

Law Lab: “Legal Operations as a Silver Bullet – Magic or Myth?”



Angela
Cetani



Jean-
Philippe
Doho



Ana Prado
Blanco



Edward
Smith

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SH ∞ SMITHS

What is Legal Operations?

Legal operations are any activities focused on **optimizing legal services for the corporation**. Legal operations disciplines are rooted in **business fundamentals, leveraging processes, data and technology**. They are designed to **build consistency and drive efficiency and value** in a legal function's practice of law.

Maturity Model 2.0 for the Operations of a Legal Department | Association of Corporate Counsel (ACC)

Legal Operations Role Overview

CLOC Core Competency Legal Operations Reference Model



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The Corporate Legal Operations Consortium (“CLOC”) is the world leader in helping in-house legal teams on their journey to operational excellence.

CLOC developed a **framework** for understanding the **12 core competencies** that every legal department must manage to “have a disciplined, efficient, and effective legal function.”

What do you understand by Legal Operations?

- Is it a new process adopted in the wake of a consultant's report?
- Is it the use of AI in contract review?
- Is it the use of data to measure the effectiveness of debt recovery?
- Is it the development of management information to speed up the average time for negotiation of sales contracts?

Experience of the development of legal operations over the past 10 years:

- What was your starting point?
- Did you know what you wanted to achieve?
- What were your easy wins?
- What has proved to be the most difficult?
- Do you have specialist legal operations employees?
- Are you able to demonstrate improvements, and if so how? Data?
- Did you buy in solutions, and if so, what were the difficulties of having done this?
- Did you create solutions yourselves?
- What have been your most successful projects?
- What were your biggest failures?

Concepts to be developed during the Session:

Legal Operations: the crossroads of the legal and business functions in corporate legal Departments, where the specialists oversee the legal department's:

- *processes and technology,*
- *knowledge management,*
- *financial planning,*
- *strategic planning,*
- *vendor management,*
- *analytics,*
- *business Intelligence,*
- *delivery of KPIs.*
- *project Management*
- *contract life cycle management*
- *risk monitoring*
- *legal tech implementation, training and efficiency measurement*

ACC Legal Operations Maturity Model

We may give an overview over the ACC Model.

The ACC Legal Operations Maturity Model is a popular reference tool that legal department leaders use to assess maturity in a wide range of functional areas that are relevant for optimization of legal services delivery. The Maturity Model attributes allow legal departments to place themselves in three stages of maturity in each function — early, intermediate, and advanced — bearing in mind that priorities and aspirational targets will vary based on department size, staffing, and budgets.

Maturity Model 2.0 for the Operations of a Legal Department | Association of Corporate Counsel (ACC)

Thank you for you attention

Questions

Question:

Are you familiar with Legal Operations ?
Yes or No

Question:

Do you think it is a good idea to have a
dedicated person/team on this topic ?
Yes or No

Question:

Do you have / or considering to have a
dedicating team on this topic ?

Yes or No

Question:

Do you have / or considering to have a
dedicating team on this topic ?

Yes or No

Question:

If Yes, why ?

- 1) Gain time / be efficient
- 2) Provide metrics to management
 - 3) Follow the trend
- 4) Expand our scope of action / competence

Question:

If No, why ?

- Too expensive
- ROI is uncertain
- I don't know where to start
- I don't know where to recruit the profiles

Case studies

1. Release form automation tool

Generate
your
release
form

29%

<

1. partner

2. property

3. project

4. fee

Who is the partner?

An individual

☒ A company

Partner's identity

Partner

🏢

Company name*

Company address*

UBISOFT ENTERTAINMENT S.A.
2 Avenue Pasteur
UBISOFT 94160 Saint-Mandé, France.

Release Form

Key information

You

Company name: test

Company address: test

Country: Antigua and Barbuda

Hereafter, the "Minor"

The parent(s) (legal guardian(s)) of the Minor

Project

Ubisoft's internal and/or external communication and/or promotional activities.

