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LexisNexis In-house Advisory Board



Key trends for in-house legal

Juan Crosby outlined to the Board the key trends highlighted by PwC's surveys:

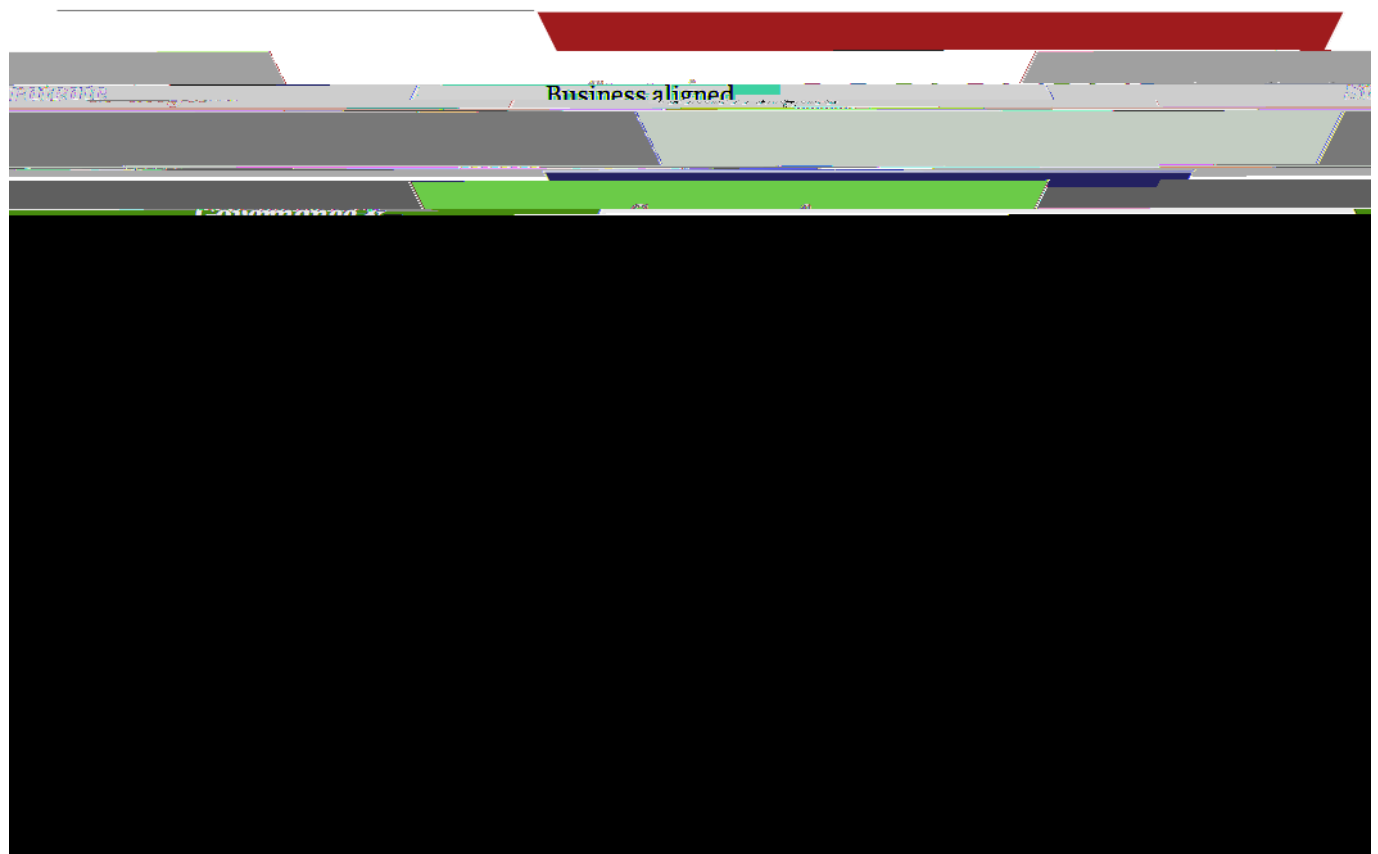
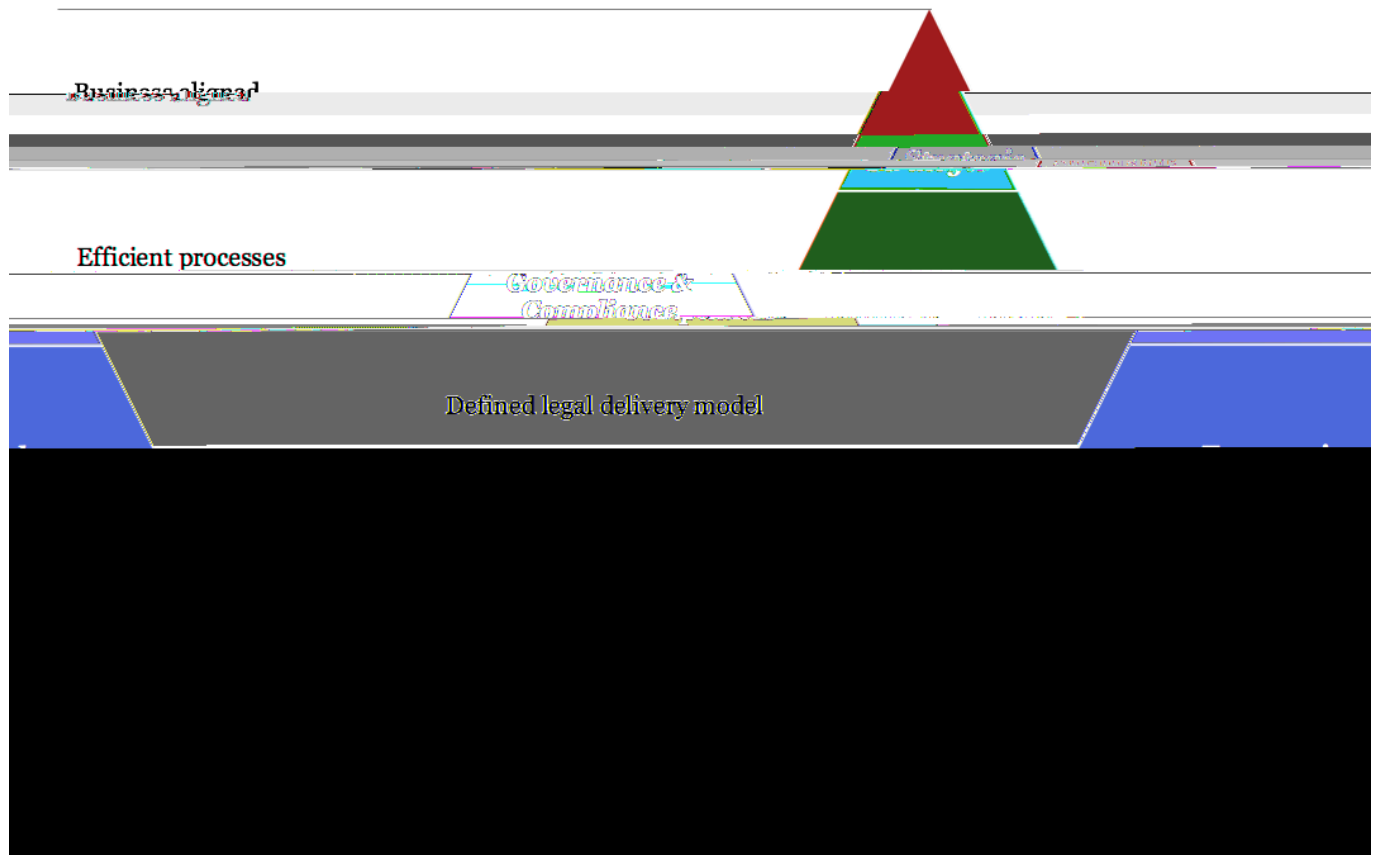
As demand upon their time increases, legal functions need to make changes to free up resource and to continue to provide an effective and efficient service. The discussion flagged up several key areas of focus:

Quality of service : Legal teams are becoming aware that they are over-engineering certain areas, i.e. providing too much support when in some cases 'good is good enough'.

Support for the business : Working closely with wider business stakeholders is crucial to ensure that the legal team is focusing on what is most valuable to the company, especially if budgets and resources are tight. They must be completely aligned to business objectives and the future vision of the company.

Cross-functional working : In some organisations, legal and procurement are aligned and work efficiently, but this isn't always the case with other departments, such as finance and compliance. Cross-functional working benefits the

To help find the most suitable model, Juan Crosby shared with the Board several different operational approaches (the shape showing where resource is concentrated):



By standardising processes, work can be pushed down to lower levels rather than take up the time of more expensive

A Board member gave the example of how introducing e-signatures freed up their team's time so that they could start implementing other changes. Making incremental changes to an operating model provides the opportunity to use the lessons learnt to inform the next stage of change.

Implementing transformation

Making changes to established structures and processes is not quick or straightforward. The Board raised the question of how to find the time and resource to instigate a transformation without bringing in a consultancy to do the work.

It was agreed that transformation is not something that can be achieved without a dedicated resource working to implement the changes. It needs to be someone who can commit to driving the project and who is senior enough to tap into and influence the senior leadership team.

Budget is also a major issue. The Board members noted that getting budget depends on what the driver for change is. If the whole organisation is going through transformation, then it is more likely that legal will be given the time, space and budget. However, if legal want to implement a project independently, it can be harder to convince the business of the need for change. Building a business case is crucial and enables legal to demonstrate what success looks like in terms of the benefits to the business – and, on the flip side, what failure would look like. Focusing on a drive to cut costs and budgets can pave the way to getting buy-in from the rest of the business.

Legal technology: re-designing conventional activities – contract digitisation

One Board member highlighted the cultural challenges that can arise. The legal function is often divided into 'commoditised' (e.g. procurement, which is process driven), 'non-commoditised' and compliance, so that you end up with a back-end team, front-end team and compliance. They don't necessarily all work together and the 'non-commoditised' team can be resistant to changing their way of working. The 'commoditised' back-end feel

4. **U de a d, e ec, a de ec, ca fee e ce ec,**
ee :
- a. Review previous work and demand levels.
 - b. Identify how you could use the technology.
 - c. Business cases and implementation plans.
 - d. Implement.
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About Juan Crosby

Juan Crosby leads PwC's UK Legal Technology & Sourcing team and has over 15 years' experience advising on large global technology and business process outsourcings and outsourcing strategy. Juan also advises on legal functions of the future: what is the right mix of people, process and technologies, what in-house legal should make versus buy, and how technology can transform the activities traditionally undertaken by lawyers to deliver a more effective solution for the business.

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The Advisory Board meets 4 times a year to discuss a pre-agreed topic. This paper was produced as an overview to one of these discussions. You can view additional papers [here](#).

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