

Legal Practice Management Conference 2014

**Developing a better customer experience for
tomorrow's clients**

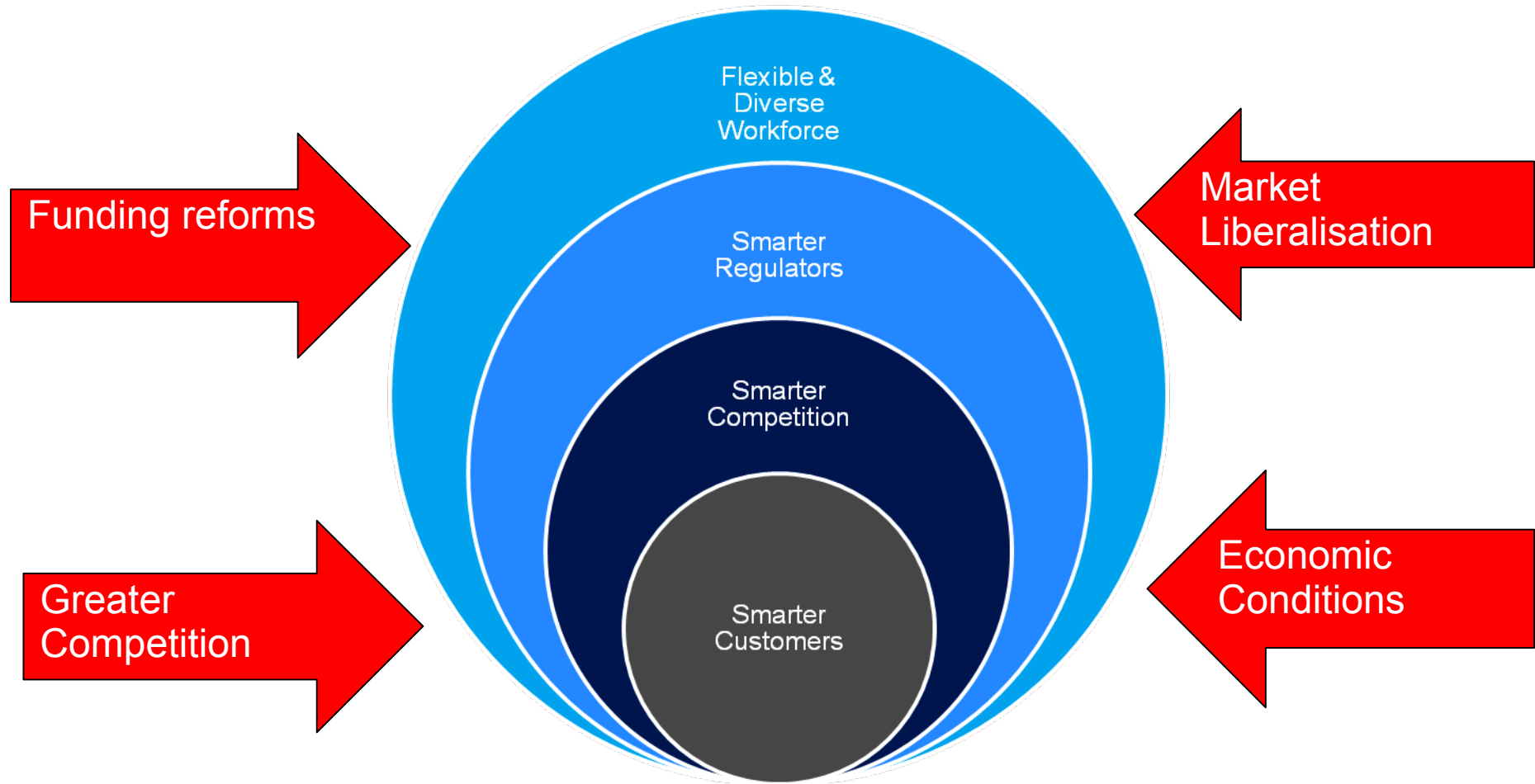
19 May 2014

**Victor Olowe
Director, Winzest Consulting**

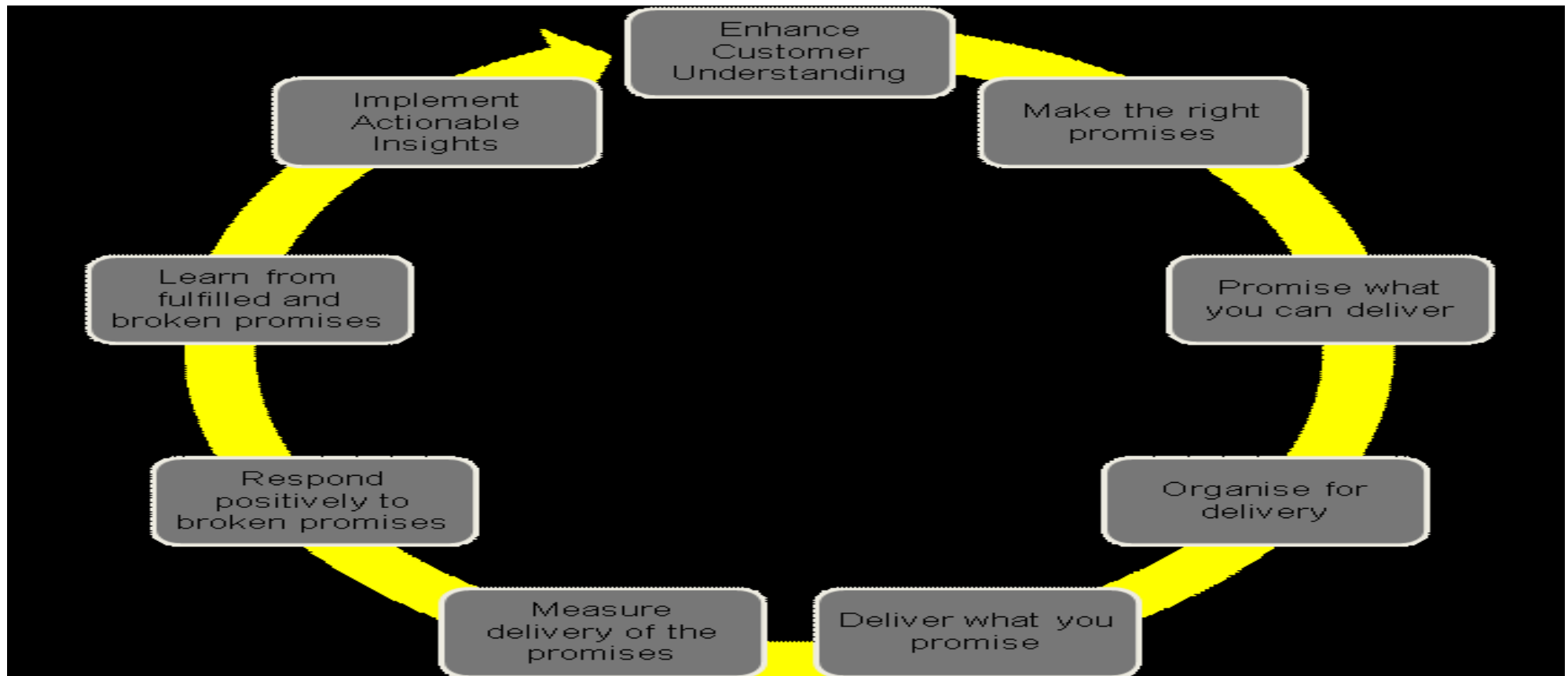
Overview



Future legal services market – Key challenges & opportunities

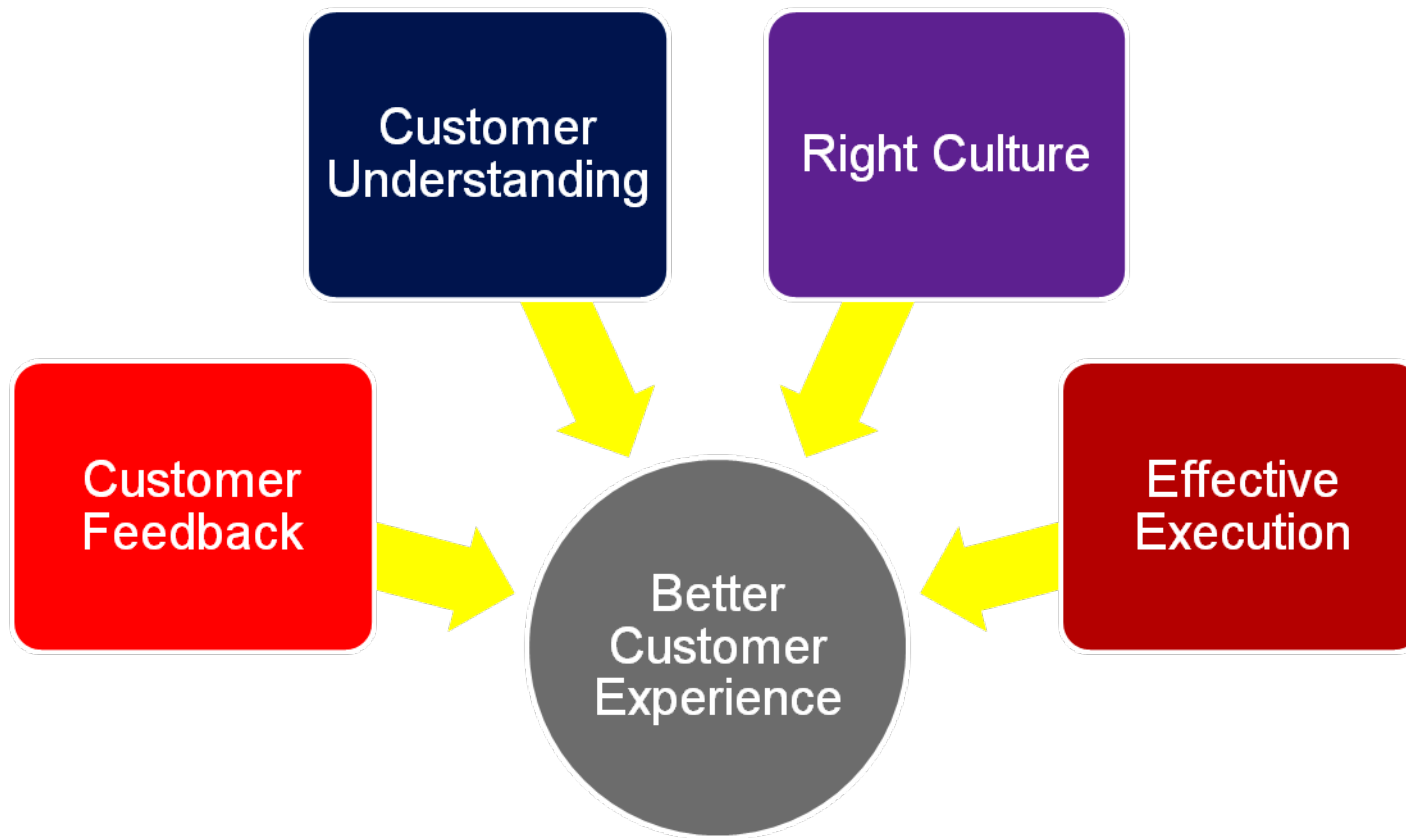


Treating Customers Fairly Framework



Source: Winzest Consulting

Integrated Approach



Customer Feedback

Case Study A

Firm A recently implemented a customer feedback process in order to secure the Law Society's CQS accreditation. A request for feedback is sent to customers after every transaction.

Customer Feedback

Case Study A (contd)

A summary of the feedback is considered by the senior management team quarterly. Although the average response rate per customer segment is unknown, the overall rate of satisfaction is approximately 95%. To date no improvement initiative has arisen from the feedback.

Customer Feedback

Case Study A (contd)

Drawing from your firm's experience, which of the following approaches should Firm A also consider?

