MITRATECH

Build Your Tech Ecosystem and Win the Race to Claim the Legal Frontier

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01 Introduction

Heart racing, blood pumping – you finally made it. Before you set out on this path, you had your doubts. But what first seemed unfamiliar and frightening now seems welcoming, even intuitive. It's as if you've arrived someplace you've always belonged, and the opportunities you've opened up? They're as endless as your own imagination.

Anytime you take a step into the unknown, there's a breath of uncertainty that comes along with it. The secret to overcoming that? Have a clearly-blazed path marked out ahead of you, and the guidance of those who have gone before.

That was true for pioneers in any era, and it's not too strained an analogy to say it's just as true for legal professionals looking to embrace the benefits of new technology platforms. Without a good map, it's difficult to make progress, let alone race ahead and stake claim to everything legal

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technology has to offer.

When it comes to business, almost everything is a race. And in a world where everything moves so fast, not even the legal department is free from having to run it.

So how do you make sure your team wins that race and lays claim to this "next frontier?"

To keep pace with competitors and your stakeholder's expectations, it's important to stake your claim and lay the foundation for a burgeoning tech ecosystem early on. The truth is, if you don't have a good map and a firm commitment, you'll never win. And the last thing any company wants is to be left behind while their competitors map and claim new terrain.

Rolling out legal tools and processes is a massive change management program. Just like when pioneers settled a new frontier, building a legal technology ecosystem is about making positive changes to transform your vision into reality.

Through this transformation, you can push the boundaries of what you - and your company - are capable of and be your best, most competitive, most successful self. A word of caution though - remember that building a tech powerhouse is about the journey, not the destination. How you get there is as

important as when you get there.

The good news is, whatever phase of the journey your company finds itself in, this guide can help you take it to the next level. Read on to find out how to win the race for the legal frontier, drive competitive advantage and save your company money through legal technology.

Are you ready to start?

02 Mapping Out the Journey

Before any explorer can set off on a new adventure, they must first plot the course and plan the way. Ask any space explorer, for instance, and they'll tell you they didn't just show up on the moon one day. They had to prepare for the launch well in advance.

The trick is to to build up to it. And the only way to build on something is to first start with an honest assessment of where you are currently. However disorganized and not-yet-packed that may be.

Or maybe, if you're lucky, your company's a little more prepared for the expedition and you've already got a baseline of supplies established. At this stage, you're probably just searching for ways to take your company to the next level.

Wherever you are in your legal tech journey, there's something more you can do to drive competitive advantage for your company.

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The first step, according to leader of the Law Department Consulting Practice at HBR Consulting, Kevin Clem?

Ask yourself these three questions:

- What are your goals when it comes, not just to legal technology, but to how your legal department is aligning with your overall company strategy?

- Where are you on the path towards achieving these goals?

- What are the major influencers driving you to seek change?

Essentially, companies need to identify any nuances of business or regulations that could create barriers to change so they can address and overcome them while moving ahead in building a legal tech ecosystem.

At this early stage in the process, things might look a little messy. A company might not have a specific strategy around legal technology. Companies might not have a well-defined or documented process for performing legal work. They might operate in a non-standard, ad hoc way and track work in a personal environment, such as through local drives, Outlook and spreadsheets. There's a good chance they also lack department-wide tools and applications.

"Even today, a lot of law departments are mired in using email and spreadsheets to manage their operations," Clem states in his **recent webinar**.

While they always had some systems in place, and were at least past the email and spreadsheets-only phase, the **American International Group (AIG)** themselves once experienced this "journey-mapping" phase.

Even though today they are a powerhouse of legal technology, it took a lot of work and preparation to get them to where they are now.

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The AIG Story

AIG has a nearly 100-year history of facing and managing complex risks.

In 2008, AIG faced a financial crisis that had a severe and direct impact on many insurance, banking and financial institutions in particular.

Standing at the precipice of collapse and near failure, they accepted an $85 billion takeover deal from the Federal Reserve, which they were required to pay back.

Many experts didn't think AIG would ever repay its $182.3 billion debt to the government, but in 2013 AIG did, including a $22.7 billion profit. The operational best practices deployed and lessons learned by AIG to achieve this amazing turnaround are of value to the legal leaders at companies of any size.

