An introduction to mot-r

mot-r is an Enterprise Legal Management platform that helps in-house departments improve their service, reputation and value to the enterprise, while decreasing the human cost of overwork, burnout and turnover.

www.mot-r.com

service-quality@mot-r.com

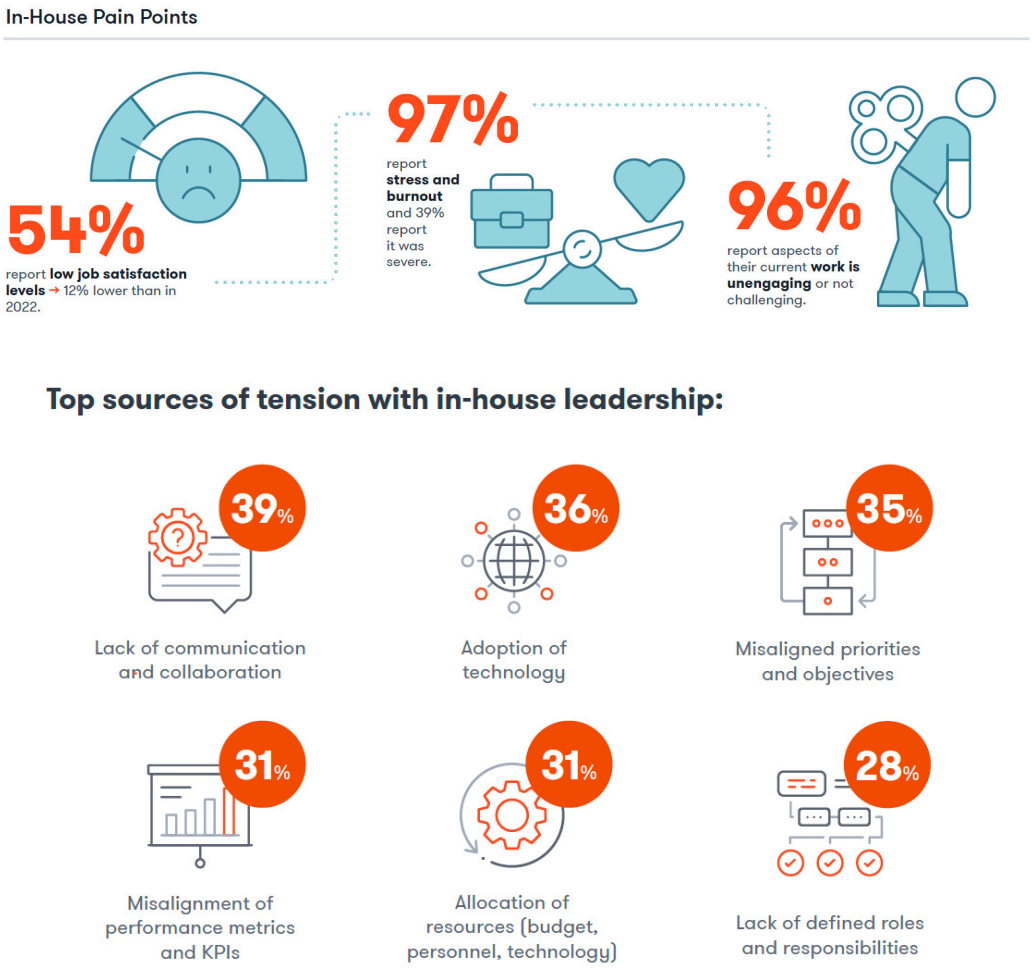
mot-r

In-house Legal Can Be a Grind

Most in-house legal teams are frustrated with the situation they are in, and for good reason. The deck is stacked against them. They work incredibly hard, yet continue to get disrespected by others in the organization, and undersupported by management (to put it charitably).

The large and continuously growing workloads, the complexity of the work, and the administrative burden required to operate their departments are getting in the way of doing actual value-added legal work. So the work week just keeps getting longer.

Making improvements to processes and tools is almost impossible when you're barely keeping your head above water. Where do you get the time and the people? **When 71% of lawyers are looking to move out of in-house positions altogether, it's the very definition of a bad system.**



Axiom In-house Survey 2024

The Usual Suspects

There are a pretty common set of tools that legal teams reach for to help them improve their operations; which get applied in a fairly predictable sequence. Some get tried and abandoned (ie. 75% failure rate), but often the list grows as groups get bigger or get more funding.

