



Accelerating Change: COVID-19 and The Legal Profession

With Rio From Clio

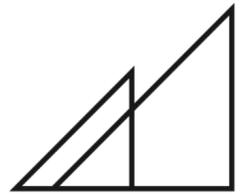
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Affinity Program Manager

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[@RioFromClio](#)





LEGAL TRENDS REPORT

PUBLISHED BY CLIO

Part 1: **Exploring** **the Insights**



Our fifth annual edition





TEMP (°C) 23
TEMP (°F) 22
OAT
PRESSURE ALT. 100 FEET

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40



CLUTCH MR TEMP
MR CHIP CARBON STARTER
CHIP MONITOR ON TR CHIP
LOW FUEL LOW RPM

VERTICAL SPEED
100 FEET PER MINUTE

KNOTS

ER

% RPM

VERTICAL SPEED
100 FEET PER MINUTE

ALT

CAUTION
DO NOT EXCEED
MP TABLE LIMITS

Q4377U

QUARTZ
5 YEAR LIFE
1500 HOURS

R44 Raven II

AUX 17.0 US GAL



“

Be humble and recognize that, to a rounding error, 'no one knows s*&T'... what you are doing is scenario planning in the face of **the most unique economic event in history,** a simultaneous worldwide voluntarily-induced recession.

RORY O'DRISCOLL | SCALE VENTURE PARTNERS

VUCA

VUCA PRIME



Volatility



Vision



Uncertainty



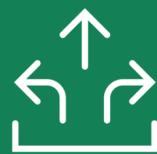
Understanding



Complexity



Clarity



Ambiguity



Agility

Our Data Inputs

All results are
anonymized and
aggregated

Clio's app data

Aggregated and anonymized data from tens of thousands of legal professionals.

Surveys of US legal professionals

Multiple surveys with over 1,000 responses containing qualitative and quantitative results from practicing legal professionals.

Surveys of US general population consumers

Multiple surveys of over 1,000 responses from members of the general population.



COVID-19's Impact on Legal

www.clio.com/covid-impact

Contents: Part 1

- 1** Unpacking the impact of COVID-19 on the legal profession
- 2** The aggregation of marginal gains through technology
- 3** The rapid rise of the cloud-based, client-centered legal practice



The impact of COVID-19

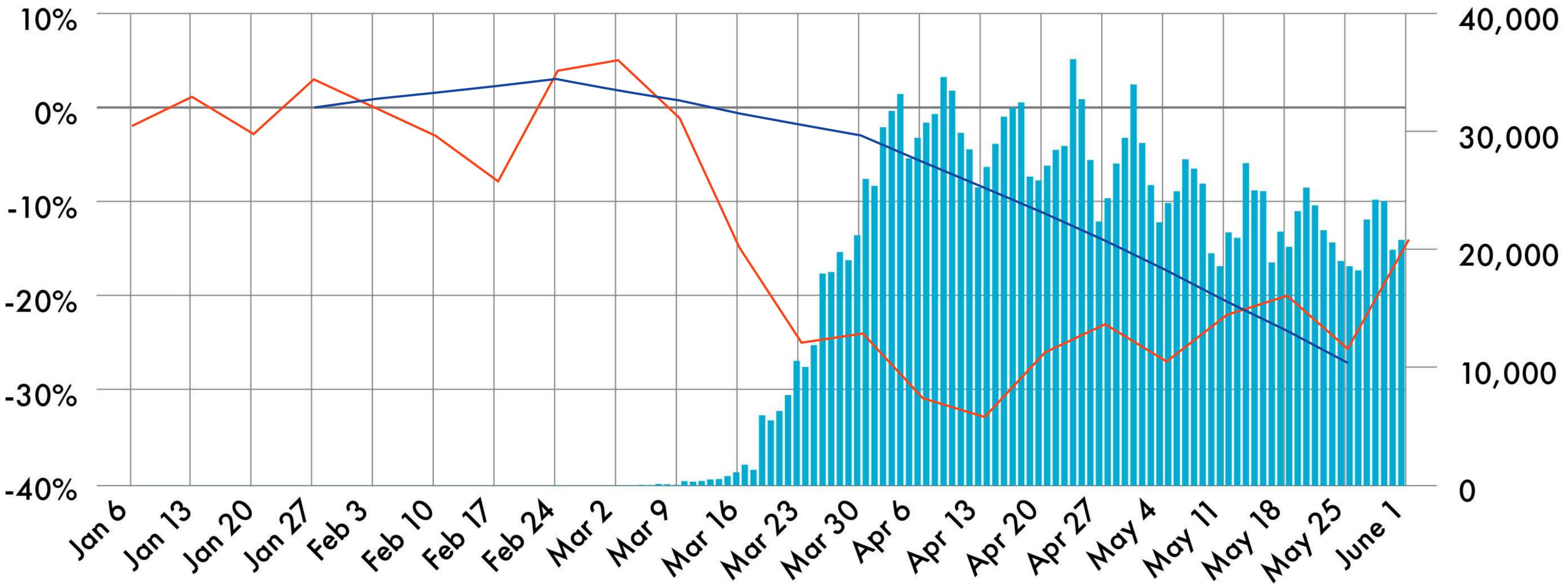
“

I'm just trying not to lose too much money ... COVID is going to cost us between \$100,000 and \$500,000 in revenue because a lot fewer cases are coming in.

- JASON | PRACTICING LAWYER

Law firms see monthly billings decline

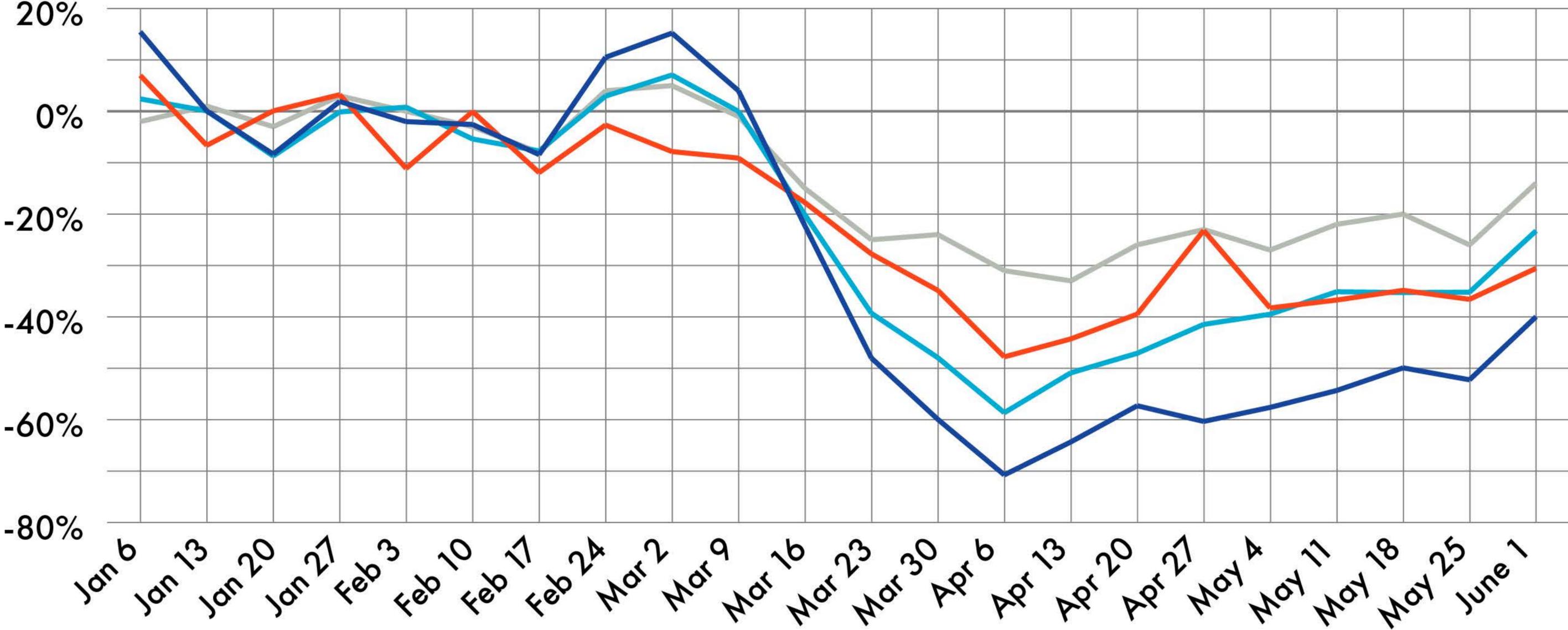
- New coronavirus cases
- % change in new matters
- % YoY change in monthly billing volume*



*YoY comparison, adjusted for annual growth

Criminal, Personal Injury, and Traffic Offenses have seen more reduction in cases than others

- Criminal
- Traffic Offenses
- Personal Injury
- US average



61%

OF CONSUMERS SURVEYED
SAID THEY WOULD NOT BE
ABLE TO AFFORD A LEGAL
PROBLEM

IN APRIL AND MAY OF 2020
CANADA'S UNEMPLOYMENT
RATE ROSE TO

13.7%

33%

of consumers believed lawyers had stopped offering their services through April and May.

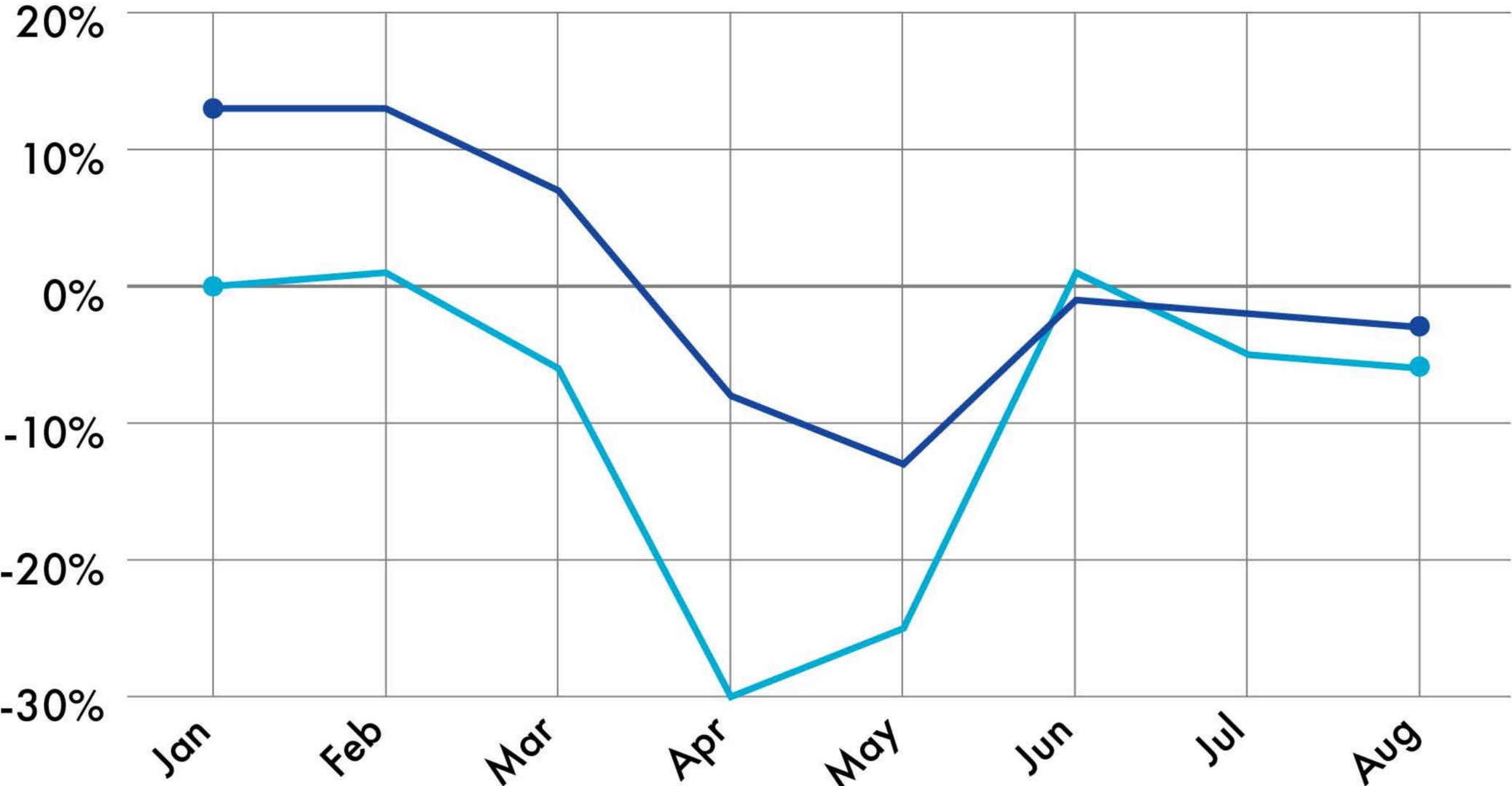


2%

of firms had stopped offering their services.

New casework and firm revenue compared to previous year

- New matters (YoY)
- Revenue (YoY)





The aggregation of marginal gains



“

Everything that I'm doing in the back of my mind I'm thinking, how can I make my life easier and how can I make it look more professional?

