

Future of Client Listening

2023 research



*"Listening to clients
is key to winning in consumer legal services.
Client needs are changing and changing faster than ever.
Those who don't listen to clients, will die.
It's not a benefit. It's a necessity for survival "*

Director

Future of Client Listening Research 2023

How do you see the future of client listening?

Thank you to all the people who were willing to share their perspectives and add their voice to our research. In this report, professional services firms tell you where they are on the journey to active client listening, the challenges they are facing and the benefits they are discovering as they make the shift.

Now in its 3rd year, our Future of Client Listening Research has revealed a continuing trend towards gathering more feedback from more clients more often. The driver for this is a growing desire for firms to make more agile and evidence-based decisions. But getting there has been a slow process.

At MyCustomerLens, we believe that gathering more feedback data is only valuable if firms have a fast and simple way to centralise, analyse and report on it. Client listening teams shouldn't be wasting time wrangling data or updating powerpoint reports. They should be focusing on the fun stuff - using their expertise to turn the insights into actions that drive competitive advantage.

Paul Roberts, CEO

MyCustomerLens - the always-on client listening platform

Thanks to our fantastic partners who helped with this research project



Section 1 - overview

Exec Summary - 5 key themes to consider

Responses - by firm size, role, industry & country

Context - creating a feedback flywheel

Section 2 - headlines

How client listening is evolving - what's changed

Methods - multiple feedback formats

Timing - most feedback is retrospective

Storage - client feedback is disconnected

Challenges - not enough feedback

Alignment - some clients are getting heard

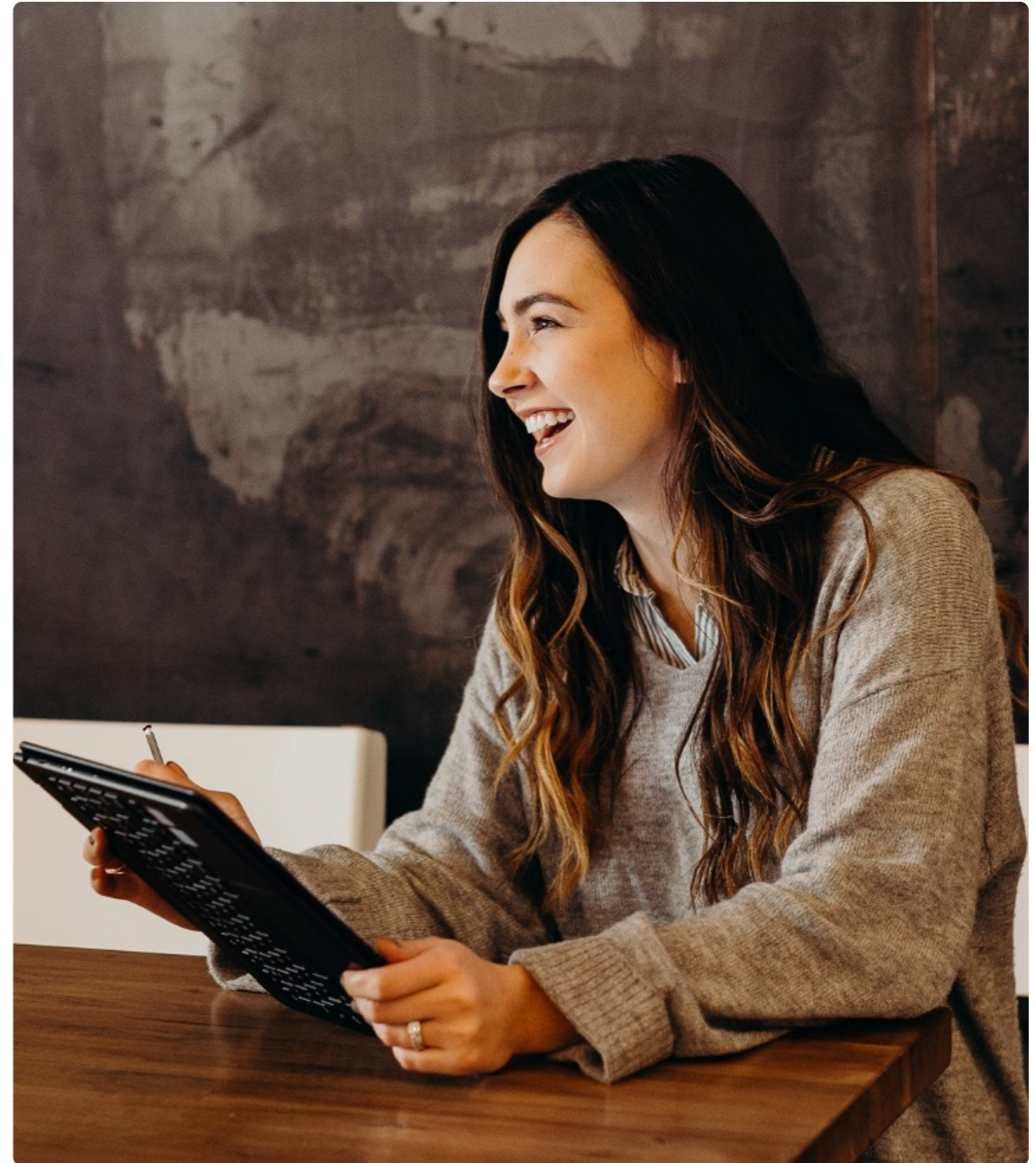
Voice of the client - how insights are being used