To do this, they had to transform the legal department and claim new frontiers of technology, a promise that Brian McGovern, then AIG's Legal Chief Data Officer and leader of their global legal management technology implementation, and his team, delivered on.

AIG has a nearly 100 year history of facing and managing complex risks.

Their main focus? To improve processes. The results were astounding. We'll talk about those towards the end of this book.

Before they conquered this amazing new terrain, however, AIG, in terms of legal, was an entirely different organization.

Before they transformed their legal ops, AIG faced the following issues:

1. Their systems (and therefore their teams) were fragmented

Rather than having a single source of truth for their legal functions, the company had over five different claims systems.

They had multiple different systems for:

- Litigation Management

- Matter Management

- Vendor Management

- and e-billing

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2. Their systems were inconsistent

Each system had its own copy of law firm reference data, for instance. And its own, unique way of entering data into different types of fields.

Imagine trying to run reports when neither the data, nor the fields that data lives in, are the same? AIG recognized their need to find a solution for this issue.

3. Their data was inaccurate and incomplete

For starters, many key data fields were not captured across all their systems. And multiple extract, transform and load layers for processing data meant loads of inaccurate and incomplete data.

AIG understood that in order to take their company to the next level, they needed to get accurate and complete data to make the decisions they needed.

4. Their systems (and their data) were redundant

Not only was their data incomplete and inaccurate, but the information they did have was often stored multiple times across multiple different systems. And those systems? Well, many of them had certain overlaps in their capabilities.

In essence, AIG's exploration into a new frontier of legal operations began with confusion, reduced efficiencies and a roadblock to their international teams' abilities to work collaboratively. Not to mention, these outdated efforts were costing them a lot of money. While other companies were forging ahead, AIG was struggling not to get left behind.

They recognized the need to explore new options and find a better way to operate. They needed to cut costs without cutting resources, work more collaboratively with their teams across the globe and address their data issues so they could drive strategic decision making and competitive advantage for their company.

It was time to move onto the next phase in their legal tech journey.

These outdated efforts were costing them a lot of money. While other companies were forging ahead, AIG was struggling not to get left behind.

03 Picking Up Speed Through Collaboration

"As you get off the blocks, you get past your first 100 yards, you're ditching your jacket to get up to speed, collaboration starts to kick in and connect people," Kevin Clem states. "You start to build on top of those emails and spreadsheets [and fragmented solutions] an additional set of tools and solutions that starts to move you you toward greater maturity."

This is the phase where companies start to connect their people and processes and where momentum really starts to move legal technology forward. Companies start to push the boundaries a little further, the journey gets a little easier and they start to notice some positive results.

Putting the Right Processes in Place

While preparing for your legal technology journey, it's important to establish a baseline, take stock, and check your current supply-stash. When you start

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to pick up speed, however, it's important to build a foundation and embed your technology training into the fabric of your company. Even better if that fabric is sweat-wicking, because it could take a little effort.

That foundation, according to experts? It starts with strategy and processes.

"Building a roadmap encompasses all sides of the legal operations process. While ultimately, your technology roadmap for legal management solutions must address pressing legal needs, it has to address business concerns too," Brian McGovern states in **a recent interview**.

For this leg of the journey, companies need:

- **A clear direction,** with a single champion athlete project owner to keep everything moving forward.

- **A set of benchmark and baseline metrics** to evaluate progress as the project continues. These benchmarks could be as simple as the number of ad hoc data requests received per week, how long a document waits for legal review or the average bill review time. Or they could be more complex. Whatever your metrics are, they should reflect the company's business strategy. You should return to these frequently to keep your program on track.

- **To establish a culture of data integrity.** Ensure every level of the organization understands the importance of clean data and becomes evangelists for the power of analytics. That way you have the right things in place to measure and track your KPIs.

- **Drive change management and encourage user delight - not just adoption.** To keep up with today's race, it's important to bring your teammates along with you and find a common language for communication to get the support you need. What not to discount in this phase? The importance of one-on-one discussion in achieving this goal.

- **Executive buy-in.** This buy-in and support from leadership is critical to later success. The trick? To start with smaller technology gains, prove their worth and grow from there. That's why we say going the distance in building a legal technology stack is more about the journey than the destination. It has multiple stages and you have to have your companions' support along the way to reach your destination.

