



Insight into business continuity and business models for In-House teams in the new normal

ALTERNATIVE INSIGHTS

Top 3 takeaways:

- 1 When it comes to ensuring business continuity, it's vital to have in place your foundational systems for document and matter management.
- 2 Technology platforms will be utilised to deliver flexible-working business models that secure interaction and provide better transparency and improved visibility.
- 3 Automating and securing the interaction between GC and panel firms is essential to move the relationship forward.

It's fair to say that working effectively and securely could be considered the number one driver for In-House legal teams when it came to mobilising the workforce for home working. During another lively Alternative Hangout, we discussed the part technology has played in enabling productivity across In-House teams and what business models we can expect to see in the future.

CONTRIBUTING COMPANIES



DAVID GRIFFIN,
HEAD OF LEGAL
SYSTEMS AND CHANGE



BEN EASON,
MANAGING DIRECTOR,
HEAD OF LEGAL
TRANSFORMATION



DEREK SOUTHALL,
FOUNDER
& CEO



KARL CHAPMAN,
DIRECTOR



MICHAEL POWERS,
GLOBAL PRODUCT
MARKETING DIRECTOR





With a poll of our audience showing that 74% believe business continuity to be the most prevalent area to consider during the COVID-19 outbreak, followed by 22% citing reducing costs and improving efficiency, we delve into the part technology is playing in establishing the right environment.

For David Griffin, Head of Legal Systems and Change at British Telecom (BT), business continuity management was definitely the focus. With COVID-19 and the potential for half the workforce to disappear suddenly, it was essential for BT to have the foundational systems of document management and matter management in place to ensure business continuity. The ability to know what everyone is working on, the status and outcome of each step, plus access to the correspondence is invaluable. Having the right systems in place enabled the rest of the team to pick up the workload easily should someone drop out of the business for several weeks.

“ BUSINESS CONTINUITY HAS REALLY COME TO THE FOREFRONT... GETTING THOSE FOUNDATIONAL SYSTEMS OF CASE AND MATTER MANAGEMENT AND DOCUMENT MANAGEMENT AS A STAPLE OF YOUR ORGANISATION.

DAVID GRIFFIN, HEAD OF LEGAL SYSTEMS AND CHANGE, BRITISH TELECOM



The right foundational document and matter management systems not only gives the comfort factor that the team has a handle on workload, but it also enables the team to collaborate on documents and seamlessly pass work to others if needed.

Luckily when the lockdown took effect, BT was in the middle of proving the value of their new document management system and the business case wrote itself. It's fair to say that looking at cost savings, how technology can leverage efficiency, and implementing the right foundational systems can change the internal perception and demonstrate the value of the legal team.

Looking to life after lockdown, and once people can return to the office, there will undoubtedly be a different approach to the working environment. Now that people have experience working from home and the effectiveness and the flexibility it provides, only 6% feel they will revert to office-based working. The majority, 65% will increase home working, with scheduled time in the office, mostly when tasks require their presence, or for face to face meetings. The remaining 29% expect a blended 50/50 mix ▶ See poll results on page 4.

These results indicate there will be different business models for legal departments, dependent on employee groups and the need to retain talent. We are likely to see flexibility between remote and in-office working, with a potentially different set of priorities and technology platform in use to secure the remote working environments.

“ I SEE A GROUP OF LEGAL PROFESSIONALS, WHETHER IT'S BEEN NECESSITY, DESIRE, MAYBE A BIT OF BOTH, EMBRACING TECHNOLOGY LIKE THEY'VE NEVER EMBRACED IT BEFORE.

BEN EASON, MANAGING DIRECTOR, BARCLAYS



Embracing new technology platforms was a constant theme across our speaker group, with Derek Southall from Hyperscale Group believing Corporates will look at different ways of working and flexible business models in the future.

One size certainly does not fit all. And since this situation could re-occur, there is a need for future-proofing with processes and systems that provide better transparency and improved visibility—an essential when it comes to supporting secure home working on confidential legal matters.