The case for listening - current benefits

Budgets - investment is growing

Where to from here - where firms will invest

MyCustomerLens - always-on client listening



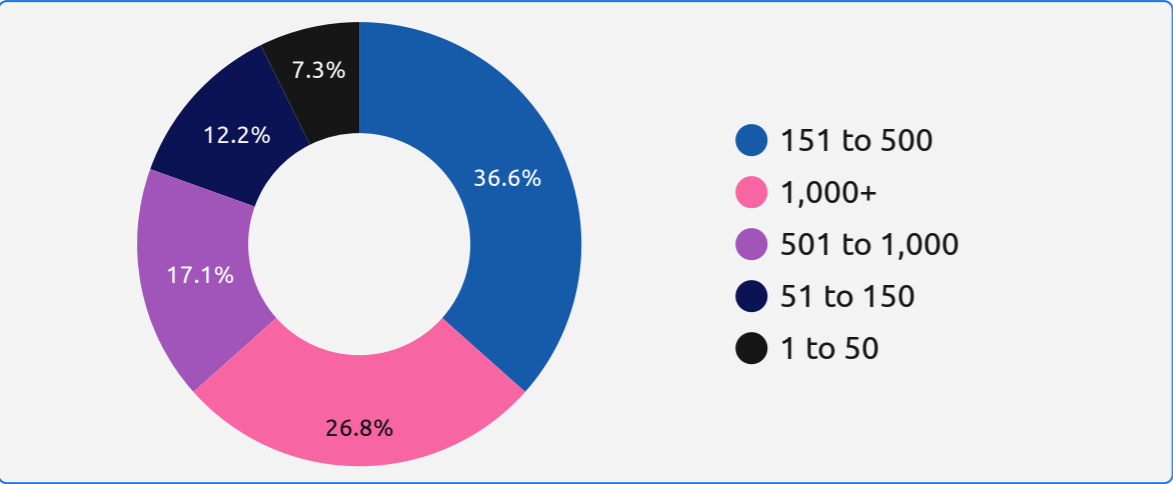
5 themes have emerged from the 2023 version of our Future of Client Listening research

- ⑤ Firms are seeking out ways to hear from more clients
- ⑤ But the resulting data remains disconnected
- ⑤ There are opportunities for listening earlier in the client journey
- ⑤ Senior Management are missing out on regular insights
- ⑤ Active client listening requires firm-wide buy-in

