



Service Quality as a Strategy for Growth

How Law Firms Win in 2018

Presented by Kat Kocurek, VP of Marketing at Inavero



A quick introduction



Est. 2003

Focus on B2B service providers since 2007

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



Annual award program recognizing law firms that have demonstrated exceptional service quality based exclusively on ratings provided by their clients.

Registration is OPEN

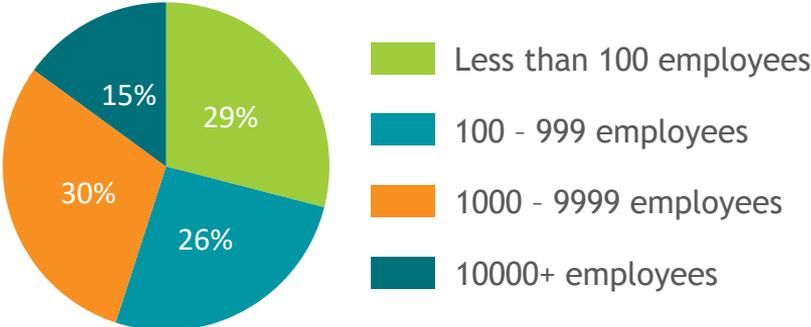


Launching July 2018

One-of-a-kind service provider directory that translates client satisfaction scores into online ratings and testimonials.

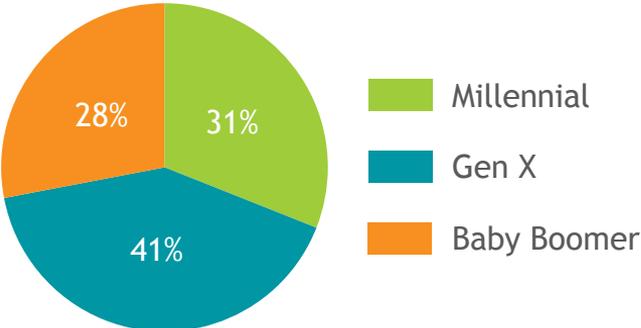
Inavero's 2018 Legal Industry Benchmark Study

Size of Respondents' Organization

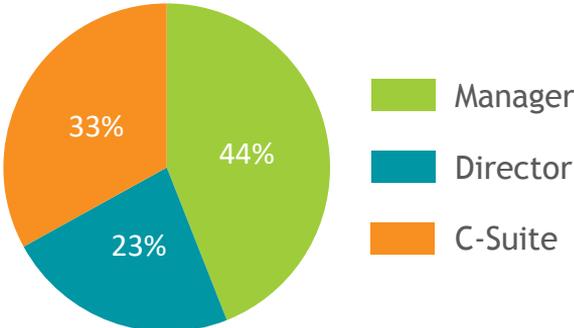


Sample = 545
buyers and
clients of
legal services

Respondents by Generation



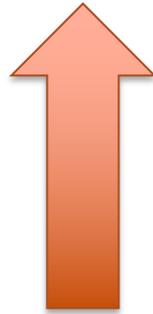
Respondents by Job Title



If you leave today with just one idea I hope it's this:

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

FACT: Your attorneys work *hard* to provide great service.



Not the same as service quality.

Service Quality (according to the highest authority)



WIKIPEDIA
The Free Encyclopedia

Article

Talk

Read

Edit

View history

Search Wikipedia



Service quality

From Wikipedia, the free encyclopedia

For the telephony or computing term, see [quality of service](#).

Service quality (SQ), in its contemporary conceptualisation, is a comparison of perceived expectations (E) of a service with perceived performance (P), giving rise to the equation $SQ = P - E$.^[1] This conceptualisation of service quality has its origins in the expectancy-disconfirmation paradigm.^[2]

3 considerations for law firms...

1

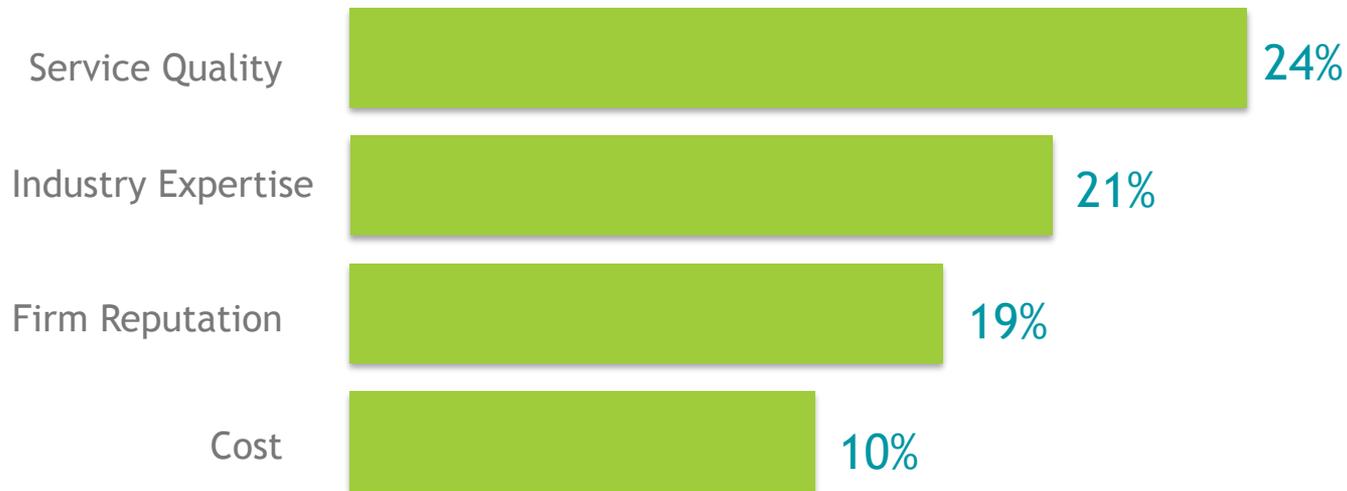
Your clients and buyers
CARE about service
quality.

