



# **Data, Analytics, and KPIs, oh my! How to Recognize and Use Metrics to Reduce Cost and Add Value**

**GC Advantage<sup>SM</sup> Webinar**  
February 2021



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April 14, 2021, 1-2pm ET
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May 12, 2021, 1-2pm ET  
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# Questions & Answers



Submit questions to panelists at any time throughout the presentation via the **Q&A feature**. Questions will be answered at the end of the webinar.



You may use the **chat feature** to communicate with support staff regarding technical issues.

# Featured Speakers



**Audrey Rubin**

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Former VP & COO, Global Law & Compliance Dept – **Aon Corporation**



**Haydee Olinger**

Senior Advisor – **BarkerGilmore**

Former Global CCO – **McDonald's Corporation**



Identifying and using your data to  
prove your department's value in  
ways that are compelling to finance  
and other business leaders.

# What Exactly is Data?

- Any factual information
- Doesn't need to be numerical on its face
- Nearly all activities and occurrences, even services, having some element that can be viewed from the different perspective of data
- Examples:
  - Time spent in getting contracts signed
  - How many law firms provide services
  - Types of claims brought against you. They can be categorized into types, situations, locations, etc., and counted accordingly
  - Diversity of your department
  - Number of emails on a particular point


# Why Is Data Important to In-House Counsel?

- Some easy markers to tell your story
- Ways to prove your value empirically
- People prefer charts and pictures
- Can actually visualize any progress, room for improvement, problem areas
- The rest of the business and board use numbers as their main tools:
  - Finance, profit and loss, cash flow, headcount, number of sales, etc.
  - You want to speak their speak to be relevant

# Why Is Data Important to In-House Counsel?

- Allocate resources and manage capacity
- Identify work that should be automated
- Help manage your budgets and allocate costs
- Helps separate business as usual work and project work
- Gets you speaking the same language as business and finance leaders





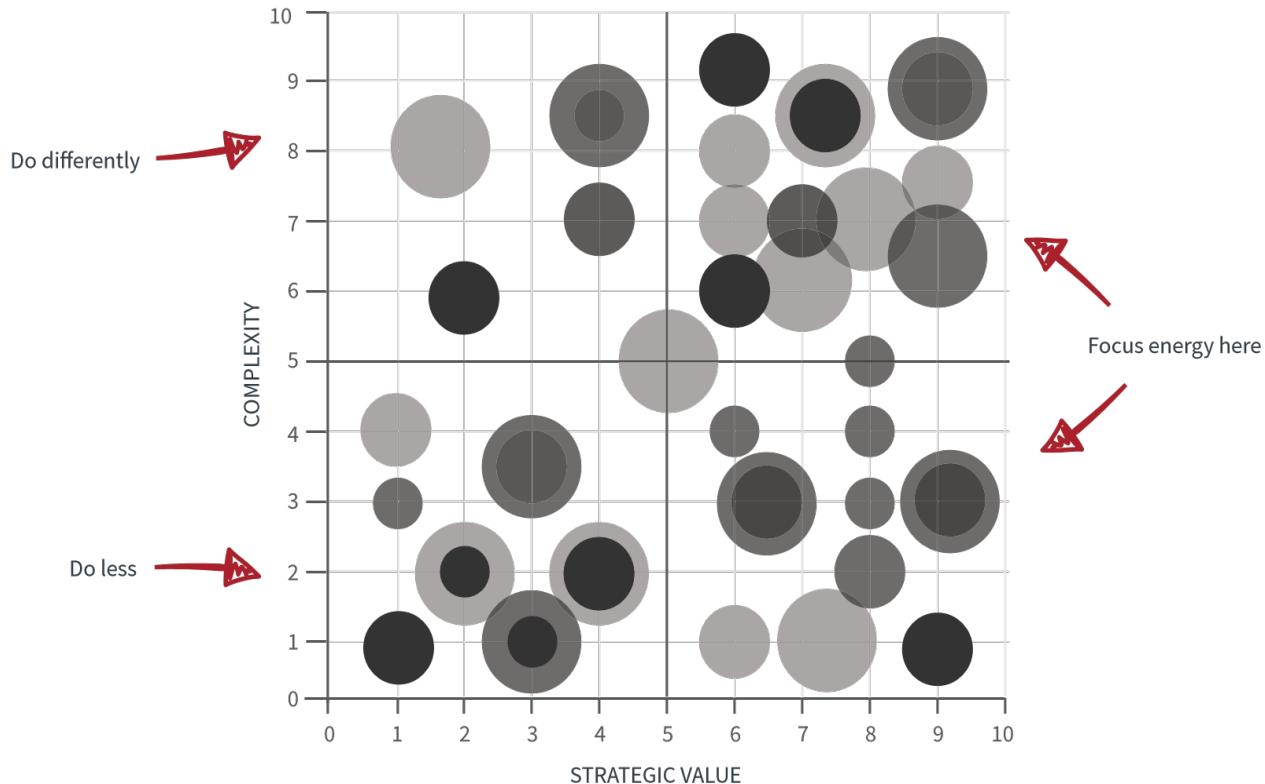
# Question: What would you like to prove about your department that you don't think can be measured?