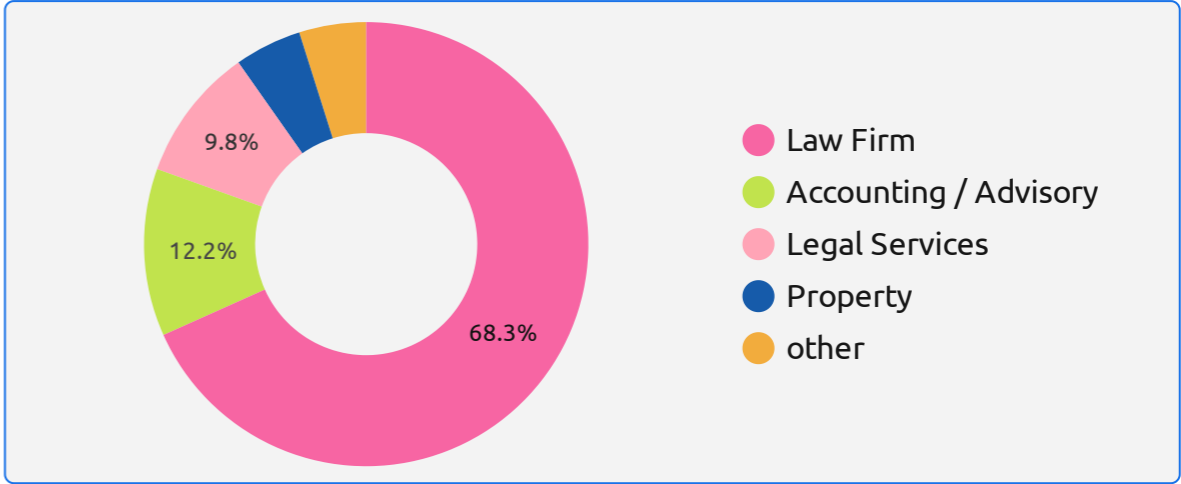
41 Total Responses

↑ 6

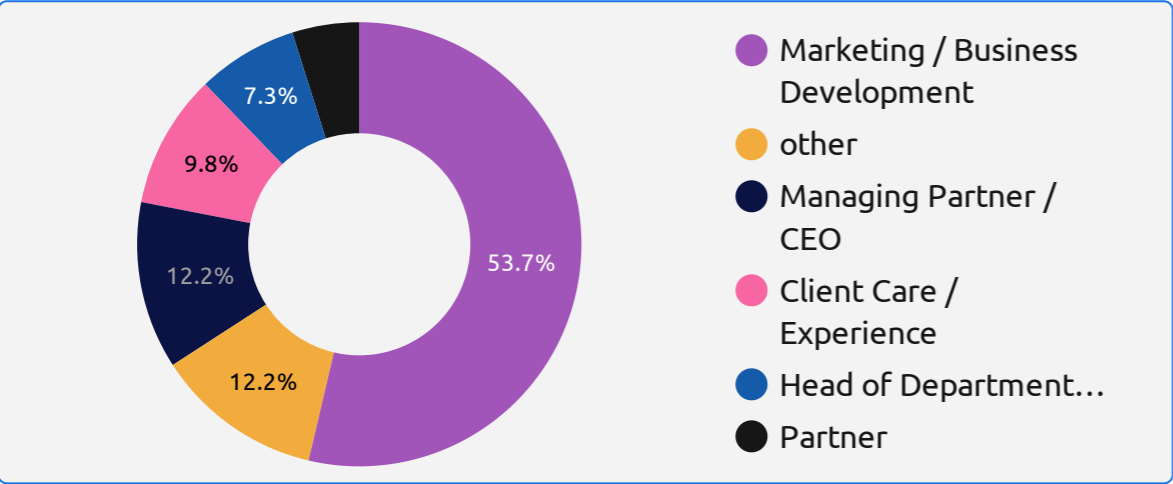
18 responses: firms > 500 employees



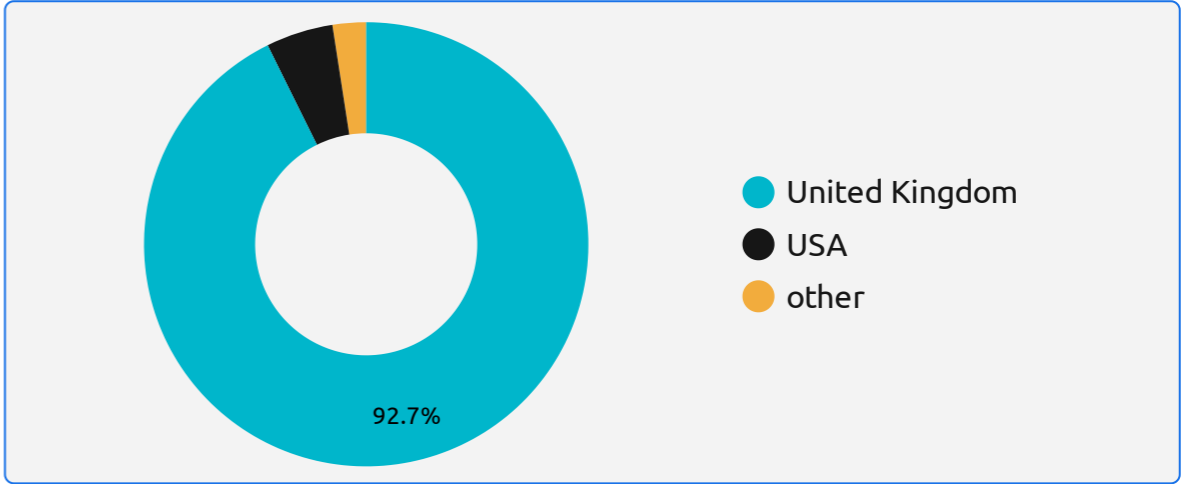
32 responses: Legal Sector



5 responses: Managing Partner/CEO



3 responses: International



Context: how to create a feedback flywheel

Visit mcl.fyi/Feedback-Intelligence to read more about the Feedback Intelligence Flywheel



Always be listening



Centralise the data



Automate the analysis



Give results context



Close the loop

"We need to establish a great client feedback programme where our people are actively listening to their clients."

Client Listening Manager

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Survey question: How has your firm's approach to client listening changed over the last 2 years? (selected quotes)

Getting started

"We've started to do it!"

"Gone from nothing to slowly implementing as more partners get on board"

"We are on a journey."

Going global

"Expanded more globally."

"Now have a global client listening programme"

Increasing engagement

"embedded the process across the business which was well received and had good engagement"

"Broadening it out, partners more willing, increased appetite"

