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# How we approach service management digital transformation in legal

23 March 2023

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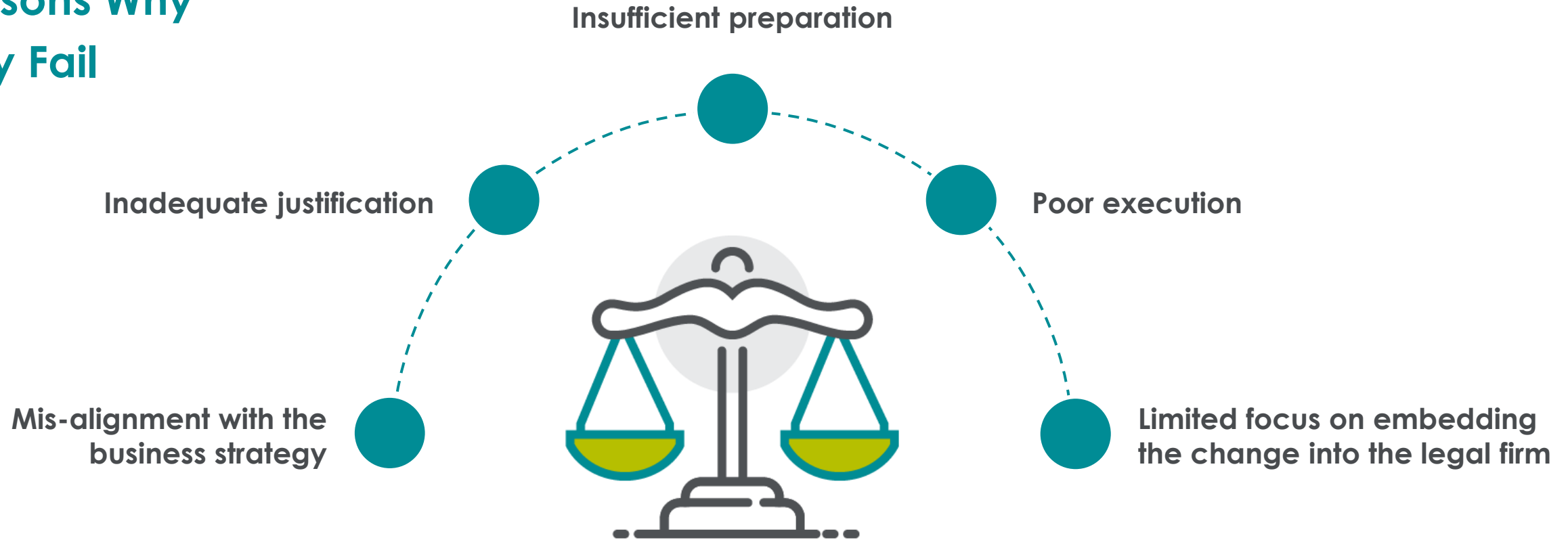
no jargon, no agenda, just straight talking

## The challenge

“ 70% of digital transformation initiatives in legal firms fail

Source: Legal Innovators 2022

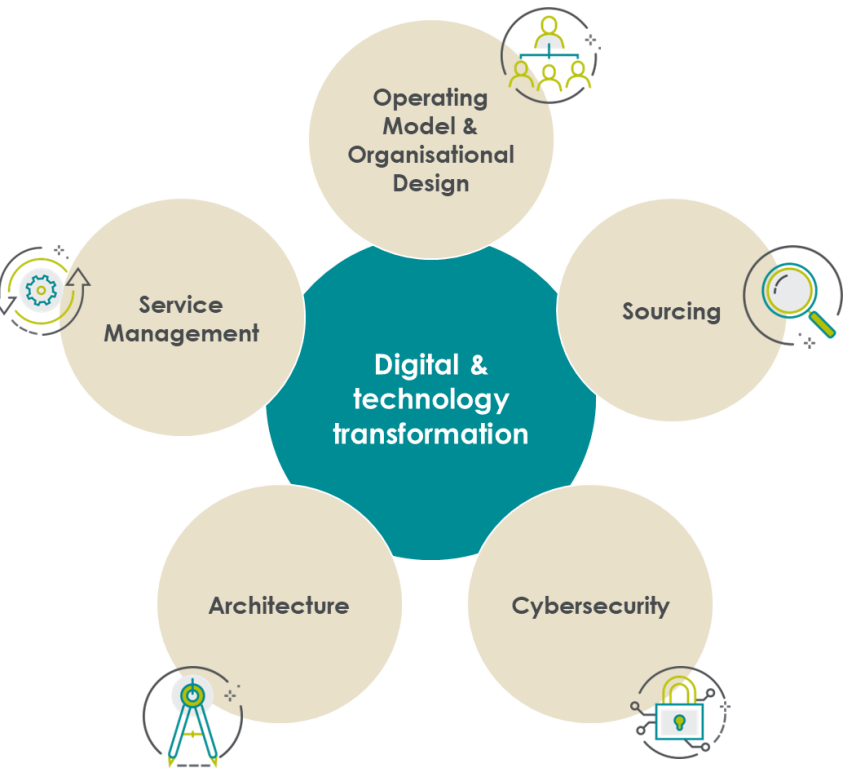
# The Top 5 Reasons Why They Fail



# Who we are

Rapidly growing consultancy, delivering value through

**digital & technology** transformation



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Exceptional performance you can **trust**



