

*Using Metrics, Dashboards and Data Analytics for
Decision-Making & Performance Management*

*ACC Legal Operations EMEA
Virtual Roundtable*

8 September 2020

Our Panel today



Inga Rusu

MBA Legal Planner
Emerson



Laurent Giezendanner

Head of Legal Operations
& Head of Security
Syngenta International AG



Evelyn Acevedo

Legal & Contracts Manager,
Legal International, Alnylam
Pharmaceuticals



Thierry Perrouault

General Counsel, Legal
Operations, Orange



Robin Snasdell, Facilitator

Managing Director
Consilio



Andrew Dey, Facilitator

Senior Director
Consilio

by legal ops professionals, for legal ops professionals

Introduction and Housekeeping

- ACC Legal Operations EMEA is a growing community of in-house leaders engaged in mutual knowledge-sharing to support advancement of operational sophistication and innovation in legal services.
- A two-day conference will be hosted virtually on the 3-4 December 2020, details to follow.
- Do participate in the polls – final slides will include results.
- Ask questions using chat tool – the speakers would love to respond.

Our Panel today



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Data is the 4th pillar of legal operations, along with People, Processes and Technology. Dashboards allow in-house legal executives to quickly assess spend, matter status and law firm engagement

The power of Analytics and Dashboards in responding to external cost challenges

Inga Rusu
MBA Legal Planner, Emerson

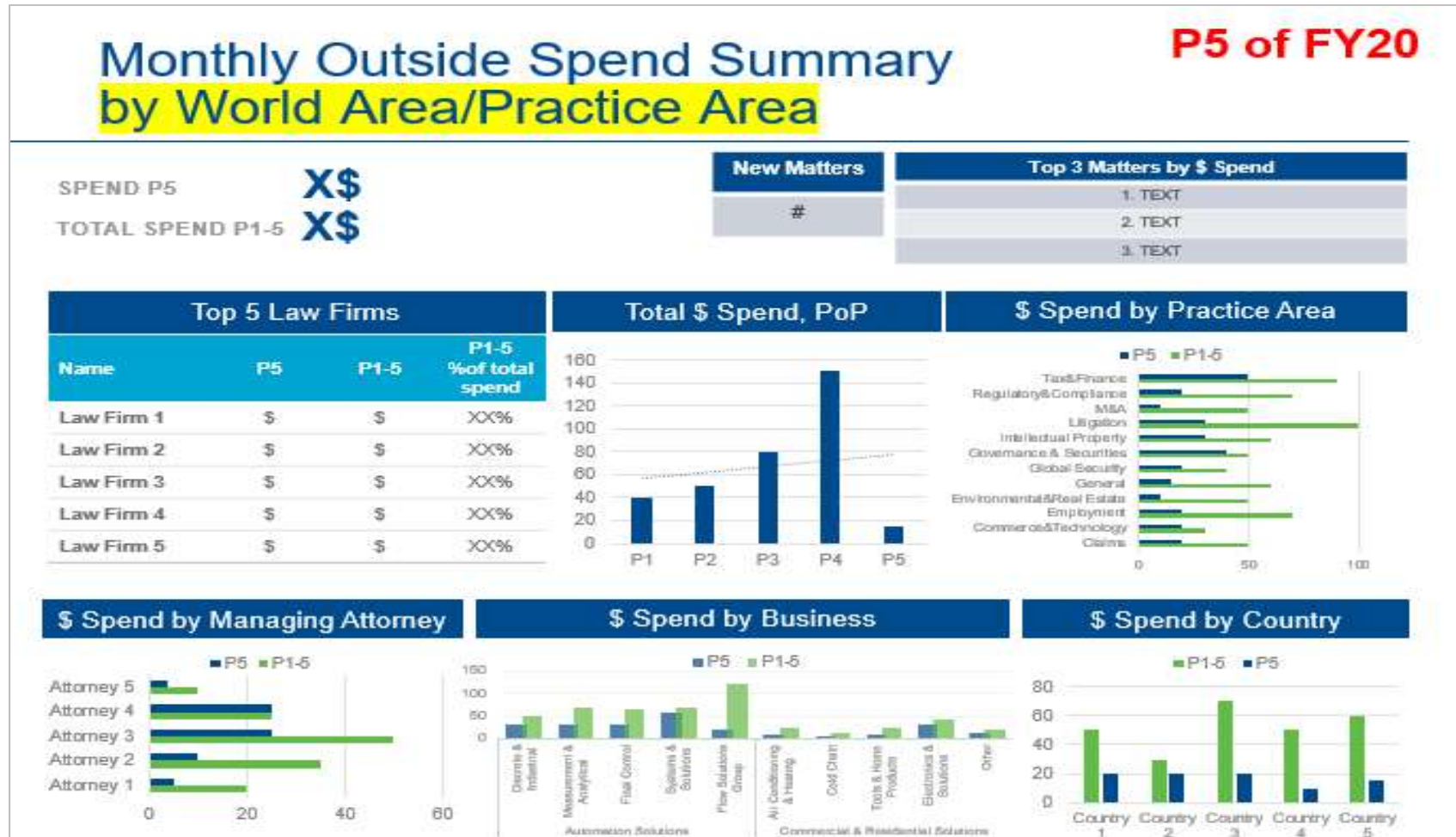
The Power of Analytics and Dashboards

- Linking Legal Strategy to Company Strategy
- Challenges in creating a data analytics oriented in-house department
- The use of e-billing systems to quickly assess spend and optimise law firm selection

The Power of Analytics and Dashboards

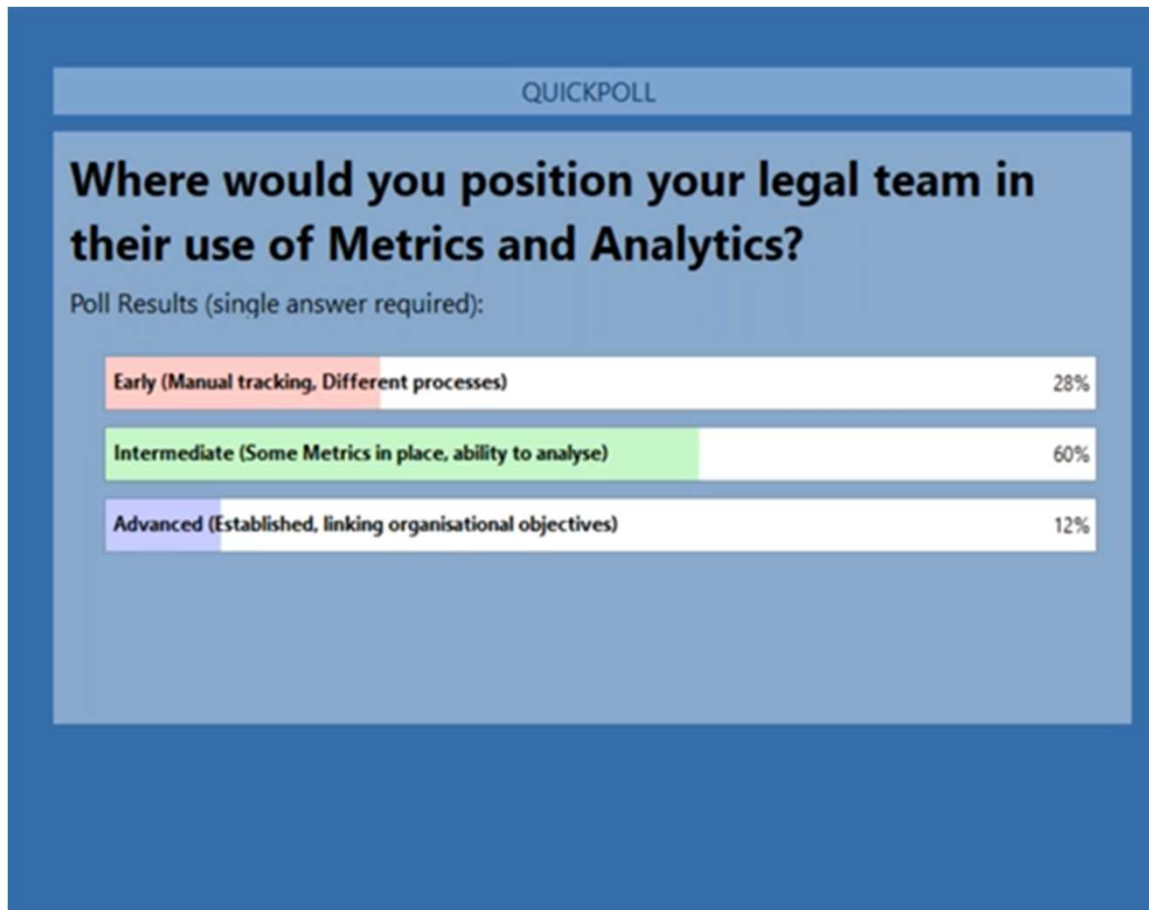
- Case Study: Managing Law Firms and Legal Spend – Dashboards and Analytics to assess spend, inform savings and provide metrics around what spend is today
- Challenges, solutions and lessons learned

The Power of Analytics and Dashboards



Poll Question 1

Where would you position your legal Team’s use of Metrics and Analytics?



