

Process Improvement & Work Allocation

ACC Legal Operations EMEA Virtual Roundtable

07 July 2020

Our Panel today



Mo Zain Ajaz

*Chief Operations Officer for
Legal & GC at National Grid*



Maurus Schreyvogel

*Chief Legal Innovation
Officer at Novartis
International AG*



Kate Danson

*General Counsel,
Group at Johnson
Matthey*



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. Next - ***Using Metrics, Dashboards & Data Analytics For Decision-making & Performance Management*** - 8 September.
- A conference will be hosted virtually in the week of 19 October, or in Amsterdam on Tuesday 20 October.
- 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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Our speakers will share their experiences around:

- Process improvements and automation
- Providing tools to making your legal teams more self-sufficient

How Design Thinking can be applied to Create Process for Innovation

Mo Zain Ajaz

*Chief Operations Officer for Legal & GC
at National Grid*

How Design Thinking can be applied to Create Process for Innovation

- Overview of Design Thinking
- Case Study: How can this be applied to looking at process improvements?

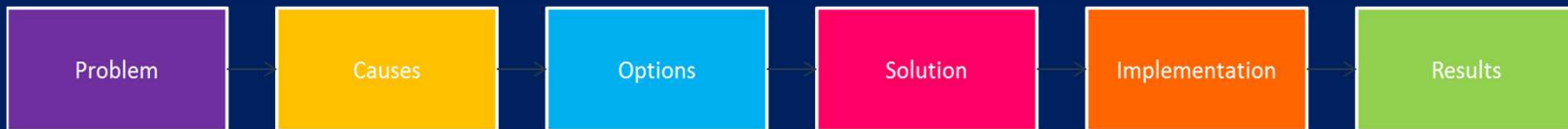


What is Innovation and what is Design Thinking....

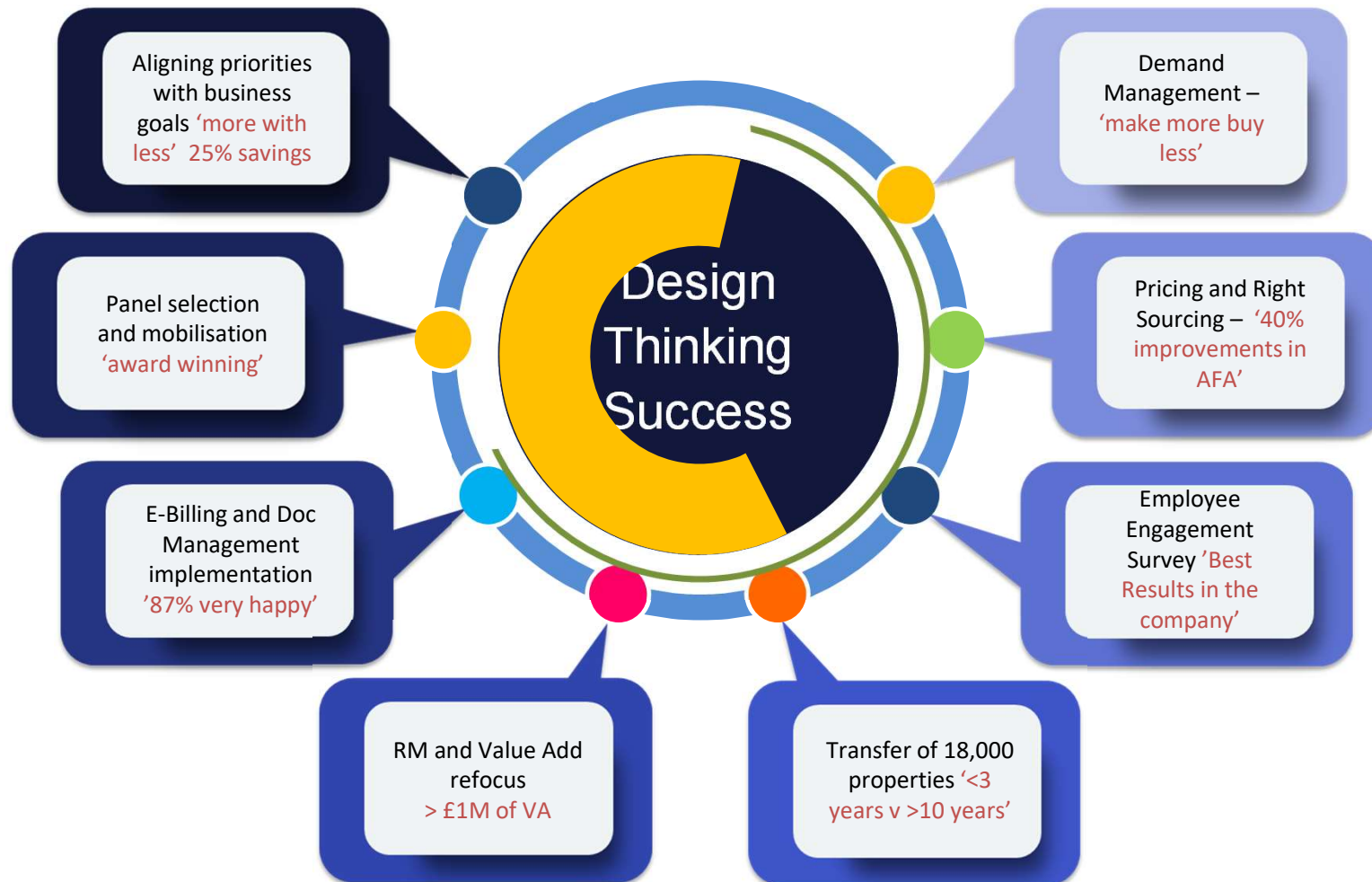
Design thinking is about identifying a complex problem that you wish to solve. Harnessing the power of the collective using a methodology to understand, ideate, and solve the problem.

