



# Client Experience

The new differentiator for law firms

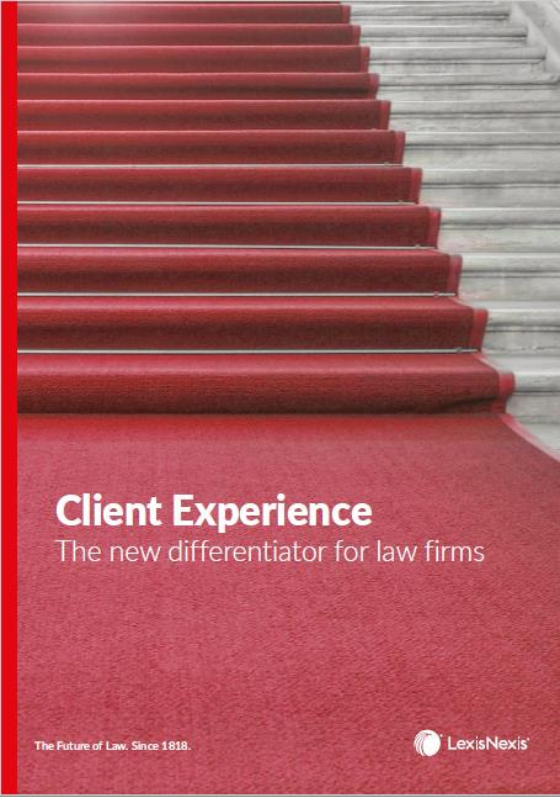
Simon Elven

Commercial and  
Marketing Director, Tikit

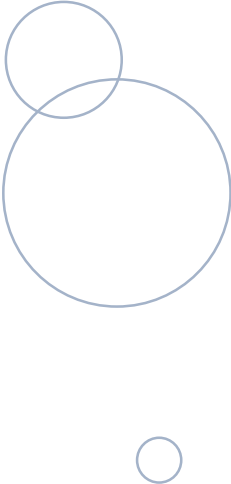
Mario Dolcezza

CEO, viu

# Relevant Research



Lexis-Nexis and  
University of Cambridge's Judge Business School



# Variation in Approach to Client Experience

## Strong

- Invested in studying client journeys
- Attention given to client experience
- Feedback/Account Reviews
- Clear process for reaching resolutions
- Client engagement as a KPI
- Client engagement integral to recruitment

