Leveraging the technology you have:
Using enterprise technology for legal operations

ACC Legal Operations EMEA
Virtual Roundtable

28 April 2020

Our Panel today

Andrew Brereton

Head of Legal Operations

ServiceNow

Robert Henham

Legal Operations Specialist

Eneco

Michael Francony

Senior Legal Operations Manager

Novartis

Isabel Vogel

Paralegal Europe, Corporate, External & Legal Affairs

Microsoft

Robin Snasdell, Facilitator

Managing Director
Consilio

Andrew Dey, Facilitator

Senor Director
Consilio

by legal ops professionals, for legal ops professionals

Introduction and Housekeeping

- ACC Legal Operations EMEA is a growing community of in-house leaders engaged in mutual knowledge-sharing to support advancement of operational sophistication and innovation in legal services.

- Virtual Roundtables are held every other month. The next is *Case Studies in Process Improvement & Work Allocation* on Tuesday 7 July 2020.

- A one-day conference will be hosted virtually during the week of 19 October, or in Amsterdam on Tuesday 20 October with an evening reception the night before.

- Do participate in the polls – final slides will include results.

- Ask questions using chat tool – the speakers would love to respond.

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What does Enterprise Technology mean?

- Enterprise software is used to satisfy the needs of an organisation rather than individual users or a specific area. Solutions could be in areas such as:
    - Business Process Management (Forms automation, Intake, Request for work allocation; Resource planning);
    - Collaboration:
        - Internal – Business to Business
        - Internal – Business to Legal
        - External – Business/Legal to Law firms
- We are looking at Enterprise technologies the business already use and that the legal team can make use of
- Microsoft Office is an example of one Enterprise technology legal team members will use on a daily basis

Poll Question 1

Excluding *Microsoft technologies such as Word, Excel, SharePoint and Teams, do* your lawyers use any Enterprise Technology tools for legal processes today?

- Yes
- No
- Planning to – on the roadmap

Enterprise Technology Case Studies

Contract Management & Enterprise Systems

Michael Francony
Senior Legal Operations Manager
Novartis

Contract Management & Enterprise Systems

- Role of Legal in contracting process at Novartis

- What other functions own

- Users and data-entry

- Enterprise technologies in the buying/selling process

- Shortfalls with Enterprise systems for Legal

- Vertical integration or "plug-ins" to Enterprise systems

Contract Management & Enterprise Systems

We want to provide technology to support legal contracting activities, establish transparency and improve collaboration between legal and contract owners.

We focus on 3 features

1 An enterprise template repository with a T-shaped clause library[1] to optimally curate our contract template framework.

2 Demand and self-service for smart and efficient contract creation and negotiation.

3 Create and share knowledge from transactional information.

[1] T-shaped refers to the capability to manage clauses vertically and horizontally. Where vertically refers the affiliation of global to local provisions and horizontally means ensuring the relation of provisions across contract types.

These features will free-up attorney time, simplify and expedite contract creation and improve quality and applicability or our contracts.

To support 4 personas

NOVARTIS | Reimagining Medicine

Contract Management & Enterprise Systems

Personas:

Contract owner

Who is a contract owner
- Beneficiaries of services, e.g. function heads, sales representatives

I do ...
- I use templates to create contracts provided by a template provider
- I rely on the playbook or comments in the templates to create a contract
- I change the wording of a template and if necessary, I seek approval to do so

I wish ...
- I could create contracts faster (2)
- There was more consistency in the provided templates (1)
- I had more help / information on historic or parallel transactions while creating or negotiating a contract (2, 3)

Template provider

Who is a template provider
- Country legal head, legal counsel

I do ...
- I adjust global templates to my specific (vertical, regional, local) needs
- I provide those templates to my stakeholders
- I support my stakeholders when they create or negotiate contracts

I wish ...
- that the contract owners could be more self-sufficient (2)
- I could be efficiently aware of the changes that a contract owner makes (3)
- I could link my templates to the global templates to ensure that I am complying with global standards and to be efficiently aware of changes

