

Firm	Award Level	Innovation	Originality	Rationale	Impact	Total	Description
CMS	Standout	An effective transformative management strategy.	7	7	7	21	Taken together, the firm's integrated, well considered strategy has various innovative elements and has delivered results. One of the interesting parts is that it did not focus on merger, profit sharing or partner performance in its formulation.
iLaw	Standout	Business model innovation.	7	7	6	20	The business model of the firm is unusual for a City of London practice focused on TMT. Based on having senior lawyers only, it is a limited company with no offices. Lawyers are self-employed.
Freshfields Bruckhaus Deringer	Standout	Merger of knowledge management and business development teams.	7	8	5	20	A fusion of two normally standalone departments to structurally alter the way in which the firm's products are delivered so they meet client needs more effectively.
Clifford Chance	Standout	The Global Shared Services Centre: outsourcing to India.	7	7	6	20	Extensively and speedily outsourcing its back office IT and accountancy processes to India. Will make cost savings of £8m per annum in four years. Ramping up its use of paralegals.
CMS	Standout	Knowledge and information services: added value services for clients.	6	7	7	20	Helping clients navigate the large amounts of information they receive through an information audit. Integrated know - how consultancy that efficiently keeps clients informed.
CMS	Standout	Management of the firm's Central and eastern European practice.	6	6	8	20	Integrated its central and eastern European offices into a single business unit through the creation of regional verticals of practice and sector. Doubled the number of lawyers in the region in just three years.
Baker & McKenzie	Standout	A hybrid approach to resourceful insourcing in its Philippines office, Global Services Manila.	7	6	7	20	Its Manila operation added 323 employees in the past year. It now handles client-facing IP support work and production of marketing materials as well as traditional back office functions. Costs are at least six times less than London rates.
Uría Menéndez	Highly commended	From boutique to top firm worldwide: subject of a Harvard business case study.	5	6	7	18	Commended for their intellectual, effective approach to management, they have gone on to "innovate the entire market". In effect, they have helped to create the Iberian legal market.
Taylor Vinters	Highly commended	Managing Partner Succession Programme.	7	6	5	18	A rare and thorough programme to train potential managing partner candidates using external consultants, Sherwood. The combination of different elements of the training programme from personal development to financial training to outside speakers, is novel.
Lovells	Highly commended	Sino-Global Legal Alliance.	7	6	5	18	The first Western law firm to conclude an extensive alliance with local law firms across China. Firm conducted extensive due diligence and now has training programmes and cross-exchanges to solidify the alliance.
Linklaters	Highly commended	Strategic Business Planning Tool and Balanced Scorecard.	5	6	7	18	Using an on-line system to make strategic plans that integrate firm-wide objectives into practice area, industry sector and office business plans. Enables the firm to use numbers more as the financial expression of a business plan rather than the driver.
Kemp Little	Commended	Significantly growing the business in 2007.	4	6	7	17	Made four six figure investments in a single financial year to align strategy with client feedback. Launched three new practice areas; adopted more open-plan working for partners; maintained low attrition levels; and won new business.
Eversheds	Commended	A new approach to determining Eversheds' future strategy by consulting a huge body of staff.	7	6	4	17	A mass consultation exercise that involved every lawyer in the firm as well as business services staff to brainstorm ideas about the firm's future strategy. An exercise in buy-in and collaboration that is unusual in a law firm.
DLA Piper	Commended	Strategic Planning.	6	6	5	17	Adoption of a complex matrix management structure to integrate the objectives of the Executive, the international business, practice area and sector objectives with what is achievable at the local level. The firm can now make strategic plans globally and measure its performance.
Berwin Leighton Paisner	Commended	Marketing the firm's international capability.	5	7	5	17	An effective approach to managing its preferred relationships with foreign law firms through a thorough communications programme internally, between firms and to clients. Has increased the international client base during the past two years.
Latham & Watkins	Commended	Overall management approach: various initiatives.	4	6	6	16	Continually innovating in its management approach. Its forum for women, 'Women Enriching Business', for example, finds solutions for both female lawyers and female clients to workplace challenges.
Blake Lapthorn	Commended	A week-long staff listening exercise using the firm's intranet.	5	5	6	16	Taking place on the firm's intranet, 'firmjam' has led to changes in the firm's bonus scheme, how it bills and drives new business development ideas into practice.
Baker & McKenzie	Commended	Fit for Life programme.	5	6	5	16	Addressing the well-being of partners holistically to increase their energy and output. A recognition that the work life - balance in law firms needs to be seriously addressed at the individual level.