



Your Legal Operations Digital Journey

Gain Insight into Your Legal Operations

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A key factor in improving the operations of any business function is visibility into business demand, service quality, and performance (including issues and outcomes). Enterprise Legal Operations teams are no exception – with the ability to quickly see the level of incoming demand, through to whether business needs are addressed, being challenging at best.

Here, there's a need to access operational data that opens the door to improved operations and business outcomes. Undergoing the digital transformation that's already being sought enterprise-wide – with the increased adoption of technology and data facilitating the back-office improvement that's needed to meet modern business needs and expectations.

To help your Legal Operations team improve its productivity and outcomes, this eBook – the first in a series of three – explains how you can gain greater insight into your legal operations as the first step in improving the services and support you provide to your organization.

Tackling the common Legal Operations challenges

Your Legal Operations team plays a vital role in corporate operations and growth. This is reflected in the business demand for quicker service and outcomes from your team – recognizing that legal assistance is needed when your organization wants to – or must – shorten sales cycles, bring new products to market faster, hire talent faster, or create new channels and partnerships. There's also a critical need for legal assistance in digital transformation strategy execution, where your Legal Operations team can't afford to be a bottleneck for change.

Think about it, right now, any form of business operations or transformation activity demands legal velocity. Whether it's NDA reviews during a sales cycle, marketing content reviews for an event, development requesting a patent for a new product, or human resources (HR) requiring a visa application review, your Legal Operations team is instrumental in delivering the required business outcomes.

It's great news for your Legal Operations team. But what about its ability to quickly deliver against these and other business demands? Especially when there's little or no visibility of the overall corporate demand for legal assistance and the relative level of urgency and priority.

Understanding your current ability to deliver against business needs

If you consider your Legal Operations team's current capacity, is it operating within the limitations of antiquated, manual and email/paper-based, processes that cause work conflicts, delays, and errors (plus the unwanted rework these can result in)? These inefficient manual practices will likely cause missed deadlines (and the associated adverse business impact), poor service experiences for the employees waiting on legal assistance, and potential employee retention issues within your team. For example, a time-sensitive and important intellectual property inquiry might get lost among a backlog of other requests with – thanks to a lack of insight into demand – no ability to know if it was prioritized correctly and routed to the correct legal specialists.

Legal professionals wish to focus on brainwork and not be bogged down by administrative tasks. They also don't want their productivity adversely impacted by the delays and errors caused by the manual operations – with these inefficiencies only amplified by post-COVID remote working and distanced collaboration. Especially when multiple legal teams need to come together to work on a request or there's work that needs to be transferred between legal functions.



This reliance on manual practices, with work likely trapped within personal email accounts, also hurts the visibility of current and future business demand, operational performance (including issues and improvement opportunities), and the quality of your legal services. This is problematic, especially because “experiences matter” in terms of business and employee expectations – with your Legal Operations team now measured against employees’ consumer-world service and support capabilities. Capabilities that are built around improved customer experiences and omnichannel access.

So, it’s time for you to question whether operational improvements are needed – and, to start the improvement in the right places, whether your Legal Operations team needs greater insight into its performance.



Building the necessary foundation for better Legal Operations

Continual improvement is a modern-day business necessity, with a corporate-level need to be “better, faster, and cheaper” that commonly necessitates back-office improvements. This includes your Legal Operations team, with the better use of data critical to transforming your legal operations and outcomes. It’s part of the necessary foundation for achieving better legal operations that includes:

- **A structured process for demand capture.** Where improved, technology-enabled work-intake practices facilitate both work handling and insight. For example, in getting greater visibility of demand and priorities, and handling incoming requests more efficiently through self-service capabilities that provide a single work entry point and queuing/routing system. It also offers scope to organically grow self-help capabilities – that can be provided 24x7 – based on data related to the origins and types of requests.
- **The more efficient flow of work from demand capture through to completion.** The use of fit-for-purpose digital workflow technology is key to improvement. Especially because the current reliance on personal email accounts and spreadsheet trackers cannot support the required velocity of change.
- **Greater insight into demand, operations, and performance.** Where additional improvement is possible once the scope of demand is known and the technology can be further leveraged to enhance the flow of work, speed up the delivery of better outcomes, and – importantly – offer greater insight into operational and outcome-based issues and successes. With real-time operational dashboards and key performance indicators (KPIs) available for the most critical tasks, requests, and legal matters the business demands.