Template curator

Who is a template curator
- Head legal for medical office, senior legal counsel

I do ...
- I create global templates based on Novartis V&Bs, standards and policies
- I draft playbooks to help template providers and contract owner to transform template into contracts
- I share those templates with the legal community and informed stakeholders

I wish ...
- I had a platform to share my templates and related updates
- Template providers would use my template (1, 2)
- I knew what contract owner changed compared to my template (3)

Standard owner

Who is a template standard owner
- ECN members, heads of global functions

I do ...
- I set standards that apply to the enterprise or parts of it
- I own policies or guidelines and reflect these standards
- I watch compliance with my standards

I wish ...
- I could rely on processes and systems to help associates follow these standards (1,2)
- I had measurable feed-back on compliance with my standards (3)
- The transactional feed-back would be built-in to relevant processes so that we could reduce extraordinary process reviews to a minimum (3)

In addition to the four main personas we are considering adding the **SME persona.** E.g. antitrust, or data privacy professionals that support template curators, providers and contract owners, respectively.

Legal Service Delivery & Enterprise Systems

Andrew Brereton
Head of Legal Operations
ServiceNow

Legal Service Delivery & Enterprise Systems

- Intake for requests for legal services

- Type of information captured

- Users and data capture (legal/other areas)

- Workflows

- Integrations to other systems or connections other data sources

- Benefits of using ServiceNow vs. Other options

- User adoption

- Results achieved

- Lessons Learnt

Legal Service Delivery & Enterprise Systems
Solution at a glance

Conflict Waiver Request

Request consent to conflict of interest waiver

Donation and Sponsorship Review

Request approval for donation or sponsorship

Shared Services

Request assistance from our Shared Services team

Streamlined legal requests

New Instruction for Outside Counsel

Request approval to engage outside counsel on a new matter

Privacy Impact Assessment

Review a new project, product or feature involving personal data

Stock Preclearance

Obtain preclearance to trade in the company stock during open trading window

Request Budget Increase

Request approval to increase budget for existing outside counsel

Data Subject Request

Individual data protection rights, including access

Contract Review

Request Commercial Legal team to review a sales-related contract

now™

Legal Service Delivery & Enterprise Systems
Contract Review requests serving sales partners

Legal Service Delivery & Enterprise Systems
Dashboards with insightful information
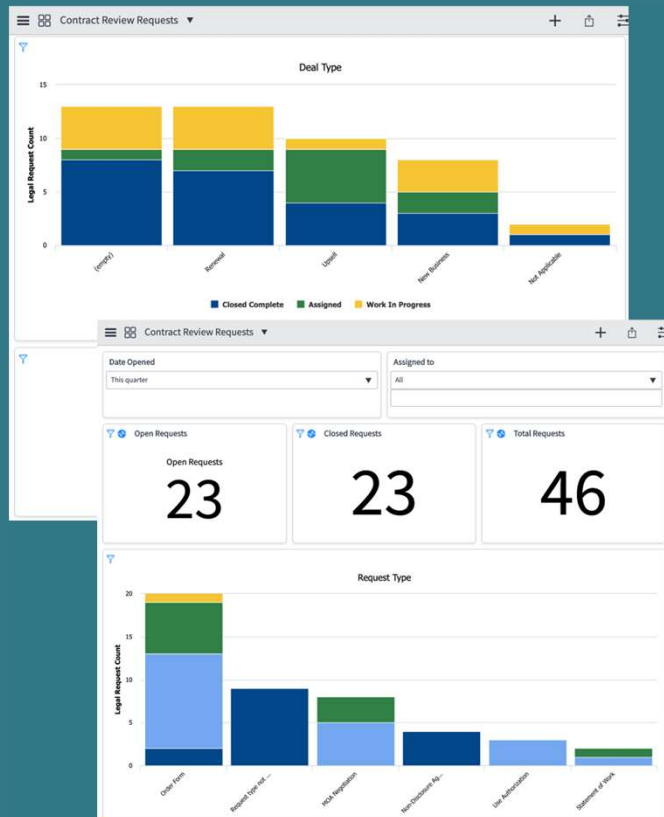
Internal Collaboration & Enterprise Systems