STAGES

● **EARLY**

- Manual tracking
- Methodology differs by practice area (silos)
- Focus is on external spending, mostly for budgeting purposes

● **INTERMEDIATE**

- Most metrics generated through manual synthesis of data from disparate systems
- Ability to analyze external spend on a variety of dimensions; analytics applied to law firm performance management
- Some metrics are established for internal performance management
- Limited to relatively few, proven metrics (reducing/avoiding overload)

● **ADVANCED**

- Well established automation for integrating and dashboarding of information.
- Well balanced across financial controls, outcomes, and operational efficiency
- Clearly linked to organizational objectives
- Leading & lagging indicators of performance (including predictive analytics informing decision-making)
- Measured relative to baselines, benchmarks and targets

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Focusing on Legal Outcomes

Laurent Giezendanner
Head of Legal Operations and Head of Security
Syngenta International AG

Focusing on Legal Outcomes

- Need to be Outcome driven – it is always easy to say we are busy, but what is the legal machine going to deliver at the end of the year?
- Using KPIs in Legal
 - Creating KPQs
 - Using KPIs to support decision making
 - What do you want to measure
 - What do you want to deliver
 - What KPIs are beneficial to legal teams
 - What lessons learned have been established by creating KPIs for legal

Key Performance Indicator: What matters



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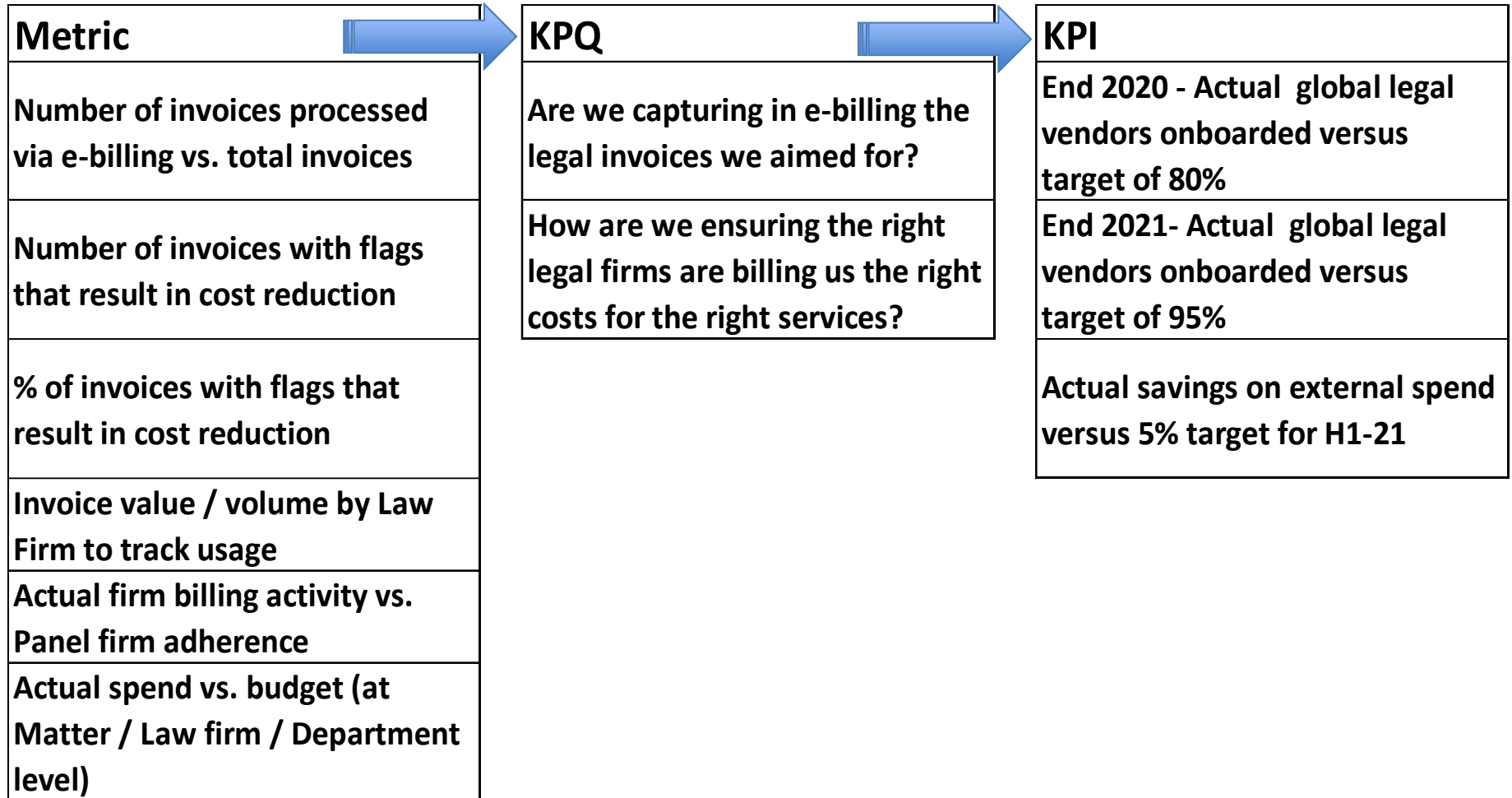
Bad **terminology** is the enemy of good thinking...*

