

# ALLEN & OVERY

## Advanced Delivery & Solutions

### CASE STUDY

#### Transforming the internal legal function of an international bank

A&O helped an international bank's retail banking and wealth management (RBWM) team transform its in-house legal operations across six Asia Pacific jurisdictions, boosting operational efficiency and delivering comprehensive and cost-effective legal support to the business.

### BUSINESS CHALLENGE

Streamlining RBWM's in-house legal function, keeping costs down while providing high-quality legal protection to all business units in the region.

### OUR APPROACH

#### Analysis of strategic aims, dependencies and key metrics

Our initial analysis looked to understand the in-house legal function's strategic aims and tactical objectives, map connections and inter-dependencies, and analyse key management and operational metrics.

We subsequently reviewed the bank's expectations of the legal function and assessed its usage of legal technologies.

#### Bringing in additional resources to complement existing in-house skill-sets, including a former GC as programme director, through Peerpoint

The bank's executives agreed that restructuring the legal function would require specialist resources:

- Legal advice from A&O's Technology, Media and Telecoms and International Capital Markets practices
- An interim programme director – Peerpoint recruited a former GC with restructuring and redesign experience to work with A&O's Advanced Delivery & Solutions team on scoping out the programme, marshalling support and initiating the project
- Our eDiscovery specialists implemented Relativity One to assist the bank with internal data hosting, collating and organisation.

#### Planning and executing change through a holistic change management plan

Our one-year change management plan encompassed business unit feedback processes, in-house counsel training and awareness programmes as well as process optimisation and integration, together with conduct, culture and governance initiatives. Legal project management supported planning and delivery.

*“Regular reviews, surveys and feedback loops highlighted operational pain-points, maintained stakeholder support and engagement, and increased operational agility.”*

Results and outcomes >

## RESULTS

### Increased capacity, and confidence levels, to provide more valuable business support

Increased operational efficiency enabled in-house counsel to provide more and better legal services, improving relationships between the RBWM team and other business units and increasing the ability and confidence of in-house counsel to action business unit requests to support and protect the bank's RBWM operations.

Regular reviews, surveys and feedback loops highlighted operational pain-points, maintained stakeholder support and engagement, and increased operational agility.

## OUTCOMES AND BENEFITS

### Improved transparency and collaboration recognised as business-enabling

As the in-house legal function's operational efficiency improved, the RBWM legal team were perceived as business-enablers rather than business-preventers and role-models for transformation across the wider business.

## KEY CONTACTS

Allen & Overy Advanced Delivery & Solutions combines top-quality legal advice with cutting-edge technology and alternative resourcing models to deliver bespoke solutions that enable clients to achieve their business objectives.

The case study above demonstrates the transformative effects of expertise, experience and innovation on corporate legal operations. For more information, please contact us.



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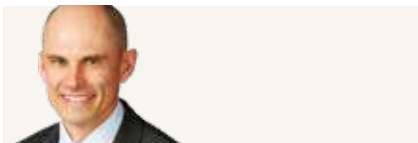
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