WickerPark group

PSMA

Client Feedback: Why and How?

September 14, 2017

Wicker Park Group

- **Who We Are**
  - Editor and Publisher, *InsideCounsel* Magazine, 1992-2006
  - Former CMOs and practicing lawyer and trainer
  - Conducted thousands of individual client interviews
- **Clients**
  - 90+ firms since 2007 launch, 60+ AmLaw 200
  - Global firms
  - U.S.-based boutiques and mid-size firms
  - Other professional service firms
- **Companies Interviewed**
  - Every imaginable size and structure
  - U.S., Canada, UK, France, Hong Kong

Global Survey

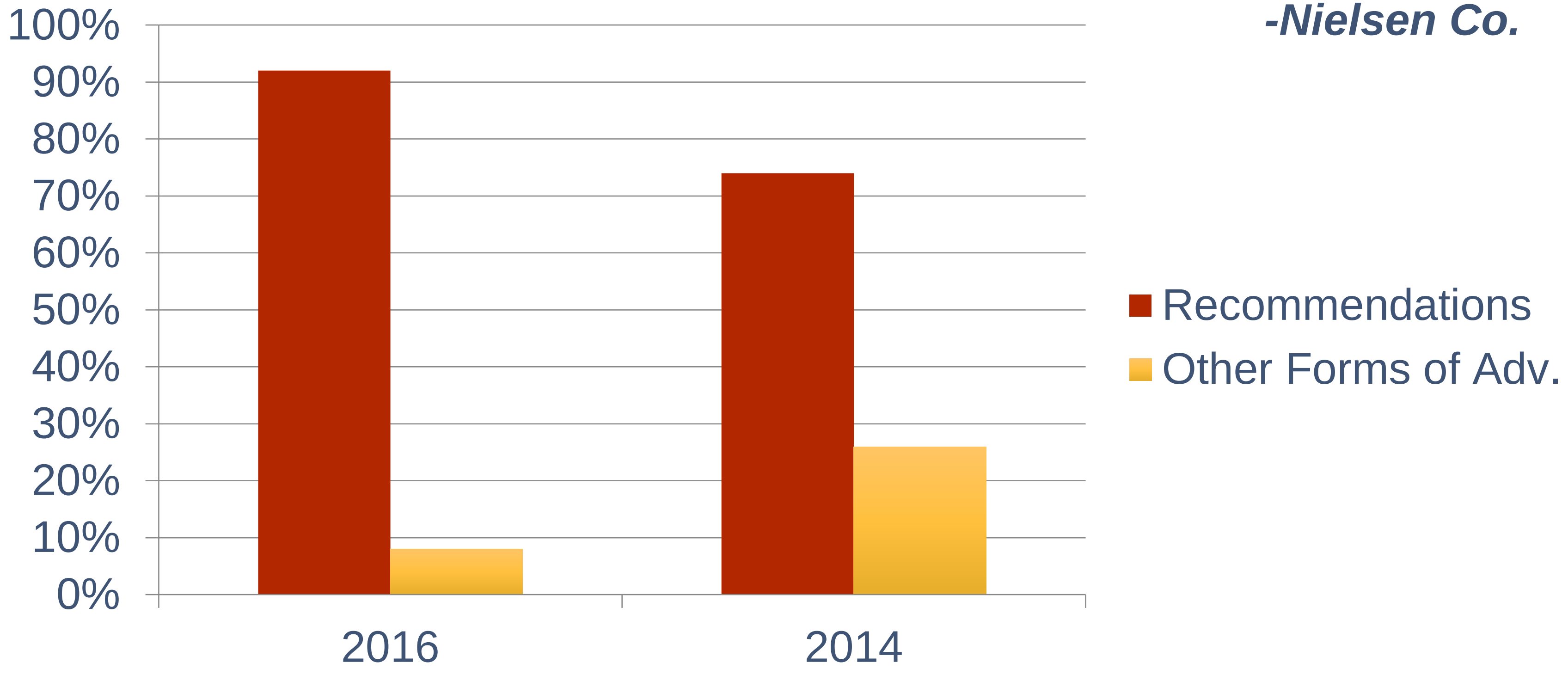
- **No formal feedback efforts in >50% of firms surveyed**
- **60% of firms plan to increase or start new efforts in 2011**
- **Firms seeking feedback:**
  - Written or electronic 53.6%
  - Telephone interviews 14.4%
  - Face to face 32%
- **Typically start with a limited effort (1x written) or pilot then expand**
- **CFI just one component of overall client service program**

