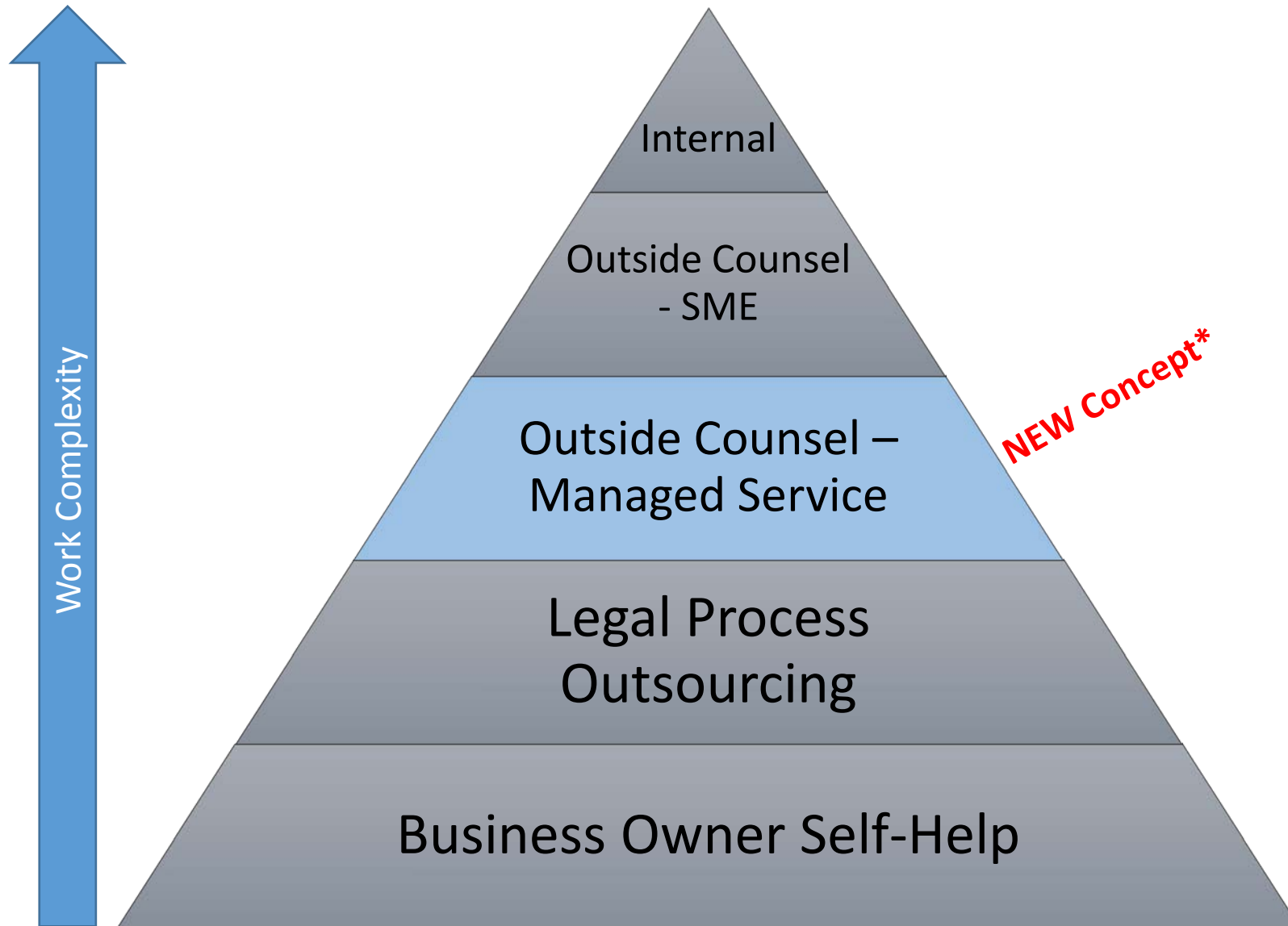


A woman in a black top is standing and pointing at a whiteboard in a meeting room. Three other people (two men and one woman) are seated at a white table, looking towards the whiteboard. The room has large windows in the background showing greenery and buildings.