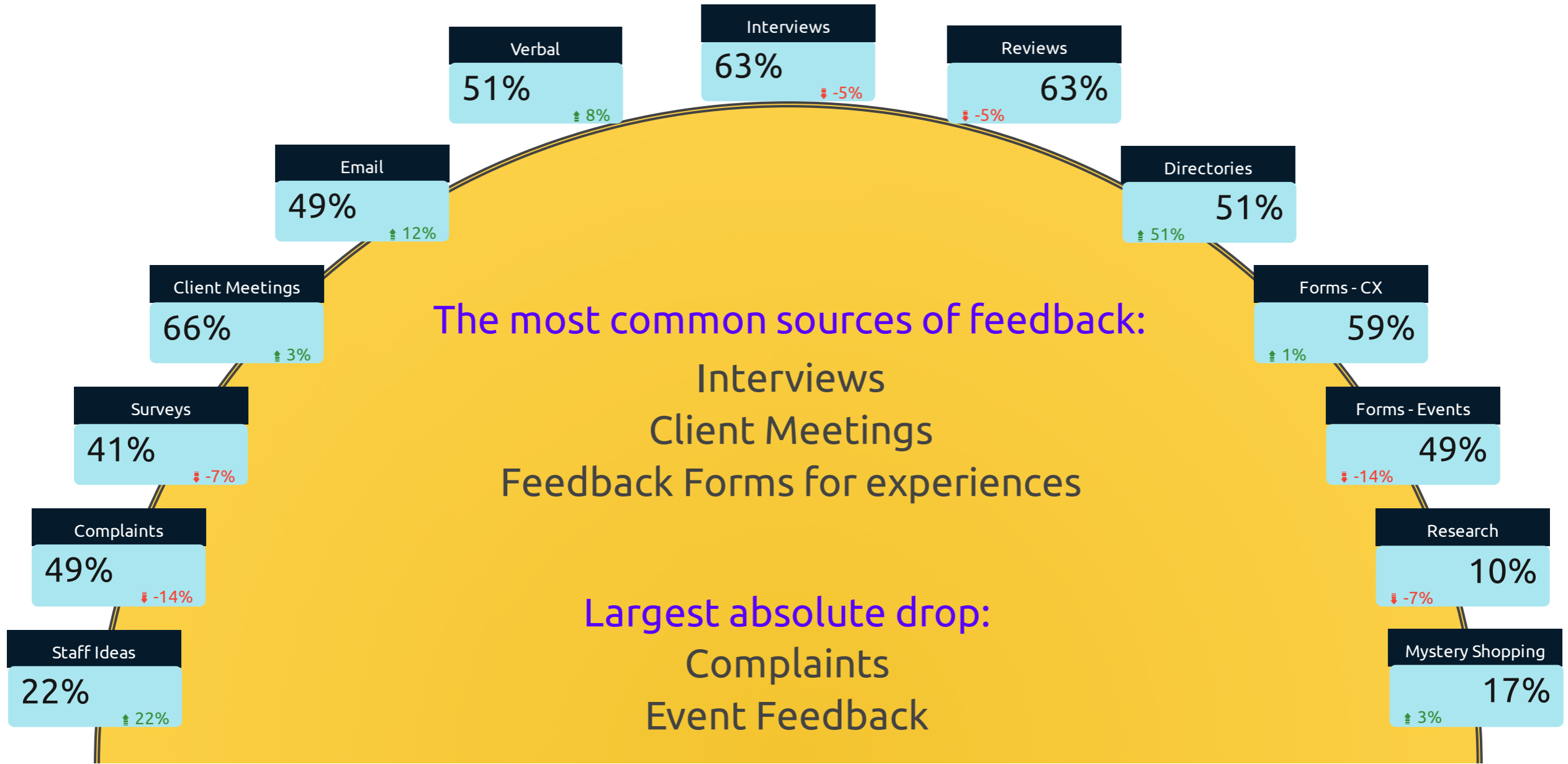
More structure

"now use an automated and systematic approach to collecting views"

"invested in integration between CRM and listening platform"

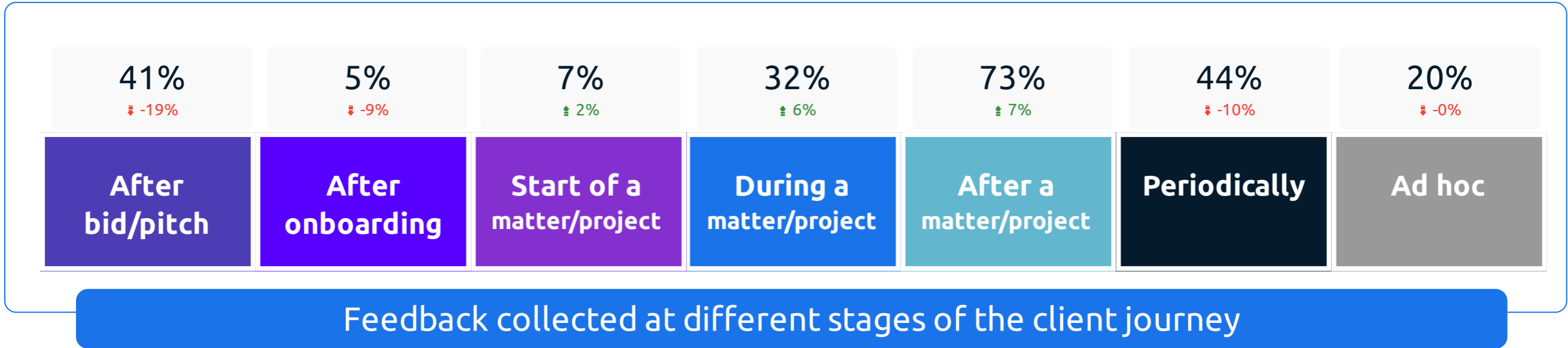
Methods: multiple feedback formats

Survey question: Which of the following methods does your practice use to monitor and evaluate client expectations, experiences and perceptions of value?



Timing: most feedback is retrospective

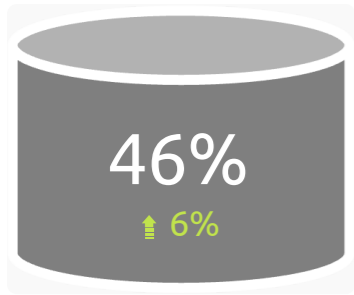
Survey question: When does your firm proactively ask for feedback from clients?