Term

10 years from the Effective Date

Territory

Worldwide

Your Property

- Your name, likeness, verbalism, feedbacks, testimonies, image, voice, performances and/or movements, recorded and/or captured by means of photographs, audio and/or video recordings, or otherwise captured by Ubisoft during the Event.

Conditions & scope of the release

Summary (2min read)

① License Grant

I authorize Ubisoft to:

- Use, reproduce and adapt my Property in any way for Ubisoft's communication purposes.
- Broadcast my Property on all communication channels belonging to Ubisoft.
- Associate my Property with any other project of Ubisoft.

② Confidentiality

I may have access to Ubisoft's information that is highly confidential: I undertake not to display it to any person or entity, may it be my best friend or my employer, including on the internet.

③ Warranties

I warrant Ubisoft that

- I have the right to sign this Release Form;
- I am not bound by an exclusive Release Form concerning my Property;
- My Property does not infringe the rights of a third party.

④ Personal data

Ubisoft may collect my personal data for the purpose of internal and/or external communication, or promotional activities. I can exercise my rights on my personal data by contacting Ubisoft's data protection officers at <https://support.ub.com/Help/95367/Reviewing-the-data-that-Ubisoft-holds-about-me>

⑤ Indemnification

If Ubisoft is subject to a claim by a third party because of me (ex: I provide Ubisoft wrongfully with the image of a person or property that does not belong to me), I will have to indemnify Ubisoft.

⑥ Additional information

This Release Form is governed by the laws of France and any dispute, will take place in the courts of Paris, France.

⑦ Waiver

I give up my right to cancel this Release Form. If I suffer any damage as a result of this Release Form, I will only be able to obtain money compensation.

Release form automation tool

The team



Legal Innovation



Legal



EBS IT



Mission statement

TECH

NEW

P1

There were many release form requests, often not negotiated, and lawyers had to go back and forth with operations.



Key goals

- ✳ Automate Release forms contacts
- ✳ Work on the template to make it more accessible for the users

Project key points



Good points

- 👍 Beginning of the project was **fluid, clear and quick**.
- 👍 A lot of **motivation**.
- 👍 They knew that it was a "**crash test**" project.

Pain points

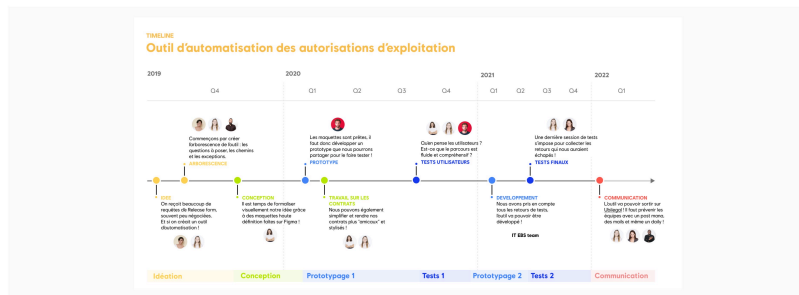
- 🗨 **Lack of visibility** during the development and the end of the project (and Copyrightlines tool).
- 🗨 **Ownership problem** caused by the perimeter changes (Sandy > JB > Mathieu) .
- 🗨 It was **long and unstructured**.
- 🗨 It was **considered like a side project** (no workload adjustments)?
- 🗨 **Lack of methods** for the **testing phase** (lot of back and forth)
- 🗨 We **received a lot of last minutes feedback**.

Improvement ideas

- 💡 **Integrate the legal counsels** into the main gates and to the test sessions
- 💡 **Give frequent visibility** to all the project members
- 💡 **Clearly define the roles** of each team member
- 💡 Name a **project owner**



Roadmap and workload



Collaboration

- ✦ The collaboration was smooth at the beginning of the project, the roles were pretty clear
- ✦ During the development, there was a lack of visibility
- ✦ It was difficult for the legal counsels to free up time to fully work on it



Key figures

- ✦ 10 release forms requests since the tool has been released (03/2022)



