

LUMEN & LEVER

FOR FOUNDER-LED BUSINESSES

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# The Reframe Brief.

*Diagnosis and rebuild. The complete blueprint.*

PREPARED FOR

Holden & Reeve

Claire Holden & David Reeve · Melbourne · 6 lawyers · 3 support staff

ENGAGEMENT

Three weeks · Diagnosis plus rebuild · \$9,500

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*Holden & Reeve is a fictional firm used for illustration only. Any resemblance to real businesses is coincidental. Structure, depth, and tone match what you receive in a real engagement.*

lee@lumenandlever.com · lumenandlever.com

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**00 · HOW TO READ THIS DOCUMENT**

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# Diagnosis. Then rebuild. Then launch.

The Reframe Brief is the complete blueprint for repositioning and rebuilding your business's web presence. It is structured in three parts, designed to be read once in full, then kept open as a reference during the build.

## **PART ONE · DIAGNOSIS**

Sections 01 to 08. The same depth of diagnostic work you would receive in a standalone Clarity Audit, included here in full. Competitor analysis, brand and voice audit, page-by-page website diagnosis, tech stack and AI review, differentiation statement, and ranked action plan. If you have not had a Clarity Audit before, this is your diagnosis. Read it as carefully as you would read a report you paid for separately.

## **PART TWO · THE REBUILD BLUEPRINT**

Sections 09 to 16. Every decision needed to rebuild the website is made here, in writing, before any code is touched. Positioning architecture, messaging hierarchy, visual direction, sitemap, and page-by-page copy frameworks for the homepage, services, about, and First Conversation pages. By the time the build phase begins, nothing is open.

## **PART THREE · BUILD AND LAUNCH**

Sections 17 to 20. Technical foundations, the three-week launch plan, post-launch support, and method. The execution discipline that turns the blueprint into a working site without slippage.

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## **WHY ALL OF THIS IS IN ONE DOCUMENT**

Most rebuilds fail because the decisions get made during the build, not before it. Copy gets written by committee. Colours get picked from mood boards. Pages get added "just in case." Three weeks turns into three months. The finished site is a compromise between six opinions, none of which belong to the partners paying for it. This document exists so that does not happen. Every decision is made before the build starts. The build is execution, not debate.

PART ONE

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# Diagnosis.

*What is broken in the current business, and why. Read this section as if it were a standalone Clarity Audit. It is.*

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**01 · ENGAGEMENT SUMMARY**

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# What this engagement is. And what it is not.

Holden & Reeve is a boutique commercial law firm based in Melbourne. Six lawyers plus three support staff. Founded in 2014 by Claire Holden and David Reeve, who left a mid-tier commercial firm to start a practice focused on founder-led small and medium businesses. Practice areas include commercial contracts, employment, commercial leasing, business sales and acquisitions, and general corporate advice. Revenue is approximately \$3.2 million across roughly 140 active clients.

The firm is good at what it does. Client retention is above 85% year on year. Both partners are respected in their areas. But revenue has plateaued for two years while the partners work sixty-hour weeks, and Claire has started noticing she does not recognise the names of firms she is losing pitches to. Last month, a long-standing client mentioned in passing that they had almost hired a different firm before picking Holden & Reeve, because they found the shortlist "hard to tell apart." That comment kept Claire up at night for a week.

Claire commissioned this engagement to answer one question. She phrased it plainly in the founder interview: "**We are demonstrably good at this. Why can the market not see it?**" The answer is in this document. Most of it will be uncomfortable, and some of it is harder to accept than the rest.

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## WHAT YOU ARE ACTUALLY BUYING

This is not a marketing audit. It is not a brand review. It is not a redesign proposal. It is a diagnosis from someone who has spent thirty years looking for the structure underneath systems. Technical systems at IBM and inside tier one banks. Organisational systems across twenty to thirty concurrent programs inside a federal regulator. Commercial systems built from zero to a million customers. And more recently, systems for how human beings operate under pressure.

The habit underneath all of that is the same. Find out how the thing is actually put together. Find the structure that is quietly breaking. Tell the owner what to do about it. The word for that habit is **systems thinking**, and it is what you are paying for. Not a deliverable. Not a template. A pair of eyes that has seen this pattern in dozens of businesses, and a mind that cannot help looking for the structure underneath even when everyone else is arguing about the paint.

A law firm's positioning problem is never a law firm problem. It is the same structural problem that shows up in architecture practices, boutique consultancies, specialty manufacturers, design studios, and every other founder-led professional service. If you are reading this as a sample, the diagnosis in the following pages is not about commercial law. It is about the shape of problem that is almost certainly present in your own business, and will not be solved by anyone who has not learned to see it.

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**02 · EXECUTIVE SUMMARY**

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# Three findings. Three actions. One decision to make.

Holden & Reeve's problem is not the website. It is not the SEO spend, the brand, the logo, or the stock photography on the team page. The problem is that Holden & Reeve has never written down who the firm is *for*. Without that decision, every surface of the firm defaults to looking like every other boutique commercial practice in Melbourne. And the clients the firm actually wants cannot tell the difference between Holden & Reeve and the five other names on their shortlist.

## THE THREE FINDINGS

**1****HIGH IMPACT**

**The firm's single biggest commercial differentiator is not mentioned on the website.**

During the founder interview, Claire confirmed that Holden & Reeve offers fixed-fee engagements across almost all commercial work, including matters that most comparable firms bill hourly in six-minute units. This is unusual at the firm's seniority level. It is genuinely rare in Melbourne commercial law. It is the single clearest reason a founder-led business should pick Holden & Reeve over Competitors C, D, or E in Section 03. The word "fixed-fee" appears nowhere on the current website. The firm's strongest commercial argument has been kept a secret for eleven years.

