



KONICA MINOLTA

EVERYONE IS TAKING PART SUCCESS STORY

✎ Support within Baker & McKenzie for a more effective and efficient way of working

An organization can invest all it wants in hardware and software, but a new way of working can only be introduced if all employees feel personally involved. At lawyers Baker & McKenzie Amsterdam N.V, they were well aware of that and opted for a business process-based approach with support.



The legal profession is an information-intensive sector. Many procedural and other documents circulate within the primary work process. It is no different at Baker & McKenzie, one of the world's biggest law firms with an integrated civil law, tax advisory and notarial practice. Together with various parties, including Konica Minolta, the Dutch branch of this law firm looked for a more effective and efficient way of working, which could count on support from all employees. The aim: Sharing knowledge anywhere at any time, less paper consumption, working more effectively and efficiently and consequently with maximum client orientation.

“Switch is the name of the project that we started a year ago,” says Harmen Wahab, Director Operational Services. “It is a new, highly innovative way of working. Instead of opting for a purely technical approach, we went for one that is business process-based. The starting point was how we could change our business process to enable us to work more effectively and efficiently. ICT and facilities management were not central, rather optimizing the whole primary work process.”

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Support

“There are many ways of working in the legal profession,” explains Wahab. “Big differences can therefore occur between various sections about the preferred chosen method. The result is that, if you want to change the business process, you need broad support for it. We started by assessing that support first, with a study into the disposition towards change. You can also use the findings from that study to control and set up your approach better for the project.”



▀ Process and approach

Wahab explains further: “Our follow-up step was to map out all standalone projects together with an external party. For example, besides the ‘working more efficiently’ project, a scanning and organization project was also in progress. We set these projects alongside one another and studied the mutual connections. After that came the business case, which provided the answer to the question whether a different way of working also creates efficiency. Because you need to see some payback. You cannot just go buying nice applications without seeing anything back from them. The answer to the question was a straightforward ‘yes’: We achieved a ROI of 3 % on turnover.”

“A condition for arriving at such a company-wide approach, however, is that you engage external business analysts. They can look at the process in an abstract way,” explains Wahab. “Then you have to remember that a process like this moves forward step by step. It is important to show your colleagues the strength and benefits of the different way of working and above all to do that in comparison with the old way of working. You must not permit any workarounds and – essentially – everyone must take part.”

▀ Revealing findings

When the new way of working was introduced, all 320 employees received a tablet. Microsoft Lync was also rolled out, and all landline phone sets in the firm were replaced by an advanced Internet communication system, which enables, among other things, phoning and chatting.”

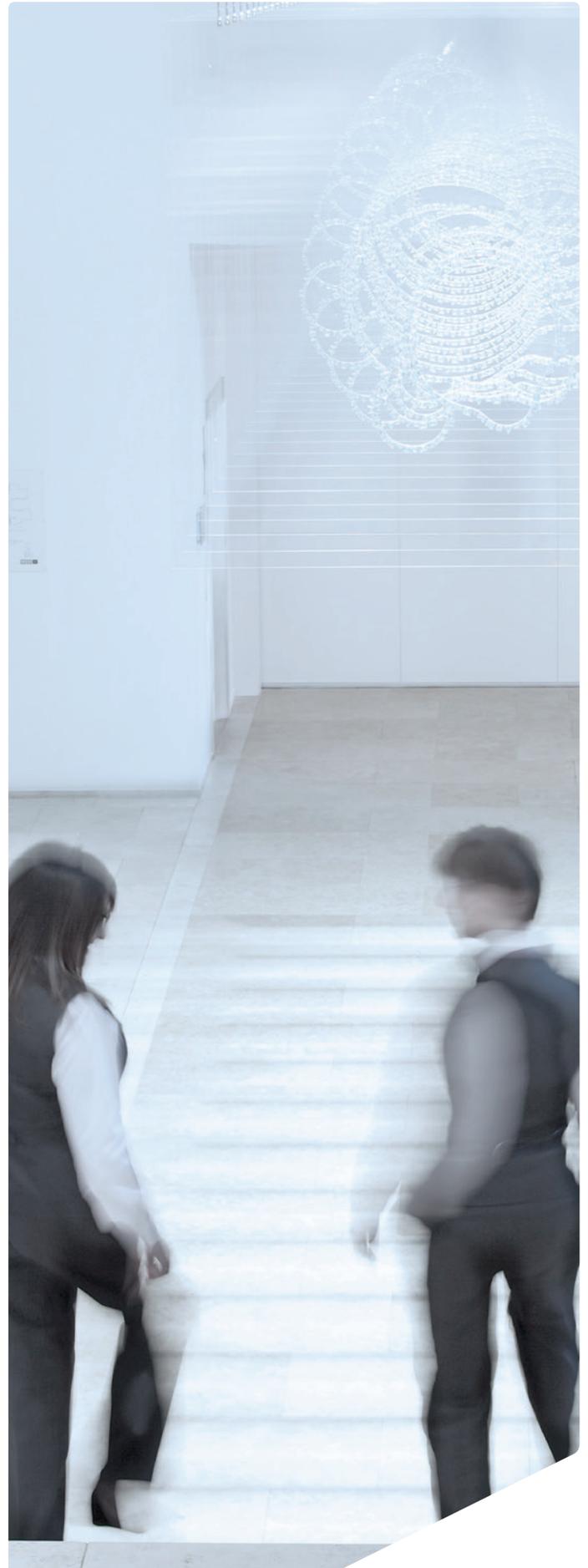
Wahab goes on: “We now work with a new CRM system that is linked to our DMS system and communication system. As regards multifunctionals, we went for more functionality, simplicity in user-friendliness and a link to digital archives.

In this, Konica Minolta is a party that thinks well along with us about optimizing our document processing.

They came up with good advice about system functionalities, securing information and linking to different applications. The Follow-Me functionality has been positively received by our users.”

▀ And now onward

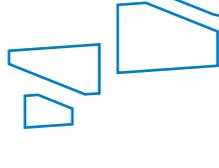
The project was completed on 1 July. “The technical structure is in place,” confirms Wahab. “We are aware that we need to wait until at least 2016 for the change of working to embed in the culture. Our ultimate goal is a paperless office. Meanwhile, we will continue to build on a way of working that is always as effective and efficient as possible, so that we are able to support our clients even better.”





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