Communication & results

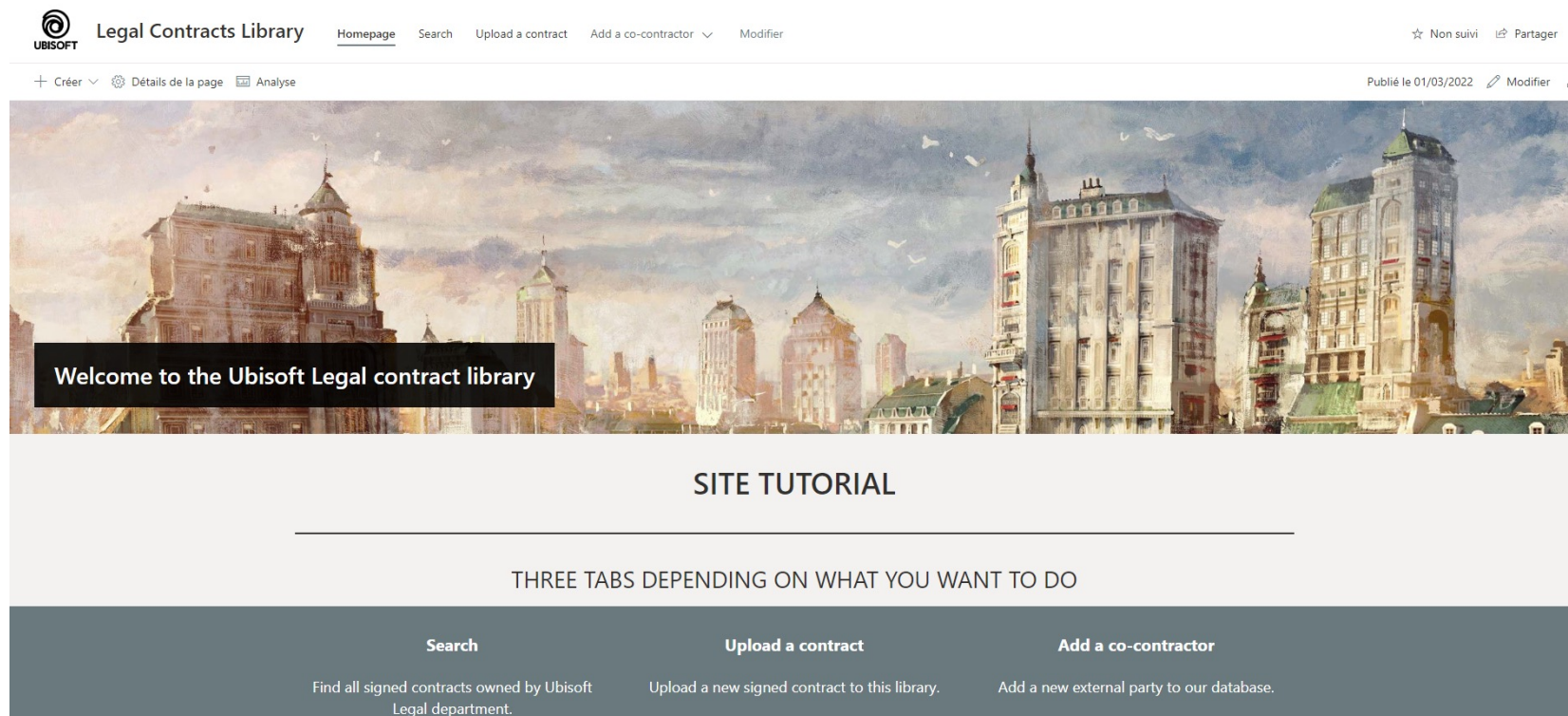
- ✦ Mana post with an article and two demo videos
- ✦ Bi-monthly announcement
- ✦ Targeted email for the main requesters of release forms (soon)



Innovation outcome

- ✦ Better tool design : a more streamlined interface, a progress bar and parts.
- ✦ A redesign of the template : the templates are better adapted to the target with clear language and a T&C's summary
- ✦ This will be more innovative when we have the ability to save the flow, duplicate a request and generate multiple release forms and send them through docusign

2. Ubisoft Legal contract library



UBISOFT Legal Contracts Library

Homepage Search Upload a contract Add a co-contractor Modifier

☆ Non suivi Partager

+ Créer Détails de la page Analyse

Publié le 01/03/2022 Modifier

Welcome to the Ubisoft Legal contract library

SITE TUTORIAL

THREE TABS DEPENDING ON WHAT YOU WANT TO DO

Search	Upload a contract	Add a co-contractor
Find all signed contracts owned by Ubisoft Legal department.	Upload a new signed contract to this library.	Add a new external party to our database.