**2****HIGH IMPACT**

**Six lawyers. Six bios. Zero voices.**

Every lawyer in the firm appears on the "Our Team" page with a standard biography: law school, admission year, areas of practice, one line of personal interests. Not one of them has a published opinion on anything. Not one of them shows how they actually think about a legal problem. Clients choose lawyers the same way they choose doctors and surgeons: they want to know how the person thinks before they hand them a problem. The website shows credentials and nothing else.

**3****HIGH IMPACT**

**Claire and David's instinct that the website is broken is correct about the symptom and wrong about the cause.**

The website is the surface where the problem is most visible. It is not where the problem lives. The problem lives in the fact that Holden & Reeve has never decided who the firm is *for*. Is it the \$500k owner-operator signing a supplier contract? The \$2M founder raising capital? The \$10M business owner selling to a strategic acquirer? Right now the firm tries to serve all three, and the website, the fee structures, and the partners' own elevator pitches all reflect that ambiguity.

## THE THREE ACTIONS

Each is covered in depth in Section 08. Summary here.

1. Decide who Holden & Reeve is for. Recommended: founder-led businesses between \$500k and \$10M revenue who want a lawyer, not a legal department.
2. Rewrite the homepage around the fixed-fee promise. Lead with the sentence "We do not bill in six-minute units."
3. Replace the six lawyer bios with one published opinion per lawyer per quarter. Claire's private briefing notes are the starting material.

## 03 · COMPETITOR POSITIONING MAP

## Six law firms. Read end to end.

Six of Holden & Reeve's closest competitors were reviewed across homepage, practice areas, people pages, fees pages, and any published insights. The selection was made during the founder interview and represents the firms Holden & Reeve loses work to most often. Names have been anonymised but the archetypes are recognisable to anyone in Melbourne commercial law.

### COMPETITOR A

#### The White-Shoe Traditional

##### THEIR HEADLINE

*"Trusted legal counsel for the enterprises that built this city."*

##### POSITIONING

Founded in the 1920s. Formal, gilded, photographs of partners in dark suits against mahogany. Acts for listed corporates, family offices, and inherited wealth. Three hundred lawyers across four offices. They do not take work from businesses under \$20M revenue.

##### PRICE SIGNAL

No pricing mentioned anywhere. Contact is via a switchboard and a partner's secretary.

##### WEAKNESS

Intimidating, slow, and structurally uninterested in the founder-led SME. A \$2M business is treated as a rounding error, if they take the call at all.

##### YOUR OPPORTUNITY

**Holden & Reeve can offer comparable calibre of advice to clients who would never make it past Competitor A's reception. Say so directly. Name the ground.**

### COMPETITOR B

#### The Aggressive Litigation Boutique

##### THEIR HEADLINE

*"When they come for you, come to us."*

##### POSITIONING

Ten partners, all ex-disputes. Combative tone, war-metaphor branding, photographs of partners looking serious and holding pens. Reputation for being the firm you hire when negotiation has failed.

##### PRICE SIGNAL

Hourly rates published on the fees page (\$650 to \$950 per hour). No fixed fees.

##### WEAKNESS

Litigation is not advice. A founder who needs ongoing commercial counsel does not want to live inside a fighting posture. Clients hire this firm for one matter and never return.

##### YOUR OPPORTUNITY

**Holden & Reeve can be the trusted advisor the founder actually needs on the twenty decisions that happen before the one that ends up in court. Frame the distinction explicitly.**

## 03 · CONTINUED

## Competitor positioning map.

<b>COMPETITOR C</b>	<b>The Big Law Refugee Boutique</b>
THEIR HEADLINE	<i>"Top-tier commercial experience, without the top-tier overhead."</i>
POSITIONING	Founded in 2018 by three ex-partners from top-tier national firms. Twelve lawyers. Clean modern brand, confident positioning, strong commercial focus. The most dangerous direct competitor in this set. Holden & Reeve loses work to them roughly one pitch in three.
PRICE SIGNAL	No published rates. "Contact us for a proposal." Engagements typically start at \$12,000 for a defined matter.
WEAKNESS	Six-minute billing units and hourly rates. They adopted the Big Law financial model with a slightly lower price tag. Clients who need to think out loud learn quickly that every phone call is billable.
<b>YOUR OPPORTUNITY</b>	<b>Competitor C has created the category Holden &amp; Reeve should own: senior commercial advice for founder-led businesses. The one thing Competitor C cannot do without breaking their financial model is fixed-fee work. That is Holden &amp; Reeve's entire opening.</b>
<b>COMPETITOR D</b>	<b>The Tech-Enabled Franchise</b>
THEIR HEADLINE	<i>"Legal services for modern business. Subscription plans from \$299 a month."</i>
POSITIONING	National platform. Subscription model. Junior lawyers supervised by senior ones. Heavy marketing spend on search and content. Templated documents, fast turnaround, light on advice.
PRICE SIGNAL	Transparent subscription tiers starting at \$299 a month. High-volume, low-margin.
WEAKNESS	Commoditised delivery. No real relationship with any individual lawyer. A founder with a genuinely novel problem discovers very quickly that the template does not cover their situation.
<b>YOUR OPPORTUNITY</b>	<b>Holden &amp; Reeve should own the opposite end: a real lawyer with real judgement, priced fixed-fee but not templated, who knows your business and returns your call.</b>

<b>COMPETITOR E</b>	<b>The Single-Speciality Firm</b>
THEIR HEADLINE	<i>"Australia's employment law specialists."</i>
POSITIONING	Twenty-lawyer firm that only does employment and industrial relations. Strong brand in their niche. Turns away anyone with a non-employment matter. Genuinely excellent at what they do.
PRICE SIGNAL	Hourly billing with published partner, senior, and junior rates. No fixed fees.
WEAKNESS	Turns away three-quarters of the founder's legal needs. A growing business juggles three specialists who do not talk to each other.

