



Harnessing the Client Experience for Law Firm Growth

PRESENTED BY KAT KOCUREK, VP of MARKETING | INAVERO

September 27, 2018



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A quick introduction



Est. 2003

Focus on professional
service providers since
2007

We believe it's good
business to place client
satisfaction at the heart
of your growth strategy.



Annual award program
for client service.

Recognizes firms that
have demonstrated
exceptional service
quality based exclusively
on ratings provided by
their clients.



Launched July 2018

Online service provider
directory that translates
client satisfaction scores
into online ratings and
testimonials.



FACT: We are in the business of relationships.

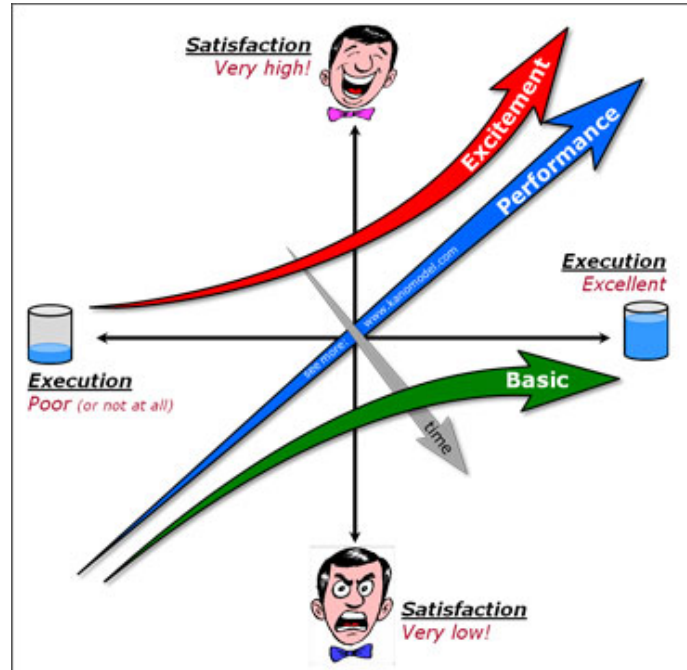


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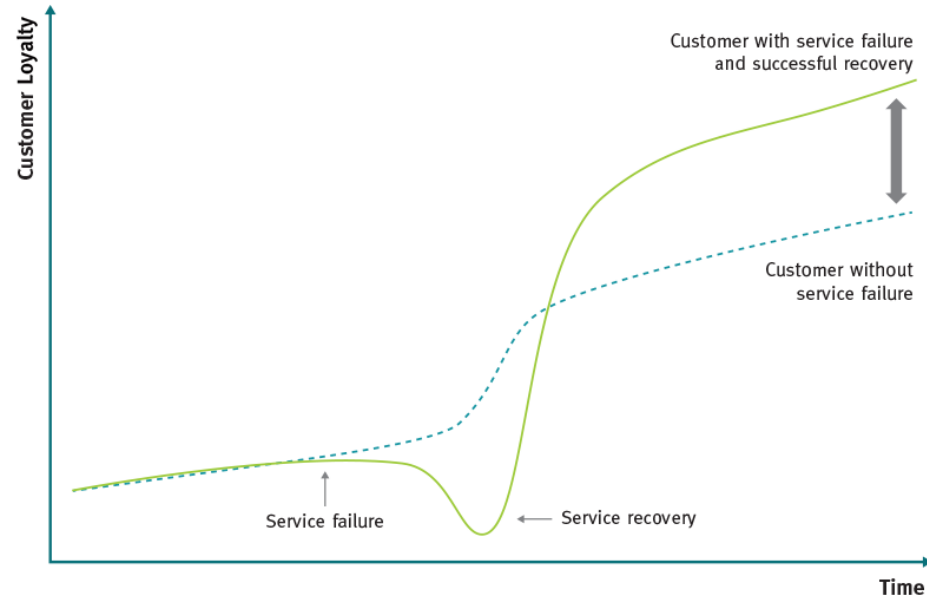


Dynamic Model of Customer Satisfaction

aka The Kano Model



Service Recovery Paradox



Why do we care about client satisfaction and loyalty?



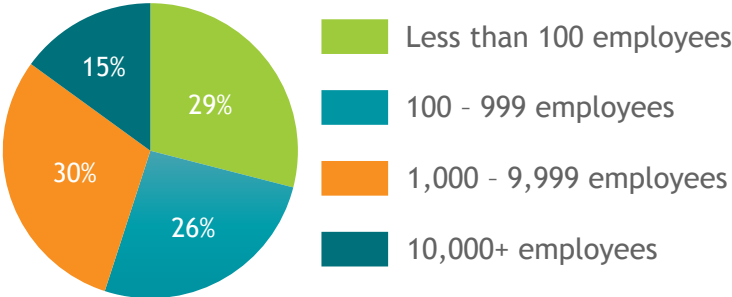
“You can find a great lawyer anywhere. If you’re looking for a competitive advantage - the client experience is it.”