Isabel Vogel

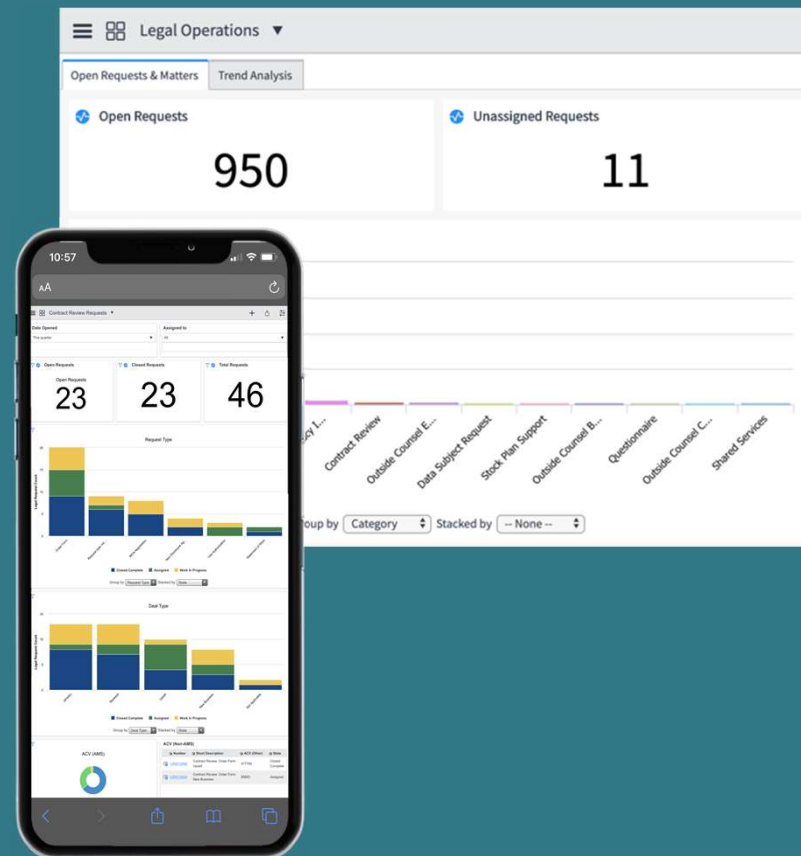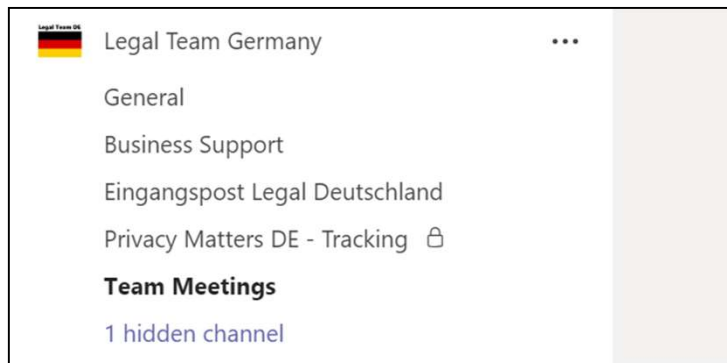*Paralegal Europe, Corporate, External & Legal Affairs*
Microsoft

Internal Collaboration & Enterprise Systems

How do the legal team use Microsoft Teams to collaborate?