Buyer data:

- Service quality **ranked as the the most influential factor** to consider when deciding to work with your law firm.
- The 2nd most influential? Your firm's **industry expertise**.

Rank of influence on buyer's decision

“Of the following components of a law firm’s offering, which is most influential in helping make your decision?”



Client data:

- Of clients who have left a law firm in the past, **31% report leaving due to service issues.**
- Of clients who have experienced a service issue, **52% will consider leaving their firm.**

3 considerations for law firms...

1

Your clients and buyers
CARE about service
quality.

2

What others say about your
firm is more important
than anything you can say
about yourself.

Buyer data:

KEY STAT

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

Buyer data:

- Firm reputation reigns **as the top factor for legal buyers** when vetting a potential firm.
- When vetting your firm online, buyers rank online reviews and testimonials as the most trustworthy sources of information - **not your website.**

3 considerations for legal firms...

1

Your clients and buyers
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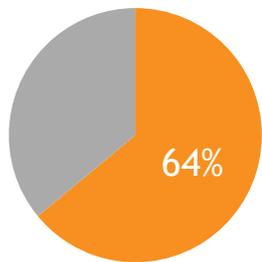
2

What others say about your
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about yourself.

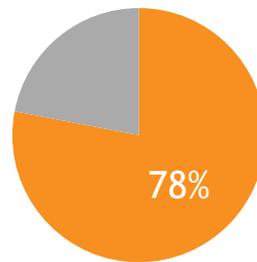
3

Law firms have an
incredible opportunity
to differentiate on
service quality.

Supporting data:



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



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

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



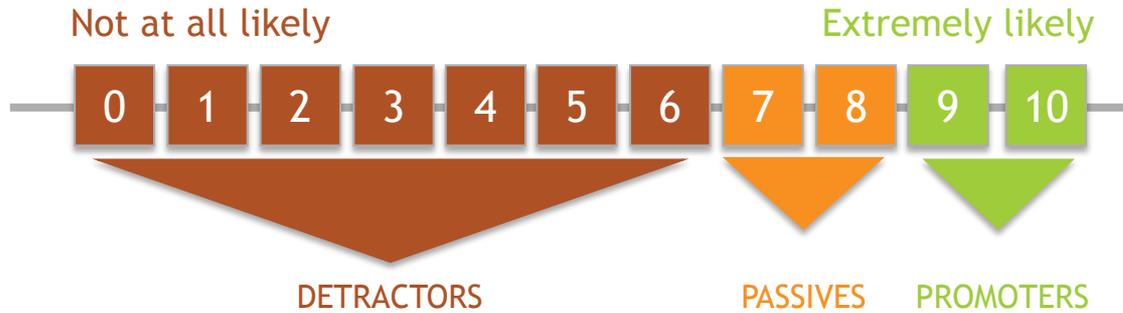
How to Measure Service Quality



Measuring service quality = measuring client perceptions.

Net Promoter® Score (NPS)

