

converge
TECHNOLOGY SPECIALISTS

Making efficiencies whilst delivering
excellence for clients and for staff

MW Solicitors' approach to
digital transformation



95%

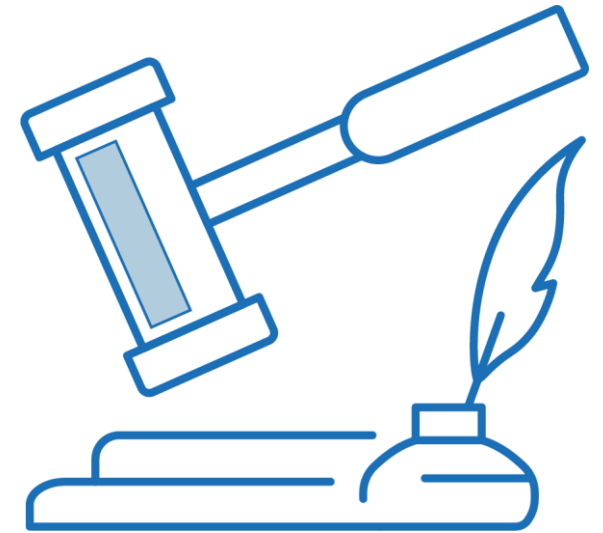
of law firms say they expect their firm's investment in technology to increase over the next 5 to 10 years

IS IT POSSIBLE TO SAVE SIGNIFICANT OPERATIONAL COSTS WHILST
AT THE SAME TIME DELIVERING BETTER SERVICES TO YOUR CLIENTS?

WHAT IS THE MW BUSINESS MODEL?

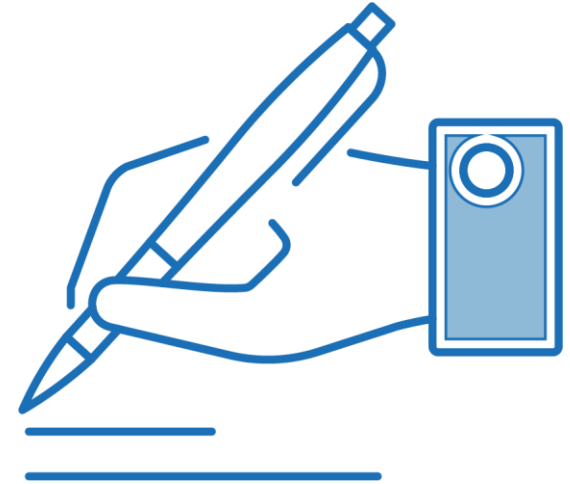
Access to Justice

- Mainly Consumer Law - Full service consumer offering
- 40% Property – 60% Civil & Criminal LIT, Clin Neg & PI, Family, Private Client, Commercial
- On the High Street & Online
- Clicks AND Bricks
- “Local” access to a lawyer – thus the High Street
- “Hubs” of high street branches – maximising access to specialisms
- Recognised High Street Brand – South of England for now but National objective
- Legal Aid Provider



OUR OPERATIONAL IMPERATIVES

- Fee Earners focussed on client excellence
- Minimise the branch office administration
- Collect data online from the client
- Transact workflow online with the client
- Automate internal processes and workflow
- Create a Legal Support Unit
- Support staff to Fee Earner Ratio of 1:4
- Take away the admin burden from Fee Earners
- Invest in systems that facilitate the above and provide a flexible work model



THE IMPACT ON THE BOTTOM LINE OF INVESTING IN TECHNOLOGY

- A reduction in operational support staff costs in line with support to fee earner staff ratio
- Give back minimum 10% Fee Earner time for billable work
- Increase fixed fee transactional work throughput by 25% per Fee Earner

All of this activity drives profitability and shareholder value



THE COMPETING CHALLENGES.....

- Continuous Growth story
 - 10 to 28 offices in last 5 years
 - 160 to 500 staff in same period
 - £9m to £31m in same period
 - 50 office - £50m target for next few years
 - So IT infrastructure has to be scalable quickly without creaking to a halt – and support a large multi branch national network
- This eats up ICT time as well as money



THE COMPETING CHALLENGES.....

- After building up datacentres, virtual desktop environments, log in anywhere, anytime, any device, new PMS/DMS platforms and building cyber and platform resiliency over 5 years – we have outsourced most of the above to CTS
- The focus of MW internal IT is now to develop and enhance our software solutions and deliver business transformation and change.



HOW CLIENT DEMAND HAS REDEFINED HOW SERVICES ARE PROVIDED TO CLIENTS

- It's the clicks and bricks – not one or the other for MW
- Our clients need and require the comfort and reassurance of physical presence with their solicitor especially concerning difficult personal circumstances – the High Street is NOT dead
- However our clients also want us to work and interact with them using modern tools – that's not a website, it is an online portal for engagement, communication (not email), sharing with us and receiving from us data and information, sharing documents, demonstrating identity, digitally signing documents and more
- It is the combination of the two that our clients want –not one or the other



MW CURRENT PROGRAMMES

- Prometheus Programme of 12 projects all delivering either online portals, internal process automation, legal operation centralisation, paper-lite direction including digital post, end to end seamless technology
- No salami tactic – slice by slice is not good enough to achieve big change so large phases of delivery are planned
- Delivering this Quarter and finishing the next



MW CURRENT PROGRAMMES

- The HARD part is delivering the business transformation
- The technology is in place and the software solutions built and ready
- MW is about to embark on a significant transformation in its working practices
- Most of time now is spent working with key and senior stakeholders in the business to lead the change and be the change – Hearts and Minds



HOW A MODERN, AGILE ENVIRONMENT CAN INCREASE STAFF PRODUCTIVITY AND JOB SATISFACTION

Our Staff Surveys reveal:

- Most secretaries are stretched on basic admin tasks
- Or support staff complain about the file opening drudgery
- Our fee earners complain of the slow time to open files and the limits on throughput

- Our central teams (LSU) pool resources and create more role diversity for support staff
- As we grow our branches further, we have job opportunities for support staff that allow us achieve the Support to FE ratio of 1:4
- We want our high street branches to focus on the client and the activity of law not the activity of administration
- So we want to raise the satisfaction of jobs by doing high quality legal work in the branches and more diverse roles in the centre support functions

Q&A

Peter Gill
CCO, Converge TS
Peter.Gill@cts.co.uk

David Fazakerley
CIO, MW Solicitors

