

A photograph of an industrial facility, likely a refinery or chemical plant, with complex piping, metal structures, and large cylindrical tanks. The image is overlaid with a dark blue semi-transparent rectangle on the left side, which contains the text.

ELM Client Success

Emerson Electric Leverages Ascent ELM to streamline operations, boost legal eBilling efficiency, and manage global legal functions

A Questel Legal Ops Client Testimonial

Legal Ops Management eBook



Executive Summary

Legal centralized and streamlined functions to increase operations efficiency, but also needed an easy path for users to manage global legal functions. Overcoming user adoption after challenges from its previous ELM was critical to revealing process efficiency, automation, and legal eBilling savings opportunities:

- Legal Operations team projected a \$15 MM legal eBilling savings over a three-year period through new legal policies and operational efficiencies.
- ELM's AFAs delivered cost and legal eBilling saving predictability year over year.
- All global teams collaboratively leverage ELM to manage legal eBilling with one tool.
- Questel's ELM experts enabled Emerson to quickly optimize operations and ensure more cost-effective outcomes.

Emerson required Legal Technology to manage legal eBilling initiatives that pushed beyond its capabilities

Transforming a Global Innovation Leader

This international leader started in 1890 manufacturing electric motors and fans. Emerson has evolved their business to provide world-class Automation Solutions as well as Commercial & Residential Solutions. A historical legacy of providing its customers safe and efficient solutions that protect what is most important to customers. Over the past 100+ years, they have grown from a regional manufacturer into a global technology solutions powerhouse with revenue exceeding \$18B and over 86,700 employees worldwide.