DAVID | PRACTICING LAWYER

**Which firms
proved
to be the
most agile?**

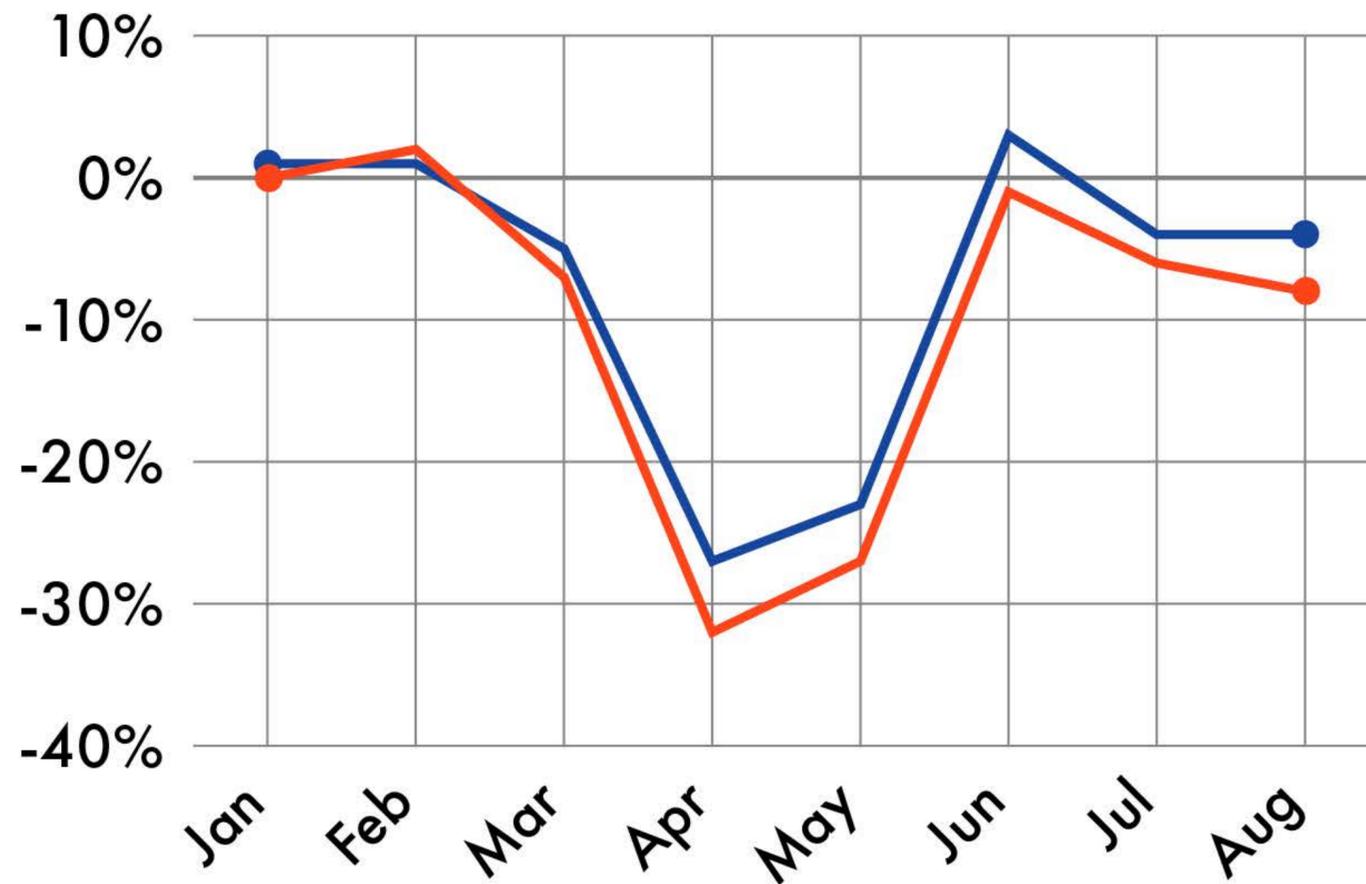
#1 Online Payments



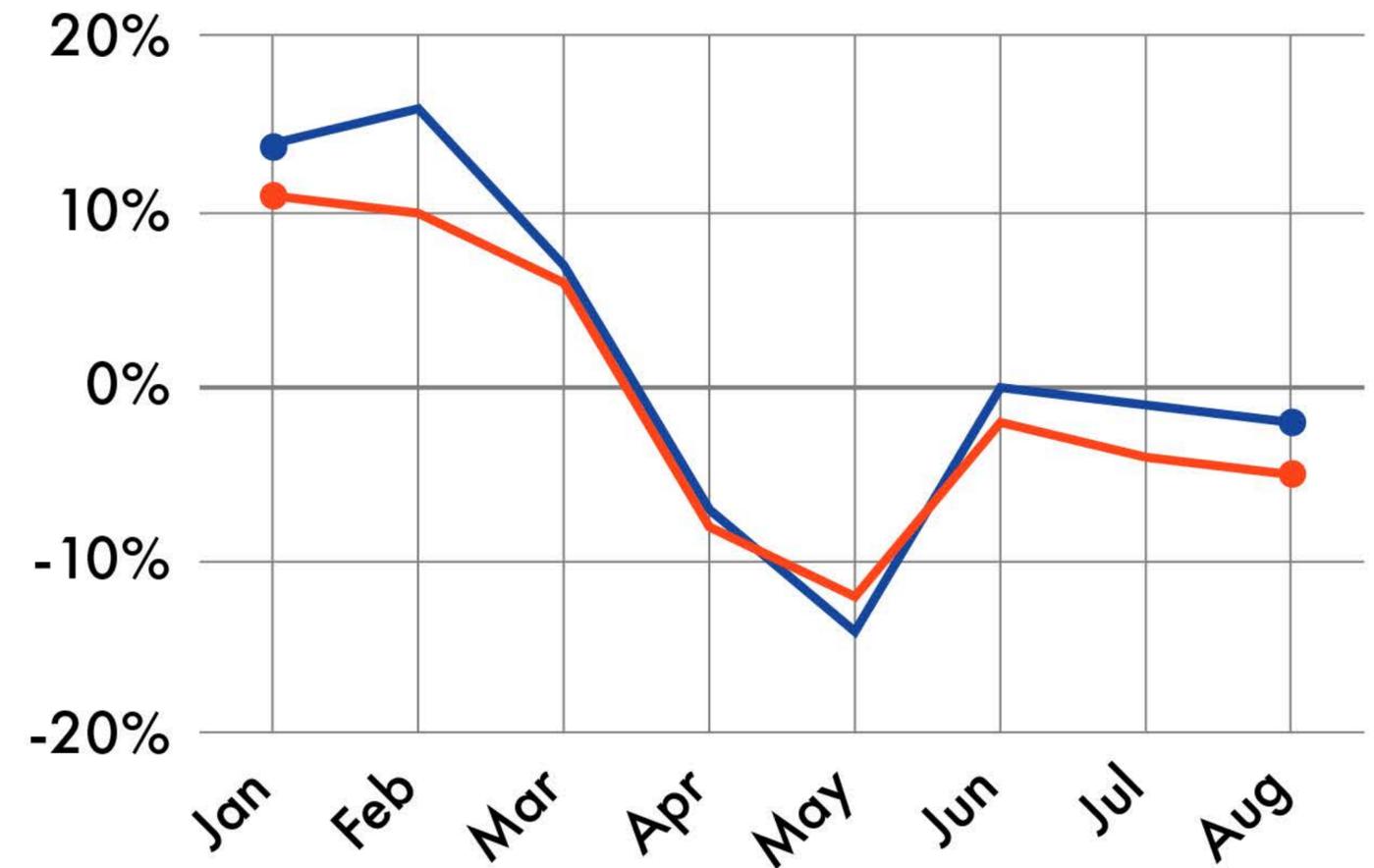
Electronic payments

- Uses electronic payments
- No electronic payments

YoY comparison of matter volume

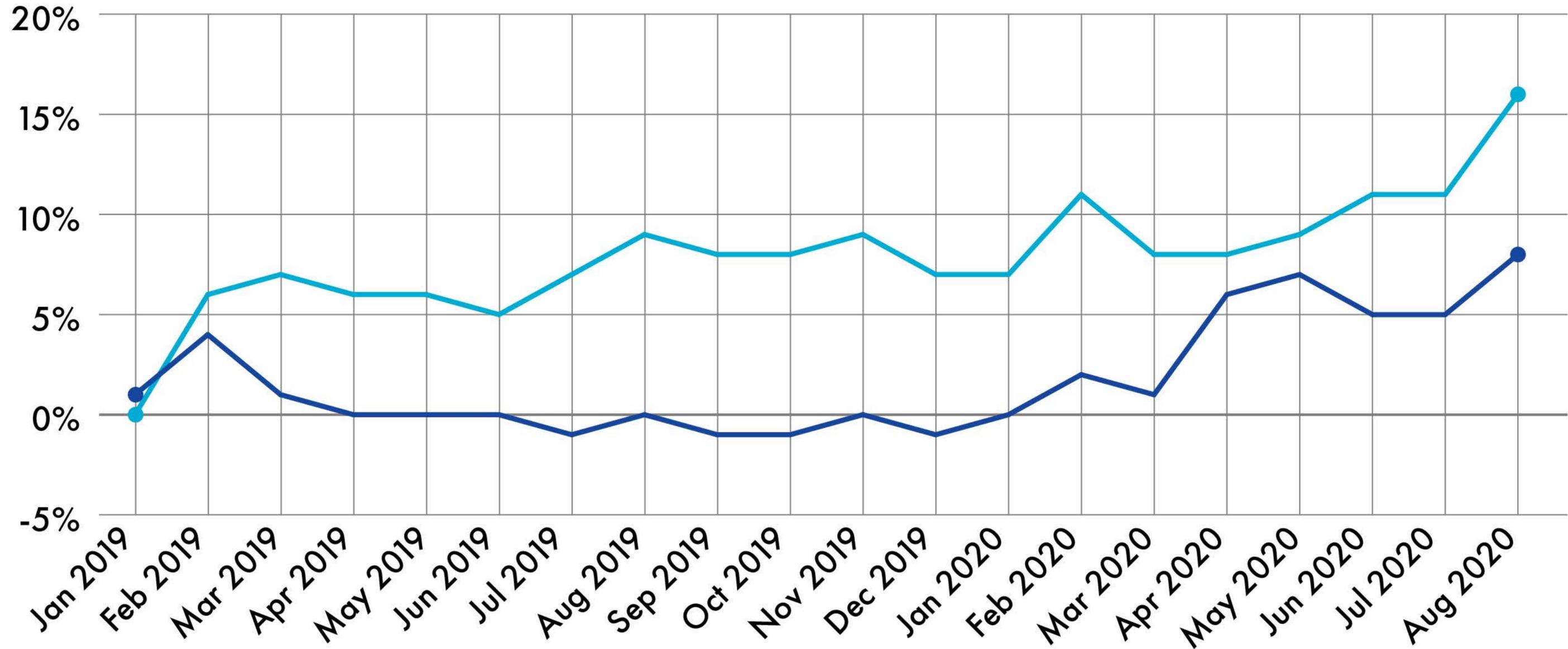


YoY comparison of revenue



Advantages to using electronic payment

- % difference in new matters (per lawyer)
- % difference in revenue (per lawyer)



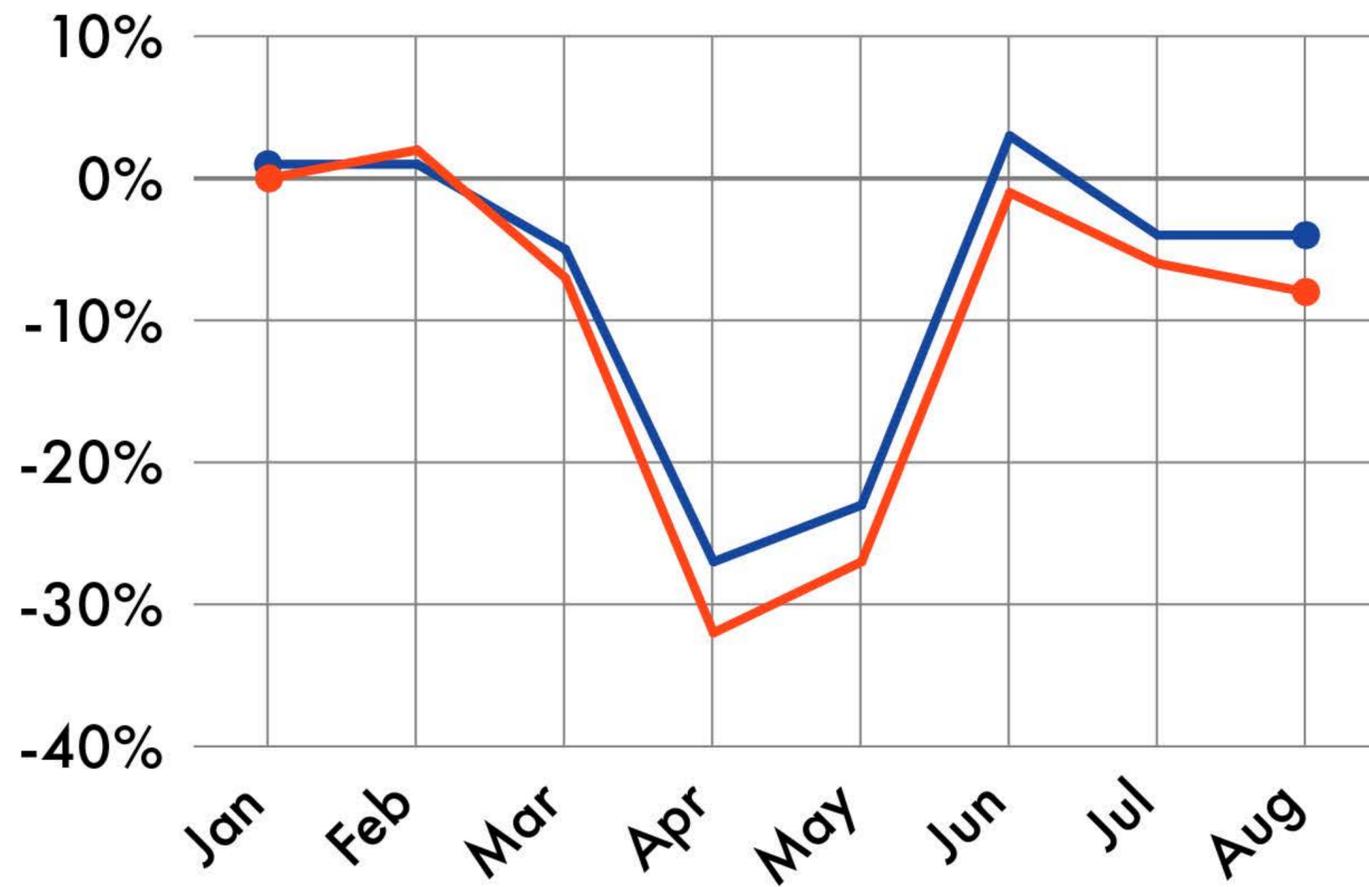
#2

Client Portal



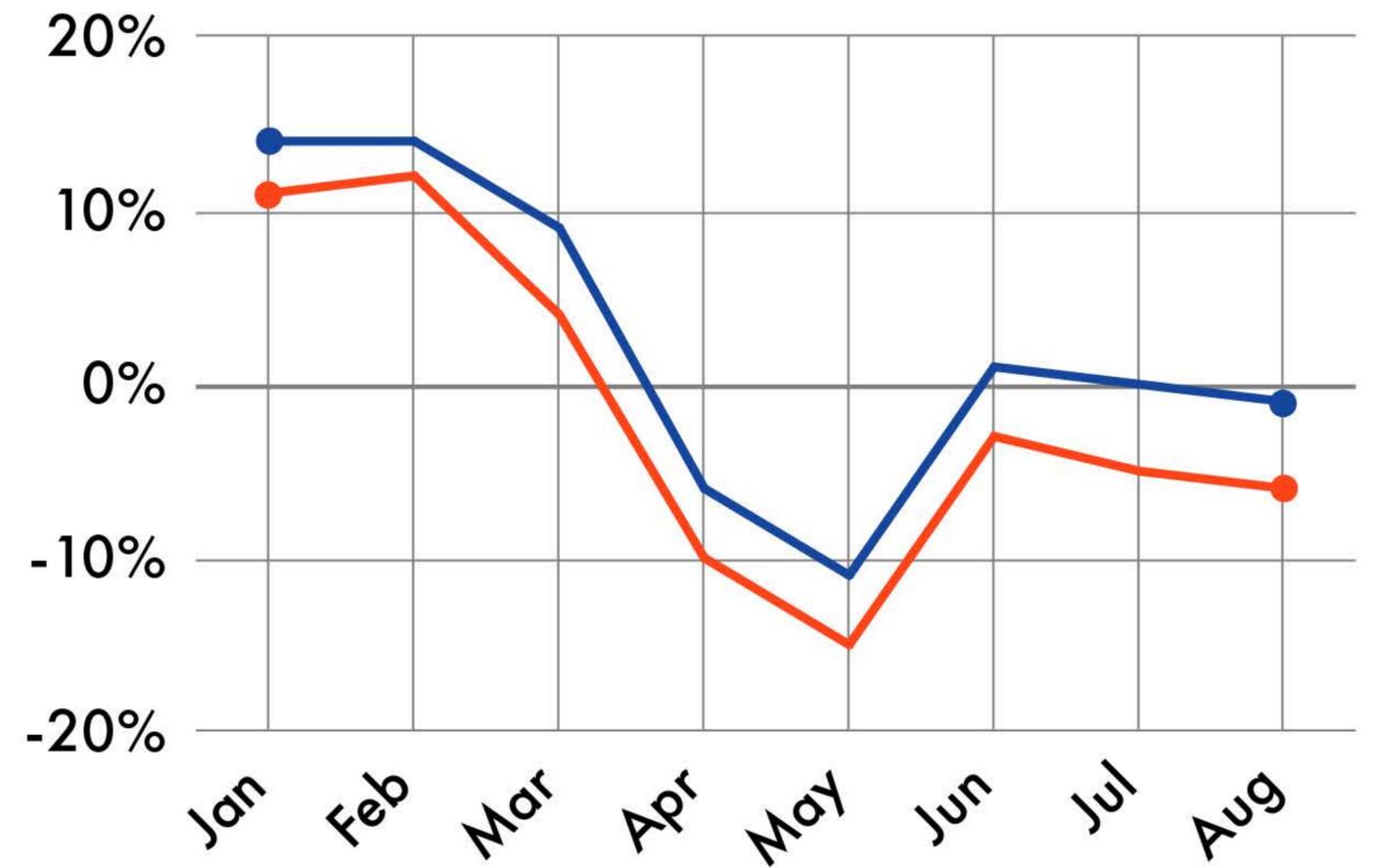
Client portals

YoY comparison of matter volume



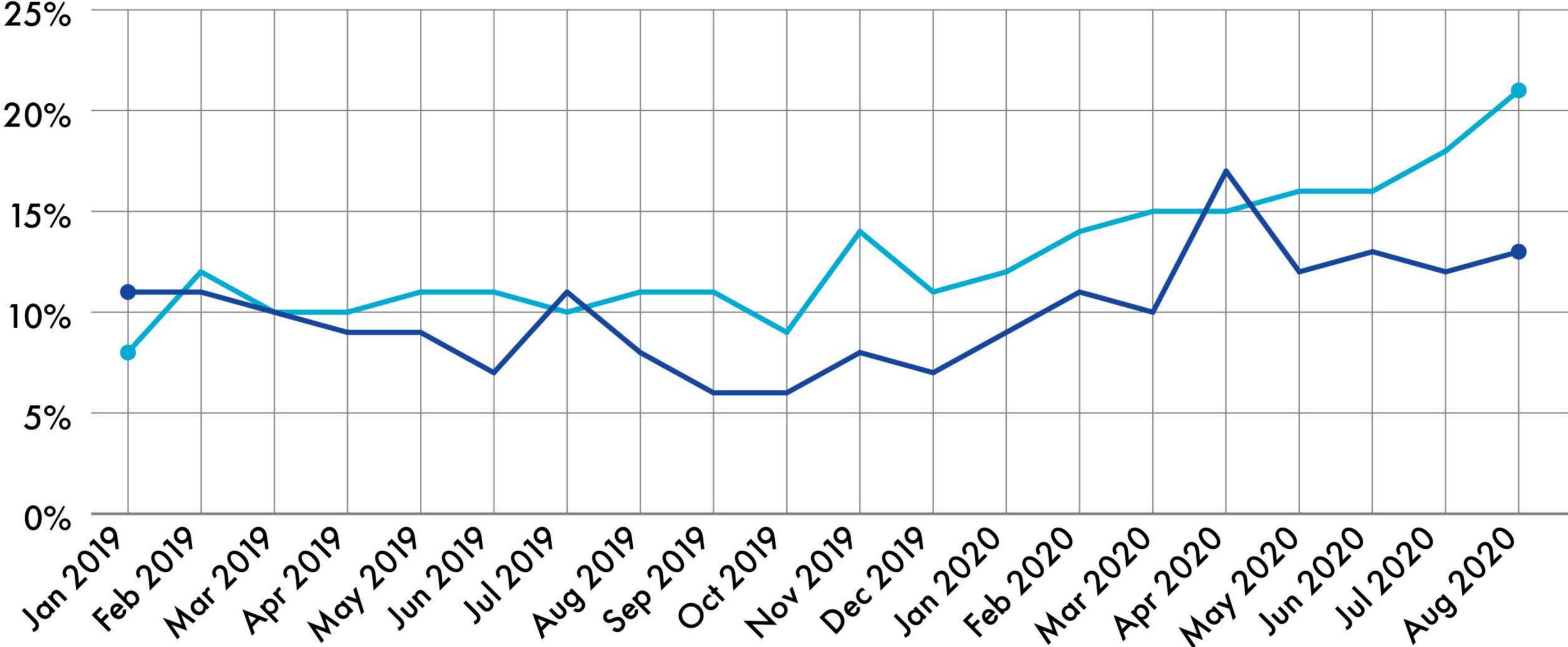
● Uses client portal ● No client portals

YoY comparison of revenue



Advantages to using client portals

- % difference in new matters (per lawyer)
- % difference in revenue (per lawyer)