**YOUR OPPORTUNITY** **Holden & Reeve can be the full-service alternative for founders who do not want to manage three specialist relationships.**

<b>COMPETITOR F</b>	<b>The Referral-Only Old-Timer</b>
THEIR HEADLINE	<i>"(Website last updated in 2014.)"</i>
POSITIONING	Forty-year-old practice. Two partners. Wins all work through accountants, business brokers, and existing clients. No website to speak of. Generally well-regarded by the people who know them.
PRICE SIGNAL	Not published. "Call the office."
WEAKNESS	Invisible to any founder under fifty. The referral network is ageing out and the practice is quietly shrinking.

**YOUR OPPORTUNITY** **Holden & Reeve can combine a modern, visible online presence with the same level of direct partner attention Competitor F is trading on. Have both. Most firms have neither.**

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### THE WHITE SPACE NONE OF THEM ARE TAKING

The commercial law firm for founder-led businesses between \$500k and \$10M revenue, where every engagement is led by Claire or David personally, every quote is a fixed fee rather than an hourly range, and clients get a direct mobile number for urgent matters. Priced commercially but without the billing-unit anxiety that characterises the mid-tier.

Holden & Reeve already does this work. The firm has simply never said so out loud.

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#### 04 · BRAND AND VOICE AUDIT

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# The voice on the website is not the voice in the room.

The voice Holden & Reeve uses on its website is not the voice Claire and David use in a client meeting. The website was written during a period of caution, almost certainly with the intention of "sounding professional." What it actually sounds like is cautious, generic, and interchangeable with every competitor on the shortlist.

### CURRENT VOICE · SAMPLES FROM THE LIVE WEBSITE

*"Our experienced team provides trusted legal advice for businesses of all sizes."*

*"We pride ourselves on building long-term relationships with our clients."*

*"Whether you're a startup or an established enterprise, we're here to help."*

*"Our commitment to excellence ensures you receive the highest standard of service."*

Every sentence could appear on the website of any competitor reviewed. None commit to anything. None make a promise that could be broken. The word "excellence" appears on the homepage six times. It means nothing after the second.

### INTENDED VOICE · FROM THE FOUNDER INTERVIEW

During the 90-minute interview, Claire and David said the following. Verbatim. None is on the website. All of it should be.

**"Most lawyers don't know how to give an answer. They give you three answers and ask which one you want. We give you one answer and tell you why."**

**"If I can't explain a clause to a founder in plain English in two minutes, I haven't understood it well enough yet."**

**"The six-minute billing unit is a tax on founders who need to think out loud. We don't charge for thinking out loud."**

**"I turn down about one in five matters because I can see the client would be better served by someone else."**

### THE GAP

The gap between the two voices is the gap between the firm the partners actually run and the firm the market sees. The website voice attracts nobody in particular. The founder voice attracts exactly the client Holden & Reeve wants and repels exactly the clients Holden & Reeve should not be taking. Fixing this is a decision to sound like the people who actually run the practice.

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**05 · WEBSITE DIAGNOSTIC**

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# Ten problems. Every one fixable.

Below are ten specific problems with the current Holden & Reeve website, ranked by severity. Each corresponds to a common failure mode in founder-led professional services firms. Everything here is fixable within the three-week Reframe engagement.

**HIGH · 01 The fixed-fee offer is not mentioned anywhere on the homepage.**

The firm's single strongest commercial differentiator is invisible above the fold, below the fold, on the services pages, and in the FAQ. This is the highest-value thing to change on the site.

**HIGH · 02 The homepage talks about the firm. Clients want it to talk about them.**

Current opening: "Established in 2014, Holden & Reeve is a commercial law firm based in Melbourne..." Rewrite as the client's problem, not the firm's biography.

**HIGH · 03 The firm sounds identical to five of six competitors.**

Same phrases, same structure, same promises. Fix by committing to the founder voice and deleting every buzzword.

**HIGH · 04 The fees page says "contact us for an estimate."**

This is the legal industry default. It is also a frustration point for every founder who has ever hired a lawyer. Replace with a fixed-fee services page showing actual numbers. Commit. The wrong buyer leaves. The right buyer stays.

**HIGH · 05 The partners' answers to "what do you do" do not match each other.**

Three answers. None wrong. But the market cannot hear three answers at once.

**MED · 06 The About page opens with the firm's founding year, not with a story.**

Replace with the story Claire told during the interview about why she and David left their previous firm mid-promotion-cycle.

**MED · 07 The tech stack has six tools doing the work of three.**

LEAP and Clio overlap. One has to go. Addressed in Section 06.

**MED · 08 The average inquiry response time from the website form is six business days.**

Four inquiries from the past three months never received a reply. Process problem, not technology problem.

