



JAPANESE LEGAL OPERATIONS

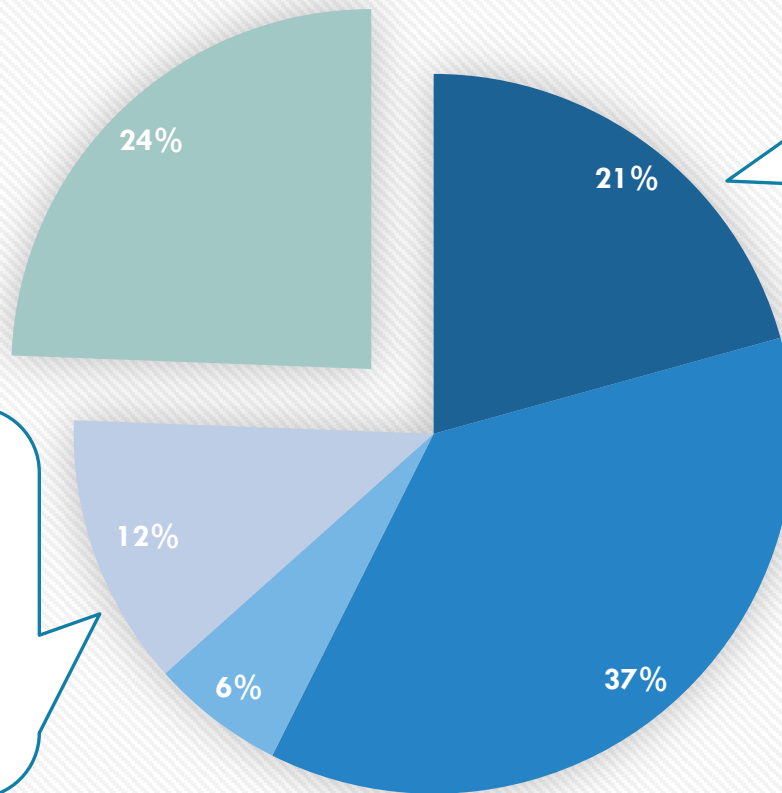
Akiko Kawaguchi (Chair of Legal Ops & Techs Study Group at JILA,
Founding Member of Japanese Version of Legal Operations Study
Group, Founding Member of CLOC Japan Shared Interest Group)

LEGAL OPERATION IS...

“...a set of business processes, activities, and the professionals who **enable legal departments to serve their clients more effectively** by applying business and technical practices to the delivery of legal services. Legal ops provides the strategic planning, financial management, project management, and technology expertise that **enables legal professionals to focus on providing legal advice.**”

COMPANIES WITH LEGAL OPS

% of year LO was established



Pre2008 (Google etc.)

