

# Future of Client Listening

2023 research



## Section 2 - your client listening canvas

A 2-page summary of your responses

## Section 3 - 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

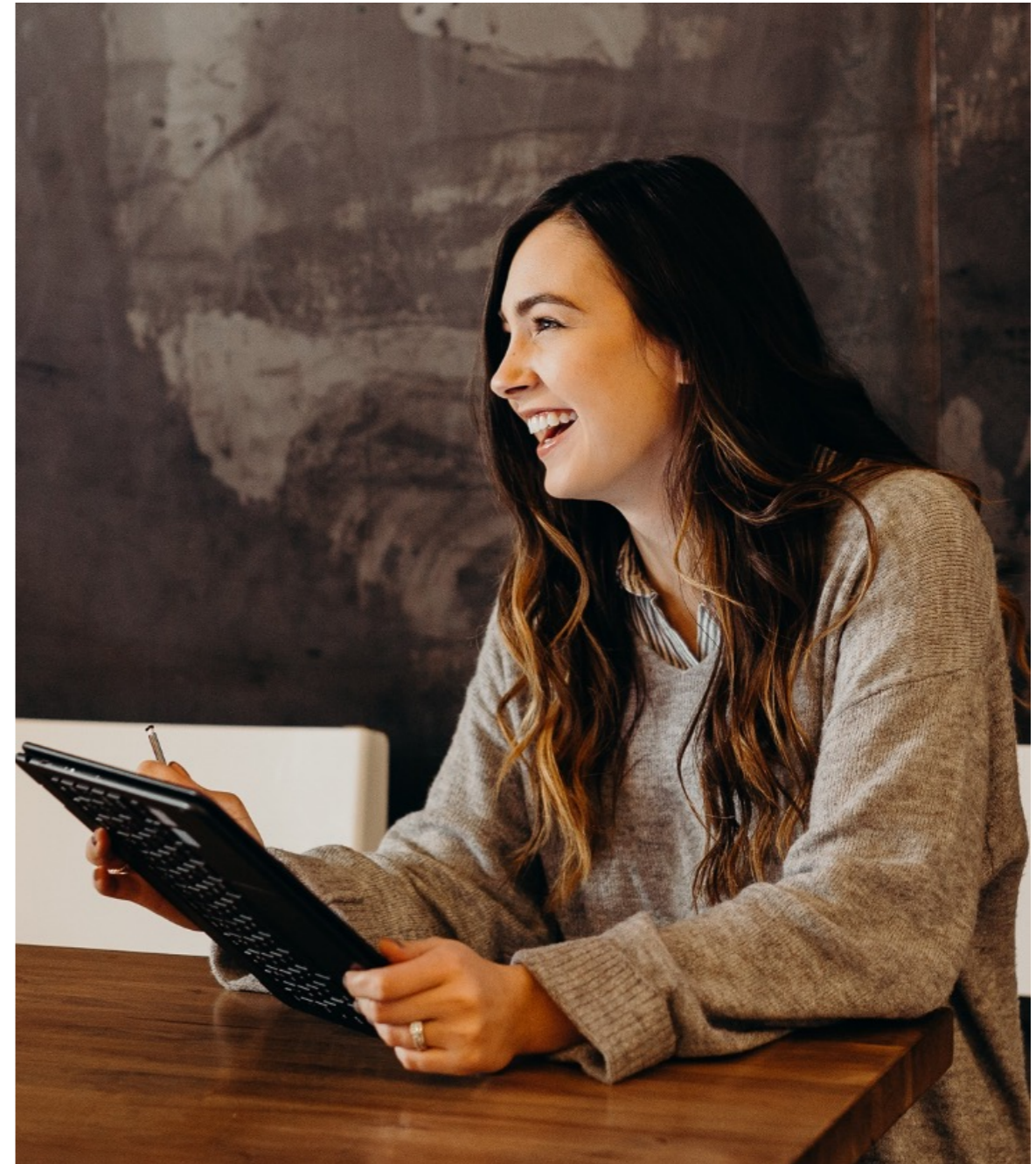
**MyCustomerLens** - always-on client listening

