



Legal Operations & Transformation Services (LOTS)



Introduction

The risk and regulatory landscape is becoming faster-moving and more challenging. Organisations are having to adapt to an evolving global marketplace and a growing trend of digitisation. The role of the General Counsel (GC) is changing and so are the demands and requirements on their legal team.

For GCs, their role is increasingly evolving from being technical legal specialists to strategic advisors to the business. They need to be able to take a wider view and deliver commercial but legally-robust insight, and ensure that the work of the legal team is aligned to the strategic objectives of the business – being proactive, rather than merely reactive.

It is more important than ever that legal functions transform their working practices and operate like a business, for the business.

For their teams, the increase in complexity and volume of work is often creating an unsustainable workload. Legal functions are finding themselves overstretched and struggling to manage demand. They need to be able to manage the peaks and troughs of demand by adopting the right resourcing strategy; reassess their processes and workflows to drive greater efficiencies through standardisation; and adopt and embrace the right technology solutions where appropriate.

Only in this way can GCs ensure that the right task is delivered at the right time and with the right mix of people, processes and technology.

This is why we launched Legal Operations & Transformation Services (LOTS), designed specifically to support GCs and their legal teams to transform the legal function for a more data-driven complex future.

Typical GC operational challenges

GCs face multiple challenges across resourcing and people management, service delivery, technology and spend management. Here are some of the common questions GCs are currently asking us:



Resourcing

- Are we organised appropriately to be able to handle the legal work that we decide to retain internally? Is this more cost effective than sending work to our panel law firms?
- Are we sending the right work to our panel law firms and are we getting a fair commercial deal?
- How do we manage the peaks and troughs of demand for legal services?



Services

- What services do we provide today and what services should we provide in the future?
- How can we have greater visibility of all legal matters and demonstrate value to the business?
- How do we understand and evolve the mix of legal services provided to the business?
- Which services should we provide in-house and which should we source elsewhere?



People management

- What are the rewards and incentives which will best motivate a new generation of legal staff?
- How do we build empowering career opportunities?
- How can we help our lawyers become business leaders?



Business engagement

- How do we structure the legal team to best engage with the business?
- How do we become proactive rather than reactive to the business' needs and external regulatory change?



Knowledge management

- How can we re-use rather than re-invent?
- How do we continually improve, learning the lessons from previous work?
- How can we effectively disseminate legal knowledge?



Cost challenge

- How do we further reduce our overall legal spend without impacting quality and risk?
- What is the optimal sourcing model for us – should we be using flexible resources?
- Are we delivering work in the most effective and efficient way?
- How do we leverage the most appropriate technology solutions for an in-house legal team?
- Which documents and processes should we automate, and where can we provide self-service to the business?
- How do we make sure the right people are doing the right work at the right level?

How do we help you achieve legal operational excellence?



We understand the challenges that legal teams are facing and have developed a methodology to support your transformation.

We have a team of specialists with deep legal, consulting and technology expertise that works alongside clients to bring a fresh perspective to legal service delivery. We leverage our extensive experience in designing and implementing transformation programmes across all other functions of the business.

We have developed models, tools and systems that help us work with GCs to build an operating model for the in-house team that matches the needs of the business and aligns with the organisation's strategic objectives.

We help legal teams transform by:



Designing and implementing a legal operating strategy and operating model aligned with the business to enable clarity over objectives, service mix and the role and responsibilities of legal.



Providing a comprehensive review of sourcing models to achieve a cost effective balance of insourcing versus outsourcing.



Conducting a full review of working practices including the optimisation of the people and process model supported by technology.



Working to uncover cost and operational efficiencies within the legal function to help build a business case for change.

We do not take a one-size-fits-all approach. We build on our depth of experience in running transformations whereby each engagement is modelled uniquely around the individual team and business, taking into account the organisation's sector, size and strategic objectives.

We will work with you to:

- Assess where you are and what needs to be done.
- Help your team work smarter to meet evolving challenges.
- Put a roadmap in place and partner with you to help implement it.
- Break work down into bite size chunks where needed.

We help you reimagine legal service delivery excellence, partnering with you to create a model where the function contributes measurable value to the business. We will support you every step of the way, from design to implementation and can be part of the ongoing solution.

Legal operating model

Transforming legal service delivery to prepare for a more complex data-driven future

Vision and strategy

- What is the vision of the organisation and how does the legal team enable the business to achieve this?
- What type of legal team do you aspire to be?

Organisation structure

- How is the legal team structured?
- Which legal operations are under the direct control of the legal department and which are directed by other business units?
- What is the optimal combination of lawyers and legal support staff?

Sourcing

- Which activities should be insourced versus outsourced and why?
- How can a sourcing strategy achieve better results for the business?

Process and ways of working

- Which processes drive the efficiency and effectiveness of your legal operations?
- How can efficiency and quality of service be improved?
- Where can legal technology be applied to drive effectiveness?

People and culture

- How does the legal team engage the wider business?
- How does the legal team foster attractive meaningful careers for lawyers and legal support staff?
- How can you foster innovation to drive improved delivery?

Governance and KPIs

- What governance is required to drive value in legal delivery?
- How does the team measure value and success?
- How are legal activities quantified and assessed?

Data and technology

- What data and technology is required to help optimise legal operations?
- How can you use your data to improve legal outcomes?
- How can technology drive continuous improvement?

What can we help you to achieve?

We help you define what operational excellence means for your legal function.

We support GCs to build the business case for change. We help to move the legal team into a stronger partner relationship with the business, ensuring the delivery of better results today and ready for a more complex data-driven future.

Our aim is to help you to:



Adopt a more proactive approach to managing risk and regulatory requirements.



Unlock value from total legal spend.



Achieve improved efficiency and control of resources.



Deliver through technology-enabled modern working practices.



Run a flexible and agile resourcing model.



Set clear KPIs measurable against data.



Why us?



We have a market-leading team of legal operations change and transformation specialists with significant legal expertise and knowledge.



Our approach ensures sustainable results and measurable value. We believe in building long-term partnerships with our clients and have a strong desire to see them succeed. We actively look for opportunities to ensure transformation can, where possible, be self-funded through the improvements and efficiencies we identify.



We work closely with the GC, senior executives and other key stakeholders across the business to help define strategic objectives as well as develop practical solutions that will be successful for both the business and legal function.



Importantly, we are technology agnostic – we are not tied to any specific technology solutions. Depending on your needs, we will find the most appropriate technology platform for you and help you implement and roll out the changes required.



GCs and senior executives are realising that now is the time for transformation and digitisation of the legal function. We have a proven track record in helping businesses achieve transformation and have the team and resources to help you achieve your vision.

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