

“It’s so simple.

See how Juniper used TAP Workflow Automation to transform their MAF process.

During a typical quarter, the Juniper Legal team handles approximately 750 Manufacturers Authorization Forms (MAF) that need to be issued, signed and processed as well as hundreds of NDAs. Juniper, a high-performance network solutions provider, recognized the need for a more efficient solution to this expanding problem.

On the advice of connections at the Corporate Legal Operations Consortium (CLOC), Juniper’s Legal Ops team rolled out the TAP Workflow Automation solution to standardize and streamline these two processes in just a few short months.

The Challenge

In a single quarter, Legal needed to issue, sign and process 750 MAF documents in EMEA and APAC that authorized Juniper’s resellers to purchase their products. One person in the central Legal Operations team was responsible for it all - including getting the necessary approvals from across the globe for each MAF.

“ Each of these 750 requests had at least two to three emails associated with them. Multiply that 750 by three emails, and that’s a conservative estimate of the effort each letter required. Trying to track all that was tough.”

ELEANOR ALDERETTE

Senior Contracts and Project Manager, Juniper

That means - conservatively speaking - one paralegal had to sift through over 2,250 emails for a single project. Considering the average salary for paralegals and attorneys, that's a lot of money (and time) to waste on emails.

Add to that challenge the time difference between their California HQ and the approvals needed from APAC or EMEA and completing even the most basic letter became a daunting task.

For many MAF letters, the language was pretty standard, and legal shouldn't have to touch them, Alderette mentions. The only time the legal department needs to be involved is during a nonstandard case where special language is needed. However, with the manual system, legal had to oversee each step of the process and be involved with each letter, no matter the language.

““ We needed a way to make sure the company didn't agree to anything they shouldn't agree to. We needed to make sure that what's sent out is an accurate reflection of what the company can do and hold our teams accountable.”



When tracking that manually, however:

““ Our legal team was holding things up. We were in Sunnyvale, CA and the requests were coming from APAC or EMEA. When we were sleeping, they were awake, and vice versa.”

In a company survey asking their attorneys how they could help them work better and more efficiently, the feedback was resounding: attorneys were spending too much time on manual tasks.

“We needed to take those manual tasks off their plates so we could free up time for them to do more valuable work for the company,” Alderette says.

Finding a Solution

Juniper recognized they needed a solution. Having heard positive feedback about it from NetApp and other CLOC members, TAP Workflow Automation originally piqued Alderette's interest because she wanted to automate their NDAs - a project they quickly completed using TAP.

Within a few short months, Juniper implemented both MAF and self-service NDA workflows. The hardest part? Defining the process for the workflow you want to implement, Alderette admits.

The rest was easy.

The image shows the Juniper Networks logo in a 3D, illuminated style. The word "JUNIPER" is in a large, bold, sans-serif font, and "NETWORKS" is in a smaller, all-caps, sans-serif font below it. The logo is set against a dark blue background with a curved, metallic-looking surface.

JUNIPER NETWORKS

“ In the past, we’d create our own spreadsheet to track, but now the TAP tool does all that for you. You can instantly see where a document is in the process and what last happened with it - no manual tracking needed. It saves a lot of time.”

Remember those 2,250 emails? That number was now **cut by over 60%**, saving the attorney in charge both time and the headache of mundane manual tasks.

Just how much time did TAP save them? **1,276 hours in the first six months alone**, which amounted to a conservative estimate of **cost savings of \$236,694**.

Another benefit? The audit trail.

“ Legal no longer has to have eyes on standard MAFs. The only thing we have to worry about are nonstandard cases that need special language. Those we have to track a bit more, but at least we have that tracking. We now have proof of the approvals. We don’t have to pull emails out and save them. It’s all in TAP,” Alderette says.

Now, while one half of Juniper's global team sleeps, TAP Workflow Automation delivers the right documents at the right time to the half of the globe that's awake. That way there's no holdup in the approvals process. Instead, documents are delivered in a streamlined, timely and automated fashion.

But what about compliance?

“ TAP improved compliance significantly on the MAF side. Everyone knows now we're getting documented approvals, not just signing letters. We now have the right visibility into what's being signed and why.”

Continuing the Transformation Through Easy Iteration

Alderette admits to feeling nervous at first about rolling out these workflows across her entire organization. Once she realized how easy it is to make changes to TAP workflows without missing a beat, she couldn't wait to get her whole company using them.

“ We struggled internally, wondering if we were ready to go. You're afraid at first - what if you roll it out and it completely bombs? But once I got my mind around the fact that, hey, if there's something we need to tweak, we can just tweak it, we don't have to shut the workflow down, we went for it.”

The trick? Remembering that automating workflows is a journey, not a destination.

“ When you roll a workflow out, it's not perfect. There are little tweaks you have to do. The great thing is, we can make all these changes ourselves, we don't need any support from Internal IT or Mitratesch. We just go in, tweak the language, tweak the workflow and boom! That's what's so amazing - we can do it ourselves. It's so simple.”

What kinds of changes did they need to make?

“ We’ve found situations, dealing with people all over the world, where we needed to change the wording for a MAF. It’s just a work in progress. When we need to change something, we tweak it. The feedback we’ve gotten from our requestors has been very positive.”

The next step in their Legal Ops transformation, according to Alderette? Identifying new workflows to roll out across the company.

“ Our GC was excited about what the team was doing and encouraged Legal to reach out if we thought of other ways workflows could help, which is what I love the most. The more we roll out workflows, the more I realize the options are endless. There’s a number of things we could do to bring more automation to processes.”

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