

Data analytics

Articulating value through KPI reporting

Introduction

The challenge for in-house teams

There is a growing trend for legal departments – just like any other business unit – to be expected to monitor and report on their performance; however, as a perceived cost centre, the need to articulate and evidence value-add to the business and a contribution to the bottom line is even more important.

What can data analytics do for you

Data analytics can drive intelligent decision making. It offers the chance to save time, money and gain a competitive advantage.

By looking at historical data, you can extrapolate lessons learned and apply best practice for the future. Matter progress can be tracked against targeted timelines, outcomes and spend. Resourcing strategy can be designed around key data insights and legal department priorities can be aligned to and tracked against the business' strategic objectives.

Did you Know?

More than 85% of Legal Departments* do not currently have:

- Defined metrics to measure operational efficiency of internal and external work
- The capability to measure against targets and benchmarks
- Effective automated dashboards and reports for data visibility

*Results from the Legal Operations Health Check benchmark (contact us for a copy)



Examples of the types of metrics which can be measured, tracked against benchmarks and reported on

Process & productivity

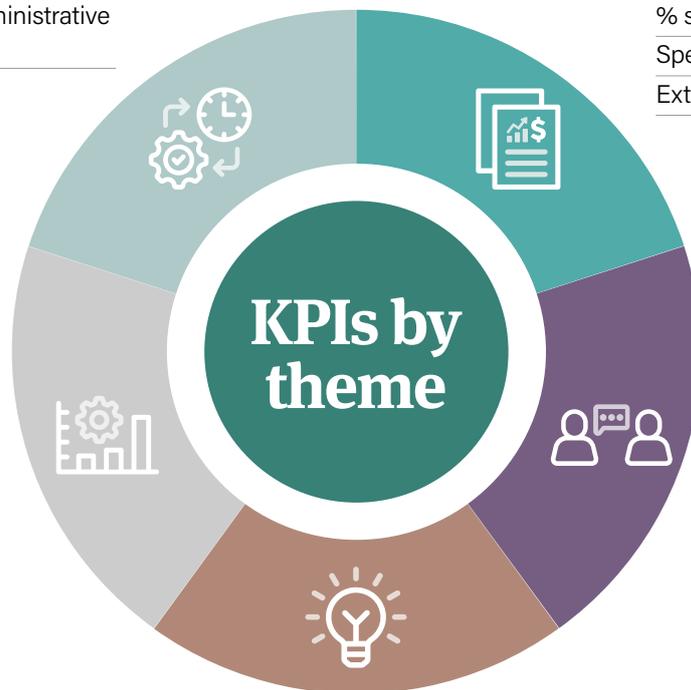
Matter completion/closure rate
Time spent by business unit
Workflow productivity – administrative vs. high value tasks

Financial

Spend vs. budget
Spend by business unit
% spend against revenues
Spend by matter type
External vs. Internal spend

Strategic

Number of strategic projects
% of time spent on strategic initiatives
Progress against project timelines
Savings or other benefits achieved



People

Stakeholder/customer satisfaction score
Employee engagement score
Employee churn

Risk Management

Advice

Number of briefs written
By business unit
By area of law

Compliance

Training completed
Matters/breaches reported
Matters resolved/open
Fines or other significant issues
Proactive monitoring exercises

Litigation

Number of matters
Success rate
Settlements
Fines
External spend

Contracts

Volumes (by type/department)
Quality (risk management score/value/complexity)

KPI Roadmap

Six questions to determine your unique blend of KPIs



What?

What does the measurement involve?

Each data set can produce multiple insights and angles from which to view the data.

Why?

Why should you measure this?

What are the benefits and potential risks?

When?

When and how often should you measure this?

Frequency is influenced by what you are trying to achieve & internal requirements.

Where?

Where is this data stored?

Location of data influences decisions around who will monitor and collect it (this can be resource intensive) and the frequency thereof.

Who?

Who will monitor, measure and analyse the data?

What other stakeholders are involved?

How?

How will you report on this?

This will depend on the nature of the data but also the audience you are sharing it with.

Next steps

How we can help you

Consulting projects may include:

Assess	Helping you determine which KPIs you should measure.
Plan	Developing a KPI implementation roadmap, with a prioritisation schedule and project plan. This could also include advice on technology solutions and automation, bespoke development or recommendations for third party providers.
Implement	Providing legal project managers to co-ordinate and manage the implementation of analytics systems and processes. This could be on a consultant or secondment basis.
Report	Creating dashboards or report templates, using your existing systems or NRF Transform Data Analysts, factoring in your business requirements and stakeholder expectations.
Analyse	Performing reviews of your data and engaging with business stakeholders and panel firms to assess trends and performance against target benchmarks.
Remediate	Recommending remediation actions using data insights. This could include a refinement of your panel RFP process or review of your panel to achieve cost savings, help you manage your panel more efficiently and get the best out of your panel relationships.

Top Tip!

“Start with the basics and use what you have.”

Identify your three highest risk areas and start there. Prioritise based on:

- Spend
- Volume
- Strategic priority, or
- Stakeholder group



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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.



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Tammy, a Legal Operations Consultant, was formerly the Group Company Secretary and Senior Legal Advisor for Zurich Insurance's Southern African operations. With 17 years experience within the professional services, corporate and start up environments, Tammy has extensive expertise in corporate governance, stakeholder management, strategy formulation, operational design and delivering business transformation projects.

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.

The Legal Operations Consulting Practice helps General Counsels and in-house legal teams optimise the delivery of legal services to their organisations, enabling them to go beyond managing legal risk and become a strategic business partner, supporting the wider objectives of the business.

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