Inclusive, Interactive and Creative

Solutions are owed by participants







Our Challenge



- 1 Demand outstripping our resources - nothing more in the pot
- 2 Low understanding internally and externally about what we do
- 3 Need to please and only we know how to manage risk
- 4 No analysis of what and why work types (internally and externally)
- 5 Divergent views on all of the above

National Grid



National Grid

The task – everyone must chip in

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13



National Grid

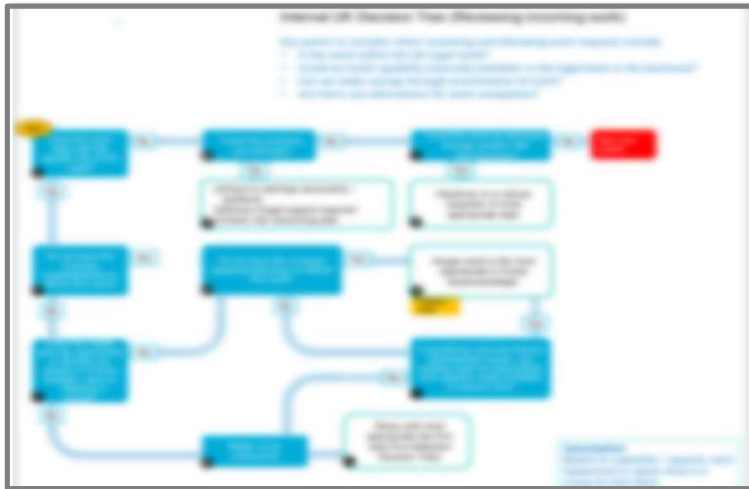
Some key ingredients of success...

