



# The ultimate guide to drive law firm growth and client success with AI

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## 1. Why technology matters

Today's clients demand more from their law firms than ever before. To remain competitive in this client-empowered era, firms must re-examine the role of technology.

By applying technologies such as intelligent automation and AI across the entire client lifecycle, firms can win more business, operate more profitably, and deliver higher levels of client satisfaction. Read on to find out how.

## 2. How to win more business

Using artificial intelligence, your firm can readily sign more new clients, quickly identify prospective business, effectively realize cross-sell potential, and easily discover opportunities to propose new services to existing clients.

Consult this nine-point checklist to assess whether your firm is capitalizing on artificial intelligence to win more business:

Marketing, business development, partners, and fee earners are all aligned and focused on unified business development goals.

You have a key client account program or a strategic business development model (targeting and cross-selling) that is well-executed and allows your firm to proactively address client needs.

You use analytics to forecast existing client buying patterns and automatically identify cross-sell opportunities, and you then proactively take action.

You use analytics to pinpoint new business opportunities with the greatest strategic potential and highest ROI.


Business development approaches are tailored to the client's unique needs, and solutions are offered in a timely manner.

You have effective and efficient business development processes (proposal generation, RFPs, directories, lateral hire programs).

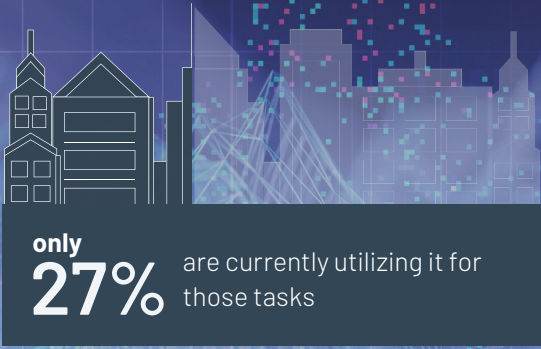
You automatically identify and staff RFPs with attorneys or partners who have the most relevant experience and existing relationships to win the business.

Firm biographies, case studies, and other collateral are contained within a unified data system that is easily accessible.

The majority of your client development decisions are data-driven.



**94%** of law firms deem intelligent technology important for client development



only **27%** are currently utilizing it for those tasks

# Make the case for front-office technology investments

Increasing your investments in intelligent technology for front-office functions can lead to a number of positive results for your firm, including better productivity, improved efficiency, and higher levels of client satisfaction.

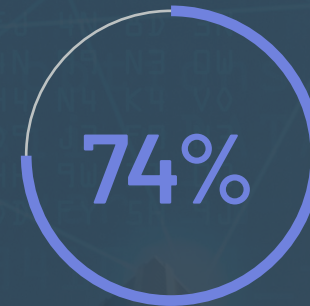
## Pacesetters pull away

A recent survey conducted by Intapp and *The Lawyer* found that a subset of firms, £700M-1B in revenue, is planning to invest heavily in intelligent automation over the next three years. These firms—which we call pacesetters—are also experiencing higher-than-average growth rates.<sup>1</sup> Interestingly, many of the firms succeeding in the client-empowered era are the same ones planning to invest heavily in intelligent automation across the client lifecycle.

Here are some data points you can use to make the case for front-office IT investments across your practice:



