



Law Operations Technology Survey: Journey to Modernization

A joint report from FTI Consulting and
the Blickstein Group



October 2021

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FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes. Due to our unique mix of EXPERTISE, CULTURE, BREADTH OF SERVICES and INDUSTRY EXPERIENCE, we have a tangible impact on our clients' most complex opportunities and challenges.

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- Best Of National Law Journal: Hall of Fame *National Law Journal* (2017 – 2019)
- #1 Restructuring Advisor, *The Deal* (2007 – 2019)
- Gold SABRE Award, Healthcare Providers, *The Holmes Report* (2019)

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- Judicious in complex, multi-party situations
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1. Number of total share outstanding as of February 17, 2020, times the closing share price of February 25, 2020

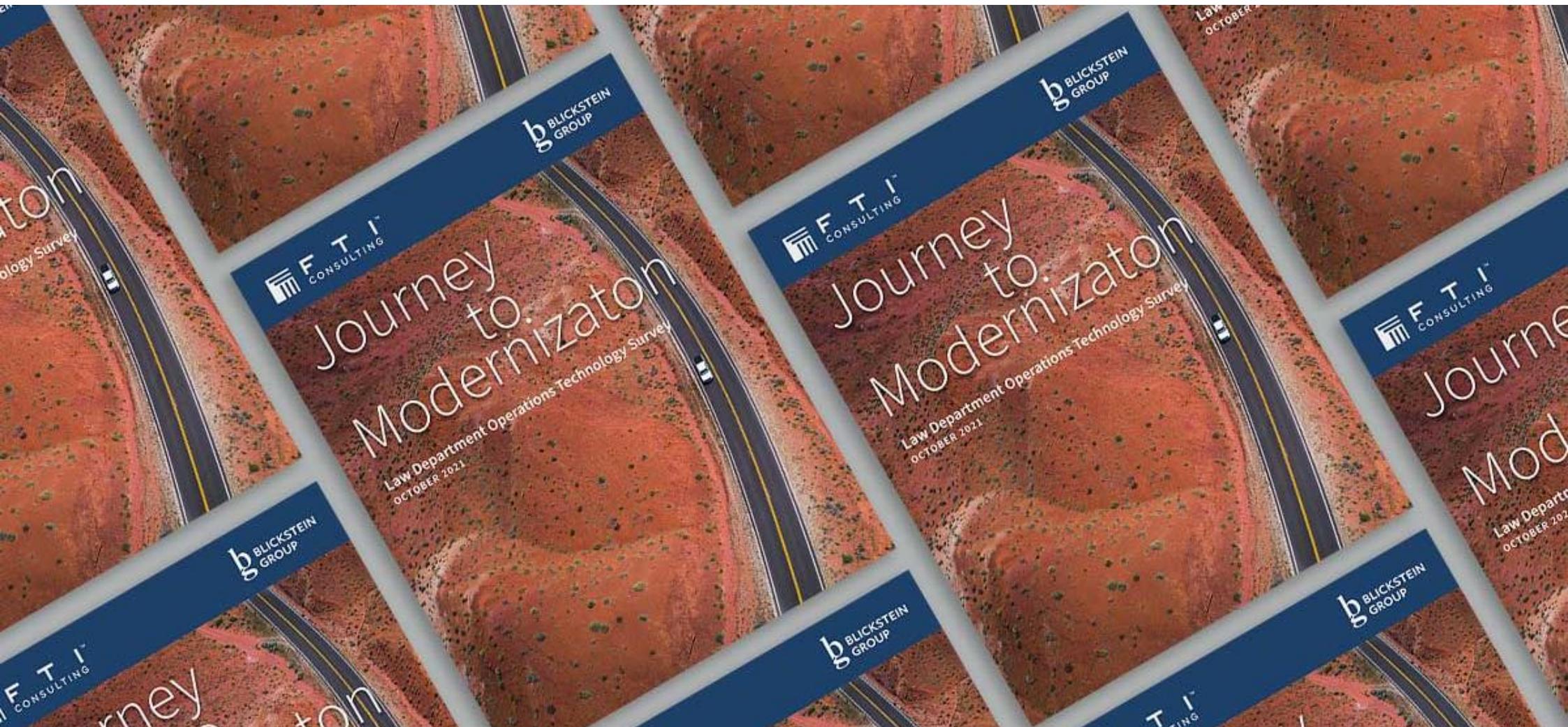
The Blickstein Group



Blickstein Group, Inc. is a consultancy created to help businesses understand the needs of corporate law departments and, by extension, all lawyers. Its principal, Brad Blickstein, applies his more than 25 years of experience to help organizations work with both law firms and law departments. We specialize in messaging, marketing, writing and creating interactions with the marketplace. We are eager to assist with a variety of projects, both strategic and tactical.

Since 2008, the Blickstein Group has been publishing the Annual Law Department Operations Survey, the oldest and most comprehensive survey on law department operations, now with more than 80 data points.