**MED · 09 The AI strategy is one junior associate's ChatGPT account.**

No firm policy. No disclosure to clients. No data handling protocol. Real regulatory risk under the Legal Profession Uniform Law. Must be addressed this month.

**LOW · 10 \$350 a month SEO spend with no measurable result in eleven months.**

Stop the spend until the positioning is fixed. Revisit in six months.

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**06 · TECH STACK AND AI REVIEW**

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# Where the wasted spend is. And one regulatory risk.

Holden & Reeve currently runs six tools across the firm: LEAP, Clio, Outlook, OneDrive, Slack, and Teams. LEAP and Clio do substantially overlapping work. Clio was added eighteen months ago by a lawyer who preferred its interface; the firm never retired LEAP. The result is that some matter files live in LEAP and some in Clio, depending on who opened them. This is costing the firm roughly four hours a week in administrative overhead and \$220 a month in duplicated subscriptions.

## **OBSERVATIONS**

- LEAP is the industry standard for Australian commercial practice. Consolidate to LEAP. Retire Clio over a thirty-day migration window. Annual saving: approximately \$2,640. Operational clarity: substantial.
- Slack and Teams both exist because internal communication is on Slack and client video meetings are on Teams. Reasonable but undocumented. Write it down.
- Email signatures are inconsistent across the six lawyers. Standardise them. Takes an hour.

## **AI EXPERIMENTS · FLAGGED REGULATORY RISK**

During the founder interview, Claire mentioned that one junior associate has been using ChatGPT to draft first-pass contract reviews. There is no firm policy, no disclosure to clients, no protocol for what may be pasted into the tool, and no senior review before the output is used. This creates risk in three directions: confidentiality, competence, and supervision. All three are covered by specific obligations under the Legal Profession Uniform Law and the Australian Solicitors' Conduct Rules.

- Write a firm-wide AI usage policy this month. Three paragraphs: what AI may be used for, what it may not, and how client information is protected. Signed by both partners. The single most urgent action in the report.
- Any AI tool used for client work must have enterprise data handling. Free-tier ChatGPT is not appropriate for anything containing client information.
- Decide whether clients are told that AI assisted in drafting their documents. Probably yes. Put it in the engagement letter template.

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**07 · DIFFERENTIATION STATEMENT**

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# One paragraph. It has to earn its keep.

This is the paragraph Holden & Reeve should be able to recite in a lift, put on the homepage, print on the back of every business card, and open every new-client conversation with. Specific enough that no competitor could steal it without changing their business model. True enough that both Claire and David agree on every word.

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Holden & Reeve is the commercial law firm founder-led businesses call when they need a lawyer who runs their own matter, answers their own phone, and charges a fixed fee instead of a six-minute billing unit. Every engagement is led by Claire or David personally. Every quote is a number, not a range. We do not charge you to think out loud.

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**WHY THIS WORKS**

- Names the buyer (founder-led businesses) without naming a vertical, preserving the firm's cross-sector practice.
- Makes two specific, checkable promises (partner-led engagements and fixed fees) that three of six competitors cannot match without breaking their financial model.
- Uses the exact phrase "six-minute billing unit," which every founder who has ever hired a lawyer recognises viscerally.
- Ends with a reframe ("we do not charge you to think out loud") that captures the single most frustrating thing about hiring a lawyer.

## 08 · RANKED ACTION PLAN

## Twelve actions. Ordered by revenue impact.

The ordering below is a sequence, not a wish list. Do them in this order. The early actions create the conditions under which the later actions work. The good news: the first three are the entire job, and they can be done in a single week.

- 01 Decide who Holden & Reeve is for.**  
EFFORT: 1 DAY · IMPACT: HIGHEST  
The single decision that makes every other action possible. Recommended: founder-led businesses between \$500k and \$10M revenue. Both partners need to agree in writing. Nothing else in this list works until it is made.

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- 02 Rewrite the homepage hero around the fixed-fee promise.**  
EFFORT: 1 WEEK · IMPACT: HIGH  
New hero: "We do not bill in six-minute units." Subhead: the differentiation statement from Section 07. Photograph of Claire and David, not a stock image. This will change the shape of inbound inquiries within a fortnight.

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- 03 Delete the word "excellence" from every public surface.**  
EFFORT: 1 HOUR · IMPACT: HIGH  
Homepage, services pages, About, FAQ, email signatures. Every instance. Do not replace with "quality" or "premier." Silence is better than the wrong word.

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- 04 Build a fixed-fee services page with three tiers.**  
EFFORT: 1 WEEK · IMPACT: HIGH  
Tier 1 (commercial contracts, employment letters, simple leases): from \$750. Tier 2 (business sales under \$2M, shareholder agreements, commercial negotiations): from \$2,500. Tier 3 (complex transactions, capital raises, acquisitions): from \$7,500. Show the numbers.

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- 05 Introduce the \$500 First Conversation as the only way new clients start.**  
EFFORT: 2 WEEKS · IMPACT: HIGH  
Ninety minutes with Claire or David. Fixed fee, credited against the first matter if the client proceeds. Becomes the ritual that starts every relationship.

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- 06 Fix the inquiry response process to one business day.**  
EFFORT: 1 WEEK · IMPACT: HIGH  
Every inquiry gets a reply within one business day. The current six-day average is losing the firm roughly two matters a month.

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- 07 Rewrite the About page as Claire's origin story.**  
EFFORT: 1 WEEK · IMPACT: HIGH  
The story from the interview about why Claire and David left their previous firm to start a practice committed to fixed fees.

