

“It was that simple.”

How Gilead Sciences built its legal stack – with TAP as a cornerstone technology.

The challenge: Building a Legal Operations tech stack

In building a legal tech stack to support a global legal ecosystem, Legal Ops leaders and CTOs/CIOs shouldn't be cowed by the challenge. As Gilead Sciences explains, it just takes a clear vision, good planning, and the right people.

Gilead Sciences is a U.S. biotech company with global reach that researches, develops and commercializes drugs, and is a member of both the NASDAQ Biotechnology Index and the S&P 500. As you'd imagine, updating their legal tech stack to meet the needs of an enterprise like that was no small endeavor. Gary Tully, Global Head Of Legal Operations, and Greg Bennett, Manager of Legal Operations at Gilead

Sciences, were confronted with just such a project. Both had deep insights into how **building an updated, efficient and seamlessly integrated technology stack** was vital to the success of their Legal Operations. How they did it supplies great guidance for other Legal Ops leaders.

“There's more than the technology component that works toward its success.”

GARY TULLY

Global Head Of Legal Operations, Gilead Sciences

Setting priorities was the first step

At Gilead Sciences, exploring the transition to legal tech solutions started with sound planning. One early and pivotal part of their process? **Deciding exactly which tools** should be first in line to either be updated or added to their stack.

“Since we’re responsible for quite a bit, we can’t do all the technology all at once,” Gary Tully explains. “So we’re taking our time and prioritizing through the legal leadership team, getting an idea of what we think is important for the global legal team, and looking at technologies to either update or swap out completely.”

Teaming the right tech with the right people

Having the right team in place to lead a legal tech transition is as important as the software and hardware, Gary points out. “Our priorities are modernizing the legal technologies at Gilead; obviously, getting the right people into the organization is key.” When recruiting Greg Bennett to Gilead, he was looking for individuals with a willingness to push that modernization forward.

A shift in attitudes toward legal tech is underway, they agreed. It was fashionable to consider attorneys laggards when it came to technology adoption, but there’s a new expectation on their part that legal tech will solve issues and drive efficiencies. Especially for

processes that were manually executed and intensive in terms of time spent on repetitive operations.

The human factor and people-centric processes

The human factor is central to day-to-day operations, too, even after transitioning to the right technology. “When I was hired, I was the only Legal Operations person in the department,” Gary recalls, and one of his early tasks was to address problems in paying outside counsel. “Apparently, the invoices would get stuck in the process,” he says.

When he announced he was going to replace the then-current technology in an effort to fix the issue, “there was a cheer in the audience...that took me by surprise, because I didn’t think that technology was essentially the problem, per se, but it wasn’t where Gilead legal needed to be.”

That went beyond the tech, though. “As with all of these technologies,” he says, “there’s more than the technology component that works toward its success. What processes do we have in place, and are they optimized? Have the people performing these tasks got the right roles and responsibilities and accountability for the task getting done?”

“**We had it (Gilead’s first TAP-based process) in production within two days — it was that simple.”**

GREG BENNETT

Manager of Legal Operations, Gilead Sciences

How TAP drove interconnection within Gilead's stack

Success isn't always the result of a single provider, but "the culmination of the synergies between applications, and that they aren't necessarily customized, but they are evolving over time," Greg Bennett says. Legal departments, he continues, don't necessarily understand those synergies. Or the **power of interconnection** that can create them that's **offered by solutions like TAP.**

Greg offers an anecdote about one of their first uses of TAP: "We had a paper (onboarding) form that all new employees had to fill out, sign and scan and then submit to me, and I had to approve, then print it out and scan it back in and send to IT for a ticket. So that's the first (process) we put into TAP, and we had it in production within two days — **it was that simple.**"

With TAP, **data moves more freely** across different components of the tech stack, Greg says. "We see TAP enabling more data and information to be flowing between multiple applications...we can connect multiple organizations to Legal in order to get information in faster."

That capacity to unite and help evolve the entire legal tech stack and Legal Ops ecosystem? It's one of the strengths that Gilead Sciences says made it a convert to Mitrtech products like **TAP and TeamConnect**, and the co-innovative customer support behind them.

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