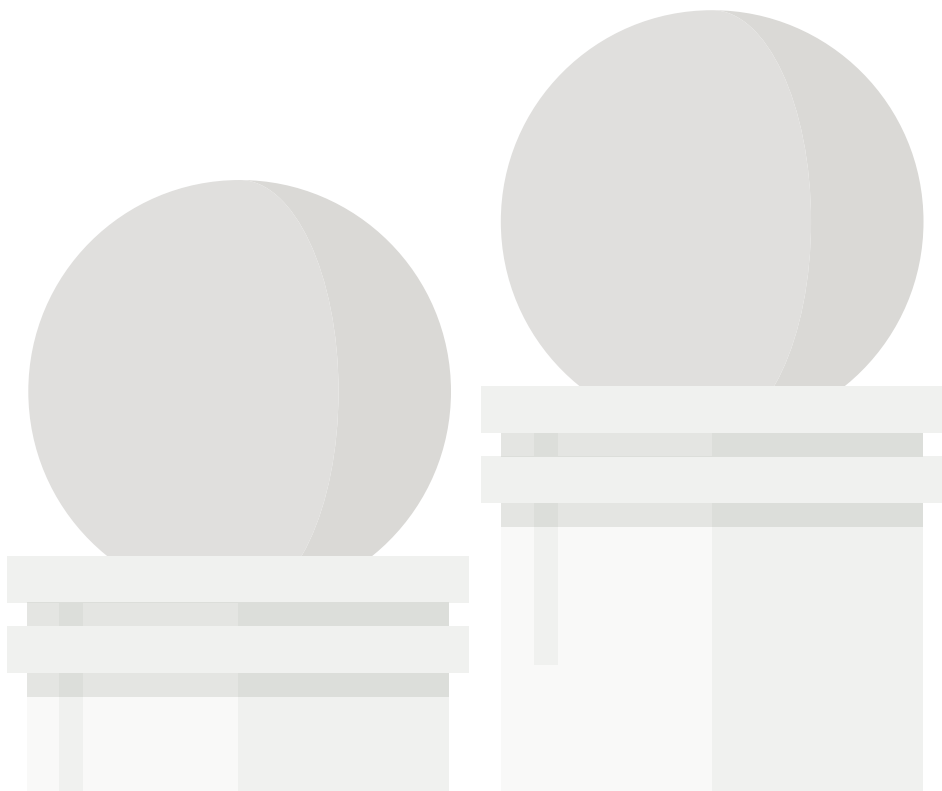


2 PILLARS OF

IT Success for the Law Firm CIO



Ready. Set. Transform.

Digital transformation isn't just a trendy buzzword; we live in a digital era, and law firms are no exception. According to the [2019 LTN Tech Survey](#):

“Today's law firms are expected to stay on top of everything from internal strategy initiatives to help drive collaboration and business development to external issues like security intrusions and privacy regulations. Technology is at the center of all of it.

If you're a CIO or other technology decision-maker at a law firm, the partners look to you to advise on the tools and technology that will help the firm spend less time on administrative tasks so staff can spend more time with clients. That's a tall order to fill, especially in an industry that has historically been slow to adopt new technology. But when partners clearly understand how IT efficiency can positively impact billables and improve the client experience, they'll feel more confident in investing in IT.

The Role of the Firm's CIO

CIOs have an increasingly critical leadership role to play in law firms; they have become much more than just the implementers and guardians of IT services.



In a world that relies so heavily on technology, CIOs also serve as business leaders and strategists that proactively position the firm to benefit from IT-centered solutions.

They also understand that technology-related delays or outages are very costly to law firms, as every hour a partner and their staff spend dealing with IT issues is an hour that cannot be billable. **Law firms need IT infrastructure and systems that optimize collaboration, research, and resource-sharing.** At the same time, they recognize that employees at law firms don't have time to immerse themselves in new technologies, despite their reliance on a seamless technology infrastructure. IT is responsible for offering solutions that are intuitive to use, with clear and easily understood benefits to the employee's daily workflow—and thus, productivity.