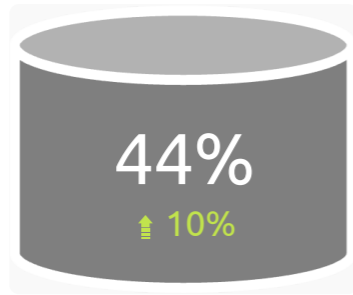
"We currently have a disjointed approach with different departments doing their own thing at different times. A cohesive approach through a Client Listening Program would bring more and better actionable client insights."
BD Director, Future of Client Listening Research 2023

Storage: feedback is disconnected

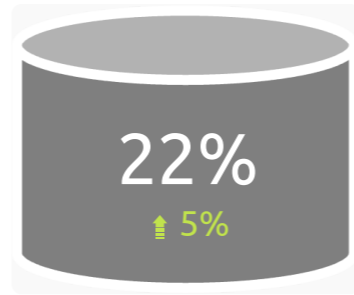
Survey question: Where does your client intelligence get stored across your firm? (choose all that apply)



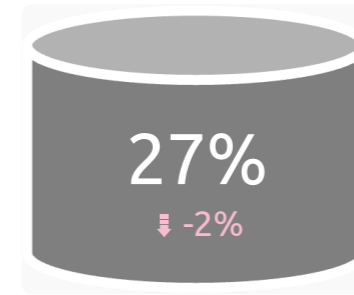
Individual Reports



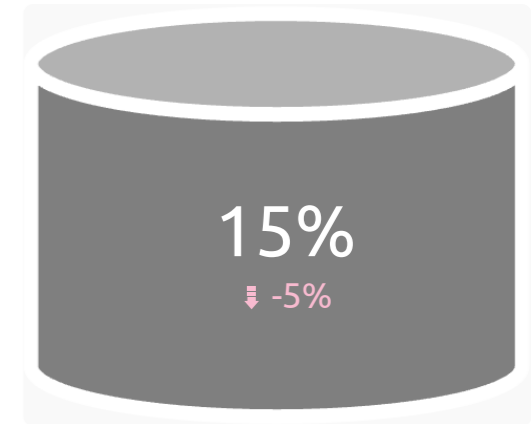
Heads & Notebooks



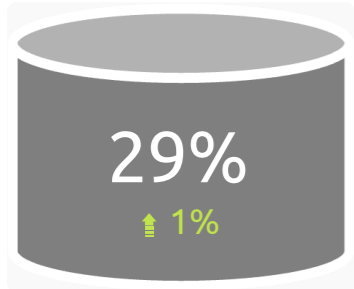
Separate Databases



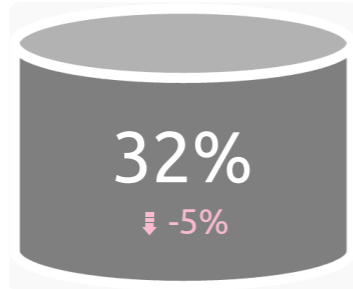
CRM Systems



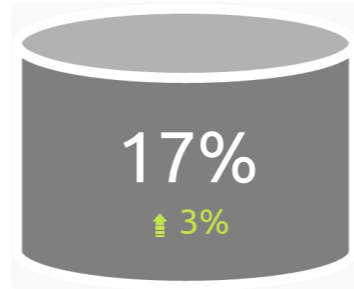
Centralised Database



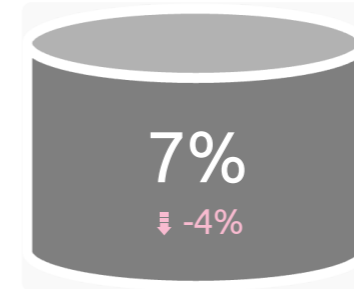
Email Inboxes



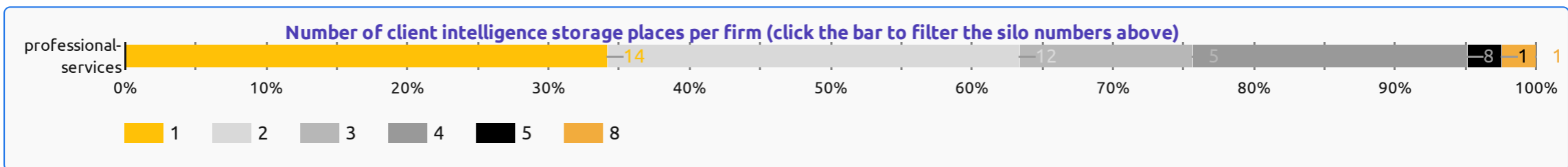
Shared Folders



Collaboration Tools



Other



Challenges: not enough feedback

Survey question: What challenges does your firm face when it comes to using client feedback and data?

Volume

78%

↑ 7%

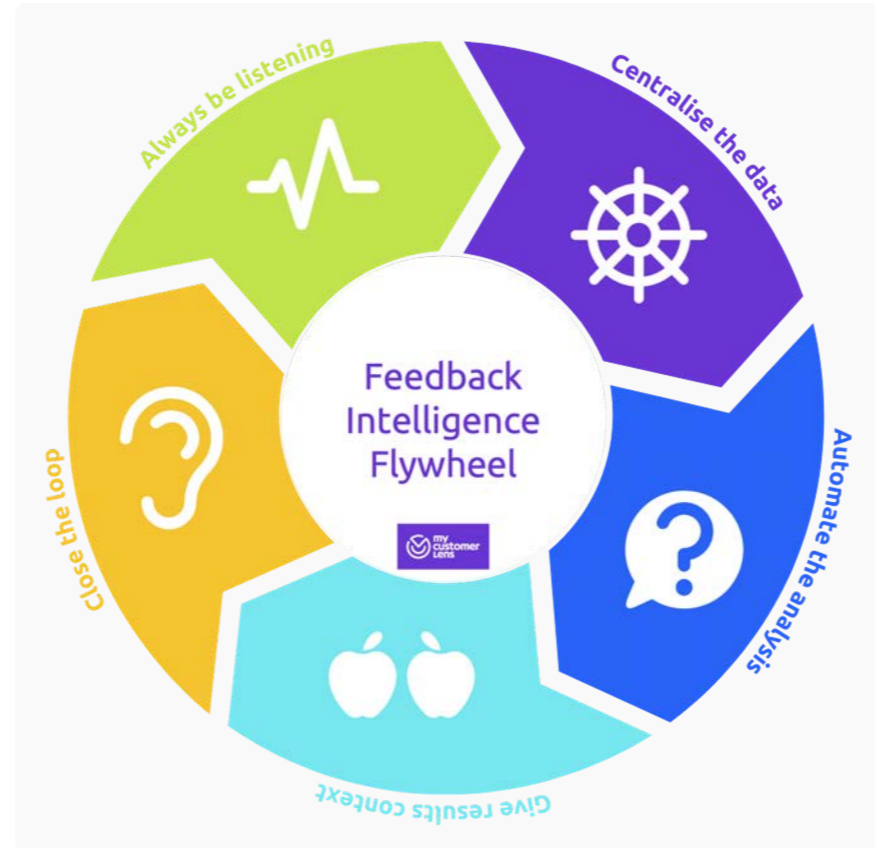
not collecting enough feedback from clients