Download the Report Now » *Link in Chat*



Today's Speakers



Brad Blickstein

Principal
Blickstein Group



James Michalowicz

Sr. Manager, Legal Operations
TE Connectivity



Deana Uhl

Managing Director
FTI Consulting



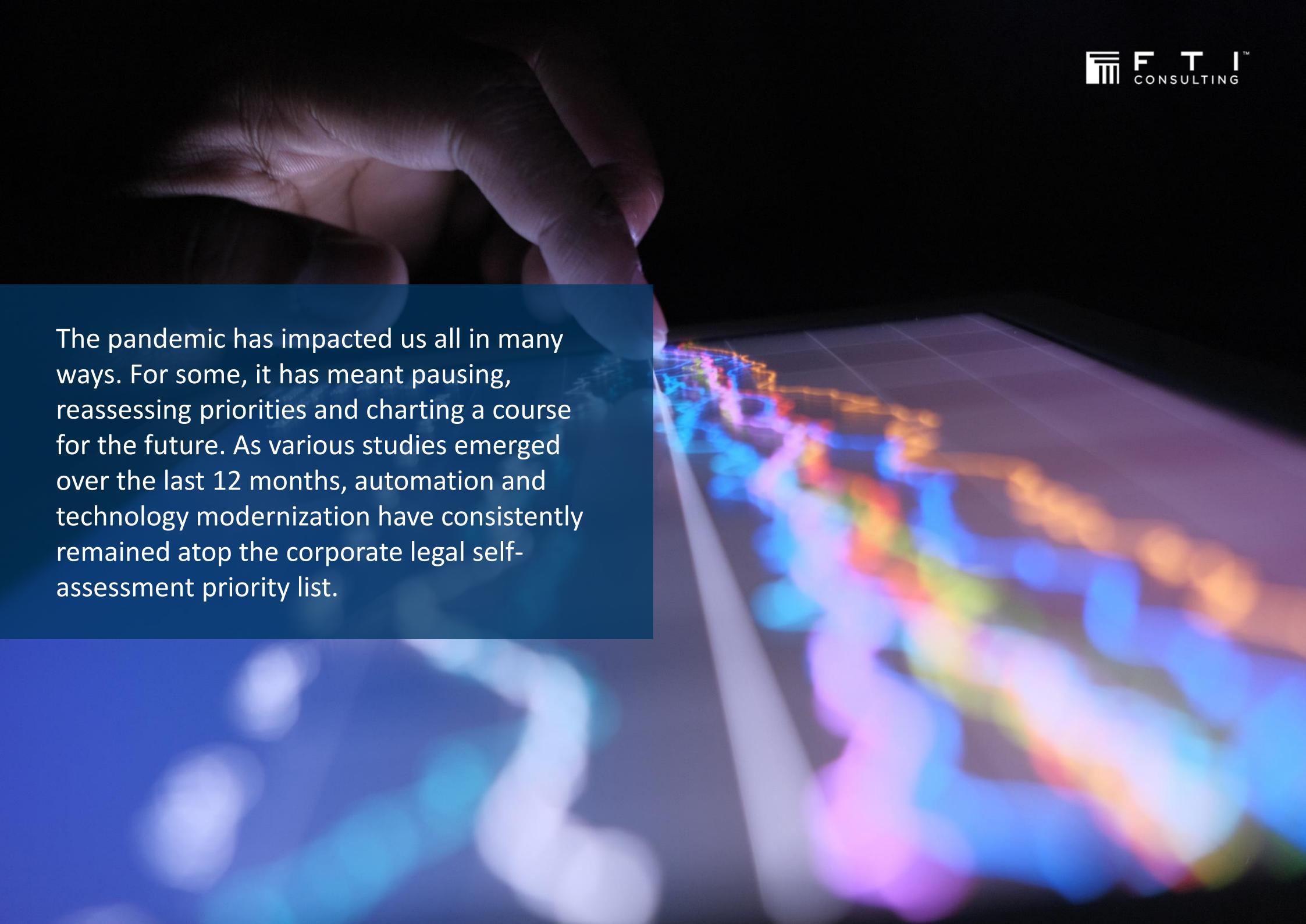
Brandon Lee

Managing Director
FTI Consulting

POLL QUESTION #1

What is the approximate size of your organization?

- a) 1-49 employees
- b) 50 – 999 employees
- c) 1,000 – 4,999 employees
- d) 5,000 or more employees
- e) Don't know



The pandemic has impacted us all in many ways. For some, it has meant pausing, reassessing priorities and charting a course for the future. As various studies emerged over the last 12 months, automation and technology modernization have consistently remained atop the corporate legal self-assessment priority list.

To better understand the changes sought by law departments to increase efficiency through technology, FTI Consulting partnered with the Blickstein Group to conduct a study analyzing the road to technology modernization.

This 19-question survey was conducted online between May-June 2021 with a national sample of 50+ law department operation professionals.

The findings of the survey can be seen through three primary levers needed to embark on the technology modernization journey.

- 1) PREPARE: Where do legal departments want to go, and what tools are needed to get there?
- 2) CONNECT: Who needs to come along for the ride?
- 3) ACTIVATE: What actions need to be taken to effect change and ensure safe arrival at the destination?