## Tentative

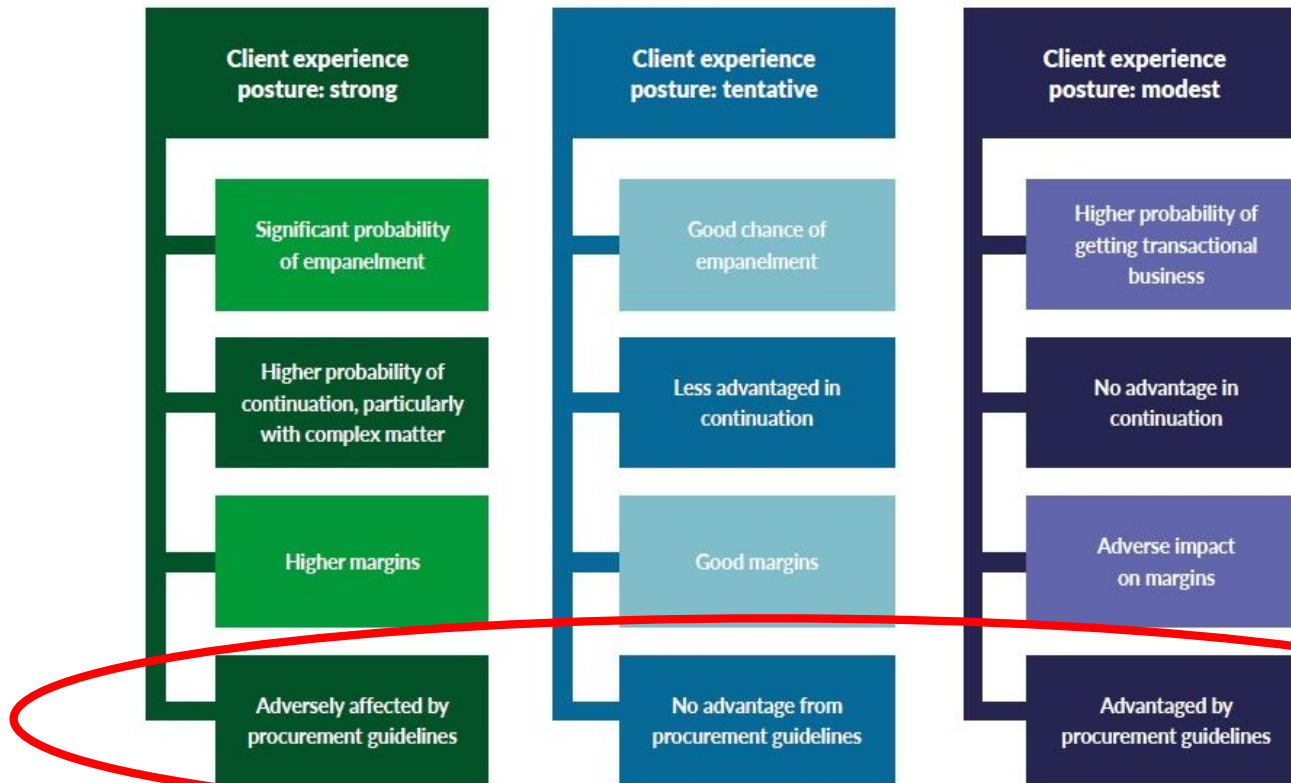
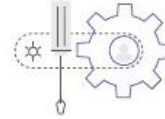
- Inconsistent ad hoc engagement processes
- Problem resolution more onerous – less joined up
- Good personal relationships not cascading down
- Disconnects require remediation by partner
- Difficult to manage balance between transaction / relation based business
- Need for revenues prioritised over long term relationships
- See client engagement as “project” rather than key strategy

## Modest

- Utilise technologies well but lack thorough adoption
- Tends to be partner specific interest
- Inconsistency towards engagement across firm
- Learning from resolution not disseminated
- Clients notice inconsistencies working only with chosen partners