## Section 4 - text responses & search

Changing approaches - past 2 years

Benefits of client listening

Future plans for client listening



# Summary: firms are evolving to more active client listening

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

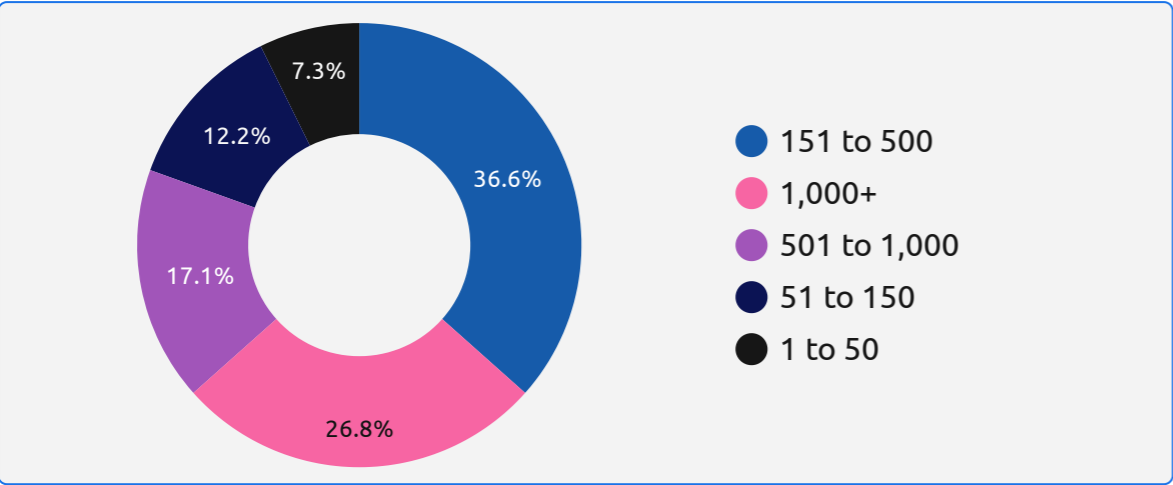
- ⑤ Firms are seeking out ways to hear from more clients
- ⑤ But the resulting data remains disconnected
- ⑤ There are opportunities for listening earlier in the client journey
- ⑤ Senior Management are missing out on regular insights
- ⑤ Active client listening requires firm-wide buy-in

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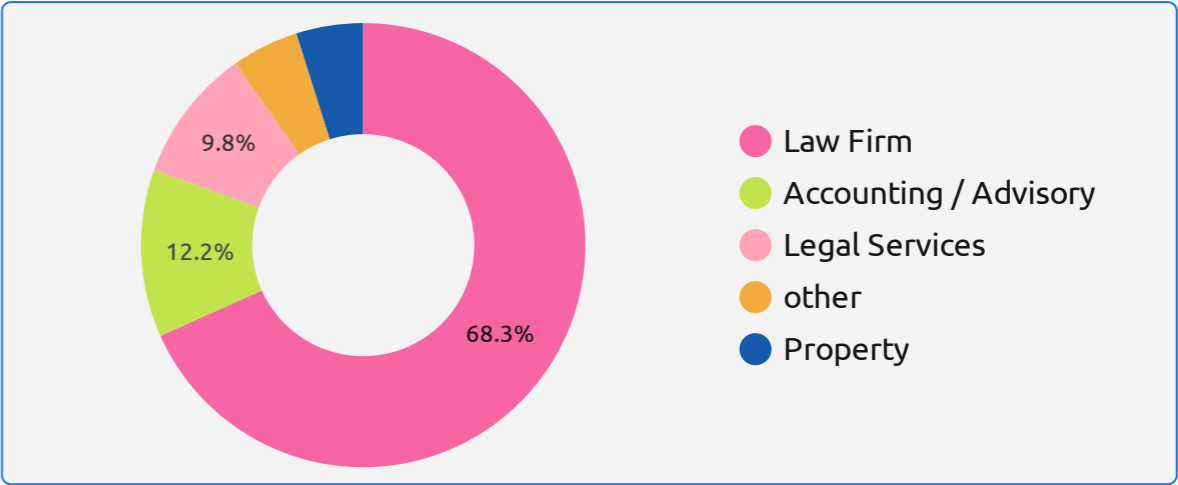
## Total Responses