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

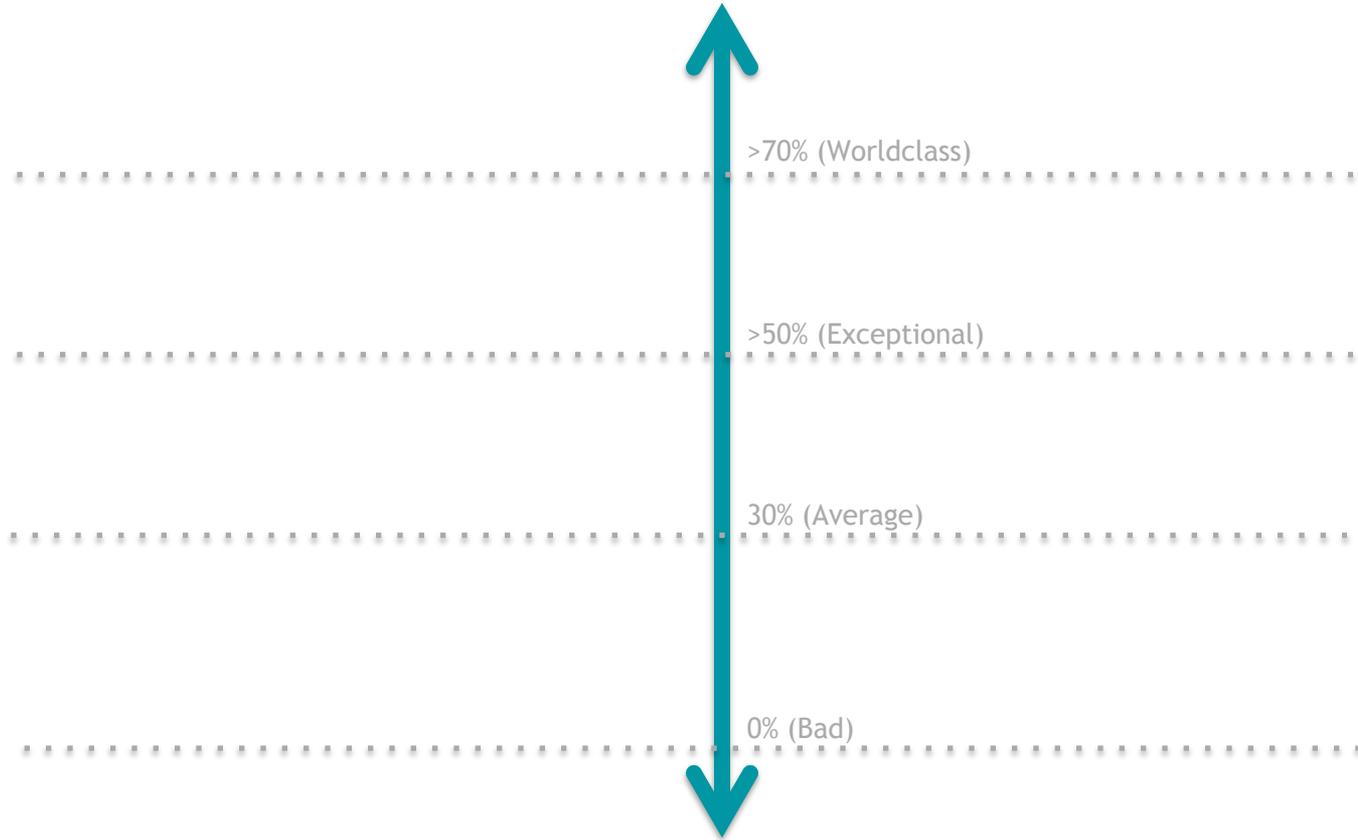


$$\text{Net Promoter® Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

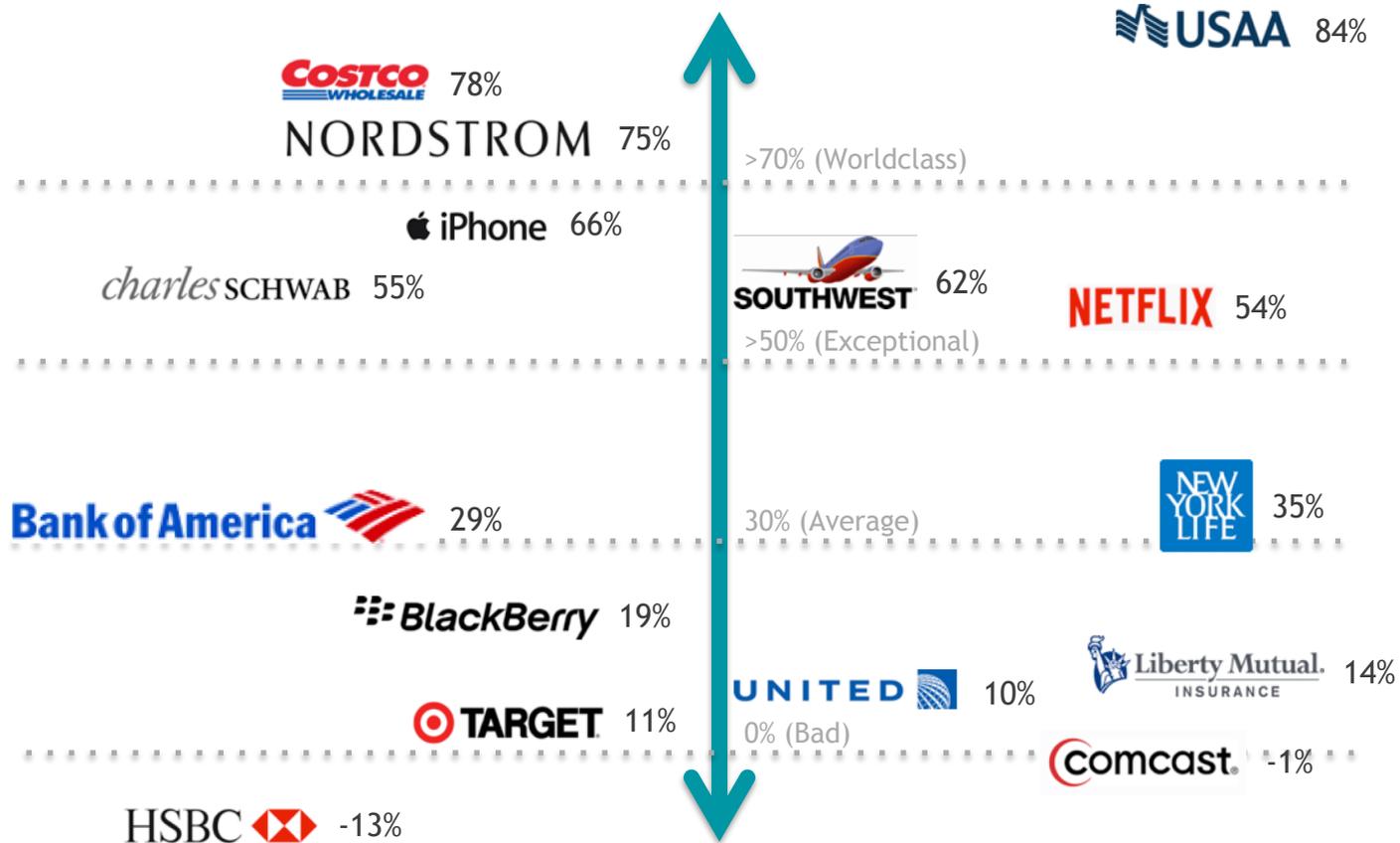
Why NPS?