- Ed Bodensiek

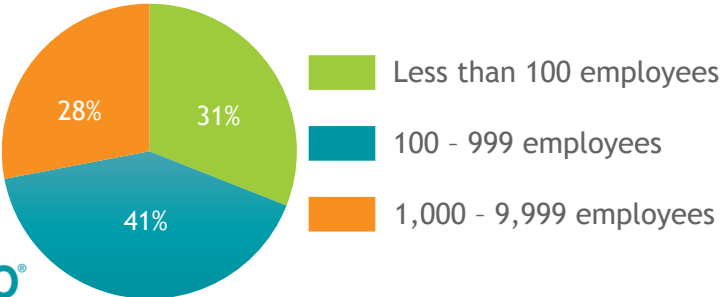
Inavero's 2018 Legal Industry Benchmark Study

545 buyers and clients of law firms

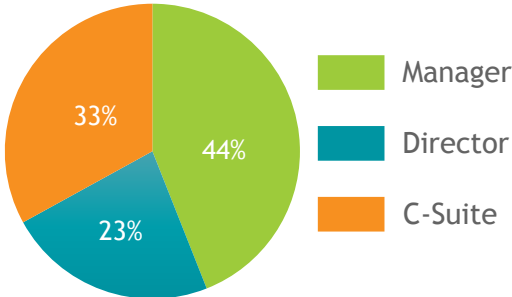
Size of Respondents' Organization



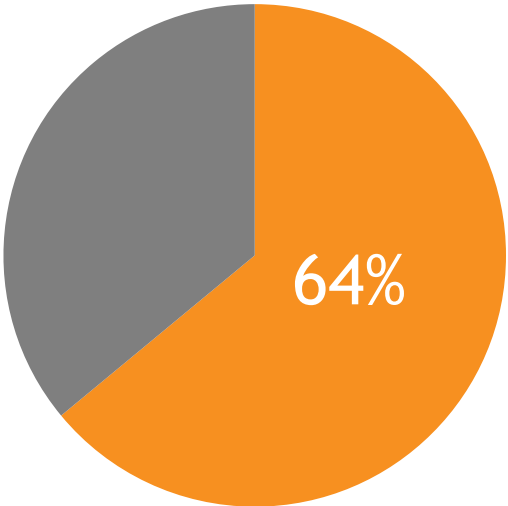
Respondents by Generation



Respondents by Job Title



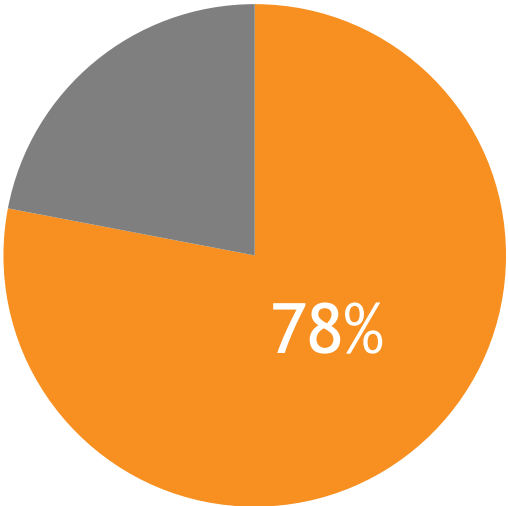
Remarkable client experiences protect revenue



64% of legal clients are “satisfied” with their primary law firm, but are open to exploring new providers to meet their needs.

Source: 2018 Legal Industry Benchmark Study

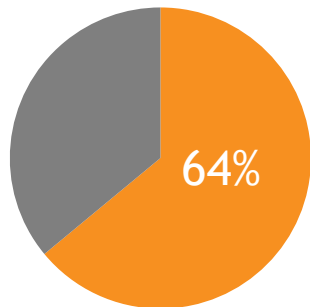
Remarkable client experiences create new opportunities



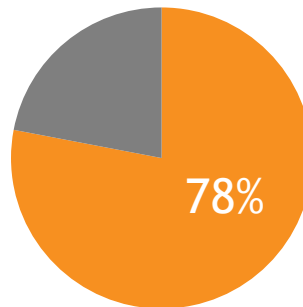
78% of clients would consider leaving their primary law firm if they received a referral from their personal or professional networks.

Source: 2018 Legal Industry Benchmark Study

Remarkable client experiences are not the norm



64% of legal clients are “satisfied” with their current law firm, but are open to exploring new providers.



78% of clients would consider leaving their primary law firm if they received a referral from their personal or professional networks.

Fewer than **2 in 5** clients are likely to recommend their primary law firm to a friend or colleague.



“What can we do?”



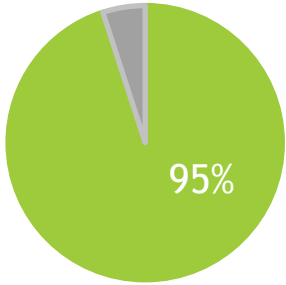
Step 1 = engaging with clients to understand their experience



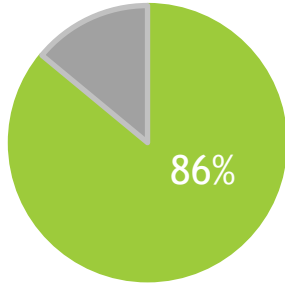


Hard Truth

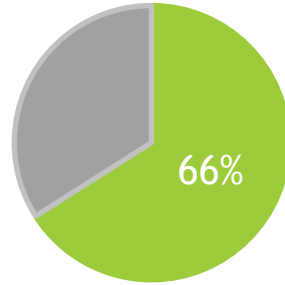
Your clients' **perception** ≠
what you believe to be true.



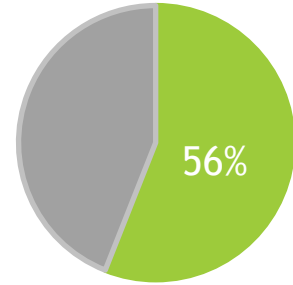
95% of law firm clients say it's important to have an open channel of communication to provide feedback to their firm.



86% say that when asked for feedback, their perception of their law firm is positively impacted.



66% of legal clients say they are more likely to take the time to provide feedback through a survey than in-person.



56% of legal clients say they are more likely to be candid with their feedback in an online survey than in-person.



Please Note:

Client surveys and client interviews are **not** mutually exclusive.

