

# NAVIGATING NEW FRONTIERS IN THE LEGAL MARKETPLACE

Law Firms Can Make Hybrid Working a Success by Partnering with a Managed Services Expert

An RRD Business Paper

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## INTRODUCTION

In the new customer-led marketplace, superior client service is table stakes, not a differentiator. Law firms have to look beyond branding, new designs, and great quality to stand out in the sea of firms offering ‘differentiated services’; they need to make each client feel valued. This means ensuring always-on access, faster processing, instant query resolution, and fewer mistakes. The bigger law firms already have in place the best-of-breed technologies required to power these services. For smaller firms, a managed service provider can be a great equalizer.

Even as law firms prepare for a return to the workplace, it is becoming clear that they will not be going back to the ‘same old’. The bold, transformative actions they took during the pandemic will now face a different stress test: **a hybrid business environment**. Their approach to doing business in this environment will have to evolve beyond mere technology adoption to include people and strategy. The trick is in finding the right mix of these diverse elements. While there is no set formula, a managed services partner experienced in handling disruption can help the firm optimally blend technology, global resources, and business intelligence to deliver exceptional customer experiences.

### Customer at the Center

Hassle-free interactions and meaningful customer engagement are essential elements of successful outcomes for firms of all sizes. As the competition for mind share intensifies, they have to pay closer attention to customer preferences and provide services that make the client feel valued. A managed services partner can offer firms access to the best AI solutions and data required to infuse personalization into customer interactions.

Importantly, they can offer teams of experts that know how to leverage these technologies effectively. A large pool of skilled resources can especially help firms make the best use of productivity tools such as automated presentations, automated document formatting, and workforce management automation. By giving them the flexibility to assign the right tasks to the right resource, managed service providers enable firms to decrease errors, eliminate bottlenecks, and enhance overall service delivery.

## **AI-DING THE TRANSFORMATION TO A HYBRID FUTURE**

The pandemic has catapulted the tech-shy legal industry into the tech age. And law firms, to their credit, have adapted beautifully to this disruption. Digital documents, videoconferences, e-signatures, and virtual assistants have become the norm even in the most traditional law firm. After digitization and virtualization, the next frontier of digital transformation for law firms is delivering superior efficiencies while retaining the much-valued human element. But this will have to be done with far fewer resources than before. The good news? Doing more with less has got a lot easier.

### **How Can AI Help?**

Artificial Intelligence (AI) is having a real impact on the profitability of law firms, increasing productivity, lowering costs, and giving lawyers a better understanding of their clients. AI-infused collaboration, operational, and marketing solutions are proving extremely successful in helping firms hit their business targets, save costs, and deliver novel experiences; however, these solutions cannot replace human skills.

Technology and service providers to law firms recognize that their offerings deliver the best outcomes when they combine AI technology with human expertise. While the AI automates the non-critical tasks, the human element elevates tasks that require empathy, creativity, ethics, or judgment. This Machine and Human collaboration can help the firm present accurate documents, ensure 24/7 availability, and offer the familiarity of the human element, all of which are critical benefits in an always-on hybrid business environment.

### **AI + Expert-in-the-Loop = The Hybrid Future**

For law firms that are looking to successfully transition to hybrid models, the simplest solution is to partner with a technology provider that offers a range of AI-powered solutions that will enable them to meet their operational and business goals cost-effectively. A wide range of creative, administrative, technology, and workflow management solutions that blends relevant technologies and human expertise can be an elegant resolution to specific process and business-related challenges.

RRD's AI-infused business solutions are developed specifically to help law firms become more agile and responsive to the needs of a hybrid workforce. Its Expert-in-the-Loop model combines Digital and Human to collaborate up, down, and across the firm. Essentially, we help law firms to do more and more with less and less.

# CROSS-ORGANIZATIONAL COLLABORATION WITH LEGAL-CENTRIC TOOLS

In the new post-COVID future, collaboration will be a top-of-mind concern. It is clear that lawyers will no longer be able to work in disciplinary silos as business becomes more global, integrative, and client-centric. The emergence of advanced collaboration tools has certainly made it easier for firms to handle the pressures of evolving client demands. With the right tools, they can have their best minds and talent in client-facing and strategic roles, while a highly connected ecosystem of services and solutions works behind the scenes to help them do their jobs to the best of their ability.

## Collaborate for a Client-first Culture

The increase in online activity and personalization of services has meant that law firms will be dealing with a highly tech-savvy client base in the new remote normal. These clients will expect their lawyers to demonstrate the same level of customer-centricity as other service providers. Luckily, lawyers now have access to sophisticated solutions and services that can help them provide the always-on responsiveness, timely delivery, and quality output that clients demand.

Besides the higher efficiencies, the automated, data-driven collaboration solutions offer employees greater awareness of the firm's resources, services, and expertise. This knowledge can empower lawyers across organizational boundaries to better map client demands to the firm's capabilities and design a more holistic service offering. Ultimately, cross-practice collaborations, backed by a managed support system, help firms deliver comprehensive, targeted services and open up opportunities to win high-value business.

## Integrated Approach to Legal Industry Solutions

RRD enables law firms all over the world to stay ahead of dynamic market trends by collaborating across practice areas. Its global pool of creative, administrative, and technology associates, supported by smart work solutions, can break down silos and build superior competencies and scale.

