



IN-HOUSE COUNSEL'S GUIDE TO

Using Analytics for More Effective Matter Management

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Understanding the challenge

The perennial struggle for any in-house legal team is to reposition itself as a driver of business value, rather than merely a necessary cost center.

The challenge is understandable. Few within the C-suite would dispute that a legal department's work is critical. It not only protects the company from potential financial or reputational damage, it also keeps the business in lockstep with any relevant laws and regulations. However, the day-to-day work of corporate legal departments, so crucial to the viability and overall health of the business, doesn't translate into a direct impact on revenue in the same manner as other departments, such as sales and marketing. Still, more and more legal departments today are expected to report and operate like other functions within the company.

At the same time, in-house counsel continue to face challenges tracking the vast number of matters that flow in and out of their department. The capability to measure the status and outcomes of those matters, as well as their impact on the business, has been virtually nonexistent. The result is a chaotic, often manual matter management process based upon inconsistent and fragmented data. And deriving actionable insights from those fragments is out of the question.

Without the critical analytics needed to measure these key performance indicators (KPIs), so frequently reported in other areas of the business, it's difficult for legal departments to

demonstrate their value, never mind implement and manage a workflow that effectively and efficiently adapts to the fluid needs of the business. And, with that value hard to identify, it's only natural that leadership and other business units view the in-house legal function as a financial burden rather than a potential source of value.

To stave off this misperception, legal departments need powerful matter management tools in place and access to comprehensive metrics to make data-driven management decisions. Deep analytics will provide legal departments the ability to demonstrate their value to their organizations at large.

Legal department tech: The path forward

Fewer than 20% of in-house legal teams currently have metrics in place linked explicitly to business objectives.¹ This is not sustainable. Nor is it a trend likely to last long, given the availability of – and the growing demand for – new technologies that offer analytics-based insights through advanced matter management software to help legal teams better align themselves with the needs of the business.

According to CTRL's Analytics Survey, the overwhelming majority – nearly 100% – of respondents believe analytics will be indispensable and their application as a tool will be widespread within the next 10 years.² And Gartner anticipates that, by 2025, legal departments will increase their spend on legal technology by 300%.³

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Q&A: ANALYTICS AT WORK

An executive conversation with Elizabeth Benegas, General Counsel of Torii

For many senior level in-house counsel, streamlining internal processes and better managing matters is a top priority – but it's often a struggle. Elizabeth Benegas, General Counsel of Torii, talks about how Docket's matter management solution helps her more efficiently manage matters and get the analytics she needs to meet and exceed business objectives.

Q: WHY DO YOU USE DOCKET?

EB: Docket helps me quantify the value legal adds to the business. It can be difficult for executives to understand “what legal does all day.” Docket enables me to track everything my department touches and provide numbers showing how many tickets I work on, internal clients I've served, annual recurring revenue associated with contracts and so much more.

Q: HOW DOES DOCKET SUPPORT YOU IN YOUR ROLE AS GC?

EB: The metrics I get from Docket help me generate KPIs, justify investment in staff and technology, and provide strategic insights into opportunities for improvement in legal and across the business. It also helps me stay organized and provide transparency to internal clients so they know exactly where their matter is in the legal queue.

HOW DOES DOCKET DIFFER FROM OTHER LEGAL TECHNOLOGY SOLUTIONS?

EB: Docket is one-of-a-kind in its mission to help legal teams track, measure, and evaluate the work we do. Most legal tech solutions help legal teams automate functions, which is great, but it's hard to know what to automate until you know what you handle, where bottlenecks exist and where you can make improvements.

Q: HOW HAS DOCKET HELPED YOU HAVE A MORE POWERFUL VOICE WITHIN YOUR COMPANY?

EB: Docket is the only tool that allows me to provide my team with an accurate picture of the role legal plays in the business. In my experience as a general counsel and speaking to many contemporaries, there is one constant in our roles, and that is the legal function is much broader than the company realizes: It encompasses far more than just contracts! An accurate picture of what the legal function adds to the company is important for you and your growth, but also because being a strategic leader means helping your company recognize the full scope of the issues and risks it faces.



