Now on Now: Using the General Counsel Dashboard to transform our legal operations

We built the General Counsel (GC) Dashboard on our very own Now Platform®, powered by our own products. Learn how we use it to make critical decisions that accelerate reviews, boost deal velocity, and help ensure compliance.

ServiceNow Analytics Team
Contents

Introduction ............................................................................................................. 3
Why modernizing legal operations is critical .................................................. 3
Challenges our legal department faced ........................................................... 4
Introducing the General Counsel (GC) Dashboard .......................................... 5
We built it on our own Now Platform .............................................................. 7
Insights to actions in one place ........................................................................ 7
Key benefits ....................................................................................................... 9
Summary ............................................................................................................. 9
About ServiceNow ........................................................................................... 9
Appendix ............................................................................................................ 10
Introduction

The purpose of this white paper is to inspire ServiceNow customers to do what our legal team did: Transform how you approach everyday business decisions in key areas using the power of the Now Platform.

More specifically, we’ll share our story of how legal can now run their department like an informed and agile business using the GC Dashboard. We’ll show you how we built it on our very own platform by combining three ServiceNow products:

1. Performance Analytics
2. Process Optimization
3. UI Builder

We’ll take you through our journey of enabling our legal department to make decisions quickly and effectively, based on data-driven insights. The result is a dashboard that helps our legal team make more informed choices that boost productivity and value.

Why modernizing legal operations is critical

Global legal departments, regardless of the industry, are faced with an ever-expanding number of responsibilities and associated work, with no signs of slowing.

According to an EY Law and Harvard Law School survey, which included 2,000 interviews about the biggest challenges facing legal teams, general counsel expect 25% greater workloads in the next three years.

That means already overextended legal departments will have to rapidly move through their queue of legal requests even faster. On top of that, legal teams will have to continue to consistently report on their strategies, goals, and progress toward KPIs, just like other departments.

Amidst expanding workloads, a shortage of resources, ever-changing regulations, and new ways of approaching where and how we work, legal departments are taking a step back to reexamine their operations. They’re asking themselves critical questions about how they allocate work, how they execute deliverables, and how they measure their contributions to the overarching business strategy.
At ServiceNow, our legal team is no different than any other legal team. We recognized the importance of reflecting on how we can work more efficiently to drive measurable value...and we took action.

We’ve recently started using our own ServiceNow technology to gain efficiency and keep pace with the accelerating speed of business. Now, we use Legal Service Delivery (LSD) as our front door to legal.

Using Legal Service Delivery helps us streamline everyday work; however, our legal team realized we could do much more on the analytics side.

**Challenges our legal department faced**

As we continued to eliminate silos, reduce manual steps, and boost efficiency, all our work was being recorded. But legal service demands and performance trends data was being stored in multiple places.

Our general counsel lacked one central place to get real-time insight into ServiceNow’s legal world and answer key questions, in real-time:

- What happened yesterday?
- What’s happening now?
- What could happen in the future?

We needed to be able to track and evaluate how legal was spending its time. By doing so, our general counsel could ensure we were focused on high-value, high-priority deliverables that aligned with ServiceNow’s overall growth strategy.

So we brought our analytics and legal teams together to build the solution ourselves...on our very own platform.

**Benefits of using our Legal Service Delivery application:**

- Simplified intake
- Modernized operations
- More efficient service delivery
Introducing the GC Dashboard

The GC Dashboard has been a vehicle for legal transformation at ServiceNow. In one centralized place, our general counsel now has insights that inform how we run the business of legal at ServiceNow.

What started as a brainstorm between two ServiceNow teams has since become a game-changing tool for our general counsel and our lawyers. Here’s how we went about it.

First, we identified which decision areas our legal team wanted to improve:

1. Selling
2. Innovation
3. Employee relations
4. Compliance and privacy
5. Operations

Next, we determined the key questions we needed to answer:

1. Are our top sales or purchase deals stuck? Which ones? Why?
2. How are we managing our current patent portfolio? How fast are we closing new patents? What is the volume?
3. What are our top employment issues? Regional trends? How many requests are we closing monthly?
4. Are we at-risk of any violations? What are they? How is training compliance?
5. How much are we spending on legal programs?

“Legal departments own extensive data. Using technology to structure data sets, improve its visibility, and share it across the organization can change the perception of Legal from cost center to business partner.”

Deloitte
Technology in the Legal Department
2020
Finally, based on those questions, we determined the **metrics** to track:

1. Open requests of significant value, open requests by age, closed requests by cycle time
2. Inventions reviewed, new patents filed, patents by business unit
3. Number of requests by type, requests by region, closed requests monthly
4. Out-of-date policies, privacy requests, compliance training completion rate, closed requests
5. Spend by practice area, spend on government relations by category

All of this is possible because all of our workflows are running on a single platform: The Now Platform.

““
It’s like Christmas for a geeky lawyer!!!

———
Russell Elmer
General Counsel
ServiceNow

Below, let’s take a closer look at the specific areas of the dashboard that inform our legal team’s daily activities and decisions.