↑ 6

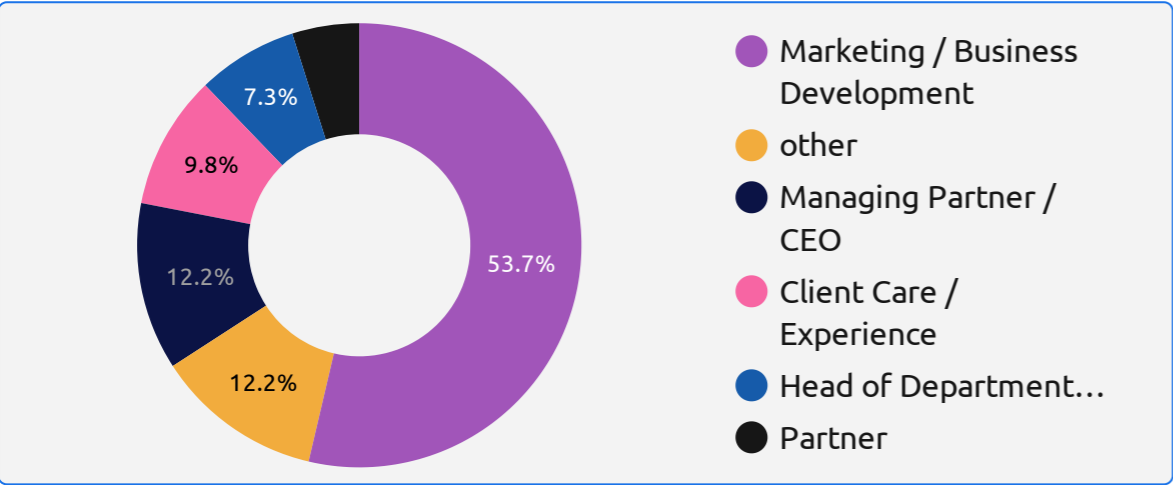
18 responses: firms > 500 employees



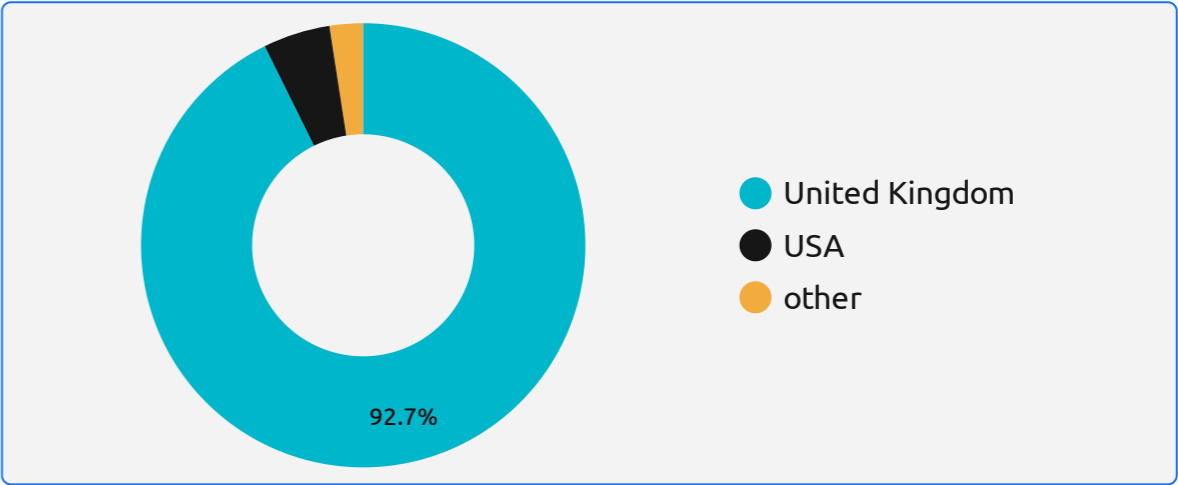
32 responses: Legal Sector



5 responses: Managing Partner/CEO



3 responses: International



# Context: how to create a feedback flywheel

[Click here to read more about the Feedback Intelligence Flywheel](#)



**Always be listening**



**Centralise the data**



**Automate the analysis**



**Give results context**



**Close the loop**

## Getting started

*"We've started to do it!"*

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

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*"We are on a journey."*

## Going global

*"Expanded more globally."*

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*"Now have a global client listening programme"*

## Increasing engagement

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

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

## More structure

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

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*"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?

