

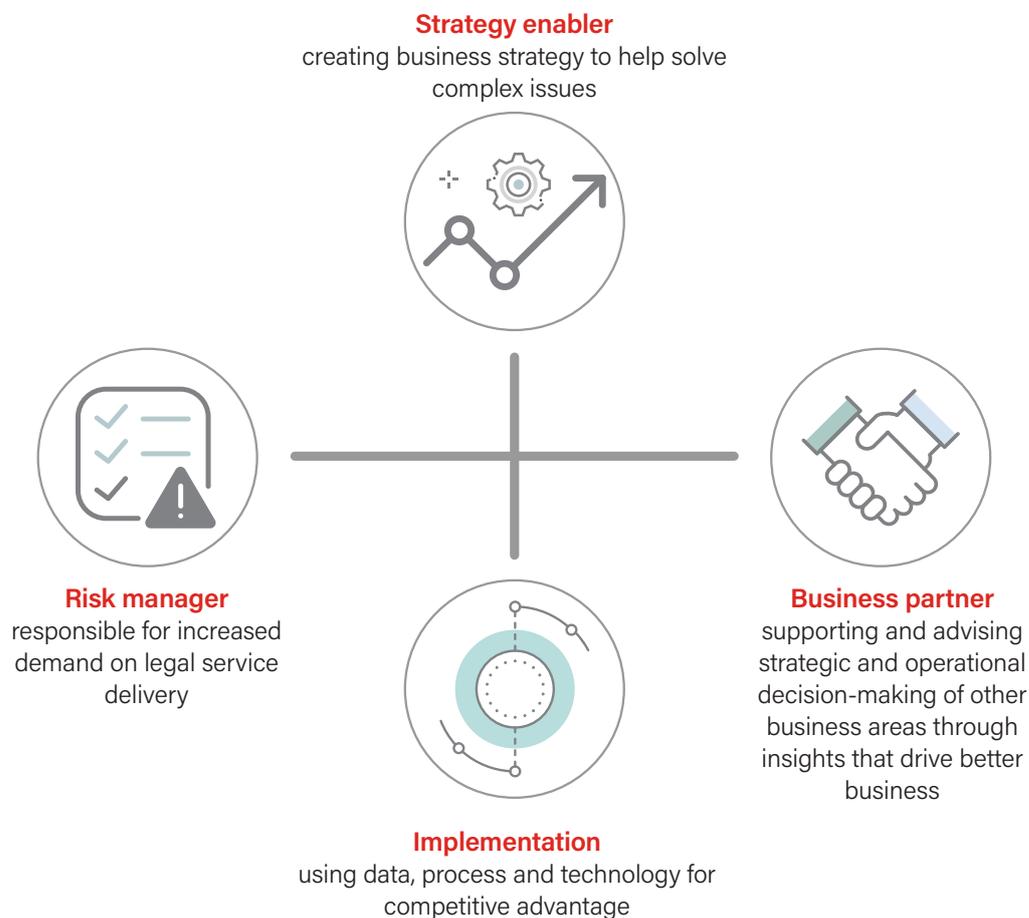
Legal Operations Consulting

The efficient delivery of legal services and
management of an in-house function

Why Legal Operations Consultancy?

Most GC's and their teams are outstanding at managing risk. Lawyers' professional training and career experience typically emphasises this. Different individuals naturally focus more on strategy or implementation, according to their experience and temperament.

Few have experience of conceiving and implementing sophisticated business delivery programmes. External advisors who have this experience, typically lack deep understanding of how legal teams work.