#3

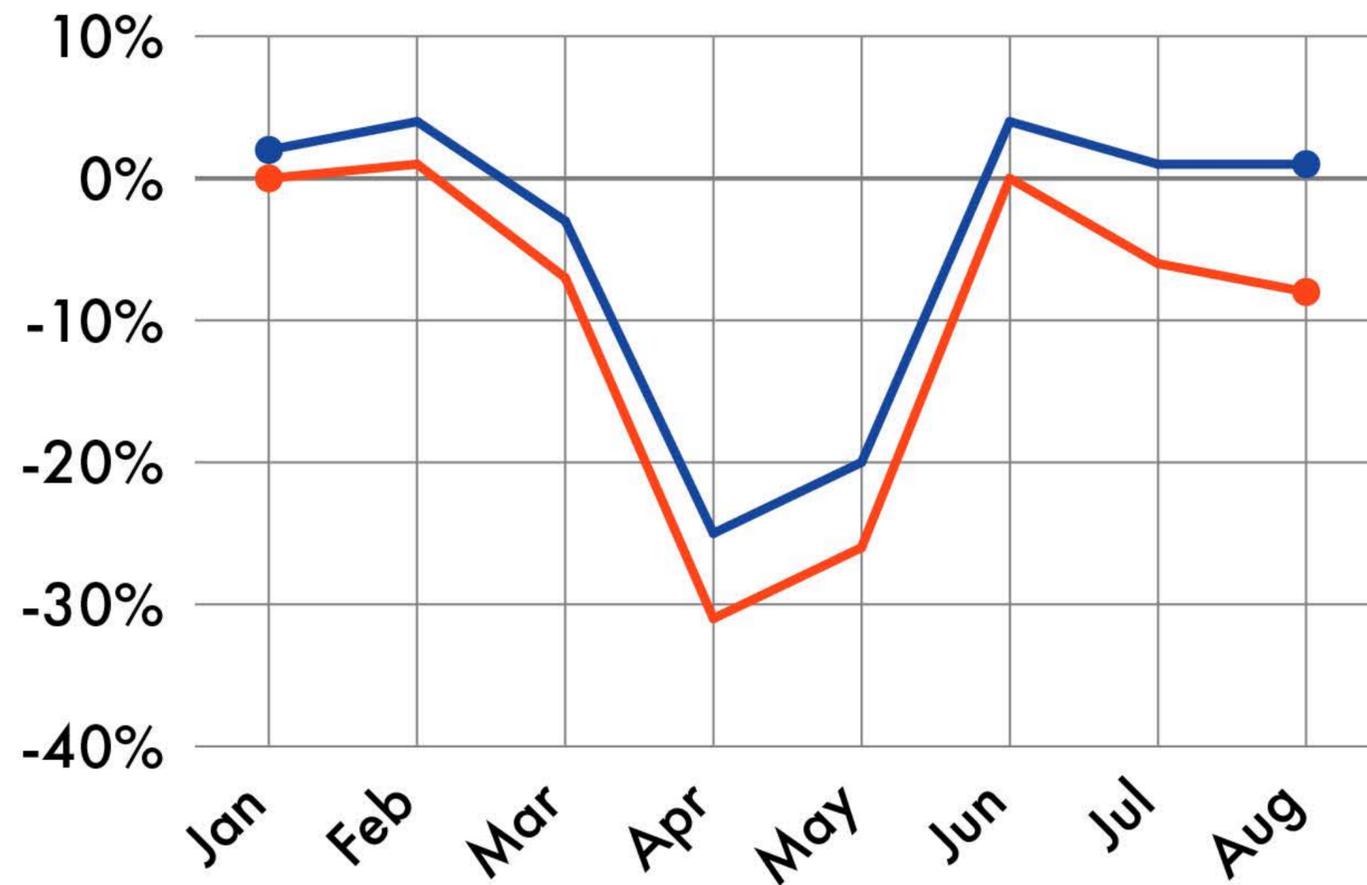
Client Intake/ Legal CRM



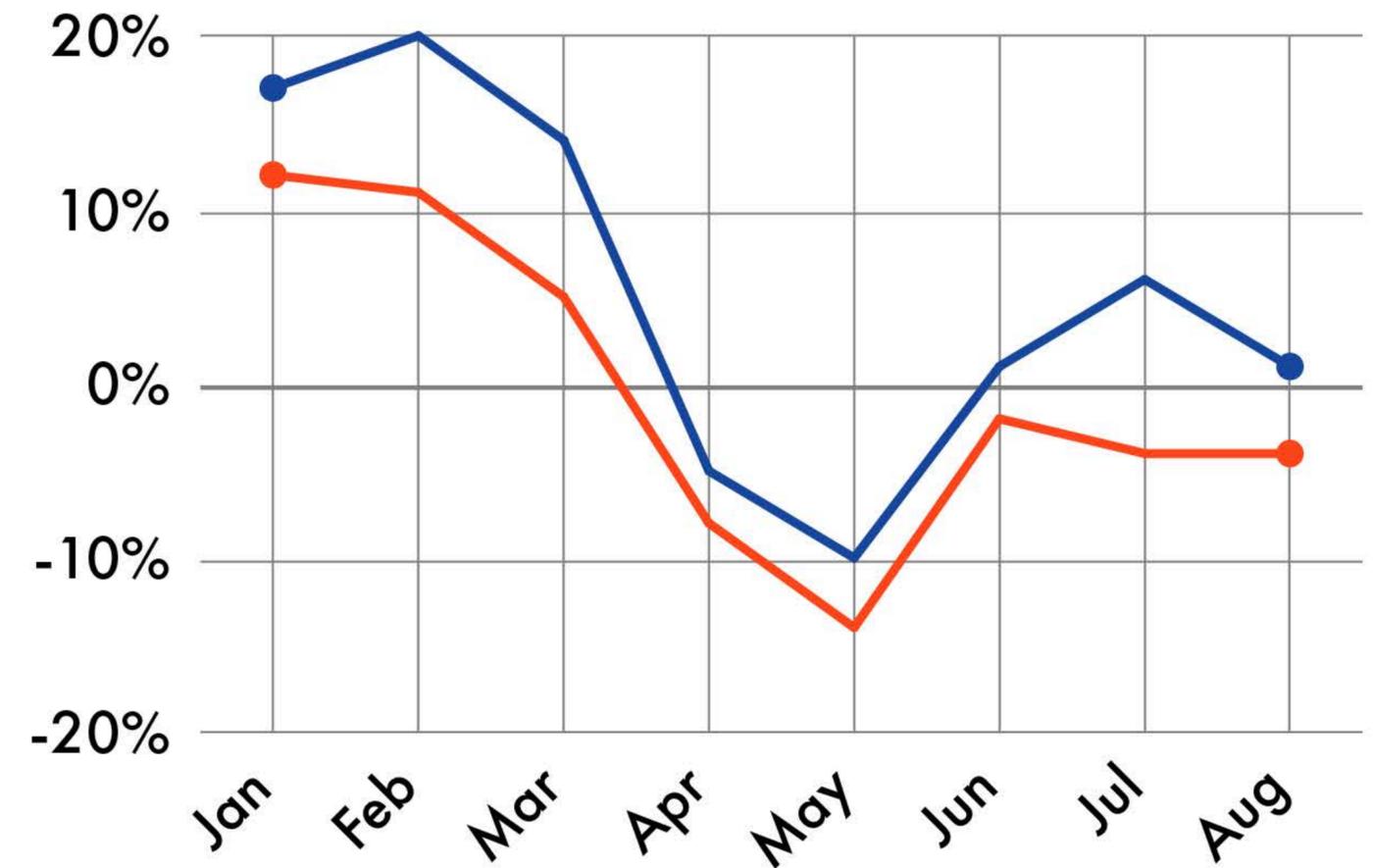
Client intake and CRM

- Uses client intake and CRM
- No client intake and CRM

YoY comparison of matter volume

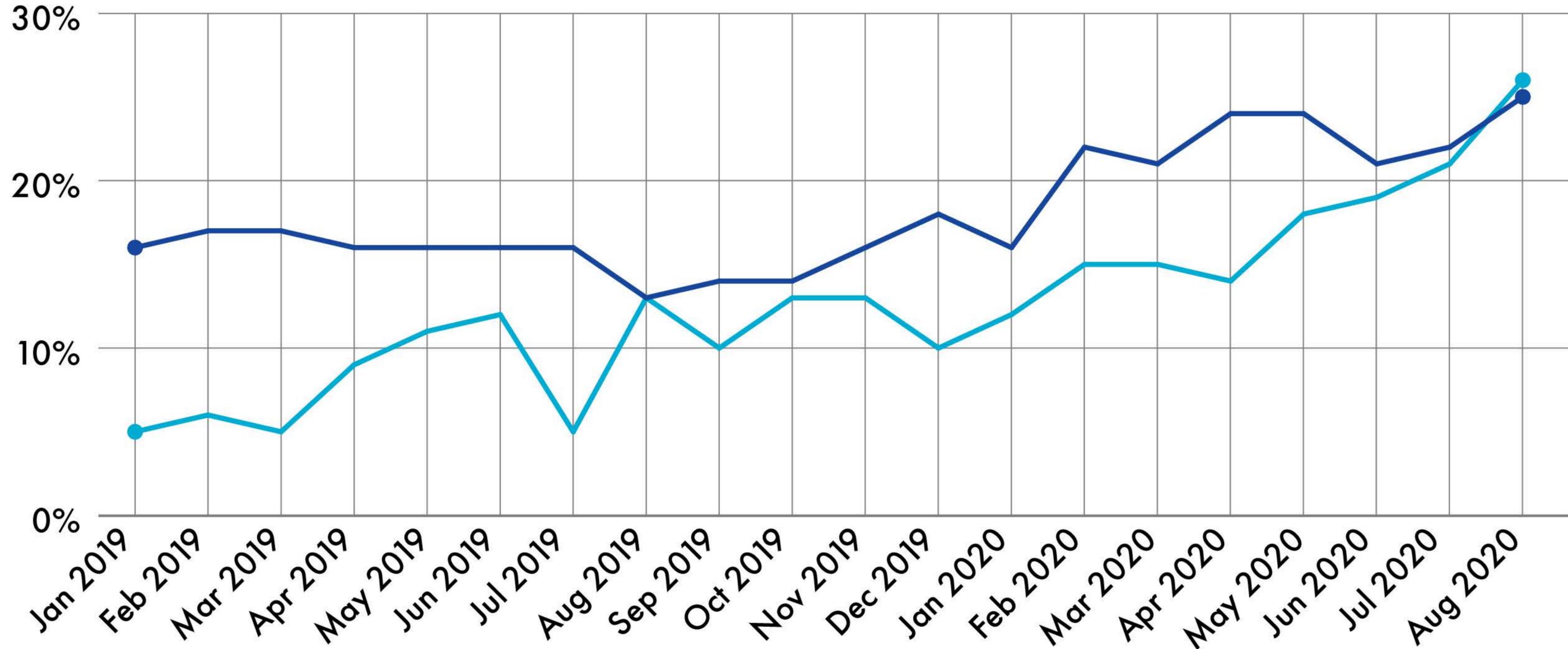


YoY comparison of revenue



Advantages to using client intake and CRM

- % difference in new matters (per lawyer)
- % difference in revenue (per lawyer)



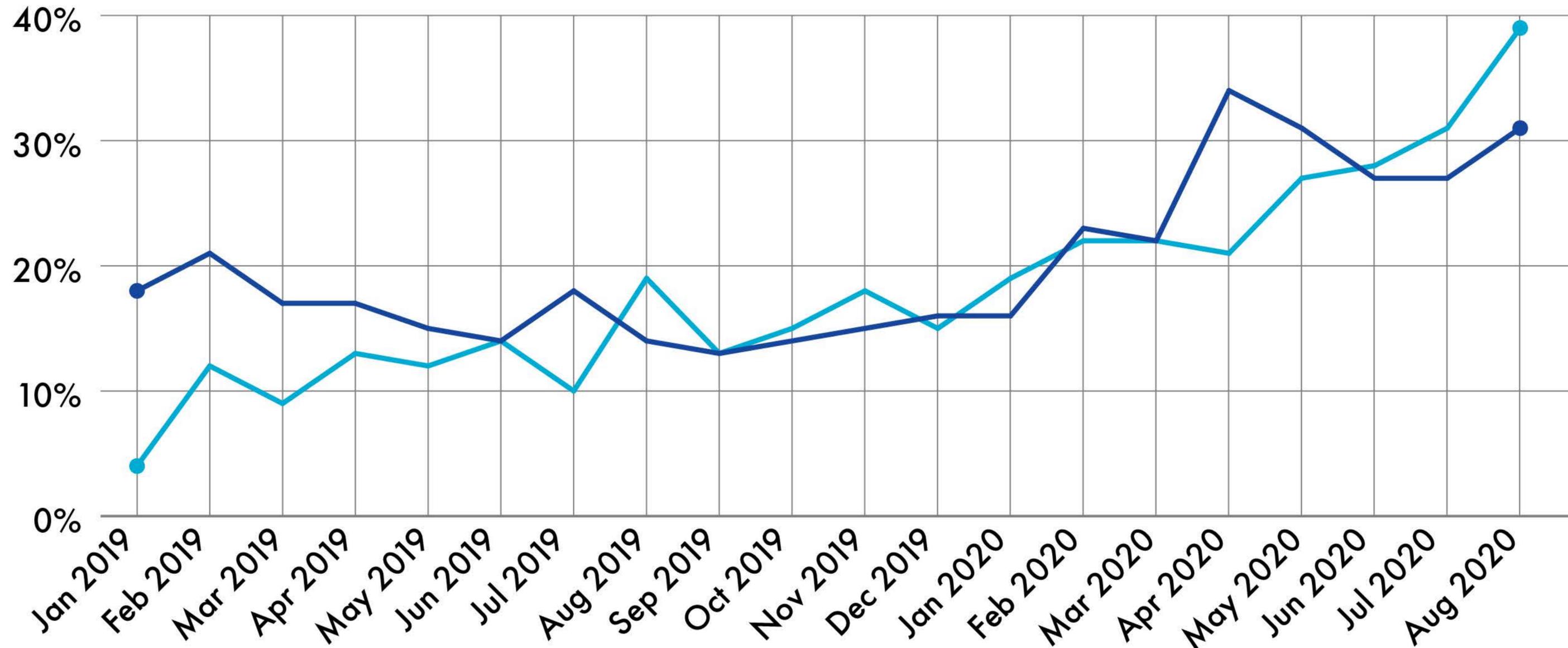
**What
happened for
firms that had
all three?**



Advantages to using multiple technologies

- % difference in new matters (per lawyer)
- % difference in revenue (per lawyer)

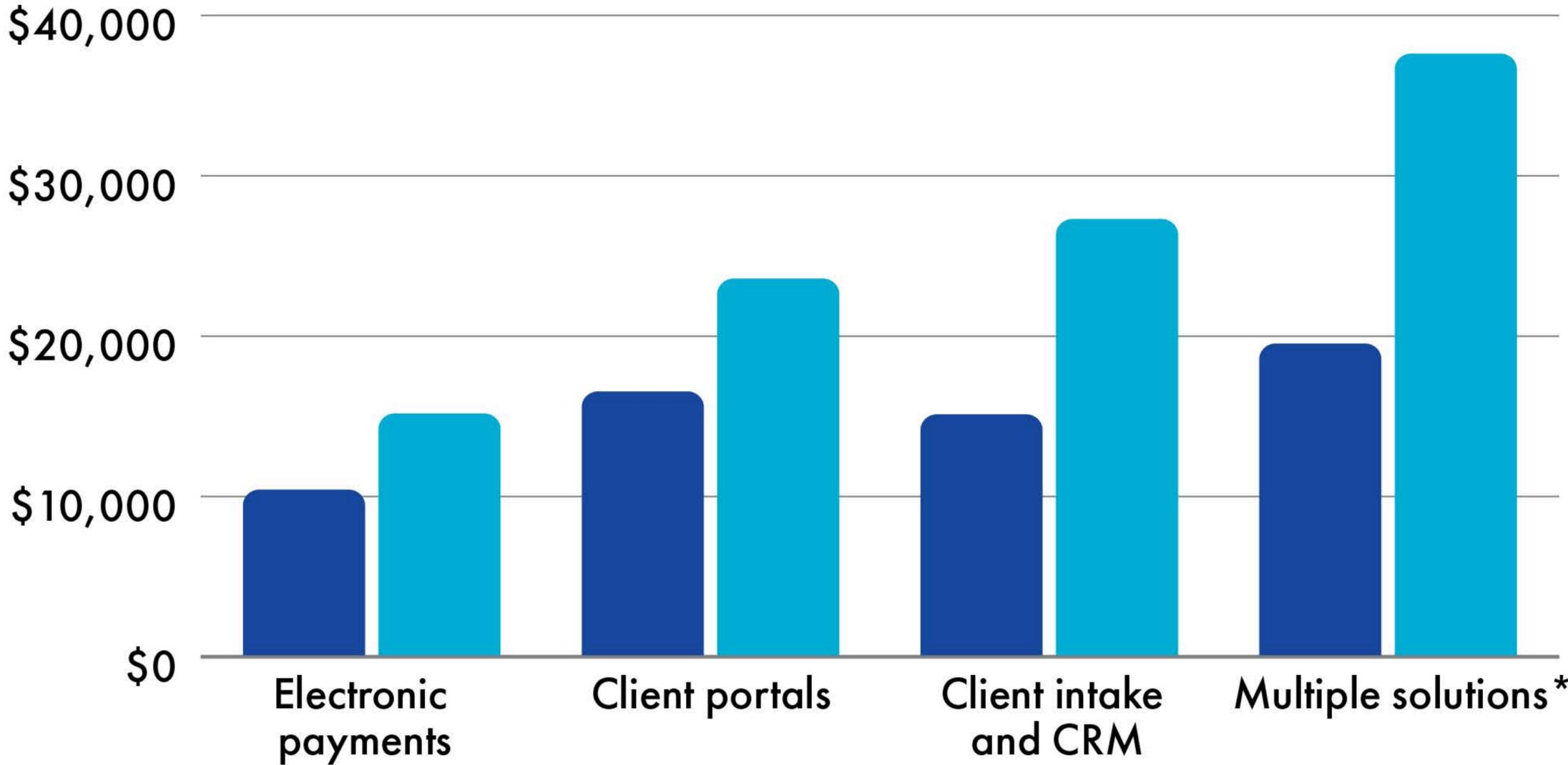
*Electronic payments, client portals, and client intake and CRM



Firms using multiple legal technology solutions collected **\$19,541** more per lawyer in 2019, and are projected to collect **\$37,622** more in 2020.