1) Collaboration with a local legal team

A team with various channels, to provide a collaboration and document filing space for a team of subsidiary based lawyers . Adding private channels is possible for content sharing and collaboration on sensitive matters, that should be limited to "must know" stakeholders only
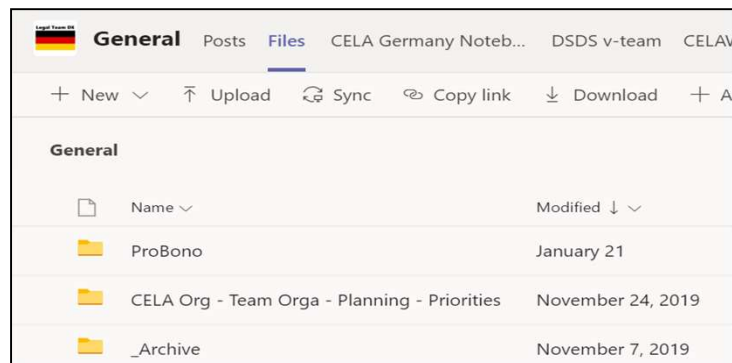
Ad hoc collaboration can happen via the chat function in the "Posts" area, "Files" represents an embedded SharePoint infrastructure, other tools, documents, apps can be added as a tab to make the "hub experience" complete

Internal Collaboration & Enterprise Systems

2) Building a community with business clients on Teams, to allow best-practices sharing and cross-discipline collaboration and advisory across the subsidiary

Cloud Updates - CELA Germany   •••

General

CELA Offener Call zu Cloudthemen-

- Experience of using Channels within Teams

- Teams vs. other communication routes

3) The collaboration platform with Outside Counsel firms

Internal Collaboration & Enterprise Systems
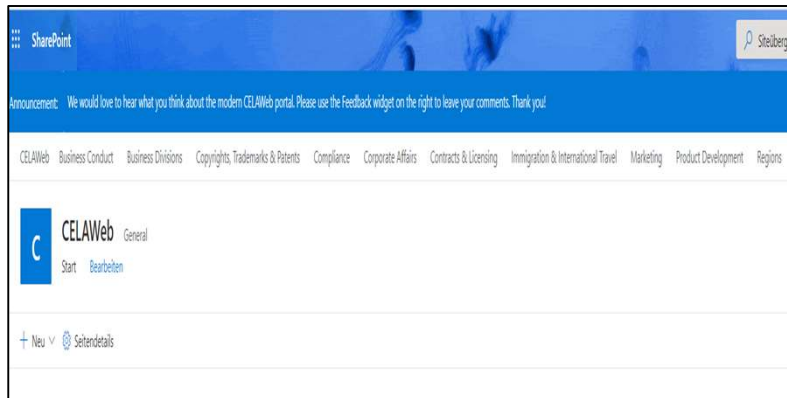
How do you manage information and knowledge?

- Using a companywide SharePoint platform with global and regional sites to distribute legal self-help content ("CELAWeb")

- On top of the SharePoint Infrastructure, a Legal Bot was introduced approx. 3 years ago that is managed to ensure search results remain relevant and are constantly improving
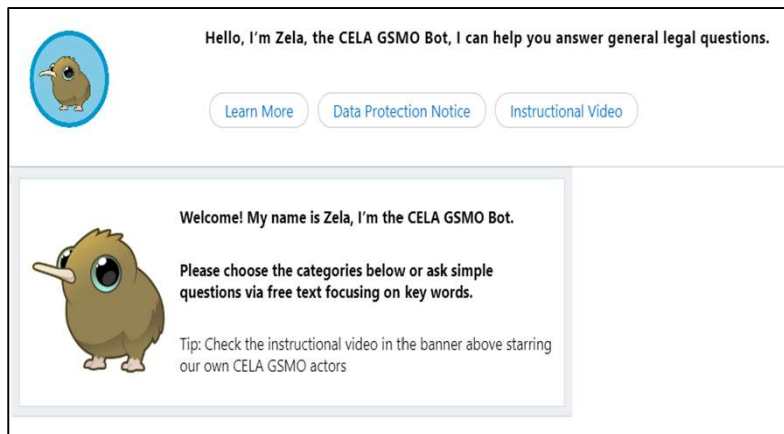
Internal Collaboration & Enterprise Systems

- The evolution in use of Teams

    – Collaborating with law firms

    – Real time collaboration on documents

- Feedback from internal lawyers on the use of Teams

- Governance and gatekeepers

- Lessons learnt

Poll Question 2

How does your legal team use Enterprise Tools today?