- Metrics are important numbers informing you about process under question
- A Key Performance Question formulates what management want to know about progress of top priorities
- A Key Performance Indicator answer Key Performance Question

* *Warren Buffet*

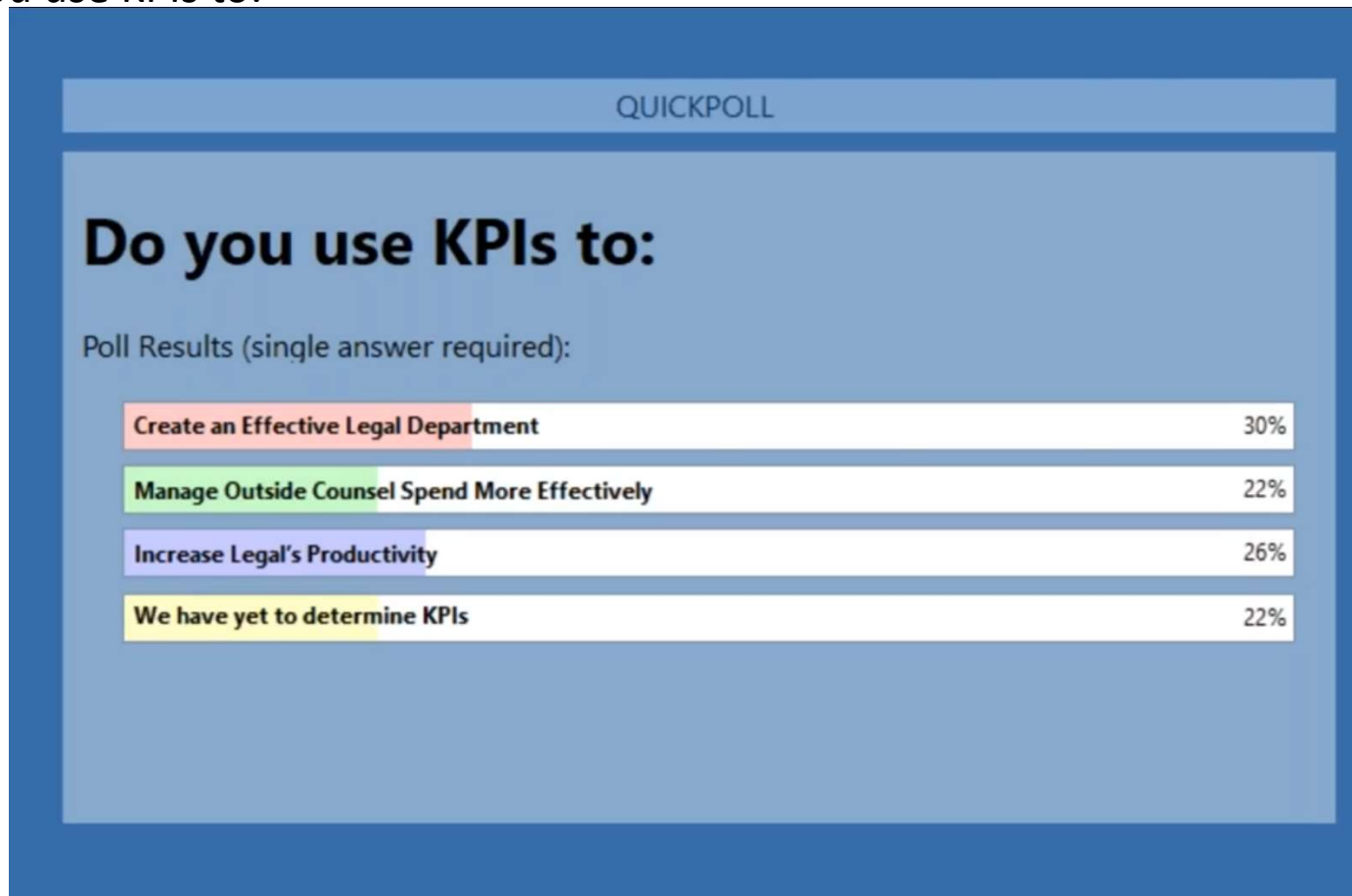
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KPI: e-billing example



