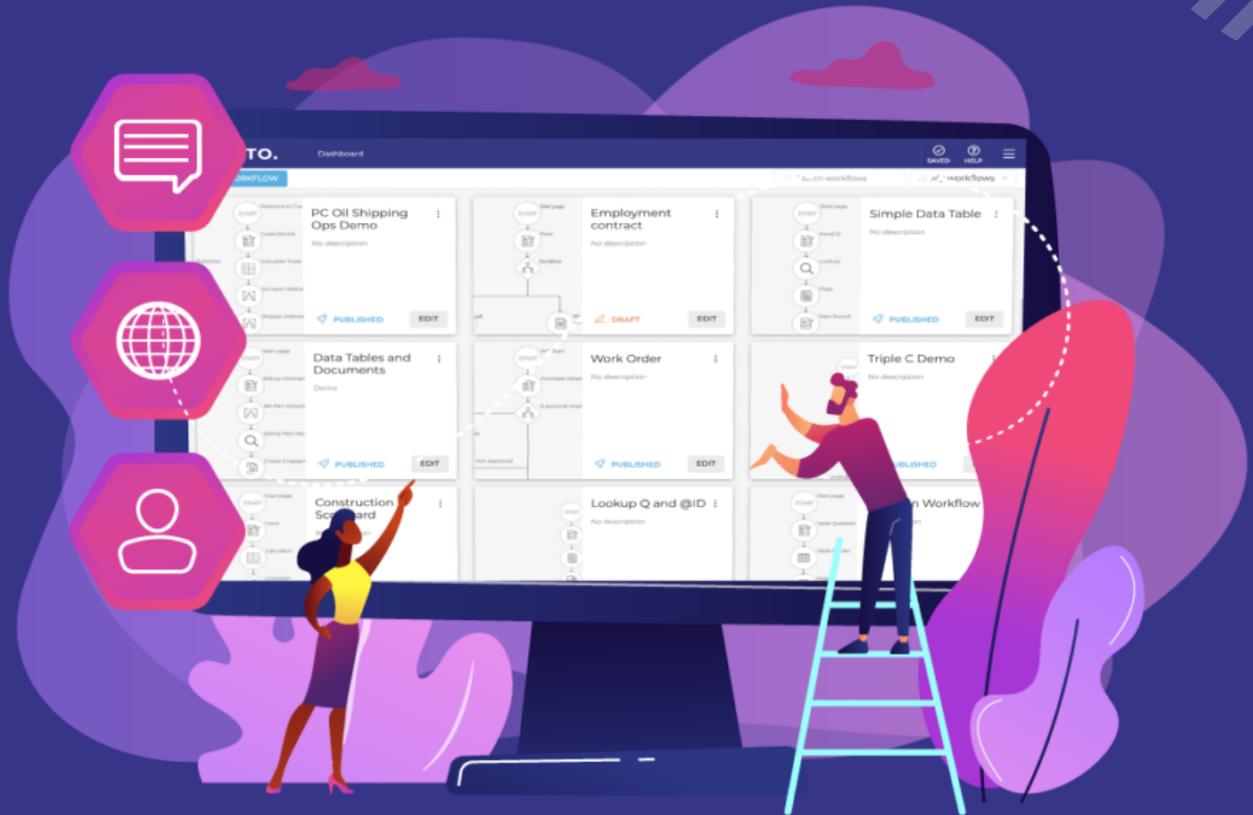


AUTTO.



A more creative approach to
using automation in Legal
Operations

www.autto.io



Introduction

The role of the General Counsel and in-house lawyer continues to change and bring new challenges. An overall increase in sheer workload volume, with a greater demand to deliver advice, manage risk and ensure legal compliance for the business, puts more pressure than ever on in-house lawyers. General Counsels are being urged to be more visible, more accountable and be seen to be running the department like any other part of the business.

