




Navigating a new reality in the client-empowered era

Leading the way in law firm innovation

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Running a law firm presents challenges and opportunities

- Develop Strategy
- Win More Business
- Operate Profitably
- Manage Risk & Compliance
- Deliver Client Success
- Manage Talent and Culture
- Lead a Partnership

A unique business model

Client-centric

Multi-faceted client relationships that require a revenue model centered on client satisfaction, loyalty and repeat business.

Partnership-focused

Requires managing a distributed governance model with multiple stakeholders, often with conflicting individual and practice objectives.

Project-Based

Need a repeatable, efficient process to assemble teams to deliver a service, disperse the teams into the labor pool, and reassemble new teams as needed.





The rules of the game have changed

- Revenue growth is more difficult
- Hourly rate billing is facing increased resistance
- Increased scrutiny about legal spend
- Long-term relationships are being challenged
- Full transparency is the new expectation
- Clients are well informed about prices, value and alternatives

Clients are setting the agenda in the client-empowered era

60%

have changed firms
in past year¹

70%

are demanding
alternative fee arrangements²

43%

want a modern
digital experience³

¹60% of Clients Replace Their Primary Law Firm." BTI Consulting Group. <https://www.bticonsulting.com/themadclientist/2015/3/18/60-of-clients-replace-their-primary-law-firm.html>

²Johnson, Chris. "Your Clients Want Alternative Fees: Is Your Firm Ready?" Legal Intelligencer. August 24, 2015. <http://www.law.com/americanlawyer/almlD/1202735048162/>

³Frederiksen, Lee. "Top 5 Business Challenges for Management Consulting Firms." Hinge Marketing, July 25, 2018. <https://hingemarketing.com/blog/story/top-5-business-challenges-for-management-consulting-firms>



The law firm of the future: a focus on client success

The Strategic Imperative

A client success orientation

FIRM SUCCESS

the traditional focus

- Market share
- Revenue
- Profit
- Talent
- Reputation

and

CLIENT SUCCESS

the new focus

- Outcome
- Budget/price
- Timeline
- Experience
- Security

The Strategic Imperative

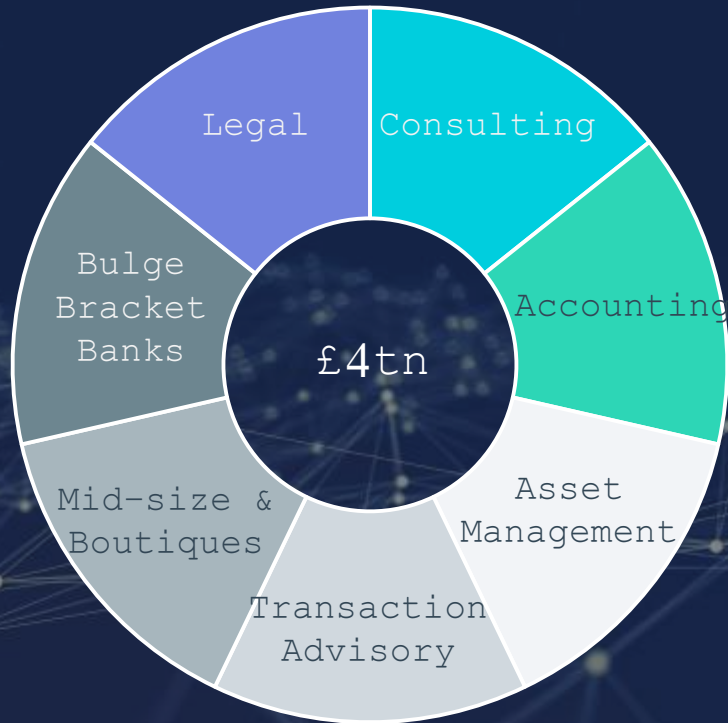
A client success orientation


Will generate **more revenue, more profit,** and provide a **better experience** for clients and lawyers



But this can be difficult

Professional services verticals vs. horizontal providers



A background image showing a group of business professionals in a meeting. In the center, two people are shaking hands, symbolizing agreement or success. Other people are visible in the background, some looking at documents or laptops.

Achieving client success from first touch to final outcome

Lawyers & Other Service Providers



Clients



FRONT OFFICE

Unified Client Lifecycle

Client Development

Strategy & targeting

Market development

Opportunities & pursuits

Business Acceptance

New business intake

Conflicts of interest

Client terms

Client Delivery

Budgeting & resourcing

Billing & collections

Time & project management

BACK OFFICE



Financial Management System



Document Management System



Human Capital Management



Other IT Systems

Do firms have the technology strategies in place to drive client success?

We surveyed 300 global law firms (100 from the UK) to learn the current state of technology in the legal industry.



The Technology Gap is Wide Across All Areas of the Client Lifecycle



90%

of firms said intelligent automation for opportunity identification and cross-selling is important

VS

16%

use technology solutions for this purpose

The Technology Gap is Wide Across All Areas of the Client Lifecycle



9/10

of firms believe automation is important for managing client commitments

VS

Fewer than

2/10

are taking advantage of data-driven insight in this area

The Technology Gap is Wide Across All Areas of the Client Lifecycle



86%

of firms feel automation is important for delivering insights and analytics to clients

VS

18%

use technology solutions for this purpose



A little investment
goes a long way

Reductions in the number of hours spent on tasks from up to 25% to over 50% in the following areas:

- Contact management
- Opportunity identification and cross selling
- Legal project management
- Billing

£700M-1B firms are making the most significant technology investments *and* are seeing big performance improvements:

**£700M-1B Firms
Investment Levels**

**Global Average
Investment Levels**


Client development	81%	27%
Business acceptance	74%	26%
Client delivery	70%	28%

**£700M-1B Firms
Revenue Growth**

**UK 200
Revenue Growth**

Per firm	14.5%	9.5%
Per lawyer	8.4%	5.6%
Per partner	8.8%	5.2%
Per equity partner	13%	7.4%

**Standout firms are
investing heavily
and performing
better**

A silhouette of a person running to the right, carrying a briefcase. The background is a dark blue-grey color with a complex, geometric pattern of overlapping lines and shapes, resembling a honeycomb or a network structure. The person's shadow is cast on the ground below them, appearing as if they are running on a reflective surface.

If you do not move you will be left behind

“Focus on the opportunities to feed the paradigm shift.”

- Law Firm CIO

Read the full study to learn how your firm can thrive in the client-empowered era.

<http://www.intapp.com/insights/global-report/>

Intapp strategic consulting can help you develop a fit-for-purpose business operating model and roadmap to accelerate firm growth in the new client-empowered era.

Contact consulting@intapp.com to start your journey today.



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