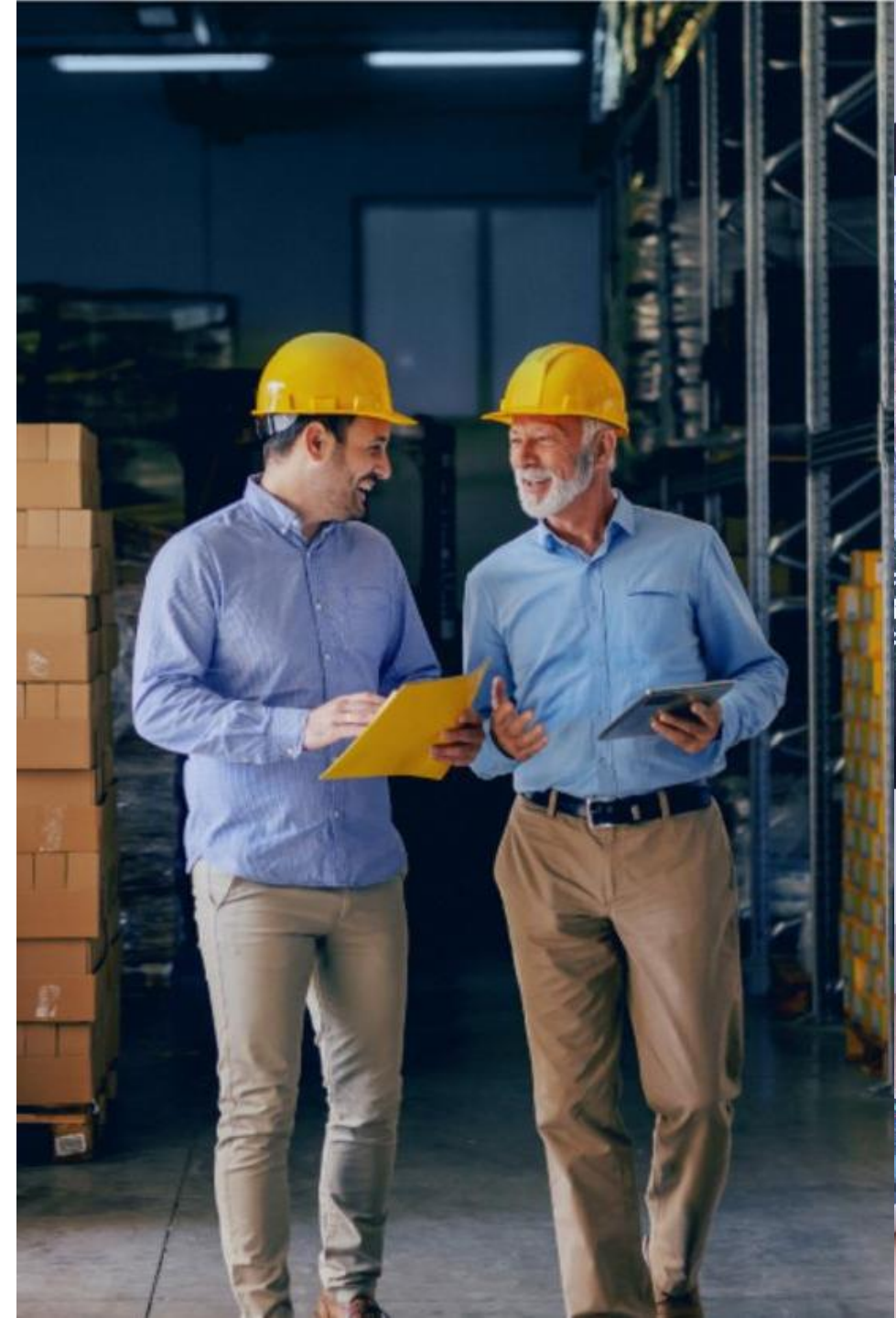
Reasons to Change

Emerson sought to improve the legal department's business data analysis and transparency. This "smart data" in the system would enable Legal to collaborate with all global business units to provide insights, analyze the legal eBilling processes for improvements, and seek savings opportunities within the organization. First, they needed to improve the inputs coming into the Legal department to make more informed decisions. **Full user adoption, and accurate data input, With the new ELM solution, the perfect mix was created for data transparency, team performance, and process centralization.**

A centralized process to analyze all legal eBilling information was the goal.

Identifying Challenges

The legal department used different legal eBilling software for years but found new business initiatives were pushing beyond its capabilities. To ensure their team could manage increasing legal responsibilities, manage daily workflows, and effectively analyze data to make decisions - a change was needed. Another issue was inconsistency among users in the previous software, so **any new solution had to be easy to use, provide seamless integration with MS Office tools, and deliver reliable insights to increase Legal's business value.** To build that value, Legal needed to gain visibility into their outside spend that was previously not possible. Once that hurdle was overcome, finding savings legal eBilling opportunities and revealing ways to improve their work process would determine if they met their goals.



Identifying the Legal eBilling Challenges

Initial user adoption was one up-front challenge that was anticipated. When they selected their previous Matter Management system, it was not the easiest to use or configure, and users were often frustrated. Complexity kept users from utilizing the system as directed which led to inaccurate data and less-than-accurate results. **Emerson chose to replace it with Ascent ELM back in 2016 and knew some challenges would surface in getting their Legal team to adopt the new system and process.**

They had to centralize and **streamline certain functions to make their operations more efficient but also had to make it easier for users to interact with the system** if they were going to get the data needed to manage their Global Legal functions by the numbers. By allowing users to interact with the new ELM system from MS Outlook, they were able to gain full user adoption within a very short time. **The goal was to make people's lives easier and capture the legal eBilling data that would drive decisions moving forward.**

Improving the Data

With the Ascent ELM solution in place, the next step was to populate the system with good data in order for Legal Ops to identify the processes that would need to be streamlined, improved, or optimized with automation. **Ascent ELM enables Emerson's Legal teams to centralize all their data and collaborate with other business functions all from one position.**

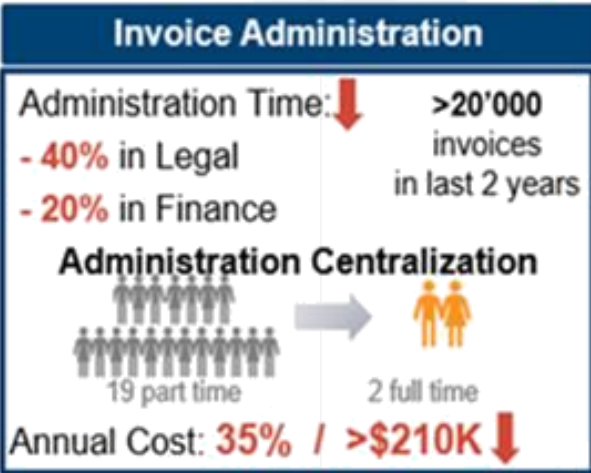
"Data began to drive everything! Since 2018, we have consistently increased the percentage of our global legal eBilling that is processed in Ascent ELM, and in FY21 we processed over 8,000 invoices electronically. Once we had the data, it was a matter of uncovering the trends that were hidden beneath the surface," stated Sarah Kurtz, Director of Global Law Department Operations for Emerson.