Revenue advantages to using technology solutions (per lawyer)*

● 2019
● 2020 (Projected)



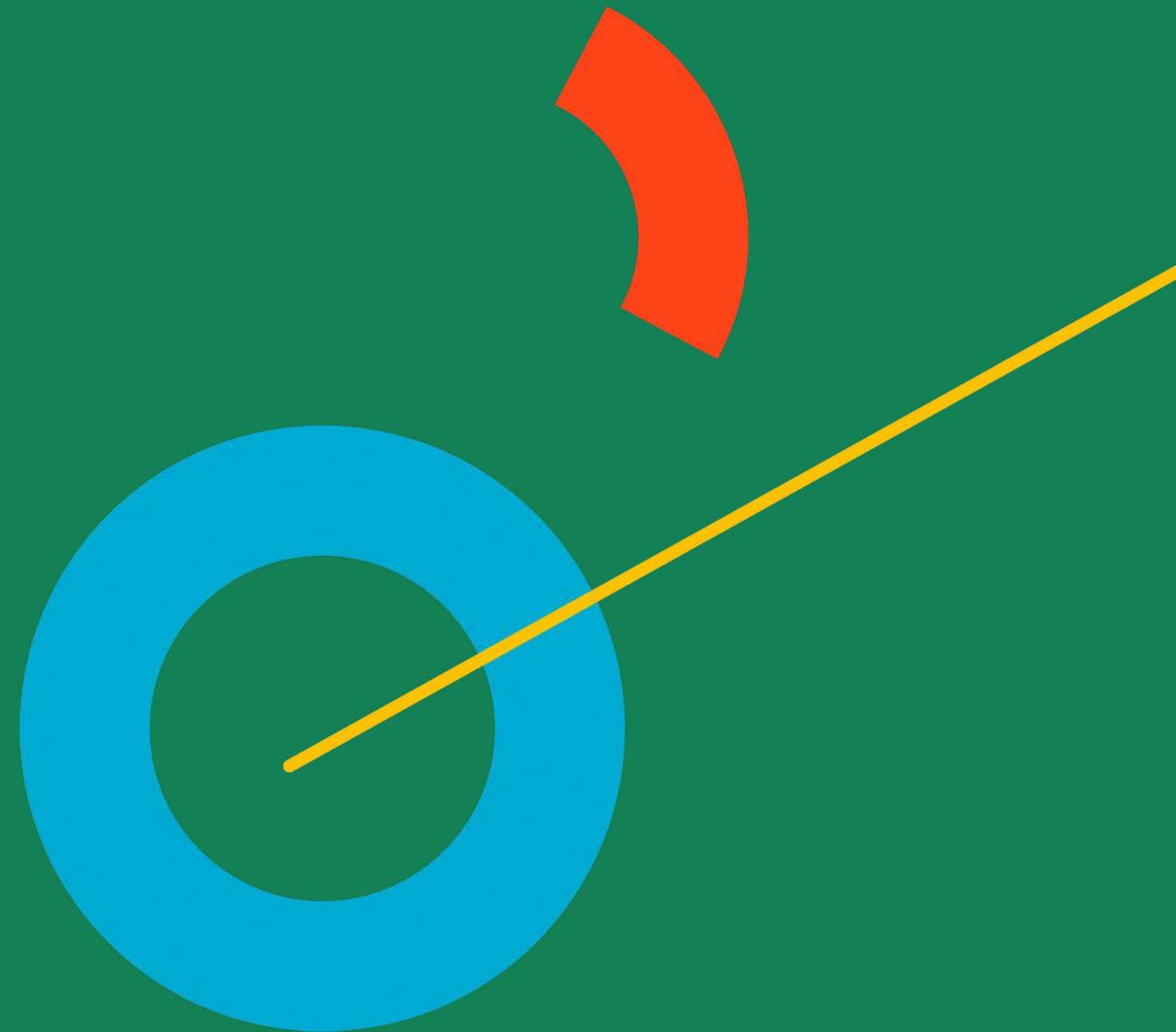
* Electronic payments, client portals, and client intake and CRM

The Cloud-Based, Client-Centered Legal Practice

“

You'd be surprised how many people really get it. I had a 90-year-old sign an engagement agreement on an iPad the other day.

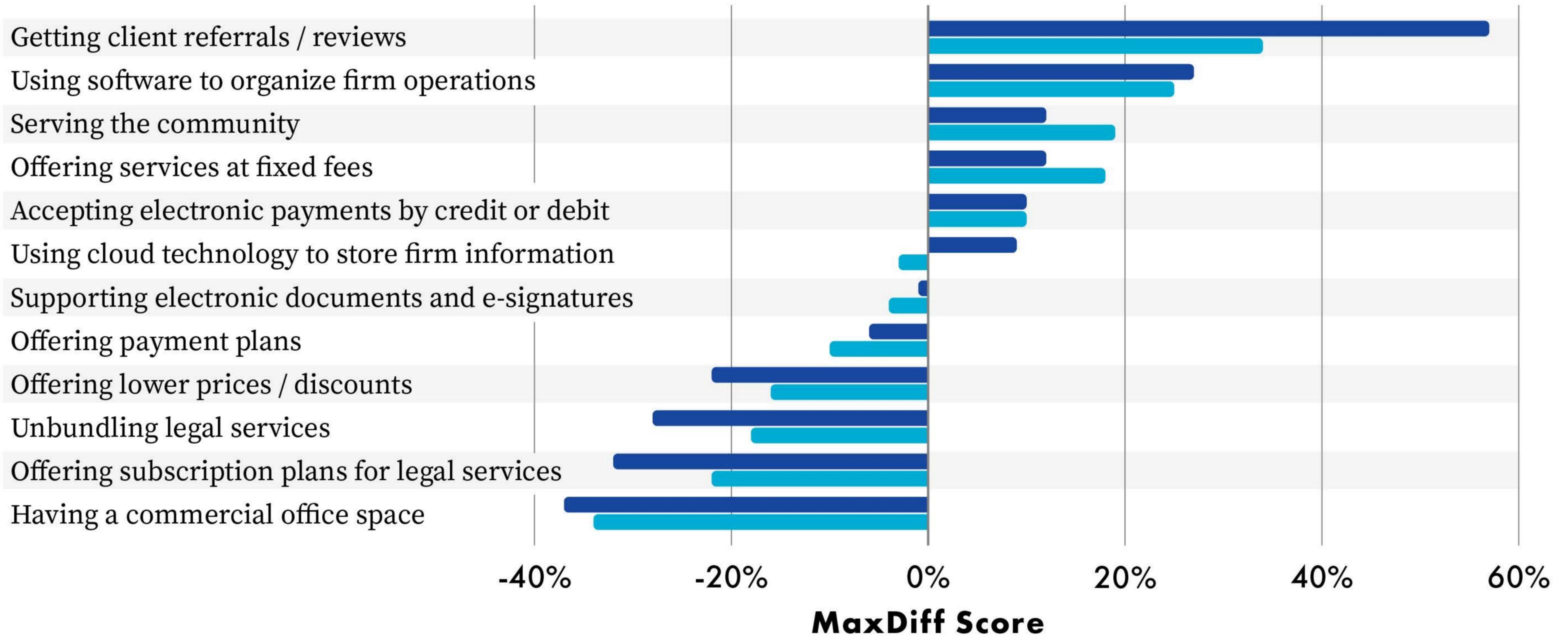
MATTHEW | PRACTICING LAWYER



**What drives
success
in this
environment?**

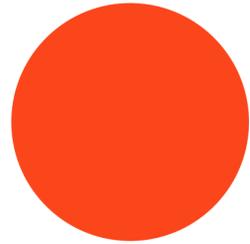
Achieving law firm success and hireability

- Achieving success (according to lawyers)
- Hireability (according to consumers)



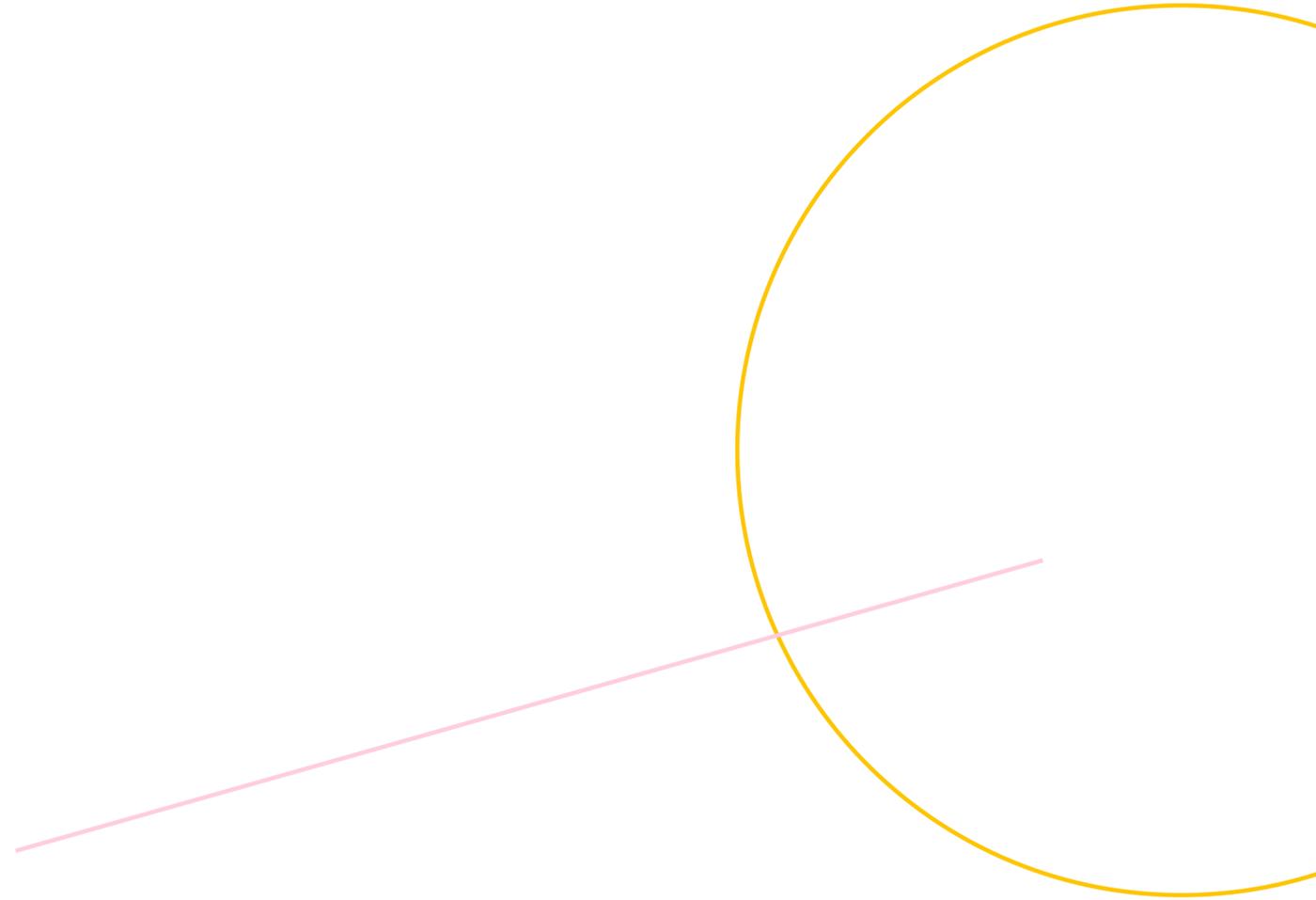
Commercial
office space
ranked as the
least important
factor to driving
future success

**Technology is
more important
to clients than
ever before**

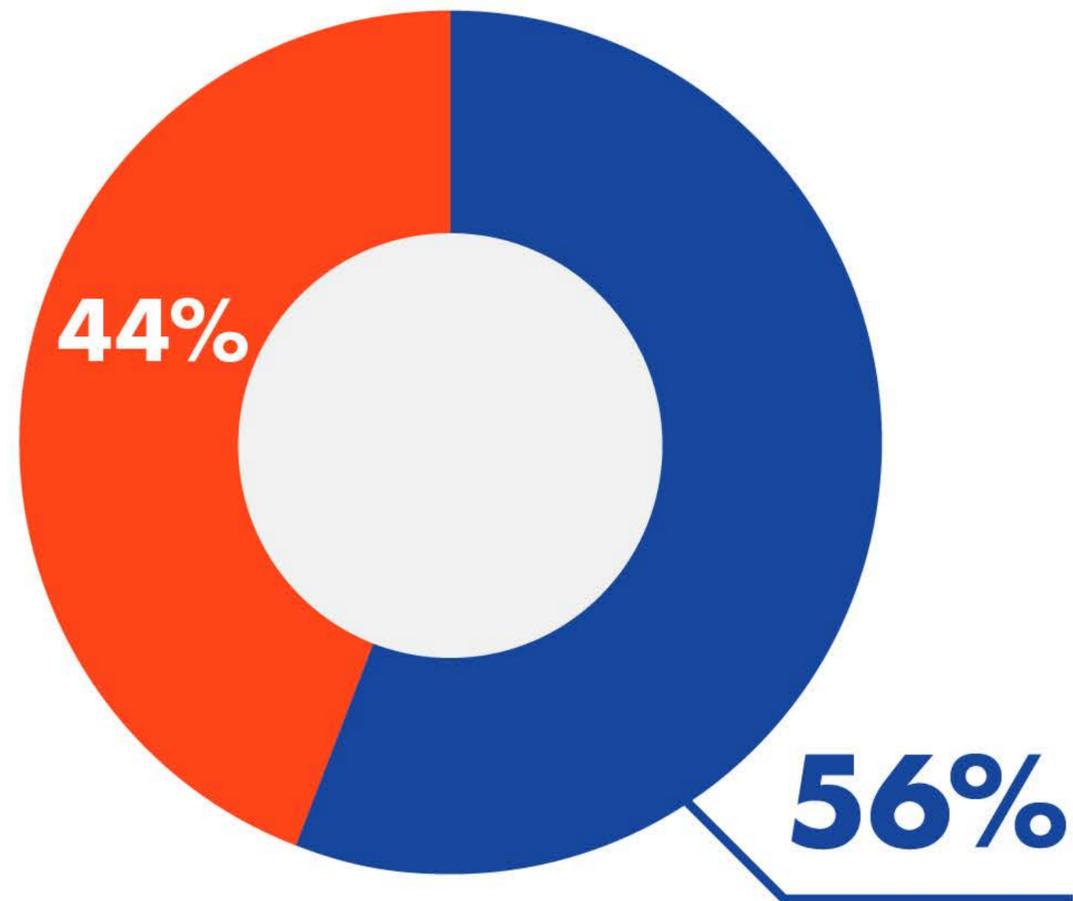


58%

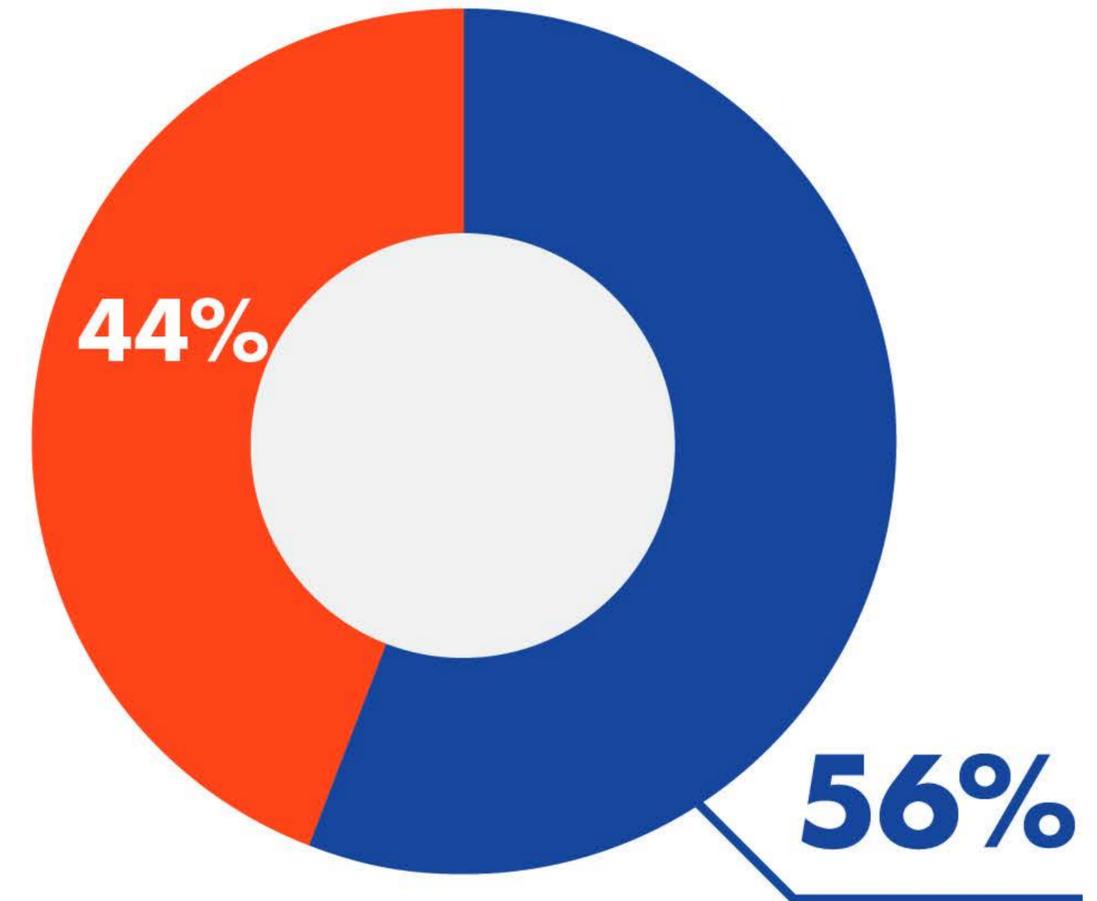
OF CONSUMERS SAID THAT
TECHNOLOGY IS MORE
IMPORTANT TO THEM
NOW THAN IT WAS
BEFORE THE
CORONAVIRUS PANDEMIC.



