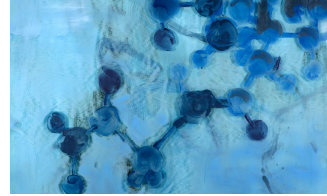
A photograph of a young man and woman smiling and embracing each other in a desert landscape under a clear blue sky. The man is in the foreground, looking towards the right, and the woman is behind him, also smiling and looking to the right. The background shows rolling sand dunes.

Legal Operations for In-House Legal Departments

What is Legal Operations?

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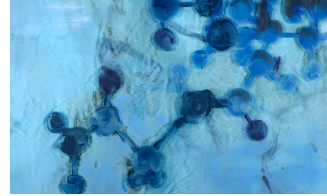


“a set of business processes, activities, and the professionals that enable legal departments to serve their clients more effectively by applying business and technical practices to the delivery of legal services. Legal ops provides the strategic planning, financial management, project management, and technology expertise that enables legal professionals to focus on providing legal advice.

The multidisciplinary line-up of the legal ops team includes experts in such fields as finance, marketing, data analytics, learning and development, and engineering. These professionals work with management to identify strategic investments that build capacity for the organization. Their capabilities help legal organizations to more effectively manage risks, monitor compliance, adopt the right technologies, and deliver value to the enterprise by accelerating the business. A proactive legal ops team can anticipate and plan for challenges before they arrive. ”

- 2020 Corporate Legal Operations Consortium

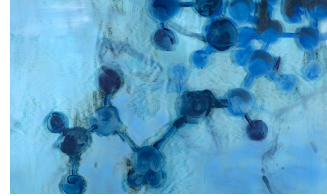
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Where Did Legal Operations Start?



Pre-1990

FOCUS ON RISK MANAGEMENT

- Fewer complex issues
- Managing of Outside Counsel with limited cost pressure

1990-Mid 2000s

STRATEGIC INSIGHTS

- More complex, regulated, international issues
- Heavy use of Outside Counsel with some sensitivity to costs

Mid 2000s - 2019

TRUSTED BUSINESS PARTNER

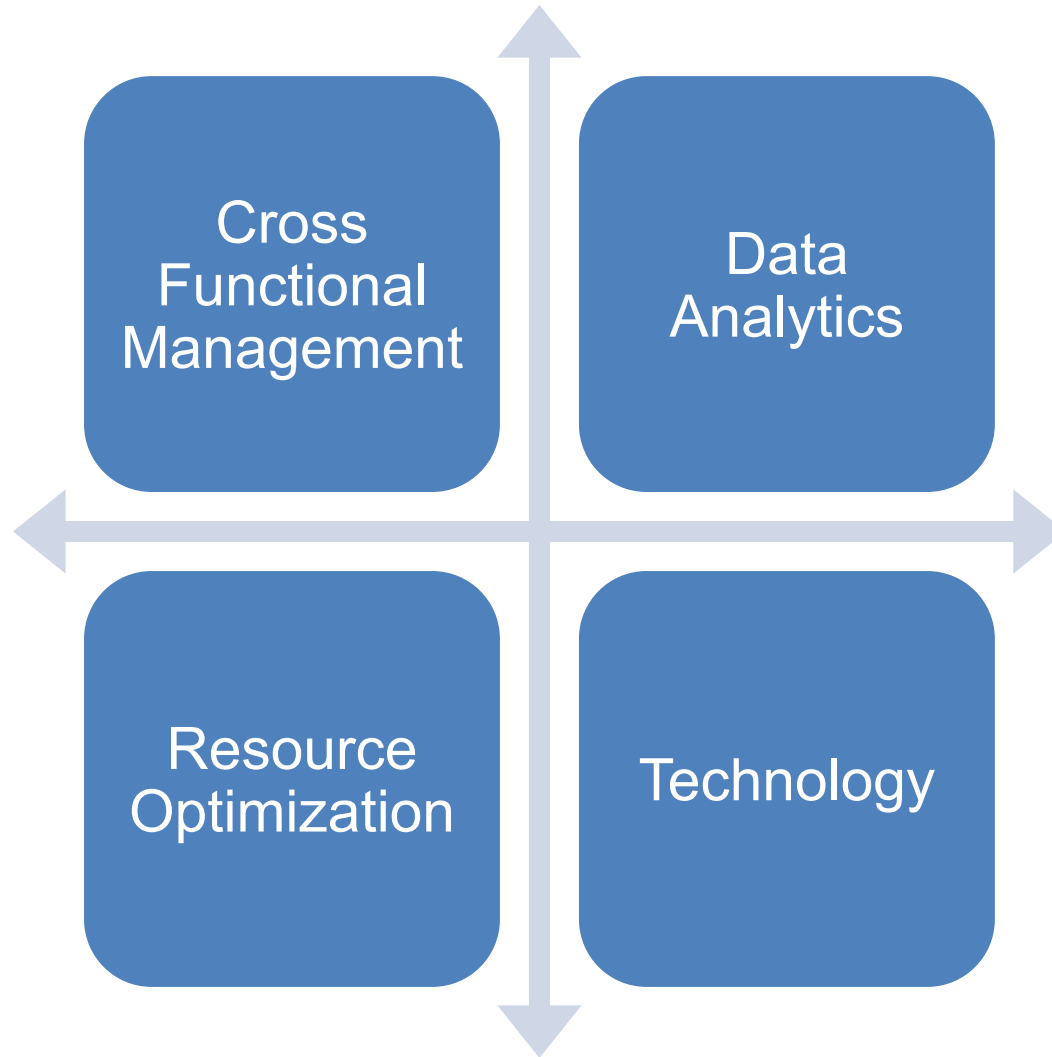
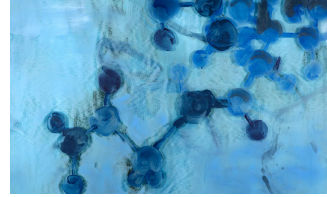
- Highly complex legal and business issues
- Strategic use of automation and legal service providers to drive efficiency and lower costs