**90%**  
of clients continue to work with us beyond the first engagement



FT FINANCIAL TIMES  
statista

UK'S LEADING MANAGEMENT CONSULTANTS 2023



With **expertise** in legal, audit, and accountancy

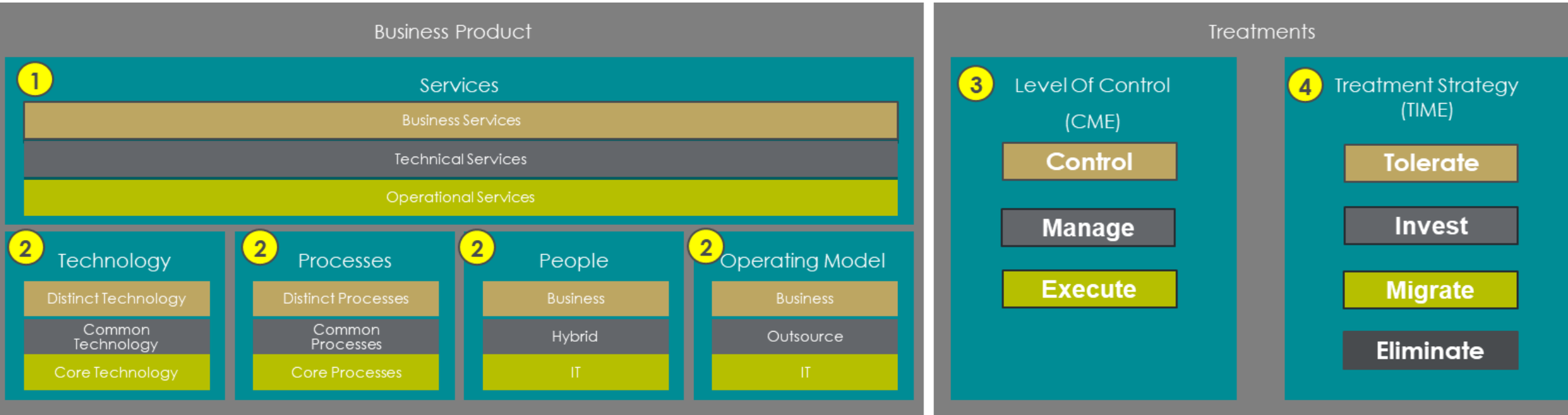
Working with C-suite clients across Professional Services, Corporates, Financial Services & Insurance, Government and Public Safety.



100+ permanent colleagues working in the UK and beyond

# Digital transformation assessment

Our approach breaks down and simplifies a business product into its services, technology, processes, people and operating model . We then identify ‘treatments’.



**1** Identify the set of services the business product covers, and classify each service.

**2** Identify the technology, processes, operating model and people the services cover and classify them

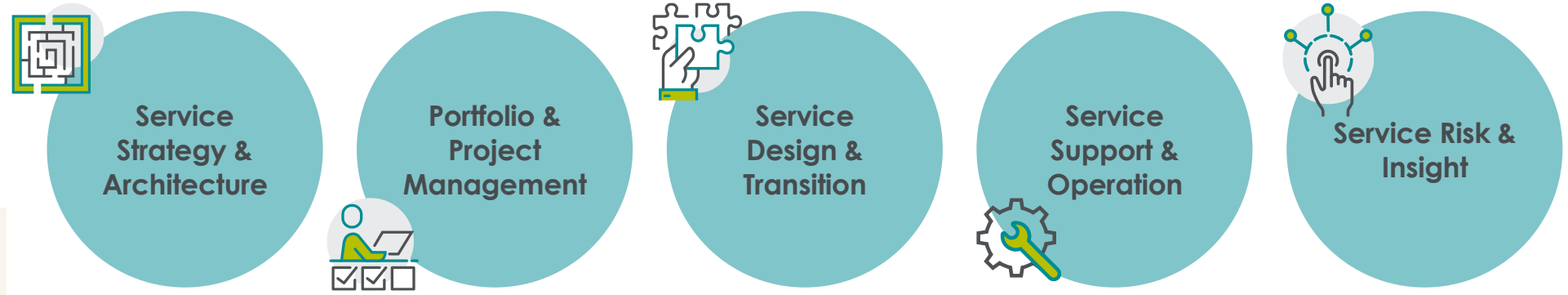
**3** For each element that supports the business product, identify the current and target stage CME level of control required by the business and IT

**4** For each element that supports the business product, identify the TIME treatment strategy for transition and transformation

# Mapping against our framework



## 27 service management services



We use our services as the starting point for any service management related digital transformation activity.



