



ENTERPRISE LEGAL MANAGEMENT (ELM) STRATEGY AND ROADMAP

Delivered a strategy roadmap to harmonize business processes, systems and workflows and achieve efficiency, optimization and compliance.

Business Challenge

After undergoing a period of rapid growth due to several mergers and acquisitions, the Legal Department of a multi-national pharmaceutical company was challenged with finding information across disparate systems, as well as with manual processes used across both geographic and functional areas. In the absence of standard systems, users would take the path of least resistance in determining how to conduct business and where to store related inputs and outputs, resulting in a fragmented and difficult-to-navigate technical and work environment with characteristics such as:

- The Legal Department's business processes and IT landscape yielded a work environment that was inefficient and labor-intensive
- Systems/applications were often absent where needed, were not being put to optimal use, or did not meet the needs of the growing organization
- Processes were often dependent on systems, and due to the varied and faulty system landscape, processes did not meet the needs of the business and are not centralized or standardized
- Data was often duplicated and redundant causing employees to spend a great amount of time seeking the correct materials and verifying the disposition of data

Client Objective

The company sought to harmonize Enterprise Legal Management (ELM) business processes, workflows and systems to create an environment that is more efficient, manageable, compliant, and capable of providing the highest possible value to the business. To achieve this, Paragon would define a Future State architecture for the entire ELM ecosystem, including capabilities, functionalities, and a short list of vendors that would best suit the needs of the organization. Paragon was also asked to provide a short-term, mid-term and long-term roadmap outlining program strategies and initiatives, task details, resource requirements (internal and external), and associated high-level program costs.



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CASE STUDY: LIFE SCIENCES

Paragon Approach

Paragon gathered market knowledge and expertise from various internal practice teams to assess the company's ELM program through a variety of lenses and gain a holistic view of the current state. The approach included obtaining feedback from employees, reviewing processes and ELM documentation, and getting outside perspectives from parties who interact with the company on a number of levels to conduct:

- **Maturity Modeling** to determine maturity of the company's ELM current state, as well as elements such as business readiness and prioritization. Maturity was measured against cross-industry best practices.
- **Matter Management Requirements Workshops** to focus in on mid-level requirements regarding a priority future system to address current manual, un-trackable processes and data/content.
- **Voice of Customer Interviews** with various stakeholders across all legal functions, both business and IT, to discuss: Current state of ELM; Process/tech pain points; and the Vision for a future technology landscape.
- **Documentation Review** of available system and process documentation.
- **Market Research** with various ELM solution vendors to confirm the maturity of the market as well as vendors' capabilities to determine which vendors and systems are the best fit for the new environment.

Client Success

An ELM Future State solution was delivered that included critical functionality, optimized business processes, relevant data, content, and information to drive efficiencies, ensure compliance, and provide an optimized IT environment. Paragon also presented a Critical Success Factors/Risk Mitigation Plan to meet current and future business challenges, considering that the ELM Program is a multi-region, multi-system, multi-year, and multi-vendor program. Elements of the Future State Vision included:

- Designed to fit current and future needs
- Cloud-based, integrated platform comprising key modules and capabilities
- One leading vendor whose solution meets ELM needs and who will remain highly committed to ELM product development
- Business processes and rationalized content integrated into the platform
- Integration with key supporting systems, data, and information
- Enabled for collaboration with internal/external parties



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