Recommended Tech For This Leg of the Trip

In this phase, companies start to build onto their ad hoc technology systems. They start to implement new solutions and put more pieces into place so they can be successful.

The first new technology to implement here? **E-signature.**

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E-Signature

E-signature creates a quick win towards your return on investment and rapidly addresses several **Key Performance Indicators** to decrease the time needed to review documents. This quick win and quick ROI is a great motivator to get others in a company - including executive leadership - on board with new technology.

The next tool companies typically add here is e-billing. On top of their spreadsheets and emails, e-billing enables companies to better collaborate with outside counsel firms, as well as provides legal savings of anywhere from 5-10%.

Maybe next comes a document management system, where individuals can securely store all documents across an enterprise.

As you pick up speed for the road ahead, it's important to establish the right next-level tools for improved collaboration and processes. Even if they aren't fully documented and fleshed out yet, this is where codified processes really start to take their shape. Where the bags are packed and you're ready to go.

Chances are, at this stage, your legal technology has started to become more strategic, but you recognize there's still a long way to go. You have some systems in place, and recognize the need for more best-in-class solutions, but perhaps you don't have them yet.

That's okay. That's what forging forward with greater efficiency is all about.

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04 Forging Forward with Efficiency

Now that you've connected people and processes, it's time to start improving those relationships. Time to start making them more efficient and productive, and gain more insight into how they work together to move matters forward.

This leg of the trip must drive operational intelligence and efficiency. The goal here is to work harder, not smarter. To run faster while simultaneously exerting less energy.

"We have to focus on doing more with less," Cherie Axelrod states. "What we need to do now is act smarter, not bigger," Senior VP and Deputy Chief Compliance Officer with Western Union stated on a panel during Compliance Week.

At this point, the right processes are in place, defined and documented, the bare bones of legal technology are in place and aligned with overall strategy, and the employees are trained and excited about how technology increases

"We have to focus on doing more with less. What we need to do now is act smarter, not bigger."

CHERIE AXELROD
Senior VP and Deputy Chief Compliance Officer, Western Union

their efficiency in performing and tracking their work.

But strategy never executed won't get your company anywhere.

Here, without an automated, trackable, central technology support, all the process efficiencies in the world would still be manual, cumbersome and prone to inaccuracy.

This is the phase where AIG really started to hit their stride.

Where they started to look for opportunities to improve and streamline their vendor selection and management processes and to assess the value of each vendor. Where they started to bring together their various, fragmented systems into a single source of truth solution that covers everything they need.

Recommended Legal Technology for this Phase

Building on top of the e-billing, document management and e-signature discussed in the previous chapter, Kevin Clem had some recommendations for how companies can take their legal technology stack to the next level of efficiency.

At this point, the right processes are in place, defined and documented, the bare bones of legal technology are in place and aligned with overall strategy, and the employees are trained and excited about how technology increases their efficiency in performing and tracking their work.

"On top of that core set of solutions, spreadsheets kind of fall out of use - or at least broad use," Clem states. "And you stack on top of it legal hold solutions, contract management and matter management."

This is the phase where companies really need to have a centralized, enterprise legal management solution in place. A solution that provides complete visibility into all things legal across the entire enterprise, and combines everything into a single place. That way, companies gain full visibility into all aspects of a matter, from budget to contracts to the documents within the matter and more.

Most e-billing solutions provide some form of matter management tool. The trick is to change perspective from visiting an e-billing tool as just another place to go to pay outside counsel to a place where every unit of legal work performed by the law department has a matter created within the system to provide a complete picture. It also allows for an efficient and complete spend management story, not just with outside counsel, but with internal resources too.

This consolidation and streamlining is pivotal before a company can really gain the insights they need to drive forward to the finish line. This integrated system paves the way for the next phase - data management.

05 In Sight of Success - How Data Helps

Now that (most of) the legal technology systems you need are in place and things are running more smoothly and efficiently, it's time to use the technology you have to leverage the insights you need to move forward and conquer the next frontier.

"How do you integrate and provide data in an agile and secure way, to ultimately get you to the goal of the next frontier of legal operations? Where you have a variety of tools, seamlessly integrated?" Kevin Clem asks.

At this stage of the journey, companies typically want to gather data to improve how their systems (and their people) work together.