As already referenced, getting the foundational system in place when collaborating internally is essential. It is also vital to consider the technology and infrastructure required when collaborating between In-House teams and their law firms. A poll asked whether the audience was measuring the communication and delivery performance of panel firms differently whilst in lockdown, resulting in 50% stating it was the same as pre lockdown, but a staggering 41% felt there were reduced service levels.

“ CONTRACTS OF EVERY DESCRIPTION ARE GOING TO BE REVIEWED AND RENEGOTIATED WITH A BIG EMPHASIS ON FORCE MAJEURE. ”
DEREK SOUTHALL, FOUNDER & CEO HYPERSCALE

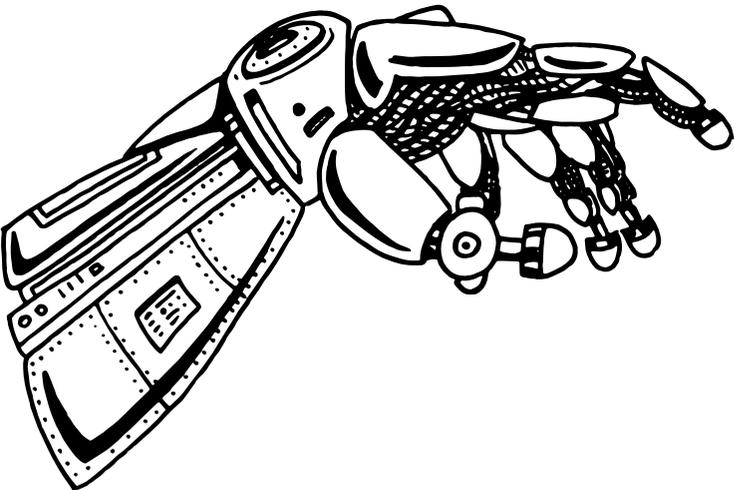
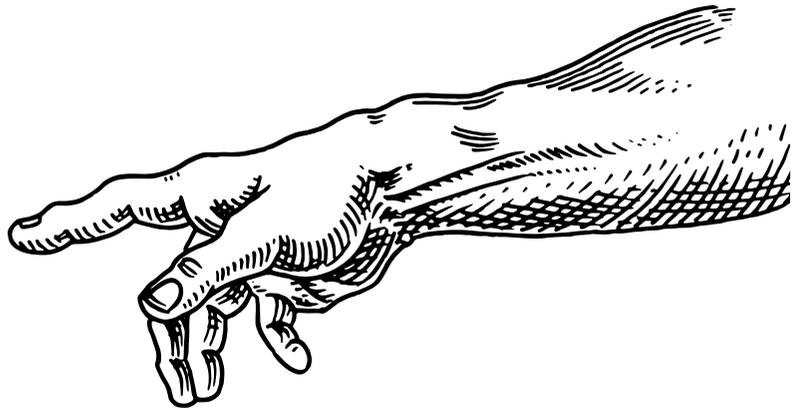
The relationship between GC and law firm is an essential one but needs to move away from 'pen and paper' based interaction, a point made clear by David Griffin from BT. Often sensitive and confidential correspondence is in play, and technology needs to be considered that can establish secure engagement and interaction between the parties.

For Derek Southall, supplier resilience will be a careful consideration for legal teams in future. The lockdown has flushed out less stable companies, with Corporates already considering law firm resilience, particularly when it comes to panel reviews.

Across the board, Microsoft 365 was mentioned as being critical to ensuring engagement and its use as a productivity tool will only increase in the legal sector. David Griffith referenced the expansion of the Office 365-tech stack across the business. An approach backed up by Derek Southall, who cited seeing growing momentum in the market around Office 365. It has helped during the outbreak to bring people together to collaborate, and the growth is going to be relentless.

Without fail, people are going to stand back and look at the risk to the business and the technology needed to ensure continuity. As we move forward and settle into a new normal with a continued reliance on working from home, reducing cost and improving efficiency will drive new business models, and the technology needed to support it will become more ever more pertinent and valued.