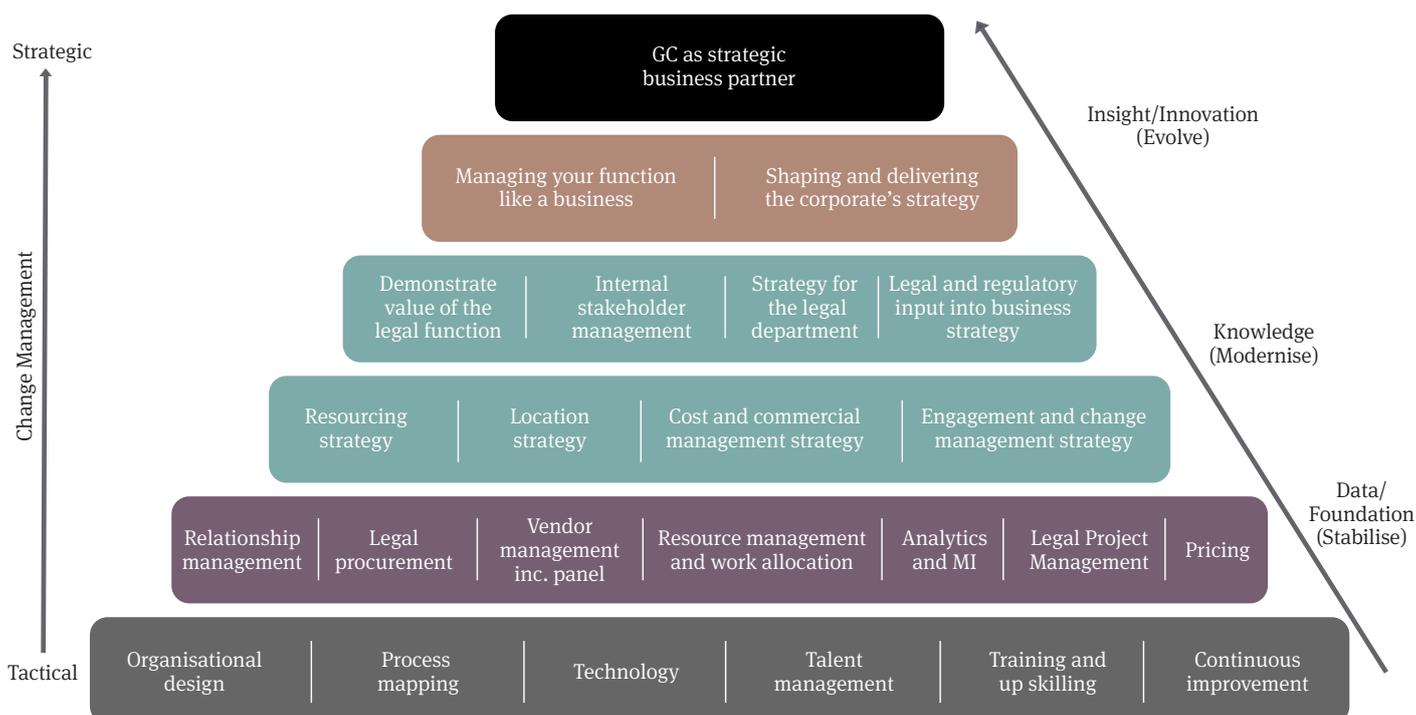


NRF Transform's Legal Operations Consulting practice – led by the former head of Legal Operations at a FTSE 100 company – is designed to support GC's and in-house teams cover these additional areas of their roles.

Covering all these areas is important, as ultimately they are symbiotic. Every point on the diagram enables the others. So being a better business partner leads to more effective risk advice.

There is no right or wrong balance between the four areas but knowing where your strengths are, as well as your areas of development, will be critical.

Strategic change – tactical delivery



Most Legal departments will be at different levels of maturity – excelling in some areas but not others. The first step is to identify where you are currently, but more importantly, where you want to get to. A tailored roadmap can then be developed to get you there.

Better legal operations management

By managing your function like a business, such as providing KPI's to your business teams so they know at all times the progress on legal advice they have asked of you, you deliver more value.

In practice, this means:

- Setting up an operating framework to support the growth of your business and related demand on the legal team (such as: triage of demand, risk matrix for intake, allocation of work internally/externally, use of legal tech and use of legal project management methodology)
- Providing transparency and vision to the business on how you are running your function, for instance developing appropriate KPIs to articulate the cost of legal to a business unit
- Delivering efficiency gains and demonstrating the value that your function – and its key law firm partners and vendors – are delivering, such as process mapping for key legal tasks and workflow to ensure speedy completion of contracting

Driving business effectiveness through Legal Operations – some examples



Work and resource management

Keeping abreast of multiple projects and knowing what people are working on at any given time optimises work allocation and resource utilisation.

Legal Operations can assist with:

- Developing an effective intake process to centralise all new work
- Effective and fair work allocation to increase utilisation but also talent retention through improved job satisfaction
- Wider business visibility of who is working on their projects and how to request support



Cost management

Managing internal and external spend to target inefficient areas or overspend and better management of external vendors and legal partners.

Legal Operations can assist with:

- Capturing data to better understand time spent on projects
- Tracking work allocation with external law firms and building strategic partnerships
- Better understanding to inform strategic decisions on outsourcing and new processes



Data insights and KPIs

Data driven systems provide better understanding of not only how the legal department is working but help identify how external changes or trends are affecting the business.

Legal Operations can assist with:

- Tools to visualise data aiding understanding of how the department is operating and where value is being added
- Analysis of data across functions to uncover new insights for the wider business
- Ability to quickly react to changes impacting the business
- Set and easily track KPIs and other performance metrics



Processes and tech

Utilising technology to standardise processes and to perform repetitive tasks which frees lawyers to concentrate on higher value work. Process mapping and optimal design of the legal function to ensure efficiency and maximise value.

Legal Operations can assist with:

- Collaboration tools to reduce email traffic and ensure a 'single source of truth' for documents
- Automation of the contracting process to increase access to contracts and store key data
- Share knowledge updates via effective KM and Horizon Scanning tools

Benefits of Legal Operations



More efficiency

- Achieving more with less as a result of new working methods and tools



Better insight

- Managing the function more effectively
- Sharing information across the business



Effective technology

- Defining the structure required for new technology
- Creating a framework and refining needs

All amounts to being a better business partner

Next steps

More information

For an initial conversation please call Stéphanie Hamon.

Project Briefing

If you have a project you would like us to assist with we would be delighted to help. Please provide any information on where you are or what you would like to achieve, and we can discuss from there.

Scoping exercise / workshop

If you are unsure where to start or areas to prioritise, we can provide a consultative workshop for you and your teams. Following the session we would provide you with a prioritisation of opportunities together with a solution design.

A Regional GC of a global financial institution:

I very much appreciated working with Stéphanie and her team. It was refreshing and encouraging to have someone with first-hand experience who understood the challenges and was able to provide concrete steps on how to advance and address topics. I particularly appreciated her ability to interface between legal and the business as well as her ability to articulate legal value and vision to business stakeholders.



Stéphanie Hamon

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Stéphanie, Head of Legal Operations Consulting, was previously at Barclays where she headed up what would become the Legal operations team for over three years. Under her leadership the department won "Legal operations team of the year" at the 2019 UK Legal 500 Awards. When transforming your in-house legal function, Stéphanie is ideally placed to advise on improving the management of your legal department.

NRF Transform

NRF Transform is our global change and innovation programme. It aims to make how we deliver traditional services more effective and efficient, and to provide entirely new solutions to our client's most pressing business problems. It has over 150 staff in offices around the world, as well as 3 dedicated Hubs, and includes teams focusing on Applied Technology, Innovation, Legal Design, Legal Project Management, Legal Operations Consulting, Resource Management, and Commercial Management.

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