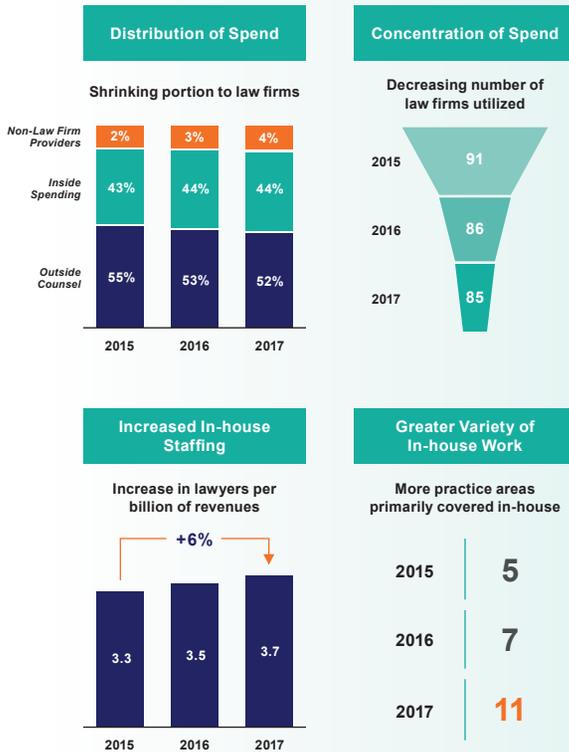


Across the legal ecosystem, lines are blurring and organizations are intersecting in new ways. The practice of law and business of law are merging and the face of legal services is continuing to transform in response to changing market dynamics.

The Transformation Journey: In Support of the Law Firm + Corporate Client Relationship

1 Market dynamics are **shifting**.



Source: 2017 HBR Law Department Survey

2 Requiring organizations to innovate + differentiate in **service delivery, technology + talent**.



SERVICE DELIVERY in non-traditional forms

- Must address **foundational elements** of business model – I.e., compensation, pricing models, retained earnings + leverage model
- **Predictability** is top priority for GCs
- **Alternative pricing models** are a key differentiator
- **Data + analytics** critical for **predictability + AFAs**
- Need for **resource optimization + alternative staffing models**
- **Collaboration opportunities** = co-innovation with law firms + law departments



TECHNOLOGY as an enabler for change

- **Convergence** of tech solutions → need **integrated platforms**
- **Culture + process** = **barriers + opportunities**
- **Foundational operations + data hygiene** must come first, then explore enabling tech
- Challenges rarely tied to technology tools
- **Focus on small changes to big problems** vs. big changes to small problems



TALENT models must prioritize **diversity + inclusion**

- **Act with intention**
- **Deeper engagement with law schools**
- **Address root causes:** 1. Business + matter origination, 2. Allocation of work, 3. Staffing rotations for existing matters
- **Ongoing focus:** recruitment (diversity) + retention (inclusion)

3 Investments in innovation + differentiation today will support **transformation** and long-term success.

INNOVATION

- Legal services delivery in non-traditional forms
- Design and implementation of alternative pricing models and fee arrangements

DIFFERENTIATION

- Partnership with members of the legal ecosystem
- Customer-centric approach
- Building the value proposition

TRANSFORMATION

- Sustainability
- Driving continuous improvement

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“ You cannot solve a problem with the same mindset that created it. ”

“ Data is so important to support decision making...we are all about innovation, but we are not about science experiments. ”

“ Doing the unsexy work tees up the transformational work. ”

“ The key to make greater progress with D&I is to identify the root cause. For us, was changing how we assigned work to associates and then how our partners mentored them. ”