

Value Practice:

**Strategic Management of Technology and Resources to Increase Attorney Productivity . . .
Cisco's Approach**

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Executive Summary:

Cisco's Legal Department uses technology and strategic work flow processes to increase productivity and enable lawyers to work more effectively in support of the company's business. The approach is designed to provide attorneys with the tools they need to collaborate better – with clients, within the Legal Department, and with Outside Counsel. Examples include: state of the art video conferencing (TelePresence), a know-how platform (OnRamp Legal Exchange) enabling Cisco lawyers to tap existing knowledge and expertise from around the globe 24/7, and effective document management tools to facilitate collaboration.

Beyond tools, Cisco's approach is built on strategic focus of Legal Department resources in those areas delivering the highest value to the business in a "Core vs. Context" model. Intellectual property and business development matters are examples. To deliver quality work in other areas – like real estate – that are not on the same order of magnitude in terms of competitive advantage, Cisco Legal has devised a strategic outsourcing approach with key law firms that enables a relatively small number of in-house attorneys to manage external resources to properly get the work done. Similarly, for processing routine and recurring activities – like execution of Non-Disclosure Agreements – Cisco Legal has partnered with its clients to devise an electronic self-service mechanism, with support from Legal on unique or extraordinary issues.

The benefits of these various approaches, according to a senior member of Cisco's Legal Department, are increased attorney productivity, higher levels of engagement (as people spend a larger portion of their time doing high value work), and efficiency / cost savings to the company.

Following are details on how Cisco Legal strategically uses technology and work flow process to effectively serve the company's legal needs.

Using Technology to Increase Productivity

With approximately 300 in-house professionals working in dozens of countries, supporting business operations all over the globe, Cisco Legal leverages technology to increase productivity in several different ways. Below are three examples.

- TelePresence . . . a state of the art videoconferencing system enabling clients and lawyers to collaborate, in real time, more effectively.
 - Cisco has deployed 200+ TelePresence rooms worldwide
 - It conducts 1200+ TelePresence meetings per week
 - 27 percent of the total TelePresence meetings resulted in travel avoidance
 - 12,000,000 cubic meters of carbon emissions saved--the equivalent of taking 5000 cars off the road
 - TelePresence has saved tens of millions of dollars in travel costs
- Shared know-how platform (“Playbooks” and “Legal Exchange”) . . . connecting the Legal Department electronically, enabling an attorney to seek out expertise or existing Department knowledge – available on a 24/7 basis. The goal of these tools is to go beyond the one-to-one conversation and scale to the many-to-many . . . ensuring that the entire Department contributes to and benefits from its shared know-how.
- Document management tools . . . that enable the department to share knowledge and leverage existing work product (e.g. through CMS, a contract management system that helps drive consistent terms across multiple documents and deals). Another example is a drafting tool combined with Cisco’s WebEx product that enables a group to work collaboratively on a document in real time, displaying and inputting revisions from multiple sources as a meeting takes place. This saves time versus the conventional approach – emailing multiple iterations of redlined versions after the fact, and having to harmonize conflicting edits and verify proper input.

Designing Work Flow Processes to Increase Productivity

Beyond effective use of technology, Cisco’s approach focuses on strategic allocation of Legal’s resources to deliver the highest value impact for the business. This means devoting more time

and effort to that which has the greatest impact . . . and automating more routine processes so that fewer lawyers can effectively manage that work.

- High Touch on Mission Critical Activities Contributes a Competitive Advantage. The department's focus, first and foremost, is on supporting the design and sale of products and services. Conceptually, the more the Legal Department can free up attorney time to bring greater value to revenue generating activities, the better it will serve the client and the better the business will perform. So, for example, more Cisco in-house attorneys spend more of their time working with clients on intellectual property and business development issues.
- Strategic Management of External Resources in Other Areas. Cisco "scales" the productivity of its in-house team by partnering with key outside counsel to produce quality work in other areas (like HR, Real Estate, and Litigation, to name a few). The department has implemented preferred counsel initiatives, with fixed fee arrangements, whereby one firm handles all commercial litigation, another handles patent prosecution and licensing, and another handles corporate, securities, and M&A work.
- Leveraging Automated Systems to Perform More Routine Activities. To free-up attorney time to focus on the highest value work, Cisco Legal has adopted automated systems to better accomplish routine and recurring activities, like execution of Non-Disclosure Agreements. A streamlined automated system has replaced the old paper-based system that used to take lots of time and logistical coordination among various client and Legal personnel around the world – often with little value added. Cisco's electronic NDA system has the following features:
 - Cisco's central NDA automated tool houses the Department's approved template
 - Sales personnel can access the template electronically whenever they want to generate a new NDA
 - A Cisco attorney is electronically pinged with respect to significant changes or unique issues
 - Approvals and signatures are obtained electronically, and the executed document is housed electronically in a central repository (enabling easy retrieval)
 - Metrics: Cisco completes about 200 NDAs a month using the tool, and has over 8000 completed NDAs in its database.

With these approaches, Cisco Legal is able to better serve its clients – scaling attorney productivity so that the department can achieve more with less, and focus on high-value work.



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