Our GC can see contract review volumes and cycle time trends to ensure lawyers are working on high-value, high-priority deals. If they aren’t, we can easily take action to adjust focus from within the dashboard.

Our leaders can see innovations reviewed in different business units and new patent filing volumes in real-time to align these efforts with ServiceNow’s overall growth strategy.

Our legal team can easily view insights into open privacy issues by types, policies, and training requirements. Acting on this data in real-time helps us prevent future legal issues.

Finally, our GC gets visibility into legal operations spend, including outside spend by practice area, fixed fee matters, and government-relations spend, to keep the operations budget under control.

It’s easy to view employee requests and their age across categories and regions. This gives our legal team an overview of employee issues and provides guidance on improving employee relations.
We built it on our own platform

Our analytics and development teams built the GC Dashboard on the Now Platform. Though it’s not a BI system, it has unique advantages over any BI system.

As mentioned in our CEO Dashboard white paper, any time our leaders log in, from any device, the GC Dashboard offers them the following:

• **Real-time insights:** Since it’s built on the platform and co-located with corporate data, data insights are available in real-time. No data movement or data transformation required, resulting in cost savings.

• **Insights to action:** After viewing real-time insights, our leadership team can jump directly to the transactional data and source system and take immediate corrective action. No need to log into another system.

• **Process-centric view of the business:** Our service platform is based on workflows and embodies and automates business processes. As a result, insights are closer to and highly influence the business processes.

• **Common operating layer:** Because the dashboard is based on a common platform, business processes get modeled into workflows, providing a consistent operating layer across the business and simplifying governance.

Insights to actions on the same Now Platform

All of the metrics displayed on our GC Dashboard support the overall decision-making process. These metrics align directly to the objectives our legal team sets out to achieve every day.

Using the power of ServiceNow’s platform and products, this tool pulls in real-time data from various systems of record and displays it in one easy-to-consume view, available on both mobile and desktop.

The key differentiator: Leaders can view insights and take action all in one place.
Legal leaders can interact with the data they see and directly take action from within the dashboard. Because we built it on our own Now Platform, the cross-functional operating layer already has the data we need. We don’t have to pull the data into the data warehouse separately.

**Another advantage:** The actionability of the information. When we need to improve any workflow, our legal leaders can drill down into the detail, taking action by creating a new workflow or re-routing an existing workflow to close the loop.

"This is my homepage for every Monday morning."

Andrew Brereton
VP, Legal Operations
ServiceNow
Key benefits

Using the GC Dashboard, our legal leaders can make more informed decisions that add measurable value to ServiceNow.

Whether our legal team is supporting sales, reviewing patents, adhering to policies, improving employee relations, or managing operational spend, we now have insight into what happened, what's happening, and what might happen in the future.

Our general counsel can instantly take the temperature of critical decision areas to make data-driven decisions quickly and effectively.

Summary

In this white paper, we outlined how we've combined the use of our own technology, Legal Service Delivery and the GC Dashboard, to help our legal team digitally transform how we approach everyday work.

We hope you now have an understanding of the challenges we faced and how our legal and analytics teams collaborated to overcome them using our very own ServiceNow products.

About ServiceNow

ServiceNow is making the world work better for people. Our cloud-based Now Platform and solutions deliver digital workflows that create great experiences and unlock productivity for employees and the enterprise. For more information, visit: www.servicenow.com.

Now on Now is about how we use our own ServiceNow solutions to help us work faster, smarter, and better. With Now on Now, we’re achieving true end-to-end digital transformation. To learn more, go to: servicenow.com/nowonnow.
Appendix

Definitions

For the purposes of this document, CEO Dashboard metrics, definitions, and source systems terms are defined as follows:

<table>
<thead>
<tr>
<th>Functional area</th>
<th>Metric name</th>
<th>Short description</th>
<th>Source system/application</th>
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<tbody>
<tr>
<td>Selling</td>
<td>Selling - MOA</td>
<td># of sales contract reviews of type 'MOA' with ACV greater than $5M</td>
<td>Now Platform – Legal Service Delivery</td>
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<td>Fast track</td>
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<td>Innovation</td>
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<td># of IDFs (invention disclosure form requests) submitted in which patent application is filed with patent office</td>
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<td># of IDFs reviewed by legal team and in queue for patent filing</td>
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<td>Innovation</td>
<td>Inventions reviewed by business unit</td>
<td># of IDFs reviewed by legal team split by business units</td>
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<td>Closed requests</td>
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<td>Employee relations</td>
<td>Open requests by region</td>
<td>Open “Employee Relations” requests split by requestors’ work location region</td>
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<td>Training compliance</td>
<td>Percentage of employees who has completed below legal trainings: 1. Code of ethics annual certification 2. Anti-corruption policy &amp; compliance certifications</td>
<td>SABA Learning Portal</td>
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<td>Program spend</td>
<td>Total YTD spend on legal vendor engagements</td>
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<td>Fixed-fee matters</td>
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<td>Program spend by VP/practice</td>
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<tr>
<td>Operations</td>
<td>Govt relations spend by categories</td>
<td>Total projected FY21 government relations spend by category</td>
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