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- 08 Write the firm-wide AI usage policy.**  
EFFORT: 2 HOURS · IMPACT: MED  
Three paragraphs. Signed by both partners. Addresses the regulatory risk flagged in Section 06. Urgent.
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- 09 Consolidate LEAP and Clio to LEAP only.**  
EFFORT: 4 WEEKS · IMPACT: MED  
Thirty-day migration window. Saves \$2,640 annually.
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- 10 Replace lawyer bios with one quarterly opinion piece per lawyer.**  
EFFORT: ONGOING · IMPACT: HIGH  
Claire's private briefing notes are the starting material. Over a year, each lawyer has four published opinions and the market knows how they think.
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- 11 Stop the SEO spend until the positioning is fixed.**  
EFFORT: 1 HOUR · IMPACT: LOW  
Cancel the \$350 a month engagement. Redirect to photography of the team.
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- 12 Add a direct mobile number for partners for existing clients.**  
EFFORT: 1 HOUR · IMPACT: MED  
Published on the client portal only. Becomes one of the most referenced benefits in client testimonials.
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PART TWO

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# The rebuild blueprint.

*Every decision about positioning, messaging, visual direction, and copy. Made before the build starts. This is the part that turns a diagnosis into a working website.*

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## 09 · POSITIONING ARCHITECTURE

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# Five decisions. Made once. Everything flows from them.

Every word on the new Holden & Reeve website derives from the five decisions below. If a sentence on the site does not reinforce one of these five, it should not be on the site.

### 01 · CATEGORY

#### Commercial law for founder-led businesses.

Not "commercial law firm." Not "boutique advisory." Not "legal services." The category name must contain the words **founder-led**, and must name the buyer band (\$500k to \$10M) within one sentence of the category name on every page where the category is named.

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### 02 · CUSTOMER

#### Founder-led businesses between \$500k and \$10M annual revenue.

Not listed corporates. Not seed-stage startups. Not individuals with private legal matters. The customer is a working founder who knows their business intimately and needs a lawyer who will match that energy. Usually aged 35 to 60. Almost always the final decision-maker. Time-poor, advice-fatigued, and has been burned at least once by a lawyer who charged them to think out loud.

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### 03 · COMPETITIVE FRAME

#### Between the six-minute billing unit and the national chain.

The single most important sentence in the positioning. Holden & Reeve does not compete on legal expertise, which is a commodity at this level. Holden & Reeve competes with the gap between "every phone call is billable" (Competitor C) and "junior lawyers with templates" (Competitor D). Neither one serves a founder who needs real judgement without the meter running.

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### 04 · UNIQUE MECHANISM

#### Fixed-fee engagements, led personally by Claire or David.

The deliverable-level promise. Specific, checkable, unusual at this seniority level. Enforceable (every engagement letter states the fee, not a range). Justifies the premium over the chain and the discount versus the mid-tier.

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### 05 · THE PROMISE

#### We do not charge you to think out loud.

The sentence the prospect walks away remembering. In nine words, it captures the exact frustration every founder has felt with every previous lawyer. Reframes the purchase from "legal hours" to "access to judgement." This is the line that goes on the business card.

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**10 · MESSAGING HIERARCHY**

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# Primary promise. Three pillars. Proof.

The messaging hierarchy is the tree every page and paragraph hangs from. The primary promise is the top. The three pillars are the branches. The proof points are the leaves. No paragraph should exist outside this tree.

**PRIMARY PROMISE**

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## We do not charge you to think out loud.

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**THREE SUPPORTING PILLARS****PILLAR 01**

### Fixed-fee, always.

Every engagement is quoted as a fixed fee. Not a range. Not a cap. Not an estimate. A number. If scope changes, we requote and you approve the new number before any new work starts. No surprises on the invoice.

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**PILLAR 02**

### Partner-led, always.

Every matter is led by Claire or David personally. Not delegated to a senior associate you have never met. The partner you meet is the partner who runs your matter from engagement letter to final invoice.

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**PILLAR 03**

### Plain English, always.

If we cannot explain a clause to you in two minutes without legalese, we have not understood it well enough yet. Every piece of advice comes with a recommendation in plain language, and the reasoning behind it, not just a list of options.

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**10 · CONTINUED**

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# Proof points and tone rules.

## **PROOF POINTS · FOR USE ACROSS PAGES**

Concrete, specific claims the firm has earned the right to make. Scattered across the site in context, next to the claim each one supports. Do not cluster them into a single credentials block.

- Founded 2014 by two partners from a mid-tier commercial firm. Still founder-run.
- Every engagement letter since 2014 has quoted a fixed fee. Zero hourly invoices issued in eleven years.
- Client retention: 87% year on year, measured by revenue from returning clients.
- Average client relationship length: 5.8 years. Industry benchmark for boutique commercial: 2.3 years.
- Both partners admitted in Victoria and New South Wales. Registered with the Legal Services Board.
- Every new matter begins with a 90-minute First Conversation with a partner, not a senior associate.

## **TONE RULES**

Constraints the copy is written under. Enforceable. Any sentence that violates one of these goes back to the editor.

**DIRECT.** No hedging. No "we believe," "we strive to," or "we endeavour." If it is true, say it.

**PLAIN.** Legalese is banned unless the word is the exact right word. "Indemnity" is fine. "In relation to" is not.

**WARM.** The firm is run by two humans who have spent a decade turning down work to stay small. The copy should sound like that.

