

BUYING LEGAL COUNCIL
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STRATEGIC SOLUTIONS
SPEND MANAGEMENT
PROCESS IMPROVEMENT

Legal Operations

Consulting, LLC

GLOBAL RFPs & AFAS TECHNOLOGY



WORKING WITH OUTSIDE COUNSEL FOR THE BEST ROI

SEPTEMBER 5, 2019

Introduction



- Vandana Dhamija is Founder and CEO of boutique consulting practice Legal Operations Consulting, LLC, offering consulting services to both Corporate Legal Departments and Law Firms
- Over a decade of experience in-house legal operations positions, project management at multi-billion dollar organizations such as - Viacom, BlackRock, JPMorgan Chase, and consulted with several other reputed organizations
- Buying Legal Council's Process Improvement Award Winner in 2017 : Vandana Dhamija for HARMAN

Global Rate Program lead to RFPs

A holistic approach to outside counsel rates is important

Global Rate Program

Practice Area
RFP - Human
Resources

Regional RFP -
Japan

Regional RFP -
Mexico

Outcome - Hourly or task based rates for 200 firms.
- Three law firm selected as part of RFP process.

Duration - Global Rate Program



RFPs conducted after the Global Rate Program decisions were announced

Project Goal – Global Rate Program

Develop / Implement
Process

Maintain a
communication plan

Consistent
Approach

Training -
Internal/External

Data analysis

Instituted a Rate Review Committee

Conducted Internal meetings

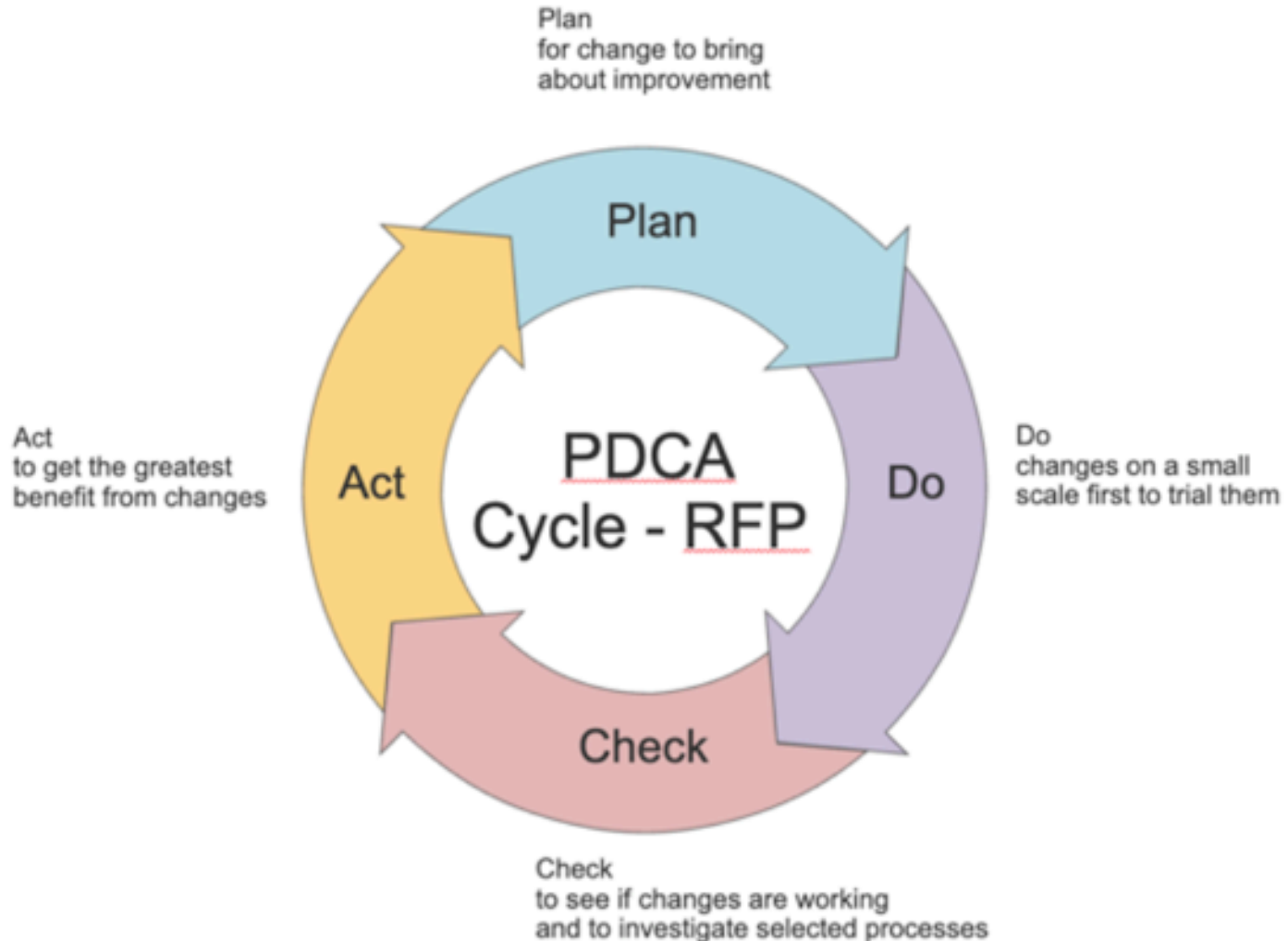
Analytics on current legal spend

Designed proposed solution, and presented recommendation to Rate Review Committee

Plan to implement the solution - timelines

Executed a well laid out plan

PDCA Cycle followed - RFP



PDCA Cycle followed - RFP

Plan

- ◆ Clear RFP scope
- ◆ Reviewed scope with internal stakeholders
- ◆ RFP launch with substantial time for questions and response

Do

- ◆ Reviewed law firm responses
- ◆ Conducted law firm interview along with in-house lawyers
- ◆ Contract signed by both parties
- ◆ PowerPoint shared with law firm with client information

Check

- ◆ Check on the run rate and call with law firm
- ◆ Conduct calls with in-house team on quality and speed of law firm response, and if there are any issues to address
- ◆ Discovery that the scope had changed and we had major project that we needed to buy additional time from the law firm

Act

- ◆ Discussion with the law firm on the scope change
- ◆ Agreement on buying additional hours
- ◆ Document the new arrangement
- ◆ Share arrangement with in-house team and law firm billing team

Success = KISS Principle

Keep

It

Simple

Stupid

Factors contributing to maximum ROI

- Dedicated resource to monitor RFP periodically
- Behavior - Proactive as opposed to reactive
- Document RFP arrangement
- Communicate with in-house team and law firm often
- Onus on law firm to alert/contact client in case of a change in matter scope

Questions



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