Begins with a Single Step

Preparing Legal Firms for Their Digital Transformation Journey

Identity Experts

Introduction

When starting out on their digital transformation journey, many organisations find that the first step is often the most difficult to take.

Quite simply, the world is changing.

Technology has become an integral part of both our personal and professional lives. Organisations – sensing an opportunity to naturally progress the process of traditional business transformation – are tapping into technology's transformative potential to strive for more.

Despite our increased understanding of technology, however, many organisations still struggle on their digital transformation journey. To quote a famous proverb, *the journey of a thousand miles begins with a single step*, and it's that first step which all too often proves to be the most difficult to make, thanks to:

- Lack of preparedness
- Misconceptions around digitalisation
- Getting to grasps with new tech
- The sheer amount of choice available

In the legal industry, the challenge is even more pertinent. With PwC's widely-quoted survey shining a spotlight on 2019's imminent scramble for tech adoption and digital readiness, the pressure is on for law firms to implement digital transformation. For an industry traditionally characterised by paper trails and tough regulation, the journey to digitalisation can feel more like a chasm than a road – and every day that passes, the chasm is widening.

Fortunately, thanks to shifting attitudes and the accessibility of tech solutions, it's not a journey legal firms need fear.

This whitepaper hopes to serve less as a roadmap for legal firms, and more as a resource to help prepare for the journey ahead.

By combining our own expertise with extensive research, we've created this whitepaper with you in mind, and our aim is to make that first step seem a lot less daunting – and the journey much more worthwhile.

> "Digital transformation is a natural progression from traditional business transformation, one more suited to the modern world"
>
> **KPMG**
> **'Destination (Un)known'**
> *Source: http://bit.ly/2uXvehe*

Know Where You're Going
Define Your Digital Transformation

You can't set out on a journey without first deciding on a destination.

Grand ideas of revolutionising your organisation can quickly stall without a clear view of what that transformation looks like. For law firms to successfully implement digitalisation, they must first define what such a thing looks like for their organisation.

What Does it Look Like to You?

The notion of 'defining' digital transformation may seem unusual – after all, doesn't it already *have* a definition of its own? True, it does. But in this context, we're talking about defining **what you hope to achieve** with your firm's transformational undertaking.

For example:

- ROI calculations
- Structural changes in the organisation
- Automation of certain processes

There are two reasons why such a definition plays a crucial part in how well an organisation fares in its transformation:

1. This journey is unique to each firm and its challenges;

2. You can't plan where you're going if you don't know where you want to end up.

How to Set a Definition

The simplest approach to defining this journey is to set out goals and intended metrics, against which success can be measured.

Setting ROI, determining the effect on resources, and outlining how the business will look once transformation has been undertaken are all means of definition, but it's possible to go further.

Consider, for example, your employees. Will your particular vision of digital transformation provide teams with the infrastructure and support that will allow them to work remotely, without compromising sensitive information? In turn, will this change spur on recruitment further afield, tapping into wider skillsets and appealing to the modern workforce?

"Digital transformation is the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences to meet changing business and market requirements."

Salesforce
Source: https://sforce.co/2lapx8a

On the other hand, perhaps security is the main driving point for digitalisation. With cyber threats becoming increasingly sophisticated and the introduction of tighter regulations, protecting client data has become more important than ever.

The possibilities for where your firm is heading are endless – and unique. Of course, the best thing about a digitalisation journey is that it can continue to evolve and adapt as progress is made, so there's room for tweaking.

Overcome the Barriers

While defining the destination which awaits you at the end of the road, take note of the challenges – both specific to your organisation, and visible in the wider industry – which will need to be overcome.

For example, Gartner reported that only 19% of in-house legal teams were ready for digitalisation, with firms faring only marginally better[1]. Tackling readiness – which will be addressed later in this whitepaper – will be a key hurdle to clear.

Other challenges to consider include:

- Staff adoption of technology
- Bringing stakeholders on board
- Ensuring compliance and security during the transition

Elsewhere, digital transformation has its own misconceptions which must be dealt with in order to cement the company's direction and bring stakeholders aboard.

As Lindsay Herbert notes in her writings [2] on the subject, these misconceptions include large budgetary requirements, an inevitable return to old habits, and an assumption that everybody understands what's meant by 'digital transformation' – even when it's not the case.

How do legal firms benefit from digital transformation?