- A. Vendor savings
- B. Diversity, equity, and inclusion of vendors
- C. Impact of Law Department on contract life cycles
- D. Subpoena response efficacy
- E. How long it takes to pay law firm bills

# Where to Start? How to Identify and Use Your Data

- Determine what you want to measure
- Start with a small number of features/data points
- Start with low hanging fruit and pain points
- NON-SOPHISTICATED APPROACHES ARE FINE!!
- Gather cross functional team of stakeholders and share insights
- Map it (process mapping skills can be very useful)
- Generate easy reports already available in the systems if you ask the right questions
- Set time schedule and track regularly to chart progress or needed improvements

# One Example to Start: Map Your Work – Complexity vs. Strategy



(Source: Xakia Legal Department Analytics)

# KPIs – What Are They and What can be Tracked with Data?

- Major goals of the company and your department
- **This is where metrics and clear reports make a big difference!**
- Analytics that help you distribute resources strategically
- Measurement of your progress against goals
- A good application of benchmarking

# KPIs – What Are They and What can be Tracked with Data? (Examples)



- Evaluate outside counsel performance
  - Timeliness in delivering work product
  - Analysis of actual spend to budget
  - Measure actual matter outcomes against estimated recoveries for litigation
  - Tracking matter cycle time
  - Number of law firms used
  - Annual fees paid to each law firm
  - Number of law firms offering alternative fee arrangements
  - Conduct survey of in-house counsel, legal assistants, and business clients to assess law firm performance
  - Measure source of legal spend by business unit
- Diversity data: hires, position levels and titles, retention
- Turn around time of certain types of contracts
- Turn around time and repeated actions re: bill review and approval



# Question: What would you like to prove that you don't know how to show?

- A. How you met budget – which areas, teams, types of matters
- B. The reasons why you went over budget
- C. Why you need more staff
- D. Business areas that use a disproportionately high amount of Law and Compliance Department services

# Consulting Engagements – Where Are We Making the Greatest Impact?

- Reports and metrics that prove your value
- Best use of talent
- Reducing costs
- Transitioning work to lower cost locations
- RFPs and collaboration with Procurement
- Improving technology and other internal systems
- Team building
- Diversity metrics
- Strategic planning

# Consulting Engagements – Where Are We Making the Greatest Impact?



- Effective compliance programs
  - Internal investigations completed within required time frame
  - Percentage of timely completions for all-employee training
  - Pulse survey - number of positive responses to ethical culture questions
  - New hires trained within a specified time frame
  - Cascaded training to specific job levels



# Positioning the GC and CCO as Strategic Business Partners

- More demonstrable impact
- Speaking the language of business and finance leaders
- Showing initiative to meet budget and staffing targets
- Coordinating technology and other company systems
- Spotting trends and reducing risks



# Q&A Session

Thank you for attending.



Please let us know how BarkerGilmore can help  
you succeed.

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