Engagement

56%

↑ N/A

it's hard to get teams to take action



Collection

54%

↓ -3%

people not sharing the feedback they've heard individually

Aggregation

56%

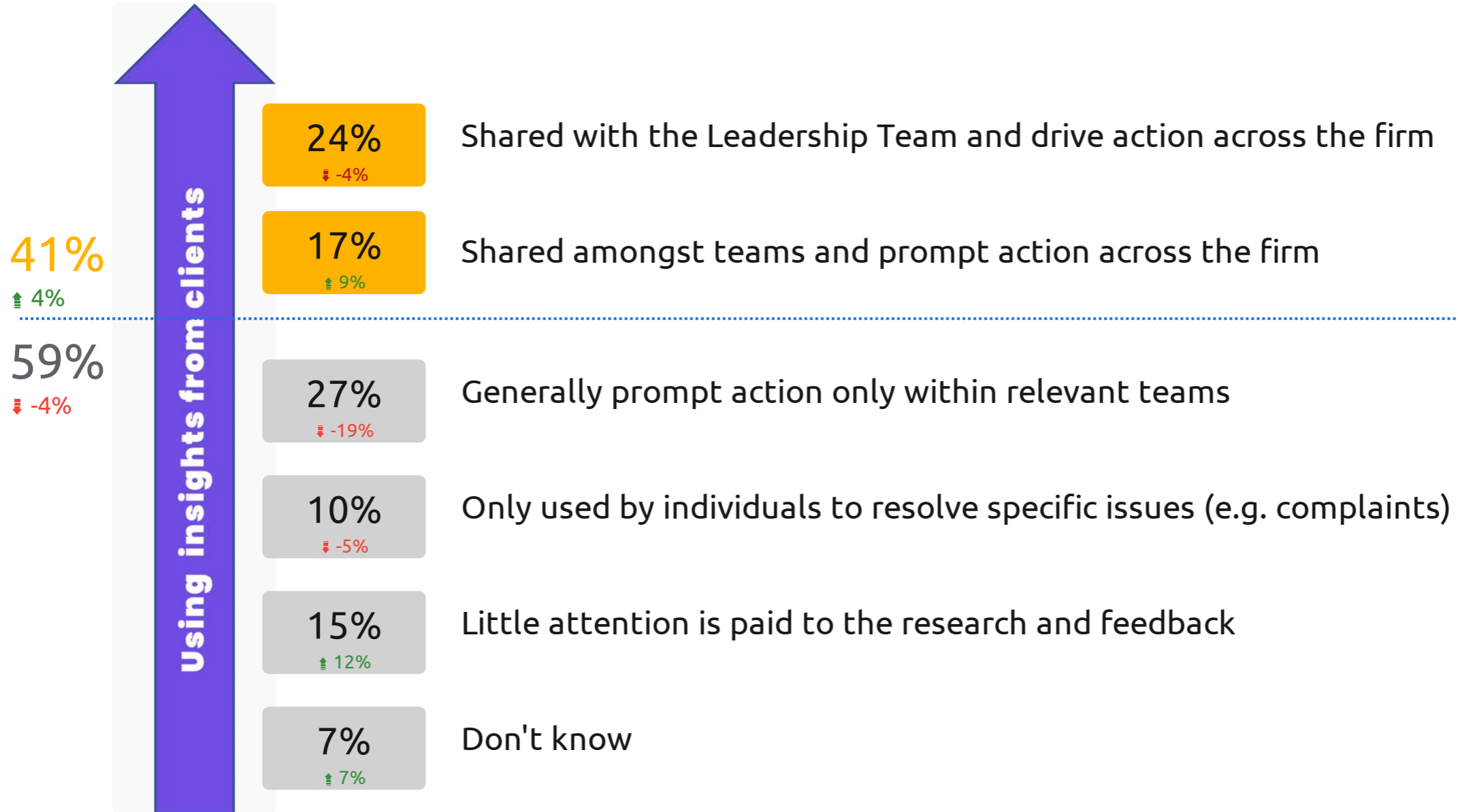
↓ -4%

feedback data isn't combined in 1 central place

Other challenge options: Verbatims, Alignment, Benchmarking, Resources and Politics

