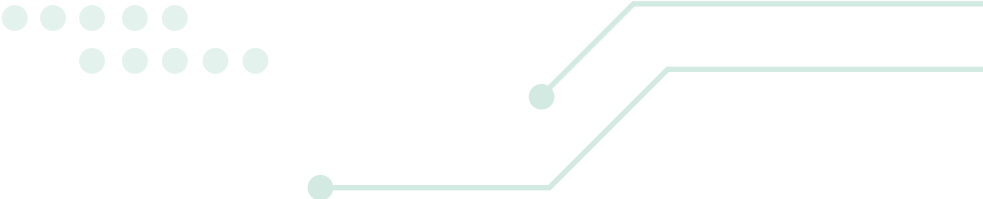


TRANSFORMING LEGAL
DEPARTMENTS

WITH WORKFLOW AUTOMATION

How workflow automation can boost your legal department's digital transformation to better address business needs while freeing up time for higher-value advisory work

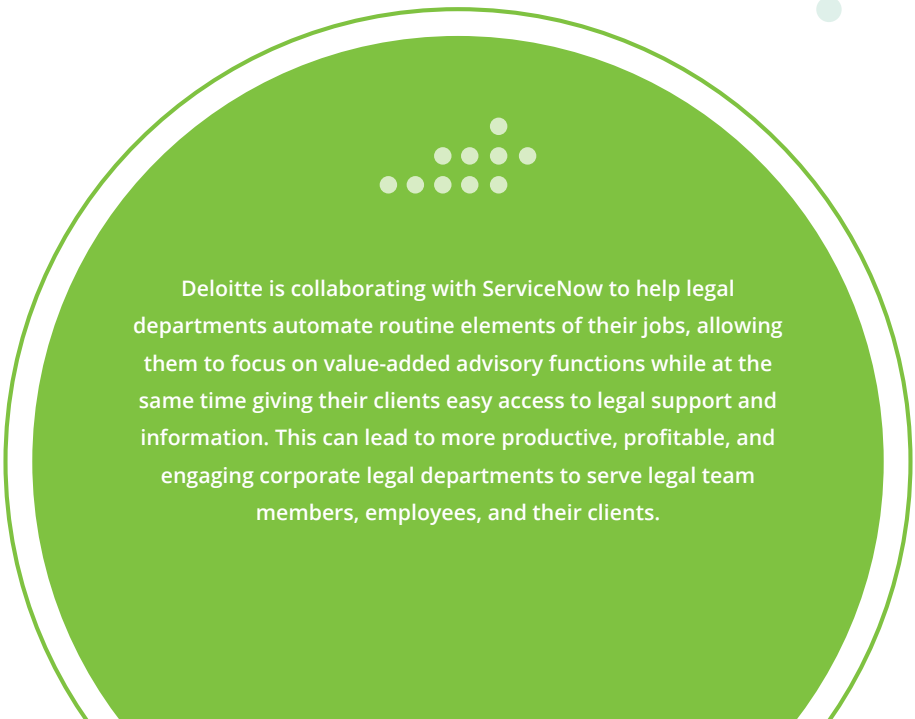





Enterprise legal departments are being asked for faster turnaround times while also focusing on higher-priority projects. Two factors are likely contributors to this disconnect: First, 70 percent of legal departments are taking on more work¹, putting pressure on attorneys and their staff to deliver more in less time to avoid backlogs. Second, 90 percent of corporate organizations anticipate their business being disrupted by digital business models, making high-priority strategic planning an imperative for meeting future challenges—including with the help of legal advice.²

Recent research points to solutions. In a global survey by Oxford Economics commissioned by Deloitte, legal department executives said automation and process redesign could help them reduce costs and create efficiencies by 50-68 percent³ (depending on their industries). 73 percent⁴ of respondents also said their departments are ready to embrace the benefits of digital transformation.

Some legal organizations are already embracing technology-driven disruption and harnessing it to address heavier workloads, in the form of workflow automation. Automating legal processes can help improve productivity and the speed of project execution for in-house attorneys.



Deloitte is collaborating with ServiceNow to help legal departments automate routine elements of their jobs, allowing them to focus on value-added advisory functions while at the same time giving their clients easy access to legal support and information. This can lead to more productive, profitable, and engaging corporate legal departments to serve legal team members, employees, and their clients.

The business challenge

While the roles and responsibilities of chief legal officers (CLO) and legal departments continue to expand, with pressure of facing flat or decreasing budgets; the disconnect is difficult to reconcile. While technology isn't a silver bullet, if thoughtfully deployed, it can be a powerful tool that empowers legal departments to improve efficiency and contribute more strategically.

Legal departments have historically lagged behind other departments in digital transformation—that is, in the unavoidable move from manual, paper-based processes to more efficient digital solutions.



“ There's a lot of communication that happens via email, phone calls, and word of mouth, ”

says Girish Srinivasan, managing director at Deloitte Consulting LLP on digital transformation.

A lack of digital agility also means that legal departments often become the bottleneck for other departments seeking to finalize sales contracts, execute non-disclosure agreements, and implement compliance activities, to highlight a few examples.

Clearly, enterprises must address this untenable situation, which could potentially worsen as legal departments play digital catch-up. Legal departments need a way to foster more self-service for other departments, partners, and vendors. They need streamlined processes. And they need tighter collaboration both within their own departments and with other functional groups such as sales, supply chain, and finance.

A technology-enabled “system of engagement” that spans departments and seamlessly connects existing systems of records, and providing new end-to-end workflow automation capabilities, can help.