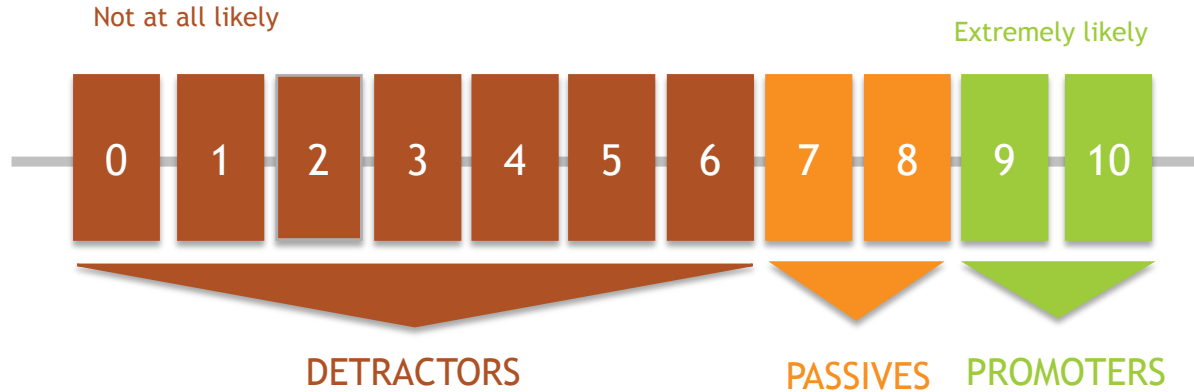


Goals for a client survey initiative:

- Identify issues, trigger recovery action.
- Spotlight “wins” and service leaders internally.
- Feedback is transparent and broadly accessible across the firm.
- Facilitate measurable insight and growth towards client experience goals.
- ****Bonus**** The act of engaging itself improves the client experience.



How likely are you to recommend our firm to a friend or colleague?