DMS : Data Management System

The team



Legal Innovation



Legal Innovation



Knowledge Management



Mission statement

OPS

EVOL

PO

The legal counsels reported problems with the contracts base as the filter and search features plus the fact that the process wasn't clear + decommissioned of Sharepoints on premise in summer 2022.



Key goals

- Define a legal contents strategy
- Work on the contract life cycle (grant the long-term preservation and retrievability of contracts)
- Improve the experience and save time
- Build an intermediary solution

Project key points



Good points



The **collaboration** with :

- Legal counsels** : they were really open to answering even though they had already answered these questions before.
- EBS team** : they have been very responsive and honest.
- KM** : Great collaboration with Sacha
- The innovation team** (ML and Alex) : just after Victor's arrival, it was effective.



It was really great **to be few on this project** (Victor, Sacha and Geoffrey) + **to already know each other**.



There were **no unnecessary steps** or processes.

Pain points



EBS team was involved at the very beginning, perhaps they could have **said earlier** that they **were not able to continue this project**.



They **later discovered the technical limitations** of the tool. (SPO is limited when there is too many content)



There was a **small communication issue** before the migration, they (Victor and Sacha) had to migrate the content twice.



There was a **short deadline** that limited the project.

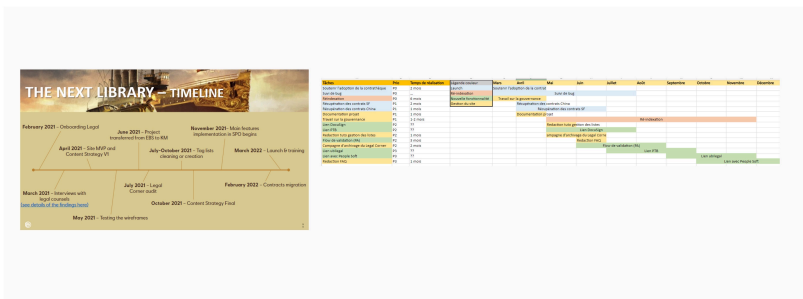
Improvement ideas



Be careful with the **communication within the project team** (consider that the other members are working on different projects for example)



Roadmap and workload



Key figures

- 37 520 files and their metadata



Communication & results

- The project was presented to the Legal team
- There were 3 training sessions, mails and Teams announcement
- Cecile said that the tool was fluid, beautiful and tempting.
- There are also other feedback requests for improvement that suggest the tool creates interest and investment.