# Does client experience matter?

Research shows that it could be a differentiator

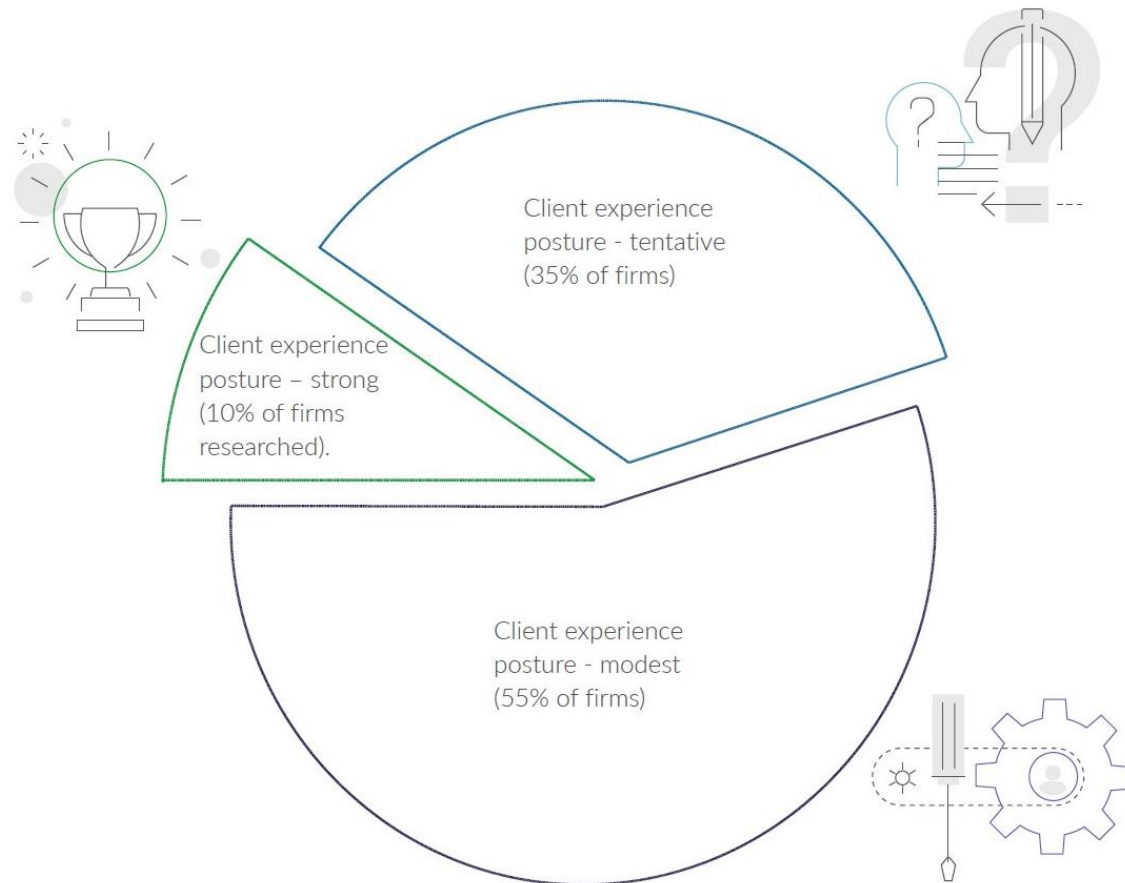


Procurement processes “blur” the value of client experience.  
Introduce 3rd party between firm and client  
Reduces value or client connections

# Research Parameters

## Posture towards Client Experience

- Strong
- Tentative
- Modest



# Recommendations – Law Firms

Truly understand what it means to be a client

Improve the client experience through structured processes

Focus on value networks to improve collaboration in the ecosystem

- Differentiation between delivering an experience distinct from delivering services.
- Focus on the essence of the relationship as apart from transactions
- Develop an understanding of the client, values, pressures, constraints & persona.
- Employ tools such as empathy maps

- Study the client journey
- Identify pain points & find solutions
- Commit to positive outcomes
- Invest in tech and tools

- Focus on value networks
- Embody deep collaboration among providers
- Share a good fit around capabilities, incentives & cultures
- Overall experience integrated more into consistent client experience / journey
- Customise client value through co-creation
- Give voice to the client

# Client Feedback

- What we've seen
- Relatively informal mechanisms
- Complex and intensive (resource and cost) programmes
- All tend to not to be inclusive
- Feedback tends not to be effectively used within the firm

# What Tikit/viu advocate

## Comprehensive and inclusive client feedback programme

- Automated and simple
  - 'gotta catch em all'
  - Maximise participation
  - Minimum effort
  - No 'self-selection'
- Dealing with feedback institutionalised
  - Accountability
  - Automatic escalation
  - Seen as an opportunity not a chore
  - Understanding that if not dealt with, public review is the next option
- CX weaved into the fabric of the firm
  - Integrated with CRM
  - Feedback scores exposed at every level
    - Firm
    - Department
    - Individual
  - Feedback used to moderate marketing activity
  - Feedback used to continuously enhance the client experience

tikit

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# Client Feedback

- How important do you think CX is for your firm
- Does the firm routinely seek feedback, bearing in mind
  - Regulatory requirements
  - Heading off formal complaints
  - Heading off negative public reviews
- What mechanism is used within the firm to obtain feedback?
- How seriously is client feedback taken within the firm?