The proliferation of tools doesn't automatically equate to better performance or less work, however.

+ Email
+ Messaging
+ Spreadsheets
+ Online Spreadsheets & Forms
+ Legal DMS add-on's
+ Generic Work Management
+ No Code Tools
+ Matter/Case Management
+ Contract Lifecycle Management
+ Custom Solutions
+ Enterprise Legal Management

Why doesn't performance often improve using these tools? Because all of these options suffer from one or more of the following deficiencies:

- Not focused on legal process and document-centric
- Requires resources to support that you don't have
- Creates a new data silo
- Doesn't easily adapt to change
- Doesn't integrate easily with required systems
- Doesn't provide a singular, consolidated reporting and learning source
- Not auditable
- Won't scale easily to include client and outside counsel collaboration
- **Doesn't support or deliver the outcomes required to improve service quality, your reputation, and the value legal provides to the enterprise.**

Technology Alone is Insufficient

As with most solutions to real-life problems, there is no magic to delivering real solutions for in-house legal's problems. Just a lot of hard work and hard thinking; using the best of what others have already figured out and adding our own contributions.

Figure Out What Sucks and Stop Doing That

Every legal department is different in its own way due to the nature of the business model, competitive dynamics, regulatory environment, and other variables. But there are also things that consistently appear.

There is always the commonality of people, processes, and data along with your existing technology. And everyone will know what sucks about all of them.

Find Leverage Points and Load-Up

Only you control the quality or fit of your people; so we can't help there. Processes, data and technology is where there is often opportunities for leverage. One of the easiest paths to success is to identify your top performers (or outside examples) and how they act that is different. They'll generally waste less time doing the unimportant, and spend more on the important; the question is how?

If you can spread that behaviour and those practices across more people, you can start to save time and resources from not doing unimportant work.

Recycle the Waste

Having liberated some time and resources you can start the process of making improvements to your processes, data and technology. Not so much that you're back to where you started in terms of workload, but measured iterative efforts.

Apply Technology for Mechanical Advantage

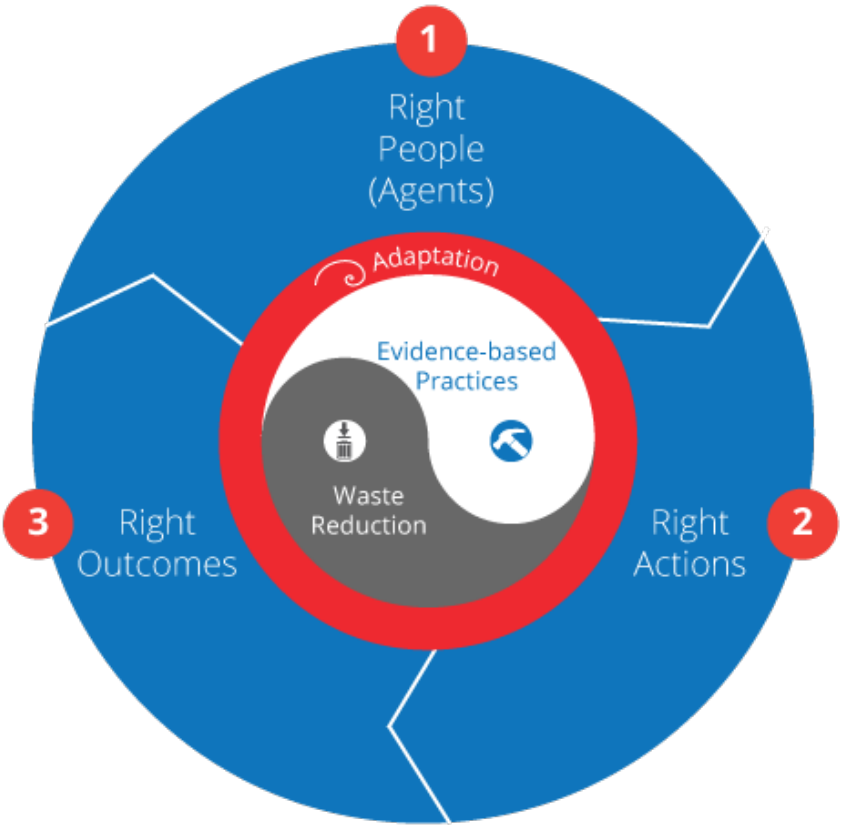
Now it's time to power-up your efforts with technology. By starting small, and iteratively tackling the biggest areas of waste and frustration, you can continue to compound your gains by reducing waste and reinvesting it in better performance. And as you bring to bear the focus and leverage of all your people, real change begins to occur and a positive flywheel effect starts to replace your old bad operating system.