Are you using an Enterprise Technology system for *(select more than one if appropriate)*:

- Legal service requests

- Internal collaboration between your legal team and business

- External collaboration between your legal team and law firms

- Storing legal contracts

- We do not use any enterprise technology solutions in legal

Managing legal spend using Enterprise Systems

Robert Henham

Legal Operations Specialist
Eneco

Structure

- Intro to Eneco
- When to use enterprise technology for a use case
- Example: E-billing using Enterprise tech
- Closing remarks

About Eneco and the team

- Renewable energy group with operations and customers in Netherlands, Germany, France, Belgium and UK
- Legal team in the Netherlands has 14 lawyers working across different business units:
    - Consumer
    - Business
    - Trade
    - Assets
    - Corporate & Treasury

Build or buy?

	Technology and data in-house?	
	Yes	**No**
Yes	Build using Enterprise	Buy Enterprise add-ons Buy PaaS and Build solution
No	Buy expertise from consultants to build solutions on Enterprise Last resort: Buy 3rd party software	Buy SaaS

Capability and capacity in-house?
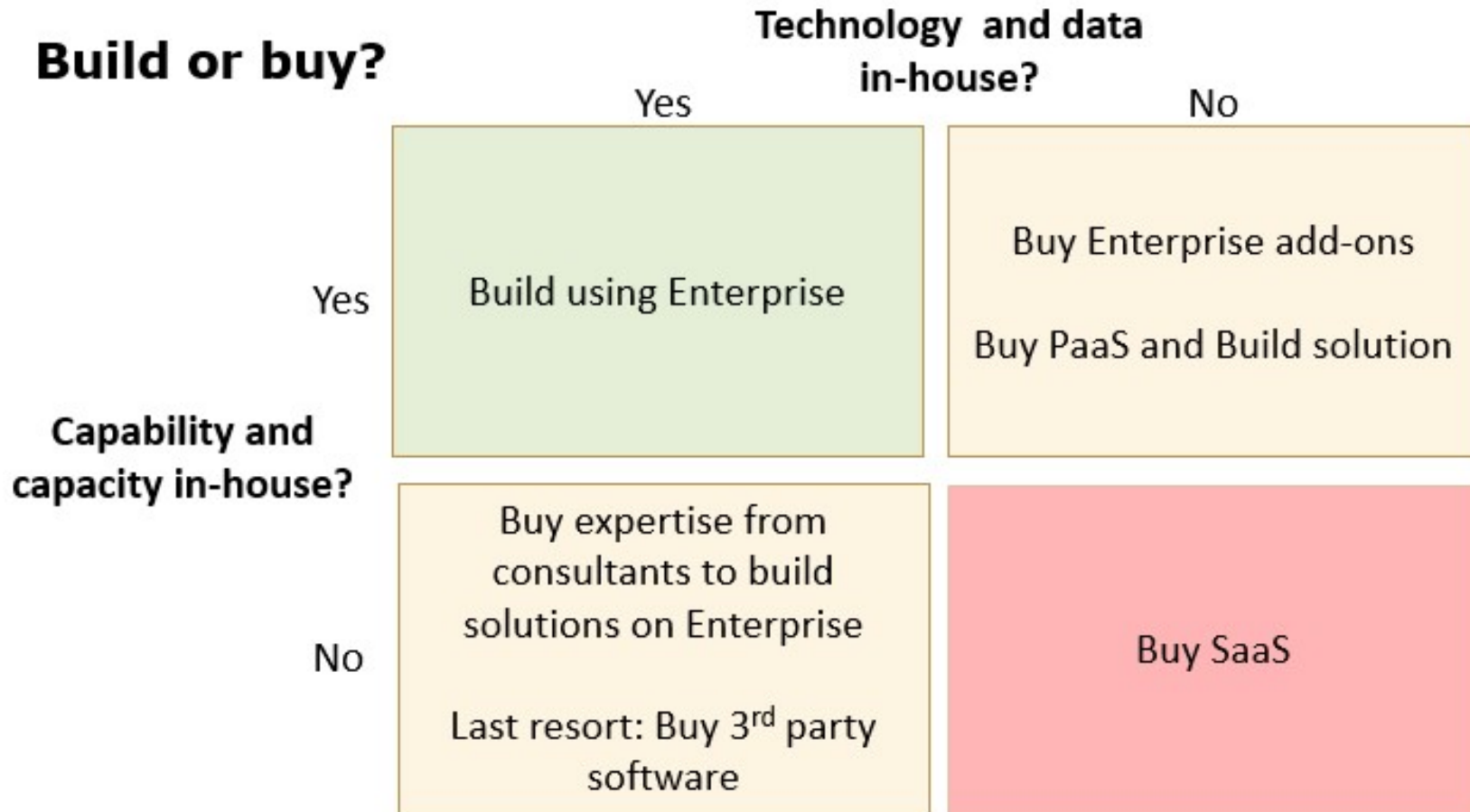
Using Enterprise tech first