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

NPS across industries



NPS across industries

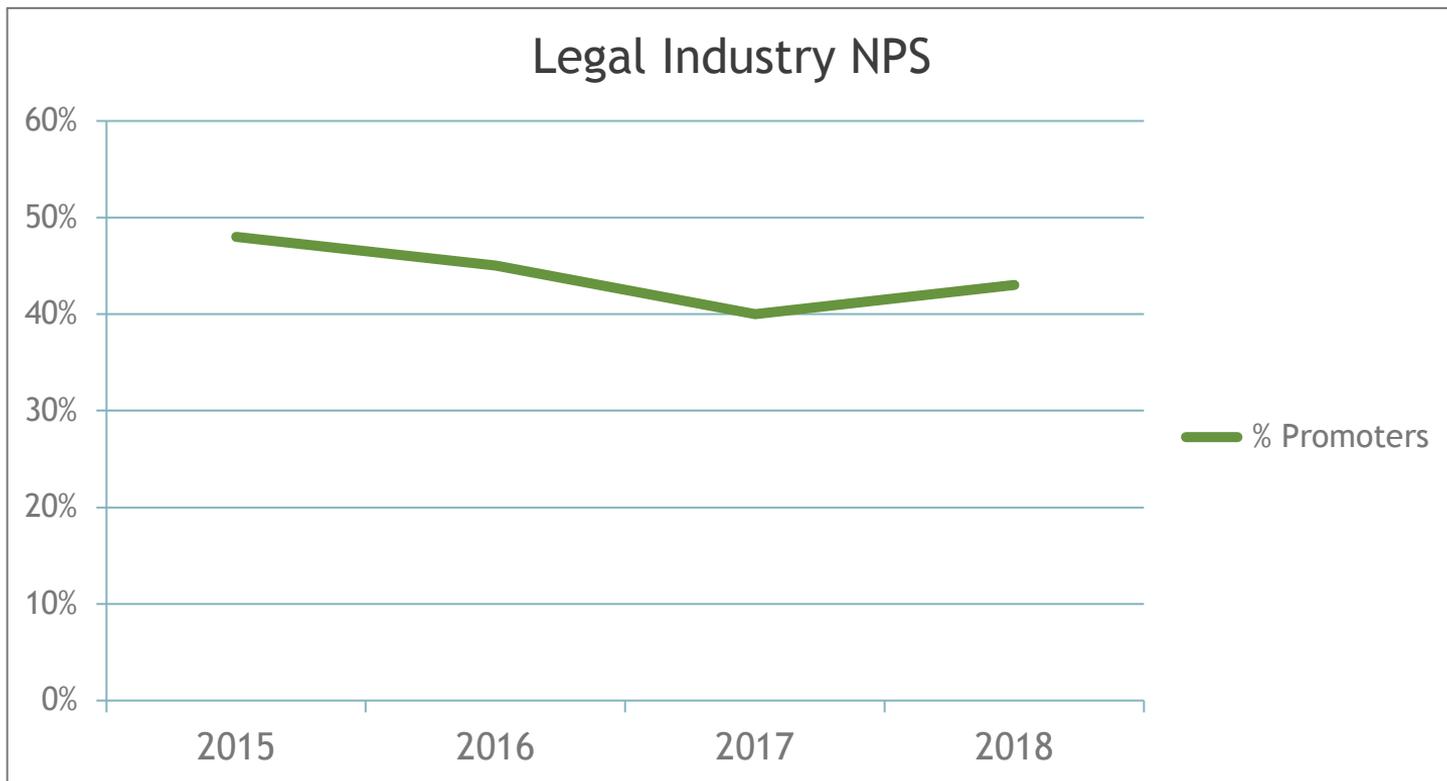


Why NPS?

- 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 clients remove their own bias about what constitutes “good” or “great” service.