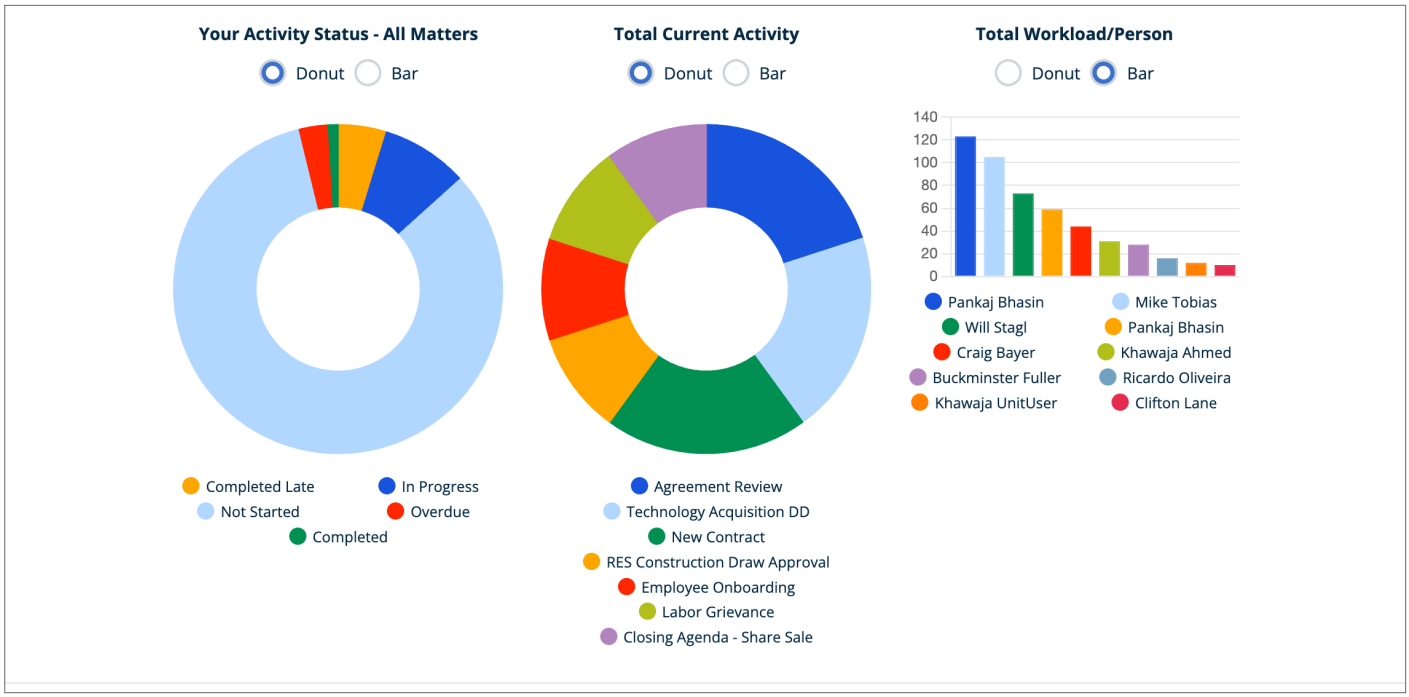
mot-r: Powering Up Your Positive Flywheel

mot-r is an Enterprise Legal Management platform that helps in-house legal departments improve their service, reputation and value to the enterprise, while decreasing the human cost of overwork, burnout and turnover.

