

IT'S TIME TO LEVEL UP: BUILDING ANALYTICS MATURITY IN LEGAL ORGANIZATIONS

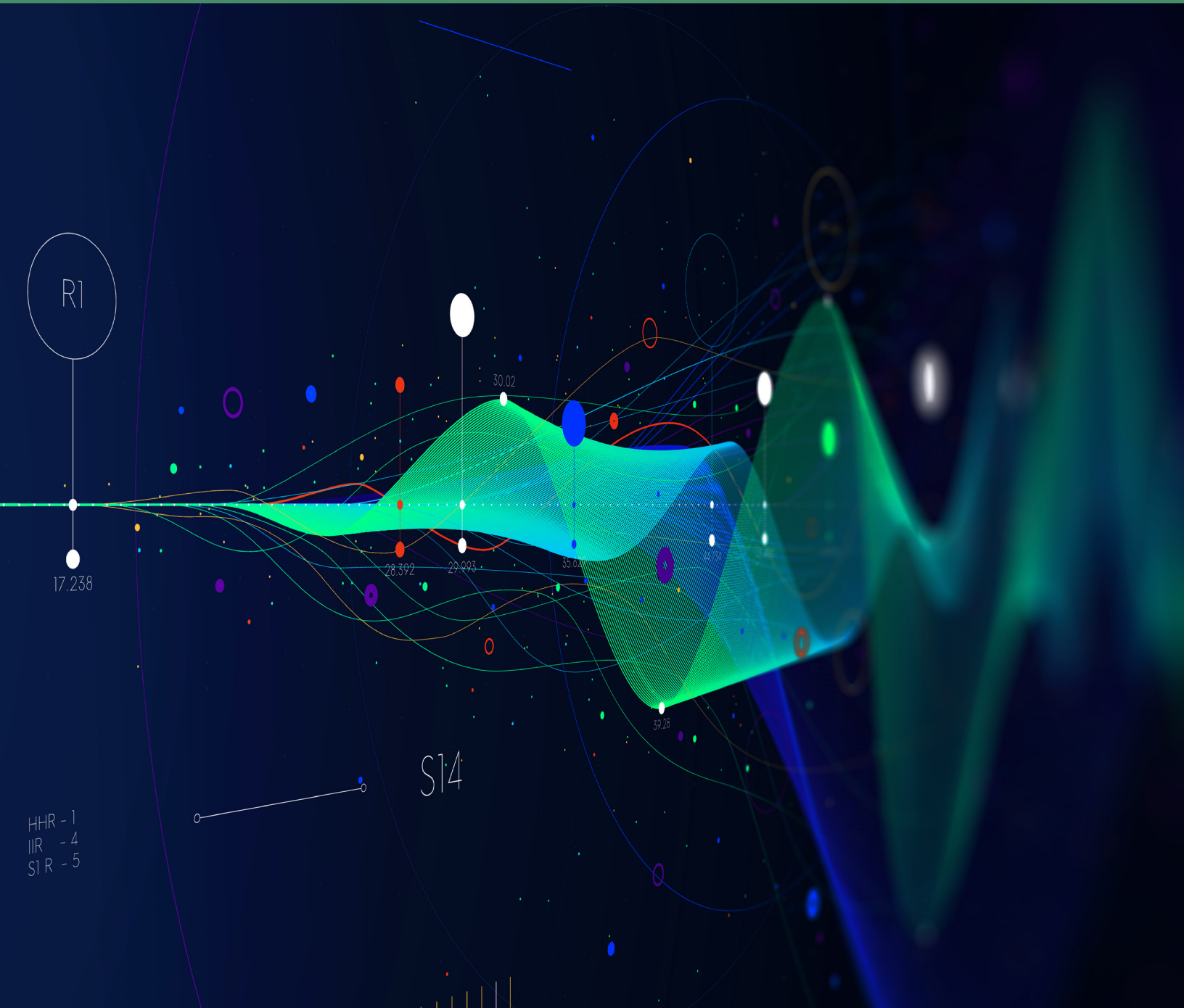


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INTRODUCTION

How can we advise our client on what’s “market” for a particular contract term? What firm would be best to handle a class action lawsuit that was just filed? Where should we invest in training to reduce employment claims?

Too many law firms and legal departments have not yet developed the ability to ground their guidance in historical data, measurement, and statistics. Instead, they haphazardly collect, or worse, neglect data without understanding how to harness its full value. Some organizations have launched full bore into an analytics program without customizing it to their needs, instead taking a piecemeal approach without ever engaging in a coordinated, thoughtful master plan.

Law departments and law firms have often skipped the evolutionary level of evaluating their business needs and tying those needs back to the data analytics principles that are necessary to deliver creative and meaningful results.

As a result, organizations fall back on informed guesswork and hunches when clients inquire about the future of legal matters. For instance, in determining a proposed settlement amount, lawyers often suggest a figure based on their personal experience and gut instinct about the persistence and stubbornness of opposing counsel or the proclivities of the assigned judge. Alternatively, they might assess potential exposure in a dispute based on vague recollections of their past caseload or negotiate a deal using strategies that have worked for them before. These examples, though simplified, illustrate how lawyers often base their advice and strategy on their individual experience, which does not allow them to separate correlation from causation of a particular outcome, instead of on the organization’s collective knowledge, institutional experience, and analytical decision making.