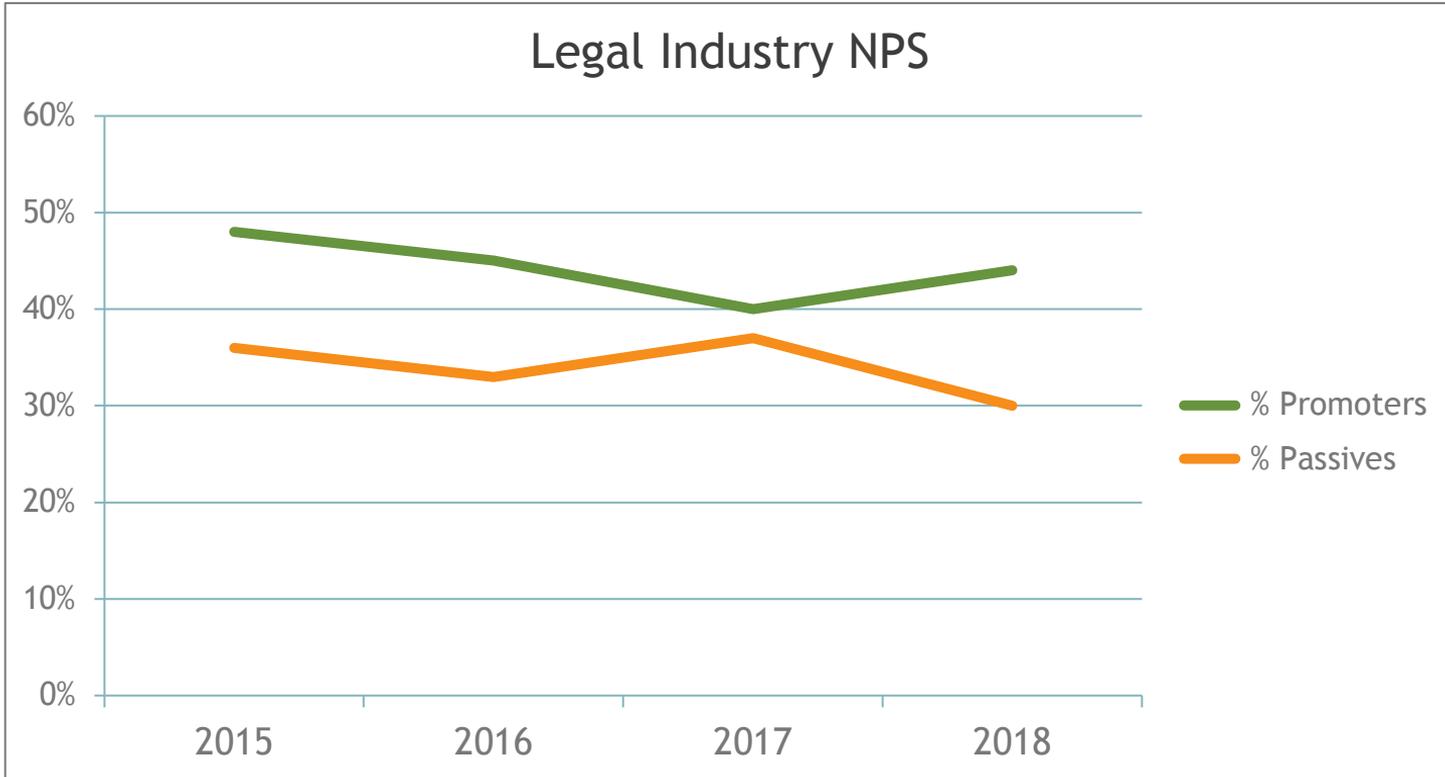
NPS in the Legal Industry



Source: Inavero's 2018 Legal Industry Benchmark Study



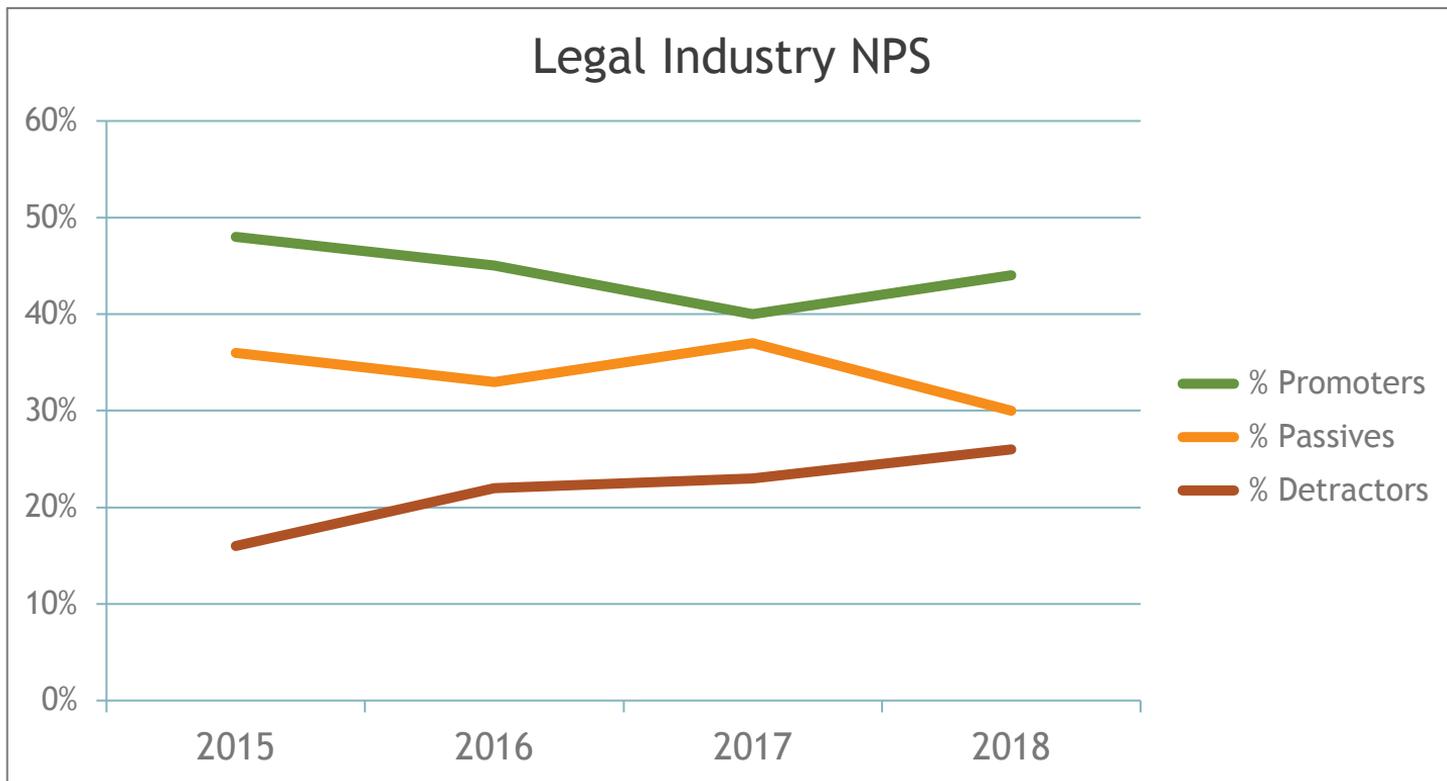
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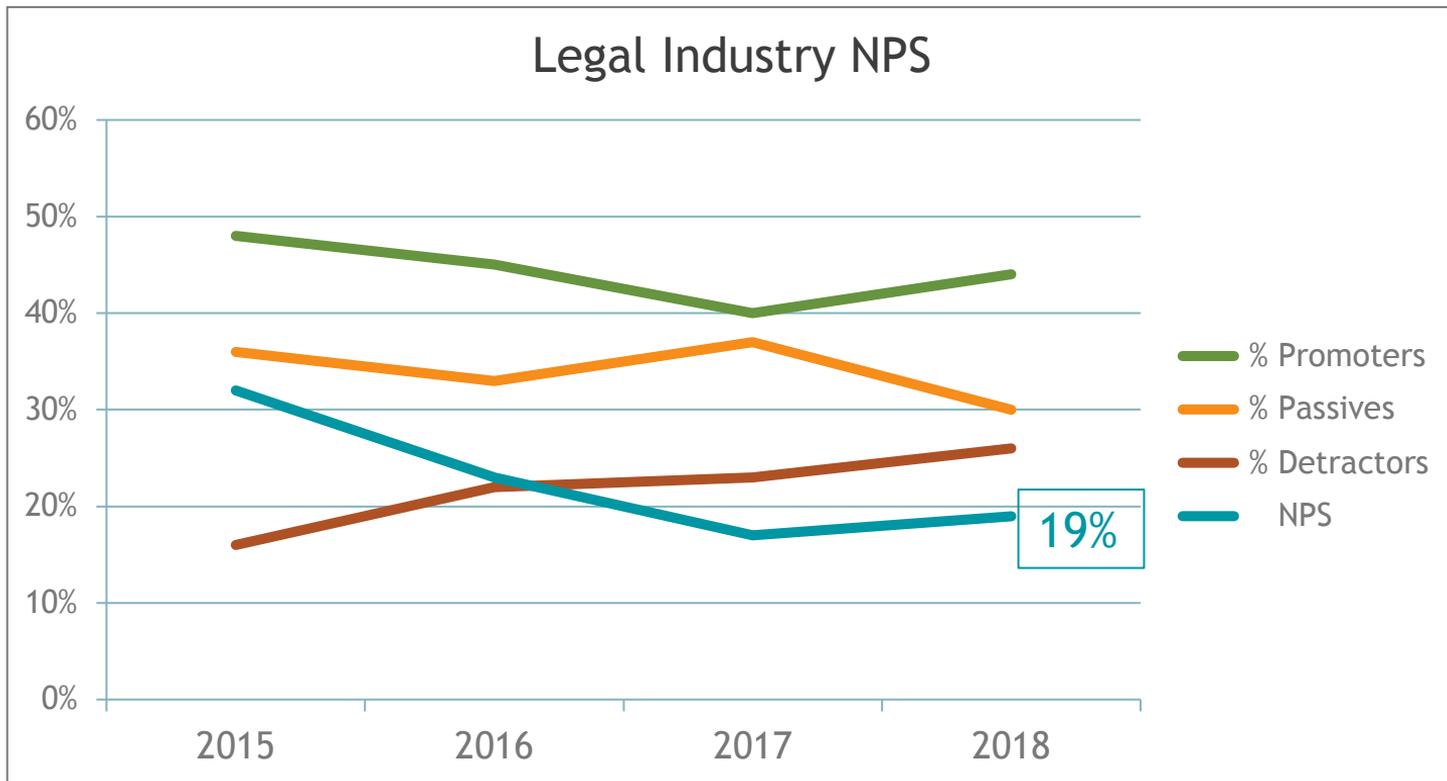
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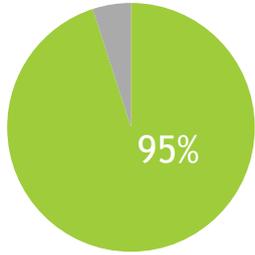
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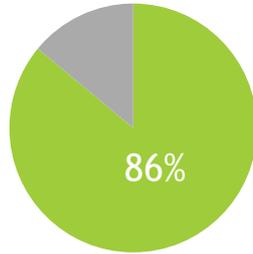
**Steps your firm can
take to maximize
service quality for
growth**

Step 1:
Survey your clients.

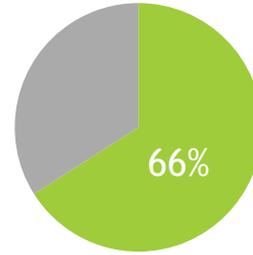
Your clients are ready...



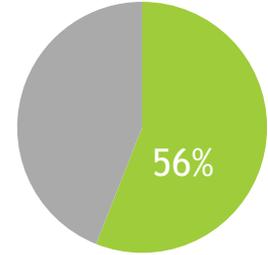
95% of legal clients say it's important to have an open channel of communication to provide feedback to their firm.



