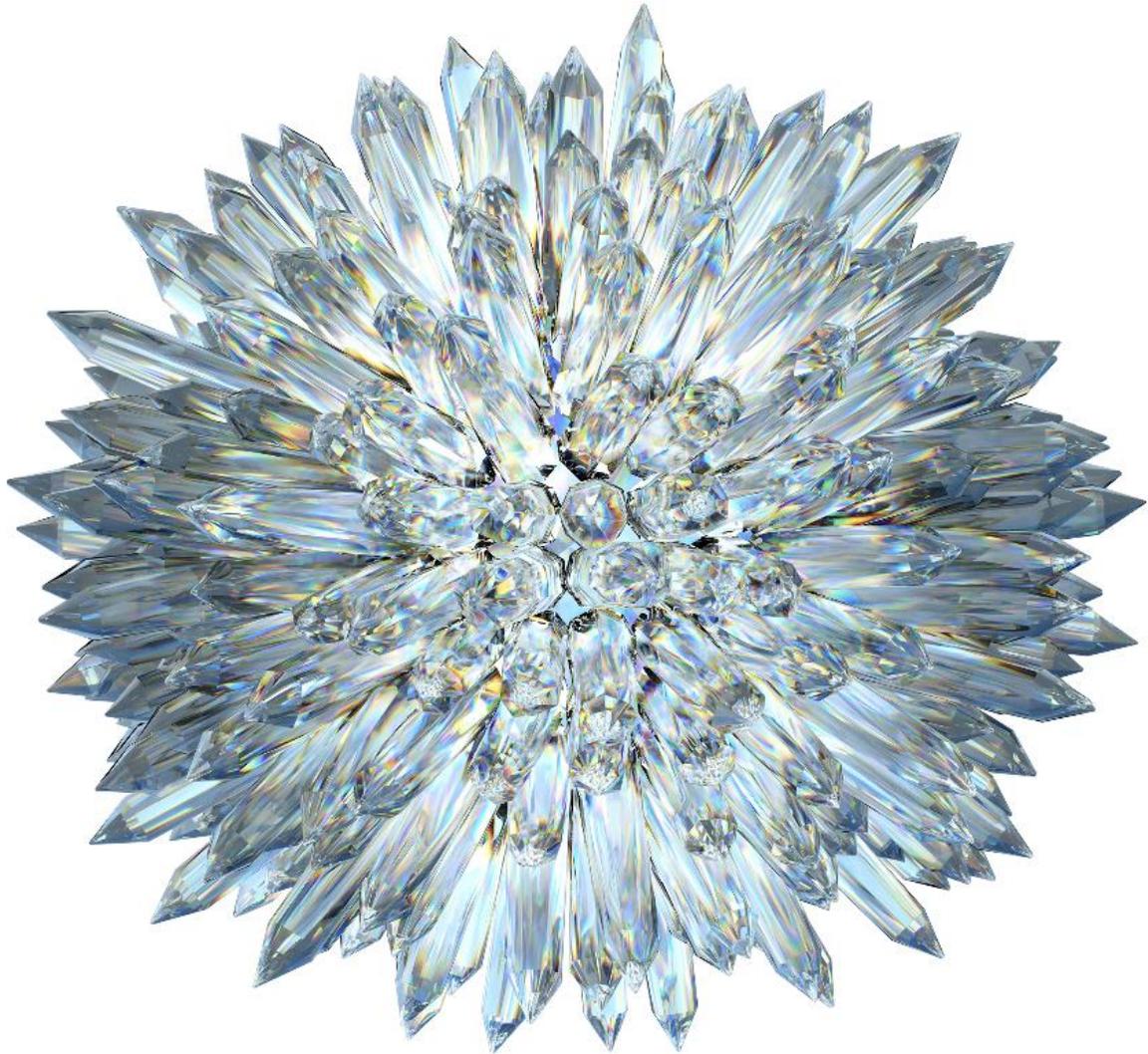


**Deloitte.**



## **Legal Management Consulting**

Driving enterprise value through effective  
legal department operations

## A rapidly changing world, new demands

Strategic, responsive, consistent, cost-efficient – these are the hallmarks of an effective corporate legal department. They are also increasingly difficult objectives to achieve today, especially for multinational companies. Why?

Although every legal department is unique, virtually all are under mounting pressures, both internal and external:

**Internal:** complexities of multiple operating locations in various legal jurisdictions, cost containment demands that conflict with service quality, and the imperative to align better with business strategy while managing new risks in a constantly changing organization.

**External:** continued globalization, expanding regulatory regimes, stringent M&A synergy expectations, and competitive demands to leverage advanced technologies while reducing operational costs.

Similar pressures have driven other areas of the enterprise, such as finance and accounting, to reengineer their operations. Now it is time for the legal department, and Deloitte can help.

## From strategy to execution, a fresh approach

Is your company undergoing a major transformation, restructuring, or M&A transaction? Are you facing major litigation or investigation? Or is it a matter that the legal department is being challenged to do more with less? Deloitte's Legal Management Consulting (LMC) team can help your legal department navigate a constantly changing business, legal, and regulatory landscape. Our range of services (Figure 1) can help your organization lead the way toward value creation while disrupting opposition and competitors through innovation.