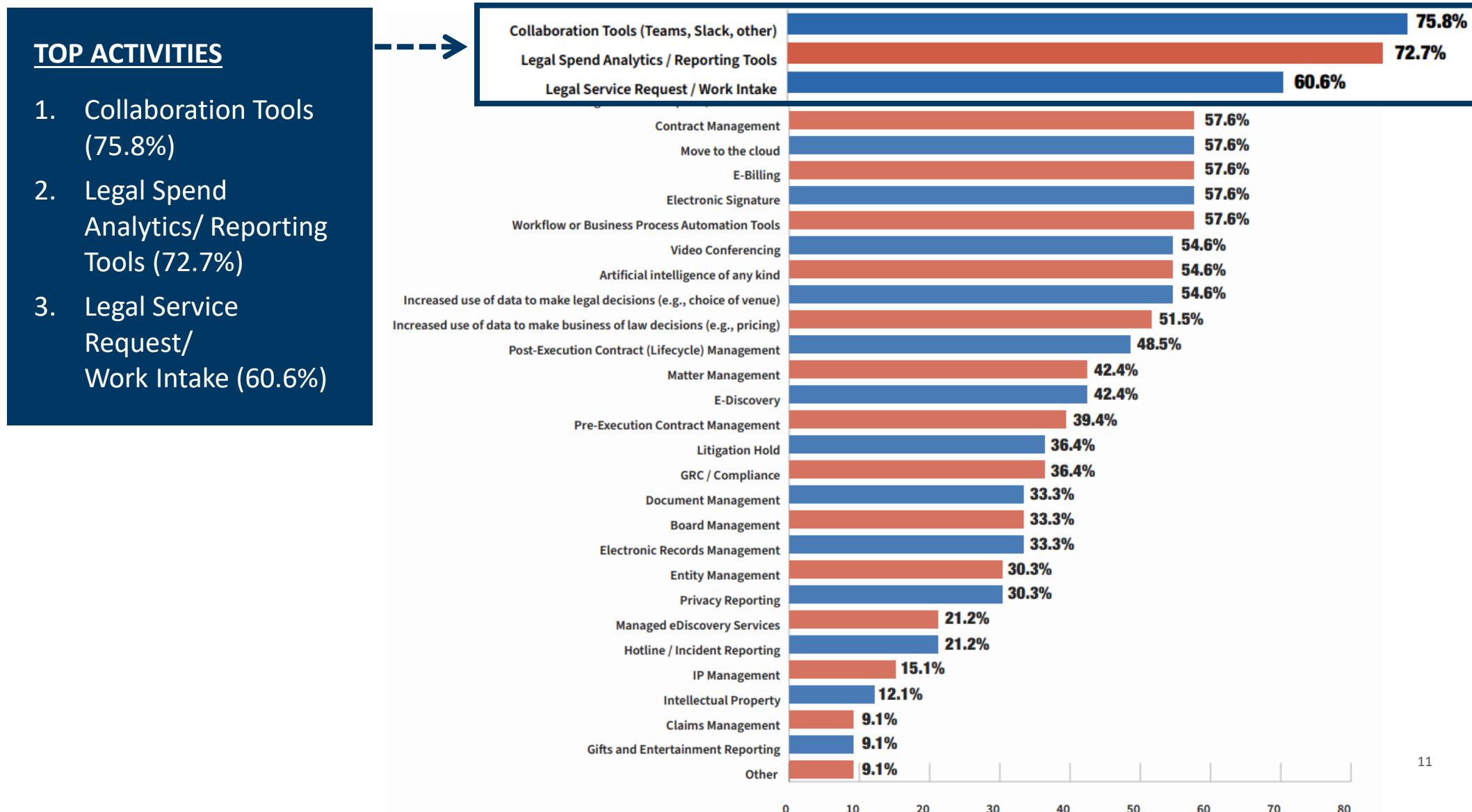
Prepare

Creating a well-defined roadmap is critical to setting out on the right path and achieving a successful modernization program. This includes assessing and developing a deep understanding of the current state of the legal function and identifying areas of strategic importance and improvement. It is also important to create a shared understanding and definition of technology modernization within the organization to ensure alignment on scope from the start.



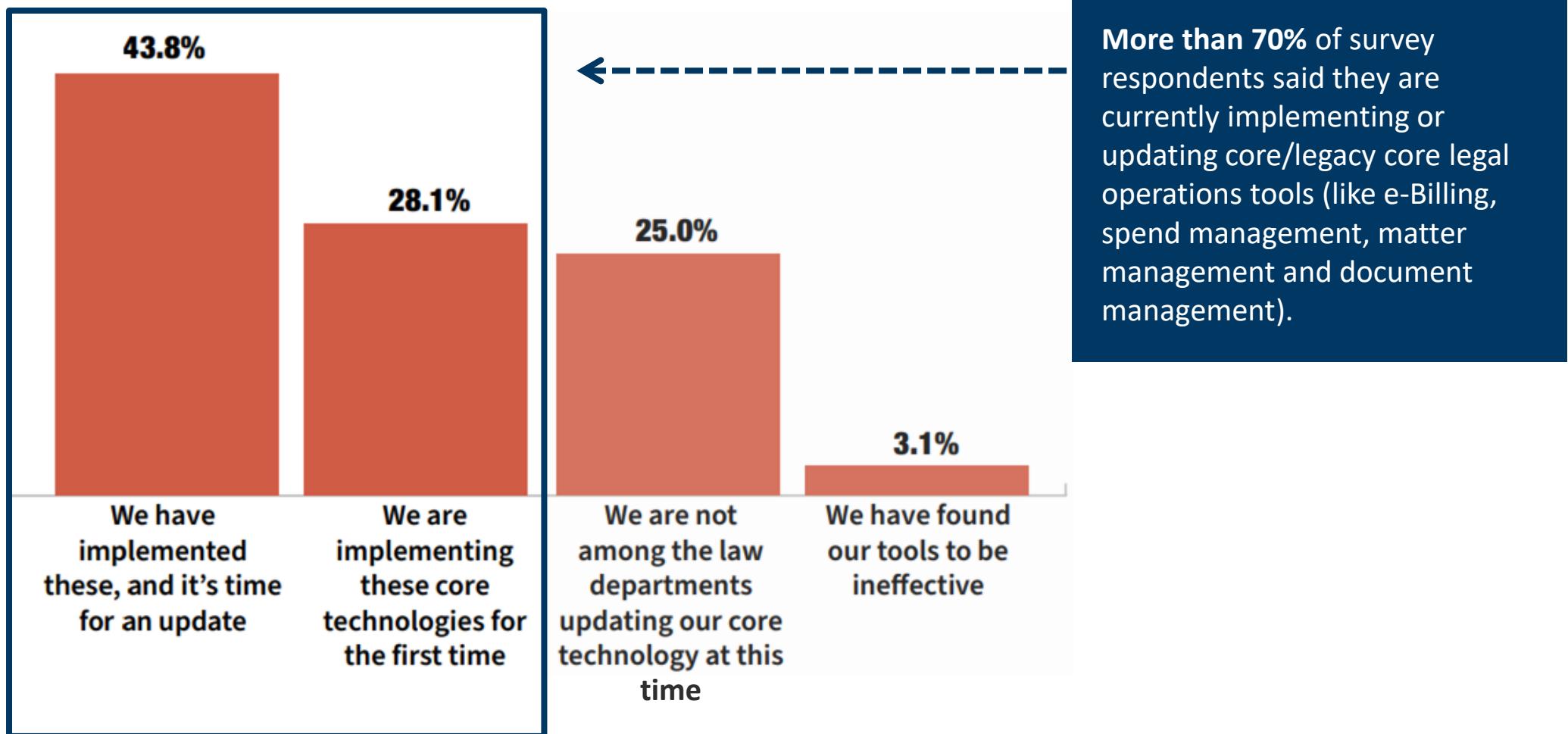
Defining Technology Modernization

Survey Question: Which of the following activities fall within the scope of technology modernization?



A Focus on Core Technologies

Survey Question: According to the 2020 Law Department Operations Survey, many law departments are currently updating their core technologies. Which is most true at your department?