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.



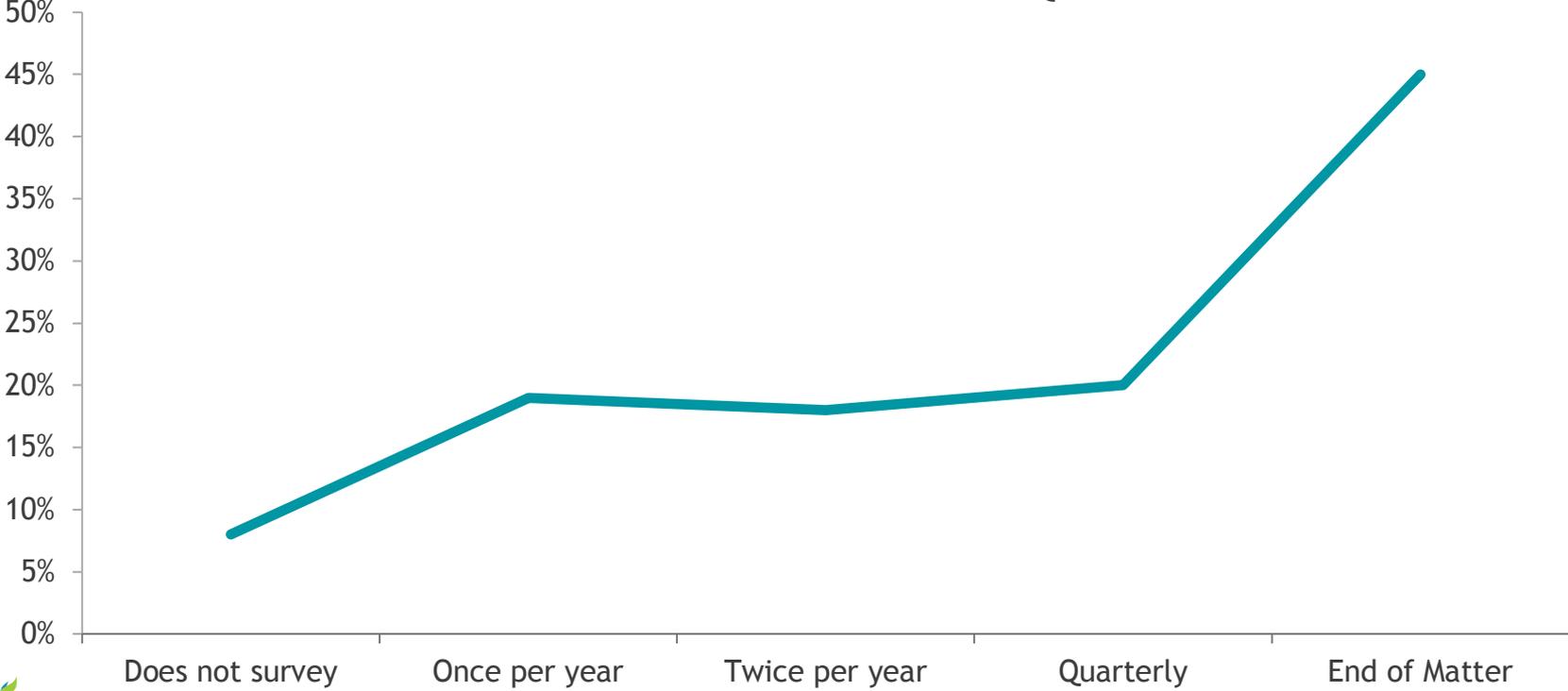
56% of legal clients say they are more candid with their feedback in an online survey than in-person.

Set yourself up for success

- Measure a sample that reflects your entire client base. **Do not exclude clients** because you are worried they will rate you poorly!
- Keep the survey short - **no more than 10** questions.
- Survey regularly - **at least 1x per year** is best practice.

Set yourself up for success

LEGAL INDUSTRY NPS BY SURVEY FREQUENCY



Source: Inavero's 2018 Legal Industry Benchmark Study

Set yourself up for success



Download

<http://go.inavero.com/legal-survey-checklist>

Step 2:

Obsess over service issues.

Set a process for resolving issues efficiently and effectively



Understand what's at risk...

“Do to the issue you had with your law firm, which of the following did you do?”