Jim Collins introduced the concept of the "flywheel" in his book Good to Great. In essence, a "positive flywheel" is a metaphor for a powerful, self-reinforcing cycle of progress generated by disciplined, consistent action—an effect that ultimately propels a team to great (and lasting) success.

It does take effort, just like a heavy flywheel, to get it moving in small deliberate increments, to eventually build momentum, then to finally reach a tipping point where it starts to develop it's own compounding momentum.

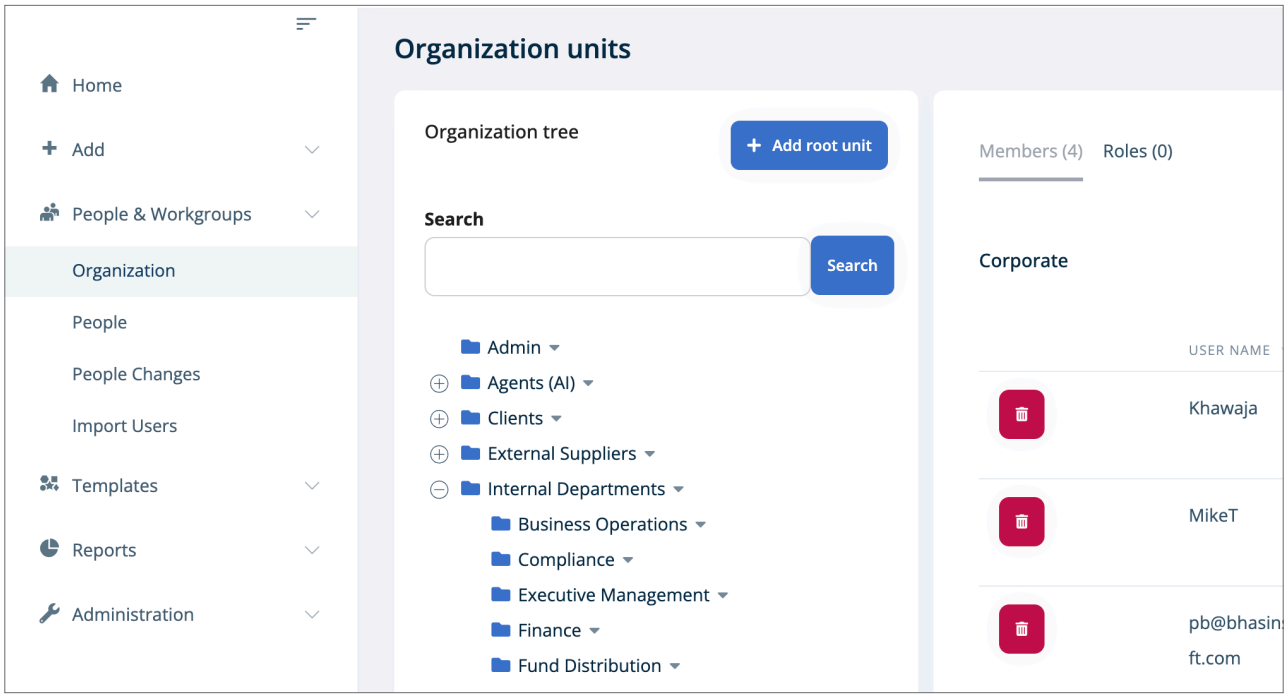




How it works

Creating a positive flywheel of performance requires that the in-house legal team continously learns by doing. You'll need to understand and map out how you currently do your work and how you'd like to do your work, but these will never be perfectly static or accurate maps and will require an ongoing, "ready, fire, aim" process.

Your team will continuously be exploring two questions, "How do we know the right people, are taking the right actions, to deliver the right outcomes?" And, "What improvements can we make based on what we now know?"