56% of consumers believe they should be able to deal with most legal matters remotely without meeting anyone in person

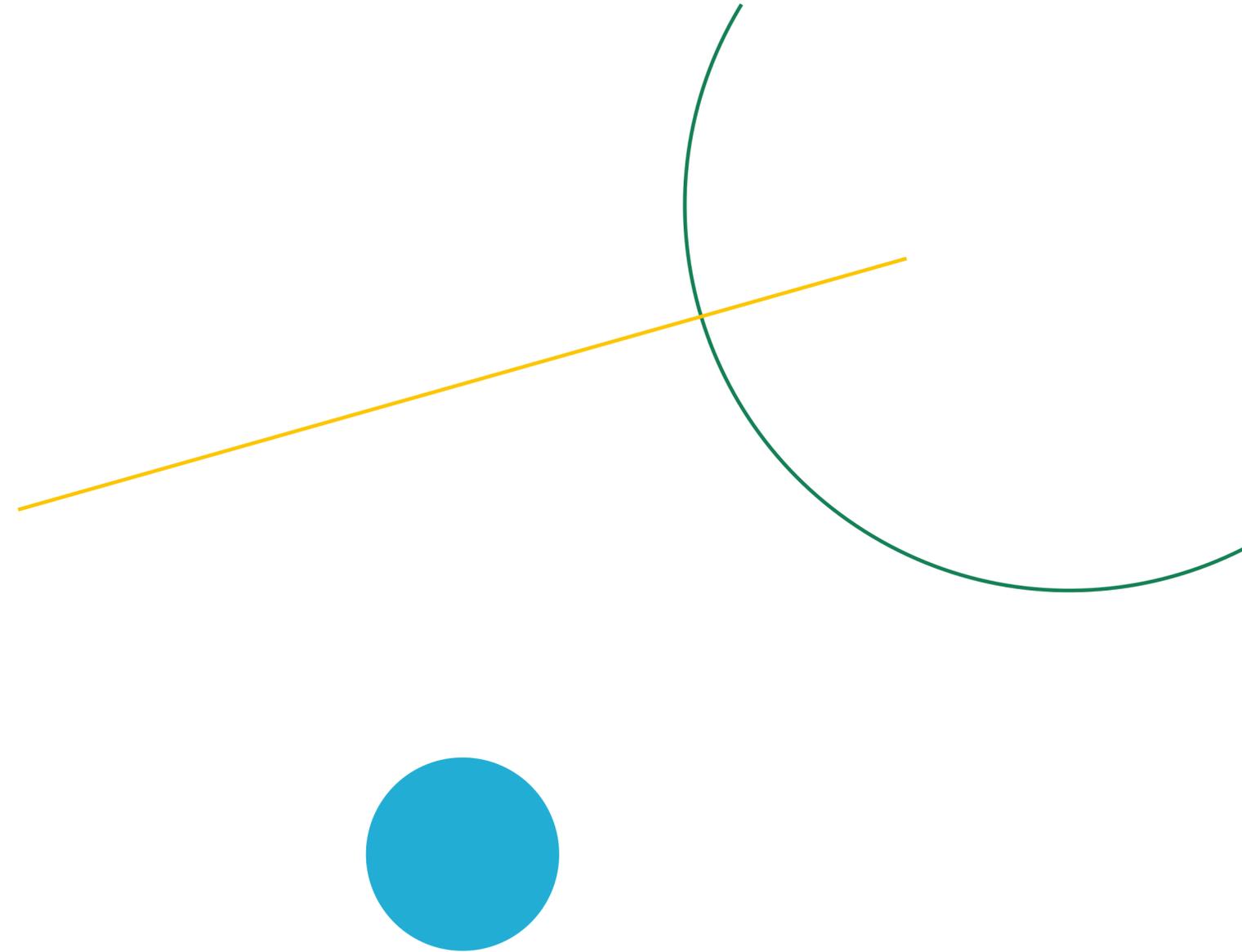


56% of consumers prefer videoconferencing instead of a phone call



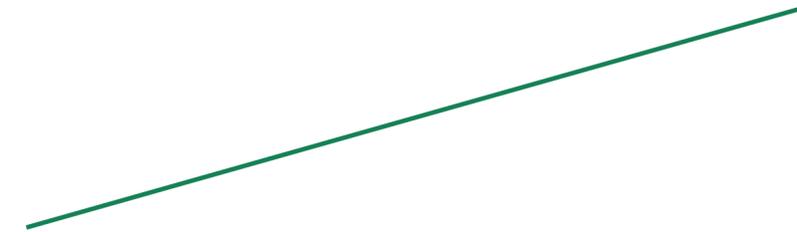
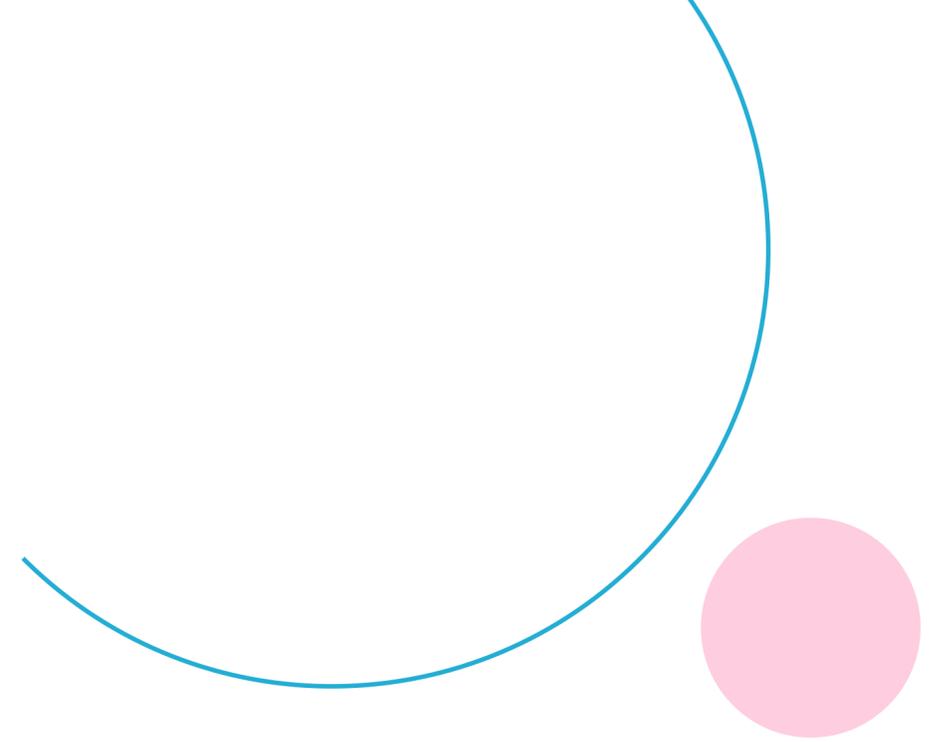
69%

OF CONSUMERS SAY THEY
PREFER LAWYERS WHO CAN
SHARE DOCUMENTS THROUGH
A DOCUMENT-SHARING WEB
PAGE, APP, OR ONLINE PORTAL.



52%

OF CONSUMERS SAY
THEY'VE USED MORE TYPES
OF TECHNOLOGY THAN
THEY DID BEFORE THE
CORONAVIRUS PANDEMIC.



23%

OF CANADIANS 65 AND
OLDER SAY THEY'VE USED
VIDEO CALLING ON THEIR
SMARTPHONES, TWICE AS
MANY AS 2019.

**The Ontario Superior
Court of Justice used
zoom for the first time in
June of 2020**

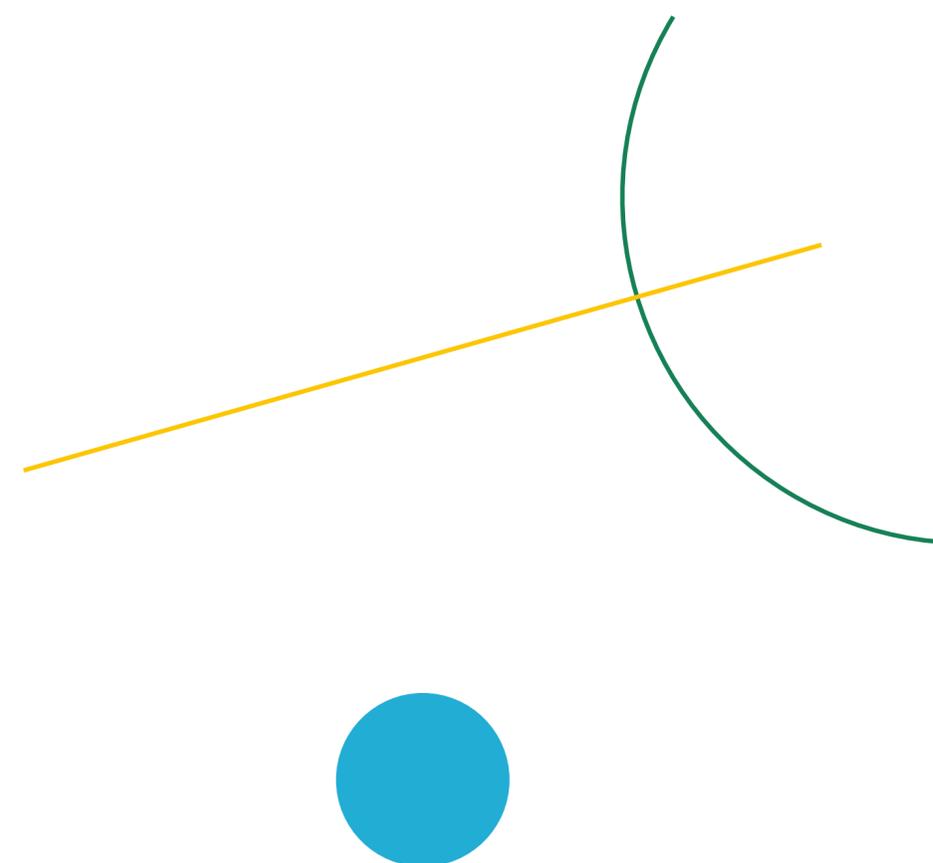
**Legal
professionals
are turning to
technology to
manage their
practice**

85%

OF LEGAL PROFESSIONALS
RELY ON DIGITAL SOLUTIONS
TO MANAGE THEIR
PRACTICE.

79%

OF LEGAL PROFESSIONALS
RELY ON THE CLOUD TO
STORE FIRM DATA.

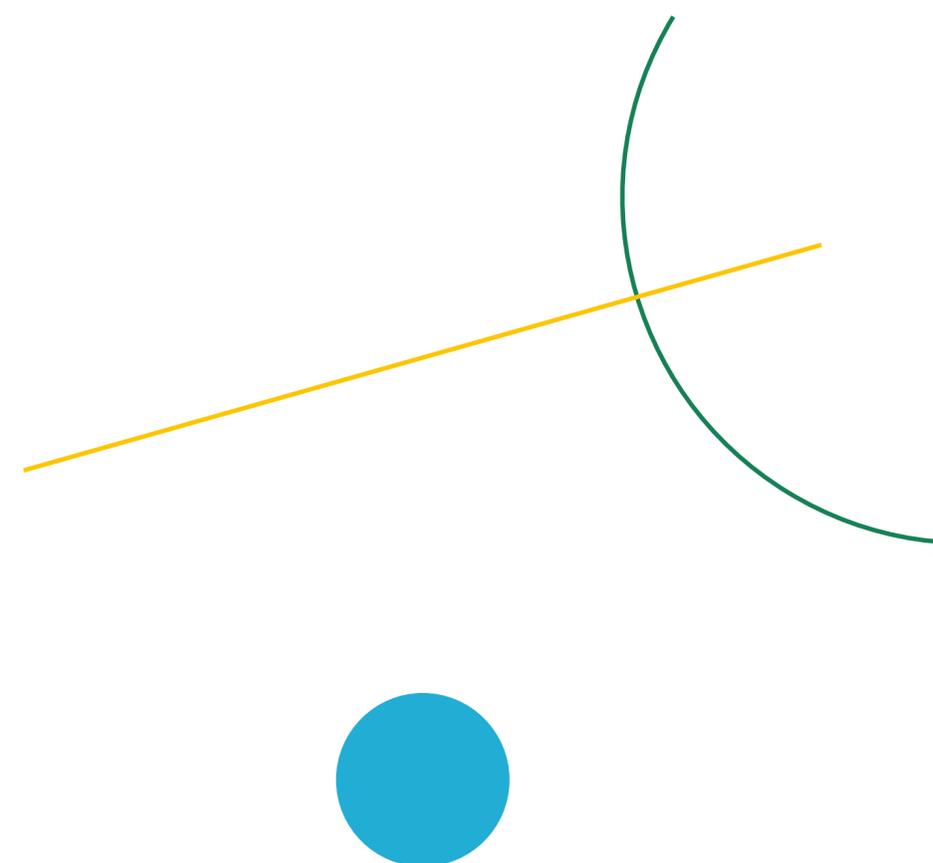


83%

OF LEGAL PROFESSIONALS
ARE MEETING WITH
CLIENTS VIRTUALLY.

76%

OF LEGAL PROFESSIONALS
BELIEVE THE MAJORITY OF
LEGAL SERVICES CAN BE
STREAMLINED WHEN
CONDUCTED VIRTUALLY.

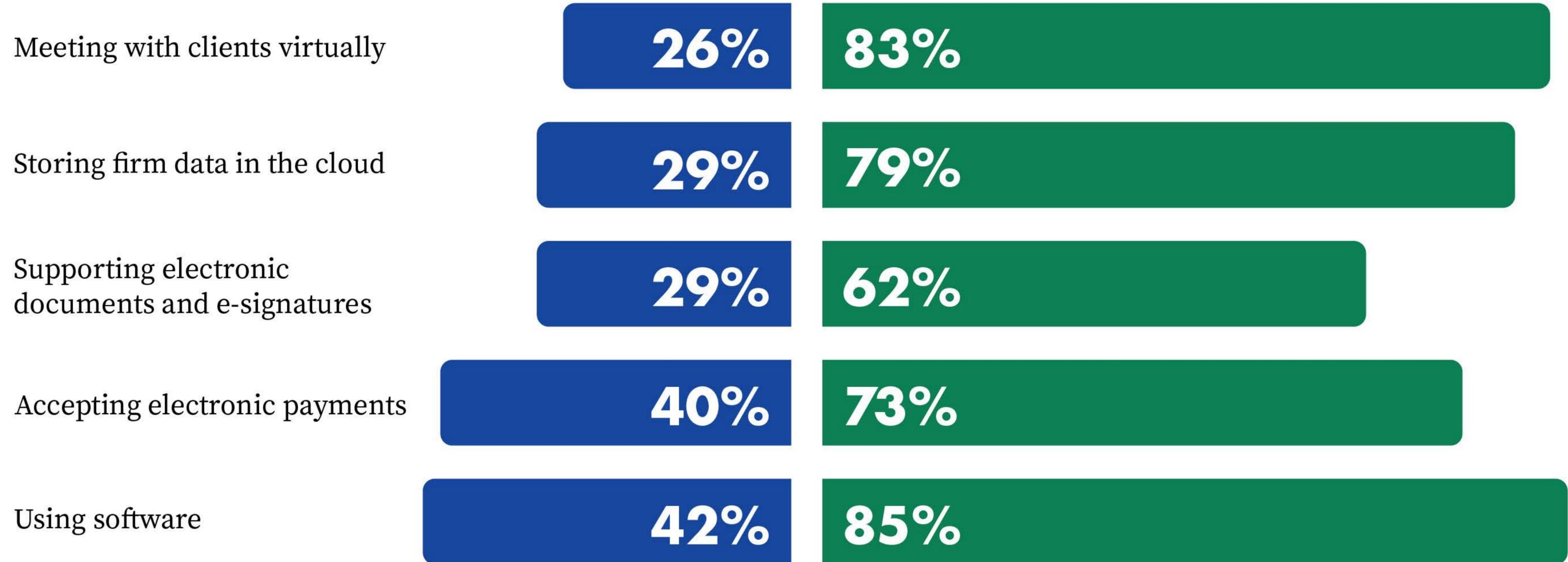


66%

OF LEGAL PROFESSIONALS
FEEL FIRM OPERATIONS
WILL BE IMPACTED
BEYOND THE PANDEMIC

Perception of lawyers versus reality

- Perception of lawyers (from consumers)
- Reality (according to lawyers)



**Clients are looking for
alternative billing and
payment models**

“

In 2018, 39% of Americans didn't have funds available to pay for a \$400 emergency expense.

FEDERAL RESERVE | STUDY ON ECONOMIC WELLBEING IN THE US

“

In 2019, 54% of Canadians are living pay cheque to pay cheque.

BDO CANADA AFFORDAILITY INDEX

78%

OF CONSUMERS SAY
LAWYERS SHOULD ADOPT
PRICING AND/OR PAYMENT
MODELS THAT WILL MAKE
LEGAL SERVICES MORE
AFFORDABLE.