Present

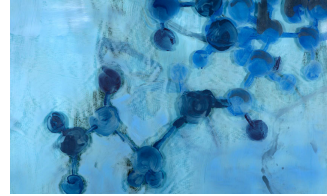
INNOVATORS

- Establish a culture of continuous improvement
- Strategic use of automation and legal service providers to drive efficiency and lower costs

Value Drivers in Legal Ops



Value at What Cost or Benefit?



Potential internal annual cost impact \$530K

Are we Ready For Legal Operations?



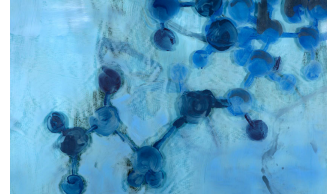
In a recent legal department survey of primarily European teams, over half the respondents shared that their legal spend has increased in the last 12 months and a third have said that it stayed the same. Legal spend isn't going away and is likely going to become more and more significant.

In the same survey, an average 50% of the same companies said that they outsource because of "Not Enough Internal Resources".

When it comes to service issues that these teams encounter from their law firms, most are related to costs. They cited "Poor price performance ratio", "non-adherence to agreed caps / fixed fees", and "Non-adherence to agreed billing guidelines" as the most common complaints.

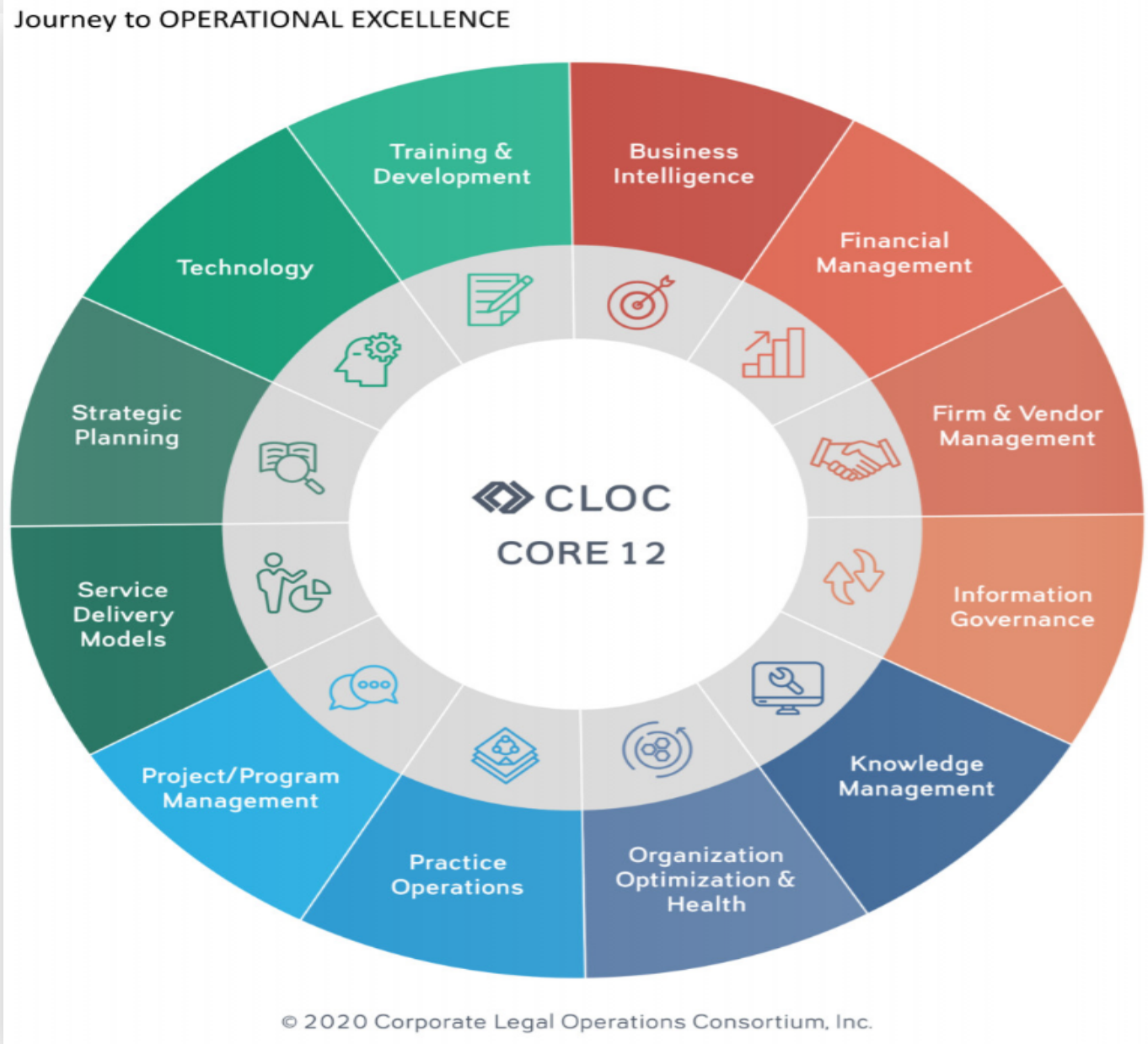
Unsurprisingly, less than 50% currently use legal technology that can assist in these areas, but what's really great to see is that 74% expect to increase their legal technology budget in the next 12 months.

What Are Your Top Priorities?

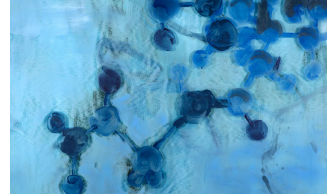


So How Can Legal Ops Help?

A good Legal Ops function can help in a myriad of ways – which ways they do is up to you!