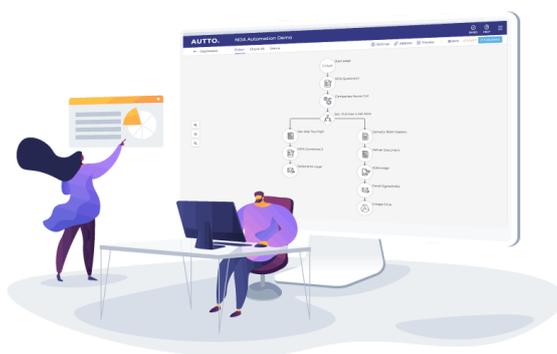
The rise of Legal Operations as a discipline within corporate legal is a response to these pressures. Legal Operations (or “legal ops”) optimises legal services by allowing corporate lawyers to spend more time on high-value tasks. It is still a relatively new field, but legal departments are waking up to the edge it gives them.

According to the Association of Corporate Counsel’s 2021 [survey of chief legal officers \(CLO\)](#), more than six out of 10 legal departments (61%) reported that they employed at least one legal operations professional in 2021—and that figure has nearly tripled since 2015. This increase is also reflected in the Corporate Legal Operations Consortium (CLOC) [State of the Industry Report 2021](#), which for the second year in a row has reported that 40% of respondents have increased the number of full-time legal operations professionals.

CLOC is the driving force behind legal ops and was set up to focus on redefining the business of law. A global community of experts, it helps legal ops professionals collaborate with each other and with other industry players and works to help set industry standards and practices for the profession.

The CLOC Core 12 provides guidance to achieve operational excellence in 12 key functional areas:

- **Business Intelligence** – Making better decisions through data
- **Financial Management** - Maximising resources through sound financial management
- **Firm and Vendor Management** – Developing firm and vendor relationships that deliver value
- **Information Governance** - Designing information policies that fit the business and minimise risk
- **Knowledge Management** - Tapping the knowledge and capability of the entire organisation
- **Organisation Optimisation and Health** – Building effective and motivated teams
- **Practice Operations** – Freeing up legal teams through focused practice operations
- **Project/Programme Management** - Launching and supporting special programs and initiatives
- **Service Delivery Models** - Matching the right work to the right resource
- **Strategic Planning** - Setting strategic goals that matter
- **Technology** – Innovating, automating and solving problems with technology
- **Training and Development** - Supporting teams with targeted professional training



“Innovate, automate and solve problems with Technology”

This is the CLOC vision for technology excellence and whilst legal tech is firmly here (Gartner predicts legal technology spending will increase to approximately 12% of in-house budgets by 2025, a threefold increase from 2020 levels) is the right technology being employed for the right job?

As CLOC highlights, a clear technology vision is required – a long term roadmap of connected tools to handle the higher-volume, lower-complexity work that is typically carried out by generalist lawyers to improve speed and quality. One such tool available is digital automation. Repetitive and time-consuming manual processes can be automated, physical tasks digitised to improve speed and quality of work.

But an automation system must be easy to integrate into existing and future systems – there is no one size fits all. And let’s not forget – as James Grice, Head of Legal Service Design at law firm Eversheds Sutherland points out:

“Digital automation is not designed to replace lawyers but to augment– it is impossible to find an end-to-end automation solution, but if automation can handle 80-90% of the mundane work, the legal expertise provides the review and finesse for the final ten or so percent. Technology will not replace lawyers, but lawyers who use technology will replace those who do not.”

Automation has implications beyond ‘just tech’ and we feel it offers legal teams so much more. This white paper explores the role of technology, in particular automation, within the CLOC legal operations framework with comments from legal ops practitioners in general counsels offices and law firms using this technology today.

We have found the impact of automation in five of CLOCs Core 12 in addition to technology:

- Service Delivery
- Practice Operations
- Knowledge Management
- Information Gathering
- Business Intelligence

"MATCH THE RIGHT WORK TO THE RIGHT RESOURCE"

How automation fits into CLOC's vision for Service Delivery

To improve Service Delivery, CLOC urges law departments to break case work into pieces and rather than assign work indiscriminately to the 'usual' resource, assign it to the best resource suited to deliver the best outcome at the best cost.