Today, legal organizations can leverage data to allow lawyers to formulate strategies and budgets based on the paradigm underpinning the very practice of law: gathering evidence, studying the rules or applicable framework, and drawing conclusions. In a world where more is more when it comes to data, law firms must base their decisions and advice on something more than individual experience and expertise if they hope to win and maintain business in an increasingly crowded marketplace. Nontraditional legal market entrants like alternative legal service providers and accounting firms can aggregate more data more efficiently and drive efficiencies that allow them to thrive despite relentless downward price pressure.

At a time when most businesses are reinventing themselves in the face of “Big Data,” consumers of legal services are beginning to expect lawyers to do the same. Businesses that are immersed in data, dashboards, and trends for normal operations expect their lawyers to have a similar data awareness. Fortunately, forward-thinking legal organizations have the ability to meet, or even exceed, these expectations.



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SIGNS OF CHANGE

Our research shows that lawyers are increasingly interested in finding new ways to collect and use data. Law firm leaders surveyed in our Sounding Board Series of roundtables reported a sharp rise in time spent on data-driven pursuits in the first half of 2020, from artificial intelligence to data management, analysis, and visualization.

Meanwhile, the number of data scientists that law firms have hired has tripled in the last two years. Firms have been incrementally increasing their capacity to capture, organize, and analyze data related to the practice of law. As legal organizations advance in their analytics maturity, they grow more proficient at spotting opportunities to apply emerging techniques and approaches to problems as they arise—fueling the growth within organizations that have taken the first steps.

Corporate law departments and law firms that make material, targeted investments in providing data-driven insights can meet heightened client and business expectations, augment their existing practices, and create new quantitative legal services. Organizations that collect the right data, deploy the right analytical techniques, and leverage the right tools will win the day, but what is the “right” solution for each organization? One thing that is clear is that now is the “right” time to get started. Delay could mean losing ground on an exponentially growing function within legal organizations, and it could become too late to catch up.

Rome was not built in a day, and while one organization may need a coliseum of data, another might need a piazza. Regardless of the size and shape of an organization’s needs and its current comfort level with data analysis, the following levels represent a master plan for how law firms and law departments can gain a greater command of their data and improve their fluency in data analytics.



LEVEL 1: FOUNDATIONAL ANALYTICS

In this planning-oriented level, law firms and in-house teams gain a basic understanding of their data and begin to consider the possibilities of how they can use that data. Organizations should first explore the depth and breadth of the data they already have. Then they should take stock of the professionals who have the skills and interest in managing data and the tools that are at hand. They should also explore what kind of data-driven organization they want to be, whether they want to be on the leading edge of change, and what business problems are the most pressing for the businesses they support.

In this level, law firms and law departments should answer a series of questions:

- Do we have the data necessary to achieve our objectives?
- Where does this data reside?
- How can we access the data we need?
- How can we better structure or normalize data to make it useful for future analysis?

Signals of activity and resources for this level:

The focus in this level is largely strategic, focused on data inventory, data collection, data management, data governance, and capability and tool assessment. Most law firms and law departments need to find and fill the gaps in their systems before they can take the next steps. As they complete a review and remediation of their core organizational data, they can also begin defining the capture and storage of matter information. This means finding a place to store the outcome of a matter, the parties involved, and key characteristics of the matter like the size of the deal or the claims asserted in litigation. This kind of practice data can help a law firm demonstrate experience (e.g., calculate how many deals it has done that were worth more than a threshold amount) and enable a law department to provide guidance to prevent risks (e.g., highlight offices that need additional HR training due to increased employment claims).

Organizations often start their data analytics programs small, with a single practice area. However, they should plan so that they can begin to capture data for many different matter types. Organizations should also consider who is in the best position to capture this information and how much time they will need to provide detailed matter profiles. When first using analytics, it is tempting to keep the data collection shallow to avoid burdening practitioners, but the detail collected in the early phases will fuel further evolutions of legal analysis as the organization moves into more advanced levels.



ANALYTICS MATURITY LEVELS

Foundational	Operations	Setting a data strategy and actively managing and centralizing core data
	Client Analytics	Investing in tools to store practice data, and developing workflows to gather from lawyers
Descriptive	Operations	Presenting real time core financial and matter data to lawyers and other professionals
	Client Analytics	Highlighting to clients the work that's being performed, who is doing the work, and how much it costs
Diagnostic	Operations	Identifying the reasons behind metrics, for example the drivers of financial metrics or the increase of new matters in an industry segment or practice area
	Client Analytics	Isolating potential causes for the size or velocity of legal issues presented, for example the reason cases increased in a jurisdiction
Predictive	Operations	Projecting what will happen to metrics based on a number of internal and external factors, for example the growth of new practices or areas of law based on historical data and market trends
	Practice Analytics	Extrapolating the outcome of matters based on information available at the time the issue is raised (e.g., determine the likelihood a counterparty will accept a negotiated term in a contract)
Prescriptive	Operations	Determining steps the organization can take to meet its strategic goals and presenting data that helps drive those outcomes. For example, offering an optimal staffing mix for a matter/project based on skills and experience
	Client Analytics	Providing recommendations on how best to mitigate risk in a particular area or finding ways to reduce risk. For example, training to the client's office managers to reduce employment claims in certain regions.