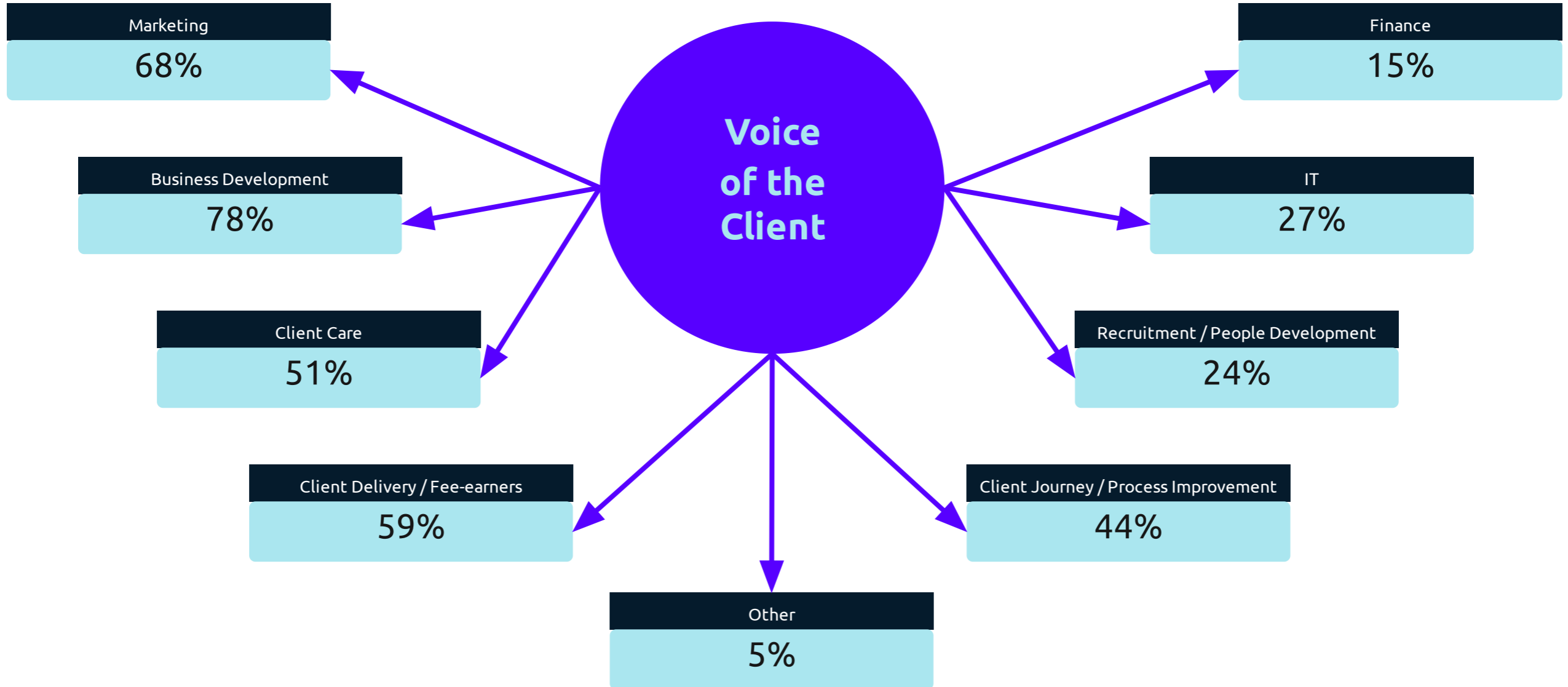
Alignment: some clients are getting heard

Survey question: How connected are your fee-earners to the collective findings of your research and feedback initiatives?



Sharing the voice of the client

Survey question: Which areas of your firm use client listening insights to inform their activities and decision-making?



Survey question: What are the main benefits of your Client Listening Programme? (selected quotes)

Show client's you're listening

"Stronger engagement and relationships with clients"

"Demonstrating to clients that we're truly client centric and listening to them"

Create competitive advantage

to improve pitch processes and win rates"

"Identifying cross-selling opportunities"

"to promote firm on social channels"

See the clients' perspective

"Relying on actual rather than assumed feedback - so much more powerful"

"allows us to challenge partners' perceptions of the relationship"