**SPECIFIC.** Numbers over adjectives. "87% client retention" beats "strong client relationships."

**SHORT.** Default to shorter sentences. Cut anything that does not earn its place.

**NO BUZZWORDS.** Banned: leverage, unlock, synergy, empower, tailored, bespoke, holistic, seamless, strategic solutions, trusted partner, client-centric, world-class, excellence, commitment to.

## 11 · VISUAL DIRECTION

# Restrained. Editorial. Confident.

Holden & Reeve does not need a rebrand. It needs a visual language that matches the positioning. The current visuals signal "generic professional services firm." The new visuals should signal "serious, independent, confident, approachable." The reference points below are drawn from publications and firms that already signal the correct thing.

## REFERENCE ANCHORS

- The editorial restraint of *The Economist* or *Monocle*. Confident typography. Generous whitespace. No stock photography of suits shaking hands.
- The quiet authority of a private bank's annual report. Tables of real numbers. Photographs of real people. No illustrations of abstract legal concepts.
- The directness of a long-form investigative piece in a quality weekend paper. Tight paragraphs. Strong pull quotes. Serif type.

## PALETTE

	<b>Ink</b> · #1a1a1a	Primary text. Headlines. Any element that must read authoritatively.
	<b>Paper</b> · #faf7f1	Background. Warmer than pure white. Editorial, not corporate.
	<b>Ochre</b> · #8b6f2f	The single accent. Used sparingly. Rules, eyebrows, emphasis, CTAs.
	<b>Stone</b> · #d0d0d0	Dividers, borders, table rules. Never for text.
	<b>Graphite</b> · #3a3a3a	Secondary body text. Captions. Anything that recedes.

## TYPOGRAPHY

- **Headlines:** A classical serif. Reference: Cormorant Garamond, Lora, or Times. Heavy use of ligatures. Never condensed.
- **Body:** A neutral humanist sans. Reference: Inter, Söhne, GT America. Regular weight. 10 to 11 point on 15 to 17 point leading. Never justified.
- **Captions and labels:** The same sans in small caps, 6.5 to 7 point, generous tracking. Ochre accent for hierarchy.

## IMAGERY

No stock photography of handshakes, scales of justice, gavels, or city skylines. No illustrations of abstract legal concepts. Real photographs of Claire, David, and the three support staff, shot in the real office by a local editorial photographer.

## 12 · SITEMAP

# Seven public pages. Each doing one job.

The new site has seven public pages and one hidden confirmation page. Each has a single job. Pages that try to do two jobs end up doing neither.

## 01 Home

Hero, fixed-fee promise, three pillars, proof, one CTA (First Conversation).

**JOB:** *Converts cold traffic into a booked first conversation.*

## 02 What we do

Three fixed-fee service tiers. Numbers on the page. Plain-English descriptions.

**JOB:** *Answers the "is this what I need and can I afford it?" question in one visit.*

## 03 How we think

A page listing the quarterly opinion pieces from each lawyer.

**JOB:** *Shows prospects how each lawyer thinks before they make contact.*

## 04 About

Claire's origin story. Why she and David left their previous firm.

**JOB:** *Earns trust. Makes the firm feel human and principled.*

## 05 First Conversation

Dedicated page explaining the \$500 90-minute first conversation.

**JOB:** *Converts the curious into the paying.*

## 06 Clients

A small number of detailed, named client stories. With permission. 300 to 500 words each.

**JOB:** *Proof in the voice of the buyer.*

## 07 Contact

Direct email, phone number, response time promise, booking form.

**JOB:** *Removes friction from the final step.*

## 08 Thank you (hidden)

Post-booking confirmation. Short video from Claire.

**JOB:** *Reduces no-shows.*

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**13 · HOMEPAGE COPY**

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# Every word written here. No decisions left for the build.

Below is the full homepage copy, section by section, ready for the build. No decisions left open. Tested against the positioning tree in Section 09 and the tone rules in Section 10.

## HERO

*Eyebrow:* **COMMERCIAL LAW FOR FOUNDER-LED BUSINESSES**

## We do not charge you to think out loud.

Holden & Reeve is the commercial law firm founder-led businesses call when they need a lawyer who runs their own matter, answers their own phone, and charges a fixed fee instead of a six-minute billing unit. Every engagement is led by Claire or David personally. Every quote is a number, not a range.

**CTA: Book a First Conversation - \$500, credited against your first matter**

## PROBLEM BLOCK

You are running a business that works. You know what you are doing. But every time you need a lawyer, the experience is the same. A call you were afraid to make because it would be billed. An estimate that turned into an invoice twice its size. A senior associate you had never met running your matter. A partner you met once and then never again.

You do not need a legal department. You need a lawyer. One who answers the phone, knows your business, and tells you the answer in plain English.

## THREE PILLARS BLOCK

- **Fixed-fee, always.** (*Proof: zero hourly invoices issued since 2014.*)
- **Partner-led, always.** (*Proof: 87% client retention year on year.*)
- **Plain English, always.** (*Proof: every engagement letter fits on one page.*)

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**13 · CONTINUED**

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# The rest of the homepage.

## **PROOF BLOCK · Numbers that end the argument**

A four-tile block. Each tile: one number, one label, one half-sentence of context.

- **11 years** — Every engagement quoted as a fixed fee. Since 2014.
- **87%** — Client retention, year on year. Industry benchmark: around 55%.
- **5.8 years** — Average client relationship length. Industry benchmark: 2.3 years.
- **0** — Six-minute billing units issued. Ever.

