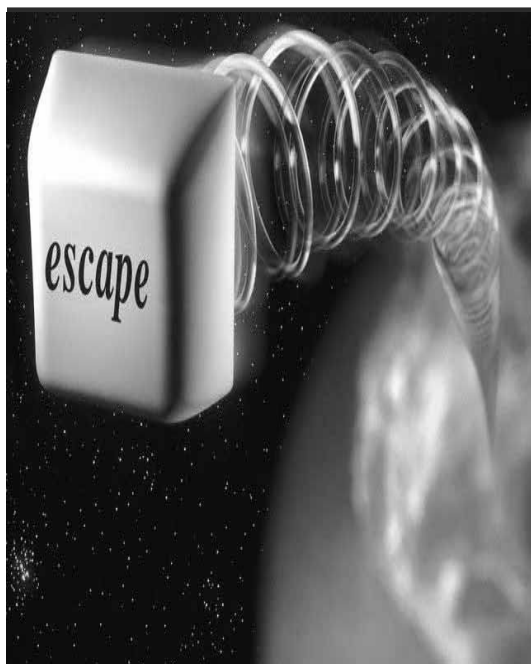# ACC EUROPE
Association of Corporate Counsel

Using Information Technology in the Law Department

Bénédicte M. Bayi
Vice President, Legal Department
Carlson Wagonlit Travel

Dirk P. Tirez
General Counsel
The Belgian Post

WHY IT MATTERS

Dirk P. Tirez
General Counsel
The Belgian Post Group

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About The Belgian Post …

- Belgian Postal Operator
- Shareholders
    - Belgian state (50% + 1 share)
    - Consortium Post Danmark / CVC Capital Partners
- Turnover (2005): EUR 2,122 Mio
- Employees (2005): 35,500
- Activities
    - Domestic & International Mail
    - Financial Services
        - Savings & Deposit accounts
        - Bank & Government bonds
        - Insurances & Mortgages
    - Parcels & Express
    - Document management outsourcing
    - Secured electronic communication
    - Delivery of unaddressed mail and newspapers
    - Mailroom management outsourcing

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… and its Legal Department

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- ■ Centralized Legal Department with 20 in-house counsels and 6 staff members
- ■ Full service
  - ■ Corporate, M&A and Restructuring
  - ■ Commercial & Contracts
  - ■ Regulatory & Competition
  - ■ Employment law
  - ■ Public law & Public Procurement
  - ■ Litigation
  - ■ Banking & Finance
  - ■ IT / IP
- ■ Matrix structure
  - ■ Legal specialization
  - ■ Client SPOC (CRM)

> Belgian Legal Awards 2006
>
> "Legal Department of the Year"

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- **Dealing with the challenges**

- **Q&A**

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Why IT matters

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Legal Department Dilemma

Technology can help

Work Smarter, not Harder

Client Education

Client Self Service

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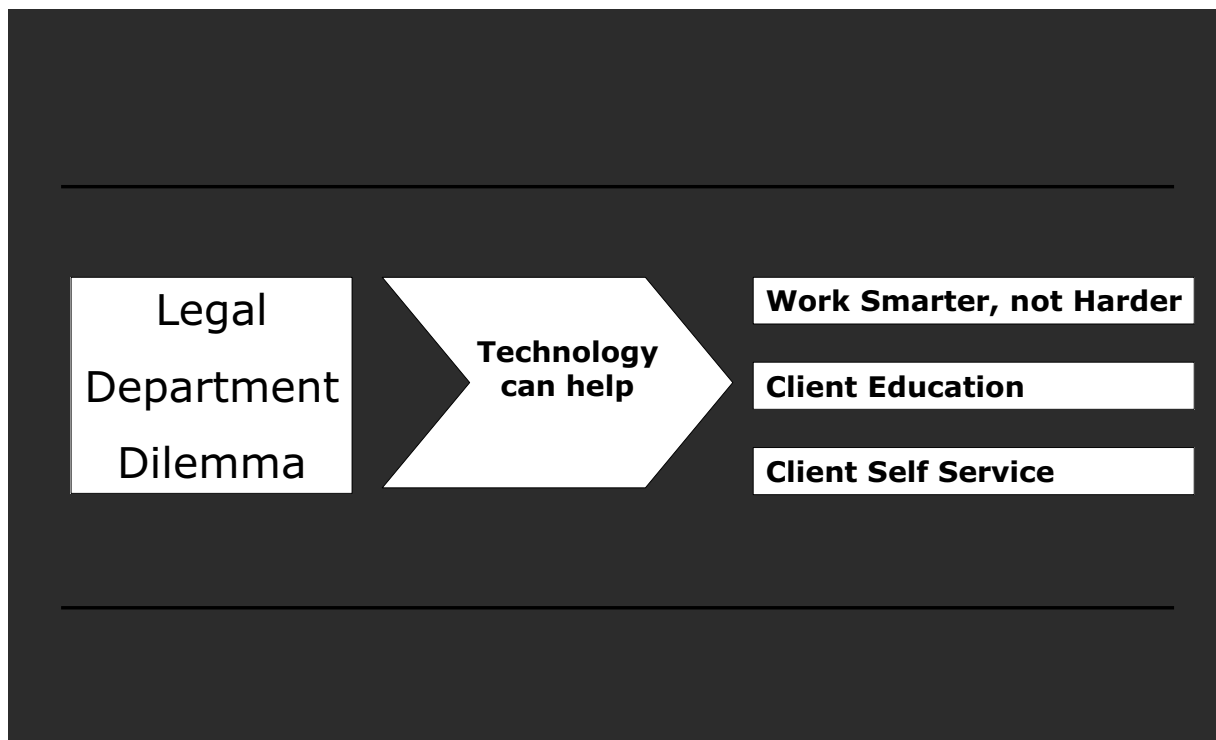
Legal Department Success Dilemma

