

CLIENT CASE STUDY

Law League
performance & compliance, measured

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MOGERS SOLICITORS LLP

BATH

9 PARTNER FIRM

ACTIVE FROM JANUARY
2013

www.mogers.co.uk

MOGERS
solicitors LLP

Louise Kelly was interviewed by
Law League on 27 September 2013

Mogers was introduced to Law League by LawNet, a national network of over 60 law firms, who wanted all member firms to use a standardised client feedback survey as part of their Excellence Mark.

It was good timing for the Bath based firm. A feedback form had been in place for some time but was only being used by two teams. Fee earners sent the form out sporadically which meant that reliable data was limited.

Additionally, the Mogers commercial teams did not use the feedback form at all, so results were further marginalised and “were only taken seriously if there was an issue which was then sent to the quality partner for compliance reasons.”

Feedback was not input into a centralised area which had an impact on its timeliness and effectiveness. In practice, the firm relied on word of mouth feedback and comments were used on an ad hoc for marketing purposes.

IMPLEMENTATION

According to Louise Kelly, Head of Marketing, the overall process of implementing the survey was easier than she had anticipated, with private client teams understanding the benefit of the survey and actively engaging with it.

“We had to make this survey work as part of our LawNet membership. It wasn’t a case of ‘if’ but ‘how!’”

Implementing the survey for the commercial teams was to prove less straightforward. Mogers’ large commercial clients could have several matters closing at the same time. “The problem was not the survey but the timing of sending out the survey.” Louise met with her managing partner and both heads of department – private and commercial – to work out the best way to implement the survey across the firm. There was little discussion. “We had to make this survey work as part of our LawNet membership. It wasn’t a case of ‘if’ but ‘how!’” says Louise.



Mogers: "We expect our people to go above and beyond for clients and we need to recognise it when they do."

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TIMING and METHOD

Initially, a proportion of commercial clients who had used Mogers were sent the feedback survey to gain an historical perspective. Regular clients will be sent the survey once or twice a year whether it be an online invitation, by post or via a phone conversation.

Commercial teams have gone from zero feedback to 55% of clients being surveyed in just 9 months

In less than 9 months, the commercial teams have gone from zero survey participation to inviting 55% of their clients to take part in the online survey, with a good proportion of survey invitations being accepted.

Most private clients are sent the paper based survey – there is an assumption that they would prefer this as the client profile tends to be older. Of real interest is Mogers' approach to surveying elderly clients who do not have email addresses or internet access. This group "love to have a conversation by phone" so they are telephone interviewed with results logged using the Mogers surveylink.

Results from their old survey were time consuming to log because they were a combination of figures, comments and so on. Using a specialist online survey system has cut this time with data entry completed "in seconds".

"I have more testimonials to use, any issues are sent to our Senior Partner and good comments about fee earners go straight to the Head of Department"

All paper based response goes to the Mogers business support team who key in the results using their surveylink. 'This process has completely streamlined it. I have more testimonials to use, any issues are sent to our Senior Partner and good comments about fee earners go straight to the Head of Department and the fee earner themselves. We use it as an HR tool too. We expect our people to go above and beyond for clients and we need to recognise it when they do.'

THE FUTURE

A data cleanse of the Mogers database has been instigated by Louise plus a drive to capture email addresses so that survey invitations can be sent electronically. Not just a move towards saving time, Louise stresses 'If we cut out the postage associated with paper surveys and automated the process it will save money so we'll be pushing for that.'

She would like more completed surveys from the commercial teams' clients. There is a deadline of the end of 2013 to disengage fee earners from the survey invitation process and a new IT based central file system will be key to this. The start and the close of a matter will no longer be driven by a fee earner and survey invitations will be sent out for all closed cases unless the client has opted out or the fee earner has specifically asked for a delay.

Mogers have just added their managing partner's contact details (direct line and email address) to the opening page of their survey so that clients can contact 'the top person' if there is an issue. It's a small detail but Louise explains that 'they feel that their feedback is being listened to'.

REPORTING

Authorised staff from Mogers log on regularly via a passworded web page to see their realtime results. Top line results, individual question analysis plus benchmarking are all available from one online resource.

“It takes seconds to send out and we use results to track how we are doing against other LawNet firms. It’s visual and it’s quick.”

The online reporting format has “cut time” particularly the ability to download monthly reports. Previously it was just the managing partner who received the top line figures. Now he now has the full picture based on a range of client feedback with reports being emailed to all relevant parties. “It takes seconds to send out and we use results to track how we are doing against other LawNet firms. It’s visual and it’s quick.”

In addition to the ease of reporting and clarity of results Louise says that “the benchmarking is great – we want to be above the benchmark not on it. We have become competitive and want it to change. You just can’t ignore how you’re doing.”

“We are focusing on things we have a small dip in” says Louise, “things we may be aware of but the Law League report highlights it. It brings issues closer to the agenda. It has caused us to think of projects for example fixed fees versus ongoing cost information. All teams should know what others are charging on a fixed fee basis – it would promote cross referrals and stop any issues with ongoing cost information.”

THE BIGGER PICTURE

Using Law League helps Mogers to see part of the bigger client service picture. Louise has identified key ways of automating the survey process internally and integrating the results into the firm’s daily operations whether they are performance, compliance or human resource issues.

Mogers is now “using feedback to change the way we work. Law League helps us to back up perceptions of how we thought clients perceived our service with facts and figures.”

Our thanks to Louise Kelly for her participation in this case study interview. If you would like to find out more about how Law League could help your firm to measure both performance and compliance through client feedback please contact Rayne Tompson on 01373 814773 or use one of the online methods below.

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