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14

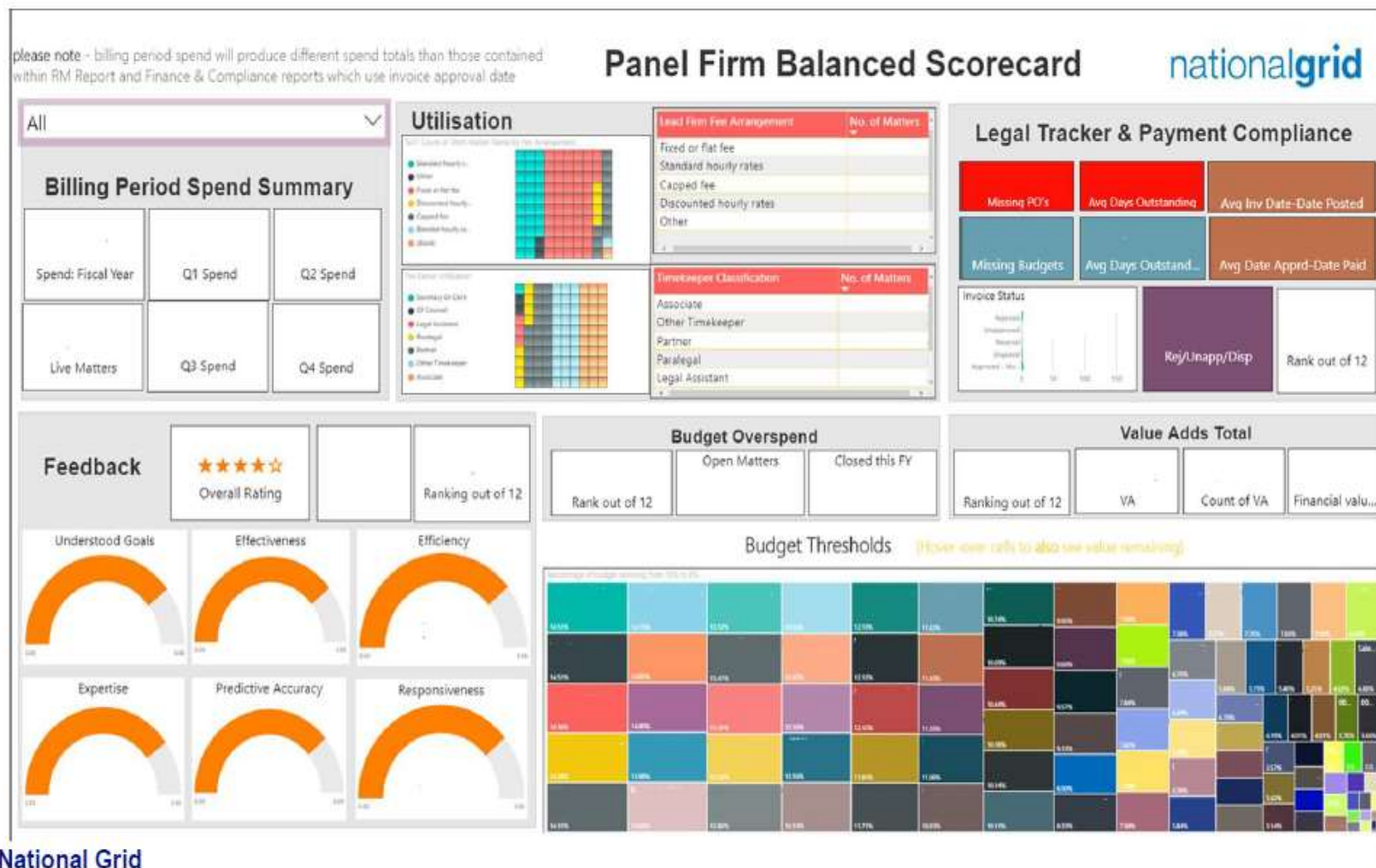
Using the decision tree will ensure that work is routed to the most appropriate person based on cost, capability and capacity