Poll Question 2

Do you use KPIs to:



***How to innovate in your Legal team ?
Using new tools to work smart***

*Evelyn Acevedo
Legal & Contracts Manager, Legal International,
Anylam Pharmaceuticals*

Litigation Management using onday

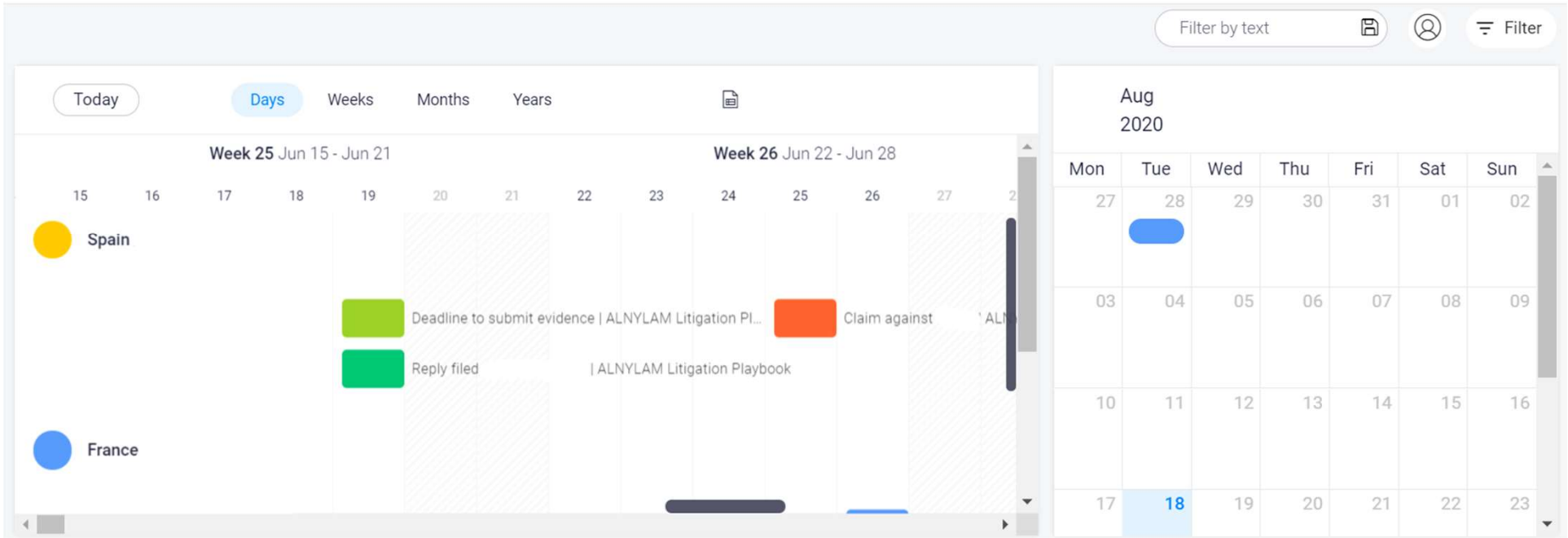
Our strategic tool for working smart

- **Management.** Bird's view on the status of the different matters, localization and categorization (non-judicial and judicial)
- **Log.** Team empowerment for working efficiently
- **Calendar.** Ensure appropriate follow-up of the legal proceedings (hearings, inquiries, resolutions, etc)
- **Budget Tracking.** Understand legal expenses per matter / location
- **Knowledge Management.** Analyze trends and re-apply learnings

ALNYLAM - Litigation Playbook ★

View Edit

Share



Battery



● Ruling ● Commnatory ... ● Reply Letter ● Withdrawal of ... ● Judicial Diligence

Numbers

\$67,296

Numbers

€184,826

How to innovate in your Legal team ? Using new tools to work smart

France		Non-Judicial	Judicial	Appeal	Timeline	EUR Leg...	USD Leg...	Priority
	I action		Introduction R...		Sep 30			★★★
	Alnylam files a Brief		Counter-Brief		Nov 15			★★★
	new Brief		Introduction R...		Dec 13			★★★
	Counter-brief		Counter-Brief		Jan 24			★★★
	Update French Counsels		Follow-up Loc...		Feb 10			★★★
	Hearing		Hearing		May 15	€2,402		★★★
	Hearing		Hearing		Jun 26	€3,109		★★★
	Hearing				Sep 18	€2,365		★★★
	+ Add							
						sum	\$0 sum	1.7 / 3