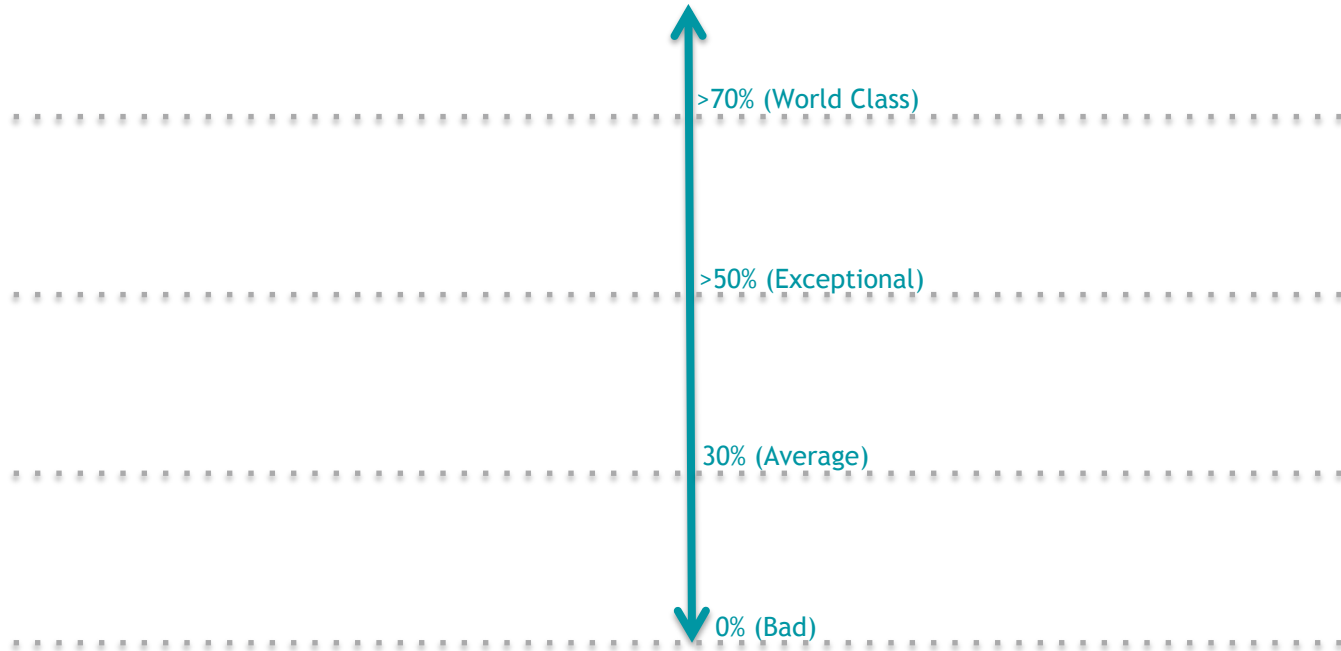


$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

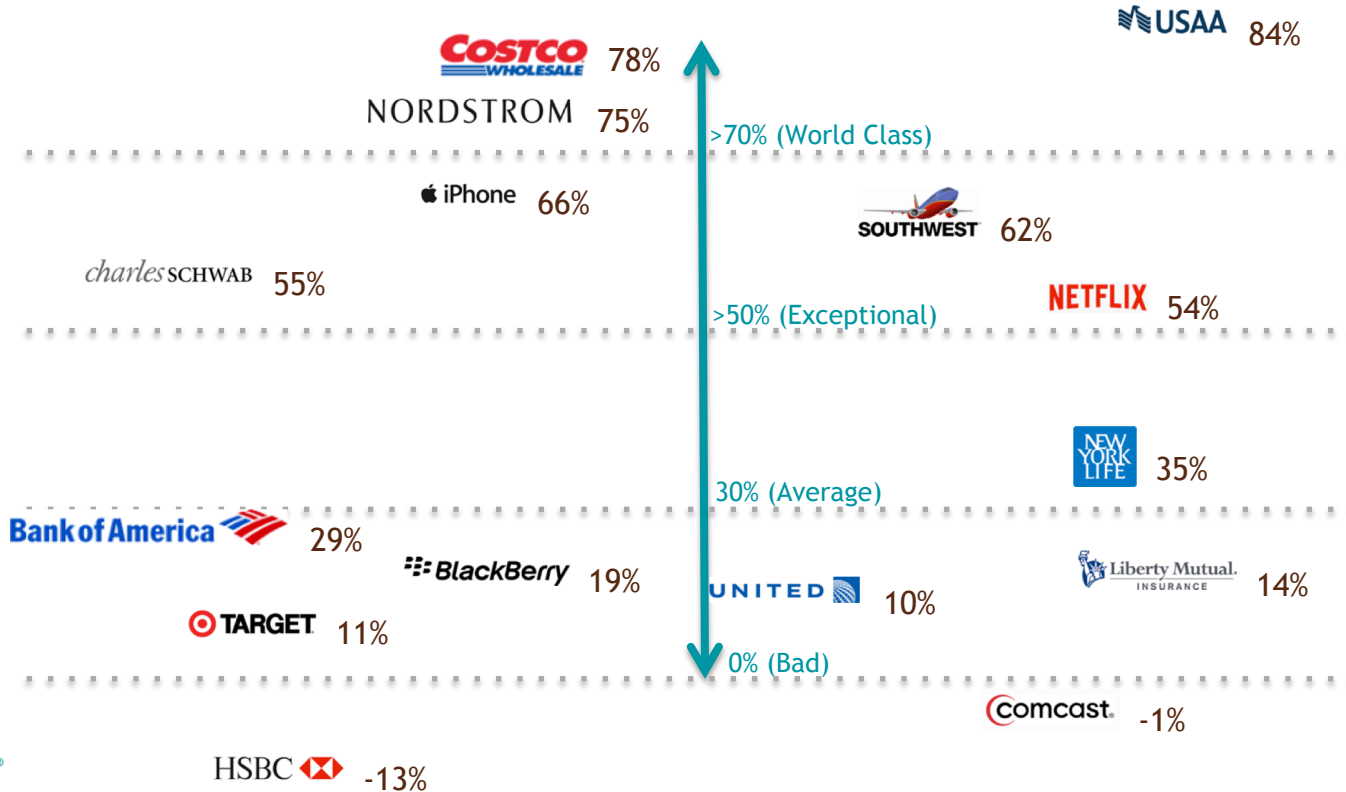
Why Net Promoter® Score?

- Directly tied to growth strategy for service firms - referrals.
- Single metric to benchmark against the industry and across other world-class service quality organizations.

Global NPS Standards



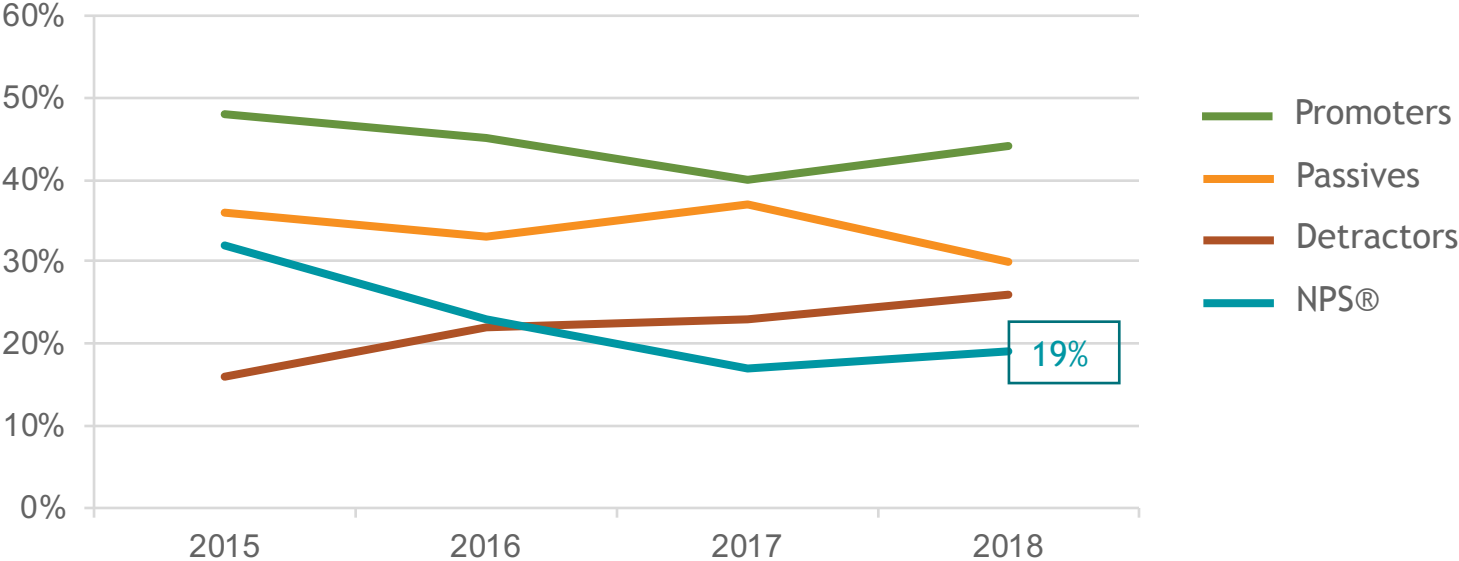
NPS Across Industries



Why Net Promoter® Score?