To help the law firm CIO meet the increasing demands of the Partners, we assembled the following Pillars to help guide conversations and drive transformation at the firm.

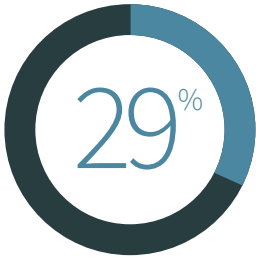


PILLAR 1

The Business Case for Modernizing ITSM

IT services are seldom at the top of law firm partners' priority lists, because they often don't see the direct connection between IT and business strategy. That's why it's critical for the firm's CIO to **create strong alignment between IT planning efforts and overarching firm strategy.** Often, the magic words here are "increase billables and improve client experience," but there are other considerations as well. When CIOs prove to the partners that they understand the priorities and needs of the firm, and demonstrate how their initiatives can directly impact profitability, they'll succeed in gaining buy-in.

Increasing Billable Hours



According to a billing trends report, **lawyers spend only 29% of their time on billable hours.** Why so low? Because they spend *roughly half* of their time on administrative tasks.

If you took these figures to the firm's partners, they'd likely be shocked. Or perhaps they've already tried everything to boost efficiency, from increasing incentives to hiring more staff. But what if you told them that you have a way to tip the scales to increase the firm's billables on a foundational level?

The answer lies in automation; when repeatable administrative tasks are automated, there is more time available for billable hours. That's good for business and good for employees, too.



A ServiceNow™ Use Case

With a solution such as **ServiceNow Incident Management**, employees remain productive—a.k.a. billable client case work—yet happy they can easily contact support to track their technology needs. Employees can connect with IT through web or mobile self-service and virtual agents powered by natural language understanding (NLU). And encourage employees to quickly resolve issues on their own with dynamically-generated related knowledge base articles that appear as they fill in the incident form via the Service Portal. Easier, faster incident resolution is good for business and good for employees.

Improving Legal Staff Experiences to Attract and Retain Talent

Implementing automation at your firm does more than increase the time available during the day for billable hours. Legal staff must meet their billable hour quotas regardless of how much time they spend in the office; this means that inevitably, administrative tasks will cut into personal time. **So when lawyers spend less time on these tasks and can meet their billable hours quota quicker, they can enjoy more time with their families while staying on track to make partner.**

Work-life balance is not just a nice-to-have. According to a Forbes article, [**maintaining work-life balance helps reduce stress and prevent burnout in the workplace.**](#)



The health problems implicated with [**burned-out employees cost an estimated \\$125 billion to \\$190 billion a year in healthcare spending**](#) in the United States.

When law firms consistently rank among the worst for work-life balance, this statistic should weigh heavy on the minds of Partners. Law firms can save money and maintain a healthier, more productive workforce by creating a work environment that prioritizes work-life balance.


In addition to improving the work/life balance of your legal staff, a modern ITSM will improve the actual working experience. While it's common knowledge that employees are more satisfied in their roles when they feel like they have adequate tools, the stakes are even higher today. Rapidly advancing consumer tech is increasingly setting the standard for business tech as well. To attract and retain the best talent, Partners are looking to IT to create an infrastructure that can grow with and facilitate the usage of new and ever-changing tech.



A ServiceNow Use Case

With a solution such as the [ServiceNow Walk-up Experience](#), employees still get personalized service when they want it without the high cost of idle waiting time. **Rather than physically waiting in the IT department, employees can join a virtual queue using their PC or mobile device.** This allows employees to use the time to get work done—a.k.a. billable client case work—that would otherwise be used waiting for the next available technician.

Engage with your firm's staff to determine what problems and specific pain points they're experiencing with technology. Through surveys or formal or informal interviews, ask them how they go about certain tasks, such as requesting new apps or devices, accessing or collaborating on digitized legal documents, or working remotely.



