

CASE STUDY - LEGAL SERVICE DELIVERY

The Challenge

Integrated Management Services (IMS) was contracted by a prominent global law firm providing a full range of legal services to businesses and individuals around the world. With multiple locations and practices in the world, the firm has been experiencing the business and economic trends worldwide. Corporate counsel budget tightening, new value seeking, increased competitiveness, and efficiency demands from clients are just some of the new landscape their attorneys are facing every day.

In response to external pressures for innovation in Firm practice (ACC Value Challenge among them) and internal pressures to drive their own value initiatives, this Firm seized the chance for change. In uncertainty lies opportunity and this firm responded with awareness, strength and direction. By engaging IMS' business leaders and experts, the Firm is not only embracing an understanding of matter management & process improvement but already begun communicating and practicing the principles in the highest impact areas such as litigation and transactions.

Project Drivers & Initial Engagement

The Firm's strategic initiatives included a deliberate and tactical evaluation of "how" they were running their business. The Firm's leadership was beginning to feel that leveraging common business practices such as Project Management (PM) and Business Process Improvement (BPI) in the "business" of law could yield great returns for not only increasing their competitive advantage and profitability but also expanding their brand and reputation as leaders in the field of law.

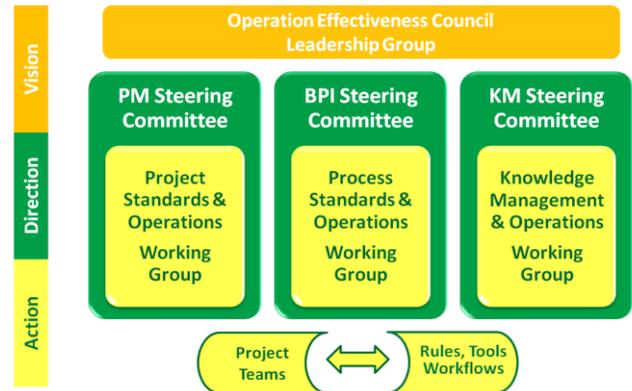
The initial engagement involved helping the management team raise partner and leadership awareness of what PM and BPI meant for law firms and how these concepts could integrate into their firm. IMS customized and delivered an interactive workshop of definitions, questions, explanations and demonstrations on the scope of topics within PM and BPI. This workshop was first delivered to the management committee and then expanded to the annual partnership retreat to provide a common language and motivation throughout the firm.

Program Deliverable

Following these strategic training and communication initiatives, IMS lead the firm through planning, building and rolling out the foundations for an effective program of project management and process improvement. A Performance Management Organization was formed to align the

management and resources responsible for promoting, developing and training on PM and BPI practices throughout the firm. Setting up such a program within an existing Firm requires a great deal of cultural sensitivity, customization and attention to current processes, pressures and teams.

Performance Management Organization



Steering Committees promoted, developed, trained, and directed activities for each area of PM, BPI & KM across the Firm. IMS helped adapt standard BPI and PM practices to fit the Firm's culture and objectives establishing:

- PM & BPI Governance Procedures
- Communications Patterns & Hierarchies
- Training Curriculum & Document Frameworks
- Pilot Projects & Basic Metrics
- Guidelines for future development

As part of the program's long term sustainability, IMS lead the search for a permanent Director of Project Management and Process Improvement. The successful recruitment of an elite professional as the new Director concluded the engagement with a thorough knowledge transfer and on-boarding support.

Results

The only way law firms can remain competitive in this transformational legal environment is to be adaptable and nimble. This Firm's lawyers and management were able to adopt PM and BPI practices that have helped them respond to RFPs and arrange AFA's, thereby strengthening their reputation and increasing their efficiency and speed on project work by 125%. AFA's account for 11% of AmLaw 100 Firms revenue last year and are predicted to increase by an additional 15% over the next 5 years amounting to an estimated \$17 billion in revenue. How valuable can PM & BPI be to your firm? You do the math!