LEVEL 2: DESCRIPTIVE ANALYTICS

Descriptive analytics explain what has happened or, at best, offer a current snapshot of what is happening right now. Many law departments and law firms already capture these analytics in reports. Often, these reports are not actionable or interactive, and what warnings they manage to convey are not well-heeded.

Improving descriptive analytics provides an easy on-ramp to a more in-depth data analysis program. As opposed to most legal organization reports that offer matter-by-matter summaries, spend-analytics solutions offer various types of historical descriptive data in reports, such as the hourly rates of the mix of talent resources used to deliver legal services, the deviation in spend compared to a set budget or fixed fee, and the average spend on a certain type of matter.

The insights gleaned, and value provided, will lead to deeper questions about data and stimulate interest in what comes next. A regular cadence of descriptive analytics that deliver helpful insights, even on the simplest of metrics, can improve transparency and achieve buy-in for future efforts. Even more compelling are easy-to-use interactive visualizations that can display and summarize a legal organization's accomplishments and highlight opportunities for improvement.

This might include the number and type of commercial agreements over time or a comparison of outside counsel spend with budgets. Using this type of dashboard also translates opaque legal concepts into a more accessible format, educating firm and business leaders by creating parity with other business departments.

BRINGING DATA TOGETHER

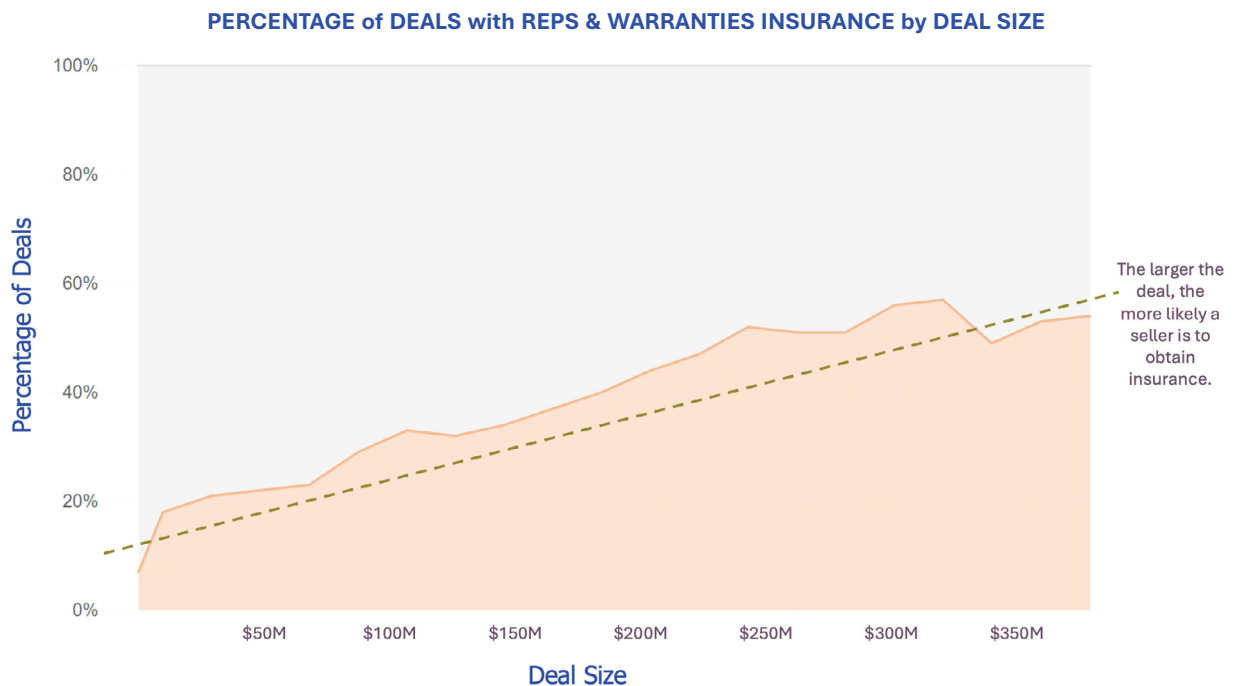
An organization's proprietary data is one of its most valuable assets, and curating and cultivating the collection of that data should be a key initiative for any business. However, that proprietary data can be enhanced and transformed when coupled with data from third party sources. Collecting publicly available information on cases, transactions, and other related activities, and pairing that data with the organization's knowledge, experience, and carefully selected data points, can lead to transformative legal advice. Organizations can find a vast trove of insights for a legal issue, industry, or transaction type by aggregating and analyzing data that can be sourced from third parties through APIs and other connections. In many cases, organizations have access to this data through existing subscriptions, but haven't tapped into these valuable resources.

Signals of activity and resources for this level:

Descriptive analytics, which are typically financially oriented, can be supported through basic tools like Microsoft Excel and SQL and made accessible through visualization tools such as MS Power BI, Tableau, or Qlik. Law firms and law departments with more complex practices can create dashboards that show the lawyers working on specific matters, the number of active matters, the status of current matters, and metrics around matter resolution, including the number, disposition, and financial terms. Using a simple spreadsheet and basic math, a law department could assess spend analytics, such as whether its efforts to bring more e-Discovery processes in house helped the organization reach its goal of reducing overall litigation spend.

