

Case study: Top 20 global law firm

Williams Lea developed a customized blended service delivery model leveraging on-site and on-shore operations to unite three separate business process functions.

Background

Our client is a top twenty global law firm, with headquarters based in New York, providing insightful and valuable legal advice to many of the world's leading corporations, financial institutions, governments and public sector organizations for more than 100 years.

The Firm launched an initiative in 2006 to find ways to improve the service provided by all support functions. Historically, the support functions within the Firm had been run in-house, prompting senior management to bring in outside expertise to review and advise how they could improve their core business processes. Williams Lea was invited

to review multiple aspects of their operation and to propose improvements that could be implemented.

Williams Lea conducted a comprehensive four month consultancy project to assess the Firm's current state and provide insight to facilitate the building of a re-engineered support model.

The challenge

Three core business processes within the Firm were identified by Williams Lea as areas where improvements could be made.

Document Processing:

Improve customer service, reduce costs and provide a flexible production model that could be leveraged by all the global offices around the clock.

Office Document Services:

Improve quality of service and enable new technologies while reducing cost and increasing service levels

IT support:

Improve retention of staff as well as the definition, documentation and implementation of standard processes to be implemented across the IT support functions

Key objectives:

- Drive superior and sustainable customer service as a core competency
- Provide consistent quality of service and support
- Reduce expenses
- Enable and integrate a global support platform
- Scalability of support services
- Develop cost effective commercial structures with sustainable savings
- Implement operational efficiencies and best practices
- Embrace the latest technologies and enabling workflow tools

Integrated Service Delivery model focused on high-quality, consistent customer service while reducing Firm expenses by 23%

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The solution

The Williams Lea solution was to develop an integrated strategy to address how the Firm manages its information-related services, while delivering increased profitability, improved user experience, and reduced risk.

We integrated the Firm's three separate support functions through a blended service delivery model leveraging on-site and onshore operations under a single management structure.

Williams Lea's dedicated support services platform in Wheeling, West Virginia was uniquely capable of expanding to provide Document Processing services for the Firm. The Wheeling operation combined with an on-site operation in New York provides a 24/7 operating model that can continue to be easily and cost effectively expanded to support the Firm's 20+ offices globally.

During 2007 the Document Processing workload migrated from New York to Wheeling resulting in 60% of the Document Processing workload now being completed in Wheeling each month.

Within Office Document Services, Williams Lea assumed responsibility for the Reproduction and Mail Departments, driving improved service quality, increased customer service, reduced staff and lowered costs.

Symphony, Williams Lea's proprietary electronic job submission and tracking system, has been a key component in the success of managing Document Processing workload between New York and Wheeling, as well as reproduction and print jobs between the main center and manned annexes.

Williams Lea assumed responsibility for the Help Desk operations and the Firm's global Network Operations Center. During the first year, key improvements included refining core IT processes, establishing a Knowledge Base to expedite resolutions coupled with detailed performance metrics and analysis presented monthly to Firm management.

Results

- Best in class service implemented consistently
- Scalability – integration and execution of support to 20+ global offices
- One management structure and reduced staff across the board
- A 23% annual cost reduction
- Our operation now employs over 140 Office Document Services, Help Desk, Network Operations Center and Document Processing professionals between New York and Wheeling

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