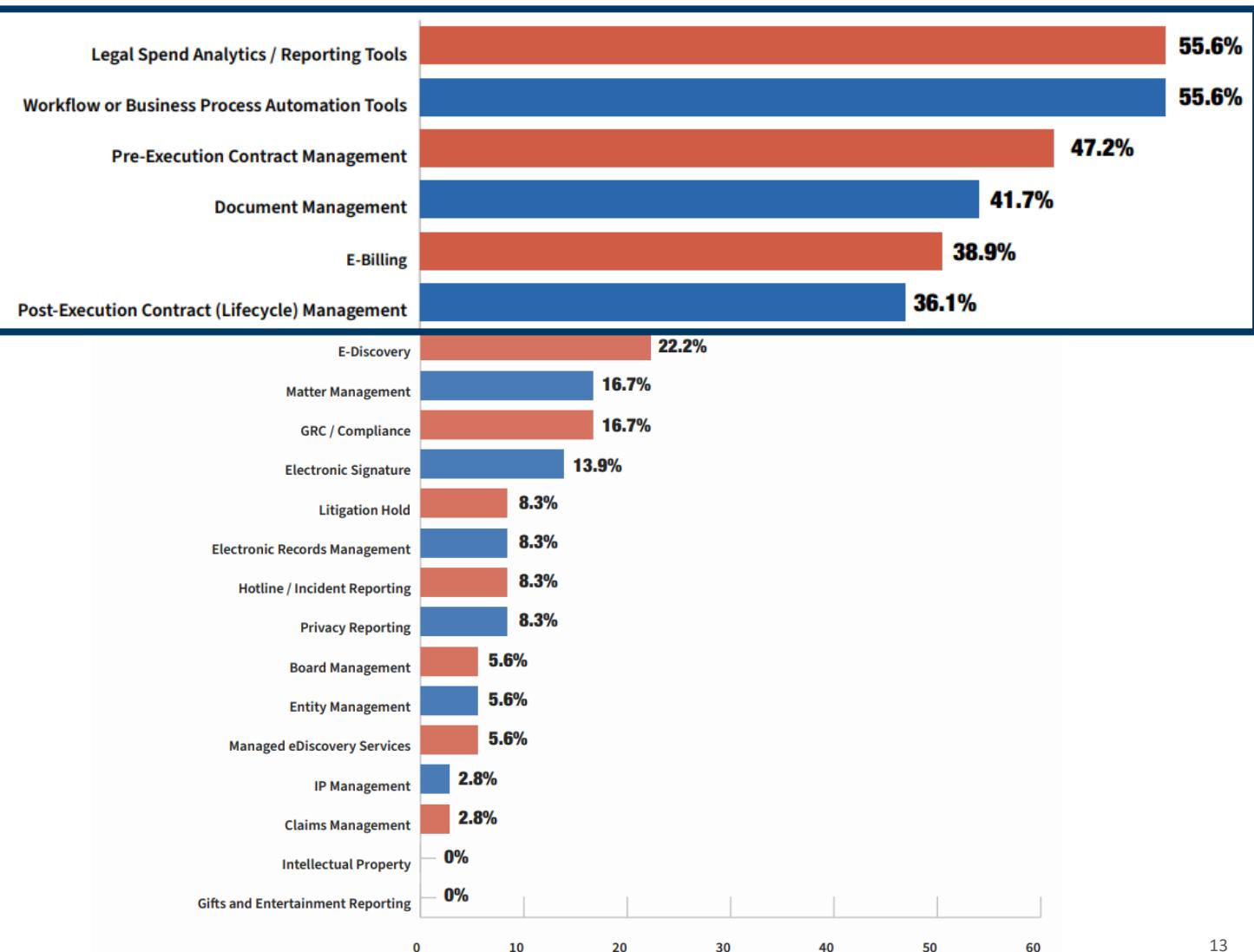


Identifying Technology Modernization Priorities

Survey Question: What are your highest priorities for your legal department?

TOP PRIORITIES

1. Legal Spend Analytics/
Reporting Tools
(55.6%)
2. Workflow or Business
Process Automation
Tools (55.6%)
3. Pre-Execution
Contract
Management (47.2%)
4. Document
Management (41.7%)
5. E-Billing (38.9%)
6. Post-Execution
Contract (Lifecycle)
Management (36.1%)



POLL QUESTION #2

What would you consider to be the top priority for your legal operations department?

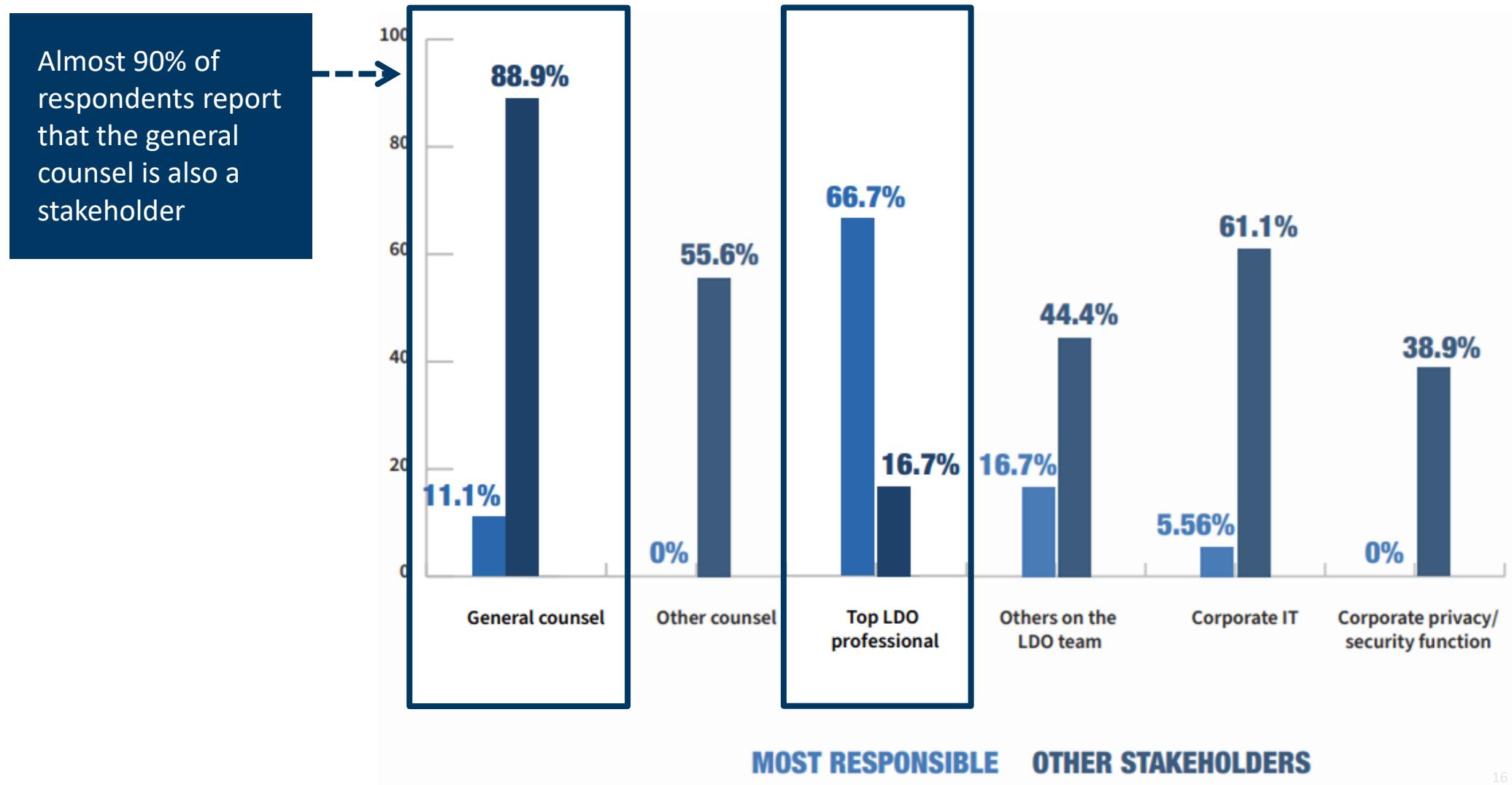
- a) Legal Spend Analytics/Reporting Tools
- b) Workflow or Business Process Automation Tools
- c) Pre-Execution Contract Management
- d) Document Management
- e) E-Billing
- f) Post-Execution Contract (Lifecycle) Management
- g) Other