Customized, legal-oriented solutions like HBR's law-department-focused [CounselCommand](#) are optimal in a legal environment, as they offer the easiest way to rapidly convey insights to busy lawyers and business leaders who may not have the time or inclination to interpret complex tabular data or text-heavy reports. They also help lawyers who do not have the mathematical or data interpretation experience. Because visualizations are more appealing, they encourage lawyers to further explore analytics without getting bogged down in the math.

DESCRIPTIVE EXAMPLE: DEAL ANALYTICS



LEVEL 3: DIAGNOSTIC ANALYTICS

When the legal organization is ready to understand the “why” behind an event or statistic, it needs diagnostic analytics. Diagnostic data takes descriptive analytics to the next level, drilling down into the basic assumptions and outcomes revealed by descriptive data to explain the factors that contributed to or caused a certain outcome.

For instance, a law department could use diagnostic analytics to assess which variables, such as a compliance audit or a whistleblower complaint, might portend litigation. They may also look at what drove the average settlement value of product-related matters to double in four years’ time. Analyzing demand letters could help an organization look for early signals of future disputes or study other metrics to determine which cases are most likely to succeed.

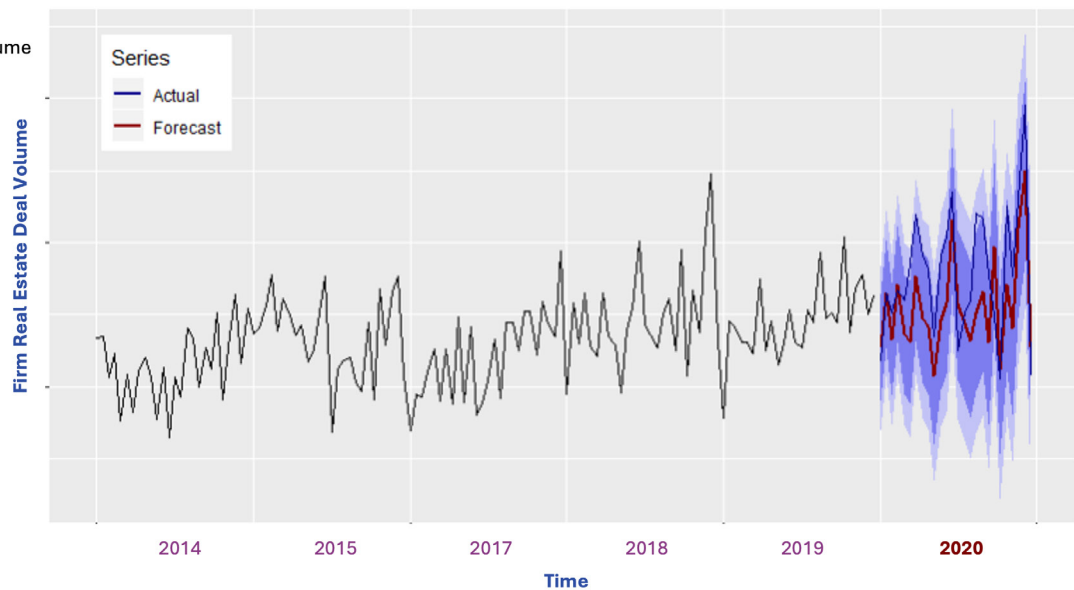
Similarly, a law firm that wants to explore the underlying reason for a drop in utilization can use diagnostic analytics to examine the variables that led to the reduction. It might also use analytics to understand a prospective client’s risk profile. For example, is the company making political donations that could violate its own policies? Or is the organization engaging with businesses that are involved in activities that run counter to its environmental, social, and governance values by collaborating with a supplier that is routinely cited for climate hazards? Diagnostic analytics can serve as an early warning system for potential legal trouble and offer an opportunity to bring proactive solutions to clients before issues arise, thereby transitioning a transactional client interaction to a recurring relationship.

DIAGNOSTIC EXAMPLE: REAL ESTATE DEAL FLOW

FORECASTED VOLUME of FIRM’S FUTURE REAL ESTATE DEAL VOLUME

Sample inputs:

- Past firm RE deal volume
- Stock index
- Currency history
- RE internet search volume





Diagnostic data takes descriptive analytics to the next level, drilling down into the basic assumptions and outcomes revealed by descriptive data to explain the factors that contributed to or caused a certain outcome.

Signals of activity and resources for this level:

Analysis of what factors explain a given result, and to what degree each factor applies, is key for diagnostic analytics. Organizations that embrace diagnostic analytics are looking intently toward what drives their financials, adding contextual, practice-oriented data to traditional spend metrics. Building on the tools used in earlier levels, legal organizations will require more advanced solutions to deploy diagnostic analytics, including statistical programming languages, such as R, Python, or SAS, for regression, classification, and feature analysis. Using these new tools may mean adding or engaging specialized staff who understand the tools and their foundations and who are skilled in data interpretation.

**LEVEL 4:
PREDICTIVE ANALYTICS**

While the first three levels can be navigated in a less linear fashion, an organization that seeks to delve into these later levels should have mastered the foundational, descriptive, and diagnostic disciplines, as they ground all analytics activities that follow. Predictive analytics—those that explore what may happen—remain uncharted territory for most legal organizations. These probability-driven analytics signal a shift from reactive to proactive data analysis. In this level, lawyers can use historical data to glean insights about future events that might otherwise remain obscured, using the resulting information to offer more value to clients and to better protect their own organizations. So, while descriptive analytics might show when a spike in litigation occurred, and

diagnostic analytics might shed light on why the spike occurred, predictive analytics will offer an informed estimate of when the next spike might happen and what its magnitude might be. These analytics can inform legal advice, refine a case strategy, suggest likelihood of success in a transaction, enable better risk forecasting, or predict matter outcomes.