Overcoming Obstacles

- You’re not talking to my client.
- My client will tell me if they have a concern or problem.
- Clients are too busy…
- Unwillingness to respond to problems or opportunities – complacency
- Lack of resources
- Where do we start

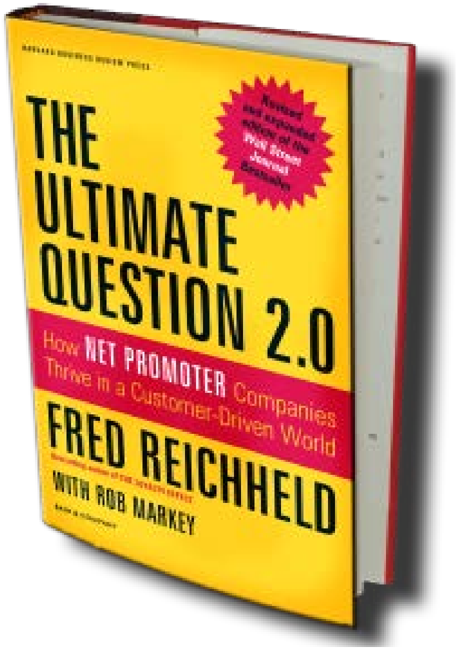
Recommendations

-Nielsen Co.



“Promoters generate 80 percent of referrals. If you have enough promoters and if you continue to delight them…promoters will make you grow”

Fred Reichheld www.netpromoter.com



Your brand lives in the **stories your customers tell other people.**

Competition and Change

The reality is there are thousands of smart, capable lawyers at great firms. That is the point of entry, not why we select someone.

The market has drastically changed and not all firms are changing fast enough.

It used to be okay to have general experience and good service, but now that is just a gating issue.

What Clients Really Want

Can you fix my problem

Will you make my life easier

Do I like you as a person

"The reality is we have to do more with less now, and those firms and lawyers that can add value are going to win big."

Goals of Client Feedback

- Prevent loss of work
- Identify opportunities for growth
- Better understand their business, needs, preferences
- Gain market research/CI
- Service credibility
- Increase loyalty
- Measure performance
- Turns clients into advocates
- Inform strategy
- Understand what clients value

Client Feedback Tools

1. Face to Face Interviews
2. Telephone Interviews
3. Electronic Surveys
4. Leadership/Thank You Visits
5. Ongoing Feedback Conversations

Which Tool is Best?

- **Marquis client with multiple contacts in central location**
- **Big client with multiple contacts in multiple locations**
- **New high potential client**
- **End or mid matter**
- **Client has a new GC**
- **Strategic planning research**
- **Client with declining revenue**
- **Service or result problem**

Where Do We Start?

- Client Teams
- Practice
- Industry
- Geography – office, market
- Succession planning – internal or external
- Change in outside counsel policies/RFP
- Revenue changes
- Previous problems
- PILOT

Success Factors

- Leadership Buy In
- Designated Program Leader
- Process and Protocols Defined
- Preparation
- Relationship Managers Involved
- Transparency in Reporting
- Broad Communication
- Trained Interviewers

ClientKit™

- ✓ Sample Internal Memo
- ✓ CFI Preparatory Overview Document
- ✓ CFI Worksheet Template
- ✓ Sample Client Communication Letter
- ✓ Sample Client Confirmation Letter
- ✓ Sample Questions
- ✓ Thank You Note
- ✓ Recommended Report Outline
- ✓ Sample Sanitized Client Interview Reports
- ✓ Sample Sanitized Common Theme/Key Trend Analysis

Who Interviews Which Clients?

Many things to consider when selecting the interviewee (style, pace, industry, ability to handle difficult feedback, etc.)

Tip: Not the relationship partner!