- Directly tied to growth strategy for service firms - referrals.
- Single metric to benchmark against the industry and across other world-class service quality organizations.
- Creates service awareness and makes service quality an accessible goal across the organization.
- Measures loyalty behavior as a proxy for client perception - helps client remove their own bias about what constitutes “good” or “great” service.

Legal Industry NPS® Benchmark

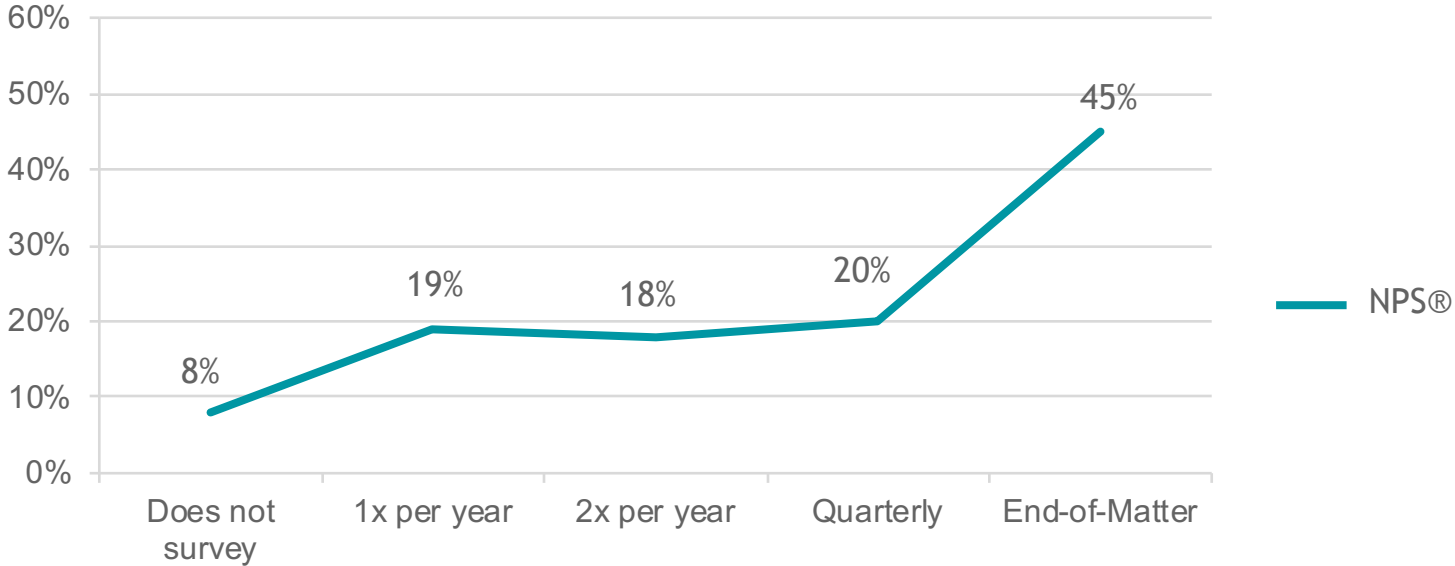


Measure the client experience.
Build online reputation.
Differentiate on service quality.

How “not to do” NPS®

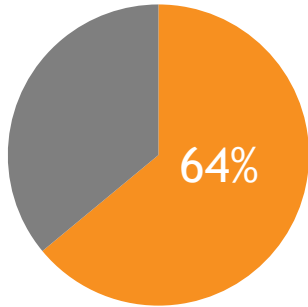
1. **Don't** be selective about who you ask for feedback.
The goal is 100% visibility into how your clients think and talk about your company.
2. **Don't** ask for more information than you need.
NPS is about measuring client satisfaction and it's drivers. Over-crowded questionnaires can compromise the entire initiative.
3. **Don't** assume that a single, generic survey invite will do the trick.
Your clients are busy, so it's important to find ways to personalize the ask. Send multiple, personalized invitations and get your team on the phone to reach out to their clients. It goes a long way towards show how much you value the relationship!
4. **Don't** survey just once.
NPS is a living, breathing metric that is a leading indicator of your company's growth, monitor it the same way your would financials!

Survey frequency correlated with NPS®

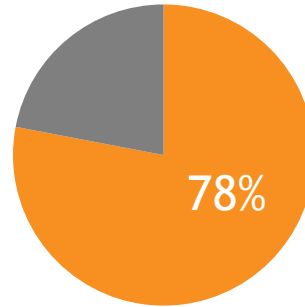








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NPS Drivers



 = % increase in NPS

They are proactive in their approach to helping me.



They have a thorough understanding of my needs.



Their services are a good value, given the cost.

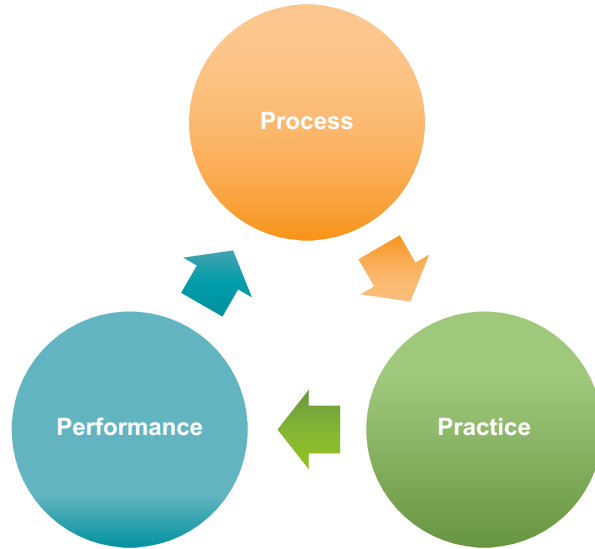


They deliver high quality, error-free work.