If you hear different responses from different people, or if they indicate specific pain points, document them. Asking the right questions can make all the difference in how IT is perceived and ultimately, what technology is truly needed.

Modernizing the IT experience and freeing up time spent on frustrating tasks ultimately improves your attorneys' working experience, allowing them to not only survive but thrive. And by modernizing IT, you may just have the best of the best beating down your door and begging to work for your firm.



Managing Overhead

Law firms are under enormous pressure to manage overhead expenses effectively. More and more, CFOs are favoring fixed-cost SaaS solutions—in IT and elsewhere—to help ensure these costs are predictable over time.

Because SaaS solutions are considered Operational Expenditures (OpEx) rather than Capital Expenditures (CapEx), firms experience much greater flexibility down the road. One of the most logical areas where a law firm can embrace fixed-price SaaS solutions is in the delivery of IT services.

Automation is Not an Automatic Win

Automation is not an automatic win; if employees aren't using it, your investment in the platform will fail to deliver returns. To ensure adoption, you need buy-in from both the firm's leadership as well as the employees. With buy-in from the firm's leadership, you'll have the support you need to drive adoption. **And with a solid understanding of the user's pain points and benefits to them, adoption will be a cinch.**

When they see how their lives will be made easier and that your initiatives are dependable, user-friendly improvements over what they already have, you'll see adoption and ROI accelerate.

The logo for Hogan Lovells, featuring the firm's name in a serif font. The word "Hogan" is stacked above "Lovells". The text is white and set against a solid green rectangular background.

Hogan
Lovells

The Role of the Firm's CIO: A Case Study

In 2012, Hogan Lovells, one of the largest law firms in the world, hired Michael Lucas for the global CIO role. Before that, the firm did not have a global CIO. However, the firm's leadership team realized the need for a consistent customer experience that inconsistencies in technologies and services across their more than 40 offices were impeding. Michael quickly **developed a unified IT strategy and helped establish an innovative IT program** that ensures the firm's attorneys and its varied customers have the information they need when they need it.

Data Security, Uncompromised

If every law firm could lock all of its data behind an airtight firewall, securing data would rarely be an issue. But like most organizations, law firms can no longer maintain tight, on-premises control of their data. **Lawyers and other employees need to be able to access client data from a wide array of mobile devices and cloud-based technology.** Meanwhile, cloud apps are emerging as must-haves for managing a wide variety of enterprise services; implementing cloud technology is how firms stay innovative and responsive to modern client expectations. While cloud computing in the legal industry started off slow it's moving toward becoming a standard approach in legal technology.

- 
- According to a 2017 American Bar Association
 - Survey, **Cloud usage grew more than 40% from 2016 to 2017**, from 37% to just over 52%.

When law firms respond to IT service requests, security is a major consideration. From device wipes to password resets to locate-my-device requests, most IT Service Management functions involve thinking through and giving deference to security concerns. In this vast universe of mobile devices and cloud apps, it is imperative that law firms have a plan for securing data—both their own and their clients'—in the cloud. However, you can't protect it if you don't know what and where it is. **Information security starts with an inventory and risk assessment.** This helps determine what needs to be protected and what threats it faces. Fortunately, there are numerous solutions and strategies for aptly securing data.

And let's not forget, with the current data security climate and regulations such as the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA), data security goes beyond just the needs of

the firm to protect their data. The firm's data security processes need to also adhere to regulatory compliance requirements to secure client's personally identifiable information (PII). **There are costly consequences otherwise; in 2019 Marriott International was fined \$124 million and British Airways \$228 million for exposing personal data of their customers.**

A Crossfuzze Customer Success Story

A large Denver-based law firm with about 400 attorneys decided in early 2019 to abandon its on-premises IT ticketing system and move to ServiceNow ITSM. **The firm recognized that ServiceNow was more than just a powerful IT Service Management platform.** ServiceNow also could help the firm efficiently consolidate a wide range of business applications. The firm's long-term goals for ServiceNow included:



Boost efficiency and productivity: The firm needed a solution that would be scalable, manageable for the firm's IT staff, and able to ensure a seamless user experience.