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"Excellent service will get you into trouble"

FrahanBlondé

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Legal Department Success Dilemma

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- ■ The traditional, well performing Legal Department will come under pressure
  - ■ Time pressure
    - − Quality attracts additional work
      - ▪ More work from happy clients
      - ▪ New assignment, new responsibilities
  - ■ Quality pressure
    - − Degrading service levels: you can not cope with flow
  - ■ Cost pressure
    - − Increasing overhead "We need more people" eventually leads to "Why do we need so many lawyers?"

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Legal Department Success Dilemma

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"It is dangerous to focus on service excellence and client satisfaction without developing an environment that can cope with success."

"Technology can help build that environment."

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Two Ways to escape Success Dilemma

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- Work smarter not harder
  - Improve efficiency
    - No resources wasted : no duplication
    - Consistent advice
    - Reduce low value tasks (admin)

- Legal risk management
  - Client education
    - Focus on prevention
    - Dealing with the underlying causes, not the symptoms

  - Client self service
    - Stop fishing, start teaching how to fish

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Technology can help

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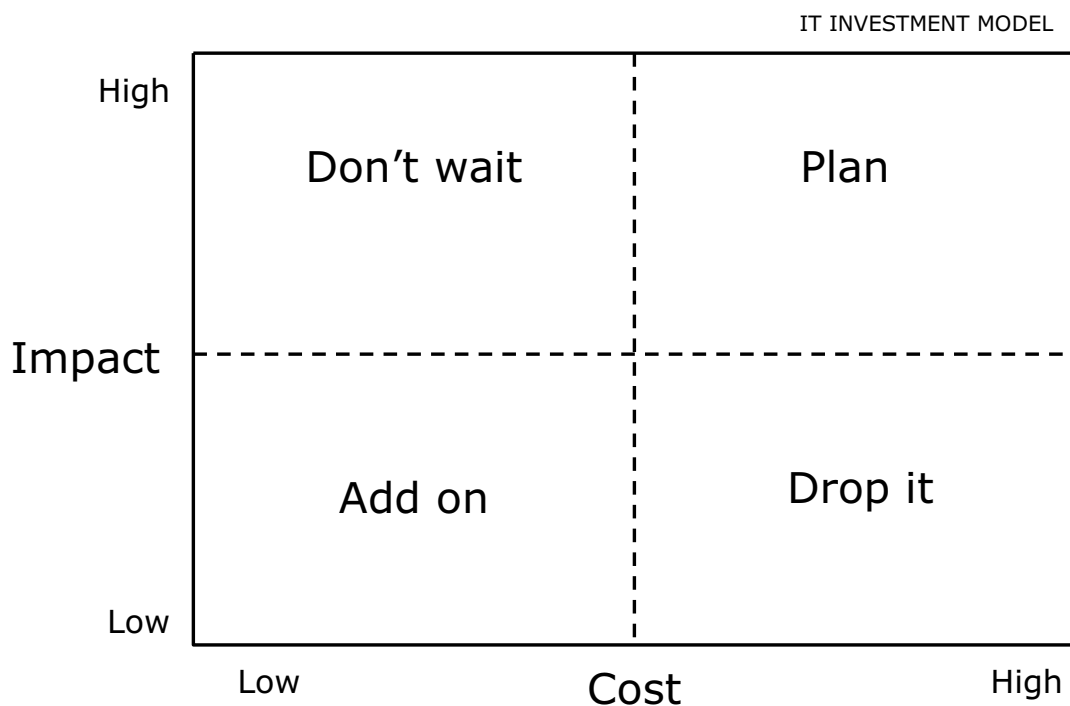Association of Corporate Counsel