My phone calls and emails are returned within 24 hours.





ENGAGE

OPTIMIZE

ASK

SUPPORT



- ✓ Think ahead on behalf of your clients.
- ✓ Respond within 2 hours
- ✓ Make it personal - be a human.
- ✓ Be aware.
- ✓ Recover like you mean it.



Measure the client experience.
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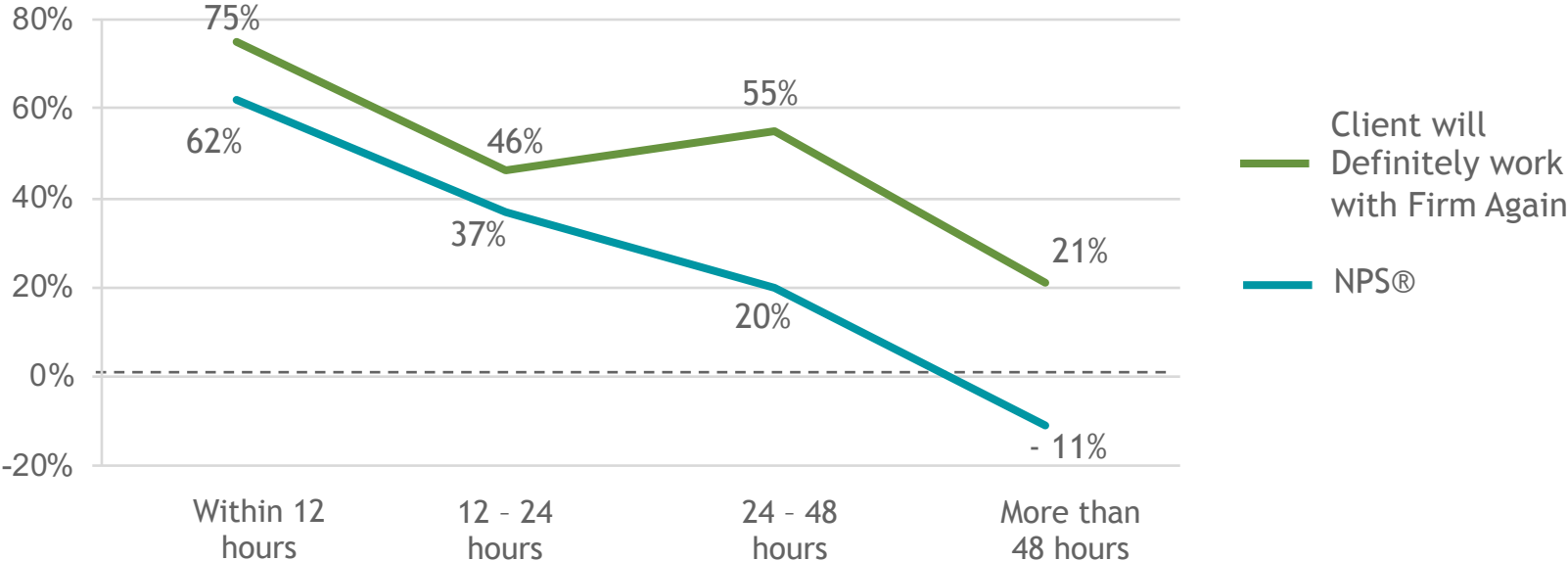
Understand what's at risk with service issues.

“Due to the issue you experienced, which of the following did you do?”



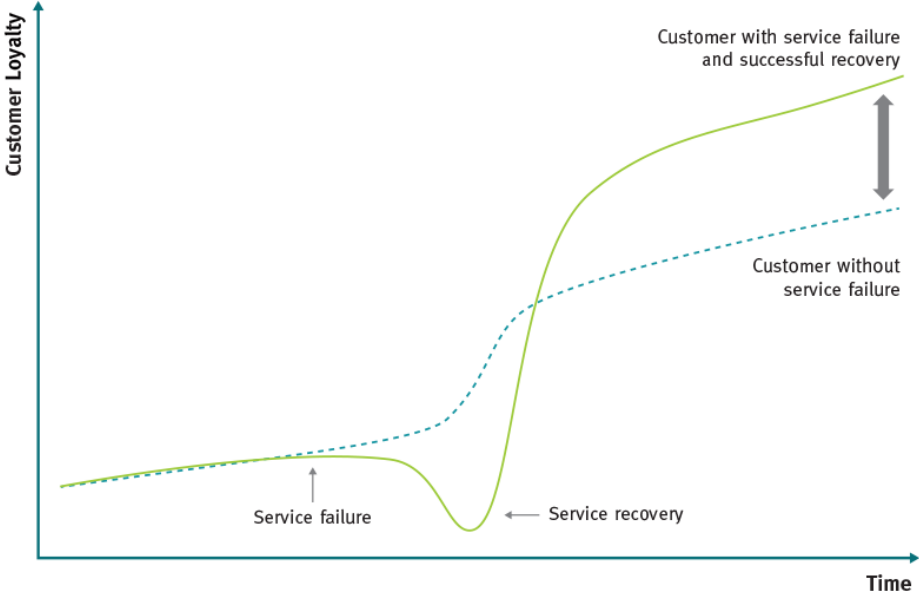
Measure the client experience.
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Speed of issue recovery is essential



Measure the client experience.
Build online reputation.
Differentiate on service quality.

Believe in the Service Recovery Paradox



Master the art of Service Recovery

1. It's your fault.
2. Fix it.
3. Believe the service recovery paradox.
4. Time is of the essence.
5. Show empathy.
6. Don't put them on the defensive.
7. It's your fault (still).
8. Live to fight another day.
9. Recover 2x as big as mistake.
10. Recognize the human element.