Majority in 2017

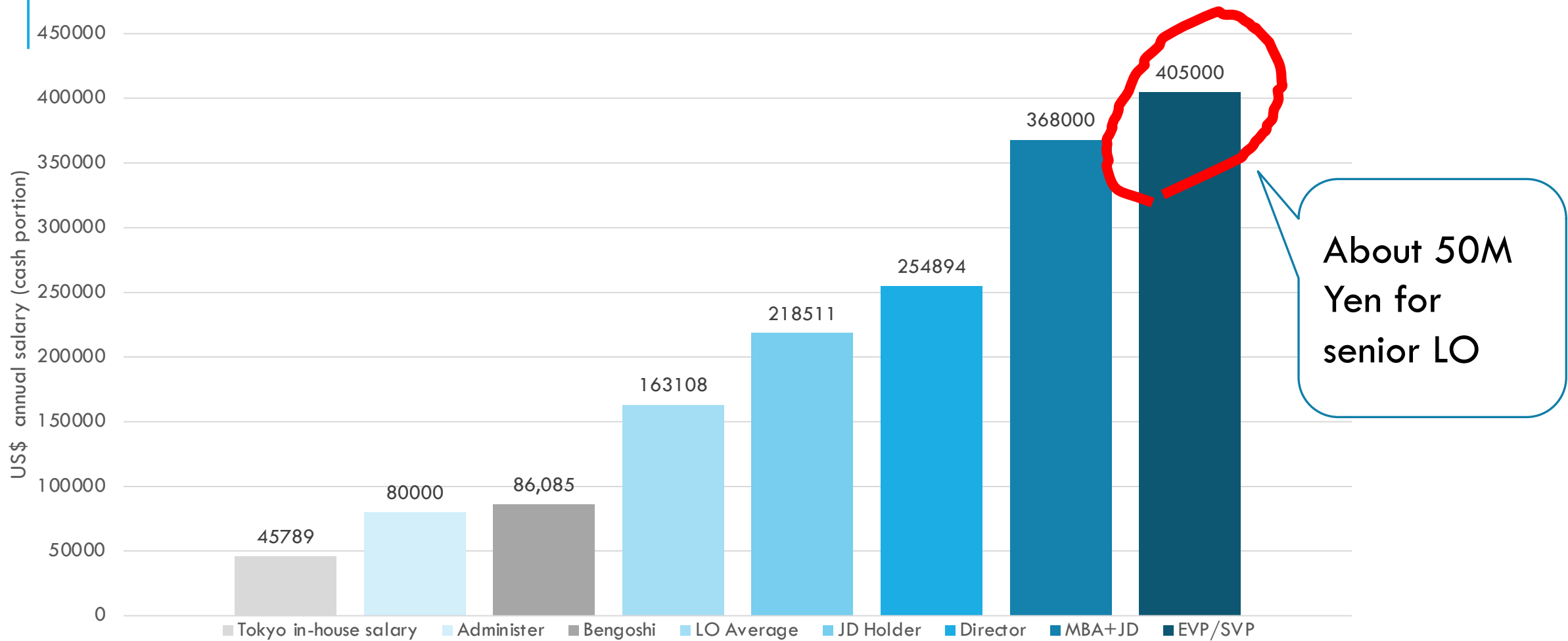
80% in 2019

Some recent surveys do not ask whether you have LO

= It is taken for granted!

■ Pre-2008 ■ 09~17 ■ 2018 ■ 2019 ■ No LO

LO SALARY



HISTORY IN THE US

1990- : Large companies such as GE, Bank of America, Prudential started to hire the staff specialized in LO

2000- : Oracle, HP, Google hired the staff focusing on reducing legal fee and benchmarking. They started study group

2010- :

- CLOC becomes association with several hundred members
- ACC launched LO Section where non-lawyer can be member
- **Frameworks :Core12 (CLOC), Maturity Model (ACC)**
- **Lots of benchmarking and data on LO**

As of today, CLOC has 4000+ members with the branch in 57 countries. Annual conference in Las Vegas with 2500+ attendees



