

---

## Contents

<b>Introduction: “Run Legal as a Business!”</b> . . . . .	1
Roger Strathausen, Kai Jacob, and Dierk Schindler	
<b>Masters of Ambiguity: How Legal Can Lead the Business</b> . . . . .	9
Roger Strathausen	
<b>Globalization and the Changing Role of General Counsel: Current Trends and Future Scenarios</b> . . . . .	33
Mari Sako	
<b>Legal Advisor–Service Provider–Business Partner: Shifting the Mindset of Corporate Lawyers</b> . . . . .	47
Rainer Markfort	
<b>Shifting Client Expectations of Law Firms: Morphing Law Firms into Managed Services Providers</b> . . . . .	59
Lucy Endel Bassli	
<b>Legal Process Outsourcing: Redefining the Legal Services Delivery Model</b> . . . . .	77
Mark Ross	
<b>LegalTech on the Rise: Technology Changes Legal Work Behaviours, But Does Not Replace Its Profession</b> . . . . .	89
Micha-Manuel Bues and Emilio Matthaei	
<b>Key Performance Indicators (KPIs): Run Legal with Business Metrics: Will the Legal of the Future Measure Everything It Does?</b> . . . . .	111
Christine Pauleau, Christophe Collard, and Christophe Roquilly	
<b>The Legal Entrepreneur: When Do Corporate Lawyers Act Entrepreneurially?</b> . . . . .	129
Andranik Tumasjan and Isabell M. Welpé	
<b>A Rose by Any Other Name Would Smell as Sweet: The New Legal Pro-Occupations in the Construction Sector</b> . . . . .	141
Barbara Chomicka	

<b>Liquid Legal: Organization 4.0: Using Legal Competency for Building Fluid &amp; Innovation-Driven Structures . . . . .</b>	153
Gerrit Mauch	
<b>Change Management for Lawyers: What Legal Management Can Learn from Business Management . . . . .</b>	175
Arne Byberg	
<b>The Legal Department: From Business Enabler to Business Creator . . .</b>	191
Isabelle Roux-Chenu and Elisa de Rocca-Serra	
<b>Legal Tech Will Radically Change the Way SMEs Handle Legal: How SMEs Can Run Legal as Effectively and Professionally as Large Corporations . . . . .</b>	211
Sven von Alemann	
<b>The Value of Everything: How to Measure and Deliver Legal Value? . . .</b>	227
Jan Geert Meents and Stephen Allen	
<b>The Value Add of Legal Departments in Disputes: Making a Business Case Rather Than Providing Pure Legal Advice . . . . .</b>	237
Ulrich Hagel	
<b>The Future of In-House Legal Departments and Their Impact on the Legal Market: Four Theses for General Counsels, and One for Law Firms . . . . .</b>	275
Markus Hartung and Arne Gärtner	
<b>Procurement of Legal Services: How Customers Professionally Procure Legal Services Today . . . . .</b>	287
Bruno Mascello	
<b>CLOC: Joining Forces to Drive Transformation in Legal: Bringing Together the Legal Ecosystem . . . . .</b>	303
Connie Brenton	
<b>Legal Information Management (LIM) Strategy: How to Transform a Legal Department . . . . .</b>	311
Kai Jacob	
<b>Technology Is Changing the Way Legal Works: A Look at How Technology Is Driving Better Business Practices in Legal . . . . .</b>	325
Ulf Zetterberg and Christina Wojcik	
<b>Look to the Moon: Managing and Monitoring the Legal Function . . . . .</b>	341
Ivar Timmer	

---

<b>Building a Legal Department in a Metrics-Driven World: A Guide to Finding the Best Candidates for the Legal Departments of the Future . . . . .</b>	<b>361</b>
W. Jon Escher	
<b>Business-Friendly Contracting: How Simplification and Visualization Can Help Bring It to Practice . . . . .</b>	<b>371</b>
Helena Haapio and Thomas D. Barton	
<b>Running the Legal Department with Business Discipline: Applying Business Best Practices to the Corporate Legal Function . . . . .</b>	<b>397</b>
Liam Brown, Kunoor Chopra, Pratik Patel, Jack Diggle, Peter Eilhauer, Suzanne Ganier, and Ron Dappen	
<b>LIQUID LEGAL Manifesto: Changing the State of Aggregation in Legal . . . . .</b>	<b>423</b>
Dierk Schindler	