**Figure 1. Deloitte LMC services, from strategy through execution <sup>1</sup>**

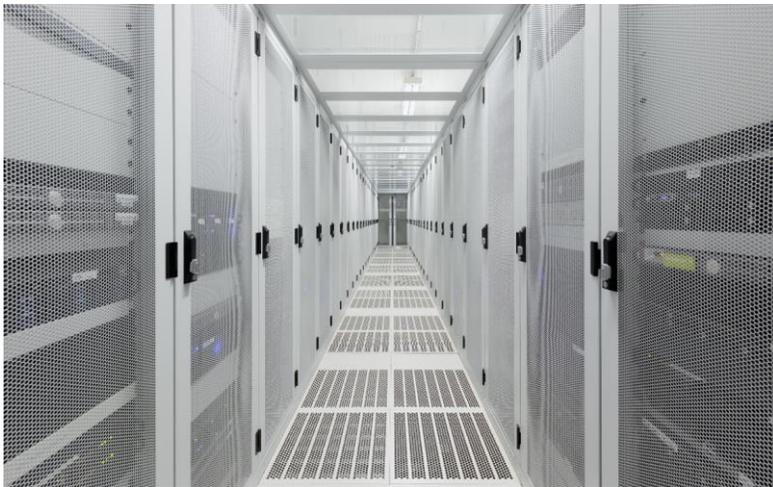


<sup>1</sup> Deloitte's Legal Management Consulting practice offers strategic and operational advisory services to assist corporate legal departments. Deloitte does not provide legal services and any advice provided by Deloitte LMC does not represent legal advice.

Our LMC specialists, some of whom are JDs and former attorneys, are strategic business advisers with deep experience in corporate legal operations. We focus on helping you benchmark your current legal department operations and identify practical solutions to the challenges that vex your department. Then, we help you detail the steps and actions that can bring those solutions to life, and even assist you in carrying them out.

With Deloitte's LMC team by your side, your legal department can enjoy:

- Stronger understanding of how your legal department operations stack up against others in your industry
- Greater alignment between legal department strategy and broader business objectives
- Improved legal service quality, client experience, and value delivered
- Effective external legal provider footprint with efficient external spend
- Enhanced internal legal talent career development and retention
- Increased operational and process efficiency and related cost containment



### The growing role and value of technology

Robotic process automation (RPA), machine learning, cognitive computing, and blockchain applications are rapidly evolving technologies that legal departments are beginning to consider as ways to standardize, streamline, and automate legal department processes:

- RPA uses a macro concept to automate repetitive computer processing and can greatly increase the efficiency of low value-add processes (see "RPA: A revolution in corporate legal operations").
- Machine learning and cognitive technologies add "intelligence" to processes by emulating and amplifying human decision making.
- Blockchain is an open, distributed ledger technology that facilitates transactions between parties and can generate transactions automatically.

Data analytics is another important capability that can help your organization gain visibility into legal department operations and various legal activities. With data analytics, legal departments can perform benchmarking, trend analysis, and predictive analysis to gain deeper insights into legal processes and become more forward-looking and strategic.

Deloitte is an industry leader in the design and deployment of these technologies across a range of use cases and in various industries. Our LMC team can help you explore ways to redefine legal operations and service delivery through innovative use of technology.

## RPA: A revolution in corporate legal operations

Legal departments are just beginning to explore use of RPA to free up resources for higher value-add activities, rapidly streamline legal operations processes, and drive competitive advantage. RPA has the potential to drive:

### Efficiency and quality

24x7 operation for high throughput, as well as streamlined, standardized, and optimized legal data and processes for improved quality and lower costs

### Redeployment of talent

Rapid RPA deployment that can free up talent resources to develop new competencies and build expertise

### Effective sourcing

Potentially less need to outsource services because internal resources are deployed more efficiently

### Governance and control

Secure, audited, and managed technology platforms within an IT governance corridor; rules-based automation for improved control over processes supporting the legal service delivery model

### Competitive advantage

Improve data quality for effective analytics; high potential return on investment for continued innovation

Potential applications of RPA exist across legal department processes, including contracts and transactions, corporate governance, intellectual property, litigation, regulatory and compliance, and support services.



## LMC in action

### Multinational computer technology company

**Challenge:** This leading technology company asked us to assist its general counsel with refining the company's long-term legal department strategy and developing an actionable roadmap toward that envisioned future.

**Our approach:** We conducted an interactive "lab" workshop with key legal department stakeholders to explore issues associated with legal department strategy, challenges, and opportunities. We facilitated deep-dive discussions about the role of the department, talent needs, service delivery, and services sourcing, as well as identifying areas of potential future collaboration and innovation within the legal department.

**Impacts:** We offered the general counsel new insights into stakeholder views, concerns, and ambitions for vision and strategy. We suggested potential short-term and long-term opportunities regarding enhancing the department's role within the business, improving legal talent development, and enhancing legal service delivery via sourcing options. We raised awareness of potential risks in moving too fast or slow with the new strategy, as well as identifying gaps, challenges, and opportunities within the current legal department operating model. We suggested next steps, a time line, key milestones, and dependencies associated with carrying out the new strategic vision, as well as creating buy-in across the legal department for the new strategy.

## Contacts

Discover why so many businesses and their legal department trust Deloitte to show them the path to more effective legal operations that help drive value across the enterprise. For more information, contact:

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