Consolidate apps: By consolidating apps under ServiceNow, the firm wanted to avoid separately supporting and troubleshooting business apps, so it could redirect resources to high-priority projects.



Invest in more cloud-based SaaS solutions: The firm viewed ServiceNow as a central nervous system through which numerous additional enterprise services could easily be added.



Integrate with existing network-monitoring infrastructure: The firm was already using a service called KACE to manage and secure all network-connected devices; ServiceNow needed to integrate with KACE.

While the law firm was conceptually on board with ServiceNow, the firm's IT team relied on Crossfuze to demonstrate how ServiceNow could provide a strong ROI and meet outlined desired business outcomes. **Crossfuze focused on delivering value through:**



An accelerated launch: In a matter of weeks, Crossfuze used pre-existing code and best-practice configurations to build out about 80% of the firm's ServiceNow ITSM platform.



Customized consulting: When the firm expressed doubts that it would be able to manage the platform on its own over the long term, Crossfuze walked the team through exactly what resources and expertise would be required, leaving the team feeling confident and informed.



Constant communication and transparency: The firm appreciated that Crossfuze did not want to just implement ServiceNow and move on; Crossfuze took the time to show the firm exactly what was being done and teach the firm's IT team how to use ServiceNow optimally.

To achieve successful ServiceNow implementation, the firm relied on Crossfuze's expertise and experience in handling delicate issues and challenges, both technical and non-technical, including:



Personnel changes: Like any project, ServiceNow implementation included personnel changes. When the firm lost the lead IT manager who was overseeing the project, Crossfuze waited for his replacement to be named, then brought the replacement up to speed. The new manager ordered up some tweaks to the ServiceNow implementation plan based on his preferences and priorities. His input strengthened implementation planning.

- ✓ **Custom integration:** The firm wanted to keep its legacy network monitoring infrastructure and integrate it with ServiceNow. Crossfuzer completed this integration, which injected new intelligence and insights into the firm's security monitoring processes.

Today, the law firm has an ITSM platform that is firing on all cylinders—thus **taking ITSM maturity to another level**. Their IT team has stopped using its legacy on-premise IT ticketing solution altogether and has gained the confidence and experience it needs to successfully manage ServiceNow over the long term.

The firm is now poised to build on these foundational victories. In particular, the firm is considering using ServiceNow for Project Portfolio Management and contracts management and leveraging ServiceNow's Discovery capabilities. These initiatives are part of the firm's long-term ServiceNow success vision.