Become a service recovery ninja



Hard Truth

Any client experience initiative that does not reward top performers or incentivize positive behavior **will fall short** when it comes to ROI.



Congratulations, Ryen Salo!

Laura from gave
Ryen Salo the following shout out:

Thank you Ryen for your help through this process. You did a wonderful job of keeping us informed on a weekly / bi-weekly basis.



Measure the client experience.
Build online reputation.
Differentiate on service quality.

ENGAGE

OPTIMIZE

ASK

SUPPORT



- *We are Empowered throughout the Organization. Any person, from the top of the company to the bottom has free reign to spend up to \$100 to Brighten a client or prospect's day.*



Measure the client experience.
Build online reputation.
Differentiate on service quality.



“Will trade NPS® for **\$\$**”



Measure the client experience.
Build online reputation.
Differentiate on service quality.



2-1-1 Follow Up

Thank clients for their time and input +

2 things you learned you're doing well

1 area you learned needs improvement

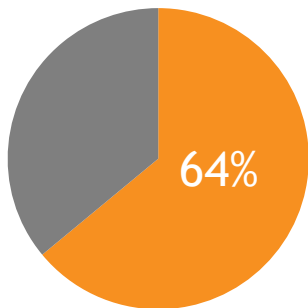
1 action you're taking to improve



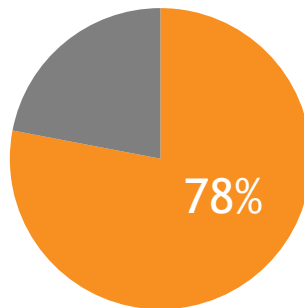
Measure the client experience.
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Referrals still reign as the top resource for legal buyers when vetting a potential firm.



64% of legal clients are “satisfied” with their current law firm, but are open to exploring new providers.



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Passive Referrals
(they do it on their own)

vs.



Active Referrals
(you ask for it)

3 rules for asking clients to refer you.

1. Know **who** to ask.
2. **Time** the ask strategically.
3. Be **genuine** (even if that means being uncomfortable).

SAMPLE EMAIL

Hi Bob,

Thank you for participating in my satisfaction survey last week. Your feedback is always very helpful and I appreciate you taking the time. I'm thrilled to hear you're so happy working together. Let me know if there is anyone else in your industry or network that you think we should be working with. I always like to keep my new clients close to home.

Enjoy the afternoon!

SAMPLE PHONE CALL/VOICE MESSAGE

“Hi Bob - I wanted to call and thank you for participating in my satisfaction survey last week. I really appreciate your feedback! You're a pleasure to work with as well. I'd love to work with more people like you, do you know anyone in your industry or network that you think I should we working with?”



How to repay a referral when you can't refer back

Helpful resource from Sue-Ella Prodnovich - available on LinkedIn:

<https://www.linkedin.com/pulse/got-referral-cant-refer-back-heres-how-reciprocate-prodonovich/>



Don't forget about testimonials...



Nearly 9 in 10 clients are willing to share a testimonial

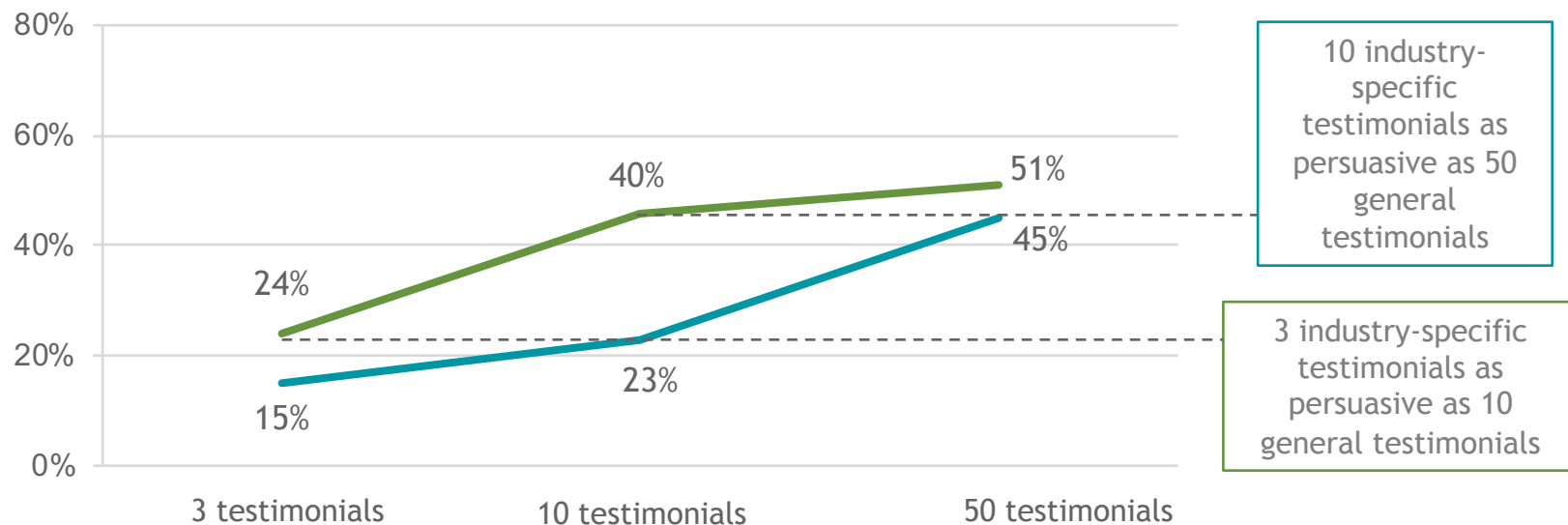


But less than 2 in 10 have been asked to do so



Testimonial quantity + quality matter.