Leveraging the new insight to further improve Legal Operations

The introduction of a digital platform for day-to-day Legal Operations opens up even greater opportunity for improvement based on the newfound access to data related to business demand, your operational performance, and the quality of your service experience and outcomes. Your Legal Operations team can make more informed decisions, with them not only benefitting from real-time visibility of performance and issues, but also by understanding trends in both demand and performance – both historical and projected. This facilitates the continual improvement of operations, the service experience, workflows, and outcomes. For example, improved insight into demand will allow your Legal Operations team to:

- Optimize its headcount and skills base – matching the available people to the current and projected needs for legal assistance.
- Build specific legal-intake forms and workflows that facilitate certain types of requests. These make it easier for requesters to submit the right information and the access to back-end workflow data allows them to self-check the status of their requests versus the agreed-on service level targets. Importantly, for your Legal Operations team, it may achieve an 80% reduction in instruction emails.¹



The use of a demand-capture portal also benefits your team, as the service provider, too – removing manual, email-based processes that might require time-consuming email exchanges until a request is in a position to be actioned. Plus, the automated and accelerated routing of work to the people with the right expertise and skills, and availability, to deliver the required outcomes further reduces work and improves the service experience.

Ongoing demand data can also be leveraged to further improve operations and outcomes – in a prioritized manner – over time. For example:

- Deflecting repetitive requests for legal assistance through the provision of knowledge articles and automated responses for common legal requests – such that employees can increasingly help themselves. Or deflecting certain types of requests to other teams that are better positioned to handle them. For example, your Legal Operations team might find that a third of contract requests can be deflected to sales operations.
- Improved departmental efficiency via the creation of specific digital workflows for the most frequent legal requests from sales, HR, marketing, and finance teams.

Not only does this offer a better approach to demand management and a better service experience, but it also increases the productivity of legal practitioners across all legal practices.

How ServiceNow Legal Service Delivery helps

The people in your Legal Operations team want to focus on what they do best and where they add the greatest business value. Put bluntly, they want to do brain work, not grunt work. They also likely want to provide the best possible service experience to the business colleagues they serve.

The ServiceNow Legal Service Delivery solution helps by modernizing your Legal Operations, replacing the inefficient, manually reliant processes with technology-enabled work and service management capabilities that provide a better service experience for both service requesters and service providers.

In line with the foundation outlined earlier, ServiceNow Legal Service Delivery provides:

- **An omnichannel self-service experience.** This allows employees to either self-source the help they need, including automated responses, or submit a structured request to the Legal Operations team using pre-defined request intake forms. Importantly, this and the checking of request status can be undertaken on any employee device including mobile phones. From the Legal Operations team's perspective, this both improves the service experience and minimizes the administrative burden.



- **Practice-specific digital workflows.** These ensure that requests are properly routed and prioritized. Meaning that your legal personnel will also enjoy a better experience, along with significant productivity gains – with the prioritized work requests coming into a unified Legal Counsel Center experience and Legal Matters Management capabilities that are enabled by pre-defined automated digital workflows for the most common legal requests and a powerful recommendation capability. For example, achieving a 20% saving in managing outside counsel instruction.
- **Improved insight into what's most important.** The ServiceNow Legal Reporting and Dashboards capability offers a real-time view of service demand and performance, service trends over time, scorecards, and the ability to identify poor service experiences and take action to improve.



Next steps

Your Legal Operations team needs to transform how it works to better meet the needs of your organization. In particular, in terms of upping the speed of outcome facilitation and the offered service experience.

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1 <https://www.servicenow.com/content/dam/servicenow-assets/public/en-us/doc-type/resource-center/case-study/cs-non-lsd-Implementation.pdf>

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