"If you can visualize your data and manage your knowledge, you can drive to a more efficient legal department," Clem states.

At this stage of the journey, companies typically want to gather data to improve how their systems (and their people) work together.

It's challenging, he admits. And it's worth it. The real question is how do you get your arms around the data so you can use it? How can you leverage the knowledge and information you gather from your systems?

Recommended Legal Technology For This Leg of the Trip

This is the phase where legal analytics and business intelligence come into play. With the right tools in place, companies can stitch together and visualize the data that might otherwise sit across a variety of tools in their tech stack.

Legal services and eDiscovery can also help in this instance. But again, the more additional tools companies put into place, the more they need the ability to report and analyze their data from across all legal practice areas, including eDiscovery and litigation. While companies may have multiple systems, chances are, their leaders only want to look at one report.

By combining matter management and e-billing, companies not only look at the cost of services for, say, outside counsel, they can understand the actual legal outcomes and true value of those relationships.

The real question is how do you get your arms around the data so you can use it?

This is the phase where knowledge management - the efficient handling of information and resources within an organization - becomes key.

Best Practices for Data from AIG

Brian McGovern, in charge of AIG's legal technology evolution, created an enterprise data assets management lifecycle to guide the process of building out AIG's legal tech ecosystem. These best practices provide excellent guidance for any organization looking to expand their own legal technology.

According to McGovern, there are three steps in the data assets management lifecycle:

1. Build a Foundation and Manage Data

2. Connect the Dots and Integrate

3. Create a Smart and Personalized Business Focus Through Analysis

1. Build a Foundation and Manage Data

What's it mean to build a foundation when it comes to data? For McGovern and team, it meant three things in particular:

- It meant providing governed and controlled access to standardized information assets.

- It meant implementing data governance and a data governance council.

- It meant defining an organizational model and aligning it to the executive committee.

Controlled Access to Standardized Information

Before you can gain any insights from your data, or even consolidate everything into one place, the data across systems must first be consistent and accurate. It should adhere to specific formats. And the data types, field lengths, value masks, field compositions, etc., should all be consistent according to metadata documentation, external and internal data standards.

Only once this access and input is controlled and standardized can it be consolidated into a single place for review and decision-making.

Before you can gain any insights from your data, or even consolidate everything into one place, the data across systems must first be consistent and accurate.

Data Governance and a Data Governance Council

As opposed to data management, which focuses more on the tools and processes those tools need to manage data, data governance is a much larger term that encompasses a company's policies and structure.

A data governance council consists of a group of people who have the authority (and the budget) they need to enforce these policies and internal regulations.

Organizational Model and the Executive Committee

The organizational model has to do with how people are modeled and the organization is structured to support the data that exists and draw insights from it.

In other words, this group of people, a data council made of individual data stewards from across the business, supports the goals of the executive leadership team.

For example, perhaps leadership wants to understand the value of their outside counsel firms and reduce this type of spend. This data council would

then find the necessary data to support that goal.

They must review what data they have to pursue that goal, how good that data is, and verify whether it is reliable, accurate, consistent and up-to-date.

2. Connect the Dots and Integrate

For data to make any sense and drive any advantage for a business, it must be connected and integrated fully across the business. In the case of AIG, McGovern's team sought ways to enable a unified view of the company's information assets.

They accomplished this through completing a data profile of over 100 business rules across four dimensions.

What are these four dimensions?

• Data management

• Strategy management

• Platform and architecture management

• Data quality

These four dimensions make sure a company manages all aspects surrounding their legal management technology. This not only includes how they manage and control data, it also includes the physical and technical set up and functioning of the legal management platform, and the business processes surrounding the governance and use of that technology.

What do the 100 business rules consist of?

"These business rules are for the purpose of measuring data quality," Brian McGovern states. "They are a set of rules you turn on so you can make sure the data you enter goes where it needs to."

In other words, these rules enable a legal management and spend management system to ensure that any data entered is:

- The right data

- In the right field

- In the right format

For example, if the data field requires a ZIP code, a business rule embedded in the technology tool would ensure the data entered is actually a ZIP code. It could also ensure that the ZIP code entered matches the name of the town in the next field.

These rules ensure the same types of quality controls for a host of other information as well, such as names, phone numbers, geographies - the list goes on.