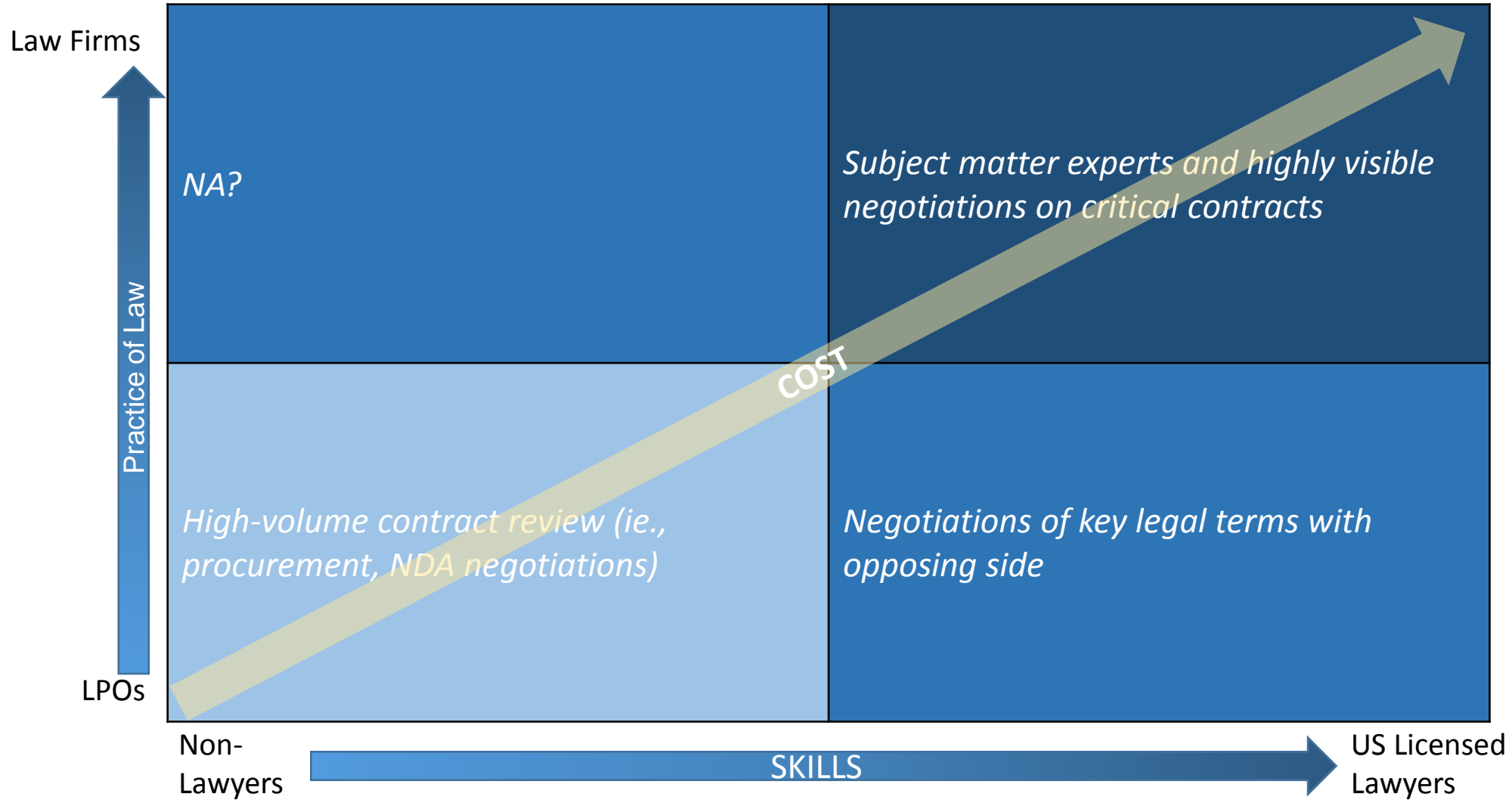
# In-House Counsel's Role in Modernizing Legal Services

ABA – Stanford April 2015

# In-House Legal Resources Stratification



# Nothing New: Do More Contracting with Less Resources



# Changing the Conversation about Costs: Operating Models and Pricing Models are Not the same thing!

*Hourly rates?  
Partners vs Associates?*

*Transaction volumes!  
SLAs!  
Metric-based performance?*



**Operating Model** = How the legal services are delivered

**Pricing Model** = How clients pay for the legal services

*Who delivers services should not dictate the pricing model.*

## Hourly Rates

- Traditional law firm business model
- Time worked = time billed
- Best bet is discount based on spend

## Alternative Fee Arrangements

- Flat fee based on aggregating hourly rates
- Risk of workload fluctuation
- Offers predictability

## Transaction or Outcome Based

- Need to have predictable workload
- Works best for high-volume work
- Requires operational rigor and experience