Experience the future of law, today
Introducing Legal Management Consulting
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More than 2,500 legal professionals operating in 80+ countries

collaborating seamlessly across borders and with other Deloitte business lines

As part of the global Deloitte professional services network, Deloitte Legal collaborates with colleagues in an array of globally integrated services to deliver multinational legal solutions that are:

- **Consistent** with your enterprise-wide vision
- **Tailored** to your business units and geographies
- **Technology-enabled** for improved collaboration and transparency
- **Sensitized** to your regulatory requirements

What we deliver

**Perspective that is global, yet grounded**

Deloitte Legal works with clients globally to help them resolve their present challenges and plan for the future. Our industry knowledge, global footprint, and multidisciplinary service model result in a strategic perspective that enables and empowers our clients to both meet their local responsibilities and thrive in the global marketplace.

**Cross-border coordination and a single point of contact**

It can be enormously challenging to manage numerous legal services providers around the world and issues can slip into the cracks. As one of the global leaders in legal services, Deloitte Legal works with you to understand your needs and your vision, and to coordinate delivery around the world to help you achieve your business goals.

**Solutions that are pioneering, yet pragmatic**

Nearly every aspect of a modern organization has major legal considerations. Successfully managing them requires intuitively understanding your geographies, your industry and your business model, and then knowing how to turn perspective into strategy.
Cross-border coordination

Deloitte Legal’s network of 83 local practices comprises more than 2,400 legal professionals who collaborate worldwide to cover four major disciplines: Corporate and M&A, Commercial Law, Employment Law, and Legal Management Consulting.

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Introducing LMC

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Legal Management Consulting

Deloitte’s Legal Management Consulting teams work with clients who have made the decision to embrace disruptive factors such as rapidly changing technology, globalization, and an ever-shifting regulatory landscape.

With the right vision and approach, these external factors present legal teams with an opportunity to reinvent themselves as business partners at the highest levels of their organizations, advancing strategic initiatives and driving value across all geographies and business units.

Our approach

Deloitte’s LMC services were developed by lawyers for lawyers in collaboration with experts from across Deloitte functions such as mainstream management consultancy, risk advisory, and tax management consulting.

The services are configured to identify opportunities to help the General Counsel and the legal department as a whole achieve their desired state.

Our process

Assess

Our teams perform a deep dive assessment on the legal department operations as a whole or on specific issues important to the client, such as technology or organizational structure. The assessment also compares the client with peers and industry best practices.

The result is a detailed gap analysis of the current state versus the desired state of the organization.

Design

Following the assessment phase, the next stage is for our team to help clients establish a long-term vision for the department and prioritize the initiatives required to achieve it.

The result is a 180-day action plan to bring the priorities to success.

Execute

In the implementation of the strategic vision and priorities, our teams work with clients on the day-to-day execution of the action plan, and can also help with overall project management and communication with the stakeholders.
Our delivery

We’ve been asked to help in the following areas:

✓ Alignment of the legal department’s activities with the organization’s strategic priorities
✓ Governance models for the legal department
✓ Legal operating model design
✓ Process improvement
✓ Legal technology assessment and implementation
✓ Sourcing advisory
✓ Matter management
✓ Legal spend
✓ High-volume document review
✓ Contract and obligations management (in areas such as NDAs, intra-group contracting, licensing and procurement contracting), including:
  - Process mapping & improvement
  - Drafting & automation readiness
  - Contract automation
  - Legal risk prevention and management in areas such as:
    - Intellectual property
    - Competition and anti-trust
    - Regulatory and compliance
    - Data privacy and cyber – security
    - Business integrity
Four faces of the in-house legal General Counsel office

The evolution of the in-house legal function as a trusted business partner resulted in General Counsel becoming more commercial and having more responsibilities. It seems as if the in-house legal team leaders now have many faces, but can they wear them all at once?