That resource does not need to be human - it can be a technology solution. For example, a simple challenge we encounter is the traditional email 'ping-pong' model of service delivery. Department X needs a contract so emails legal, legal emails the default law firm and then goes back with questions on the subject matter; department X comes back with half the information required etc. Time and resource are wasted as the system is too haphazard. All this can be eliminated and the process streamlined by replacing email tasks with automated workflows. The internal customer can be self-serviced by filling in, say, the first draft of a contract, that can then be checked and verified by the in-house legal team.

Automation effectively triages what is the important information required in a fraction of the time, leaving counsel to do what they do best – practice law!



AUTTO client Ubisoft, the French video games company, has created and continues to actively develop a far more sophisticated way of approaching service delivery. It has a dynamic, multi skilled innovations team within legal dedicated to transforming service delivery internally. With proficiency in legal design, technology and automation, legal ops and communications, it effectively works with legal counsels to design solutions.

It uses AUTTO to prototype and assess a solution to see if it can be done internally or if external resource is required. As Geoffrey Delacroix, Head of Legal Innovation at Ubisoft, explains: "As a games and entertainment-based company, being creative permeates our collective DNA so this approach was, to a degree, welcomed. When designing service delivery and other solutions the lawyer is always the expert. Our role is to catch the ideas, create with them a potential solution sometimes with automation, but then thoroughly test it and if successful, scale it."

“FREE UP LEGAL TEAMS THROUGH FOCUSED PRACTICE OPERATIONS”

How automation fits into CLOC vision for Practice Operations

It's simple really – lawyers should be able to do just that – practice law. But so often they end up handling tasks that require no legal expertise at all, adding costs to the department and reducing their ability to contribute elsewhere. The goal should be for lawyers to be empowered to focus on practicing law and to minimise distractions with operational tasks and projects.

TANGIBLE.

AUTTO's client Tangible is an alternative legal service provider that provides solutions to legal teams buried in routine work that is taking them away from high-value strategic work. As part of an overall offer structure called “The Tangible Platform”, it uses AUTTO to develop Tangible “Catalysts”, customised workflows to help lawyers with the routine “keep-the-lights-on” business-critical work or highly strategic one-off projects. Essentially, the Catalyst replaces lawyers' time with tech - to accelerate speed, reduce cost and mitigate risk. Operations can include data management, GDPR, NDA agreements, sourcing agreements, data compliance and corporate set-up.

One such Catalyst it developed was for legal onboarding. Robert Reynolds, veteran legal innovator and founder of Tangible explains: “The onboarding process is not only lengthy - it involves multiple documents from different sources, often using different templates. Tangible created for the client an onboarding Catalyst to seamlessly capture information from all new hires. We received the same information from all new staff, whilst also accounting for different information required by type of hire (attorney, legal operations associate, finance, etc.)”

“TAP THE KNOWLEDGE OF YOUR ENTIRE ORGANISATION”

How automation fits into CLOC vision for Knowledge Management

At its core knowledge management is the practice of gathering knowledge, documenting it and then making it available for those who need it. As CLOC points out, often departments struggle to find and retain knowledge and best practice. Most rely on unstructured “tribal knowledge” that fails to scale as the team grows, changes or people leave, forcing costly repetition.

CLOC encourages legal ops teams to take the lead in nurturing a culture of sharing, of mutual support and documentation across the organisation. Automation can be used in this space. Let’s take anti-bribery legislation as an example. Pretend you were offered tickets to the World Cup Final from a client. How would you know if you are allowed to accept these? Probably best to email legal – but they are overloaded and cannot get back to you immediately. But, what if the resident legal expert in anti-bribery legislation had worked with your legal ops team to develop an easy-to-use branching expert system you could check first? By answering certain questions collected into AUTO or another system, you could ascertain if your request was low, medium or high risk, and the correct legal response could be given.

