



CLIENT SITUATION

Across the legal industry, future profitability hinges on the adoption of emerging technologies and ways of working. In other words, embracing new tools and processes is table stakes for survival. Our client had long prided itself on having the advanced technology and internal products needed to sustain its position as a leading international law firm serving top-level clients. Its core technology, however, had been falling behind. The firm faced constant pressure to increase efficiency and control costs as new entrants disrupted the industry. Executives quickly realized they needed to fundamentally transform their technology platform to help the firm reinvent itself and accelerate breakthroughs.

▶ **North Highland's Transformation Momentum solution successfully enabled large-scale transformation while maximizing value creation in a virtual setting.**

NORTH HIGHLAND HELPED A GLOBAL LAW FIRM

deliver a new IT strategy, reimagining its core document platform, end-user computing, and collaboration tools. Through this effort, the client not only sought to adopt technology but also transform how lawyers collaborated on documents and critical initiatives. With our Transformation MomentumSM solution, we helped the firm reduce the organizational friction surrounding change, build transformation capability, and amplify value with a fluid, holistic approach that balanced business, client, and employee needs.

OUR APPROACH

Using our Transformation Momentum solution, we partnered with the law firm to bring its strategy to life, while also reshaping its mindset around transformation for the long haul.

Business Case for Change. We kicked off the engagement by making a business case for change, linking the tech strategy with the business strategy. We helped the organization identify crucial decisions and reprioritize investments. Together, we positioned the law firm to continuously revisit (and maximize) drivers of value, rather than merely defining a static set of activities and hitting a set number of milestones.

Program Mobilization. Then, we set up and mobilized the program. This step involved helping the law firm translate the business case into the outcomes needed, while establishing the governance structures and dedicated resources required to achieve those outcomes. North Highland helped the law firm break the investment into pilot phases with built-in control points.

Live Pilot and Scale. Instead of a technical proof of concept, we set up a live pilot in Europe, Asia, and the U.S. for legal teams to test with clients' real-world legal matters. The stakes were high. The pilot involved the business's lifeblood, not a side system, so getting it right—and maintaining productivity throughout—was critical. Once we proved that the pilot worked technically, we began to scale it to more than 5,000 employees in phases, covering global infrastructure build, Windows 10 devices, productivity and collaboration applications, and sequencing and planning. Our approach minimized risk and disruption to operations.

A Relentless Focus on Value. We took a business, customer, and workforce-centric approach that maximized value and helped us adapt to changing variables and risks. Even COVID-19-related business lockdowns and technology vendor delays didn't put a damper on the transformation. For example, we worked with the technology vendor to decouple some of the program deliverables. This approach helped the law firm realize incremental productivity and immediate value, despite the technological aspects that were still in development.

TRANSFORMATION MOMENTUMSM CASE STUDY



Strengthened Aptitude for Transformation. Throughout the process, we helped invigorate employees' appetite for transformation. Our approach empowered teams to work in a more agile fashion and eroded the excessive controls and structures that traditionally got in the way of change. We kept teams engaged through program management, governance, technical assurance, and change management—all supported by an iron-clad program brand and identity.

VALUE DELIVERED

Despite the restrictions imposed by strict COVID-19 shutdowns during the pilot and deployment, North Highland's Transformation Momentum solution propelled large-scale transformation while maximizing value creation in a virtual setting. First, we retired legacy applications and infrastructure that were getting in the way of progress. From there, we deployed a more flexible, scalable platform. Plus, new ways of working and collaborating improved the firm's capability and capacity for change—arming it with the confidence needed to scrutinize legacy setups and drive improvement continuously. By building propensity for change, the firm is now better positioned to seek transformational opportunities in the months and years to come. The result? Value that pays dividends in the form of improved efficiency, enhanced employee capability, and more seamless client interactions.

REMOVING BARRIERS TO TRANSFORMATION, VIRTUALLY

ABOUT US

NORTH HIGHLAND MAKES CHANGE HAPPEN, HELPING BUSINESSES TRANSFORM

by placing people at the heart of every decision. It's how lasting progress is made. With our blend of workforce, customer and operational expertise, we're the world's leading transformation consultancy. We break new ground today, so tomorrow is easier to navigate.

Founded in 1992, North Highland is an employee-owned firm—regularly named one of the best places to work. We have more than 5,000 consultants worldwide and 65+ offices around the globe. Meanwhile, we're a proud member of Cordence Worldwide (www.cordence.com), an international consulting alliance.

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