- 1. Run/Change Strategy & Resource Modelling
- 2. Service Catalogue Management
- 3. Service Level Management
- 4. Service Configuration Management
- 5. Enterprise Architecture & Architecture Management
- 6. Business Relationship Management
- 7. Financial Management & Cost Optimisation

- 8. Work Request Management
- 9. Project Portfolio Management
- 10. Project Management
- 11. Resource Planning

- 12. Service Design Standards
- 13. Project Service Transition Assurance
- 14. Service Change Enablement
- 15. Release & Deployment Management

- 16. Service Desk & Service Portal
- 17. Knowledge Management
- 18. Service Request Management
- 19. Monitoring & Event Management
- 20. Incident Management
- 21. Problem Management
- 22. Asset Management
- 23. Supplier Management

- 24. Information Security & Access Management
- 25. Service Continuity Management
- 26. Service Risk Assessment & Management
- 27. Service Performance Management & Continual Service Improvement



# Example output: service support and operations services, operating model & governance

Services	Service Name	Service Type	Current Service Owner	Future Service Owner	Future Service Controller	Future Service Manager	Future Service Executor	Current Service Core, Common, Distinct	Service Transition Core, Common, Distinct	Service Transform Core, Common, Distinct	Service Transition TIME Classification	Service Transform TIME Classification
	Service Desk & Service Portal	Operational	Business	IT	IT	IT	IT	Distinct	Core	Core	Migrate	Invest
	Knowledge Management	Operational	Business	IT	IT	IT	IT	Distinct	Distinct	Core	Tolerate	Migrate
	Service Request Management	Operational	Business	IT	IT	IT	IT	Distinct	Core	Core	Migrate	Invest
	Supplier Management	Operational	Business (Federated)	Business (Centralised)	Business	Business	Business	Distinct	Distinct	Core	Tolerate	Migrate

Operating Model	Service Name	Service Type	Current Op Model Owner	Future Op Model Owner	Future Op Model Controller	Future Op Model Manager	Future Op Model Executor	Current Op Model Core, Common, Distinct	Op Model Transition Core, Common, Distinct	Op Model Transition TIME Classification
	Service Desk & Service Portal	Operational	Business	IT	IT	IT	IT	Distinct	Core	Migrate
	Knowledge Management	Operational	Business	IT	IT	IT	IT	Distinct	Core	Migrate
	Service Request Management	Operational	Business	IT	IT	IT	IT	Distinct	Core	Migrate
	Supplier Management	Operational	Business (Federated)	Business (Centralised)	Business	Business	Business	Distinct	Core	Migrate

Governance	Process Name	Process Type	Current Process Owner	Future Process Owner	Future Process Controller	Future Process Manager	Future Process Executor	Process Current Core, Common, Distinct	Process Transition Core, Common, Distinct	Process Transition TIME Classification
	Performance Management	Governance	IT	IT	IT	IT	IT	Core	Core	Invest
	Strategic Alignment	Governance	Business	IT	IT	IT	IT	Distinct	Core	Migrate
	Value Delivery	Governance	IT	Business	Business	IT	IT	Core	Distinct	Migrate

The purpose of this is to identify the activities required to transition and then transform the services so they can be built into a transition plan

# Global limited liability partnership

*Global IT operating model and transformation (18 months)*

## Challenge

- Fragmented operating model globally (92 countries), including for service management
- Lack of consistency in structure, process and even technology

## What we did

- Analysed current and target state across the organisation for operating model and technology
- Built and tracked the business case
- Built a transformation roadmap
- Supported the execution of the transformation roadmap in conjunction with the client teams

## Outcome

- Consistent technology, organisational structures and processes for service management in place across all affected countries



# Global limited liability partnership

*End-user services transformation*

## Challenge

- A fragmented set of different and outdated service management solutions globally (150 countries and 300 000 users) that no longer supported the business needs

## What we did

- Supported transformation of service management partners and processes, inc. moving on to a new ServiceNow instance
- Performed a current state analysis for all users, and identified the services required to support the experience in the new model
- Facilitated interactive supplier and stakeholder workshops, managing the stakeholder communications and briefings
- Supported organisational change management & user adoption

## Outcome

- Most of the countries have transitioned onto a new global service management service provider and operating in the same way – the remaining countries are currently being migrated.



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