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Advanced matter management and analytics technology allow legal departments to manage and track matters and then glean real-time insights from data collected from all sources in a single, centralized location.

A sophisticated matter management solution automates the entire matter intake process — checking off what would otherwise be a laborious and timely task from in-house counsel's to-do lists. It makes it easy for the legal department to see important details about a matter, such as status and who has been working on it, and detailed work history. Further, all related files, documents, and communication are aggregated and stored in a centralized, secure location.

Elizabeth Benegas, general counsel of Torii, a customer success software provider, describes matter management software as a game-changer.

"It is flexible and configurable, so it can give you pretty much any information you want about your matters," says Benegas. "I provide my team with weekly reports showing a breakdown of matters by category."

More importantly, a tech-based matter management platform lets legal departments measure their work in real-time, offering an instant view into in-house counsel's workloads and priorities. With the ability to quickly and efficiently track important KPIs and metrics, legal departments better understand their priorities — helping to inform future decision-making and set realistic performance targets.

Almost every legal department feels the pressure of doing more with less. And anecdotal evidence only goes so far. The chances of getting additional resources and headcount jumps significantly if the legal department clearly demonstrates those needs through data.

Finally, data-driven analytics help a legal department prove its value to the leadership team. Providing data points on average open and closed matters, days each matter is pending, and how much the company spends on each matter offers business leaders a clearer understanding of the work the legal department does and the business value it provides.

Analytics in today's legal departments

The Association of Corporate Counsel (ACC) defines analytics as the "system to collect, organize and use data to inform decision making and performance management."¹ For legal departments, this process can be a never-ending struggle.

Unfortunately, a lack of operational insight has been historically viewed as an acceptable blind spot. Because of the nature of a corporate legal department's work, the number of matters handled at any given time, and how it all was (or wasn't) organized, legal departments traditionally did not report hard data back to the company. They simply didn't have it. How the legal department was performing — managing its budget, completing

contracts, and handling litigation or compliance efforts — was more of an anecdotal narrative than a report with precise analysis supported by concrete and measurable metrics. In the absence of an automated system, legal departments often use analog formats like spreadsheets to track matters, a time-consuming and error-prone option.

Further, nearly every corporate legal department struggles with bandwidth and capacity issues. In the absence of analytics, it's challenging to make a business case for additional resources and headcount within an organization that already perceives the legal department as a cost center.

This no longer must be the case. As corporate and in-house legal functions have evolved and advances in technology have helped streamline processes, leadership teams are now looking to their legal departments to operate just like any other department within the organization. That means they expect the same detailed, data-driven reporting from legal as they get from, say, IT or sales and marketing.

At the outset, this may seem daunting: How can an already overworked, understaffed legal department start managing and tracking matters consistently and then derive actionable insights from that data when they've always struggled to do it in the past?

The answer is technology. With tools that offer metrics-based insights and access to rich analytics, a legal department



CASE STUDY: ØX

Matter management and analytics platform helps secure long- term success

Øx, an open platform that enables cryptocurrency transactions, works within a highly regulated industry. Its legal department faced the same struggles as most: Internal practices weren't standardized, it lacked accountability related to what issues it needed to address, and it had trouble finding details around specific matters. Overall, communications around legal matters were unclear.

After implementing Docket, which centralized its matter intake process and tracked tasks, Øx saw fast results. It immediately had a foundation for process optimization and standardization, centralized and simplified task and project management, and increased visibility while streamlining internal and external communications.

"We started creating processes and building metrics for our legal department at a very early stage," says an Øx corporate counsel. "The metrics we acquired helped us make data-driven decisions about legal."

can demonstrate its organizational value and, when appropriate, justify the need for additional resources.

Three ways analytics help drive business value

While legal department analytics offer obvious benefits to the legal department alone, they can also help drive overall business objectives. Ultimately, analytics help drive value in several important ways:

1. Streamlining workflows and managing against KPIs

According to research by Gartner, “Legal departments that use analytics to inform their decision-making exhibit higher work quality, reduced litigation cost, and lower spending.”⁴

Because a robust matter management solution provides a single, centralized location for all legal matters work, some platforms will allow you to track matter performance and productivity to measure against defined objectives, both within the legal department and across the organization.