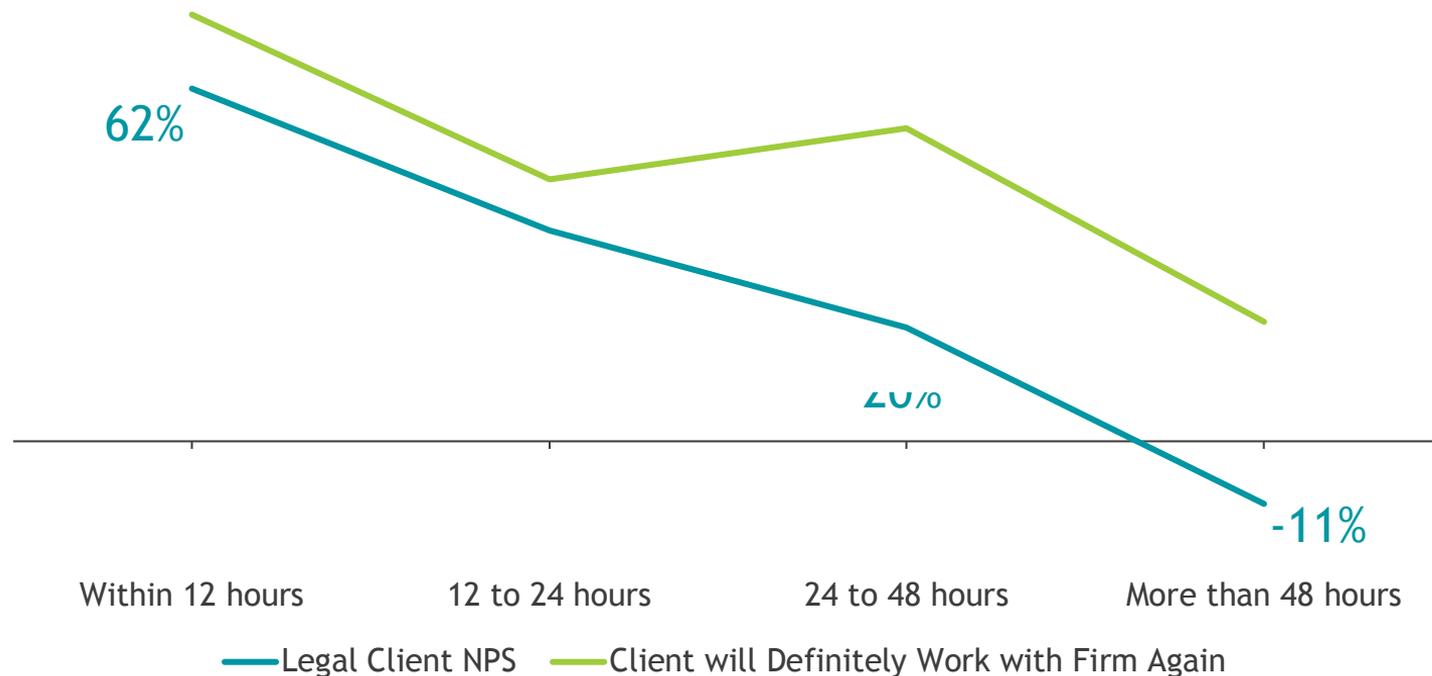


Speed matters.

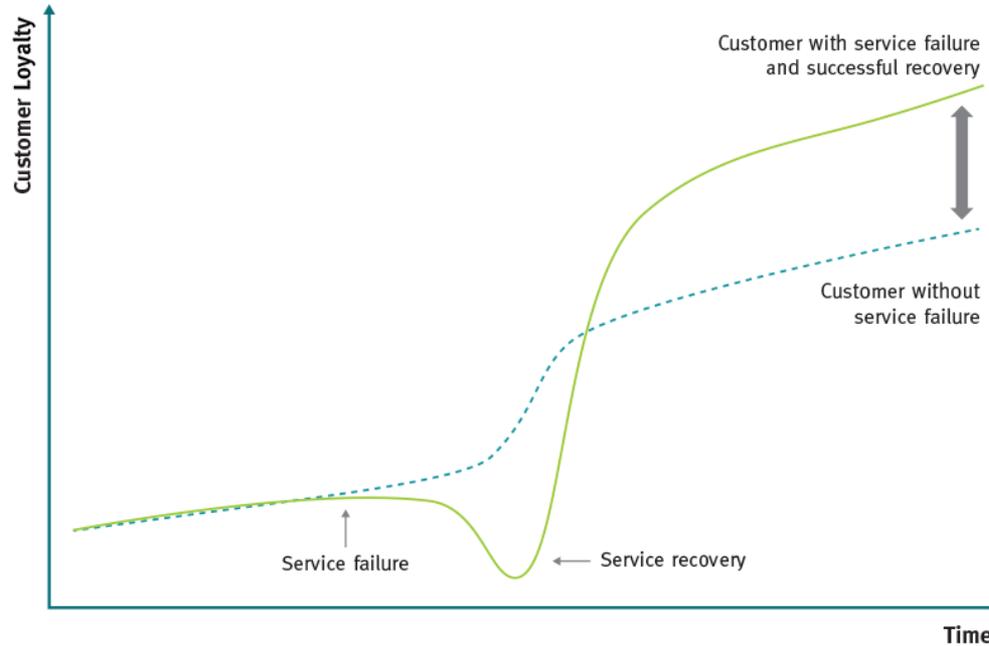


Respond to and resolve issues ASAP

IMPACT ISSUE RESPONSE TIME HAS ON SATISFACTION AND RETENTION



Service Recovery Paradox



View Blog



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

View Blog

Step 3:

Amplify the voices of your most loyal clients.

Make it easy for happy clients to praise you publicly

Capture **testimonials**, get permission to use them, incorporate them into your website, social media channels, and even your proposals.

Invite these folks to **review your firm** online (Yelp, Google, Glassdoor).

Ask for referrals from clients who love you.



Clients want the opportunity to celebrate you

8 in 10 clients are likely to share a testimonial



But less than 1 in 5 have been asked to do so



Remember...

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



Parting Thought

Service quality is about building trust.

A woman in a black business suit is walking a tightrope that spans between two rocky cliffs. She is smiling and looking back over her shoulder. The background is white.

CONSIDERED

CHOSEN

TRUST

IS THE BRIDGE BETWEEN
CONSIDERATION AND SELECTION

Alaska®

QUESTIONS?



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