“ I THINK THERE IS GOING TO BE A REAL PUSH (FOR CORPORATES AND FOR IN-HOUSE TEAMS) IN EMBRACING NEW PLATFORMS. ”





GCS AND HEAD OF LEGAL OPS WHO ATTENDED THE SESSION

Poll results:

1 Post lockdown, how do you envision the future business model for how we work?



65% Increased at-home working, with scheduled time in the office

29% A blended 50-50 mix

6% Back to normal mix of majority time in the office

2 What element of the contract management process has been the most challenging during this time?



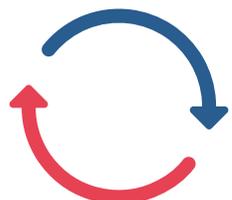
48% Identifying relevant clauses in existing contracts

32% Locating contracts

10% Negotiations of new contracts

0% Drafting new contracts

3 During the COVID-19 crisis, which issues have been the most important to consider?



74% rated business continuity the most important area of consideration

22% Reducing costs and improving efficiency

4% Improving relationships with existing partners

4 Now you have settled into WFH, how effective are you and your team? How much work do you feel your In-house team can achieve whilst working remotely?



59% believed that 75% of work can be achieved effectively

37% believe their team is working at full capacity

4% said their team is working at 50% efficiency from home

5 What barriers have you and your team been experiencing whilst working remotely?

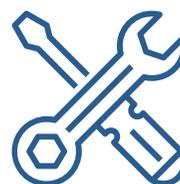


50% Gathering information from clients

27% Managing staff and tasks

23% Internal communication

6 Currently while in lockdown, how would you measure the comms and delivery performance of your panel firms?



50% Service levels remained the same as pre lockdown

41% Receiving reduced service levels from their panel firms

9% Receiving an increased quality of service

Conclusions



Maintaining efficiency and collaboration across the department

MICHAEL POWERS, GLOBAL PRODUCT MARKETING DIRECTOR, IMANAGE

Like nearly every aspect of business, legal departments are experiencing a period of profound change as they respond to the global pandemic. In many ways, this crisis has accelerated the digital transformation underway over the past decade.

Prior to COVID-19, many legal professionals were largely focused on improving cost predictability and operational processes. Now in a remote-working environment, the focus has shifted to maintaining efficiency and collaboration across the department and with outside counsel. Choosing the right technology to support this transition is critical. iManage delivers modern document management that enables in-house teams to be agile and responsive when working remotely, while empowering professionals to work productively, collaboratively, and securely from home.

Modern document management is more than a file repository; it adds smart features and capabilities to enhance the value of information stored in legal documents and emails. It anticipates user actions, with smart document previews, suggested filing locations, and personalized search that delivers more accurate results by remembering who you are and what you search for most often. It integrates seamlessly with the tools legal professionals use, including matter management, contract management, and workflow software. iManage also integrates with Microsoft Teams, offering a powerful solution for communication and collaboration for teams who are working from home.

In a remote-work context, legal teams will have higher requirements for document security and protection from external threats. iManage delivers market-leading security protections for all information assets. Security is set by project or client, and automatically applied across all documents or email. All information is encrypted to ensure the highest levels of protection and compliance with client requirements and regulatory policies.

As legal departments look to expand into new technologies, as the panelists noted, many will look to artificial intelligence to unlock knowledge and solve business challenges. As Derek Southall remarked during the hangout, "Contracts of every description are going to be reviewed and renegotiated with a big emphasis on force majeure." iManage can drive this effort with integrated AI capabilities to enable legal departments to analyze contracts and identify obligations and revenue capture opportunities.

As organizations come to grips with the changes caused by the pandemic, they need to make the transition to planning for what the world will look like when the crisis is under control. As Barclays' Ben Eason advises, "The conversation now needs to move on to the next step of the agenda, the next step of technology and how the culture evolves from here."