Connect

While much of the focus on legal operations is placed on the technology and tools used to empower the broader legal team, perhaps the most critical aspect of technology modernization is the human element. Building alignment with a broad cross-section of stakeholders with a shared and vested interest in the program's success is critical.

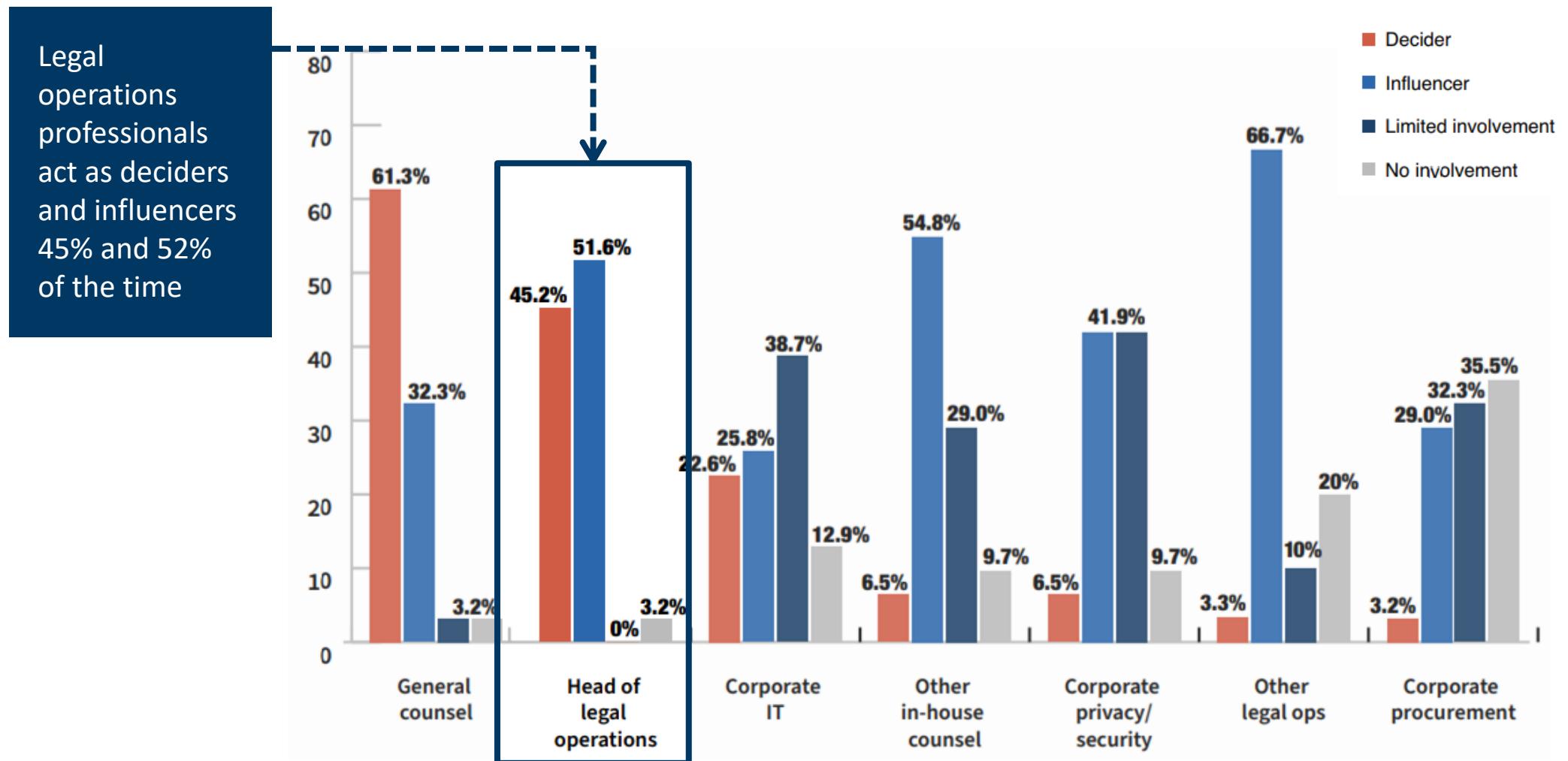
Who is Involved in the Technology Modernization Roadmap

Survey Question: Who is most responsible for building your department's multi-year technology roadmap?



Technology Budgeting and Buying

Survey Question: What stakeholders are involved in budgeting and deciding what technology to buy?