61%

OF CONSUMERS
SURVEYED SAID THEY
WOULD NOT BE ABLE TO
AFFORD A LEGAL PROBLEM

Part 1: Wrap -Up



Cloud-Driven Marginal Gains Add Up

The combined gains from
deploying all three correlated with a
**40% improvement in revenue
collected per lawyer.**

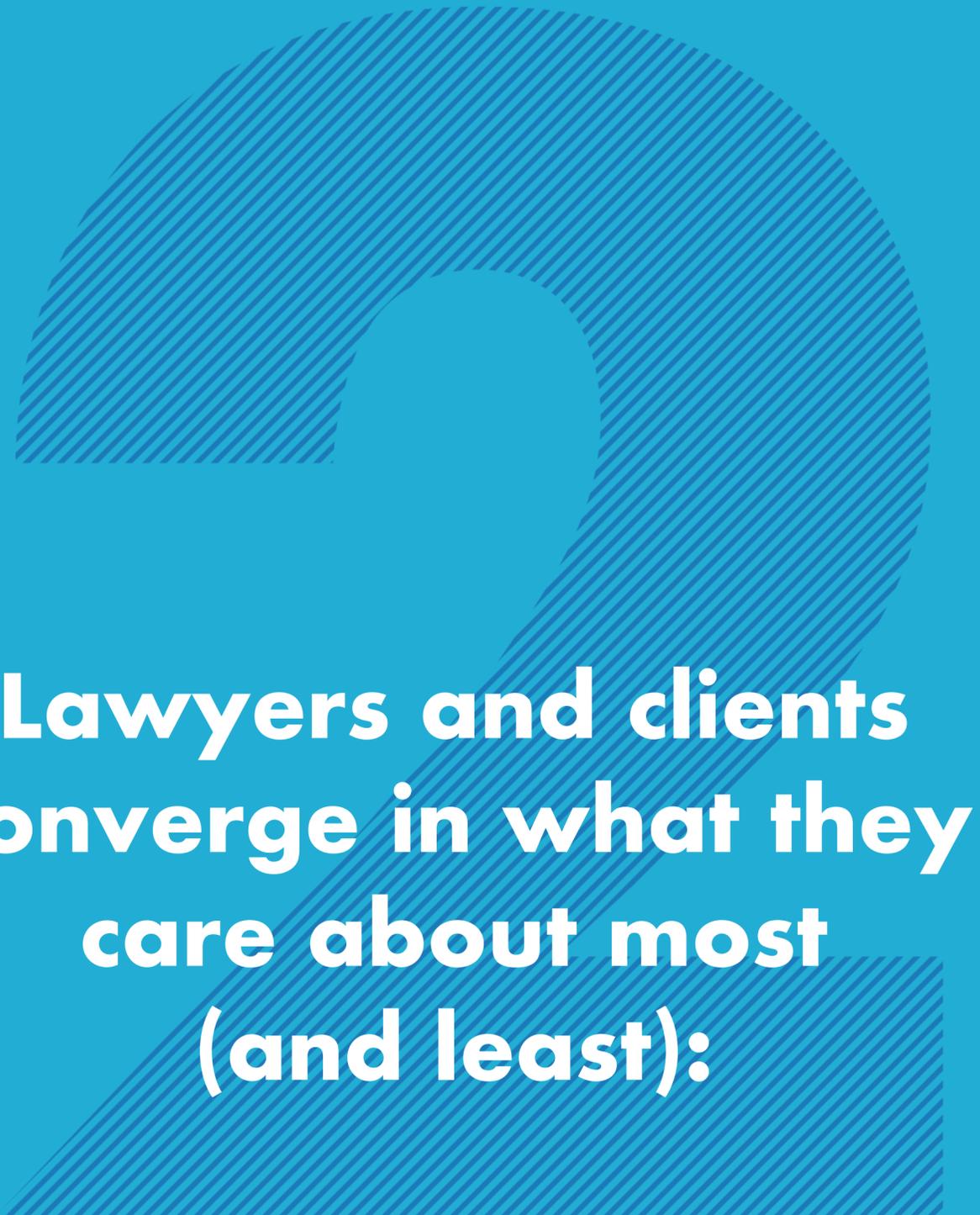


Firm Success Centers on the Client



**Lawyers and clients
converge in what they
care about most
(and least):**

**Client
satisfaction is
the top priority
for law firms.**



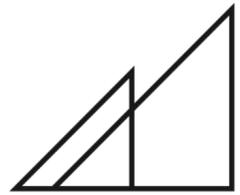
**Lawyers and clients
converge in what they
care about most
(and least):**

**Recommendations
and reviews are
a top priority for
lawyers and clients.**



**Lawyers and clients
converge in what they
care about most
(and least):**

**Flexible payments
structures are
critical to clients
(61% said they
couldn't afford
legal help in 2020).**

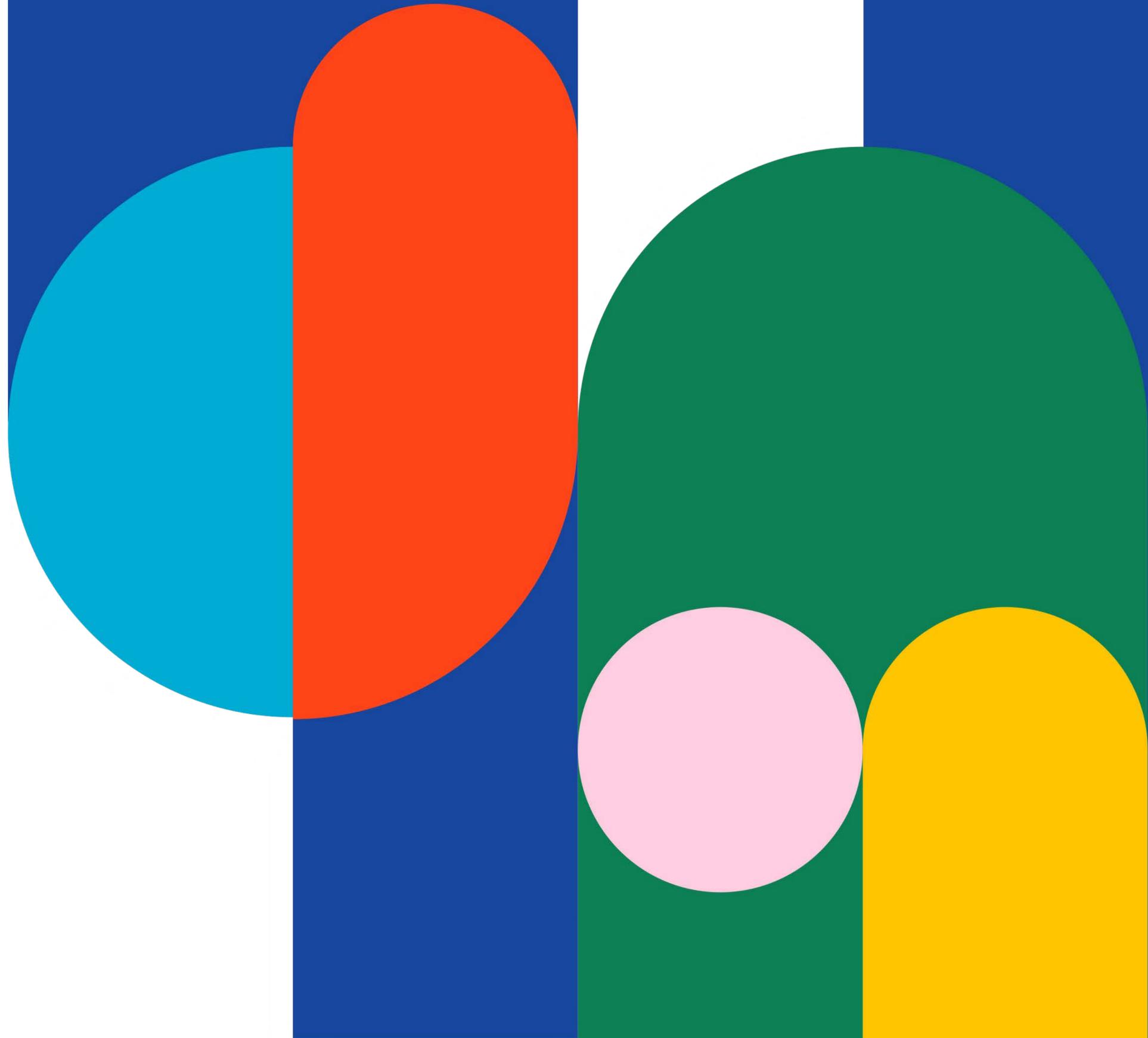


LEGAL TRENDS REPORT

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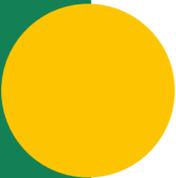
Part 2:

Transforming Insights to Action





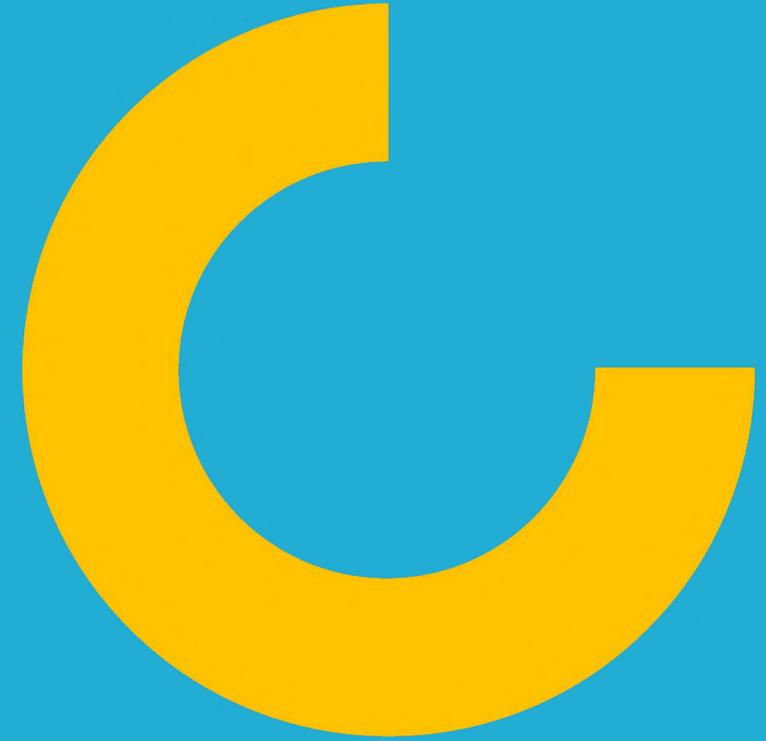
**Let's get
practical.**



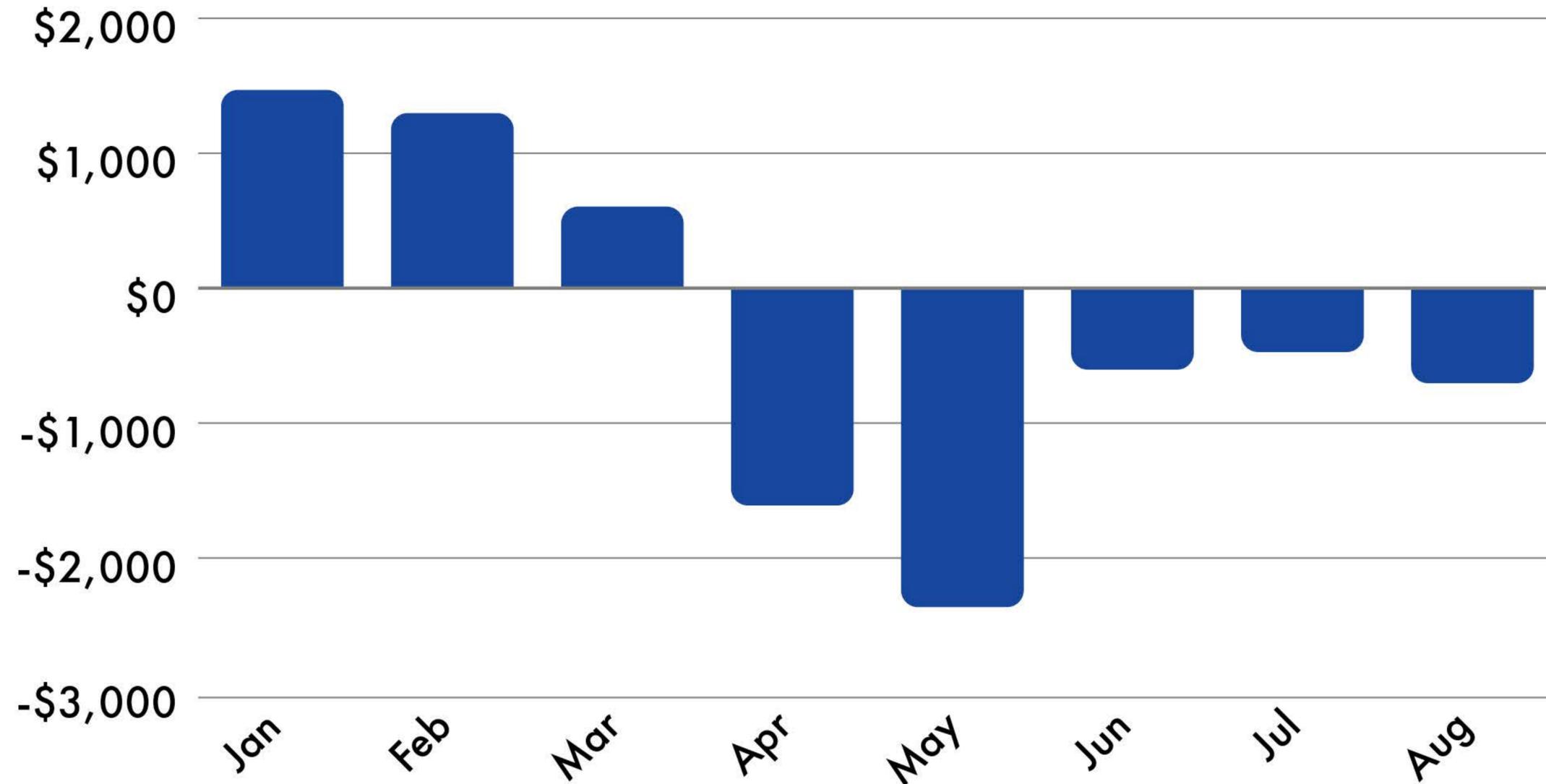
Contents: Part 2

- 1** Designing client experiences
- 2** Crafting products that deliver those experiences
- 3** Leaning into change to build a better normal

Step 1: Designing Client Experiences

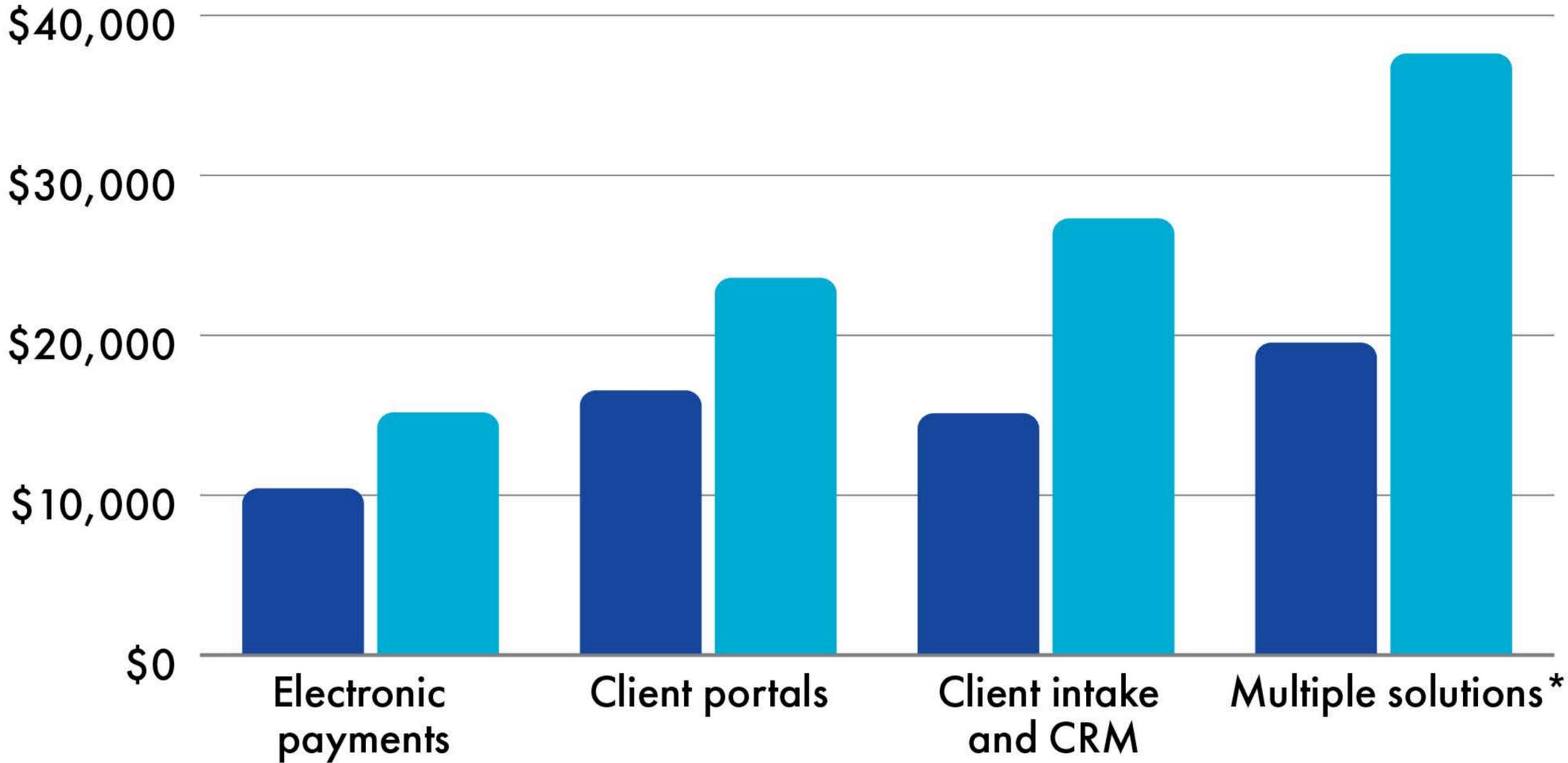


Year-over-year difference in revenue per lawyer



Revenue advantages to using technology solutions (per lawyer)*

● 2019
● 2020 (Projected)



* Electronic payments, client portals, and client intake and CRM

Ideal Customer Profile (ICP)

What are the attributes of the best clients you've had?
Take the time to enumerate them, but also to identify which clients **could** be and represent adjacent opportunities.