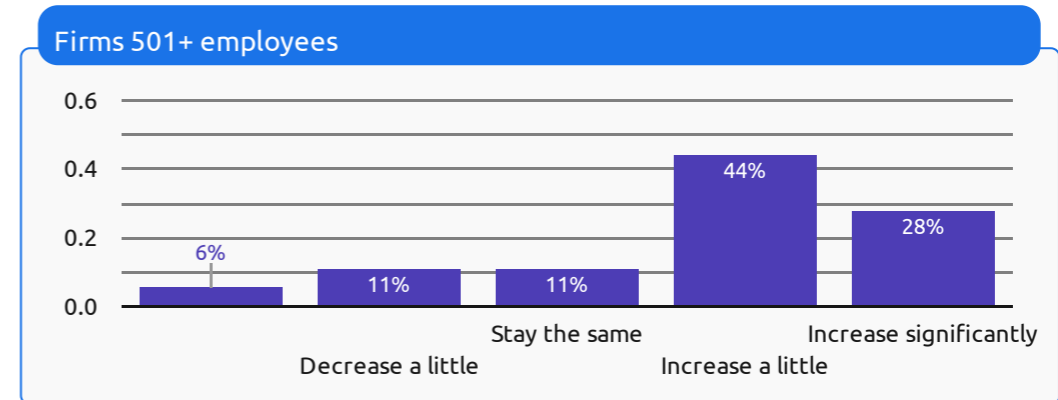
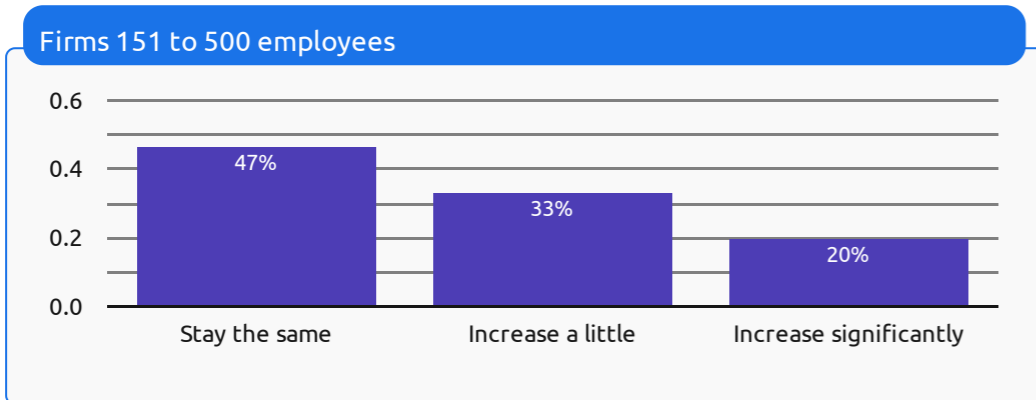
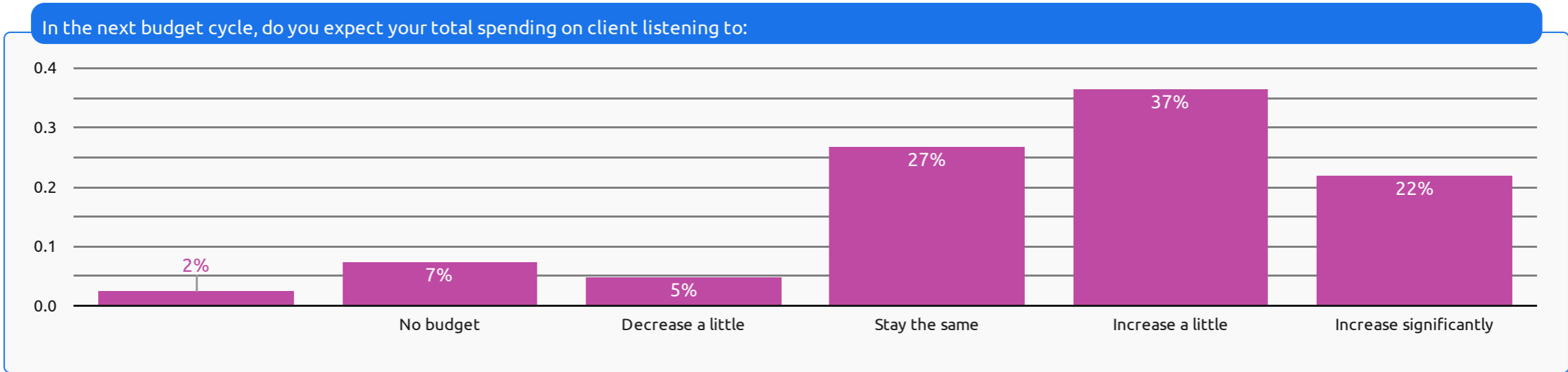
Boost staff engagement

"reward staff who consistently get good client feedback"

"As a motivation tool for staff"

Budgets: Investment is still growing

Survey question: In the next budget cycle, do you expect your total spending on client listening to:



Where to from here? Improving the impact

Survey question: What would you change during the next 2 years, to help your firm better discover and respond to evolving client needs and expectations? (selected quotes)

*"**systemised** client listening and satisfaction measurement"*

*"Be more **bold** at acting on feedback trends"*

*"Commit more **budget** and resource"*

*"New digital platform.
Remuneration linked to feedback"*

*"Greater **linkage** between feedback and action"*

*"**Cultural** shift"*

*"Use technology to **aggregate** everything in one place."*

*"capture the client feedback that exists in emails and **notepads**"*

*"Further **investment** in technology"*

*"Better text **analytics** functionality for qualitative feedback"*

*"Continuing to **educate** all staff on the benefit of asking for review"*

*"We know that feedback collection alone
isn't enough to sustain long changes
and we therefore continue to invest in culture change
and robust models to support the process and people "*

Partner

Future of Client Listening Research 2023

MyCustomerLens delivers always-on client listening for professional services firms

The screenshot displays a dashboard titled 'Value drivers - keyword tracker'. It features several charts and tables. On the left, there are navigation options like 'Settings overview', 'APIs overview', 'Feedback tracking', 'Survey responses', 'Hot topics', 'Value drivers', and 'Keyword tracker'. The main content area includes five circular gauges for 'Value drivers', 'Responsiveness', 'Appropriability', 'Price of cost', and 'Personalized'. Below these are two tables: 'Data' and 'Response (keyword related to keyword)'. The 'Data' table has columns for Date, Business Name, Question asked, and Response (keyword related to keyword). The 'Response' table shows specific feedback examples.

ALIGNMENT
Compare brand promises
with client reality

AGGREGATION
Aggregate feedback across
multiple sources

AI
Discover how clients
express your points of difference

All your client feedback in one place, analysed in real-time