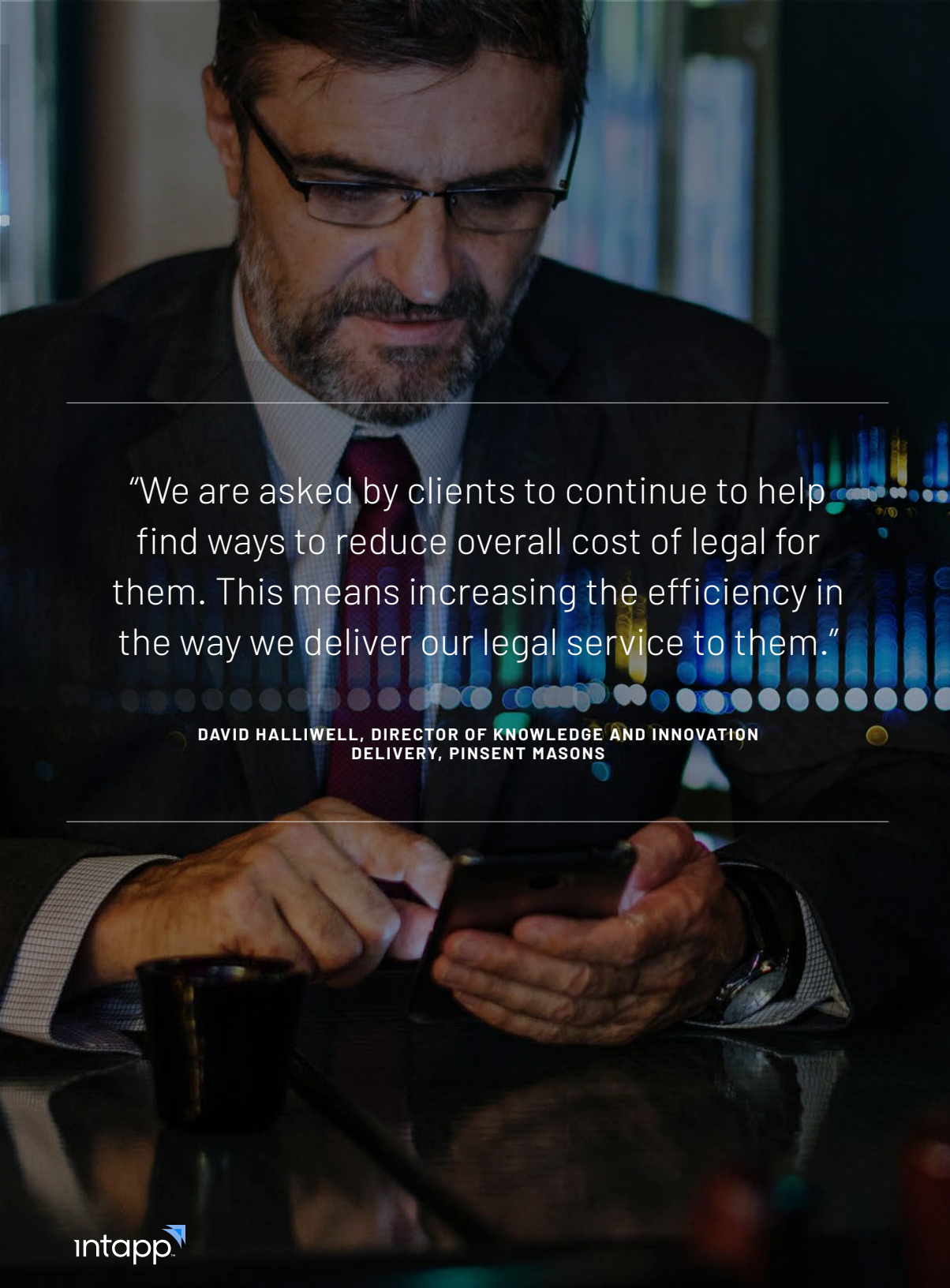
of pacesetters plan to invest in client development



of pacesetters plan to invest in business acceptance



average annual growth rate for pacesetters, compared to 9.5% for the U.K. 200



“We are asked by clients to continue to help find ways to reduce overall cost of legal for them. This means increasing the efficiency in the way we deliver our legal service to them.”

DAVID HALLIWELL, DIRECTOR OF KNOWLEDGE AND INNOVATION DELIVERY, PINSENT MASONS

### 3. How your firm compares on profitability

Intelligent technology enables your firm to reduce costs by streamlining processes and reducing time spent on administrative tasks, allowing you to focus on optimizing billable time and firm resources. The impact is twofold: better front-office presentation for clients and more efficient matter execution.

Surprisingly, a significant number of firms have struggled to improve or maintain realization rates over the past several years. In 2017, realization rates went down for 17 percent of U.S. law firms, and for 45 percent of firms, realization remained flat.<sup>2</sup> To combat this issue, many firms are attempting to reduce write-offs and write-downs while also boosting fee-earner productivity. But have they been successful?

## Compare your firm with global results

Intapp and *The Lawyer* surveyed 300 global law firms to assess their attitudes toward investments in intelligent automation across the client lifecycle.

See how your firm is approaching profitability compared with the rest of the industry. Simply respond to the following two questions from the survey and see where your firm falls within the study results.

Done filling out the chart? Intelligent technology offers potential solutions for reducing write-offs and write-downs and boosting realization. AI can track work in real time, easing the burden on fee earners to manually record every billable hour and preventing unrecorded work. It can also track actuals against the matter's budget, providing early warnings in order to lessen the risk of overruns and other budgetary complications. Instead of risking a client rejecting a noncompliant bill, software can automatically raise flags and suggest compliant alternatives when a violation of client terms is about to occur.