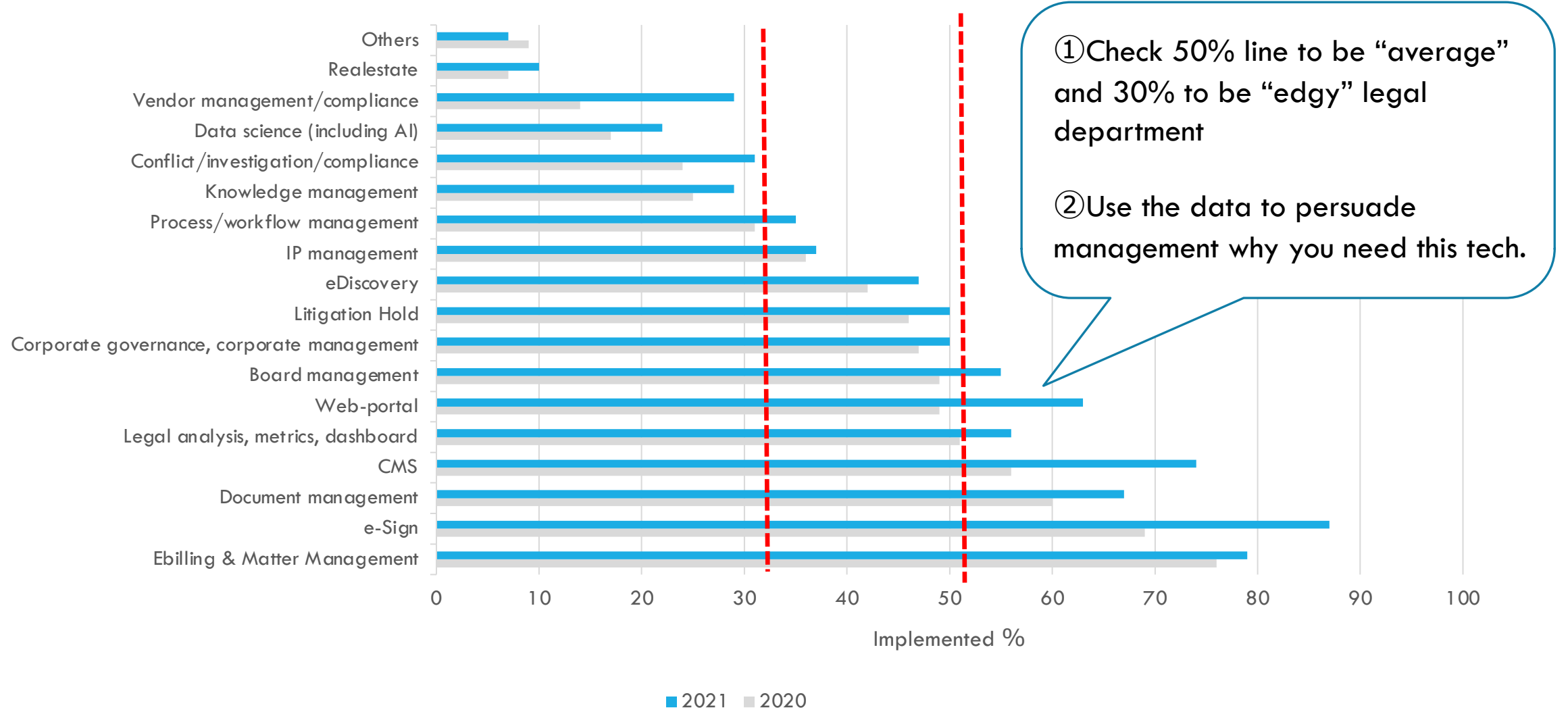
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JAPAN

- Legal department attract more expectation and role (METI report, ESG...)
 - Legal job market becomes more fluid and diversified
- Japanese companies need to "reproduce" someone's success in legal department, for which legal operations and its framework is necessary
- 2020- COVID-19 changed the way to work and accelerated DX: legal operations become very "common"
- 2020 JILA launched Legal Ops & Techs Study Group
 - 2021 Japanese Legal Operations Study Group is launched and released "CORE8" for Japanese companies
 - 2021 CLOC Japan Shared Interest Group was launched (the first in non-English speaking countries)

BENCHMARKING (EXAMPLE)

CLOC State of the industry survey: compare 2021 with 2020



FRAMEWORK EXAMPLE: CORE8 STRATEGY

戦略		法務部門のミッションの明確化、目標・活動計画等の策定・遂行		
レベル1		レベル2		レベル3
戦略を構築する段階		戦略を落とし込む段階		戦略を実現する段階
<ul style="list-style-type: none">❑ 法務部門のミッション・方針を定めている❑ 法務部門が達成すべき目標を明確に定めている❑ 全社方針と法務部門の目標を整合させている❑ 目標達成に向けた活動計画（短期～中長期）を策定している		<ul style="list-style-type: none">❑ 法務部門の目標・活動計画を法務部員全員に周知し、理解させている❑ 法務部門の目標・活動計画を個人の目標・活動計画に落とし込んでいる❑ 策定した目標・活動計画にしたがって、予算・要員計画を作成している		<ul style="list-style-type: none">❑ 活動計画の進捗を定期的に管理し、進捗に応じて、計画の見直しを行っている❑ 目標達成度を適切に人事評価に反映している❑ 法務部門の目標・活動計画およびその進捗を他部門（経営層を含む）やグループ会社に共有し、部門の評価に繋げている
<ul style="list-style-type: none">・ ミッション・方針（言語化されたもの）・ 中長期目標・計画・ 年度活動方針・活動計画・ 作成プロセスを定める業務概要書		<ul style="list-style-type: none">・ 部員の理解度アンケート・ 個人目標・活動計画		<ul style="list-style-type: none">・ 活動レビュー会議・ 進捗管理表・ 全社（グループ）向け説明会・ 達成度に応じた人事評価