## **THE OFFER BLOCK**

Every new client relationship begins the same way. A paid First Conversation with Claire or David. Ninety minutes. You arrive with your business, your situation, and your questions. You leave with a written brief, the three decisions you should be making this quarter, and a fixed-fee proposal for anything that needs a lawyer.

The First Conversation is \$500. Credited in full against your first matter if we work together. Yours to keep either way.

## **CLOSING BLOCK**

There is a version of your business where you stop hesitating before you pick up the phone to your lawyer. Where every decision gets the judgement it deserves, not just the ones you think you can afford to ask about. That version is the one Holden & Reeve was built to serve.

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**14 · SERVICES PAGE COPY**

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## Three tiers. Real numbers. No estimates.

The services page commits to fixed prices. The wrong buyer leaves. The right buyer stays. Every tier has a description and a starting price. The page also lists what is *excluded*, which builds trust faster than listing what is included.

### PAGE HEADER

## What we do, and what it costs.

Three tiers. Every quote is a fixed fee. Every fee is a number, not a range. If your matter is more complex than the standard scope of a tier, we tell you before we quote, not after we invoice.

### **TIER 1 · STANDARD COMMERCIAL · FROM \$750**

For the legal work that every business needs and most businesses delay because the cost is unclear. Commercial contracts, employment letters, simple commercial leases, supplier agreements, service agreements, NDAs. Everything in this tier is a defined-scope matter with a fixed fee quoted in writing before any work begins.

### **TIER 2 · COMMERCIAL ADVISORY · FROM \$2,500**

For the matters where the legal work is the smaller half of the job, and the harder half is helping you decide what to do. Business sales under \$2M, shareholder agreements, commercial negotiations, employee disputes, lease assignments. Includes the partner time needed to think the matter through, not just to draft the documents.

### **TIER 3 · COMPLEX TRANSACTIONS · FROM \$7,500**

For the moments that change the shape of your business. Business sales above \$2M, acquisitions, capital raises, complex restructures, regulatory matters. Every Tier 3 engagement begins with a scoping session and a written fixed-fee proposal before any billable work starts.

### **WHAT WE DO NOT DO**

Personal injury. Family law. Criminal defence. Conveyancing for residential property. Class actions. If you need any of those, we can refer you to a firm we trust. Saying no to the work outside our practice is part of how we stay good at the work inside it.

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**15 · ABOUT PAGE COPY**

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# The story, not the founding date.

The About page is where the firm becomes a person. The current page opens with "Established in 2014." The new page opens with the story. Both partners signed off on this version during the founder interview review.

## **PAGE HEADER**

# Why we left.

## **OPENING**

In 2013, Claire was three months from a senior partnership at one of Melbourne's mid-tier commercial firms. David was two years behind her on the same track. They had spent the previous five years quietly noticing the same thing: every founder client they liked was having the same complaint, and the firm's billing model was at the heart of it.

"You can't ring me without it costing \$400," one client told Claire over a coffee she had paid for. "So I make the wrong decisions to save the call."

Claire took that sentence home. She and David left the firm a month later. Not because they had a better business plan. Because they had a single conviction: the six-minute billing unit was making founders avoid the advice they needed most.

## **THE FIRST TWO YEARS**

Fixed fees were not free. The firm spent the first two years undercharging for matters that turned out to be more complex than the quote allowed. They lost money on the first twelve engagements. They learned how to scope. By the end of year three, the model worked. Eleven years later, every engagement letter is still a fixed fee.

## **WHAT HAS NOT CHANGED**

The firm has six lawyers now. It will probably never have more than ten. Both partners still answer their own phones. Both partners still write their own emails. Every engagement letter is still signed by the partner running the matter, not a name on a letterhead.

# The paid front door. Explained.

The First Conversation is the only way new clients begin. It is paid, deliberately, because that is what makes it work. This page exists to explain why, and to remove every reason a prospect might hesitate.

## PAGE HEADER

Ninety minutes. \$500. The price stops you wasting it.

## WHAT HAPPENS IN THE MEETING

You arrive with your business, your current legal questions, and the situation you want advice on. We arrive having read whatever you have sent us in advance. The meeting runs ninety minutes, in person at our office or via video call. Claire or David is in the room with you for the entire time. No associates. No note-takers. No interruptions.

## WHAT YOU LEAVE WITH

A written brief, sent within one business day. It contains a summary of the conversation, the three decisions we believe you should make this quarter, the legal context for each decision in plain English, and a fixed-fee proposal for any work you have asked us to do. The brief is yours to keep regardless of what you decide next.

## WHY IT IS PAID

Free consultations are sales calls with extra steps. We charge for the First Conversation because we want you to walk in expecting to receive value, and we want to walk in expecting to deliver it. The fee filters out price shoppers, which means we can spend the meeting thinking about your business instead of selling you on ours.

## HOW THE CREDIT WORKS

\$500, payable in advance. If you decide to engage us for the work discussed in the meeting within thirty days, the \$500 is credited in full against the first invoice. If you decide not to proceed, the \$500 is yours regardless. The brief is yours either way.

**PART THREE**

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# Build and launch.

*Technical foundations, the three-week launch plan, and the post-launch support window. The discipline that turns the blueprint into a working website without slippage.*

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## 17 · TECHNICAL FOUNDATIONS

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# SEO done properly. Lead capture that captures.

The technical layer of the new site is built once, properly, against the positioning rather than as a generic checklist. The work below is what "SEO foundations" and "lead capture" actually mean in practice. None of it is a monthly retainer.

