

## Top 25 AmLaw Firm



A cohesive transition plan which migrated work effectively to an off-site hub and one centralized team

### BACKGROUND

Our client is an international law firm with offices in North America, Europe and Asia specializing in financial institutions, public and private companies and emerging businesses.

The Firm had been outsourcing Office Document Services across the country, while Document Processing was maintained within its practice offices and at a centralized capability in a remote, low-cost location.

The on-site and off-site hub structure created two unique cultures which created challenges around utilization and redundancy. The on-site team, which were paid at premium rates, managed quick-turn, less complex jobs while sending the more complex jobs to the off-site hub whose team lacked the same level of legal industry expertise. This resulted in broken commitments and user dissatisfaction, with a clear need to improve quality and increase efficiencies.

### THE CHALLENGE

The Firm aimed to establish a partnership with a provider who could centralize the two operations and lower costs. Core business issues that needed to be addressed were:

- Challenges in overcoming ongoing resistance to centralized model

- Limited ability to impact costs and quality of Document Processing operation
- Restrictive nature of existing Office Document Services outsourcing agreement

Williams Lea was engaged to review the situation and provide a solution to reduce cost, lower risk and enhance utilization while correcting the cultural issues which had been created.

We recognized the outsourcing landscape was geared towards delivering compartmentalized support within specific regions. Firms had the opportunity to outsource in-house or offshore.

### THE SOLUTION

Williams Lea recognized the opportunity to deliver an integrated delivery model that complemented the culture of many of the Firm, by providing an on-shore, off-site hub.

Through the evaluation process, we developed a solution with a broad scope of services enabling cost savings in the following areas:

- Reprographics and Fax Services
- Word Processing
- Reception
- Audio Visual services
- Litigation support services including scanning, coding and indexing and closings

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## THE SOLUTION

Williams Lea assumed ownership of the Firm's Document Processing and Office Document Services nationally following a cohesive transition plan to migrate work effectively to the off-site hub.

Staffing numbers were rationalized in both the on-site and off-site operation. The establishment of an intake desk enabled smart filtering of work, prioritization of key projects and identification of the appropriate resources to manage complex work.

Williams Lea also enhanced the user experience by increasing uptake of the services through comprehensive training for Document Processing operators and users of the service.

Incentives were established through internal pricing programs, encouraging the use of the off-site hub by charging premiums for on-site work.

A commercial agreement was created between Williams Lea and the Firm to expand centralized capacity into a marketable on-shore capability for Williams Lea.

Williams Lea made a significant investment in the building of an integrated service center to deliver our solution. This solution has proved to be a sustainable and secure operating environment and has been expanded to additional clients.

The market leading solution delivers services from our Corporate Information Center in Wheeling, West Virginia leveraging the significant local skill set and cost arbitrage to deliver a high value solution to our clients. The operation compliments our existing on-site and offshore production centers.

Williams Lea provided an upgraded equipment fleet of Multi-Function Devices and employed 140 professionals in all of the Firm's US locations and selected Asia offices.

In 2009, Williams Lea established an off-site administrative support resource for the Firm, to provide services on a remote basis and at a lower cost. Repetitive and administrative processes are now consolidated to capture economies of scale and focused expertise, thereby improving Secretary-to-Attorney/Fee Earner ratios across the Firm. Our existing facility in Wheeling was leveraged for this purpose and significant savings are expected for the coming years.

## RESULTS

- Significant efficiency gains
- Improved long-term solutions
- Reduced risk through centralization of assets
- Cumulative 25% savings over 5 years
- Flexible equipment and staffing solution

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