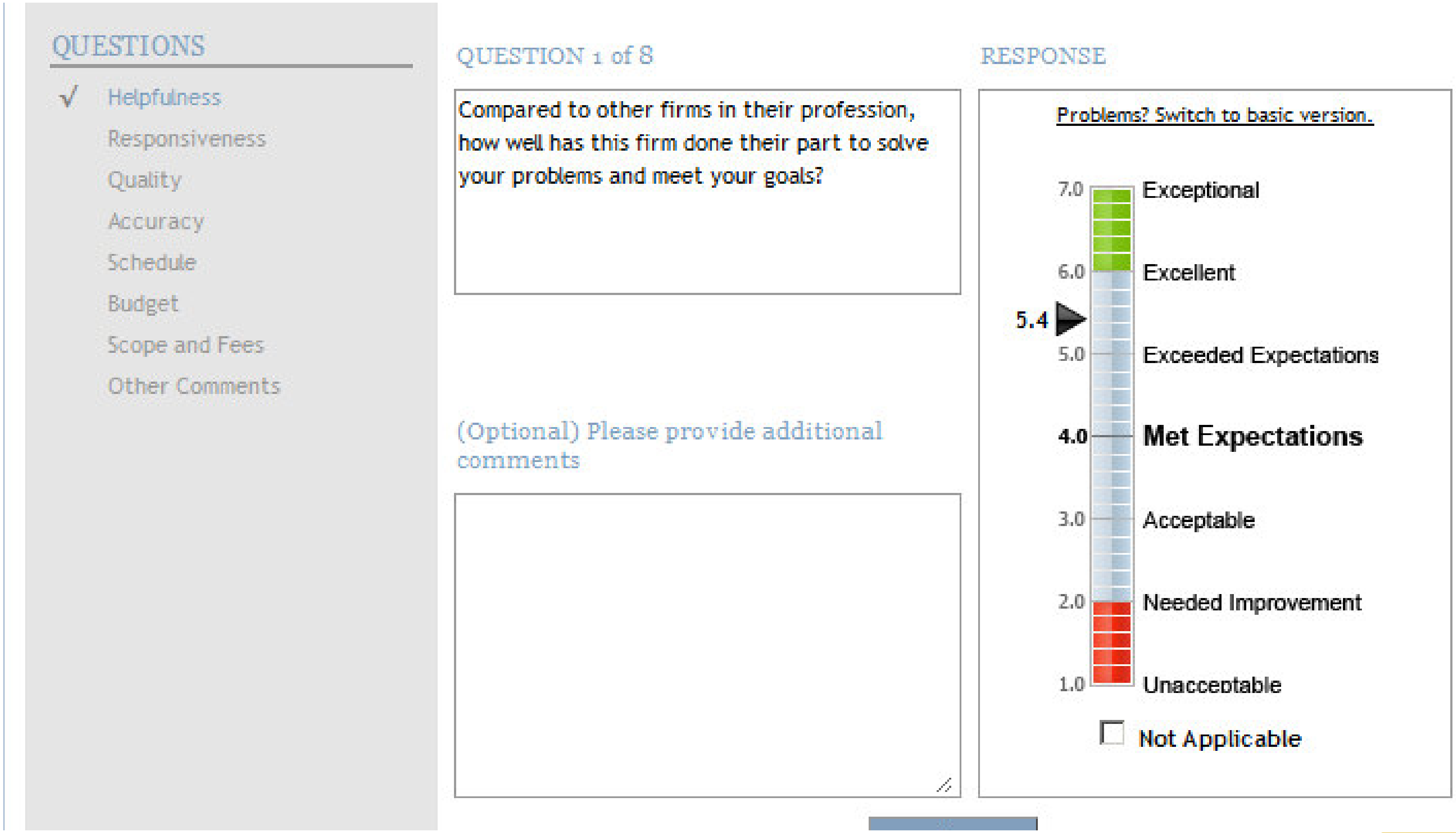
Open Ended Questions

- What do we do well? What could we do differently?
- What do other law firms do that impresses you? Make your life easier?
- How do you define responsiveness?
  Using that definition, how does our firm perform?
- How can we add value that doesn't end up on the bill?
- What are the three greatest challenges facing you/your organization in the next 18 months?
- What is your budget for outside legal services?