Collaboration

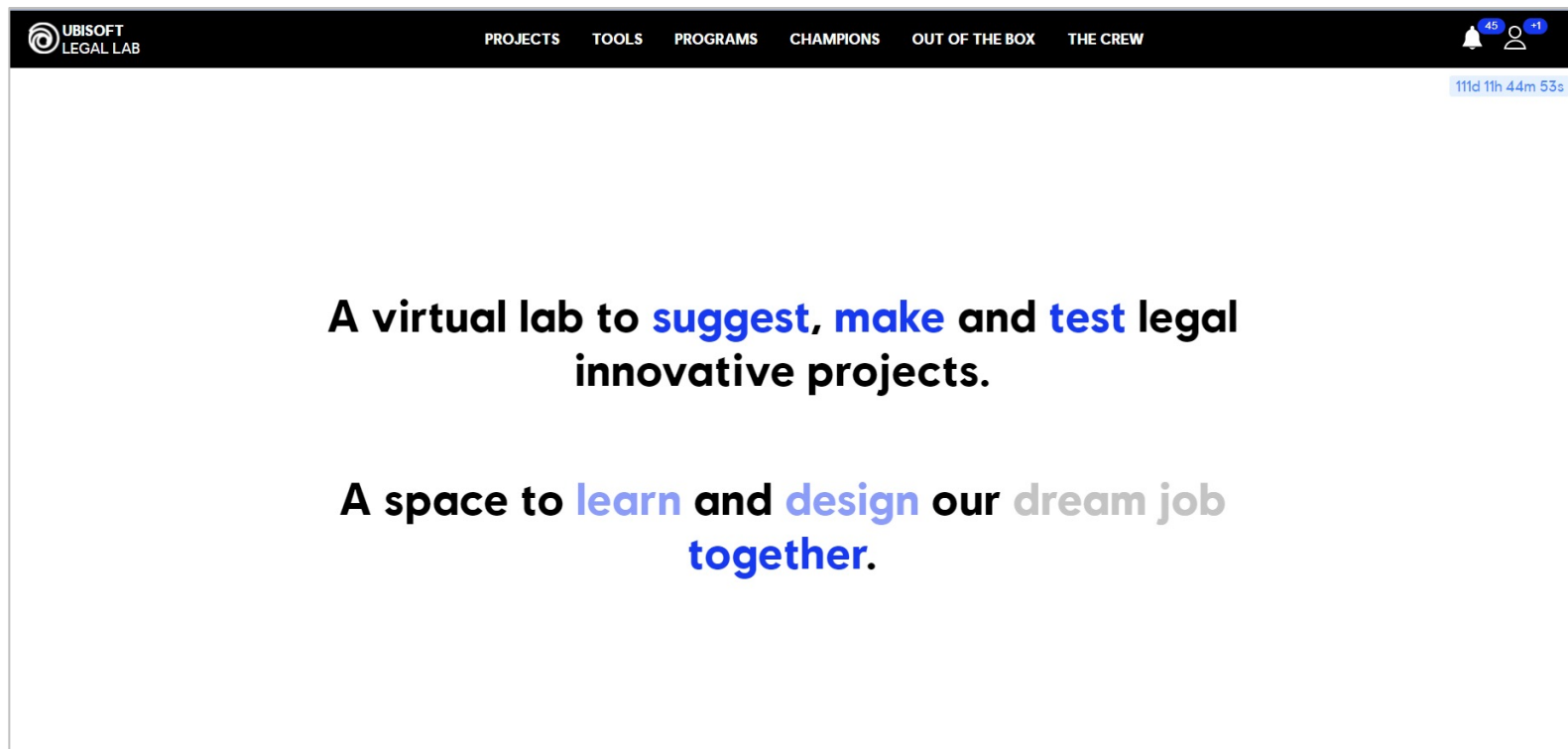
- The EBS team: the evaluation carried out by EBS allowed Victor to save time in his interview phase. Then, the transition from EBS to KM was very progressive. After 2/3 meeting, Julien and Alioune explained that they no longer needed to be in the loop since SPO covered the technical aspect.
- Legal experts have been very open to answering questions (even if they have already been asked before).
- The innovation team : the test work with the lawyers with Marie-Lorraine, Victor and Alex was effective.
- The collaboration between Victor and Sacha was fluid and effective as they had already worked together before.



Innovation outcome

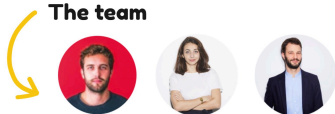
- This tool is easy to use and manage for someone who doesn't have data base management skills
- It allows the team to work on a common and fluid base that makes them save time looking for contract
- It's not as innovant as the contract management platform which are dedicated to do that, with auto-completion features, contract clauses analysis,...

3. Legal lab : project management platform



Legal Lab

The team



Mission statement

OPS

NEW

P1

There were more and more projects to come and Marie-Lorraine has just arrived so the team needed more structure.