Automation gives the opportunity to streamline requests without a lawyer needing to be called upon every single time an incident comes up. This is a way of both institutionalising knowledge and distributing it in a palpable manner for a General Counsel’s internal clients.

Tangible’s legal professional clients and associates need to consistently be accessing correct information, such as the same templates and up-to-date data regulations. It has begun to use its own internal platform to host documents, ensuring attorneys always know they are accessing vetted documents. Prior to this it hosted documents in an AUTO workflow and attached a link from the platform to the workflow. In both cases, lawyers were able to access and use the correct documents.



“DESIGN INFORMATION POLICIES THAT FIT YOUR BUSINESS AND MINIMISE RISK”

How automation fits into CLOC vision for Information Governance

Where does your company want to keep its single source of truth? The implementation of technology moves Information Governance beyond ensuring you have gathered and stored the right data under the right regulatory regime. It is about ensuring that the correct data is gathered at the optimal point in the process and stored in the right system.

So often information is gathered and stored in an unstructured way, for example within a document, rather than explicitly pulled from a database. This makes it difficult to get access to the right information when required and exposes the company to possible risk.

Organisations are manually gathering information and running over-complex AI systems to scan physical documents, which could expose further risks. They are not putting information in the right place to locate when required, such as in a CRM or case management system. But what if we flipped this on its head? What if automation was used to create the information in the first place - these challenges would disappear. Imagine a system workflow to create, for example, contract documents, that are as a matter of course, saved in a contracts database. By automating the creation of such documents, it accordingly creates a safe, modern information storage with monitorable access to all sensitive, confidential, or restricted material. If all information was created and stored like this the risk to the company of exposure is significantly lowered and information remains in compliance with corporate standards and legal imperatives.

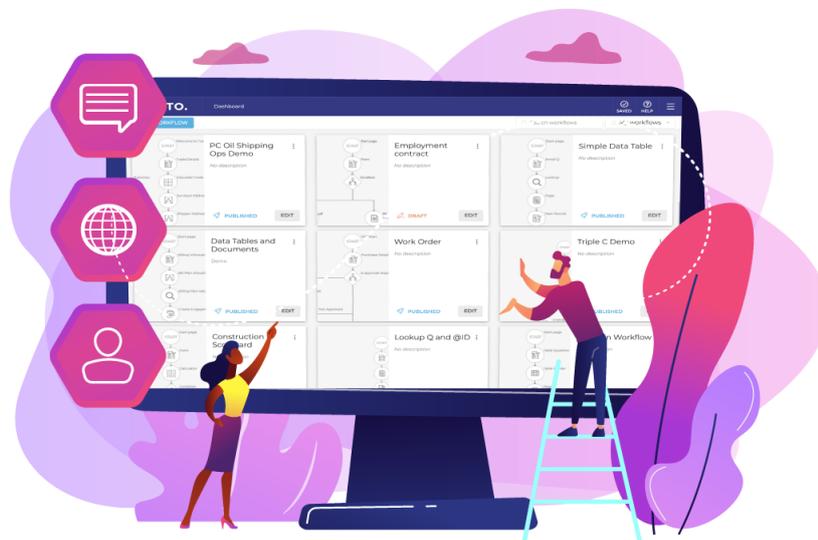




As Olive AI's Legal Ops Specialist, Charlette Sinclair says:

“It really is a great marriage between the two systems – all our data is in one place giving us not only better visibility to the rest of the team but also so we can keep track of our information for compliance.”

At AUTTO we are working with the Legal ops team at Olive AI, Inc. an automation company building the internet of healthcare. Olive uses AUTTO to simplify and accelerate legal processes, improve efficiency of commercial contracting and provide cross-functional teams seamless access to in-house counsel. Fully integrating with Olive's CRM system in Salesforce (its core 'source of truth') it allows the legal ops team to create and track contract requests, pushing important data to its knowledge base.