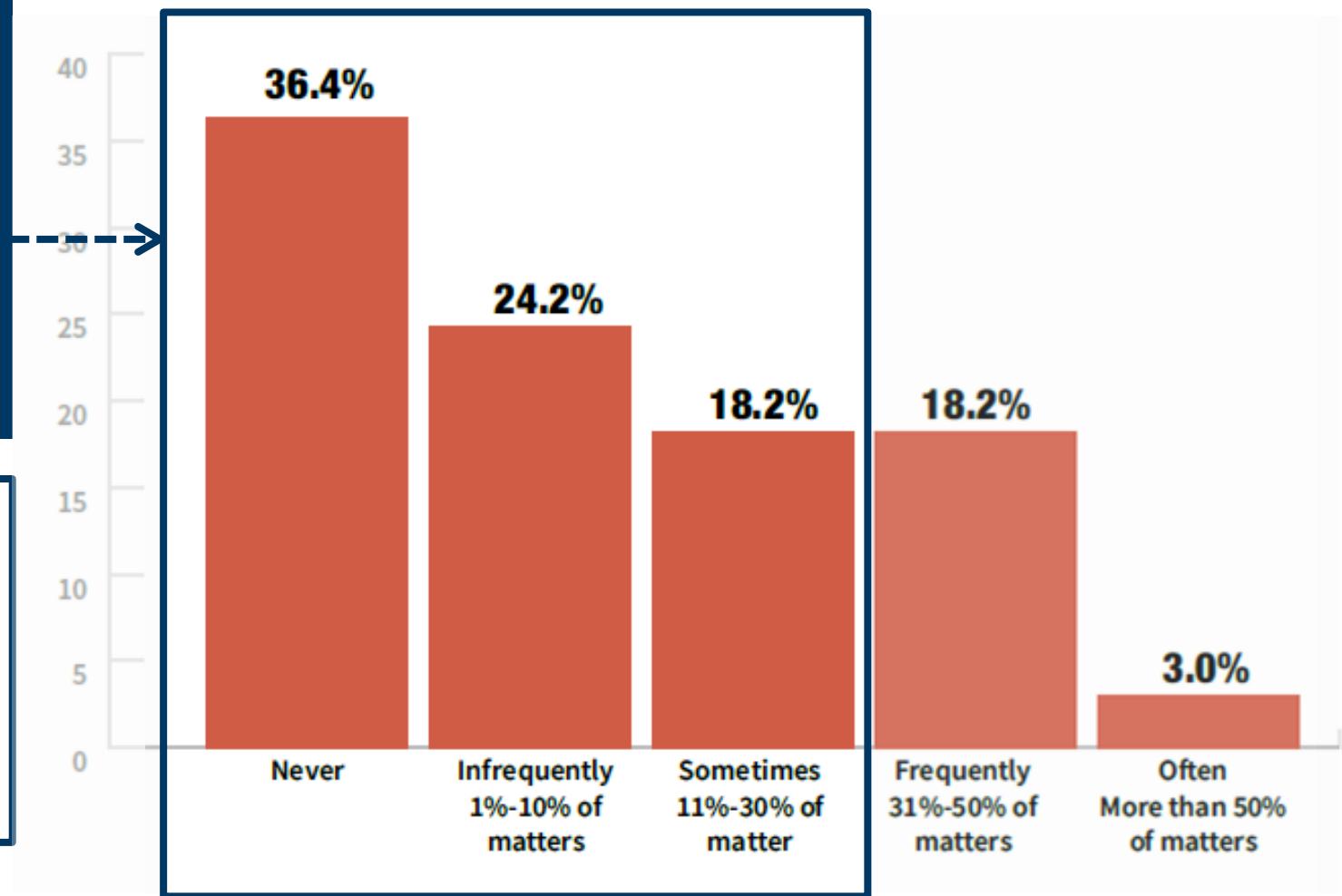


AI Adoption

Survey Question: With regards to internal e-discovery and doc review function, to what extent are AI tools like Technology Assisted Review actively in use within your legal department?

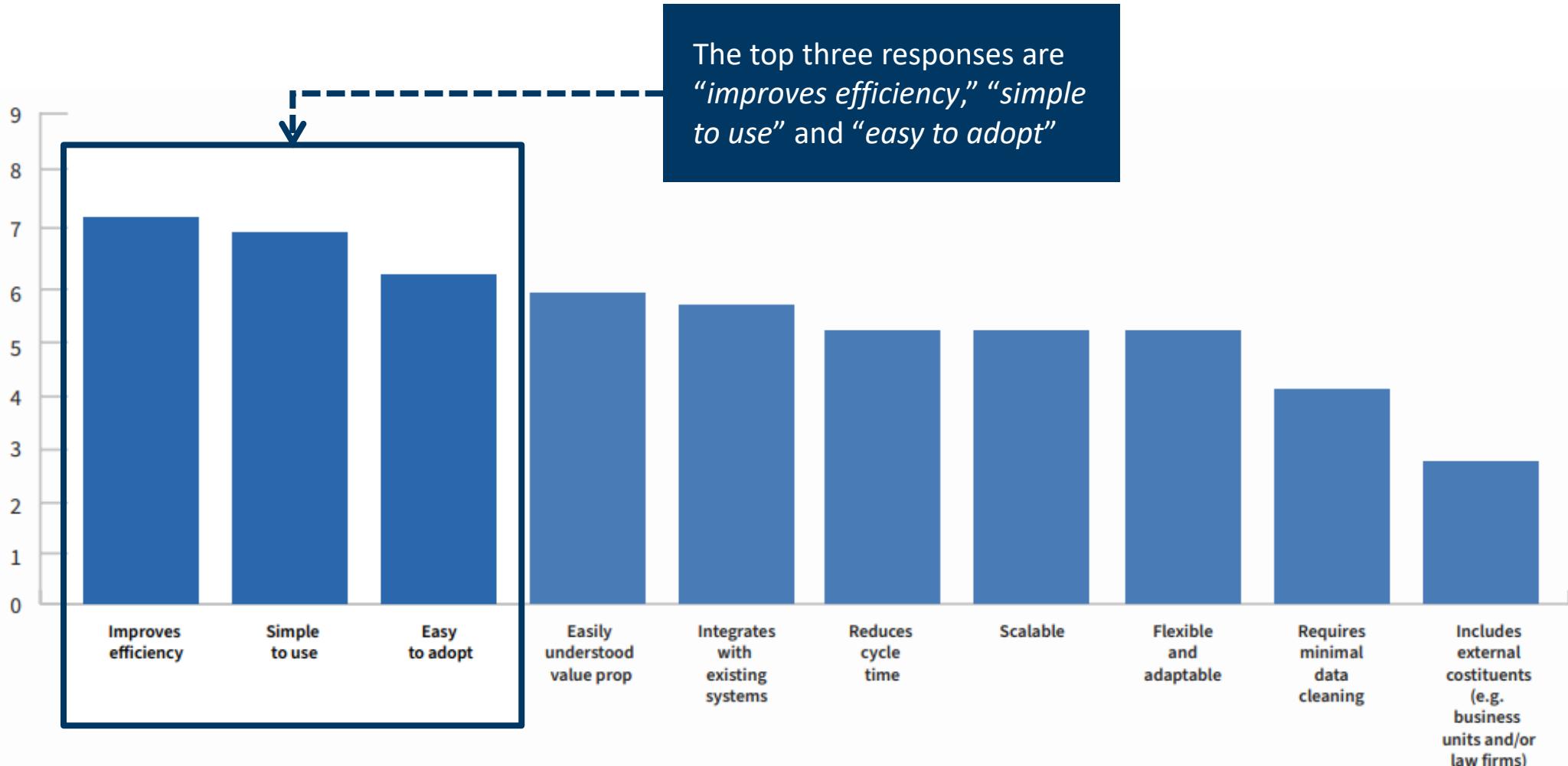
Even though TAR has become increasingly utilized due to the rise of data volumes, almost 80% of respondents indicate they use TAR in less than 30% of matters; more than half don't even use it in 10% of matters