Switzerland - Closed		Non-Judicial	Judicial	Appeal	Timeline	EUR Leg...	USD Leg...	Priority
	Complaint letter to Pharmacodex	Comminator...			Mar 2			★★★
	Reply letter to Pharmacodex	Reply Letter			Mar 16			★★★
	Pharmacodex email confirming closure of the case	Ruling			Mar 16			★★★

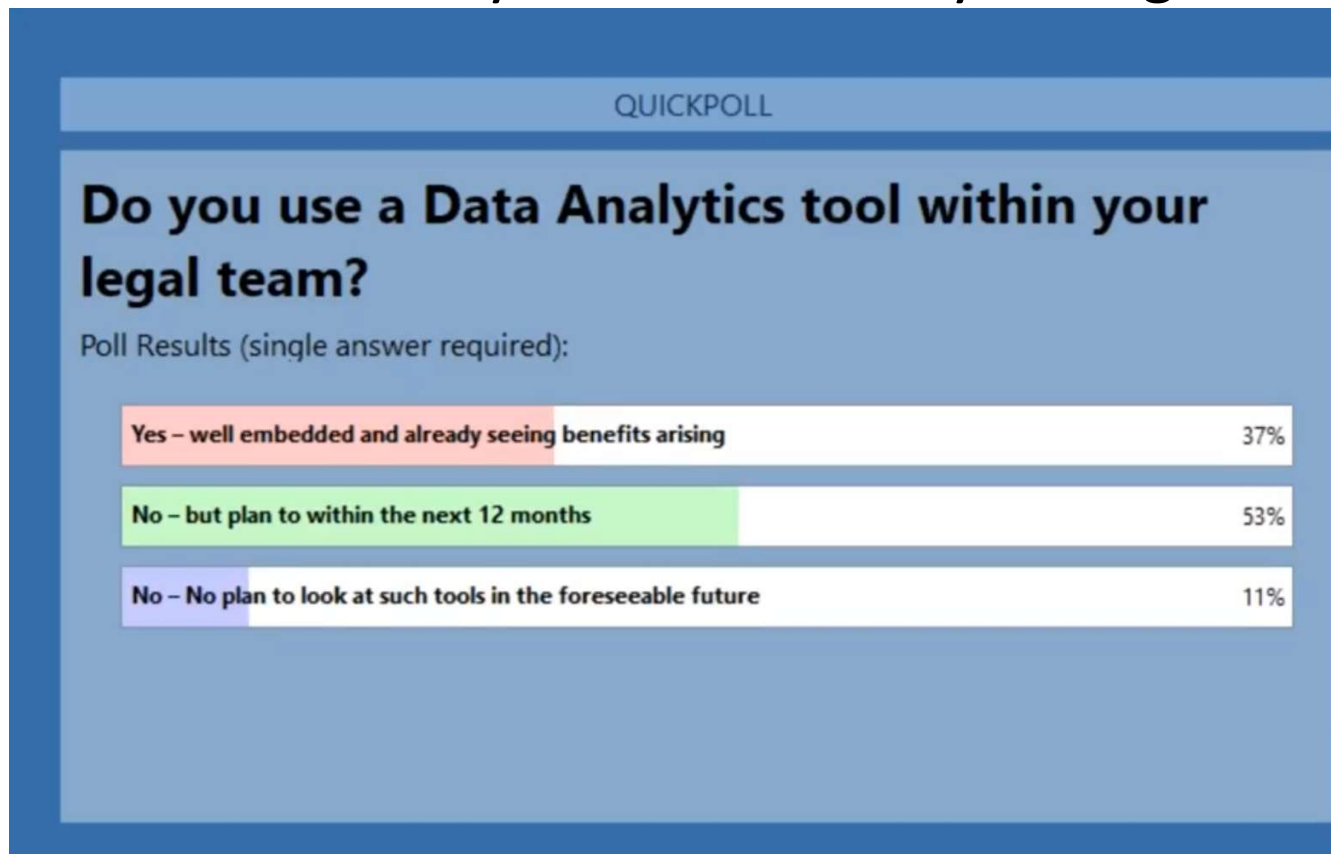
How to innovate in your Legal team? Using new tools to work smart