For organizations at this level, data collection and aggregation are essential. Generally, the larger their data sets, the more accurate (and valuable) the assessments they can return. Large data sets can either be “deep” in that they represent a comprehensive survey in a particular area, say all litigation claims of a particular type, or “broad” to account for an instance of data across a wide spectrum, for example the final negotiated clause across a variety of different contracts. Law firms or in-house counsel might want to assess how long it will take to close a deal or predict the potential settlement amount for an employment dispute. In the latter example, a valid prediction will be based on a variety of factors, such as the amount of the demand, the claims asserted, the length of time the plaintiff worked for the company, or the protected classes that the plaintiff belongs to. All of these data points help inform the prediction. Therefore, in these cases, having more data is critical: organizations need the right inputs to ensure that they can have confidence in their outputs. Legal teams need not only “tall tables” (large numbers of observations) but also “wide tables” (many columns describing each row or record). Typically, a good predictive model will allow for an accuracy of at least 80 percent, though context matters when assessing accuracy levels, viability, and ways to use predictive models.

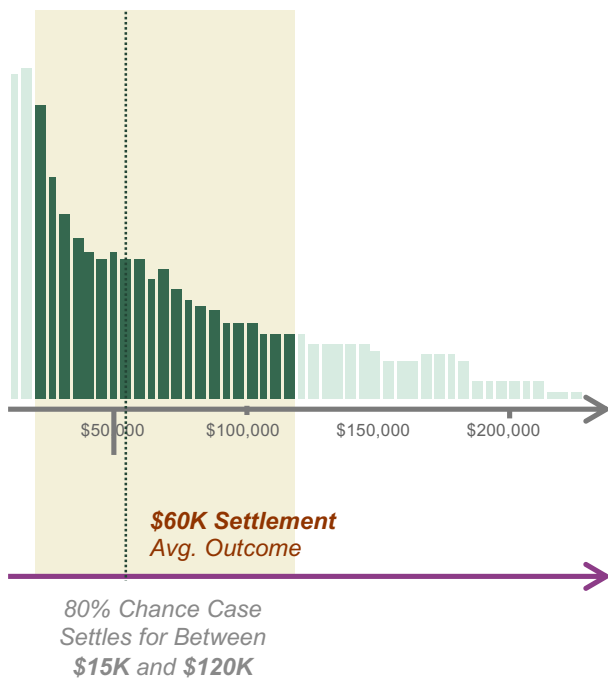
In a recent matter, we helped an insurance client build an algorithm to predict the outcome of new matters based only on the information received

at their inception. The algorithm runs about 300 basic pieces of information—things like the party names and their general characteristics, jurisdiction, judge, and the like—through a predictive model, buckets each matter based on its predicted size, and recommends how much the client should spend on outside counsel. While this analysis does not replace the lawyer’s overall decision-making process, it does offer helpful guidance in deciding how to allocate budget and outside counsel resources.

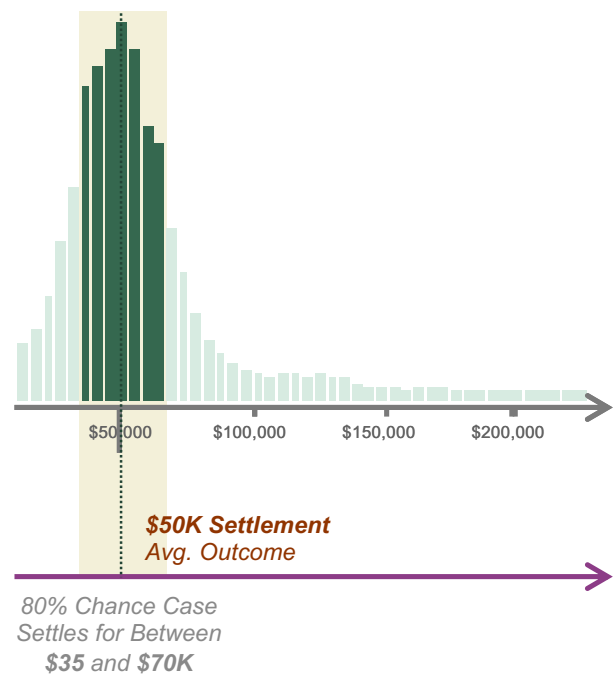
Law firms that aggregate data and create predictive models are turning the artifacts of legal services into proprietary insights unique to the firm. Doing so not only demonstrates to clients and potential clients the depth of the firm’s expertise, it offers a service unavailable from competitor law firms. Recent survey data, and HBR’s portfolio of projects, indicates that law departments recognize the value of using historical data for predictive analytics and are investing in capabilities. This provides a unique opportunity for law firms to address an unmet need with creative solutions.