Ultimately, the rules depend on the types of data your company's legal team needs to enter into the system. They should be customized and tailored to your company's needs.

3. Create a Smart and Personalized Business Focus Through Analysis

Trying to forge ahead in business without insights from your data is like trying to hike a mountain without a track to follow or a clear direction to head. Chances are, you won't ever reach the summit without them.

AIG understood this problem clearly. Through leveraging the power of their complete legal management solution, AIG was able to deliver business-focused insights and foresight, not just to their legal team, but to their entire company.

How did they accomplish this?

First, they implemented legal spend dashboards to enable a shift from reporting the past to driving the future.

Next, they pulled insights from their data on litigation. This enabled them to look for trends, to re-evaluate the metrics and methodologies they used in earlier legs of the journey and become more strategic in their processes and decisions. Finally, they expanded beyond dashboards to complex analysis, including predictive analytics, so they could proactively identify and address areas of concern within the business.

To create a smart and personalized business focus, a company must create a smart and personalized focus on data to drive business strategy and results.

The results, as mentioned earlier in this book, were astounding.

06   Reaching the High Ground

As we discussed in the first chapter, in 2008, AIG faced a financial crisis that impacted many insurance, banking and financial institutions. AIG, standing at the precipice of collapse and near failure, accepted an $85 billion takeover deal from the Federal Reserve, which was required to be paid back.

Many experts didn't think AIG would ever repay its $182.3 billion debt to the government, but in 2013 AIG did, including a $22.7 billion profit. Proving their nay-sayers wrong and revolutionizing the image of their company in the eyes of the public.

How on earth did they do this? A couple ways.

Many experts didn't think AIG would ever repay its $182.3 billion debt to the government, but in 2013 AIG did, including a **$22.7 billion profit.**

Through leveraging the right technology, McGovern's team:

- Transitioned work to the right service providers

- Completed over 200 advanced pricing events

- Saved **$1.2 billion** in legal spend over five years

AIG was able to successfully roll their technology out to over thousands of users in dozens of countries, making it the largest global rollout in enterprise legal management history.

"What became abundantly clear in this process, for better or worse, was data," McGovern states.

Once AIG was able to really leverage and understand their data, it became a significant competitive advantage.

What does transformation look like? There's a dream state, a final goal, the ultimate high ground, even though in this day and age the race is cyclical, since technology is ever-evolving. The key to winning the race, not falling behind, and transforming your legal tech is to take the right risks.

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What AIG did to reach their summit was to recognize the opportunity in risk. They realized that companies willing to take the appropriate level of risk can actually generate more value for their organizations more quickly. Because of this attitude and effort, AIG was better able to manage their risks and move faster than the competition to create meaningful (and lasting) value.

"Make no mistake, this transformation did not happen in a vacuum or overnight," McGovern states. "It took several years and required top-down leadership alignment."

Remember how, when their race was just starting, AIG's systems were fragmented, incomplete, inconsistent, inaccurate and redundant?

Well, once they reached the high ground, spectators couldn't even recognize the new champion that stood before them. AIG had transformed into a new, more efficient, more cost-effective entity.

Their systems and data were now:

- **Complete**. They ensured all necessary data elements were in place to complete a given legal and business process.

- **Consistent**. All the information adhered to different, required formats. The data types, field lengths, value masks, field compositions, etc, were all consistent according to metadata documentation, external and internal data standards.

- **Valid**. Data corresponded to established reference tables, lists of values from "golden sources" in the metadata and value ranges.

- **Accurate**. The company now mandated that all data element values must be correct and reflect the real world as viewed by a valid, real-world source.
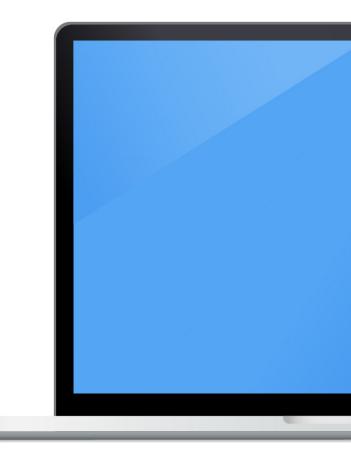
The Major Benefits of Being a Legal Tech Adopter

Just as there are rewards that come with leading the way to fruitful new territories, there are definite benefits to planning, building, streamlining and refining your legal technology stack.

