they now are. We were really pleased with everything - website, brochures, the lot! The project management was excellent too. It was all on time and on budget - and the results have been really positive."

**Ian Rintoul, Practice Manager, Attwaters Solicitors, Harlow**

**Let's talk and see how we click.**

For rebranding, graphic design and web projects, please contact Rachel Lewington on 07970 283075

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