



## Hospitality Legal Department - Centralization and Process Improvement

### The Challenge

The legal department of one of the world's largest hospitality companies was a decentralized organization with poor visibility and control by the department leadership and a lack of standard operational processes. This led to limited ability to monitor and control costs, poor reporting capability and lack of consistency across the department operations. These issues carried over to work with outside vendors where interactions were on an ad hoc, local basis with limited oversight from the corporate legal and finance groups regarding onboarding, rates, or work authorization.

### LeGuard's Approach

Working with a team of partners (consultants, tech vendors, service providers) and the client we participated in the revamping of the organization from reporting structure to standardizing processes such as vendor approval in onboarding, rate analysis and consistency, creation of industry standard billing guidelines, and implementation of workflow technologies. These technologies included LeGuard which provided instant visibility of all outside vendor work (counsel, consultants, etc.) as all vendors were required in the billing guidelines to track their time contemporaneous with their work. This provided the staff counsel up to leadership with the information to make better/quicker decisions on matters, to easily monitor, control and report costs and to reduce/stop any financial or budget surprises. Integrating LeGuard's data into the ELM, matter costs and budget analysis was greatly improved, and invoice review and approval was automated comparing invoices not only to the billing guidelines but also LeGuard's live time tracking.

### Results

Accrual, budget and forecasting capabilities were greatly improved and the administrative time for vendors and the client to collect and report the same were significantly reduced. In addition, the legal department was seen by the C-Level suite as optimally managed as the General Counsel exhibited LeGuard's live tracking at his quarterly updates. Finally, outside vendor spend was reduced by over 20%. In a report to their CFO after 12 months of implementing the new changes, the legal department noted that LeGuard was the second leading cause of their savings and accounted for over 40% of the dollars saved. The LeGuard savings were attributed to three main factors: (1) better visibility and control by inhouse counsel over outside vendor work through LeGuard's live display, (2) more effective work by outside vendors as partners also had LeGuard's live visibility over their matters and their teams had the knowledge that their client had transparency into their work, and (3) reduction of poor billing practices by outside vendors of documenting time well after the work was done.