Opportunities for cost savings began to identify themselves very quickly as they gained deeper visibility into their outside spend data. Emerson's legal operations team can now leverage the data they have to quantify anticipated savings. The easiest changes that delivered the most value were first to be implemented, and they developed a 3-year roadmap to prioritize areas to be addressed. As they continued to compile data, Legal Ops was able to define the Key Performance Indicators (KPIs) that would become the base metrics for all process improvement initiatives to come.

The most important factor in smoothly implementing their legal eBilling process innovation effectively and efficiently was driven by Emerson's Change Control Process. To ensure the project's success, Legal created a detailed plan to effectively manage the implementation of new processes being developed. Ascent ELM gave them the insights to evaluate each process innovation. Legal Ops was able to work with other business units to discuss, debate, and present the recommendations to management for approval. Once management was on board, Legal informed all users of the planned changes as well as the reasoning and the anticipated net effect on operations. Emerson guaranteed its success by following every change with team training and continuous communication as each new process was put into production.

"As our team began to identify and implement cost-saving process improvements, we were able to justify the investment in additional legal operations resources."

Patty Kuehn, Manager of Global Law Department Operations at Emerson



Identifying Additional Opportunities to Improve

Emerson found that as they chased the inefficiency out of their operations (with the help of Ascent ELM delivering intelligent insights), it became harder to find additional cost-saving opportunities. **As they continued to automate their processes, more opportunities for cost savings became easier to spot for their legal operations team.**

“We are finding new ways to apply what we learn from our data. We have been able to negotiate Alternative Fee Arrangements (AFAs) for most of our IP Matters, which has delivered excellent cost predictability,” said Sarah Kurtz. ASCENT ELM was also integrated with the IP Management System to further improve visibility and ensure billing compliance for the Global IP portfolio. **Emerson is using “smart data” to inform staffing decisions, manage rate negotiations, and plan for whatever comes next for Legal.**

Ascent ELM empowers Emerson to institute budgets for all matters, to better forecast and control their global outside spend. Each year, the Legal Ops team spends more time analyzing the legal eBilling data to find inefficiencies rather than spend most of their time fighting fires and gathering information from multiple locations for reporting. **As the legal function continues to evolve, Emerson feels confident that they have the data analytics and reporting tools needed to provide informed answers and they look forward to solving the process challenges that lie ahead.**

Moving from Ideas to Success

“The most important factor for successfully moving each process innovation from the drawing board into production is our ELM vendor - doeLEGAL. Hands down!” Patty Kuehn stated, **“Questel has been there for us every step of the way. They understand that an ELM system is not something that is implemented and left alone. It is a system that needs to be maintained and evolve with our business as needs change.”**

The Emerson Legal Ops team relies on Questel’s experience and Ascent ELM’s legal eBilling insights because they have consistently delivered projects around the world with the same exceptional customer experience.



About Emerson: Our goal is to help global customers in the world’s most essential industries solve the biggest challenges of modern life. We drive innovation that makes the world healthier, safer, smarter and more sustainable. Emerson’s two core business platforms – Automation Solutions and Commercial & Residential Solutions – allow us to identify and confront the challenges of an increasingly complex and unpredictable marketplace from a position of strength, driving near- and long-term value as a trusted partner for our customers.



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Ascent ELM™ is Questel's award-winning Enterprise Legal Management (ELM) solution helping global Legal departments overcome challenges and contribute more to business success. Our experts are ready to guide your team through the benefits attainable by leveraging LegalTech solutions in Europe.

TALK TO AN ELM EXPERT