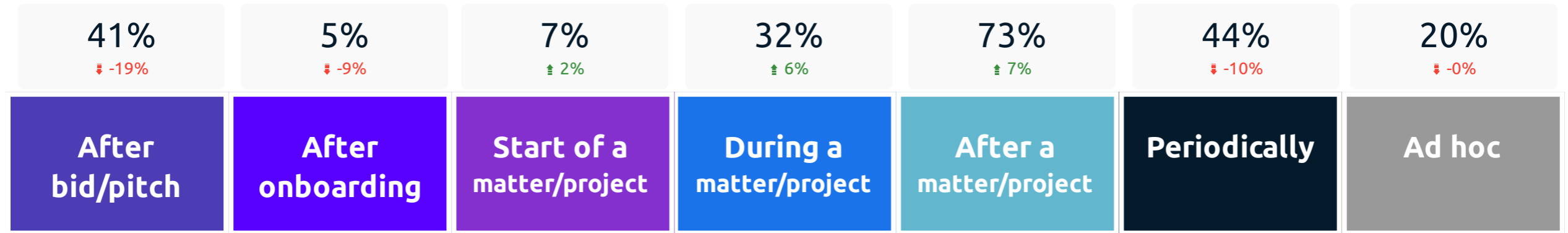


# Timing: most feedback is retrospective

Firm Size

Sector

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



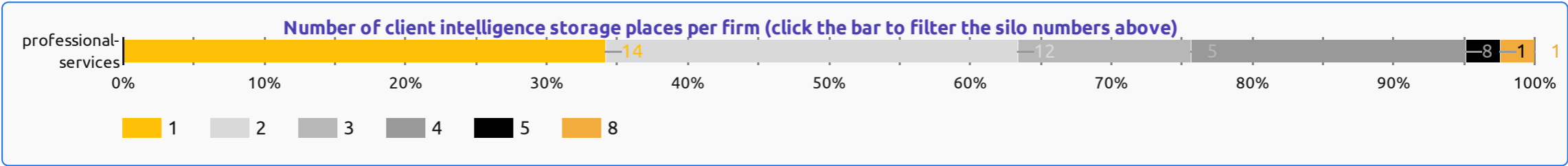
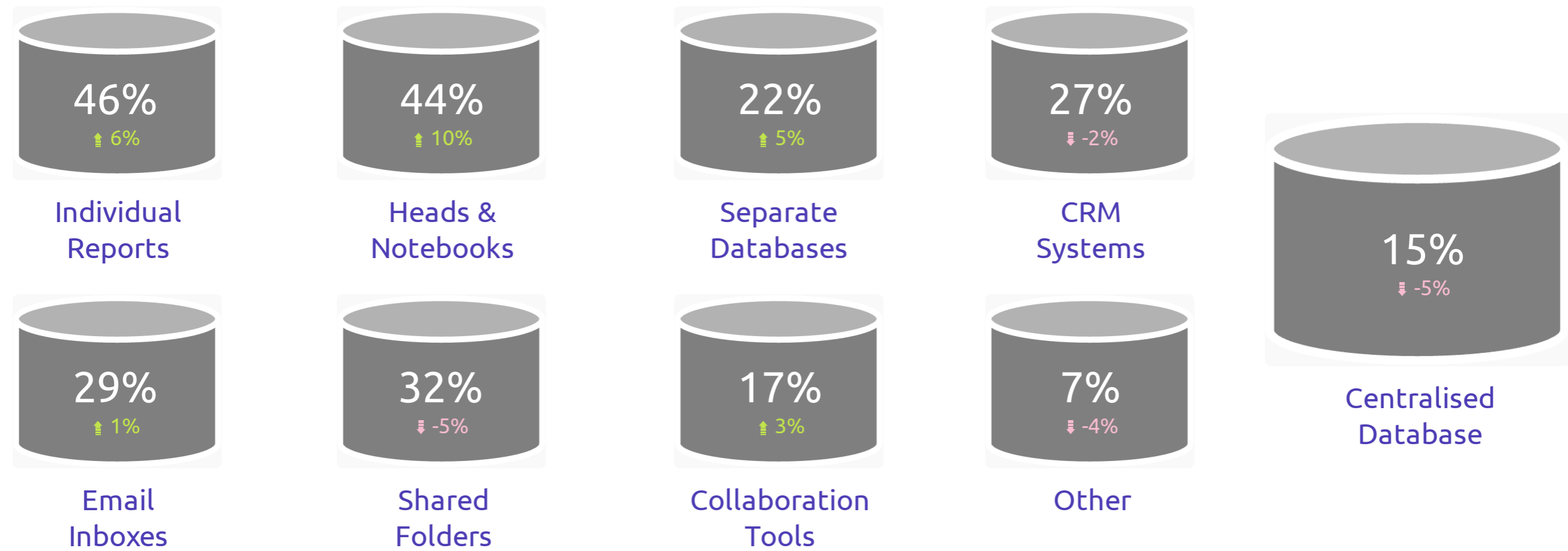
Feedback collected at different stages of the client journey