The screenshot displays the Consilio interface for legal operations. On the left, a sidebar shows a list of cases for 'France' under the 'Non-Jud' category. The cases include: 'I action', 'Alnylam files a Brief', 'new Brief', 'Counter-brief', 'Update French Counsels', 'Hearing', 'Hearing', and 'Hearing'. Below this, a section for 'Switzerland - Closed' shows cases like 'Complaint letter to Pharmacodex', 'Reply letter to Pharmacodex', and 'Pharmacodex email confirming closure of the case'. The main panel shows a detailed view of a 'Hearing' case. It includes a header with 'Updates / 1', 'Info Boxes', and 'Activity Log'. A text input field prompts 'Write an update...'. Below this, a post from 'Evelyn' dated '26 June 2020' states: 'The judge today referred the matter to a further hearing set for 18 September'. The post has '2 Seen' and options to 'Like' and 'Reply'.

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Poll Question 3

Do you use a Data Analytics tool within your legal team?



***Using Data Visualization tools to produce
Dashboards & Analytics and to consolidate
siloes data***

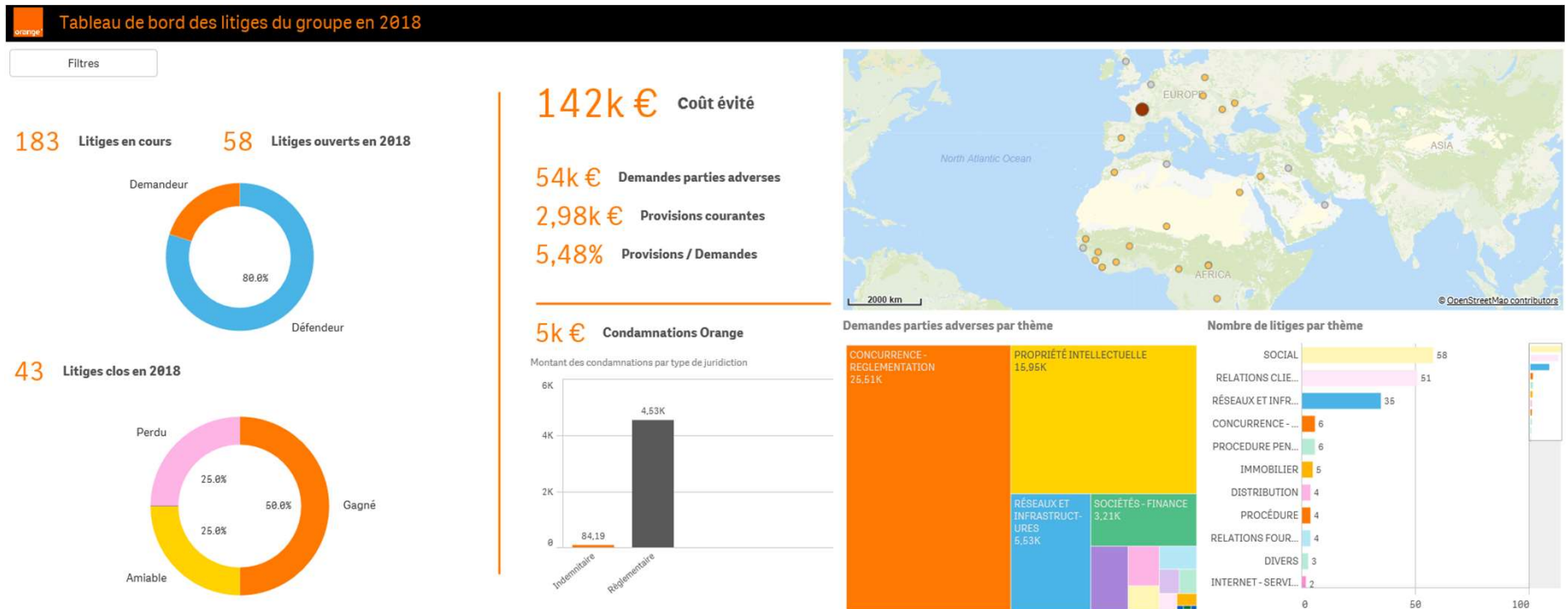
*Thierry Perrouault
General Counsel
Legal Operations, Orange*

➤ Managing Legal Department:

- with **consolidated data**,
- using a data visualization tool,
- via a **dynamic dashboard**,
- and **without** consuming any **legal resource** time.



1) Valuing and managing Litigation



2) Valuing and managing activities

Step 1 : Automatically collect the useful data

A simple, digital application that enables end-to-end management of legal support requests.