The Legal Ops Professional



Legal Ops professionals tend to come from operational and / or finance backgrounds.

The skill set is shifting from former lawyers and legal assistants to accounting or finance managers or specialists, CFOs, COOs, and the like.

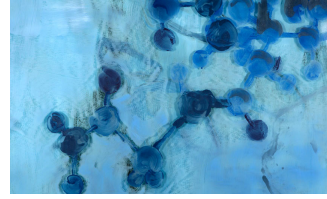
A colleague of mine recently said in an interview about the state of their Legal Ops position,

“It has been completely overhauled from reactive to strategic; now we offer rich analysis and identify how analytics are impacting resource allocation, staffing, pricing and hiring.”


In addition to the diversity of work, operations leaders are developing an increased level of technology-related expertise.

“It has become a lot more technical; like a moth to light, I am drawn to technology,” said a legal operations director in the Energy sector. “

We Haven't Forgotten About Law Firms



- Chief of Staff
- Greater need to partner
- Act like a business too, not a profit center
- Know that cybersecurity and globalization / centralization is coming your way
- Anticipate staffing challenges
- Become an ALSP

A close-up photograph of a man and a woman smiling and looking towards the right. The man is in the foreground, and the woman is slightly behind him. They are outdoors in a desert-like environment with a clear blue sky and sandy ground in the background. The image is used as a background for a presentation slide.

Legal Operations for In-House Legal Departments

Questions? email: Sheila.Dusseau@ferring.com