A few KPIs that may be important for your legal department to track include:

- Incoming work
- Time and cost per matter
- Outside vs. in-house expense
- Legal spend as a percentage of revenue

- Matters per lawyer
- Contract review time
- Matter volume by practice area

2. Managing strategic support throughout the organization

Legal department analytics offer a clear picture of the state of the department. The data helps department leaders budget for the future and distribute work throughout the department and company as a whole.

It also provides other business units insights into how the legal operations function when working with that department, leading to better outcomes and collaboration throughout the organization and among the leadership team.

These insights also help inform legal department decision-making about the organization’s growth as a whole. For example, if the company is planning for a period of accelerated growth, data available in a matter management platform can help the legal department plan and adapt to help the business meet its strategic objectives.

“I use the annual reports I get from Docket to help plan my strategy and goals and tie my budget to the company’s forecast,” Benegas says. “If the sales department forecasts a 100% increase in sales contracts, I can predict how many legal tickets that increase will generate and whether and when I need another resource to help with it – or whether there are bottlenecks in the

contract process that can be resolved to help alleviate the reliance on legal.”

3. Gaining more influence around the company’s strategic direction

When the legal department is operating and reporting like the other departments in the organization, it becomes less siloed and more of an integrated part of the overall business. Put simply, analytics give in-house legal teams a seat at the leadership table they may not already have.

According to research by the Corporate Legal Operations Consortium (CLOC), Only 36% of in-house counsel characterize their relationship with finance department leadership as one that involves formal collaboration to address organizational challenges.⁵

As Benegas explains, “Productivity isn’t the in-house lawyer’s only challenge: We struggle to be seen as a business unit – and as a result, we struggle to be seen as strategic.”

“An accurate picture of what the legal function adds to the company is important for growth and being a strategic leader means helping your company recognize the full scope of the issues and risks it faces.”

Using data-driven analytics for planning purposes can effectively reposition a corporate legal department from a cost center to a valued voice in discussions around an organization’s strategic planning.

Five things to look for in a matter management platform

An all-in-one legal matter management and analytics platform should simplify previously laborious and manual tasks, making it easy for in-house counsel to manage matters and derive insights that drive the business forward.

The best platform should offer:

1. Matter intake automation: A matter management solution should offer a single point of intake, irrespective of the origin and format of the request from within the business, so that all requests can be efficiently assigned and tracked from a centralized location.

2. Matter visibility and unified data: Anyone working on a matter can access all the information about the matter in one, centralized place – staff, activity history, and all files, including documents and emails.

3. Increased collaboration: Easily assign a matter to another lawyer or support staff. With one click, instantly give the new person access to all the matter’s relevant information and documentation.

4. Quick and flexible analytics: In seconds, in-house counsel can retrieve any data they need relevant to matters or the overall function of the legal department. Plus, the platform should allow for analytics customized to your organization’s unique needs.

5. Better decision-making: Analytics-based insights should arm the legal department with the data they need to better budget and plan for the future.

Streamline, manage, and influence with Docket

In-house legal is an essential function of nearly every business, yet legal teams are considered bottlenecks and cost-centers. Legal teams all too frequently rely on manual, fragmented tools such as spreadsheets, pen and paper, and email, even though organizations have numerous solutions to help drive efficiency in other departments.

Docket aims to change all that. We believe everyone should have the information they need to make the best decisions for their legal department. Our mission is to make data more accessible to legal teams and, in doing so, enable your success. Contact us for a demo.

About Docket

Docket provides a modern legal platform that combines automated matter intake, centralized matter collaboration, and targeted analytics into a comprehensive platform.

The system automatically ingests matters, stores valuable data around work completion, and produces reports for the General Counsel to understand how the legal department executes. Docket empowers corporate legal departments to make more strategic, data-driven decisions on the work they perform.

To learn more about Docket visit getdocket.com or contact shrey@getdocket.com

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