The screenshot displays the LexLINK application interface. At the top, there is a search bar and navigation links for 'home', 'requests', and 'help'. The main content area shows a request form with the following fields and options:

- request** (tab selected)
- Author:** Requester Lrt
- Type of legal support:** Sales
- Customer / supplier / partner:** CUSTOMER TEST
- Country:** France
- Estimated business value (TCV):** 1,000,000.00 EUR
- Domain:** Cyberdefense X
- Contact:** enter a name ...
- Legal matter:** Contract
- Contract or amendment duration (in months):** 36
- Project:** PROJECT AAA
- Legal team:** FRANCE
- Client sector:** Ind&IT
- Orange entity:** Orange Cyberdefense SAS
- Opportunity:**
 - New customer
 - New contract/service
 - Orange template
 - Renewal

LexLink makes it possible to quickly collect data as soon as the customer requests it.

- no more reporting for lawyers
- a great time saver
- provides data for Dataviz



2) Valuing and managing activities

Step 2: use this data

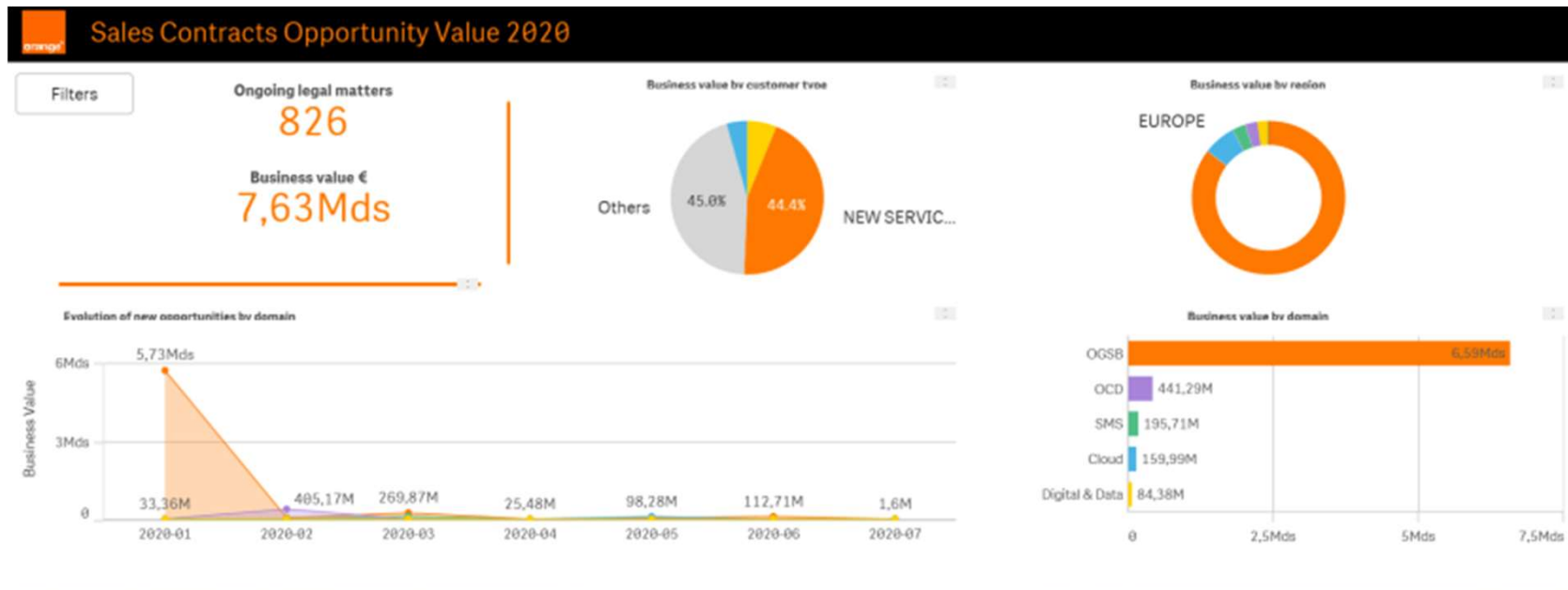
1 to measure activity :



2) Valuing and managing activities

Step 2: use this data

2 to give value to business incomes produced:



2) Valuing and managing activities

Step 2: use this data

3 to know and improve contract lifecycle management:



Questions?

Reminders...



This Virtual Roundtable has been recorded – check the ACC Legal Operations EMEA web site to share with colleagues.



See www.acc.com/legalopsemea for information and to register for the *Accelerate Innovation in Legal Departments* virtual conference December 3-4.



The next roundtable focuses on Implementing eBilling in EMEA: Unique Challenges and Solutions and will take place on 26 January 2021.



Please take a moment right now to complete the evaluation form for this Virtual Roundtable - www.acc.com/LO-EMEA-VR-eval

Thank You