

## 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, 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

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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 combined New York/Wheeling operation provides a 24/7 operating model that was easily and cost effectively expanded to support the Firm's 20+ offices globally. The Wheeling operation regularly handles requests from every office and requests outside of New York account for 20% of the workload.

During 2007, the Document Processing workload began migrating from New York to Wheeling.

Integrated Service Delivery model focused on high-quality, consistent customer service while reducing Firm expenses by 32%

Currently, 75% of the Document Processing workload is 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 by 41% from contract start to renewal.

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 annex.

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 and establishing a Knowledge Base to expedite and document resolutions. The Firm chose to expand Williams Lea's Help Desk service to 24/7 coverage and now provides afterhours coverage for many of the international locations.

### RESULTS

- Best-in-class service implemented consistently
- Global technology implementation allow worldwide access, integrated workflow, cost recovery, and accounting systems
- Scalability – integration and execution of support to 20+ global offices
- One management structure and reduced staff across the board
- A 41% annual cost reduction in Office Document Services and a 27% annual cost reduction in Document Processing and Proofreading from 2007 to 2010
- Our operation now employs over 110 Office Document Services, Help Desk, Network Operations Center and Document Processing professionals between New York, Wheeling, and London

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