*"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)



# Challenges: not enough feedback

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

Volume

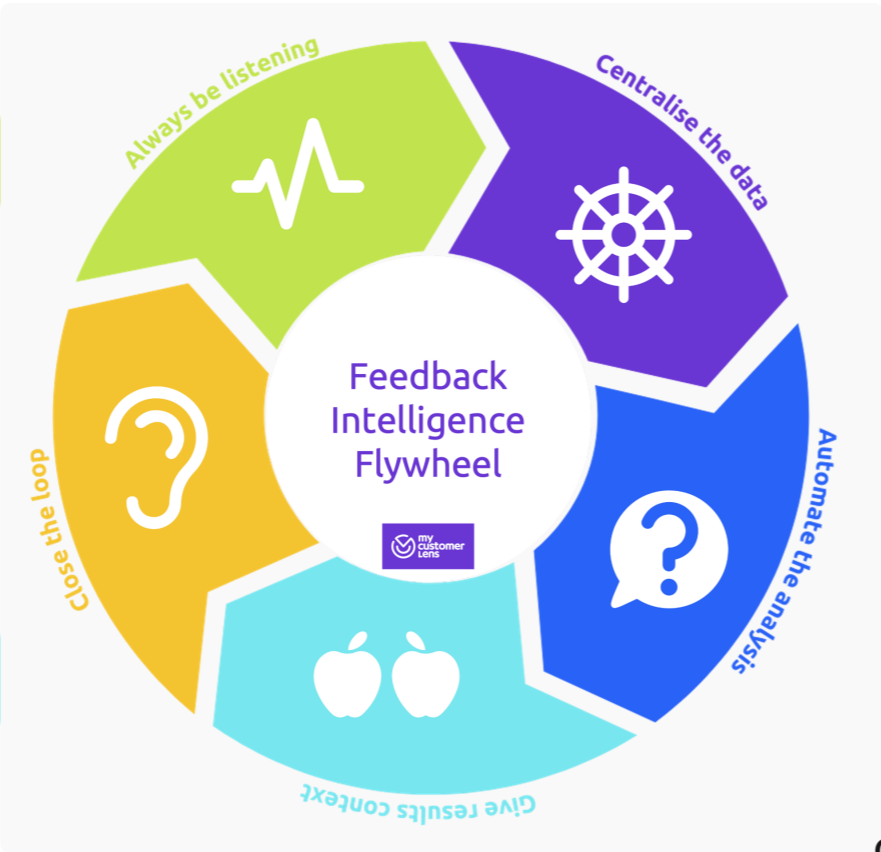
78%

not collecting enough feedback from clients

Engagement

56%

it's hard to link feedback to business outcomes



Collection

54%

people not sharing the feedback they've heard individually

Aggregation

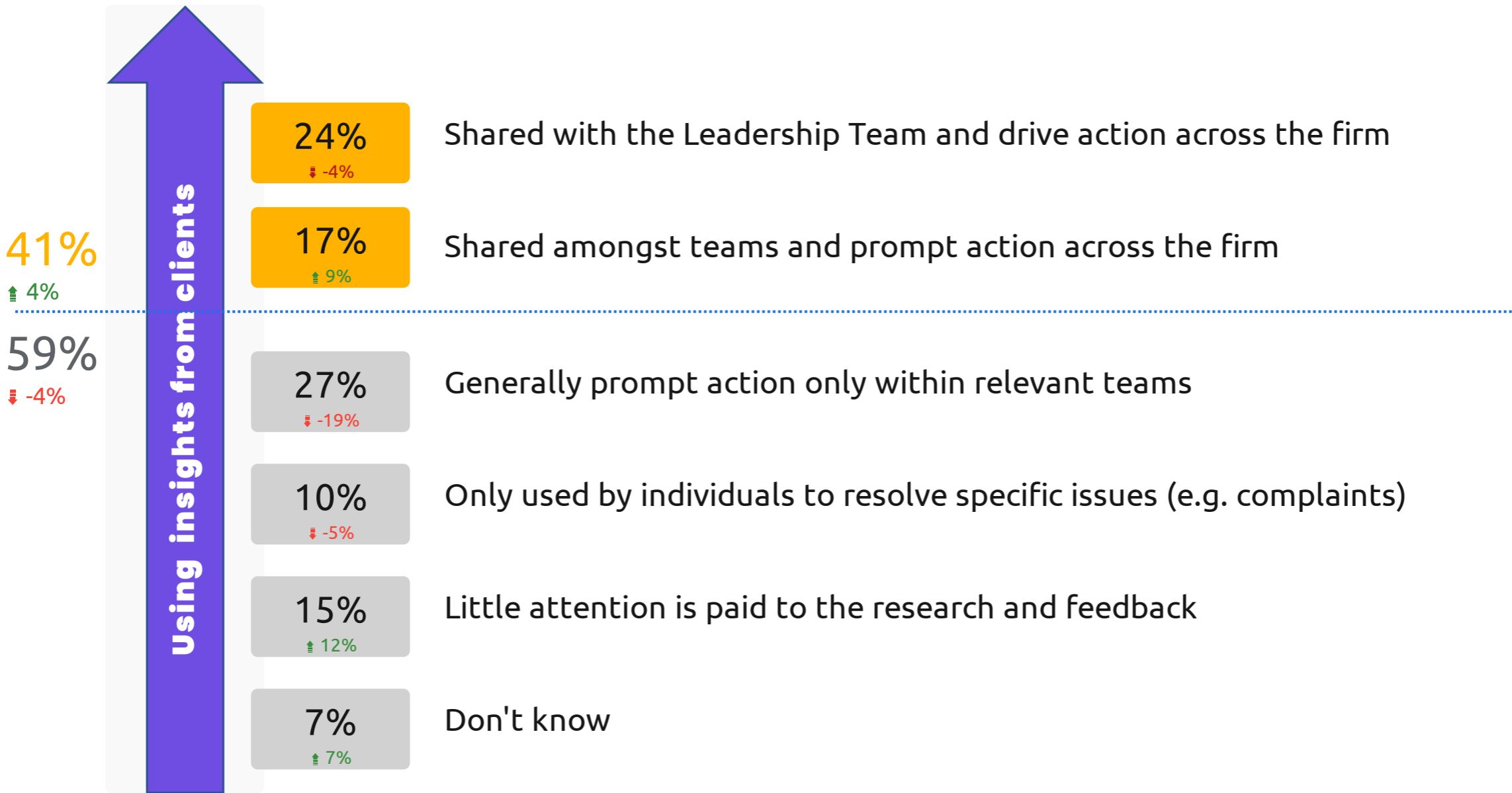
56%