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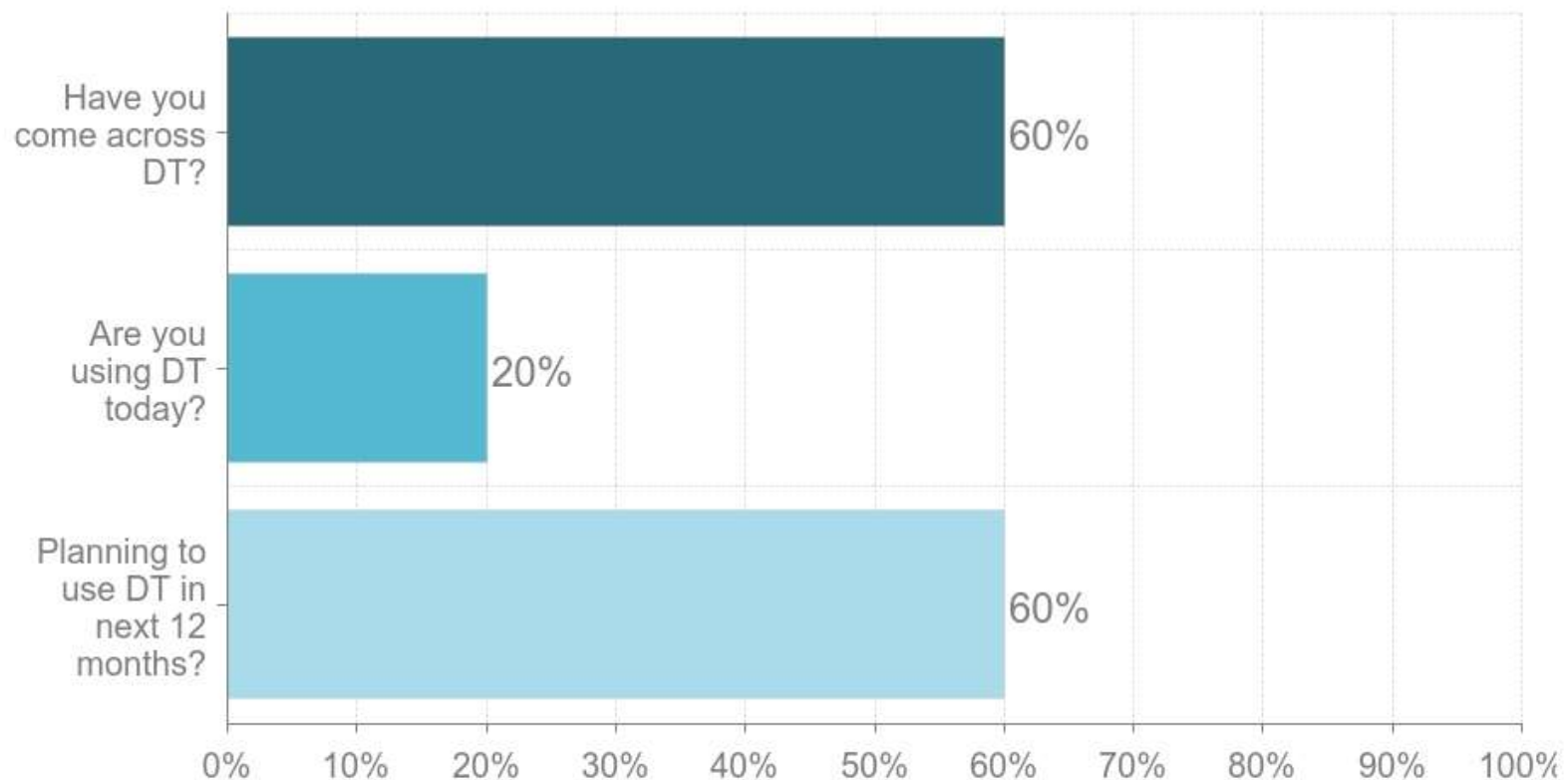
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nationalgrid

Awareness of Design Thinking (DT) in the legal team

Poll results (multiple answers allowed)



Case Study on how to Automate Contract Creation

***Maurus Schreyvogel Chief Legal Innovation
Officer at Novartis International AG***

How Design Thinking can be applied to Create Process for Innovation

- Using technology to automate contract creation



Give Back Time

Process Improvement & Work Allocation

Why?