PREDICTIVE EXAMPLE - SIMPLIFIED QUANTITATIVE LITIGATION PREDICTION

The Base Expectation



The Forecast



Factors

↑ Filed in Jurisdiction

↓ Repeat Plaintiff Counsel

↑ Elected Judge

Signals of activity and resources for this level:

In addition to tools from the earlier maturity levels, organizations that want to apply predictive analytics will need access to machine learning-based regression and classification as well as clustering tools. Some examples include the use of Python and R through integrated development environments or the use of web-based analytics services and offerings available on Google Cloud, Amazon Web Services, and Microsoft Azure. This level often requires considerable custom work, technical expertise, and a certain mathematical fluency. Ensemble models are the typical output, sometimes combining multiple approaches, whether integrated or in sequence.

LEVEL 5: PRESCRIPTIVE ANALYTICS

Prescriptive analytics use data-driven insights to suggest not only what might happen but also what legal organizations should do to influence those outcomes. They are naturally focused on narrower practice areas and contextual to an area of law, a category of risk, or a specific organization.

To date, the most useful work in prescriptive analytics has occurred in online dispute resolution forums, apps to challenge traffic tickets or similar disputes, and automated exchanges supporting simple transactions. Using prescriptive analytics, however, a law department may rely on an algorithm to optimize its resource allocation, determining which of its outside counsel are best at mitigating risks and lowering costs. Similarly, a law firm might use prescriptive analytics in deciding whether to counsel their client to accept a settlement offer or in choosing a specific lawyer who is best equipped to face a particular opposing counsel. The key is heavy reliance on the output of an analytical process in lieu of traditional human decision-making. In the not-so-distant future, lawyers could even use prescriptive tools to automate decisions about whether to pursue trial or settlement in specific matters.

Currently, we are working with a firm to create a profitability dashboard that will allow lawyers to see at a glance whether their matters are more or less profitable than those of their peers. The goal is to develop an analytics workflow that first uses diagnostic analytics to study their data and determine what might be costing more on a legal matter than it should and then uses prescriptive analytics to recommend what actions lawyers should take to improve their profitability. These analytics might suggest actions like staffing matters with lower-value resources or reviewing pro formas more carefully for opportunities to recover money, such as avoiding block billing.

SPEAKING THE LANGUAGE OF LAWYERS

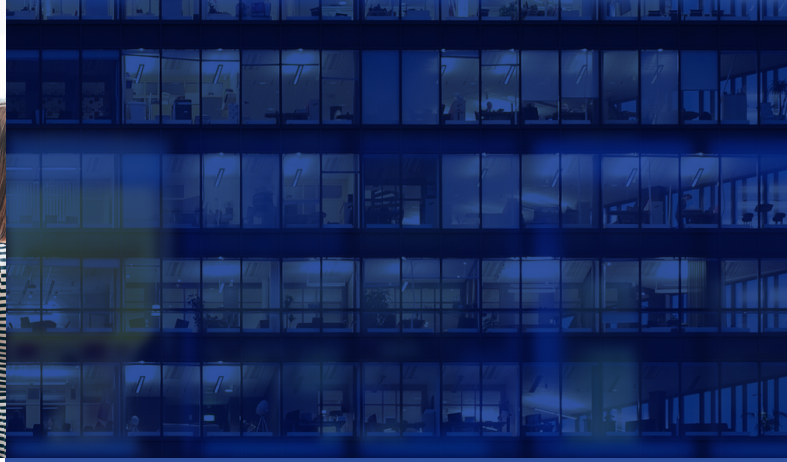
Lawyers are not generally trained in data crunching and statistical prowess (although this is changing), but much of the information we provide lawyers about financial trends, budgeting, and profitability relies on reading and understanding numbers and charts. We believe another form of technology, natural language generation, could be the future for communicating complex statistical and financial measures. Using advanced tools, we have seen progress in translating data into readable text that helps explain a complex concept with ease. If you have checked your credit report, played fantasy football, or read an article about a company's quarterly earnings, you have likely read natural language-generated text. While it could also be used at earlier levels, pairing this tool with prescriptive analytics has the potential to make complex concepts relatable and meet lawyers where they are with respect to the written word.



The full impact of predictive and prescriptive analytics in legal work is yet to come. Innovators and leaders at the technological forefront of the legal industry have not really tapped into the potential in these classes of analytics. While a few teams have explored some narrow applications, most organizations have not even contemplated these levels. First, they lack the practical skills and awareness—the foundations built through incremental improvement in the earlier levels—to spot opportunities and implement these tools. Furthermore, most are culturally unprepared to use them.

Organizations will encounter many challenges at these levels, but one hurdle, known as “algorithm aversion,” will require careful consideration. Research shows that people are reluctant to trust an algorithm’s results, even if the algorithm demonstrably outperforms humans. For example, in the e-Discovery field, some lawyers remain hesitant to adopt predictive coding and adhere to the idea that linear manual review is the gold standard, even though the coding algorithm may be more accurate than human reviewers and not susceptible to fatigue or inconsistency.

Signals of activity and resources for this level: These next-level analytics require all the tools and techniques mentioned above as well as customized applications and robotic process-automation tools. They also benefit from optimization methods, anomaly detection, neural networks, and deep learning techniques.