■ Technology is a key driver to escape the Dilemma

- ■ Information sharing
- ■ Knowledge sharing
- ■ Task automation
- ■ Standardisation
- ■ Training
- ■ Risk detection

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Legal IT is a BHAG

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IT INVESTMENT MODEL

High	Don't wait	Plan
Impact		
Low	Add on	Drop it
	Low	Cost	High

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Investment Model applied to The Belgian Post

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IT INVESTMENT MODEL

High	Performing & reliable hardware Desk hopping solutions	Matter Management Document Management Know-how Management Client Extranets Legal Intranet
Impact	Corporate Management E-Signature E-Invoicing Outside Counsel Extranets Project Management	CRM Software Contract Management Software
Low		
	Low	**High**

Cost
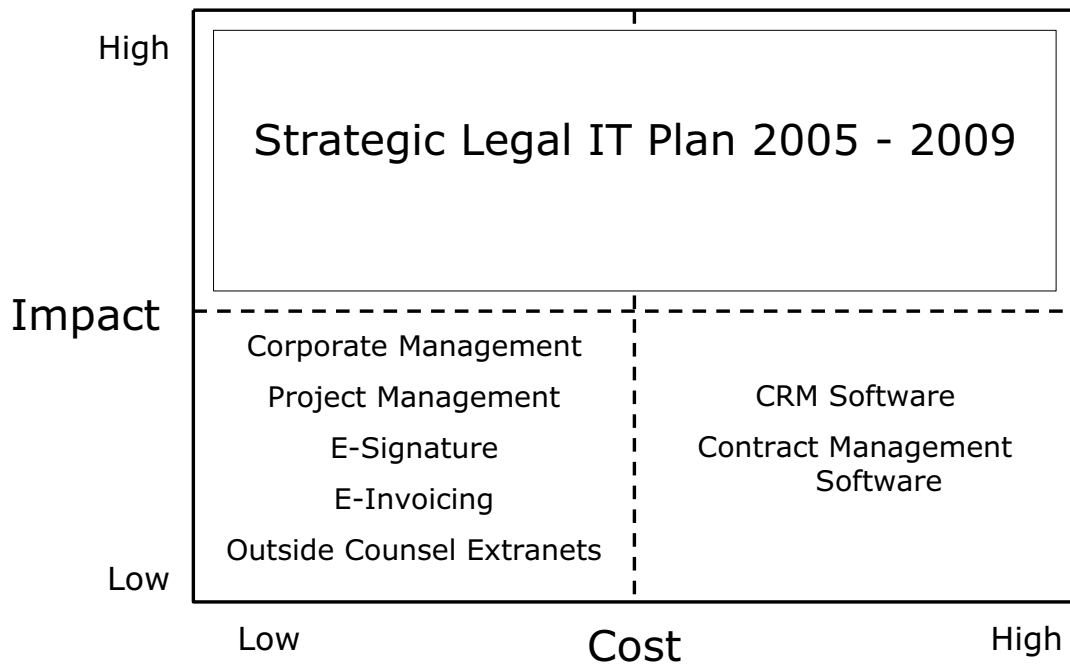
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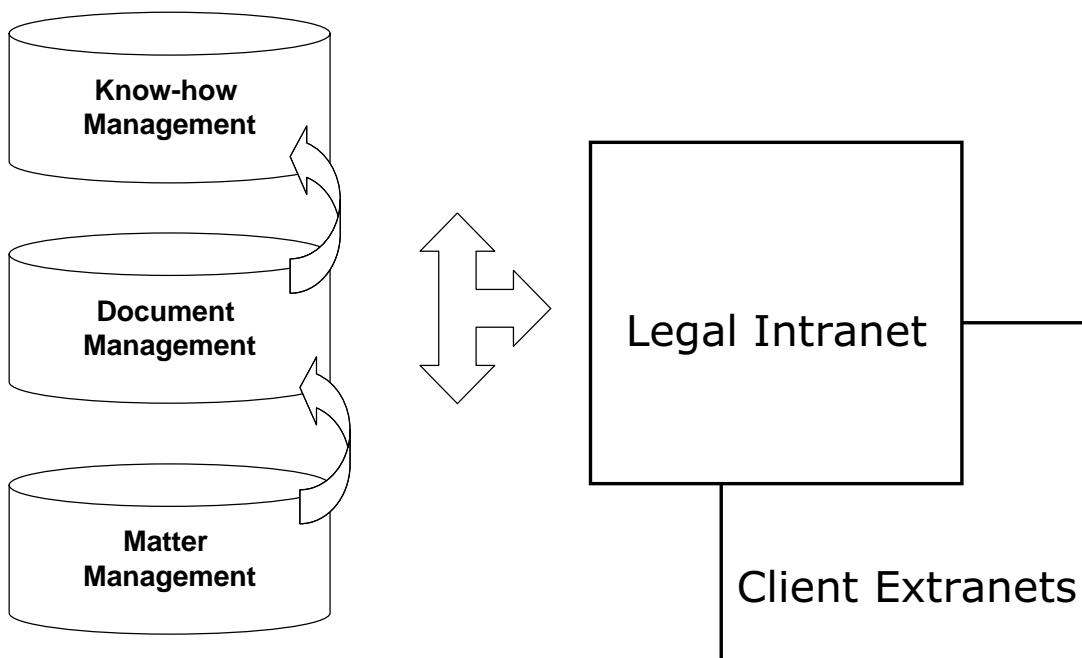
Investment Model applied to
The Belgian Post