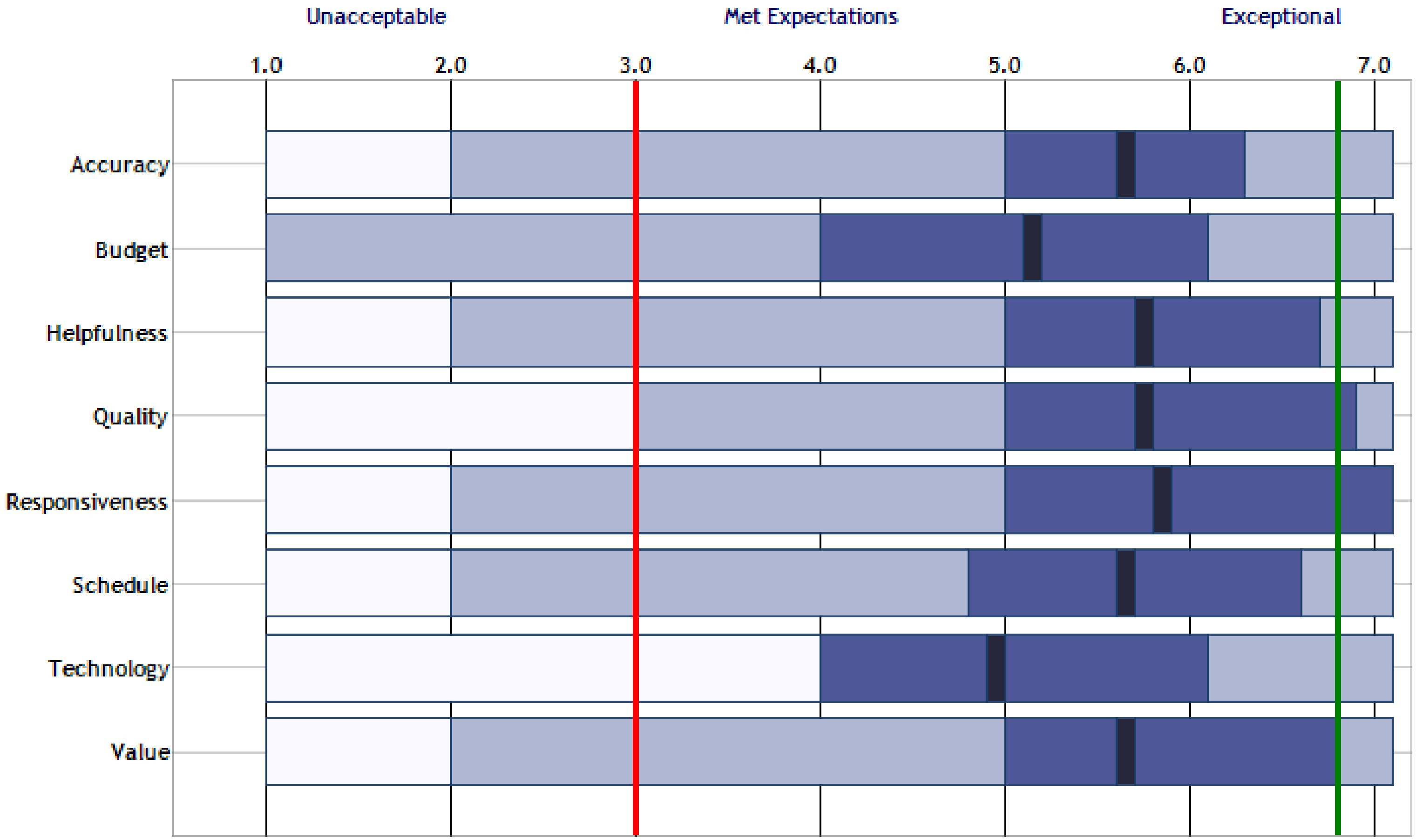
Client Specific Topics

- Industry trends
- Trade publications
- Associations and conferences
- Competition
- Regulatory needs
- Internal programs (example – “Value Drivers”)
- Specific projects, matters, individuals
- Strategic plans/goals
- Pet projects
- Community and charitable involvement

Client Savvy Client Feedback Tool



Client Savvy Reporting Features



Value Cost

Transparency

UNDERSTANDING

Make my life easier

Common Themes

One Size Fits One.

Thank You!

Laura Meherg

laura@wickerparkgroup.com