Not only does TAR serve as an area of opportunity for corporate legal to gain greater efficiency in e-discovery and document review, but can also serve as leading indicator of the value of AI-powered tools



What Legal Professionals Want from Technology

Survey Question: Rank the following elements of what constitutes effective technology from most important (10) to least important (10)



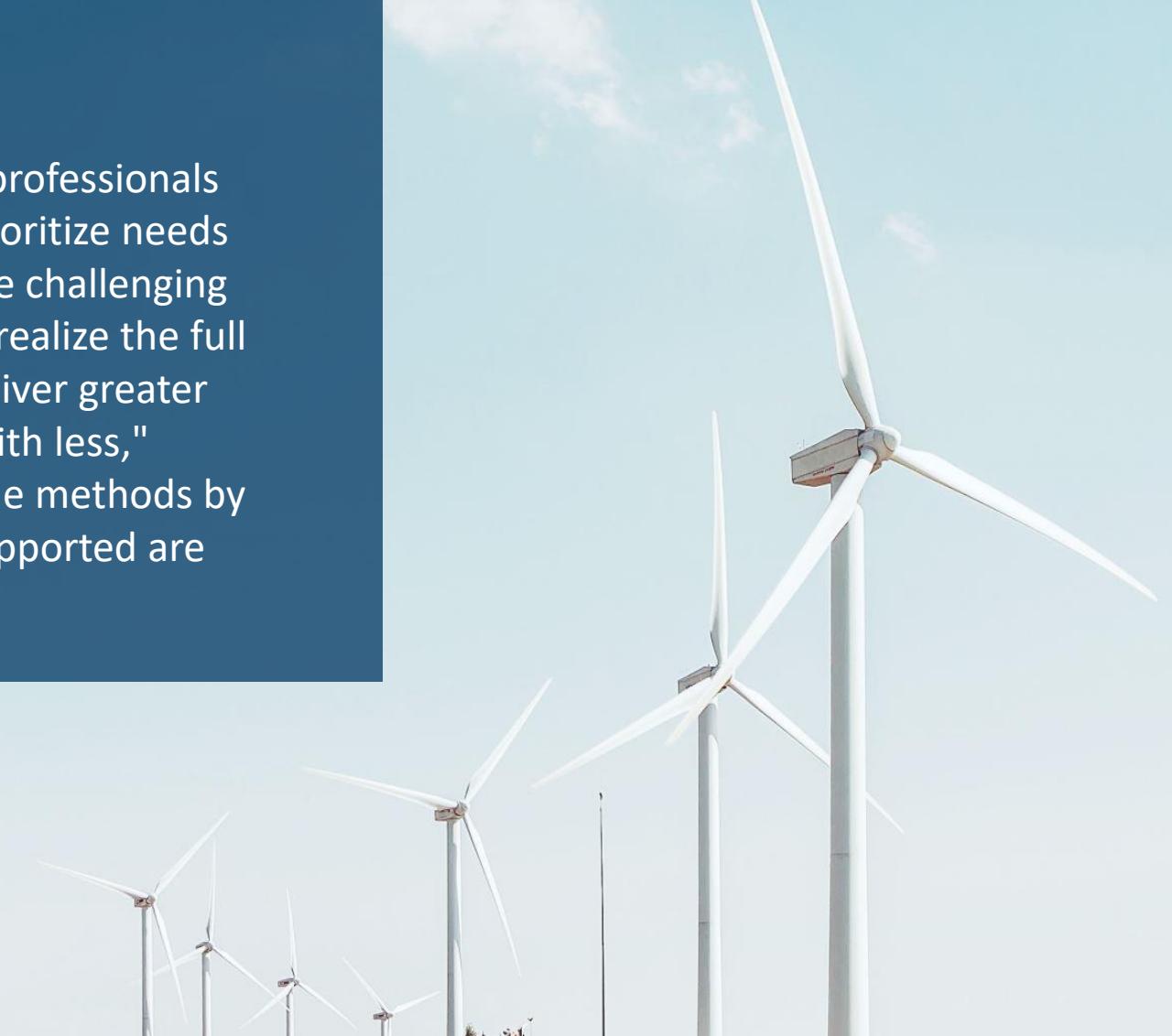
POLL QUESTION #3

Have you leveraged AI?

- a) Yes, TAR/e-discovery only
- b) Yes, applications beyond TAR
- c) No, have not used