Why?
- Software already approved by IT
- Accelerates straight to building
- Extracts value out of existing contracts and licenses
- Builds knowledge, capacity and skills internally
- Builds relationships internally rather than externally
- Avoids creating additional silos and shadow IT systems

My view: at least 80% of the Advanced use cases in the ACC Legal Operations Maturity Model could be built using enterprise technology

Case study: E-billing

In-scope

- Meet cost savings targets by way of:
  - Consolidating work with fewer suppliers
  - Redefining procurement rules and # bids required
  - Insourcing work that was previously outsourced
- More insight into spend and performance
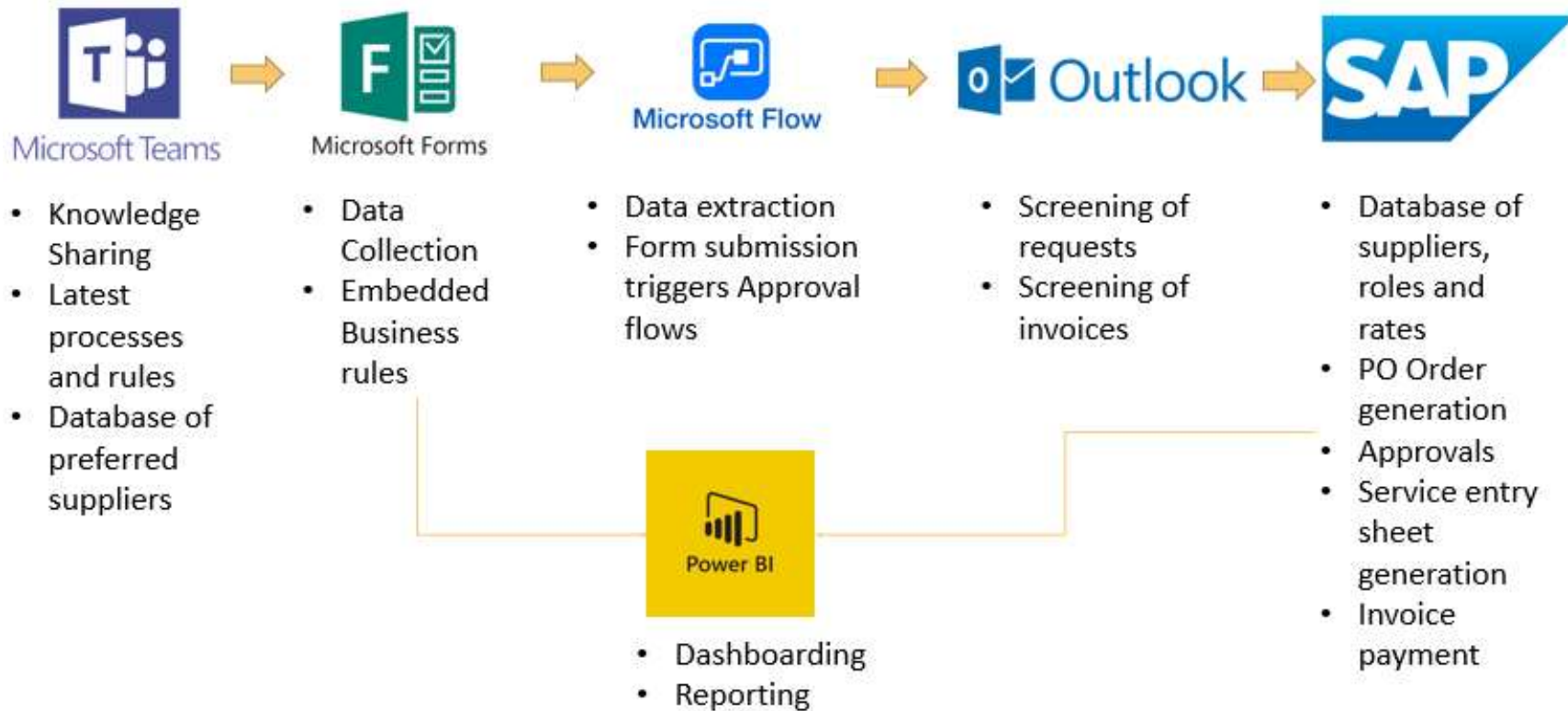- Removal of manual task duplication