WE HAVE AN
UNPRECEDENTED AMOUNT
OF PRODUCT LAUNCHES



LEGAL PROFESSIONALS ARE
NEEDED TO SUPPORT THE
LAUNCHES



ADDING MORE LEGAL
PROFESSIONALS NOT AN
OPTION



WE NEED TO FREE UP LEGAL
PROFESSIONAL'S TIME

What?



Template curation



Contract provisioning



Contract intelligence delivery



Policy compliance management

How?

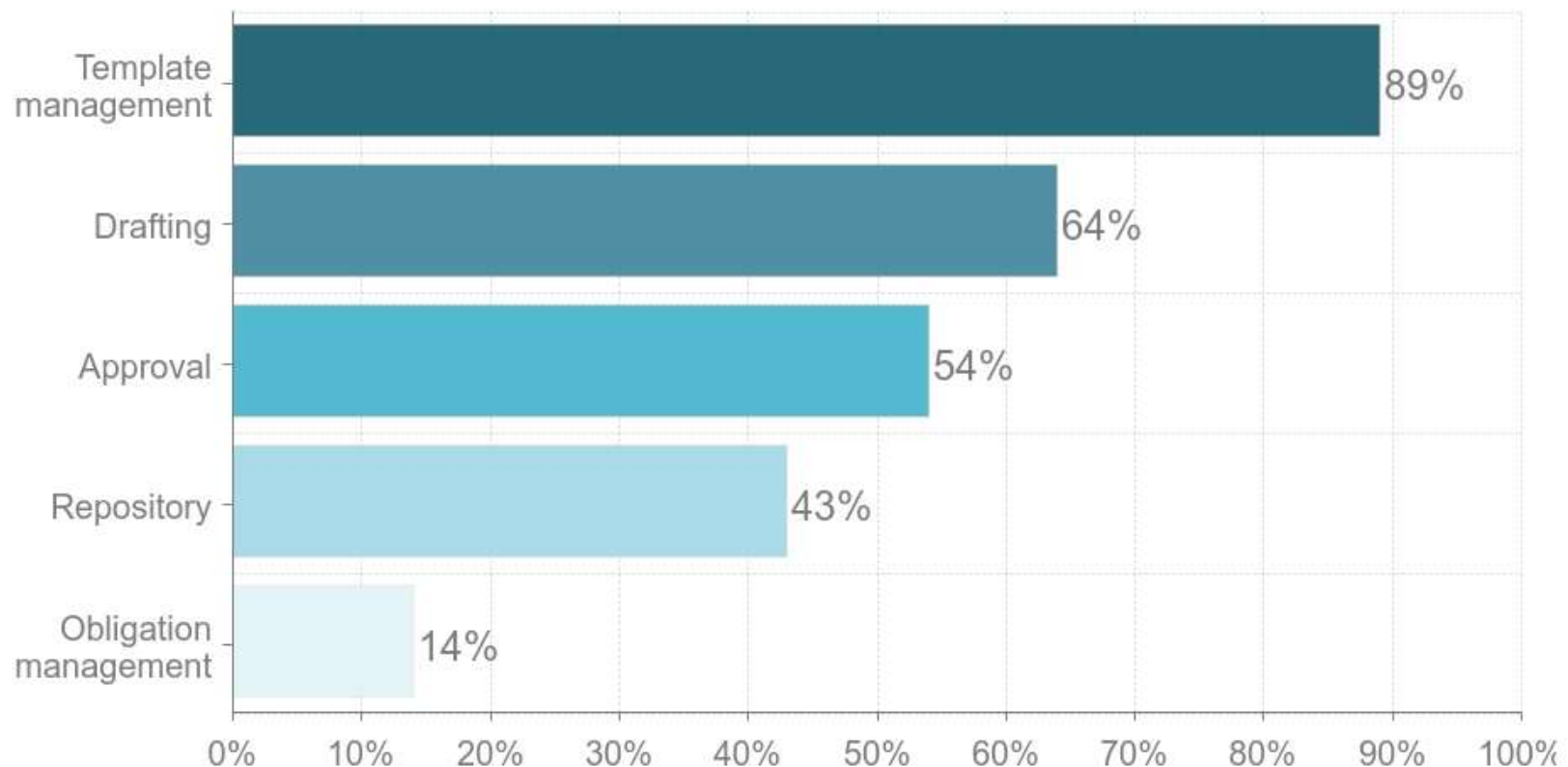
Implement legal contract and workflow management system