feedback data isn't combined in 1 central place

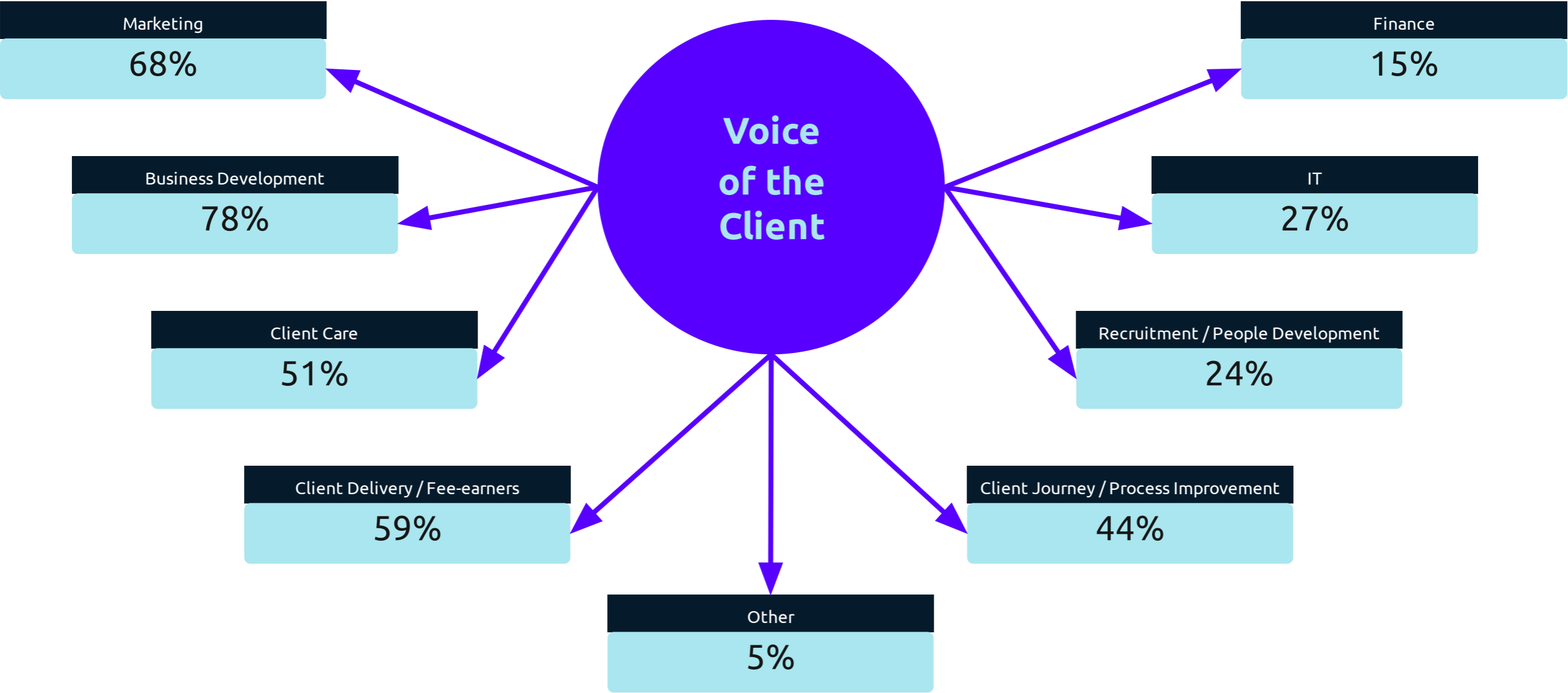
|              |     |
|--------------|-----|
| Volume       | 78% |
| Collection   | 54% |
| Aggregation  | 56% |
| Verbatims    | 17% |
| Alignment    | 29% |
| Engagement   | 56% |
| Benchmarking | 44% |
| Resources    | 41% |
| Politics     | 27% |

# Alignment: some clients are getting heard

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



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



## Show client's you're listening

*"Stronger engagement and relationships with clients"*

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

## Create competitive advantage

*to improve pitch processes and win rates"*

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*"Identifying cross-selling opportunities"*

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*"to promote firm on social channels"*