Out of scope

- Real-time insight
- Reporting on line-items
- Automatic review against billing guidelines

Could we do this in-house?

Use case process	Technology and data in-house?	Capability and capacity?
Collecting information about requested Purchase Orders with standard data	Microsoft Teams Microsoft Forms	Legal
Checking that the procurement guidelines are followed and approvals were provided	Microsoft Flow Outlook	Legal
Inputting details and sending purchase orders to suppliers	SAP	Legal and Procurement
Receiving and approving invoice details	SAP, Outlook	Procurement
Database of service types and suppliers	SAP	Procurement
Extracting invoice details with reportable metrics	SAP	Legal support
Reporting and Dashboarding requested, invoiced and actuals	Microsoft Forms, Microsoft Flow, SAP -> Power BI	Legal and Procurement

Eneco

What we configured

Microsoft Teams → **Microsoft Forms** → **Microsoft Flow** → **Outlook** → **SAP**

- Knowledge Sharing
- Latest processes and rules
- Database of preferred suppliers

- Data Collection
- Embedded Business rules

- Data extraction
- Form submission triggers Approval flows

- Screening of requests
- Screening of invoices

- Database of suppliers, roles and rates
- PO Order generation
- Approvals
- Service entry sheet generation
- Invoice payment

Power BI
- Dashboarding
- Reporting

What were the results?

What can we now do?

- Report on forecast, invoiced and actual spend

- Report on average hourly rates, partner vs non-partner utilization (per supplier and across base)

- Report across business unit, instructing lawyer, business owner, area of law, reason for engaging law firm, number of pitches

- Meet procurement processes and audit requirements

What did it take?

- Project started March 2019 by Legal and Procurement

- Switched to new system June 2019

- No support from the IT department necessary

- No additional software for Eneco or law firms

- No additional licensing costs

- Key user training

Eneco

Take-aways

- Differentiating between need-to-haves and nice-to-haves is crucial

- Talk to your internal IT and procurement department before talking to external vendors

- Easiest and lowest risk option is to adopt new enterprise applications *early*, and adopt market solutions *late*

- Requires work across organization to avoid creating new data silos

- It pays to experiment. Try to build before buying

- Demo, test and compare to market solutions (be an informed buyer)

Poll Question 3

Based on the session so far, do you feel an Enterprise Technology tool could benefit your legal function?

- We use an enterprise tool which meets all our needs

- We use an enterprise tool – but can now see opportunities to use other enterprise solutions

- We remain inclined to use solutions specific to Legal

Questions?

Reminders...

This Virtual Roundtable has been recorded – check the ACC Legal Operations EMEA web site if you want to share this with colleagues.

The next Virtual Roundtable session "**Case Studies in Process Improvement & Work Allocation**" will take place on Tuesday 7 July 2020.

See www.acc.com/legalopsemea for information and dates of future events.

Please take a moment right now to complete the evaluation form for this Virtual Roundtable - www.acc.com/LO-EMEA-VR-eval

Thank You