### SEO FOUNDATIONS

- **Page titles and meta descriptions** written for every page, against the positioning. The homepage title is the differentiation statement, not the firm name plus generic keywords.
- **Structured data (JSON-LD)** for the Organization, ProfessionalService, and key Service entities. Google reads this. Most law firm sites do not have it.
- **Open Graph and Twitter Card metadata** for every page, so a link shared on LinkedIn or Slack renders with the right image, title, and description.
- **Canonical URLs** set on every page to prevent duplicate-content penalties.
- **XML sitemap and robots.txt** generated and submitted to Google Search Console at launch.
- **Page load performance** targeted under 1.5 seconds for the homepage on mobile, measured with Lighthouse before launch.
- **Accessibility** baseline of WCAG 2.1 AA on every page. Tested with axe-core before launch.
- **One-page "How we think" content stream** that gives Google a reason to keep returning. Each quarterly opinion piece becomes an indexed page with proper structured data.

### LEAD CAPTURE

- **One primary CTA** on every page (Book a First Conversation), with the secondary CTA being the direct email.
- **Booking form** on the First Conversation page that collects only what is needed: name, email, mobile, business name, one short note. Five fields. Not eleven.
- **Stripe Checkout** integrated for the \$500 First Conversation fee. Card payment, no invoicing back and forth.
- **Calendar integration** for booking the meeting time, with the partners' availability synced from their existing calendars.
- **Confirmation page and email** that set expectations and include a short welcome video from Claire, reducing no-shows.

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**18 · LAUNCH PLAN**

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# Three weeks. No surprises.

The launch plan is deliberately boring. Boring is the goal. Every surprise during a website launch costs a day. Every day costs momentum. The plan below has no surprises because every decision has already been made in this brief.

**WEEK 1****Alignment and writing.**

Day 1: Claire and David read this brief end to end, mark anything they disagree with.  
Day 2: one call resolves it. Days 3 to 5: I write every word of the site. You receive a single document with every page's copy.

**WEEK 2****Review, build, revise.**

Days 6 to 7: Claire and David review the copy. One round of revisions. Days 8 to 12: I build the site against approved copy and the visual direction in Section 11.  
Photography shoot scheduled on Day 10.

**WEEK 3****Polish, test, launch.**

Days 13 to 15: final polish, performance tuning, SEO foundations from Section 17, lead capture configuration, Stripe integration tested. Day 16: staging review with Claire and David. Days 17 to 18: two rounds of revisions against your feedback. Day 19: launch.

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**WHAT EACH PARTY OWNS**

- **You own** the decisions that have already been made in this brief, the photography session, and one final review at the end of week three.
- **I own** the writing, the build, the visual execution, the technical foundations, the SEO setup, and the launch coordination.
- **Neither of us owns** any decisions that get made during the build. There are none. Everything is decided in this brief.

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**19 · POST-LAUNCH SUPPORT**

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## Thirty days. Included.

The thirty-day window after launch is included in the engagement. It exists to catch the things only a live site reveals. Bug fixes, small copy revisions, minor layout adjustments, performance tweaks, SEO refinements based on the first week of Search Console data.

### **WHAT IS INCLUDED**

- Any bug or technical issue, fixed within one business day of being reported.
- Small copy revisions (a sentence here, a paragraph there) at your request.
- Minor layout adjustments based on what you see when the site is live.
- One round of refinements to page titles and meta descriptions based on the first week of search performance data.
- Direct email and phone access to me for the entire thirty-day window.

### **WHAT IS NOT INCLUDED**

- A second rebuild. If the positioning needs to change after launch, that is a new engagement.
- New pages beyond the ten in the original sitemap. Additional pages are quoted separately.
- Content production beyond the launch copy. The quarterly opinion pieces from Section 10 are owned by your team.
- Ongoing SEO management. The foundations are built once and handed over.

### **AFTER THE THIRTY DAYS**

The site is yours, fully owned by your firm, with full access to every account and asset. If you want ongoing support beyond the thirty days, that is available as a separate retainer. Most firms do not need it. The site is built to last.

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**20 · METHOD**

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## The habit, not the framework.

The Reframe is not a framework, a template, or a proprietary methodology. It is the habit of a systems thinker applied to your business for three weeks. Thirty years of looking at how things are actually put together, compressed into one focused engagement on your specific situation. The structure of the deliverable is consistent. The findings and the solutions are never the same twice.

Most agencies sell execution because execution is easier to bill for. The thinking is harder to price and harder to find someone capable of doing properly. The Reframe exists because the thinking is the work, and because founder-led businesses are the ones who suffer most when it is missing.

Strategic thought is not a luxury purchase. It is the thing that decides whether the tactical work ever pays off. One hour of honest thinking saves ten hours of execution pointed in the wrong direction. This document is the proof of that principle, applied to one fictional firm.

## LUMEN &amp; LEVER

# You pay for judgement, not headcount.

*Diagnosis, blueprint, and rebuild. A complete repositioning, executed in three weeks.*

If you have read this far, the question is no longer whether the same pattern exists in your own business. It does. The question is whether you would rather have it diagnosed and rebuilt in three weeks, or keep discovering it one lost client at a time.

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**Lumen & Lever** · For Founder-Led Businesses  
Melbourne · [lee@lumenandlever.com](mailto:lee@lumenandlever.com) · [lumenandlever.com](http://lumenandlever.com)

*"Holden & Reeve" is a fictional firm used for illustration only. Any resemblance to real businesses is coincidental. Structure, depth, and tone match what you receive in a real engagement.*