

Elevating Team Efficiency with Business Workflows

How Capital One's Legal Management Group transformed manual processes into workflow superhighways with TAP.



The Company

Headquartered in McLean, Virginia, [Capital One Financial Corporation](#) is an American bank holding company specializing in credit cards, auto loans, banking, and savings accounts. Today, the organization is the sixth-largest bank in the U.S., with a reputation for revolutionizing the credit card industry with data and technology.

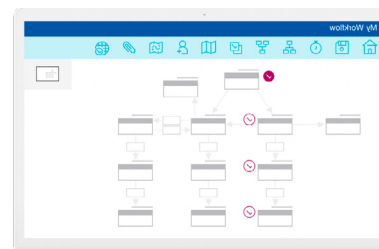
The Challenge

Tasked with discovering, developing, and delivering technologies to continually enhance its law partner's efficiency, Capital One's Legal Management Group scanned the organization for opportunities to enhance team efficiency: Where were large-scale or repetitive tasks slowing people down? Could an antiquated process or mundane task be replaced with technology to give employees back their time?

“ We were seeing what I like to call ‘barnacle processes’; they sit on the bottom of the boat and slow you down. They’re often forgotten and pushed down to the lowest call center, but over time, these processes can make people’s work feel less fulfilling— and that can be risky.”

BENNETT PRAY
Legal Innovations Manager
Capital One

SEE TAP IN ACTION



Leveraging its deep knowledge of the company's current tech stack, budget, and cyber security requirements, the Legal Management team sought solutions that could help Capital One optimize productivity and output.

A key example of a 'barnacle process' for the company was conflict waiver approval. Using their manual approach, the external counsel would send a waiver over to an in-house contact that couldn't sign on behalf of the company, thus initiating the game of approval tag.

At its worst, the process could take up to 29 days for Capital One to complete. To that end, there was no system in place to prioritize and manage task requests and no standardized template to ensure uniformity in execution.

The Solution

Since launching Capital One's first live business workflow in the Fall of 2019, TAP has helped the organization process over 1,000 conflict waiver requests— an average of about one per day. In addition, Capital One's average turnaround time for conflict waiver approval dipped from a week and a half to under three business days when TAP turned control of the process over to outside counsel. By submitting a waiver request via an intuitive portal, outside counsel notifies one of four rotating teams, each consisting of transactional litigation and other commercial bank attorney sets, that a document is ready to be processed.

This automation not only streamlines and minimizes the admin lift for Capital One's in-house employees, but also helps standardize the process. For example, prior to TAP, everyone wrote conflict waivers on their own paper— there was no 'Capital One conflict template.' The portal now offers templated assets, reducing the time it takes to review contracts with familiar and interactive features. Plus, each request

comes with pre-configured, customizable responses, allowing Capital One's Legal Management Group to review, prioritize, and respond to inquiries with the click of a button. Using TAP's user-friendly interface and pre-built logic for escalations and reminders, even non-technical users find it easier to collaborate in real-time and move a project forward.

“One thing I like about legal matters is that everyone gets a say, but usually those conversations happen one at a time like dominoes. Most of our TAP workflows are built to accommodate ad hoc reach out, and the technology makes it easier and faster to have those conversations— plus, the automated reminders are key.”

The Results

Capital One has now leveraged workflows to achieve noteworthy results across several departments, including:

- 1. Reducing conflict waiver approval time to 2.6 business days**
- 2. Saving 40-50 hours per month on data tracking for commercial bank matters**
- 3. Kickstarting a hiring workflow to help legal managers find new associates**

Whereas paying developers for process building at this scale is usually costly, TAP is a grow-with-you, affordable solution, which has grabbed the attention of Capital One's leadership and broader network.



“We wear a TAP badge of honor. I like to say that sometimes I’m a tech consultant, and then other times I’m a TAP creative manager— I build all of these fun workflows to help teams reach their goals.”

BROOKE SIMONE

Legal Technology Project Manager
Capital One

With TAP in its back pocket, Capital One’s Legal Management Group has become a part of the company’s larger risk management strategy. Working alongside the Risk Officer, the team helps find the manual “barnacle” processes hiding beneath the floorboards and replace them to boost team efficiency.

In days, not months, we were able to solve some pretty specific problems, and we got a lot of great feedback from our law firms. They said it was better than some of their tech partners from the big five.



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