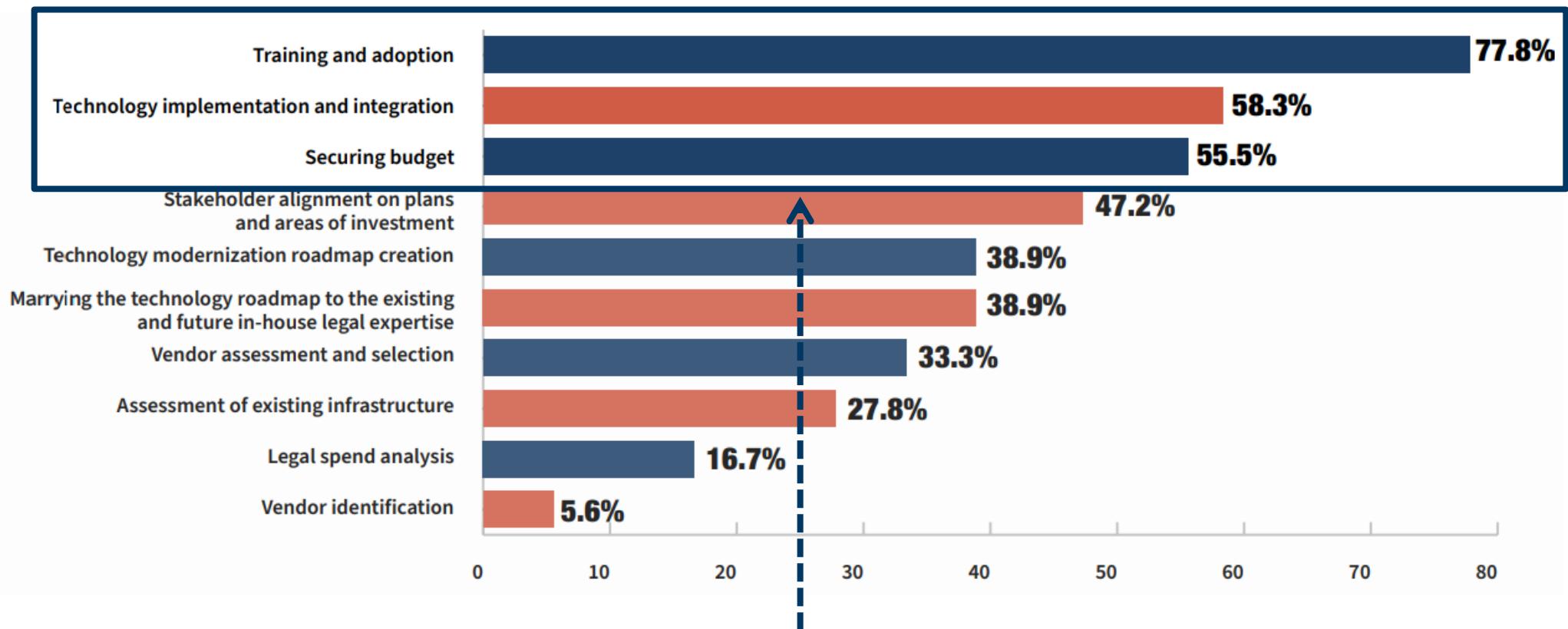
Activate

With an understanding of how legal professionals define technology modernization, prioritize needs and align teams and expectations, the challenging task of activation can commence. To realize the full return on technology investment, deliver greater efficiency and ultimately "do more with less," effective change management and the methods by which technology is deployed and supported are critical.



Technology Modernization Challenges

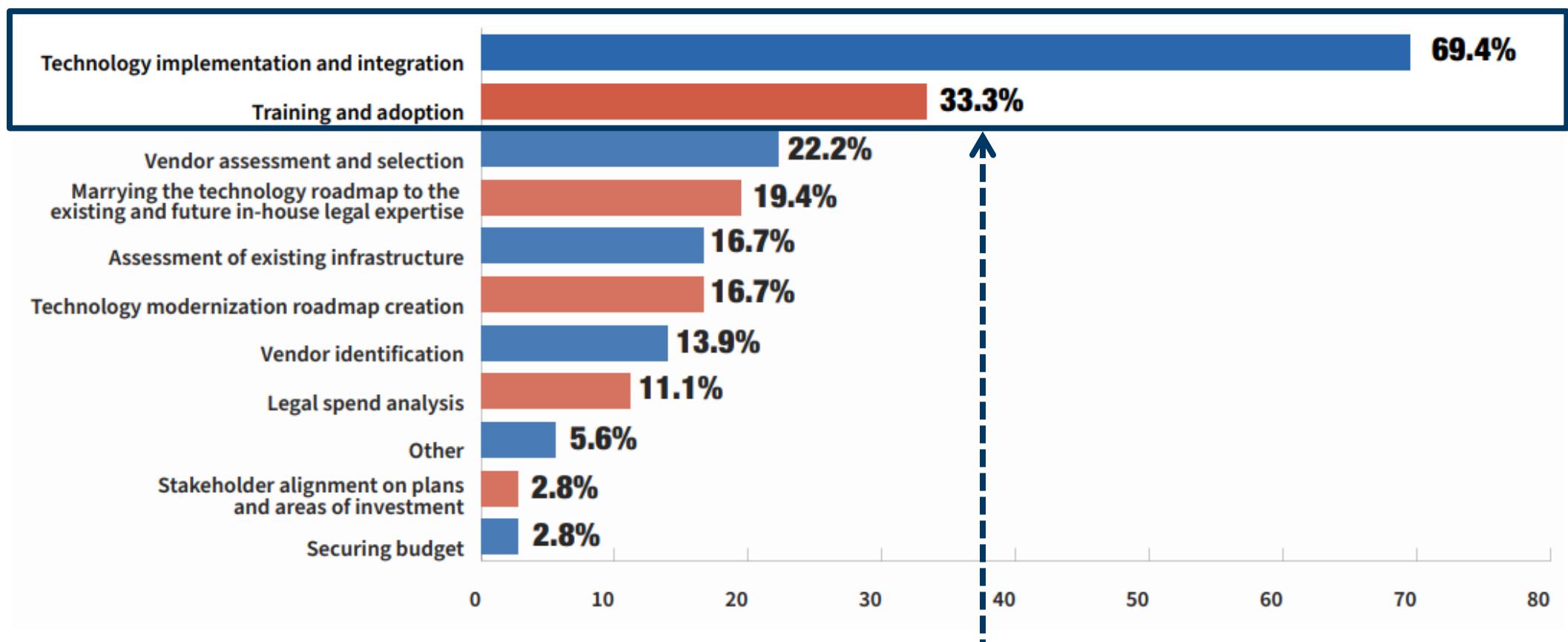
Survey Question: What aspects of legal operations technology modernization do you feel most challenged by?



The top three challenges are “training and adoption,” “implementation and integration” and “securing budget”

Seeking Help in Pursuit of Technology Modernization

Survey Question: Which aspects are you most likely to actively seek outside assistance with?



Nearly 70% of respondents said they would seek help with implementation, and 33% said they would seek help for training and adoption associated with change management



Q&A



If there is one thing you'd suggest to law departments on their modernization journey, what would it be?