Establish interfaces to contract lifecycle management systems of other functions

Built up analytics capabilities that span across all enterprise contracting systems

What activities related to contracting do you believe should be owned by the legal team?

Poll results (multiple answers allowed)



What Types of System help Manage Process Improvements?

Kate Danson

General Counsel, Group at Johnson Matthey

What Types of System help Manage Process Improvements?

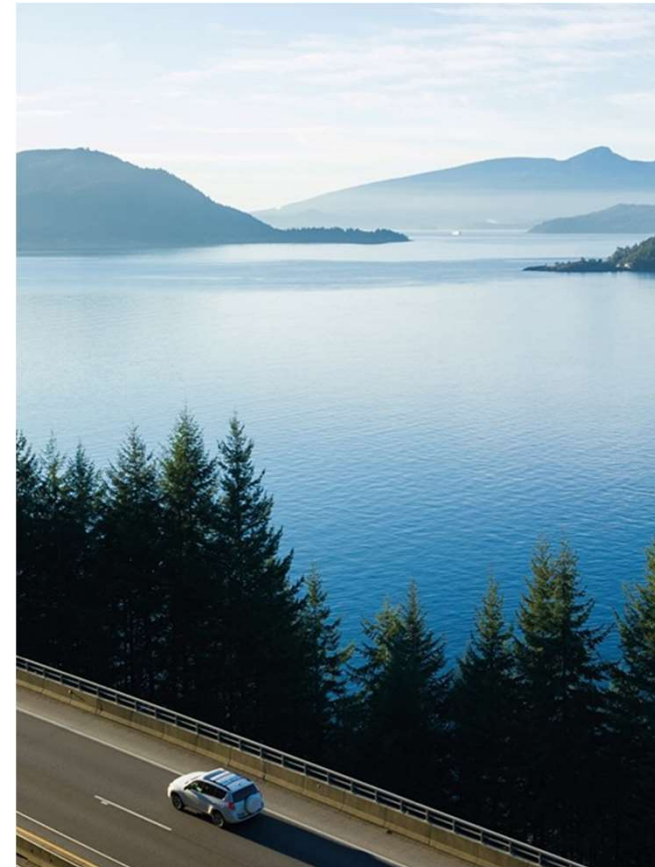
- a) Overview of our transformation project
- b) Legal Service Requests
- c) Challenges and lessons learned so far