## See the clients' perspective

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

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

## Boost staff engagement

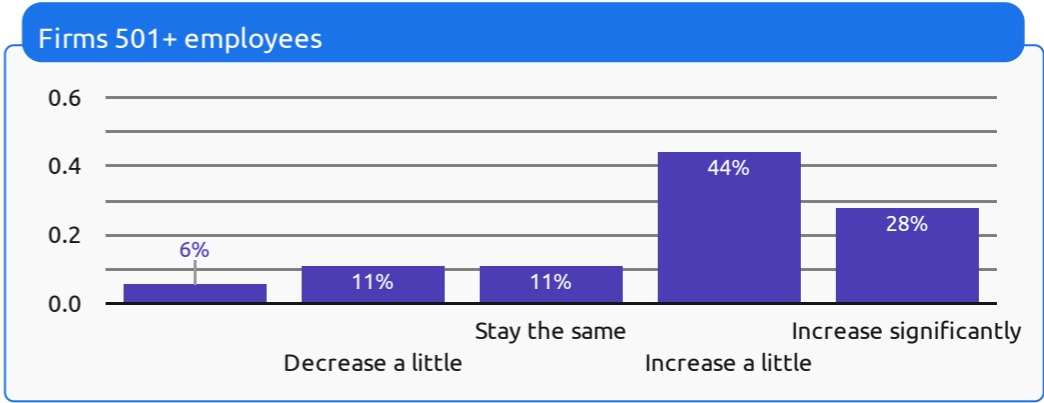
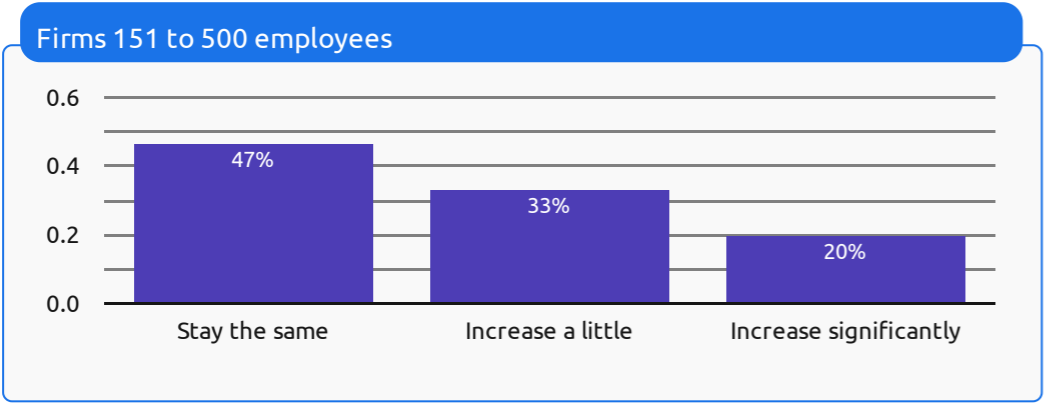
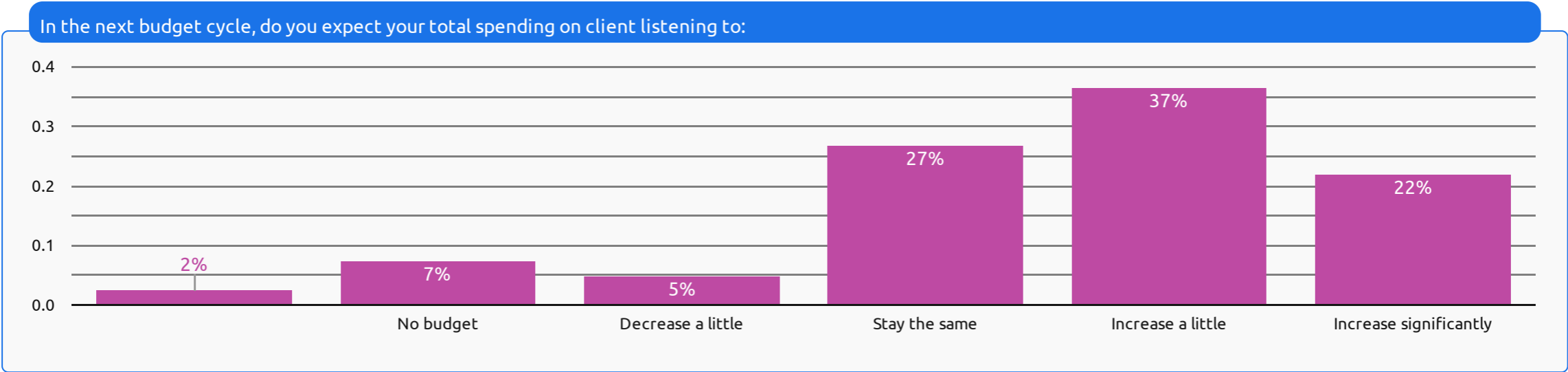
*"reward staff who consistently get good client feedback"*

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*"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?

*"**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"*