Streamlined communications

Enhanced efficiency

Proactive advice

Security

" From automation of legal processes to the adoption of artificial intelligence in contract review, lawyers are shaking the chains of their reputation to explore the potential that cutting-edge digital tools have to offer. "

Zest Recruitment
Source: http://bit.ly/2WYAJbh

---

[1] *Gartner Says 81 Percent of Legal Departments Are Unprepared for Digitalization. Source: https://gtnr.it/2U7w4Ci*

[2] *Digital Transformation: Build Your Organization's Future for the Innovation Age - Lindsay Herbert - Google Books. Source: http://bit.ly/2IafbFj*

Getting on Board

To reach your newly-defined end goal, you'll need support from stakeholders, partners, and employees. Thankfully, being prepared to negate misconceptions and providing clear targets and expectations can ease this process.

Help can also be found in looking across the Pond at how our cousins are diving into digital transformation with aplomb.

In the US, digital transformation has ingratiated itself with the legal world's top players.

Acknowledging that advances in technology have opened up new customers and markets, firms are actively pushing for digitalisation, with 72% of CEOs reporting that their organisations were taking a proactive stance – rather than wait for their competitors to move first[3].

Coupled with PwC's report that 100% of the top 10 firms identified technology as a growth barrier[4], it's clear that this is a journey many firms are ready to embark on.

Of course, it's also not a race, and there's more preparation to come before joining the fray.

"You know what happens in all the big companies and business in the world? If something doesn't work, you have to find a solution" – **Pep Guardiola**

[3] Destination [Un]known – KPMG Insight, Emily Frolick. Source: http://bit.ly/2uXvehe

Working Holistically

Considering the organisation as a whole is crucial for driving long-lasting transformative change.

Knowing where you're going is one thing, but knowing *how* you'll get there is another – but you'll need both for a successful transformation. While there are a number of tech-heavy approaches, we recommend approaching the journey holistically for better balance and longer-lasting results.

What Does it Mean to Work Holistically?

Just as holistic medicine factors in the whole body and its different functions, the holistic approach to digitalisation considers the entire organisation. The result is an insightful view into the ecosystem present in your firm.

Rather than simply focusing on, for example, which devices need upgrading or how the latest operating system is performing, a holistic approach might include aspects such as:

- Culture
- Impact on employees' day-to-day lives
- How the customer experience will evolve
- How resources are divided between different stratigraphic layers of the organisation

In essence, it's a chance to look at the bigger picture, but also at the way in which the pieces of the puzzle fit together and relate to one another – as opposed to simply leading with a technological solution.

Once a view of that picture is available, transformation can take place from the inside out.

This approach also provides an opportunity to ask questions. For example, if shadow IT is present within the ecosystem, rather than simply attempting to control or derail its use, firms can ask *why*?[4]

Are unsanctioned apps being used because employees aren't engaged? Or perhaps they feel there's better opportunity to innovate on apps they're familiar with. There's even a chance that its presence indicates that current solutions aren't doing enough – and this journey can address that issue.

What is Shadow IT?

The cache of unsanctioned apps used without the knowledge or approval of IT managers. They pose substantial security risks - especially if sensitive information is being processed by an unsanctioned app.

---

[4] *Insight Before Technology, Amy Stokes-Waters, source:* http://bit.ly/2P3AYzf

Why Work Holistically?

With a long journey ahead - and the knowledge that others within the legal industry have already taken their first steps - it can feel tedious to be asking questions and piecing together the bigger picture.

The benefits of this approach, however, are too good to ignore. It offers:

- **Sight of the bigger picture,** including employee behaviour, processes ripe for change, and analytics to support strategies moving forward;

- **More widespread change,** impacting values, company culture, and employee engagement on top of ushering in efficiency and technological transformation;

- **Reduced resource wastage** by informing a strategy for digitalisation which can be both executed with greater efficiency, and built upon in the future if needed.

Getting Started with the Holistic Approach

Dealing with the interconnectivity present in your organisation can seem like another daunting task.

If you're serious about travelling this road and realising the image you've set for the organisation post-transformation, then it's nonetheless a necessary one.

Although this isn't a definitive list – a better plan of action can be arranged by talking to experts in this arena – the following are three key areas to consider when taking the holistic approach:

1. Consider the Bigger Picture – take stock of current systems, processes, and the state of technology within your firm as a starting point. Understanding how these things affect security, employees, clients, and efficiency is key.

2. Gather Data – data will be your guiding light in the holistic approach. Taking note of data pulled from different levels of the organisation will enable you to better grasp relationships within it.

3. Consider the Journey – you'll need to marry together the digital transformation which you defined for your firm, with your findings to identify where technology and solutions can facilitate change.

Get Tech-Ready
Better Manage Identity

User identity management will underpin your firm's tech-readiness.