The Why

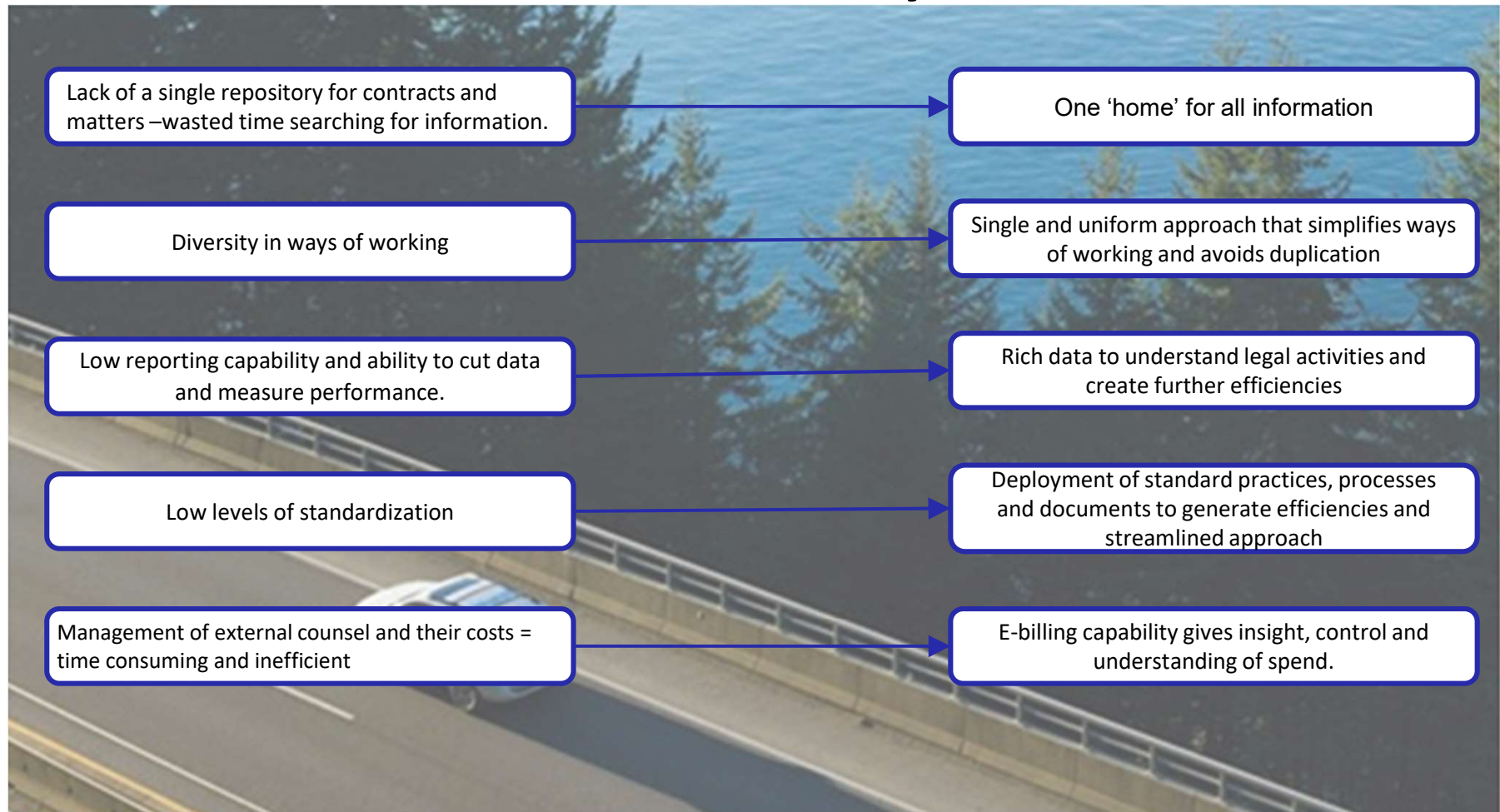
Focused on service delivery but with lack standardised processes, divergent ways of working and poor data.

Needed a system to become a united, global legal team operating efficiently & consistently.

Wanted a tech solution to support new ways of working, *not* incremental changes over a long period.



The Why



The What

After a search and tender process we selected Onit as our single technology platform.

Incorporating:

- Contract management
- Matter management
- Legal service requests (Legal Front Door)
- Legal Holds
- E-billing

and integrating with e-signature

Began requirements gathering in July 2019. Go live is due in early August.