Key goals

- ✦ Implement a platform to manage innovation projects
- ✦ Give visibility to all the Legal team
- ✦ Outsource the project management (LT)

Project key points



Good points

- 👍 The **collaboration** was **fluid, simple**
- 👍 Each **understood quickly their role**
- 👍 There was a **global positive feeling**
- 👍 **Nobody** was trying to **overbid**

Pain points

- 🗨️ There **wasn't documentation** to follow the project
- 🗨️ The **deadline created a hurry** (no time to make an exploration and test phases)
- 🗨️ Specific for Arthur : **developer solo**, without mentor

Improvement ideas

- 💡 **Write documentation** about the project (roadmap, resources, ...)



Roadmap and workload

The project began in early 2019 and was released in May 2021 (1.5 years of design). When the platform came out, there were already about 30 projects on it.

For a year and a half, Arthur and ML were at 80% of their time on the platform, they exchanged a lot, ML designed the mock-ups and Arthur developed the platform.

"There was no exploration and testing phase because the stakes and scope were different (internal) and we wanted to release this tool quickly to energize the legal team but this is missing because we don't know if it meets the needs of the lawyers"

Collaboration

- ✳ The collaboration went well between ML and Arthur, no worries of understanding although the expertises are totally different.



Key figures

- ✳ 12 completed projects
- ✳ 34 ongoing projects



Communication & results

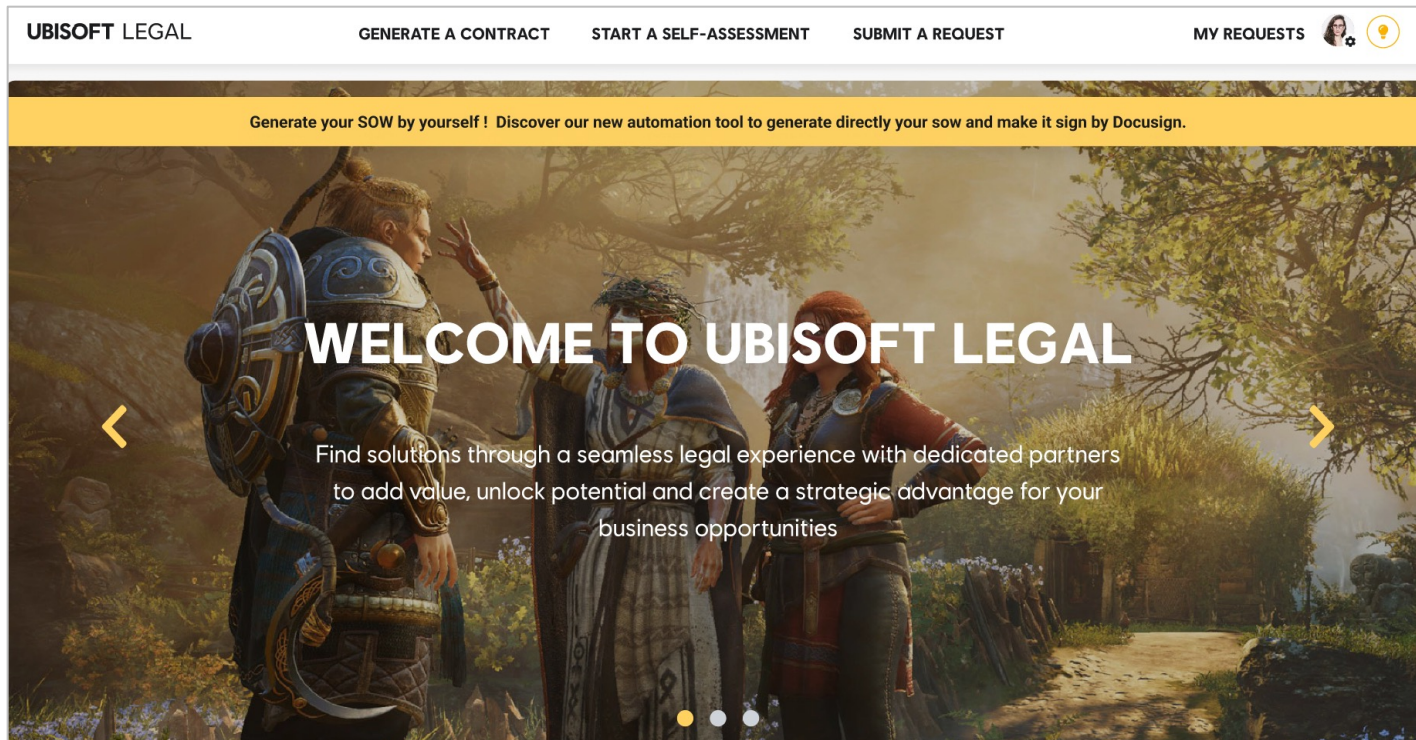
- ✳ Mailing campaign on one week with four emails to all the legal team
- ✳ Announcement in bi-monthly