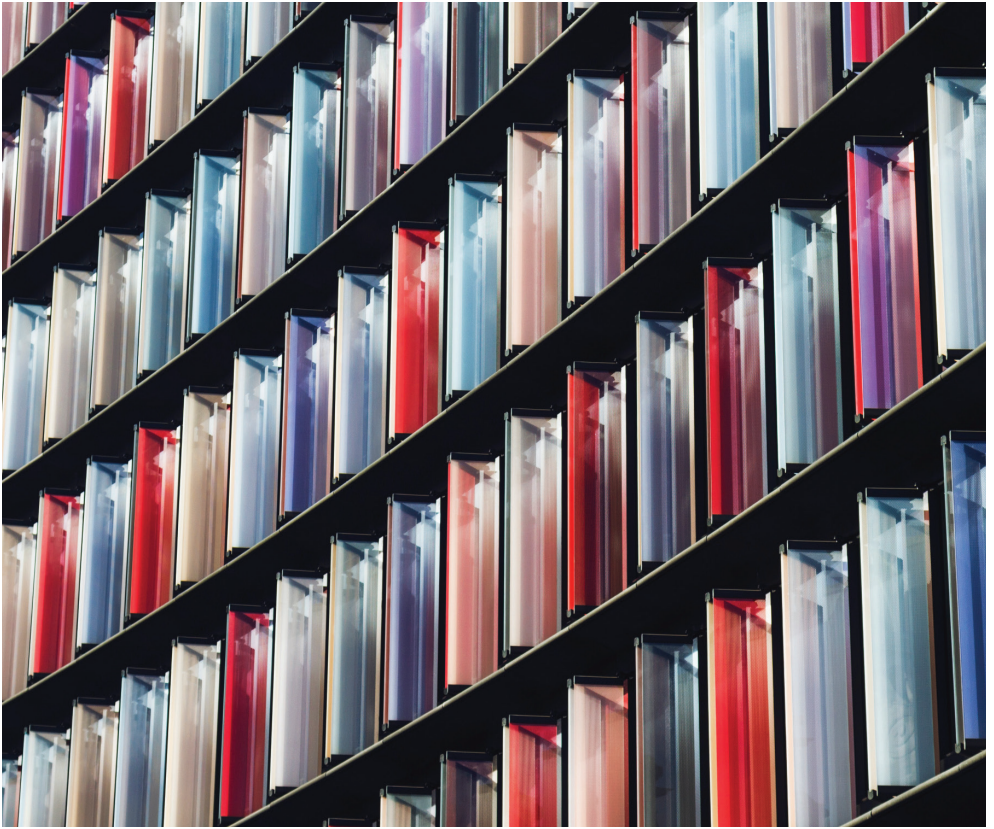
“Our firm experienced unexpected scheduling issues during ServiceNow implementation, so we really appreciated Crossfuzer's flexibility and willingness to pause and accommodate our changing schedule. We also appreciated Crossfuzer's knowledge transfer model—instead of handing us our meal, they taught us to fish.

SENIOR IT MANAGER FOR THE FIRM

PILLAR 2

Continuous Improvement: Ensuring the Ongoing Value of your ITSM Platform

According to a 2017 CIO Watercooler IT Service Management survey, **89% of respondents see ITSM as a value add to their business.** See how your firm compares to 100 other U.S. law firms by taking the **free ITSM Maturity Assessment.**



Get the Fundamentals of Legal IT Service Management Right

In order to streamline the way IT services are delivered at your firm, you've got to [keep your basic IT services running consistently](#) and reliably. Get familiar with the [principles of ITIL](#), and make sure all subsequent decisions are rooted in the ITIL framework. In doing so, you'll make sure operations are running smoothly within the firm while freeing up your team to work on larger, strategic IT initiatives to grow your firm. If you haven't yet implemented an ITSM solution, [find a deployment partner that has a time-tested approach](#) with the ability to support ongoing ITSM initiatives.

Configure More, Customize Less

At a high level, configuring means using your ServiceNow software largely as it comes “out of the box” or making changes to it using the tools available in the software. **Customizing means making changes to your software with custom coding or integrations not supported by ServiceNow.**

While these are closely related and often lead to the same result, the difference lies in how you handle updates and ongoing maintenance.



ServiceNow releases a new version of its software semi-annually and recommends upgrading at least once a year. Configurations are resilient to upgrades. Customizations require more time when upgrading and pose a risk to breaking.

You can streamline future upgrades by understanding the true cost of customizations. Consider the cost of the initial implementation as well as the cost of ongoing maintenance, including testing and validation during upgrades. Typically, customizations take longer to implement and involve more in-depth testing. Reduce costs, both time and money, by using more upgrade-ready configurations and fewer customizations.



Go Beyond Just ITSM

We briefly covered the importance of data security in Pillar One and how most IT Service Management functions involve thinking through and giving deference to security concerns. **To ensure security considerations such as device wipes, password resets, and locate-my-device requests are given appropriate and consistent weight, firms would be wise to integrate their IT Service Management operations with device and app management operations.** For example, when you integrate solutions such as ServiceNow and Microsoft Intune, you're able to resolve asset- and app-related security issues in the same system where you're managing the incident itself. That means devices can be locked without leaving ServiceNow. This integration with Intune has major implications not only for efficiency and quality but also for ensuring security considerations get the attention they need.



