

**12th Annual ISM Services Conference  
December 1, 2011**

**Roundtable Notes**

*Legal and Training*

**Current state**

- Built standardized templates.
- Analyzed use of outside counsel to right size.
- Have developed templates.

**Challenges**

- Perception of reverse auctions creating too much on cost, not value expertise.
- Some law firms will choose not to participate.
- Not involved with the law department at all.
- Can't get engaged with general counsel.
- How do you know you're getting ROI.

**Solution Approaches**

- Facts and data help convey message.
- 1x, 2x, 3x, 4x discussion regarding legal resource strategy.

**Legal resource strategy**

- Focus on value proposition overall.
- Piecemeal selection of outside counsel may not be as effective as law firms selection.  
Quality vs. Output

**Billing Process**

- Project cost
- Track data
- Know the goals and objectives of the general counsel.
- Be sure to develop thorough criteria for selection.
- Then decide (legal) not procurement.
- Audit law firms.
- Supplier performance management.
- Get general counsel on board. KEY!