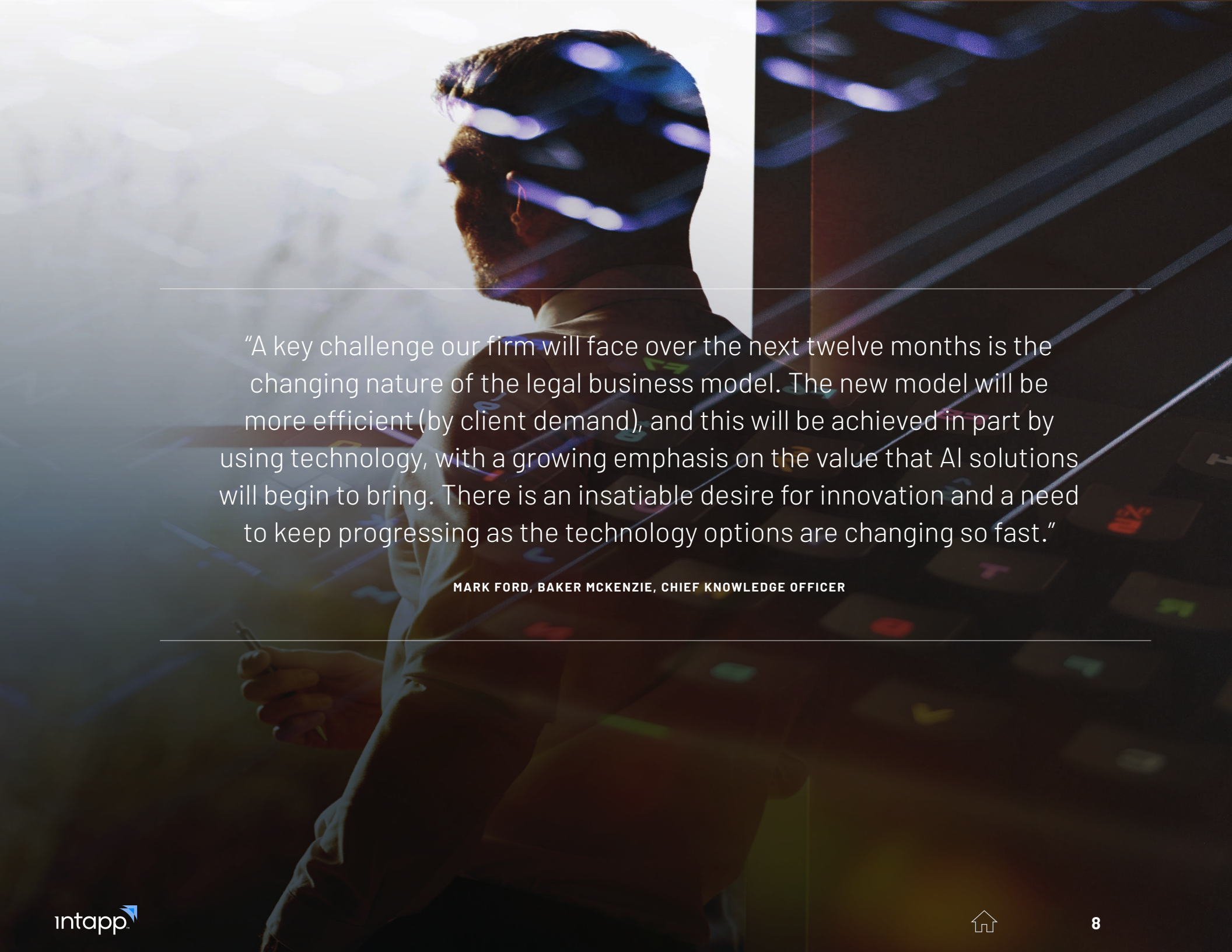
If your firm outperformed the average of those within our sample, great job! If not, you might want to think about making greater investments in front-office efficiency, specifically with regard to intelligent automation.

### To what extent did your firm reduce the financial impact of write-offs and write-downs in its most recent full financial year?

(For each column, please select one answer only.)

	Your firm's write-offs	Percentage of global survey respondents
Greater than 8% reduction		8%
0% to 8% reduction		21%
No change		24%
0% to 8% increase		10%
Greater than 8% increase		8%
Don't know		29%

	Your firm's write-downs	Percentage of global survey respondents
Greater than 8% reduction		6%
0% to 8% reduction		27%
No change		33%
0% to 8% increase		9%
Greater than 8% increase		9%
Don't know		16%



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"A key challenge our firm will face over the next twelve months is the changing nature of the legal business model. The new model will be more efficient (by client demand), and this will be achieved in part by using technology, with a growing emphasis on the value that AI solutions will begin to bring. There is an insatiable desire for innovation and a need to keep progressing as the technology options are changing so fast."

**MARK FORD, BAKER MCKENZIE, CHIEF KNOWLEDGE OFFICER**

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# Compare your firm with global results—time savings

Intelligent automation boosts profitability in many ways. One of those is through time savings. Consider how much time you've saved on various tasks in the last year, then compare those numbers to our global survey results.