- Create associations of trust and respect with key business stakeholders
- Communicate and negotiate with external parties (regulators, external counsel) creating relations of trust
- Responsible for representing the legal position internally and externally

- Protect and preserve the assets of the organization
- Effective legal defence
- Accurate and timely regulatory and legal compliance
- Negotiate, write and execute agreements and contracts
- Set internal governance policies
- Risk and crisis management
- Talent management and succession planning

- Provide leadership in determining strategic direction and align with business strategies
- Legally-Effective business decision making
- Advise executives on commercial terms of deals
- Provide assistance with M&A, strategic partnerships, global joint ventures etc.
- Identify proactive solutions that will mitigate risks

- Balance costs and service levels to fulfill responsibilities
- Meeting business KPIs
- Supervise external legal counsel
- Benchmarking
- Implement automation opportunities
- Evaluate alternate resource models (e.g. outsourcing; co-sourcing)

What is the remit of your responsibilities?
Transformation journey of the in-house legal function

**Ad-hoc**
- Lack of appropriate lawyer to staff ratio
- Limited sourcing
- Manual processes
- Costs are poorly tracked and often surprising

**Forming**
- Assessing appropriate lawyer to staff ratio
- Reviewing sourcing and use of outside legal providers
- Reviewing processes for standardisation / streamlining
- Researching available technologies
- Cost and scope leakage identified

**Managed**
- Established good attorney to staff ratio
- Leveraging outside counsel and other legal service providers
- Implementing processes for standardisation in some areas of legal
- Utilising internal tools and technologies, such as matter management and eBilling
- Evaluating cost reduction and additional efficiencies

**Efficient**
- Resources are properly allocated across legal
- Established measurable Service Levels and Outsourcing agreements with external providers
- Standardised processes and program management discipline across legal
- Utilising leading technologies and tools to automate key processes
- Implementing cost reduction and additional efficiencies

**Transformative**
- Legal as business leader
- Higher level resources focusing on higher level activities
- Formal vendor management of outside legal service providers
- Utilising a transformative sourcing approach
- Building or buying predictive technologies and tools to enhance legal processes
- Pursuing cost synergies and pooled resources with other business areas (such as Regulatory, IT)

| Where are you? | Where will you be in 2023? | How will you get there? |
Getting started: Key considerations in assessing corporate legal

Before starting a corporate legal service delivery transformation, an initial assessment of several key aspects of the legal function can help to determine which, if any of the potential service delivery models (e.g. outsourced, in-house, shared service, technology enhancements, hybrid) may be the right approach.

**It is essential to align on the legal department’s strategic vision and internal organization**
- Refresh / revisit the current legal department strategy
- Evaluate existing operating model and organizational structure (including talent / compensation)
- Review current geographic footprint and existing service delivery model

**Current external legal sourcing approach and related sourcing management should be reviewed**
- Review total external spend on outside legal providers (including outside counsel, legal process outsourcing)
- Evaluate opportunities to optimize use of outside legal providers and/or to insource where appropriate
- Assess depth and breadth of current legal vendor management efforts

**Existing legal processes should be evaluated to identify potential for further optimization**
- Review existing processes in place (e.g. matter management, contract management, e-billing)
- Identify gaps in existing processes vs. leading practice
- Consider potential to optimize and automate key processes

**The use of existing legal tools/technologies and opportunities should be examined**
- Review the use of matter management, contract management and related legal technology platforms
- Identify areas where automation and technology can create further efficiencies
- Evaluate potential for buy vs. build of future technology enhancements
Example output of an operating model review
High level overview - Heat Map

Overall segment colour shows the underlying assessment for that colour.

Individual ‘spots’ highlight particular significant instances that do not follow this trend and should be looked at separately.
What next?
Performing an operating model review

**Step 1**
Perform a legal department and key stakeholder assessment to understand the ‘As-Is’ operating model, full roles and responsibilities, what works well, what doesn’t etc.

**Step 2**
Evaluate and benchmark the operations against best practice and the priorities of the business.

**Step 3**
Design the new ‘To-Be’ operating model based on stakeholder requirements and the benchmarked results and identify the gap between ‘As-Is’ and ‘To-Be’.

**Step 4**
Develop a business case for change to identify cost savings and efficiencies (this might require a legal spend analysis).

**Step 5**
Implement change (in a phased or ‘big-bang’ approach). Communicate change to stakeholders.
Legal Tech for the Legal Department

Legal Tech can support almost every aspect of the legal department’s day-to-day activities.