In the case of AIG, aside from being able to package best practices, based on their experiences, that allow for quick implementation and management of change, they also saw benefits in their:

- Operational Excellence

- Vendor Management

- And Overall Competitive Advantage

In terms of vendor management, by having all the right tools in place that allowed for visibility and fast and accurate data insights, AIG enabled their legal leaders across the business to use data to their advantage.

They could easily review, evaluate, select and refine their vendors, including their outside counsel firms in an analytics-based way. They could view outcomes of various outside firms and replace poor performers with new vendors to help drive better outcomes for their entire company, and thus drive competitive advantage.

In fact, by better understanding, streamlining and managing their relationships with outside counsel, AIG was able to reduce their **outside counsel** costs significantly.

Their e-billing system alone saved them over 6.7% on average across all of AIG.

Sometimes the key to making money is saving money where you can. And when technology enables your company to save such significant amounts, imagine the impact that could have on your business. Legal can shift from a reactive entity, running just to keep up, to the proactive champion setting the pace for the rest of the company.

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Recommended Tech for Legal Ops Transformation

In addition to the complete legal management and spend management solution mentioned earlier, a true legal tech "gold medalist" uses **workflow automation** software to fully integrate their legal team with the rest of their business.

While this type of software has many applications, many companies use it for their legal teams to provide self-service NDAs, contract review requests, new matter intakes, handling requests from sales, HR, etc. Workflow automation is a key technology that connects legal - securely and quickly - to the rest of the business.

A good workflow automation solution provides immediate ROI just by turning it on. Plus, if it's among the first solutions implemented, it's a headache-free, painless introduction to digital transformation for legal teams and the general enterprise: its success makes them much more receptive to other technologies.

A good workflow automation solution provides immediate ROI just by turning it on. Plus, if it's among the first solutions implemented, it's a headache-free, painless introduction to digital transformation for legal teams and the general enterprise: its success makes them much more receptive to other technologies.

In the case of **Keesal, Young and Logan (KYL)**, workflow automation is used to rapidly respond to customer complaints and reduce the chances of possible litigation. By implementing a customer complaint resolution workflow, KYL resolves customer complaints quickly and completely with a focus on increasing customer satisfaction, reducing costs and eliminating litigation.

As both KYL and AIG prove, to win the race and claim the next frontier you have to get ahead of the competition. Taking a proactive approach towards legal and leveraging technology to drive value from legal to the rest of the business can put your company miles ahead.

KEESAL
YOUNG &
LOGAN

07   Summary

Once a company reaches the ultimate goal of a complete, efficient, data-driven, unified and value-driving legal technology stack, they've created an enterprise-wide system that is trusted, actionable, and provides considerable competitive advantage. Their various technology systems are integrated and allow for a single source of information, reporting and analyzing data and driving decisions based on established key performance indicators.

To continue winning, companies have to dedicate themselves to continuously improve and make change management a permanent part of their culture. They have to continuously measure technology adoption and success and create a complete feedback loop that drives them forward.

Success is never a final destination, it's a continuous journey.

They have to use the results, insights and lessons they learn from each mile of the road and each step of the process to provide feedback and inform how to continuously improve their legal operations and legal technology.

However, success is never a final destination, it's a continuous journey. After all, true pathfinders never stop exploring once they reach one destination. If anything, one journey just motivates them to keep traveling. To keep doing whatever they have to do and perfecting their craft in order to stay on top and keep reaching newer, higher ground.

Want to learn more about how to plan and build your legal tech ecosystem? Check out the webinar, featuring former AIG tech implementation expert Brian McGovern and HBR Consulting's Kevin Clem. Watch the webinar now.

About Mitratech

Mitratech is a proven global technology partner for corporate legal professionals who seek out and maximize opportunities to raise productivity, control expense and mitigate risk by deepening organizational alignment, increasing visibility and spurring collaboration across the enterprise.

With Mitratech's proven portfolio of end-to-end solutions, operational best practices permeate the enterprise, standardizing processes and accelerating time-to-value. By unlocking every opportunity to drive progress and improve outcomes, we're helping legal teams rise to the challenge of serving the evolving needs of the modern, dynamic enterprise.

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