Don't be fooled: although 'identity' in a transformational context may evoke images of a branding exercise, we're instead looking at permissions and access. Managing your employees' identities, the access they grant, and the solutions behind good identity and access management is an important step in readying your firm for the journey ahead.

What is Identity?

Identity is a natural side effect of our increasingly-digital world. It's a term which defines the collection of permissions and accounts that comprise who we are in the digital space.

In our personal lives, it's easy to tie this definition into our email accounts, for example. They allow us to communicate with one another, and they form part of the credentials which allow us to access other platforms.

In the modern workplace, identity is more directly tied into security, and is comprised of the information employees have access to, the groups they belong to, and the permissions granted.

The process of managing these identities and ensuring that only the right people have access to the right information is called Identity and Access Management (IAM).

IAM is...

✓ Allowing the right individuals

✓ To access the right resources,

✓ At the right time,

✓ And for the right reasons.

Gartner
Source:
https://gtnr.it/2GgKH28

Where Does Identity Fit in?

Identity's place in digital transformation easily represents the foundations. Not only is it integral to ensuring a secure and smooth transition to digitalisation, it enables the overall journey to take place.

The technology behind IAM allows firms to underpin their readiness for digital transformation[5], empowering the holistic approach and ensuring that the various stages of the transformation are possible.

To do this, IAM plays various roles:

- **Ensuring trust**: managing identities properly – such as automating the joiner/mover/leaver (JML) process to ensure employees have the correct access at different points of their employment journey – enables firms to move forward with confidence in who can access what;

- **Improving security**: IAM can bolster security, laying the foundations for regulatory compliance and data protection ahead of transformational projects;

- **Empowering interoperability**: IAM solutions enable integration between different technologies. This brings the holistic approach to life, paving the way for tools such as single sign-on (SSO).

By acknowledging the role IAM has to play in digital transformation, legal firms can proactively secure their processes, lock down sensitive information, and prepare for the adoption of further solutions. The latter might include a future move to the cloud, or the introduction of additional apps.

Digitalisation can then be built upon this foundation, empowering a constant state of transformation – and suddenly taking that first step shouldn't feel quite so daunting.

---

[5] *Why Identity and Access Management is Crucial for Digital Transformation, Melanie Sommer, source: http://bit.ly/2Igx8II*

Don't Leave Empty Handed
Embrace What's on Offer

Legal firms have all the tools they need to transform – if they're willing to use them.

Hopefully by this juncture, the whitepaper you're viewing has achieved its goal of demystifying making headway on a digital transformation journey. As an organisation, you know where you're heading and how you'll get there, and you're aware of the foundational technologies which will drive progress. That being said, no journey preparation is complete without supplies. As you'd expect, now is the time to think about applications, innovations and knowledge over water and walking boots.

Moving to the Future

Between a growing dependency on technology and an increased awareness of security threats, privacy issues and client expectations, a shift in attitudes is taking place throughout the legal industry.

As one of the more historic industries – alongside the likes of construction and finance – legal has found itself set in particular ways, with some firms still rigidly sticking to paper trails and outdated technology.

Fortunately, many firms have clocked the digital-first demands of clients, embracing technology in all its forms to the benefit of both parties[6].

Plucky start-ups and disruptors, however, have built upon this go-to attitude. Collectively, they've introduced a variety of innovations under the umbrella of 'legaltech'.

By applying technology to challenges and demands specific to legal firms, start-ups and technologists have been able to continue to shift attitudes and empower digital transformation.

Outside of industry-specific technologies, solutions are constantly being developed in an effort to support the idea of a 'modern workplace'. Supporting remote working, security, moving to the cloud, and going paper-less is becoming commonplace.

For legal firms serious about digital transformation, all the tools are readily available to them, if they're willing to embrace what's on offer.

"Every once in a while, a new technology, an old problem, and a big idea turn into an innovation" – ***Dean Kamen***

---

[6] *Legal Tech in 2018: Threats and Opportunities, The Law Society, source:* http://bit.ly/2Gccf7Y

What Are Law Firms Already Using?

Such technologies don't necessarily have to be the headline-grabbing kind, such as AI and machine learning. Transformation isn't likely to happen by opting for VR off the bat. Instead, firms are employing solutions which employees can use on a day-to-day basis to make incremental changes.

Staying 'Intune' with Security

For example, mobile device management (MDM) solutions - such as Microsoft's Intune - are allowing firms to move away from the likes of Blackberry devices to more modern offerings, providing a much-needed tech upgrade that doesn't compromise on security.