% of Prospects 'Much More Likely' to Consider Firm





Hard Truth

The client experience is an extension of your **brand**.



98% of legal buyers continue to research a firm after they've received a referral.

1 in 4 prospective clients will read online ratings and reviews to vet your firm.

Nearly 1/2 of legal buyers plan on increasing the use of online resources in the vendor vetting process.

66% of buyers say they trust consumer opinions posted online.



Inavero's 2018 Legal Industry Benchmark Study

1 in 4 buyers will read online ratings and client reviews before making the decision to work with you.

2017 B2B Demand Gen Report

97% of B2B buyers find user-generated content (such as ratings, reviews, and testimonials) more credible than content produced by the provider they were researching.

Negative reviews have twice the impact.

5 = The number of negative online reviews that will discourage a buyer from considering your company as a viable option in their decision set.

vs.

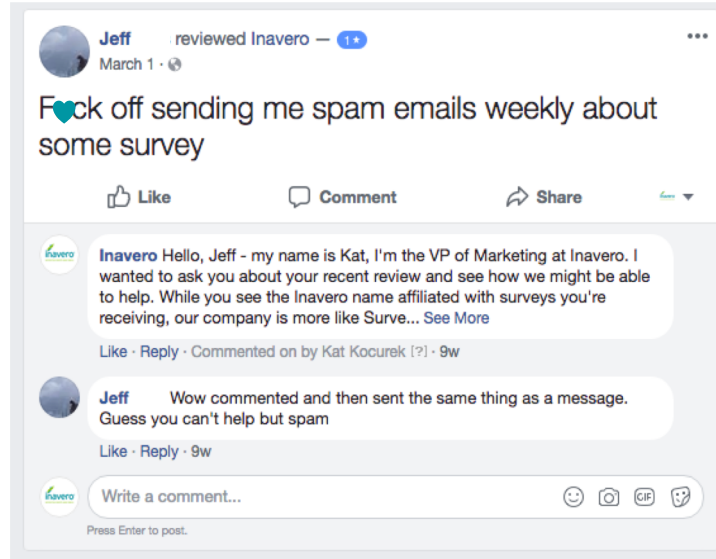
10 = The number of positive online reviews your company must have for buyers to add you to their decision set.

You are not (and never will be) perfect.



Nearly **1 in 5** clients report they have experienced a service issue with their law firm.

Don't get caught on your heels.

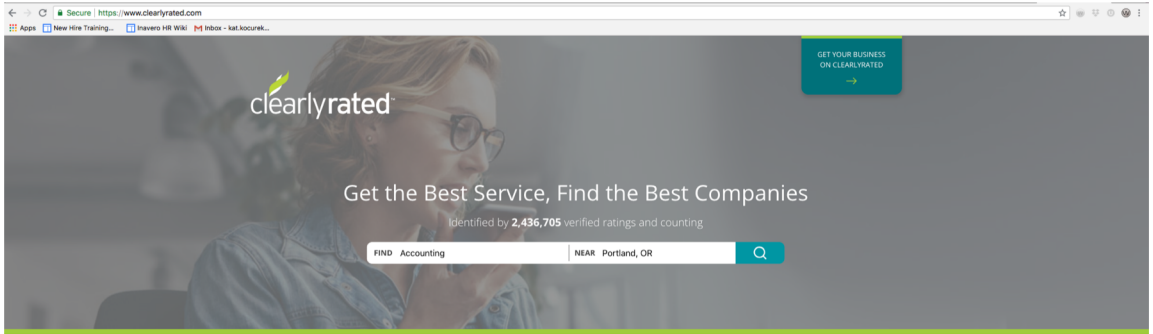


Foundation = knowing how your clients feel about you.

How likely are you to recommend our company to a friend or colleague?

Not likely Extremely likely

0 1 2 3 4 5 6 7 8 9 10



ClearlyRated Industries



SEE ALL INDUSTRIES



ENGAGE

OPTIMIZE

ASK

SUPPORT

United Airlines Unclaimed

★ ★ ★ ★ ★ 2008 reviews [Details](#)

Travel Services [Edit](#)

XFINITY Store by Comcast

★ ★ ★ ★ ★ 913 reviews [Details](#)

Internet Service Providers, Television Service Provider
Telecommunications [Edit](#)

Nordstrom Claimed

★ ★ ★ ★ ★ 834 reviews [Details](#)

\$\$\$ · Department Stores



Hannah K.
Kansas City, MO
0 friends
9 reviews
2 photos

★ ★ ★ ★ ★ 12/24/2016

Amazing customer service experience!

My flight from Cancun to SFO on New Years Day dropped \$200 in price. I gave them a call, and within 10 minutes they had refunded the price difference to me in credit.

I'm one very satisfied customer right now!



Lou S.
San Francisco, CA
969 friends
120 reviews
99 photos

★ ★ ★ ★ ★ 8/26/2017

Outstanding customer service. Very clean and comfortable location. Self check-in and waiting list clearly visible from several large flat screens. Comfortable chairs and couches on which to wait. Waiting list moved quickly. Service with a smile.



Mallory B.
Pacifica, CA
230 friends
24 reviews
15 photos

★ ★ ★ ★ ★ 4/14/2017

The store operator, Danielle, is probably one of the rudest people I have ever spoken to. I asked her if she could tell me the designer brands they had and her response was " I don't have time to tell you a list"... work on your customer service Danielle

[Share review](#)



DIFFERENTIATE

GROW

It starts from the inside out.



Please don't hesitate to reach out if you have any questions or want to chat about our research!



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