“MAKE BETTER DECISIONS THROUGH DATA”

How automation fits into CLOC vision for Business Intelligence

This inspires better knowledge management – if you have the right data stored in the right place, it is easy to access and identify valuable metrics. Implementing automation into the creation of documents can build a culture of continuous improvement through data, not intuition. Clear measurable outcomes are identified, hidden trends uncovered and new efficiencies found that really make a difference to the business.

AUTTO allows users to see how well internal teams are engaging with individual workflows, something Olive AI is using to track performance. As Charlette explains:

“We want to make sure we are servicing our internal clients, (in this case the sales teams, who are out there actively engaging with doctors and healthcare providers), the best possible service. We can track their use of AUTTO to see which contracts they are typically choosing and how long it’s taking to complete their request. This is an incredibly powerful tool for us as it helps us to see how we can improve. We might need for example one of our subject matter experts to spend more time educating the sales team or to adjust how we are leading them into the contracting process.”



Continuing to integrate automation into Legal Ops

Moving forwards, automation should be regarded and utilised as more than just a technology to help meet the challenges of in-house law. Robert Reynolds, CEO and Founder of Tangible agrees: “No-code digitised workflow works best if you think of it as checking one or more of three boxes: compliance, delivery and knowledge management. What does that mean for us? If we run one of our Data Escalation Catalysts, we deliver compliance as we maintain a consistent checklist across all users, we encourage knowledge transfer as the workflow teaches attorneys, institutionalising the knowledge of expert attorneys and we accomplish service delivery by consistently generating the appropriate escalation, thus enhancing the client-facing service.”

But automation should also be seen as part of a suite of products, approaches and best practise that is available. As James Grice at Eversheds Sutherland concludes:

“Automation is a powerful tool to have in our “Bat Belt” of solutions. It helps us to create innovative ideas to solve problems, but it’s not an end-to-end solution. We need products that integrate - stitching together best of breed technology via API’s to find the best solution for the problem is the way forward. Lawyers must be involved - they are the legal experts after all - and we must work with them to deliver the most efficient solution. One of the challenges of no or low code automation is that it is not necessarily for all lawyers. As we move into the future, the ‘Legal Technologist’ role will increasingly become part of the delivery team - someone with one eye on the best practice law wise but with a robust knowledge of the key technology issues such as cyber security.”

If you are interested in finding out how automation can help your business, please get in touch with us today

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How the rise of the citizen developer enables the scaling of automation across legal

As defined by Gartner, a citizen developer is a persona for an employee who creates application capabilities to be used by themselves or others - for example, forms, automations, connections to other systems. The increase in citizen development is part of the trend towards the democratisation of IT - people who don't sit in the IT department being able to access sophisticated technical capabilities without technical or development training. These people are working within individual business units and are using no-code tools to rapidly develop applications. They simply don't need advanced technical training. They need an analytical mindset and an understanding of their subject matter, but they don't need to be developers. And they are on the rise - with an ever increasing younger, more tech savvy workforce wanting to develop their own applications Gartner further showed in 2021 that 41% of organisations already used a platform for citizen development, while another 27% expected to use one within the next 12 months.

What are the implications of this for legal? Who are the new citizen developers in law? We've heard from a number of them in this white paper. In a General Counsel's offices they are the legal ops specialists who sit in legal innovations department and their role is, with input from the legal experts, to assess the challenges the department faces and begin to develop these applications. In law firms it's not the front-line lawyers developing these applications (although as we've shown in this paper, they will have a massive contribution to make) but rather the Legal Tech teams.

What we are witnessing is the rise of multi-functional teams to develop solutions. Lawyers or people with legal expertise plus IT departments who arrange and secure the correct platforms for delivery, join with citizen developers or legal technologists. The latter of these, take the expertise of their lawyers, assess the solution that needs creating and then are developing them on no-code platforms. And no-code is a massive growth area - Gartner predicted a 23 percent expansion within business Worldwide during 2021.

The implication for cost reduction by moving this functionality out of pure IT development and into legal is massive. Automation is now in the hands of the citizen developer making it possible to automate areas that previously could not as the gains in time simply did not justify the investment.