Finished filling in the chart? If you achieved more time savings than the firms in our survey, well done! If not, consider the potential time-saving impact of implementing intelligent, automated technologies more broadly. Intelligent automation improves productivity and profitability by minimizing manual processes, eliminating redundancies, and optimizing workflows.

**Roughly speaking, how much have you reduced the number of hours spent on the following tasks in the last year?** (For each row, select one answer only.)

	Your firm					Percentage of global survey respondents				
	No change	Up to 25% reduction	25% to 50% reduction	50% reduction	Don't know n/a	No change	Up to 25% reduction	25% to 50% reduction	50% reduction	Don't know n/a
Opportunity identification and cross-selling						45%	24%	20%	0%	11%
Pricing						42%	19%	19%	0%	20%
Conflicts clearance						50%	27%	7%	0%	17%
Managing client terms						61%	12%	10%	0%	17%
Resource allocation						73%	14%	3%	0%	17%
Delivery insights and analytics to clients						62%	8%	7%	3%	20%

## 4. How firms should (and should not) handle data in the client-empowered era

Today's intelligent technology provides instant access to more firmwide and matter-specific data than ever before. Your ability to manage and garner insights from this newfound wealth of information will significantly impact performance. Refer to this list of do's and don'ts to make sure you're maximizing the use of your data while avoiding common pitfalls and inefficiencies.

### DO:

- Create smart pricing strategies based on historical and forecasted data on a case-by-case basis.
- Use data to identify profitable opportunities.
- Allow data to drive smarter, faster business decisions.

### DON'T:

- Implement static pricing strategies for every matter and client out of habit.
- Pursue new matters and clients without considering their profit potential.
- Rely solely on decision-makers' gut instincts.

## 5. How to deliver client success

In the client-empowered era, leveraging technological processes during discrete portions of the client lifecycle is no longer sufficient. To provide the level of service today's clients expect, law firms must find ways to utilize intelligent technology across the entire client lifecycle.

Here are some specific ways intelligent automation can improve client delivery functions:

### 1. Client work and collaboration

Deliver the transparency and real-time communication today's clients demand.

### 2. Practice automation

Easily assign and automate tasks for individual users or groups.

### 3. Time and effort recording

Automatically prepare timesheets to accelerate billing and improve realization.

### 4. Project management

Streamline matter execution and boost productivity.

### 5. Risk monitoring

Ensure compliance with real-time alerts for client term violations and more.



## 6. How Intapp can help

Expanding technology into the front office and across the entire client lifecycle is no easy task. Intapp offers both the software and the consulting expertise needed to simplify deployment, drive change management, and maximize results.

Most technology providers have yet to design their products to meet the unique specifications of the legal market. Intapp is different. Our platform is purpose-designed for the legal industry to help you win more business, deliver services efficiently and profitably, and maximize realization—all within the context of a project-based partnership rather than a traditional enterprise organization.

### What Intapp strategic consulting can do for you

#### **Build a case for change and design a transformation program**

We provide clarity on the stages of transformation and can present proof points and funding options to your senior stakeholders.

#### **Improve conflicts clearance, new-business assessment, and resource management**

We help you align your business acceptance program with your broader strategy, drive consistency, and establish better governance policies.

#### **Develop a methodology for winning work and accelerating key metrics**

We enhance your firm's effectiveness and redesign working practices across business development, marketing, and fee earners.

#### **Optimize legal project delivery and matter management**

We show you how to maximize client-engagement results, spend more time generating fees, and improve workflow efficiency.

#### **Secure more reliable profit streams through matter and client lifecycle assessments**

We can redesign pricing governance mechanisms, set up post-matter feedback systems, and develop training courses to improve fee-earner business acumen.

#### **Design an effective, firm-specific technology architecture**

We help you optimize your IT investment decisions, reduce spend, and develop a platform that best fits the way your business works.

## Sources

<sup>1</sup>"Navigating a New Reality in the Client-Empowered Era" (*The Lawyer* and Intapp, 2018). <https://www.intapp.com/insights/global-report/>

<sup>2</sup>Thomas S. Clay and Eric A. Seeger, "2018 Law Firms in Transition," Altman Weil. [http://www.altmanweil.com/dir\\_docs/resource/45F5B3DD-5889-4BA3-9D05-C8F86CDB8223\\_document.pdf](http://www.altmanweil.com/dir_docs/resource/45F5B3DD-5889-4BA3-9D05-C8F86CDB8223_document.pdf)

Intapp strategic consulting can help you develop a fit-for-purpose business operating model and road map to accelerate firm growth in the client-empowered era. Based on your strategic goals, our consulting experts can guide your firm on its unique journey toward greater client and firm success.

Contact [consulting@intapp.com](mailto:consulting@intapp.com) to start your journey today.