In addition, IT departments are able to:

- Ensure secure working
- Push apps and updates to employee devices
- Provision devices for new starters
- Wipe stolen devices remotely

Such a solution even allows employees to use their personal devices securely under BYOD policies, ensuring any device used to access corporate data is healthy, is capable of protecting identities, and secure.

Elsewhere, products which help to manage the JML process can ensure:

- New starters have immediate access to information
- Movers don't accumulate unnecessary permissions
- leavers are hastily de-provisioned[7].

In our experience, this has been particularly useful for legal firms where associates are brought in to assist and need temporary access to case files and sensitive information. With the process under control, their permissions can be managed more closely, protecting client confidentiality and helping to improve efficiency.

Where to Begin

You may be wondering why (despite how integral it is to the whole journey) the topic of technology came so late in this publication.

The reason is simple, and touches upon the holistic approach mentioned earlier in this whitepaper.

With preparations securely in place – including acknowledging where you're going and how you'll get there – you're simply better-positioned to make firm decisions around the technology and solutions that will fuel digital transformation.

The best starting point for all this is, of course, to conduct research into the technologies on offer, and to seek input from experts in this field.

From there, you'll be able to successfully work with your firm's core purpose in mind, prescribing only the solutions that will have a positive impact on your firm's digitalisation.

"Technology shouldn't drive transformation – transformation should drive choice in technology." – **Stephanie Carroll, Identity Experts**

---

[7] *Overcoming Joiner, Mover & Leaver Challenges in Legal – A Visual Guide, source:* http://bit.ly/2TjCUUM

Don't Go At it Alone

The road ahead is daunting – be sure you have someone you trust at your side.

When it comes to undertaking long, arduous journeys, we'd prefer to have someone beside us along the way. Digital transformations are the same.

Legal firms can benefit from tapping into the experience and technological know-how of a partner well-versed in facilitating digital transformation projects through identity and access management and other technologies.

With the right partner, firms can more easily undertake the above. Together, they can:

- Evaluate current processes
- Identify areas of change
- Recommend the solutions which will best fit a firm's challenges and its users' demands
- Ensure the organisation reaches its destination safe and sound – reaping all the benefits along the way.

It's not just the likes of Identity Experts that should join you on this journey, either. Communicating with employees and engaging them with the change to come can pay dividends in helping to propagate new implementations throughout the organisation, and keep key stakeholders on the same page.

You've got sight of where your firm is heading; you've acknowledged which tools and approaches will help in the journey, and you're ready to get everybody moving in the right direction. In short, you're ready.

Can you feel the wind on your face as you brace yourself for change? We can, and isn't it invigorating. Your firm's digital transformation journey starts here – let us join you on it.

What We Do

- Automate & Transform
- Secure Your Organisation
- Consolidate & Manage Accounts
- Provide Support
- Upskill Employees

Appendix

Further Reading

Legal Geek's Start-Up Map
This informative resource is an interactive overview of the start-ups currently live in Europe. The map also provides insight on which areas these start-ups are working on, for a more segmented view.
Access the map here: http://bit.ly/2GpHs7s

References

Introduction

KPMG - 'Destination (Un)known'
Source: *http://bit.ly/2uXvehe*

Define Your Digital Transformation

Salesforce
Source: https://sforce.co/2Iapx8a

Zest Recruitment
Source http://bit.ly/2WYAJbh

[1] *Gartner Says 81 Percent of Legal Departments Are Unprepared for Digitalization.* Source: https://gtnr.it/2U7w4Ci

[2] *Digital Transformation: Build Your Organization's Future for the Innovation Age - Lindsay Herbert* - Google Books. Source: http://bit.ly/2IafbFj

[3] *Destination [Un]known – KPMG Insight, Emily Frolick.* Source: http://bit.ly/2uXvehe

Working Holistically

[4] *Insight Before Technology, Amy Stokes-Waters.* Source: http://bit.ly/2P3AYzf

Better Manage Identity

[5] *Why Identity and Access Management is Crucial for Digital Transformation, Melanie Sommer.* Source: http://bit.ly/2Igx8lI

Embrace What's On Offer

[6] *Legal Tech in 2018: Threats and Opportunities, The Law Society.* Source: http://bit.ly/2Gccf7Y

[7] *Overcoming Joiner, Mover & Leaver Challenges in Legal – A Visual Guide.* Source: http://bit.ly/2TjCUUM

Take the First Step with Identity Experts

Don't set out on your digital transformation journey alone.

Get in touch to find out how we can help you every step of the way.

☏ 03333 444950

✉ info@identityexperts.co.uk

🌐 www.identityexperts.co.uk

in Identity Experts