With **IT Asset Management (ITAM)**, which is already part of ITSM, you can know and control your assets by knowing what assets you have, where they are, who uses them, how they are configured, and what they cost.

You can mitigate risks by enforcing policies and regulatory requirements. Use it with Software Asset Management (SAM), and you'll have a single system of action that seamlessly transforms from reactive practices to a proactive, audit-ready culture. And you can integrate ServiceNow ITAM with Microsoft Intune as well to pull detailed information from each device and connect devices to specific users, essentially turbo-charging the IT Asset Management functions of ServiceNow.

LATHAM & WATKINS^{LLP}

A ServiceNow Case Study

Latham & Watkins is one of the largest law firms in the world. They are proud of their “onefirm” culture with no headquarters and management located in offices around the world. They’re committed to a comprehensive shared services strategy. **The firm broke down time and location barriers by combining global and local presence with enterprise-wide automation, thereby maximizing the value of its support resources.**



We can offer our lawyers German language services from wherever we have German language skills, or give our London lawyers support in the middle of the night with our West Coast admin staff. And, because we’ve standardized and automated these support processes, everything happens seamlessly and consistently.


BROR ADRINGA

Director of Technology for Support Services, Latham & Watkins

Latham and Watkins continuously find new ways to improve services using ServiceNow. They started out using ServiceNow in IT, but quickly expanded to a platform delivering services ranging from document services, financial information, and library reference requests to facilities and business development support. The Now Platform is their global enterprise service delivery platform where staff can request services through an intuitive self-service portal. **The central self-service portal provides employees across the world with a single location for business processes.**



One example of ServiceNow's impact is found within the Latham & Watkins Firm Associate Support Team (FAST). The program rapidly gained momentum after initially being set up to ensure that all first-year attorneys had secretarial support. Lawyers submit support requests directly in ServiceNow or send an email that is automatically converted into a ServiceNow admin support work order.

 ServiceNow quickly and automatically assigns the work to the appropriate person so that secretaries can start working on the request, no matter if they are on a different floor or in another city.

This model has dramatically increased secretarial utilization, with each secretary supporting up to three times the number of lawyers they did before. And, this virtual approach delivers better coverage and service hours for lawyers, using a follow-the-sun model to deliver after-hours support. Due to its success, the model has been expanded beyond the FAST program.

A Crossfuze Customer Success Story

A top-ranked, New York-based law firm with about 500 attorneys was facing a daunting challenge when it approached Crossfuze: The firm wasn't seeing the return on its ServiceNow investment they had hoped for. The firm had implemented ServiceNow IT Service Management a few years prior—and the rollout was disappointing.



ServiceNow was constantly breaking: Prior ServiceNow implementation partners over-customized the platform. The original intent moving to the ServiceNow ITSM platform was to minimize the amount of changes the firm would need to make migrating from its on-premises IT ticketing system. However, as a result, the system did not adhere to best-practice configurations.



ServiceNow could not be upgraded: Every time the firm wanted to complete a twice-annual ServiceNow update, the update would fail.



Upkeep was expensive: The firm needed to make constant, costly investments to fix problems and keep ServiceNow up and running.

By the time the firm selected Crossfuze as their implementation partner, leadership had little to no trust in ServiceNow partners. Crossfuze needed to restore the faith in implementation partners and convince the firm that ServiceNow could provide a strong ROI despite past stumbles. Crossfuze used a multipronged approach to achieve these objectives:



Assessment: The firm received a thorough, candid assessment of the state of the firm's ITSM operations. Crossfuze concluded that ServiceNow had been over-customized and that more short-term fixes would not work.



