



MONTHLY REPORT SAMPLE · LAW OFFICE

What we'd see in your business.

法律事務所

DOCUMENT CONTEXT

This is a representative sample audit prepared from a fictional but structurally accurate Japanese law office (法律事務所) operating at approximately ¥80M annual revenue with 6 lawyers across 5 practice areas (divorce, inheritance, debt restructuring, traffic accidents, criminal defense), 3 paralegals, and 4 acquisition channels.

All names, figures, and individuals shown are fabricated. The methodology, formulas, structure, and analytical depth are *identical* to those used in a live engagement.

If this is what you'd want to see for your business — request a free assessment at meridian.tokyo/assessment. Within 48 hours, you'll receive a written diagnosis specific to your business.

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What this business looks like through our lens.

Key operational metrics, each benchmarked against industry. The table shows where your business currently sits versus targets and recovery potential. The numbers are a summary — the substance is in which metrics are dropping, why, and how to fix them. The analysis on the following pages is the value.

What we'd surface first

This firm is profitable and stable but has clear inefficiencies. Margin and show-up rate are strong, but consultation conversion and channel attribution are leaking value.

The standout signal is consultation-to-retention at 56: *three of six lawyers convert consultations at 60-65%, while three convert at 25-30%*. The gap is structural, not client-side — same case categories, same fee scales.

Acquisition channel quality is also unevenly tracked. Google Ads brings volume but low-value cases (avg ¥320k retainer); 紹介 brings fewer cases but ~3x higher value (avg ¥980k). The ad budget is calibrated to volume, not to revenue.

Key metrics this month

Metric	Weight	Current	Target
Revenue (monthly)	15%	¥6.7M	¥8.0M
Consultation→受任 rate	15%	44%	55%
CAC by channel	10%	¥45k	¥30k
Channel-weighted ROAS	15%	5.2×	8.0×
Show-up rate	10%	84%	85%
Time-to-contact (inverse)	10%	5.2h	4.0h
EBITDA margin	15%	42%	45%
Conversion variance across staff	10%	30 pts	10 pts

What's actually wrong — right now.

Three issues this business is bleeding money on. Each one has a specific cost, a specific fix, and a specific way to measure whether the fix worked. This is what the monthly action plan looks like, condensed.

01

HIGH IMPACT
Consultation conversion

Conversion variance is structural, not random.

What we see

Three lawyers convert consultations to 受任 at 60-65%; the other three at 25-30%. The split holds across case categories, fee ranges, and time of week. This isn't variance — the high-converters are doing something specific that the others aren't.

Estimated cost

~¥4.2M in lost retainers this quarter alone, if the low-converters reached team average.

Recommended action

Have the high-converters document their consultation flow (intake questions, fee explanation, timing of close ask). Build a checklist. Run 30-day pilot with the low-converters. Re-measure conversion at 60 days.

02

MEDIUM IMPACT
Acquisition channel

Ad spend is calibrated to volume, not revenue.

What we see

Google Ads brings ~60% of consultations but those cases average ¥320k. 紹介 brings ~15% of consultations but those average ¥980k. Current ad budget allocation: 78% to Google, 0% to referral cultivation.

Estimated cost

Misallocated ¥180k/month — same money invested in 紹介 cultivation (税理士 partnerships, past-client outreach) would yield ~2.5x revenue.

Recommended action

Cap Google Ads at current spend. Reallocate 25% of monthly ad budget to referral programs: quarterly 税理士 lunches, structured past-client follow-ups, industry network sponsorships. Track 紹介 source by name, not just bucket.

03

RECURRING
Practice area economics

Two practice areas are losing money, hidden by the average.

What we see

Criminal defense and small-value 不貞慰謝料 cases consume 22% of total lawyer hours but generate 8% of revenue. Net hourly rate on those cases is ¥6,400 vs firm average ¥18,200. They're being kept because they 'pay something' without measuring opportunity cost.

Estimated cost

~¥3.8M/year in opportunity cost — same lawyer hours redirected to inheritance and accident cases would generate that much more.

Recommended action

Set a minimum case-size threshold for criminal defense (¥500k retainer). Refer cases below the threshold to a partner firm for a referral fee. Same approach for 不貞慰謝料 cases under ¥200k. Track quarterly hours saved.

What changed after the work.

After 4 months, the operational picture had shifted measurably. Each result corresponds to one of the red flags identified in the audit. Plausible, conservative, and tracked monthly.

01 Consultation conversion variance

BEFORE

30 pt spread across staff

→

AFTER

12 pt spread

after consultation playbook + pilot

02 Channel mix profitability

BEFORE

78% spend on Google, 0% on referral

→

AFTER

60/25/15 split, +¥520k monthly avg case value

after referral program launch

03 Practice area economics

BEFORE

Criminal/小額不貞: 22% hours, 8% revenue

→

AFTER

Threshold-filtered: 9% hours, 7% revenue

reclaimed 13% of lawyer capacity

Numbers reflect outcomes from comparable engagements, anonymized for confidentiality. Individual results vary; benchmarks are realistic averages, not best-case scenarios.

How an engagement actually runs.

A live engagement is structured. Not consulting hours, not “we’ll figure it out as we go”. Four phases of setup, then monthly delivery on a calendar.

WEEK 1

Discovery & data audit

We examine your existing data — CRM exports, finance sheets, ad reports, sales records. Format and condition don’t matter. We identify the highest-leverage gaps.

WEEKS 2-3

Sector calibration

We configure benchmarks, metrics, and red-flag thresholds against your industry and your prior periods. Custom-fit, not template.

WEEK 4

First diagnosis

First written diagnosis delivered. Three priorities to act on this month, with the cost of inaction quantified for each.

MONTH 2+

Monthly action plans

Each month, a written action plan. What’s broken, where the leaks are, and the prioritized playbook for next month. Asynchronous — reply by email when convenient.

Engagement tiers

Foundation

¥90k + ¥90k/mo

Single business, simple structure

Standard **RECOMMENDED**

¥130k + ¥130k/mo

Multi-channel, growing business

Extended

from ¥200k + ¥220k/mo

Multi-business-unit, group structure

Setup guarantee: if within 3 months the improvement opportunities we identify total less than what you’ve paid us in retainers, we refund the entire setup fee. The retainer is cancellable monthly — the guarantee covers identification of opportunities, not implementation.

NEXT STEP

Request a free assessment.

Visit meridian.tokyo/assessment and tell us briefly about your business. Within 48 hours you’ll receive a written initial diagnosis: typical leakage patterns in your industry, three likely problems specific to your situation, and the hardest questions you should be answering.

No commitment, no sales call. If after the diagnosis we both agree it’s a fit, we propose terms. If not, you keep the diagnosis and this sample.