MATTER CLASSIFICATION TAXONOMY

One of the most difficult elements at this level is defining a consistent matter classification taxonomy. Every law department and law firm has its own classification taxonomy, and many matters are not classified properly due to legacy data and the “human factor.” Often, the people tasked with classifying matters are those least connected to the substance of the work, making it difficult to choose the right category and limiting or outright spoiling the future usefulness of that data. Today, automated tools using artificial intelligence and natural language processing have strengthened their ability to efficiently and accurately determine a matter’s area of law, sub-area, and service. For an in-depth look at matter classification, see our blog, [“Solving the Challenge of Accurate Matter Classification for Better Analytics.”](#)



THE DATA COLLECTION IMPERATIVE

Typically, there is a massive data-availability problem in legal organizations, so purposeful data collection must be the cornerstone of any analytics strategy. To use more sophisticated analytics effectively, organizations must collect an increasing—and increasingly well-organized—volume of *practice-oriented* data.

Corporations and law firms alike need to think about what data they have or want that relates to the core risks faced by their organizations or their clients. Some law departments have more information at their disposal than law firms do, particularly if they have implemented a matter management system or have a robust reporting relationship with other business units. Often, however, law departments have not captured this data strategically. Instead, they may capture helpful data based on functional need rather than strategic aim because they must provide business units and accounting teams with data such as matter settlement amounts, for example. Now, law departments must think about collecting data that supports their own strategic goals, including those having a nexus with the practice of law.

Nor do law firms typically collect much in the form of useful practice data; their systems are primarily designed to capture only that information that is necessary to open a matter, check for conflicts, bill clients, and compensate their lawyers. Furthermore, because law firms often store a mix of documents and information made up of unstructured or semi-structured data, it can be hard for them to access

discrete, meaningful data that can be used to power their ideal analytics project.

To develop analytics maturity, legal organizations need to develop thoughtful data models—beyond spend data—that describe particular classes of legal work or risks that they regularly handle, that are important to their business, and that they expect to continue supporting in the foreseeable future. They should collect both public and proprietary data about the characteristics of their matters, including, for example, information about opposing counsel, types of claims or deals, counterparties, settlement amounts, and substantive outcomes. Once that data has been captured, they can use it to inform and support individual lawyers' strategic recommendations and advice. The bottom line is that more data features generally translate into higher-quality insights.

WHAT CORPORATE LAW DEPARTMENTS SHOULD KEEP IN MIND

As noted above, law departments typically amass data for operational rather than strategic purposes. This data can be cumbersome to access and may require significant cleanup and organization before it is useful to the law department.



To develop analytics maturity, legal organizations need to develop thoughtful data models—beyond spend data—that describe particular classes of legal work or risks that they regularly handle, that are important to their business, and that they expect to continue supporting in the foreseeable future.

But cleaning and arranging data is just a start. To prevent a self-limiting view of what is possible with their data, law departments must take a creative approach to capturing data that will inform more meaningful, long-term key performance indicators and metrics. They must also be willing to invest in tools and technologies that can help them process, analyze, synthesize, and transform their data. Additionally, they need to create a practice-specific—or even risk-specific—strategy for purposefully collecting data regarding any core category of work.

As an added bonus, the more advanced a law department's data analytics program becomes, the more pressure its law firms and service providers will feel to optimize their own performance and data, creating a compound effect in fueling the department's analytics capabilities.

WHAT LAW FIRMS SHOULD KEEP IN MIND

To gain the most value from their data, law firms must thoughtfully plan how they want to benefit from each level: collection, analysis, insights, and, ultimately, visualization and interaction. Most importantly, they must be ready and able to capture new proprietary data to fill existing gaps, as these analytics efforts often need to be underpinned by data that more fully describes the practice of law itself. Generally, the legal environment presents significant opportunity for growth. To analogize to an Excel spreadsheet, law firms have plenty of rows of data, but they lack many of the columns required to fully represent or describe their services and outcomes for each matter. Technology can help law firms ease the burden of data collection and analysis, but education, mindset shifts, and process changes are most important.

Additionally, law firm analytics strategies are most likely to have long-term success when they account for practice-level concentration and localization. Often, this means that firms cannot implement a generalized, one-size-fits-all solution. This is because most large law firms provide complex services to a wide array of clients; their services reach across industries, markets, and many categories of risk. They require disparate skills and often vary significantly in

processes and outputs. Thus, a single, “out-of-the-box” solution cannot adequately address the entire firm's needs. Instead, analytics projects focused on and tailored to specific practice areas are best positioned to measurably improve client engagement and produce returns for those associated practices.

WHERE TO STORE PRACTICE-RELATED DATA

In the past, there was no natural home for practice-related data, and finding a place to store it was a challenge. However, the use of “experience management” software has grown and evolved in recent years, providing firms with new options for collection and storage. While initially used to support the marketing function, that class of system holds promise well beyond mere marketing uses.

Finally, lawyers should not think solely of their own needs as they develop their analytics programs; they should also consider their clients' current needs as well as their future expectations. By proactively finding ways to capture and share client-centric analytics and data-based advice, law departments can prove their value and law firms can differentiate themselves from their competition.

CONCLUSION

Companies in virtually every industry are making purposeful investments to become more data-driven and to create new digital capabilities. Historically, the legal industry has lagged in this effort. Now, however, progressive law departments and law firms have recognized that the future practice of law will mandate meticulous, targeted data collection, thoughtful analysis of that information, and data-driven, strategic decision-making.

