



2020 Legal Operations Survey

There is significant opportunity for corporate Legal departments to modernize how they deliver legal services to the business

Corporate Legal departments are increasingly being asked to reduce costs and operate more efficiently. Legal is also seeing the wall come down between its function and the business, with rigid silos being replaced by integrated solutions. As in-house lawyers transition to become more strategic business partners, what will the future of corporate Legal look like?

We interviewed more than 100 legal professionals across industries regarding **technology, knowledge management, service delivery, and program/project management** in their Legal department. The results revealed:

- There is a significant opportunity for Legal departments to modernize how they deliver services to their business.
- There is minimal use of automation, and team members spend an inordinate amount of time on manual tasks.
- Many organizations do not have a process for validating that work and resource level are properly aligned.
- Responding organizations struggle to provide clear and accurate metrics on work performed by internal and external stakeholders.

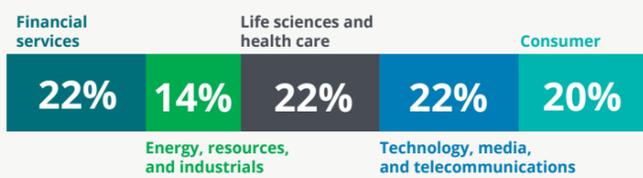
Accordingly, by leveraging the right resources, aligning work to the right role, and highlighting value, your Legal department can be better prepared to realize strategies and manage risk for the business. Learn how your corporate Legal department stacks up against your peers with the survey results below.



Demographics

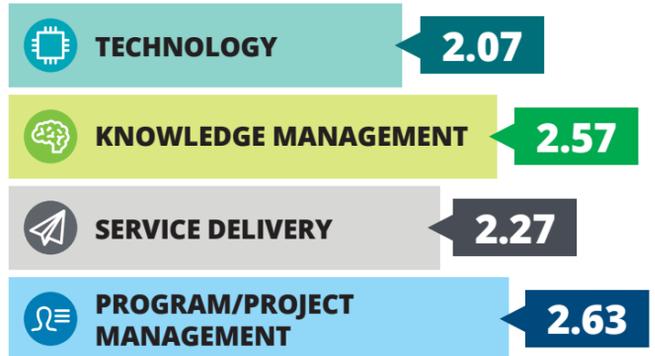
Survey takers included General Counsel and Heads of Legal Operations among others.

We spoke to respondents across industries, including:

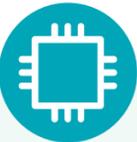


Legal Operations Maturity Scale

Across the four pillars assessed, the average maturity score was between foundational and advanced:



Scale: Developing = 1, Foundational = 2, Advanced = 3, Mature = 4

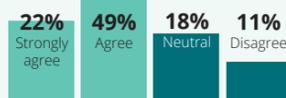


Technology

"Team members do not always know all of the systems' capabilities in order to leverage them effectively."

77%

of respondents felt their legal systems were not integrated with a consistent data taxonomy to allow for visibility into workflows and real-time data.



71% of respondents agreed or strongly agreed that their team members spent a significant amount of time on manual tasks.

62%

of respondents felt that establishing better processes around existing systems would help solve current program management challenges.



Knowledge management

"People want others to share knowledge, but do not want to share themselves."

89%

of respondents felt the current knowledge management solutions were not meeting their needs.

Only **18%** of respondents agree their strategy aligns with the overall strategy of their business.



Service delivery

"If we had more resources to support change management, Legal Ops would be better positioned to facilitate change."

86%

of respondents agreed that there is an opportunity to modernize how legal services are delivered to their customers.



74%

of respondents felt they did not have clear and accurate metrics on the work performed by internal and external resources.



Program/project management

"We don't have a technology-enabled method for engaging with project stakeholders."

71%

of respondents did not have dedicated project management software.

36%

Only of respondents agreed they had the right resource model to handle day-to-day activities, as well as ongoing and future special projects.

Some questions received more than one response; therefore, results may equal more than 100.

Let's talk about where your Legal department stands on the Legal operations maturity scale and how to get to the next level.

Contacts

Ashley Smith
Managing director
Deloitte Risk & Financial Advisory
Deloitte Transactions and Business Analytics LLP
ashleysmith@deloitte.com
+1 213 553 1727

Scott Read
Principal
Deloitte Risk & Financial Advisory
Deloitte Transactions and Business Analytics LLP
sread@deloitte.com
+1 612 397 4702

Brian Karney
Managing director
Deloitte Risk & Financial Advisory
Deloitte Transactions and Business Analytics LLP
bkarney@deloitte.com
+1 801 366 7445

Mike Stanioski
Senior manager
Deloitte Risk & Financial Advisory
Deloitte Transactions and Business Analytics LLP
mstanioski@deloitte.com
+1 617 437 2234

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional adviser. In addition, this presentation contains the results of a survey conducted by Deloitte. The information obtained during the survey was taken "as is" and was not validated or confirmed by Deloitte. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

As used in this document, "Deloitte" means Deloitte Financial Advisory Services LLP, which provides forensic, dispute, and other consulting services, and its affiliate, Deloitte Transactions and Business Analytics LLP, which provides a wide range of advisory and analytics services. Deloitte Transactions and Business Analytics LLP is not a certified public accounting firm. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2020 Deloitte Development LLC. All rights reserved.