Innovation outcome

- ✳ This is new to the legal team. This has responded to a lack.
- ✳ The project roles (owner, sponsor,...)
- ✳ The gamification
- ✳ The form with project sheet
- ✳ The tools
- ✳ The security

4. Ubilegal : Ubisoft legal platform



Ubilegal next

The team



Legal Innovation



Legal Innovation



Legal Innovation



EBS IT



Mission statement

OPS

REVAMP

PD

When Marie-Lorraine arrived, Geoffrey entrusted her with the task of reviewing the Ubilegal journey which was still complicated to use even after the 2 year ago revamp. In addition, legal experts and operational reported their difficulties to use it.



Key goals

- Review Ubilegal's journey, in a user-centric way.
- Review the Ubilegal dashboard

Project key points



Good points

- The user **research part** :
 - a lot of **team workshops** without taking into account expertises, we participated in all stages without feeling limited + have a **global vision**.
 - Mentorship** by Guillaume Tormo
- Bertrand's help** on the **design system** part.
- User testing** : really helpful and comforting in our idea
- The **recurring thursday meeting** **motivated** us to work on it (you know that you have to show something to someone else)

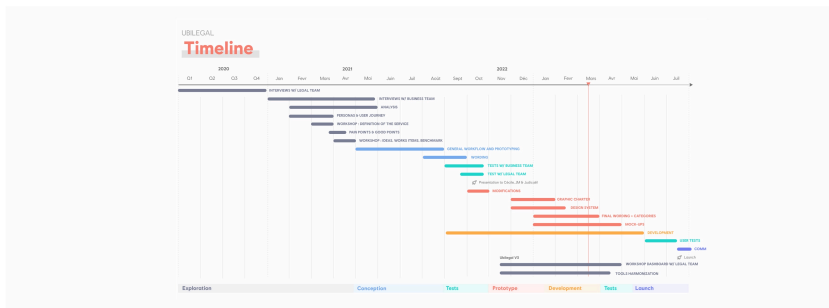
Pain points

- Difficult to **involve the legal counsels** on the service they deliver (lots of reminders -> discredit / made the project feel not important)
- The **design system** was difficult to create and took more time that we thought
- 1 designer for many developpers** -> the dev often wait which creates pressure for the designer + the dev start implementing elements that are not validated (Agile limitation)
- Maybe also because ML is **junior** and it was a **first time project**

Improvement ideas



Roadmap and workload



Key figures

- 8822 requests
- 5423 non-automated requests
- 3399 automated requests
- 1334 requesters



Communication & results

- ✳ It was communicate to all the Legal team to validate the flow and wording



Innovation outcome

- ✳ Not necessarily innovant because it's not new (revamp)
- ✳ The change in the organisation
- ✳ The methodology we used and the way we dedicated time, resources and importance
- ✳ The platform will better met the need thanks to the user research and because we understand better how it is implemented in the user journey

Collaboration

- ☀ The redesign took a long time, the project should last 6 months if everything works the first time and if there are no other projects in parallel.
- ☀ In addition, for this redesign, we started from zero.
- ☀ Overall, it was intense at the beginning of 2021 with interviews, research, tests and wireframes then the part of the UI took a lot of time and pauses because we had to exchange with dev.