33%

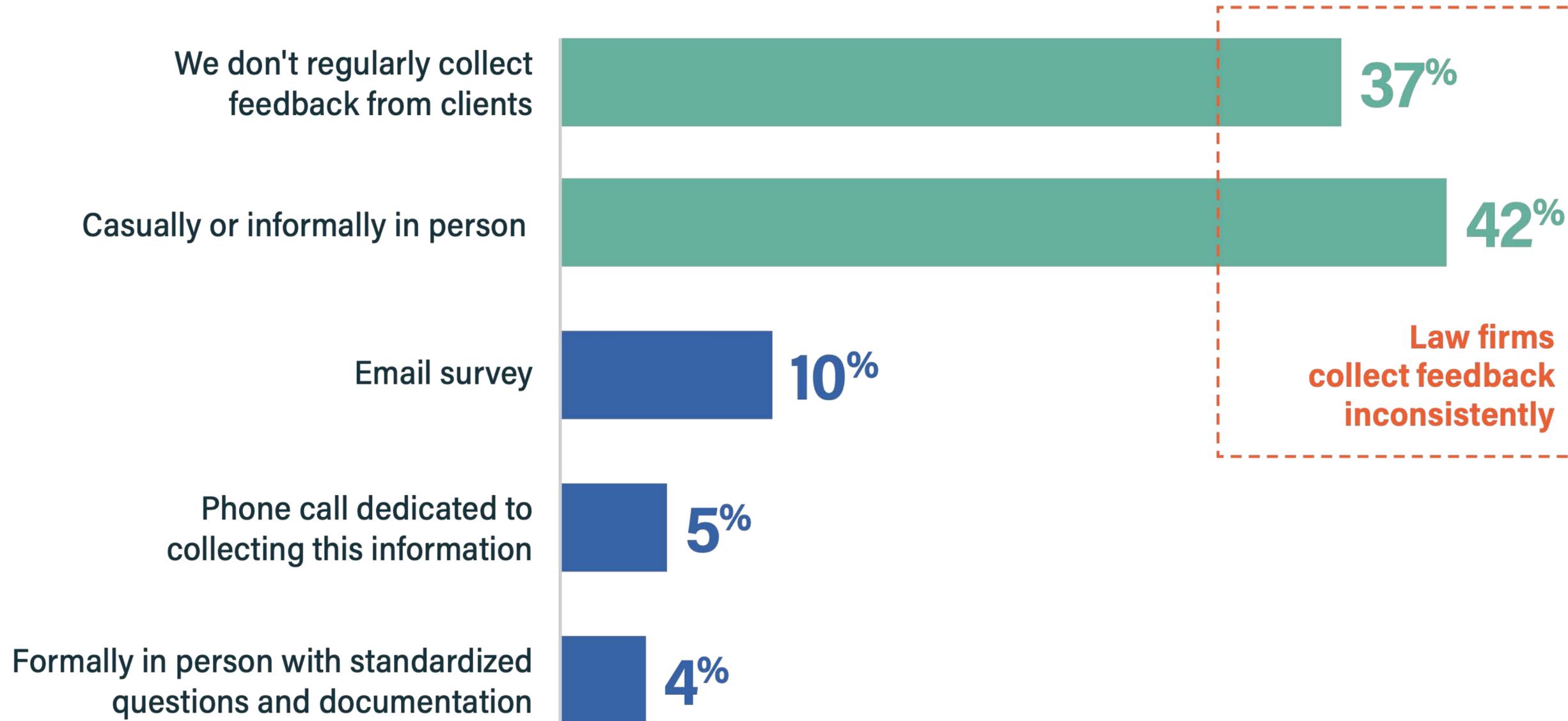
of consumers believed lawyers had stopped offering their services through April and May.

VS

2%

of firms had stopped offering their services.

How do law firms collect client feedback?



Design a process map
(or flow chart)

Identify touchpoints,
interactions and milestones

Articulate Service
Level Agreements (SLAs)
and communicate them to clients

Implement cloud-based or hybrid
experiences at the contact points

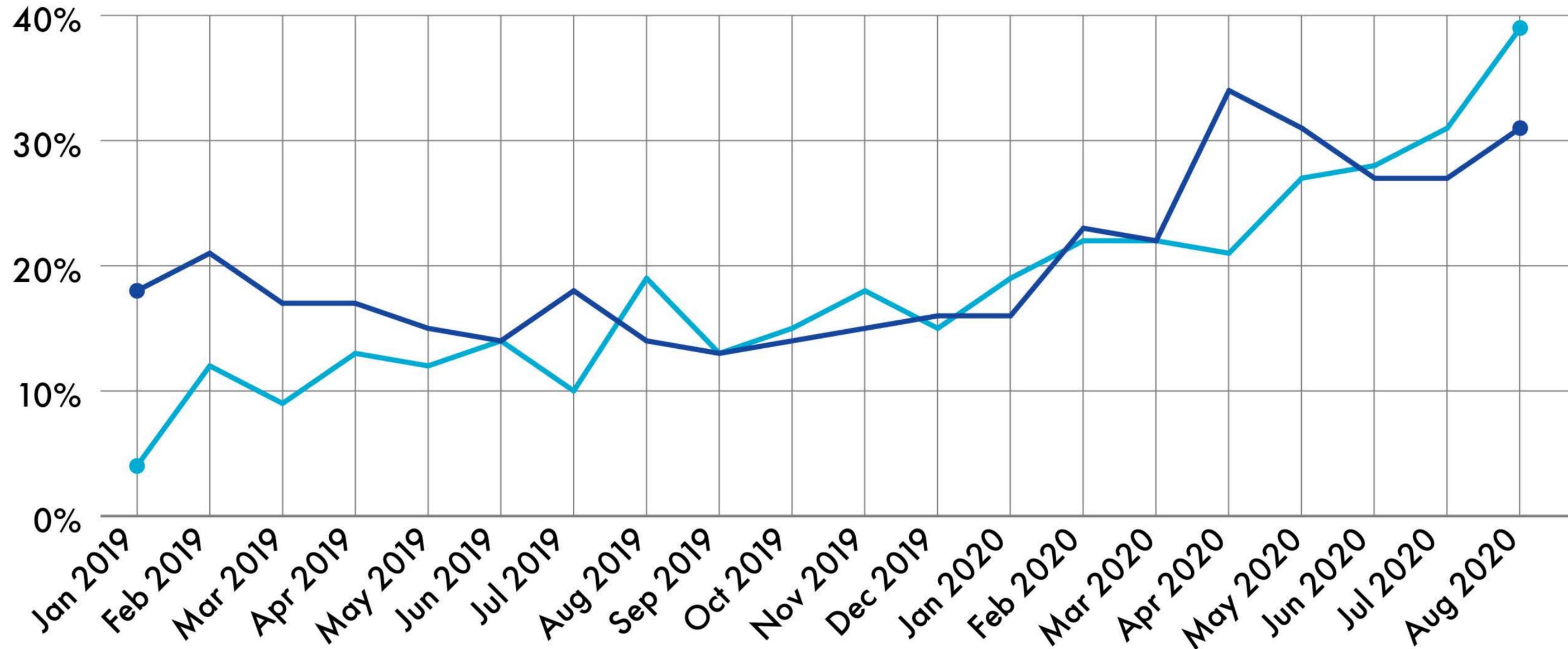
Step 2: Crafting Products that Deliver Experiences



Advantages to using multiple technologies

- % difference in new matters (per lawyer)
- % difference in revenue (per lawyer)

*Electronic payments, client portals, and client intake and CRM



4 "Ps" of Marketing

Product

Price

Place

Promotion

4 "Ps" of Marketing

Product

Price

Place

Promotion

“

In 2018, 39% of Americans didn't have funds available to pay for a \$400 emergency expense.

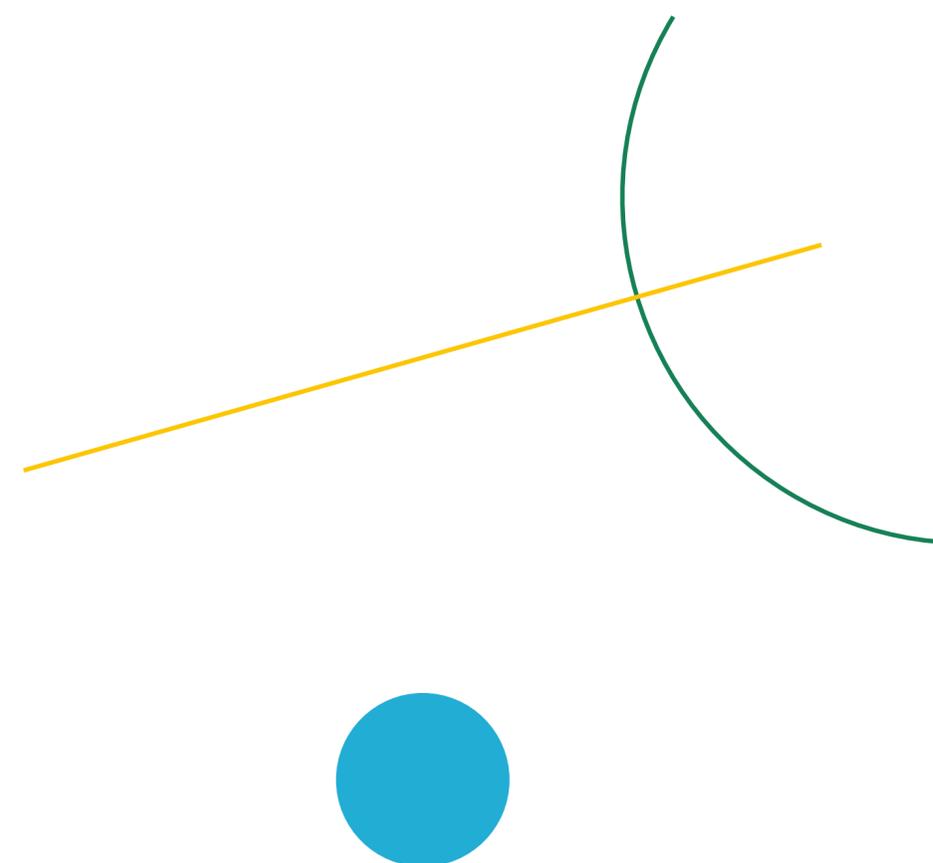
FEDERAL RESERVE | STUDY ON ECONOMIC WELLBEING IN THE US

61%

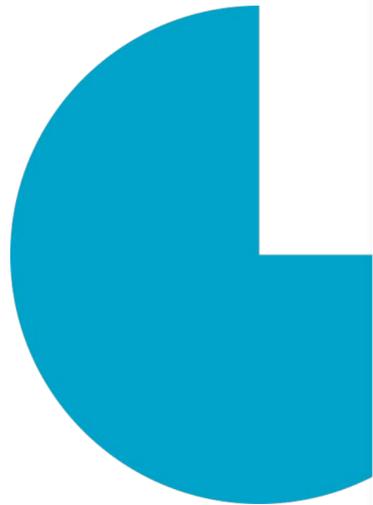
OF CONSUMERS
SURVEYED SAID THEY
WOULD NOT BE ABLE TO
AFFORD A LEGAL PROBLEM

72%

OF CONSUMERS SAY THEY
WANT TO PAY THEIR LEGAL
FEES ON SOME SORT OF
PAYMENT PLAN.



Live Example



hello divorce.

Pricing Get Started Legal Help About Login

Divorce Planning | Process | Kids | Spouse | Property & Debt | Fees | Lifestyle | Blog | Press Search

Membership Options

serving California & Colorado

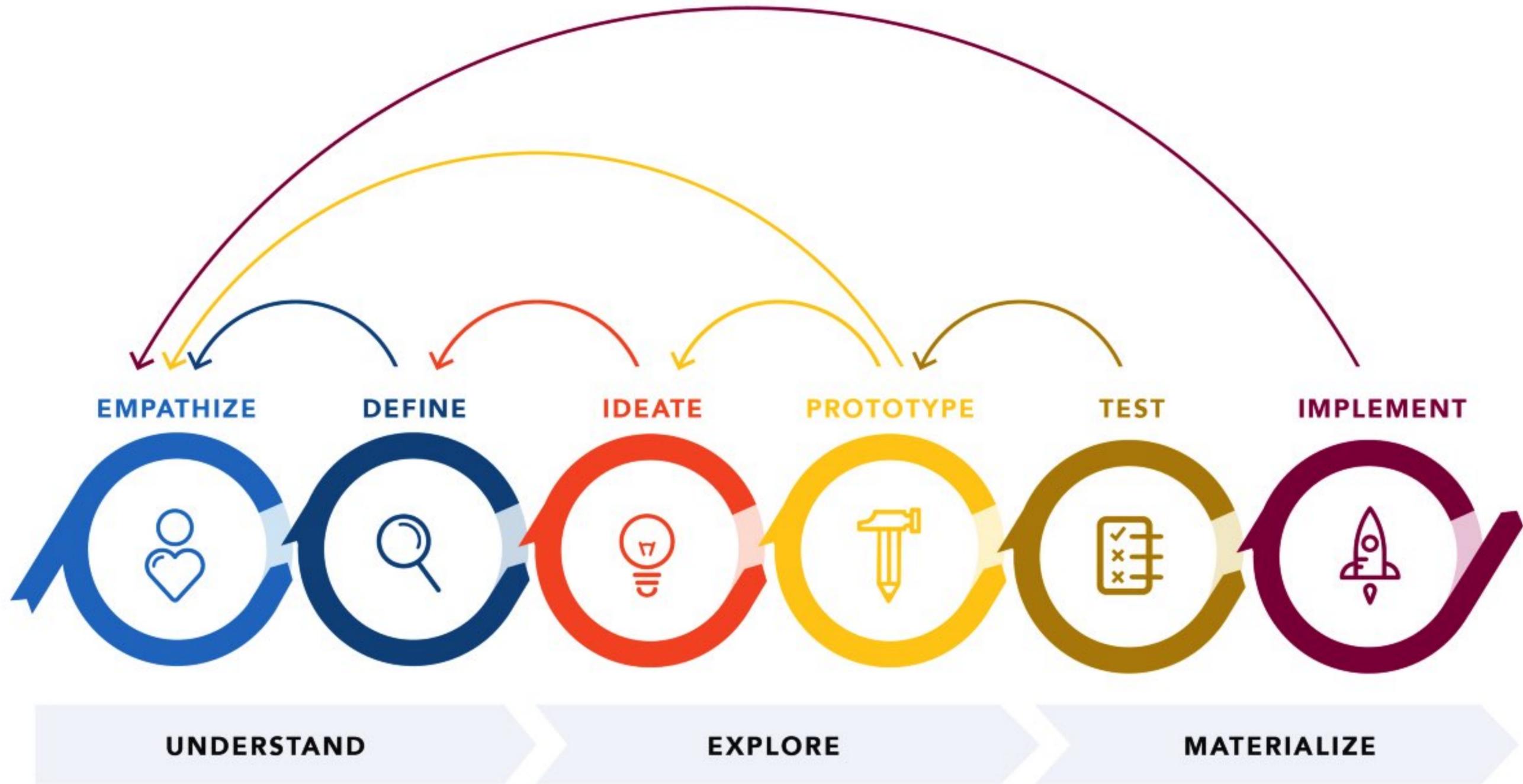
No court battles, lawyers or hidden fees *Better Value!*

Installment One Payment *Better Value!*

Get a 7 day trial of the DIY and DIY Pro plans with coupon code 7DAYSFREE

DIY DIVORCE	DIY PRO	DIVORCE PLUS	DIVORCE WITH BENEFITS
\$99 / month	\$199 / month	\$500 / month	\$700 / month
No one time payment	No one time payment	For 6 months	For 5 months





DESIGN THINKING 101 [NNGROUP.COM](https://www.nngroup.com)

CLIENT JOURNEY EXPERIMENT

Pick a segment of your client’s journey and design an “experiment” that might improve it — even by just a little bit. REMEMBER, experiments are meant to be smaller than pilots, way smaller than projects and should be **simple, fast, easy, and cheap!**

WE BELIEVE THAT IF WE DO (describe what you propose to try):

THE CUSTOMER JOURNEY STAGE:

TIMING (when and for how long):

WE THINK THESE PEOPLE/GROUPS WILL BE SERVED BECAUSE (share what will happen):

Our Clients will benefit because: _____

_____ will benefit because: _____

_____ will benefit because: _____

A LESSON WE HOPE TO LEARN FROM THIS EXPERIMENT IS:

THE TEAM FOR THIS EXPERIMENT INCLUDES (and what they’ll do):

_____ is leading it.

_____ is helping them do it.

_____ is advocating for it.

_____ is tracking/measuring it.

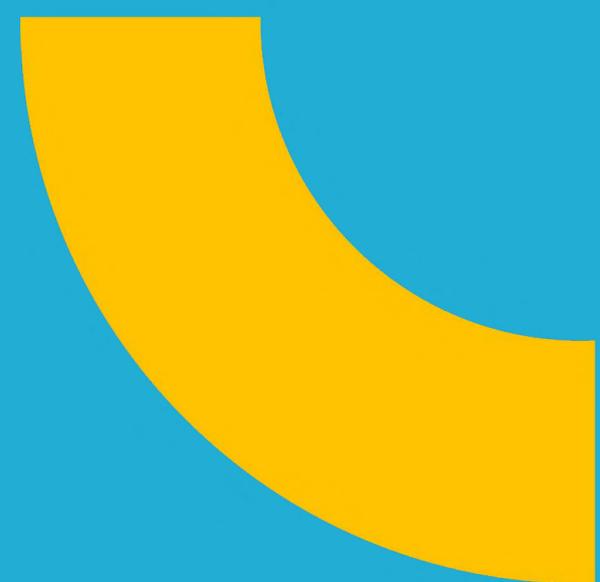
_____ is paying for it.