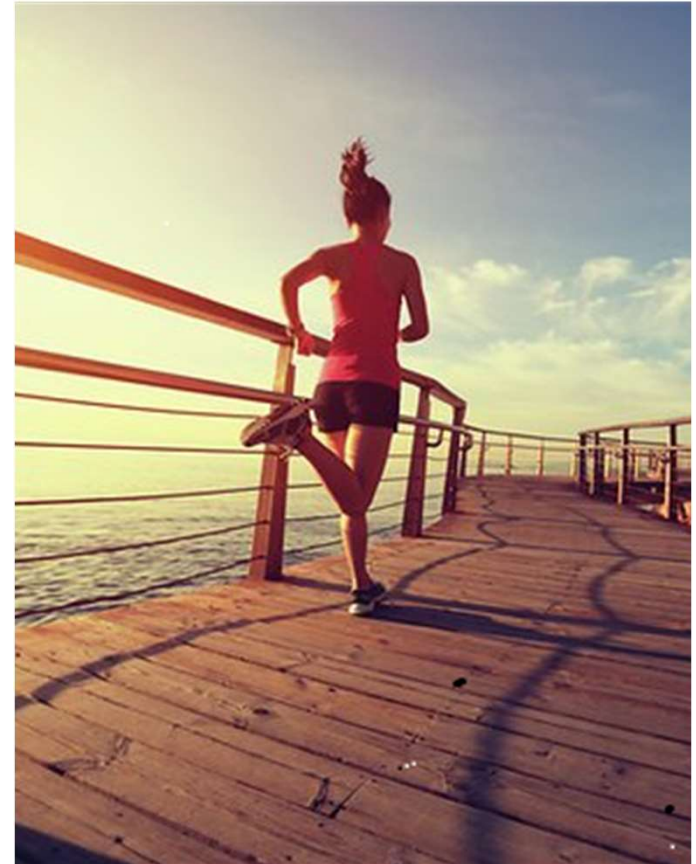
Legal Service Requests

Use of LSR's will be a key part of our new way of working and process improvements.

Limited due to realism as to what we could achieve short-term and risk of change overload.

Focus on a couple of key areas as test beds.

Plan to extend areas for use in the future.

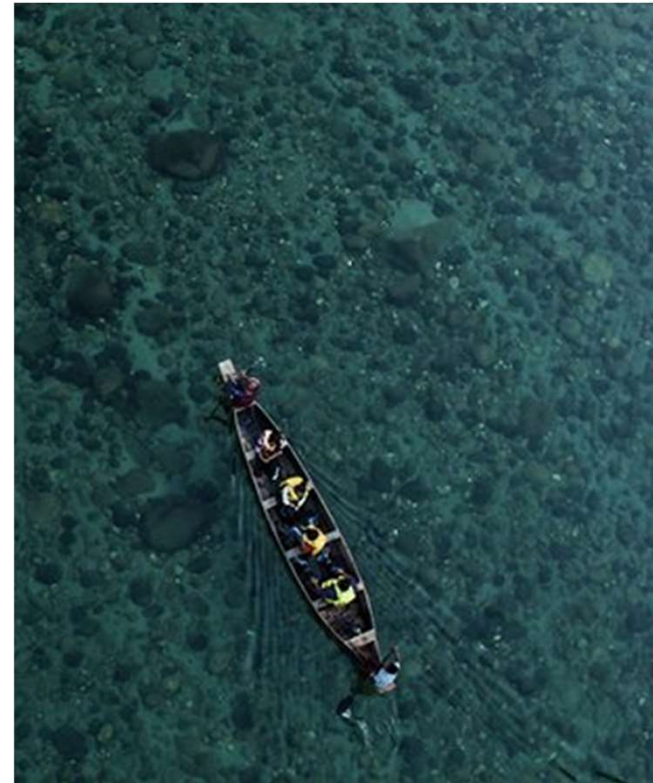


The Learning

Don't under-estimate the effort, enthusiasm and resources required (time, skills and people)

Start with the outcome you want to achieve, not the technology solution.

Don't be seduced by the possibilities.



Poll Question 3:

Do you utilise Legal Service Requests?

- Yes – by our legal team to trigger work activities
- Yes – by businesses to request legal services
- No – but implementing in the next 12 months
- No – due to other priorities
- No – do not see this as a benefit

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 roundtable focusses on Using Metrics, Dashboards And Data Analytics For Decision-making And Performance Management on 8 September



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