Our attorney-centered ecosystem is complemented by highly customizable productivity and marketing solutions that:



Eliminate workflow bottlenecks with RRD METRICS



Accelerate digital transformation at our innovation hub, [The Loft@RRD](#)



Transform knowledge workers into productivity champions with [RRD CATCH](#)



And leverage cost-effective, on-demand resources through our hybrid delivery network, OptiShore™

## RIGHT-SIZING ADMINISTRATIVE POOLS

At present, addressing the twin challenges of cost management and accelerated digitalization are top priorities across the legal industry. Operational compulsions and altered business goals will drive the right-sizing of support teams in the near term, but these business decisions can have long-term ramifications due to the uncertain market environment. With the unique demands of a hybrid workforce adding another layer of complexity, law firms have a lot to balance.

The lockdown was a period of taking stock. Most law firms have taken a long, hard look at how things are done and identified the resources and processes that work best for them and those that need to be culled. But before embarking on a right-sizing project, they need to ensure that the streamlining will also involve the greater use of technology to handle the rote tasks previously performed by the in-house staff.

### Right Talent + Right Technology = Future-ready Law Firm

Done correctly, right-sizing administrative pools can help the law firm prepare for a future that will be disruption-proof. While there is no one right way to streamline, firms can go with one of the two options: outright downsize the administrative pool by trimming the fat and eliminating redundant resources or acquire new talent with relevant skills to create a future-ready firm. The latter approach, in addition to saving costs, can ensure that the firm has the resource flexibility needed to thrive in any environment.

A highly trained administrative pool, when supported by business-enhancing technologies, can be an elegant solution to achieving efficiency goals during periods of disruption. Once the processes that require in-house talent are identified, law firms can partner with a business support expert to gain access to the additional support they need to scale up or down. This approach will not only offer pay-as-you-go convenience but also eliminate concerns about attracting and retaining talent in an industry that requires specialized experience.

### Seize Opportunities with Legal-centric Administrative Services

RRD leverages a deep pool of global talent and technologies to accommodate virtually any support need, regardless of location or time constraints. It empowers law firms with rapid, flexible and skilled end-to-end support options such as:



Onsite, in-person concierge service for white-glove, high-touch projects



Offsite, near-shore service for routine tasks with native language and cultural familiarity requirements



Virtual, online access to a broad spectrum of functions such as document design and production, creative design, software design, secondary research, and data visualization

## THE EVOLVING ROLE OF THE LEGAL SECRETARY

In line with the growth of digitized documents and lawyers' comfort with technology, it was inevitable that the role of the legal secretary would evolve from mostly documentation tasks to higher value, client-facing work.

Law firms now require legal secretaries to be skilled in PowerPoint, spreadsheets, and legal-centric apps as well as have more specialized skills to support client work and research. Indeed, with customer experience becoming a differentiator, secretaries trained in relationship management can be a significant value-add to the firm.

### Adapting Skills to a Dynamic Market

With the future being highly dynamic, firms are considering alternative models to the traditional secretarial staff. A popular option is leveraging the support of external partners that provide on-demand secretarial services at scale to ensure uninterrupted business in any market environment. The scale and pre-trained resources not only improve the ease of doing business but also lower costs – two highly essential benefits in the current scenario.

The business support partnership model also eliminates a common issue of function silos. As the resources are trained to operate intuitive AI applications, they can seamlessly alternate between both business and administrative roles. This technology-assisted integrated resources can smoothly handle rote tasks as well as those requiring the 'human touch' such as document processing, record keeping, printing, communication, marketing, and IT support.

### Out with the Old, in with RRD's Productivity Champion

Instead of having one individual handle work requests and figure out how to solve problems all on their own, law firms can expand the scope and quality of their secretarial output by leveraging RRD's productivity champion. This person can serve as a single point of contact with access to a wide range of skilled services, delivered through [RRD CATCH](#), to support the firm's knowledge workers.

RRD CATCH is a single-window creative, administrative, technology solution that can alleviate invisible productivity bottlenecks and standardize the support process so knowledge workers are not wasting valuable time trying to obtain support. It empowers businesses with rapid, flexible, and skilled end-to-end support options, triaged by a productivity champion. In short, it connects the dots and provides a centralized solution to a decentralized support need.

## NEXT STEPS

RRD's attorney-centered ecosystem can elevate your firm's competitiveness in a hybrid environment to the next level. It offers law firms of all sizes a set of highly scalable AI solutions for accelerated, accurate output. Our tailored solutions desilo data, streamline processes, and enable seamless collaborations to ensure deep visibility and productivity at every touchpoint.

RRD's legal industry solutions can be significant competitive advantage as they allow lawyers to focus on the most profitable practice areas and implement solutions to improve the others. The greater degree of transparency and predictability enabled by the solutions help you optimize processes and resources and ultimately, get the best bang for your managed services buck.

[Click here](#) for more information on our Legal Industry Solutions.

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## ABOUT RRD

RRD is a leading global provider of multichannel business communications services and marketing solutions. With 30,000 clients and 33,000 employees across 28 countries, RRD offers the industry's most comprehensive offering of solutions designed to help companies—from Main Street to Wall Street—optimize customer engagement and streamline business operations across the complete customer journey. RRD offers a comprehensive portfolio of capabilities, experience and scale that enables organizations around the world to create, manage, deliver, and optimize their marketing and business communications strategies.

For more information, visit the company's web site at [www.rrd.com](http://www.rrd.com).