A PICTURE OR SKETCH CAN GO HERE (if you like to draw):

THE FIRST SUPER-SMALL THING WE’LL START WITH IS ...

THE NAME OF THE EXPERIMENT IS (give it a super cool name):





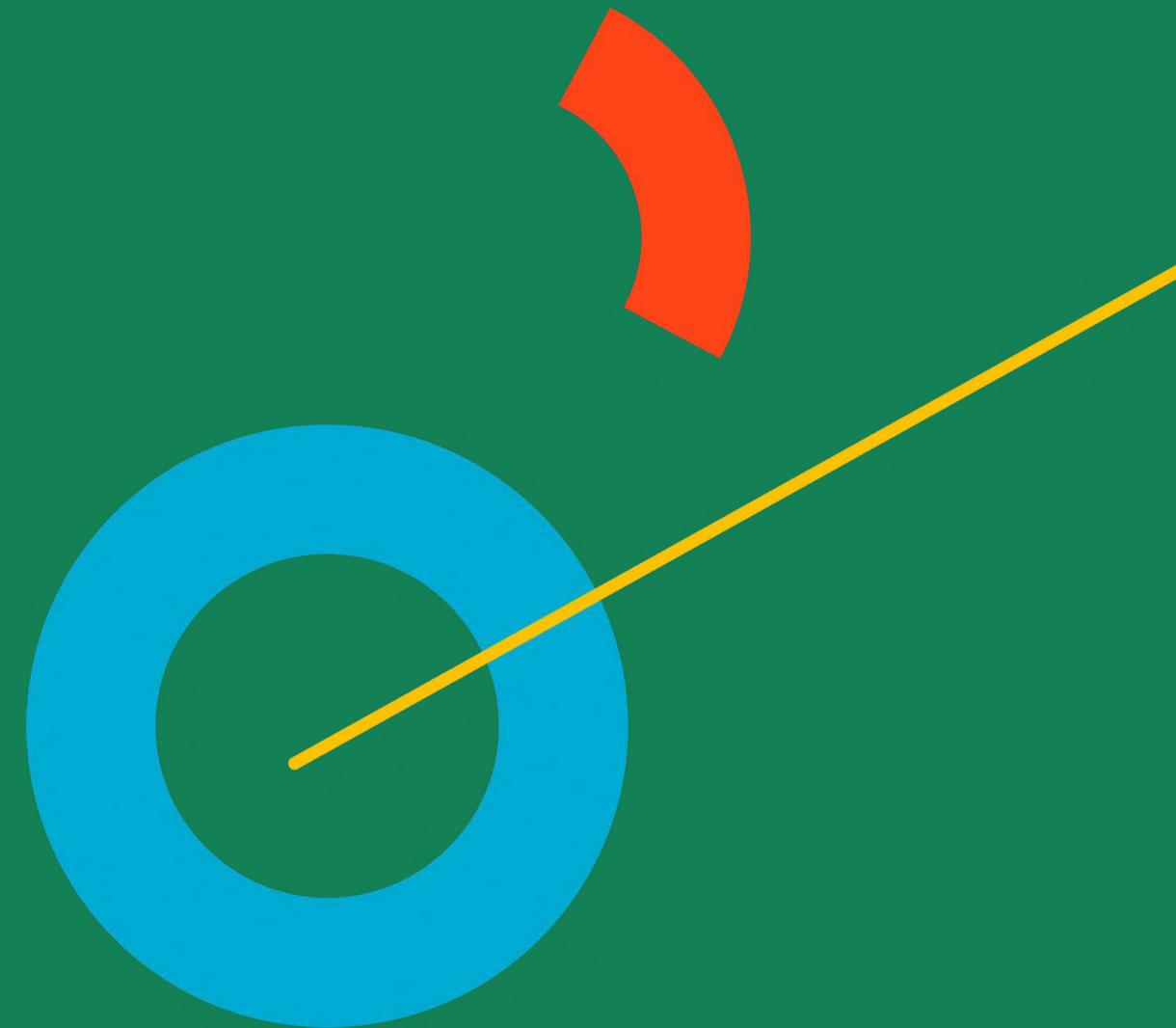
Step 3:

Leaning into change to build a better normal

“
**Culture eats
strategy
for breakfast**

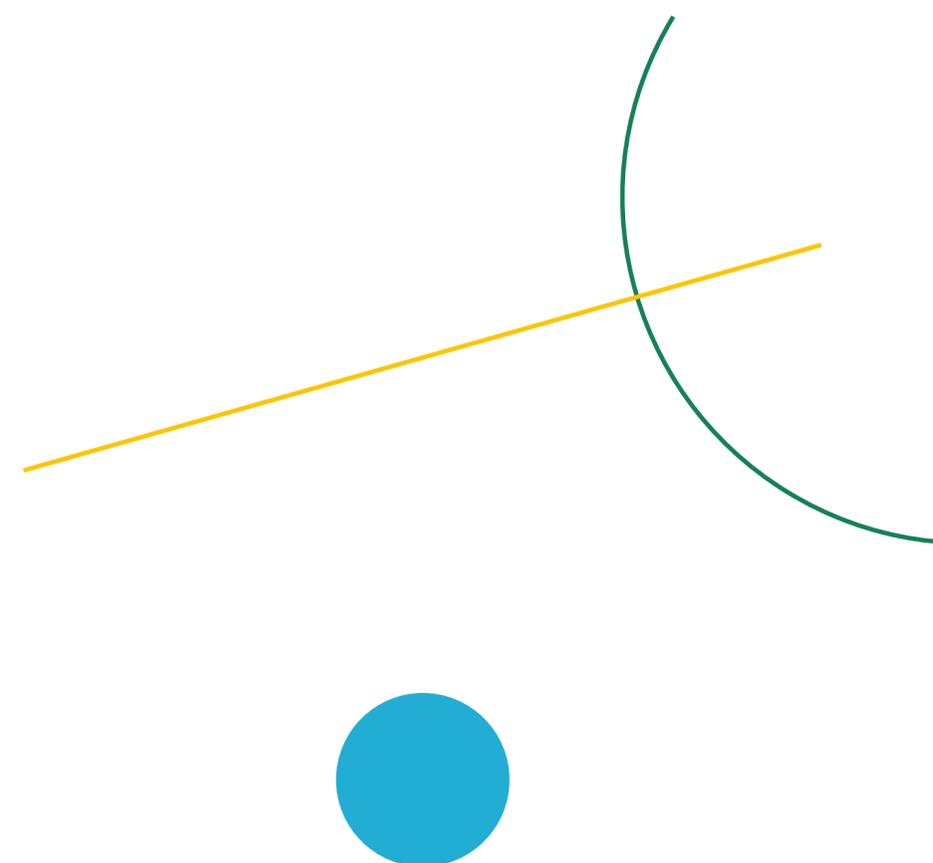
PETER DRUCKER

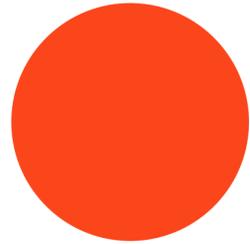
FOUNDER OF MODERN MANAGEMENT SCIENCE



76%

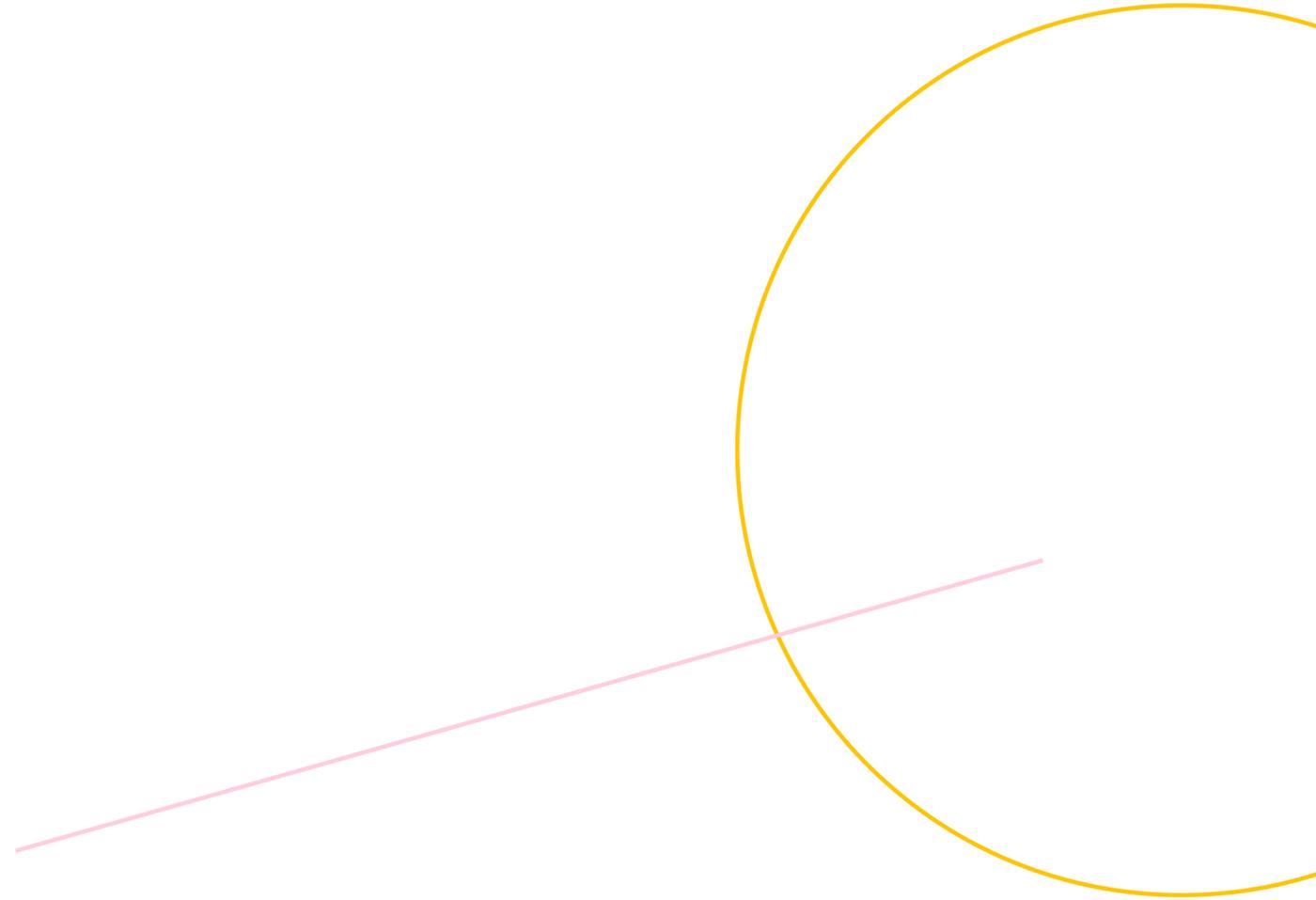
OF LEGAL PROFESSIONALS
BELIEVE THE MAJORITY OF
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CORONAVIRUS PANDEMIC.



Legal Trends Report

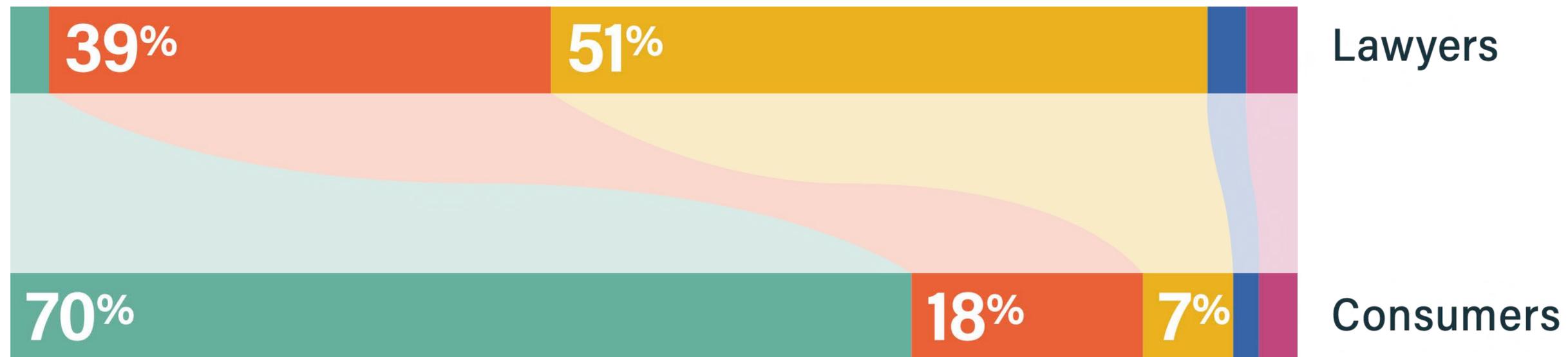
POWERED BY CLIO

2018



Perception versus reality

Telling a lawyer all the facts or details of a situation



Communication by type:

- In person
- Phone
- Email
- Website or online portal/app
- Other



UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN

LEARN TO FULFILL

OUR POTENTIAL

2
MILLION
COPIES
IN PRINT

*parenting

*business

*school

*relationships

“Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life.”

—BILL GATES, *GatesNotes*

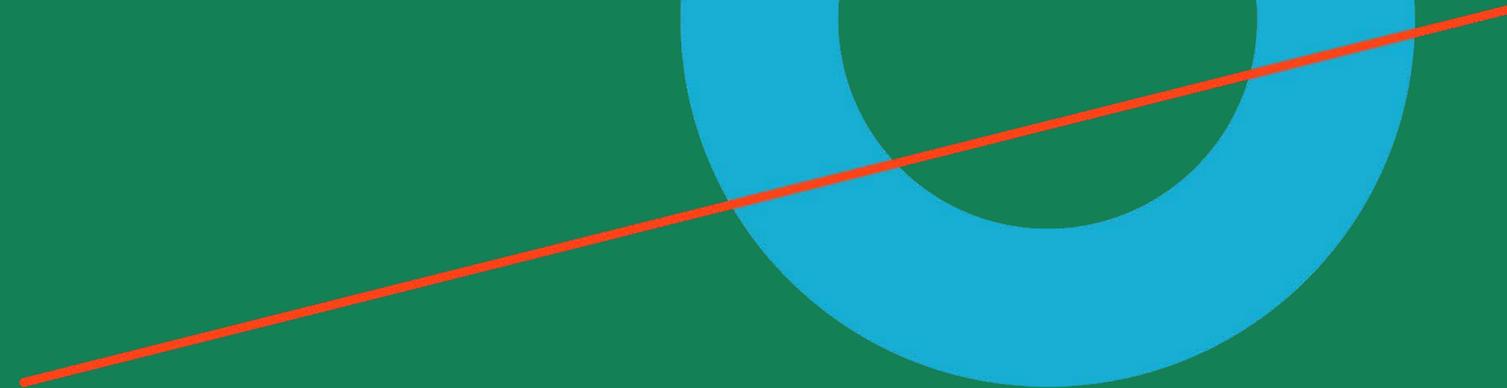
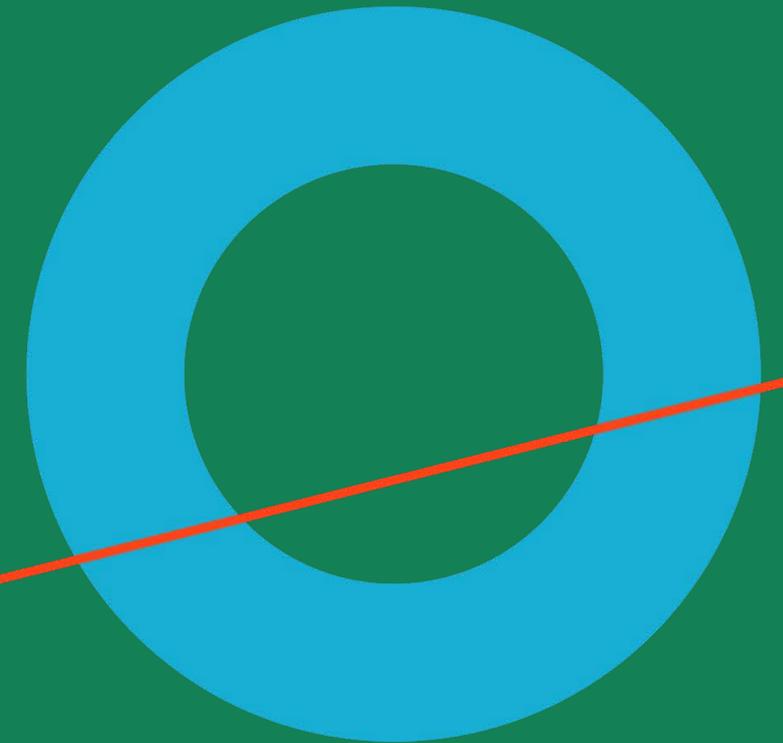
GROWTH MINDSET Is Freedom

Persevere in the face of failures
Effort is required to build new skills
Find inspiration in others success
Embrace challenges
Accept criticism
Desire to learn
Build abilities

FIXED MINDSET Is Limiting

Avoid challenges
Give Up
Threatened by others success
Desire to look smart
Effort is fruitless
Ignore feedback
Fixed abilities

**This is
not a
zero-sum
game.**



An iceberg floating in a blue ocean under a blue sky with white clouds. The tip of the iceberg is above the water, while the much larger, jagged base is submerged. The text is overlaid on the submerged part of the iceberg.

**77% of legal problems didn't
receive legal assistance**

Source: World Justice Project

**Let's
build a
better
normal.**