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IT INVESTMENT MODEL

High

Strategic Legal IT Plan 2005 - 2009

Impact

Corporate Management

Project Management

E-Signature

E-Invoicing

Outside Counsel Extranets

CRM Software

Contract Management Software

Low

Low   Cost   High

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Strategic Legal IT plan
The Belgian Post

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Know-how
Management

Document
Management

Matter
Management

Legal Intranet

Client Extranets

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Matter Management System

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■ Implemented in 2005

■ Functionalities:
  - Reporting
    - Matter & risk reporting
    - Statistics
  - Task automation
    - Template letters
    - Automatic calculation of provisions
  - Sharing of information
  - Filing & Archiving
  - Invoicing & Budget Control
  - Calendaring (Litigation)
  - Time Registration

■ Future: web based
  - Remote access
  - Access by external counsel

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Document Management System

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- Management and sharing of all documents

- Functionalities:
  - Retrieving, sharing, tracking and distributing different types of documents
  - Linked to matters (Matter Management System)
  - Security
  - Version management
  - Electronic filing
  - Email management

- Major challenge: Email Management

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Know-how system

■ Electronic management of legal know-how
■ Functionalities
- Sharing of know-how
    - Advice
    - Library services
    - Policies & procedures
- Standard memoranda
- Standard contracts
- Templates

■ Major challenge: keeping documents up-to-date

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Legal Intranet

■ User-friendly portal to essential information
■ Functionalities
  ■ Central gateway to
    - Matter management
    - Document management
    - Know-how management
    - Reporting tools
    - Budget management
    - Library services
    - Departmental news
    - Outside counsel extranets
    - Policies & Procedures

■ Major challenge: System integration

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Client extranets

■ User-friendly portal to essential legal information
■ Functionalities
  ■ User segmentation: extranet per business unit
  ■ Central gateway to
    − Segmented legal news
    − Segmented matter information
    − Document sharing
  ■ Education & compliance
    − E-learning
    − Online questionnaires
    − Accreditation systems
  ■ Self service
    − FAQ
    − Checklists and manuals
    − "How to" articles and policies
    − Standard contracts
    − Templates

■ Major challenge: content tailored to the needs of the business

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Dealing with the challenges

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- ■ "Step by step approach"
  - – Long term planning & vision: 3-5 years
  - – Don't wait – start
  - – Detailed IT business plan
  - – Ambitious yet realistic
  - – Legal is a pioneer

- ■ "Stop rewarding fire fighting"
  - – Career path and bonus linked to the contribution to solve the Success Dilemma, not making it worse

- ■ "Investment in specialised support, not in new lawyers or 'paralegals'"
  - – Example: Content Legal Intranet and Client Extranets is managed by a Communication Officer. No Legalese

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Dealing with the challenges

■ "Making lawyers comfortable with technology"
- Recruitment
- Training
- Evaluation
- Working environment: force them
- Lead by example

■ "KIS: Keep it Simple"
- Focus on the core functionalities
- Measure efficiency

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Dealing with the challenges

"Legal IT is change management"

- Software companies help you with the easy stuff
    - Adapting the software to specific needs
    - Implementing the software
    - Training the users
- You are on your own for the hard part
    - Adapting internal processes
    - Changing habits
    - Changing lawyer's mind set
    - Installing quality control mechanisms and discipline

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