An organization that has not yet instituted an analytics program should invest in the early levels of analytics maturity if it wishes to reap the value of predictive and prescriptive analytics. Without an adequate foundation, the organization will not achieve the desired results. Instead of skipping ahead, the organization should establish a solid base as quickly as possible before exploring more sophisticated applications.

If the organization is at the diagnostic, predictive, or prescriptive levels, it should verify the soundness of its foundation. There is tremendous latent value in the data that legal organizations hold, but accessing this value means investing in tools and technologies that enable the considered application of analytics to the business and practice of law. For corporate law departments, the value may be more informed decisions or deeper insights that offer better protection against risk. For law firms, the value may be improving the client experience or showing the value proposition of consolidating matters, and therefore data, under a single forward-thinking firm.

Finally, legal organizations must confirm that they have a team in place capable of scaling future efforts

across the organization. The skills to deliver on these strategies may require more multidisciplinary expertise than past technical projects. Practice-specific projects require context—to spot opportunities and issues, to tailor system design, to align efforts with cultural nuances, and to ensure adoption. A few organizations have already felt some pain here. In more than one instance, a progressive organization has hired an accomplished technical resource with little exposure to the practice of law and positioned them within the operational side of the organization, only to receive underwhelming returns on their investment. Organizations seeking to improve must view analytics projects that involve the practice of law and legal service delivery as *strategic* efforts.

There are significant opportunities in this area. There are also material challenges along the path to success. But it is time for corporate law departments and law firms to build their skills in targeted data collection and creative analysis. With the proper planning, discipline, and practice, legal organizations can capitalize on the tremendous promise that analytics offers to the practice of law.

CONNECT WITH OUR EXPERTS

To learn more about how our analytics-related services can advance your law department or law firm, regardless of maturity level, please contact:



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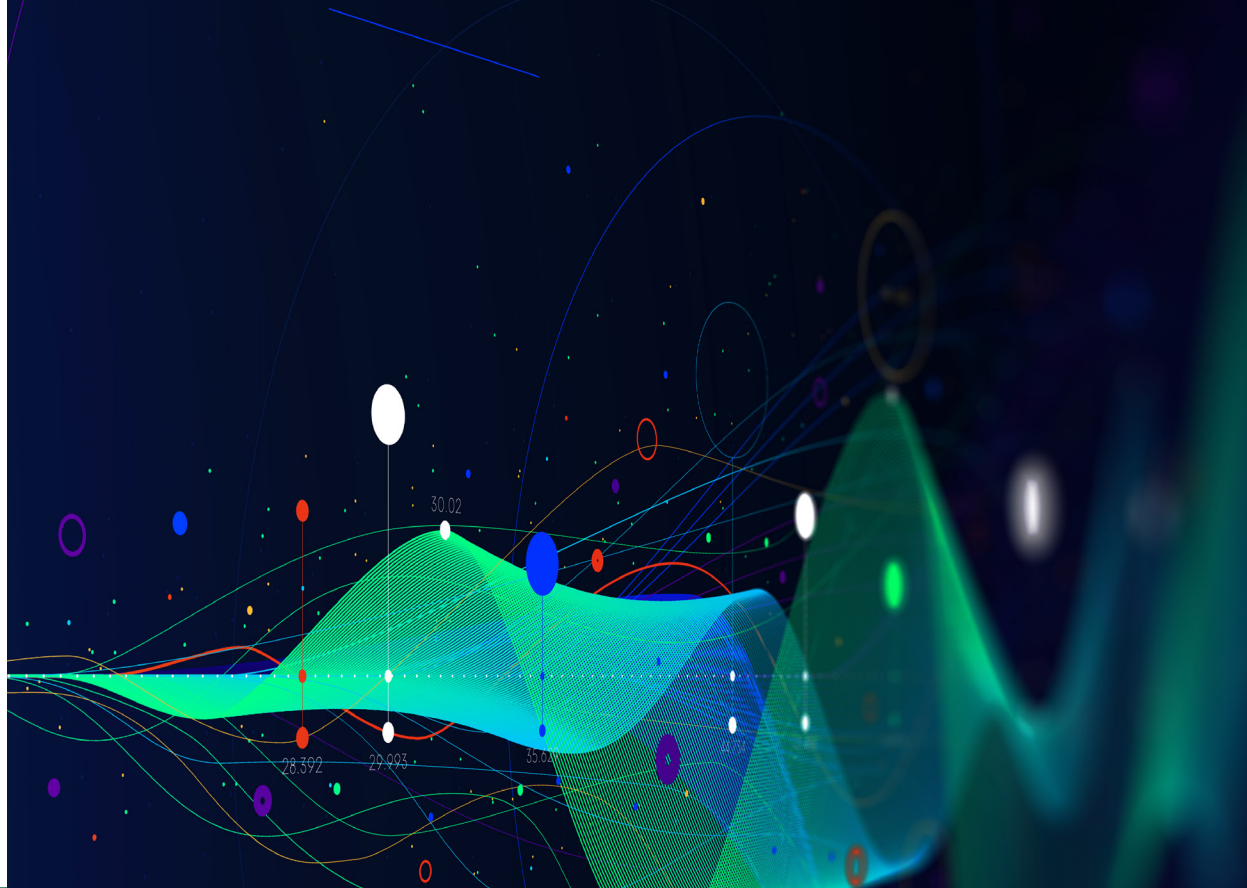


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