Discussion: The firm engaged with Crossfuzer to decide the optimal course of action. Crossfuzer recommended that the firm do a hard reset with ServiceNow, but considering their large investment in the ITSM platform development thus far, they were hesitant to completely start over. After listening to the firm's concerns, Crossfuzer suggested working through the system module by module instead.



Trust-building: The firm made a strategic decision to invest in an on-site Crossfuzer consultant who would work directly with the IT team. The consultant took the time to interview the IT team in person about their priorities and frustrations and observed them using ServiceNow. The on-the-ground insights she gathered helped ensure Crossfuzer could optimally align its work with the firm's wants and needs.



Incremental rebuild: Once the firm gave the OK to rebuild ServiceNow one module at a time, Crossfuzer's implementation specialists got to work. As each module was rebuilt, the firm reviewed and provided feedback to ensure all requirements and preferences were being met.

For the past 18 months, Crossfuzer has been steadily rebuilding the firm's ITSM platform, one module at a time. The firm is now realizing ROI they had sought from the beginning, and the team's focus has evolved from triage to more strategic projects, such as developing a service portal and service catalog and automating more processes and activities in and outside of IT.

Crossfuzer found high-quality solutions that matched the firm's comfort level and restored the firm's faith in the platform's ability to modernize operations throughout the firm.

“We feel that pretty much all of Crossfuze’s recommendations have been right on the money. They’ve very clearly and systematically addressed our needs and priorities, and presented their work to us at every stage so we can talk about ways to improve and enhance it even more.”

—CIO OF THE FIRM



Final Thoughts

Digital transformation, or modernization, is how law firms are going to differentiate themselves. It's how they're going to attract the top talent; how they're going to optimize their billable hours; how they're going to evolve the client experience. And at the heart of it all is cloud technology. It's unavoidable in the digital era we live in today. It's not just a nice to have, it's expected—by clients and by employees. And like any business, law firms cannot stop employees from using mobile devices and from increasingly turning to cloud solutions. Modernization and automation are about making things easier—and easier means access to what you need when you need it wherever you are.

CIOs now have a big stake in the firm's growth. Gone are the days where CIOs were just the implementers and guardians of IT services. Today they are business leaders and strategists expected to leverage technology to drive business outcomes that have a direct impact on revenues. Increasingly, law firms are embracing cloud services as essential to keeping pace with demands from both clients and employees. And contrary to common misconceptions, cloud services today are both secure and well-designed.

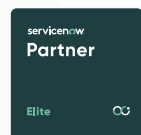
If your law firm is leaning toward cloud-based technology for managing IT and other enterprise services, Crossfuzer offers a comprehensive, in-depth [ServiceNow Resource Center](#) designed to help businesses get the most from their investment in the ServiceNow platform. Please [contact us today](#) for a customized assessment of the state of technology in your law firm; Crossfuzer will be pleased to show you how we can take your law firm to the next level of operational maturity.

About Crossfuze

Crossfuze is a ServiceNow Elite Partner with one of the highest-ranking customer satisfaction scores worldwide. With a global team that has completed over 2,500 implementations, Crossfuze is a proven leader in platform development and support, as well as the delivery of specialized solutions including IT Operations Management, IT Asset Management, IT Service Management, IT Business Management, SecOps, and Customer Service Management.

Crossfuze is uniquely positioned to help clients deliver long-term ServiceNow success with speed, agility, and confidence. Clients can take advantage of consulting services to develop a ServiceNow vision, business case, and win-worthy implementation roadmap.

Contact us today at LetsTalk@crossfuze.com.



Appendix

- i. <https://bit.ly/37cqxAB>
- ii. <https://bit.ly/38fjVDe>
- iii. <https://bit.ly/2H0X1TU>
- iv. <https://bit.ly/2ORua99>
- v. <https://bit.ly/2OBUUua>
- vi. <https://bit.ly/2Su5Vyy>
- vii. <https://bit.ly/2UKnY6D>