- Identify customer's intention to recommend the firm
- Identify the aspects of the service that are most important to customers
- Ensure feedback is sufficiently granular to enable adequate analysis

Customer Feedback

Case Study A (contd)

- Identify customer's compelling reason to buy from your firm
- Identify another provider in any sector that customers passionately advocate to their tribes
- Design feedback processes with the intent to take action

Service Delivery

Case Study B

The managing partner of Firm B having been energised and inspired following attendance at a recent LSN conference outlined the intention to enhance the firm's focus on the needs of customers.

Service Delivery

Case Study B (contd)

The managing partner concluded that a new IT system that provides a unified and timely view of every customer engagement was the primary improvement initiative to achieve this strategy. However, after 2 years of the implementation of the new IT system, it appeared that there was no significant change and its service delivery was still reactive to customer needs.

Service Delivery

Case Study B (contd)

Drawing from your firm's experience, which of the following approaches should Firm B have considered alongside the IT implementation?

- Ensure that the proposed customer benefits of IT's system are realistic and achievable
- Alignment of key operational processes with the IT system

Service Delivery

Case Study B (contd)

- Redesign of business processes through the customer's lens
- Integrate all data about customers in the IT system
- Better data mining to identify relevant patterns
- Test the organisational structure for fit with desired customer focus?

Right Culture

Case Study C

Firm C based in the home counties specialises in commercial work for SME's with a USP of 'magic circle expertise at home counties prices'. In order to improve the customer experience, it decided to introduce quarterly reviews with all commercial customers to better understand their key business drivers/pressures and develop new service offerings as appropriate.

Right Culture

Case Study C (contd)

One of the commercial teams in the firm that generates the most fees indicated that it was not going to comply with this new approach because it would adversely affect the achievement of its fee targets and correspondingly their bonuses. The firm decided to make an exception for that team (the special team) but a 'three line whip' was enforced for the remaining six teams.

Right Culture

Case Study C (contd)

After 2 years, it became evident that the new behaviours were not widely adopted across the rest of the firm, the turnover of key fee earners from the other teams increased and some of the customers of the 'special team' had defected to others firms (ironically some of those firms had also introduced similar quarterly reviews).

Right Culture

Case Study C (contd)

Drawing from your firm's experience, which of the following approaches should Firm C have considered to better embed the new culture across the firm?

- Align the performance management arrangements (KPI's) to support new culture
- Align the reward strategy with the new desired behaviours

Right Culture

Case Study C (contd)

- Develop balanced approach to success – short and long term
- Adopt a no exception policy for key business behaviours
- Track the embedding of new behaviours at frequent intervals
- Frequent relevant and effective communication on why the new behaviours matter

Customer Understanding

Case Study D

Firm D offers a wide range of retail legal services and its understanding of customers is largely based on past and current transactions. However, it has a strategic objective to better anticipate customers' needs and expectations so that it can proactively develop new and innovative services and products.

Customer Understanding

Case Study D (contd)

In particular, Firm D seeks to develop a deeper understanding of customers buying behaviour, changing preferences and tastes, unmet pain points and the touch points in the customer journey that are most likely to drive customer acquisition and retention.

Customer Understanding

Case Study D (contd)

However, the Firm is wary that past performance is not always a strong predictor of future performance and this principle applies to customer behaviour.

The Firm recognises that the current behaviour of existing customers may just be a reflection of the limited options available to them and their unmet needs may present an opportunity for new entrants to threaten them.

Customer Understanding

Case Study D

Drawing from your firm's experience, which of the following approaches should Firm D utilise to broaden its customer understanding?

- Market research
- Customer feedback
- Social media

Customer Understanding

Case Study D (contd)

- Competitor intelligence
- Complaints data
- Benchmarking data
- Regulatory data
- Capture touch point data
- Other opportunities to listen to customers/obtain their point of view

Summary

Customers

- Rapid change of behaviours
- Collective decision making

Employees

- Renewed focus on customers must be aligned with the same focus on employees

Firms

- Agility is a necessary capability
- No silver bullet solution

Questions

For further information, please contact me:
victoro@winzest.co.uk

Key Learning Points

The slide will be hidden during the session and only populated after the session with the key takeaways



For further information, please contact me:
victoro@winzest.co.uk