The technology challenge



While new technology can enable transformation, the shift to automated workflows is hard because it requires unlearning old ways of thinking and working and relearning new ways of working, Srinivasan acknowledges. Indeed, 56 percent⁵ of respondents to the Oxford/Deloitte survey reported that their legal departments are trying to increase efficiency and lower costs through technology investments.

Compounding the difficulty, legal departments in large organizations tend to work in silos, making tighter collaboration with other departments all the more challenging. Add the complexity of running a global legal organization and the scale of the challenge multiplies even further.

However, Srinivasan says, once organizations see the compounding benefits of a unified engagement platform with capabilities around intake, workflow automation, and a common knowledge base, they are generally motivated to overcome these challenges.

How new technology helps solve the problem



Deloitte's alliance with ServiceNow and its "platform of platforms" can help legal departments digitally transform their operations to focus on higher-value work, create greater workforce engagement, and aid the larger organization. Among other potential benefits, this digital transformation can:



Enable self-service for answering common questions about ethics, compliance, and other legal topics



Integrate with other department systems like sales, finance, etc., to enable end-to-end orchestration of work



Provide unified experience and drive consistency across practice areas, departments, and regions in an enterprise

After the merger of a \$30+ billion global media company, the global ethics and compliance department transformed how it monitored and executed compliance activities, thanks to Deloitte and the ServiceNow platform.

While the norm prior to the merger had been to provide compliance-related legal services via emails, Word docs, Excel spreadsheets, and a static web page, the VP of Compliance envisioned a digital transformation—automating services such as gift and hospitality approvals, trade compliance requests, and other such processes.

Deloitte leveraged the ServiceNow platform to provide a solution that served the client's global stakeholders and launched a transformative digital Global Ethics & Compliance solution, which provided the following:

Integration of the knowledge base into the request life cycle, helping to ensure the legal team performed their jobs with the most current reference documents; the knowledge base also offers automated publishing capabilities so the team can display and retire content based on preset dates, which can help reduce content upkeep

Real-time submission, tracking, and updating of end user requests, providing easier information access, routing, auditing, and tracking of approvals; this streamlines key information necessary for reporting on operational and compliance metrics

Self-service capabilities combined with a more engaging experience for employees and legal department users

The project resulted in a more engaging and user-friendly experience for employees and legal staff globally.

The enterprise value proposition

Automated workflows provided through ServiceNow help break down silos within legal departments, aligning attorneys and staff across various practice areas like ethics and compliance, contracting, intellectual property, litigation, and other legal functions. This allows legal departments to become consistent and efficient in providing legal services, thus spending more time providing strategic advisory and other value-added activities.

Such workflows can help across several departments including:

- Finance and accounting, with streamlined legal support for contracting and other activities
- Risk management and compliance, with quick advice on the potential legal exposure of various activities
- Supply chain, with signoffs on vendor agreements

ServiceNow also helps departments across the enterprise with optimized workflows based on best practices. It's part of the integration support ServiceNow provides across other systems, bringing information and functions together into a single pane.

Guide to getting started

Given the potential benefits of digital transformation to both the legal department and to the broader enterprise, it's no wonder that more organizations are taking the leap: 58 percent of legal organizations report leveraging technology to boost productivity.⁶ Those that are successful take a practical approach to implementation, beginning with the legal function most in need of transformation and working outward from there, step by step.

Legal departments can be inspired by transformation within other enterprise functions from IT to HR to supply chain, and look to transform their operations by following a step-by-step approach to embark on the digital transformation journey.

A 4-step approach to starting your digital transformation journey

Align on a vision

Develop a future of legal vision, strategic ambition, and goals to guide decision making throughout the digital transformation journey

Develop a "digital factory" of priorities

Establish a digital factory process to source, prioritize, and approve ideas, opportunities, and initiatives to transform the legal department

Identify opportunities to enable self-service through intake and workflow

Look for initiative sourced through the digital factory process related to enabling self-service capabilities across practice areas

Design and implement solutions through incremental wins

Deliver an engaging experience and solution for practice areas through a phased roll-out over a multi-year journey

For legal departments in organizations that have not yet embraced automation to streamline workflows, Deloitte can help with perspectives based on helping multiple legal department clients across industry verticals in their digital transformation journey.

"No two implementations unfold in precisely the same way, "

Srinivasan says. "The approach really depends on where the organization lies and its maturity regarding digital transformation."



The bottom line

Corporate legal departments are tasked with doing more than ever before. While 79 percent of company leaders agree that one of the most valuable functions of the enterprise legal department is to serve in a strategic advisory function,⁷ legal departments too often get bogged down in tactical activities, with manual processes and communication methods such as email and phone calls that can't keep up.

Automated workflows, enabled by a technology platform that brings together people, process, and technology, can take the pressure off legal departments. This in turn can drive better visibility, tracking, and consistency of legal services across the enterprise.

The ServiceNow platform, in collaboration with Deloitte, delivers workflows across organizations and their respective systems, creating a robust enterprise solution that can unlock productivity and create a great experience for both employees and customers.

For more about how workflow automation can save time and free up resources for your organization, visit:

<https://www2.deloitte.com/us/en/pages/about-deloitte/solutions/servicenow.html>

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¹ "Legal Technology Transformation: Perspectives & Use Cases," Deloitte Touche Tohmatsu Limited, 2020.

² Ibid.

³ "Going Beyond Risk and Compliance: Legal Functions Embracing Digital," Deloitte Touche Tohmatsu Limited, 2018.

⁴ Ibid.

⁵ Ibid.

⁶ "Legal Technology Transformation: Perspectives & Use Cases," Deloitte Touche Tohmatsu Limited, 2020.

⁷ Ibid.

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