The Right People (Agents)

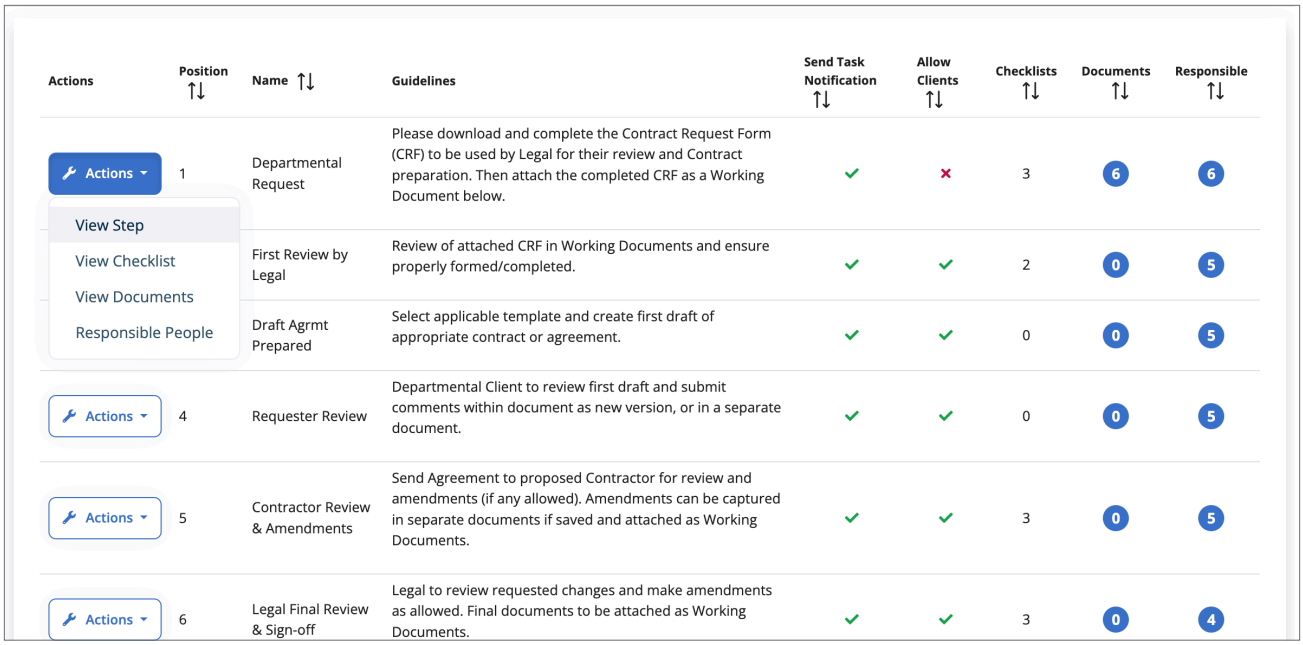
Getting the best performance from your team requires being surgical in what work gets assigned to whom. Without making assignments transparent, reportable, and easily changed, you'll likely fall into the trap of haphazardly assigning work.

mot-r helps you avoid these assignment issues:

- Assigning too many repetitive tasks instead of more complex matters
- Siloing people into one niche area or specialization
- Work not being aligned with the broader goals of the company

Responsibilities can be assigned by workgroups based on your corporate structure, or they can utilize a process or matrix-based group. For larger processes that need to involve a number of reviewers and approvers that cut across deparments, mot-r enables you to make assignments based on dollar value of the deal, geography, industry and more.

And assignments aren't static. Because unpredictable events occur, mot-r can help you easily reassign work while it is in progress without creating service gaps or any loss of knowledge.



Actions	Position	Name	Guidelines	Send Task Notification	Allow Clients	Checklists	Documents	Responsible
Actions (View Step / View Checklist / View Documents / Responsible People)	1	Departmental Request	Please download and complete the Contract Request Form (CRF) to be used by Legal for their review and Contract preparation. Then attach the completed CRF as a Working Document below.	✓	✗	3	6	6
		First Review by Legal	Review of attached CRF in Working Documents and ensure properly formed/completed.	✓	✓	2	0	5
		Draft Agrmt Prepared	Select applicable template and create first draft of appropriate contract or agreement.	✓	✓	0	0	5
Actions	4	Requester Review	Departmental Client to review first draft and submit comments within document as new version, or in a separate document.	✓	✓	0	0	5
Actions	5	Contractor Review & Amendments	Send Agreement to proposed Contractor for review and amendments (if any allowed). Amendments can be captured in separate documents if saved and attached as Working Documents.	✓	✓	3	0	5
Actions	6	Legal Final Review & Sign-off	Legal to review requested changes and make amendments as allowed. Final documents to be attached as Working Documents.	✓	✓	3	0	4

The Right Actions

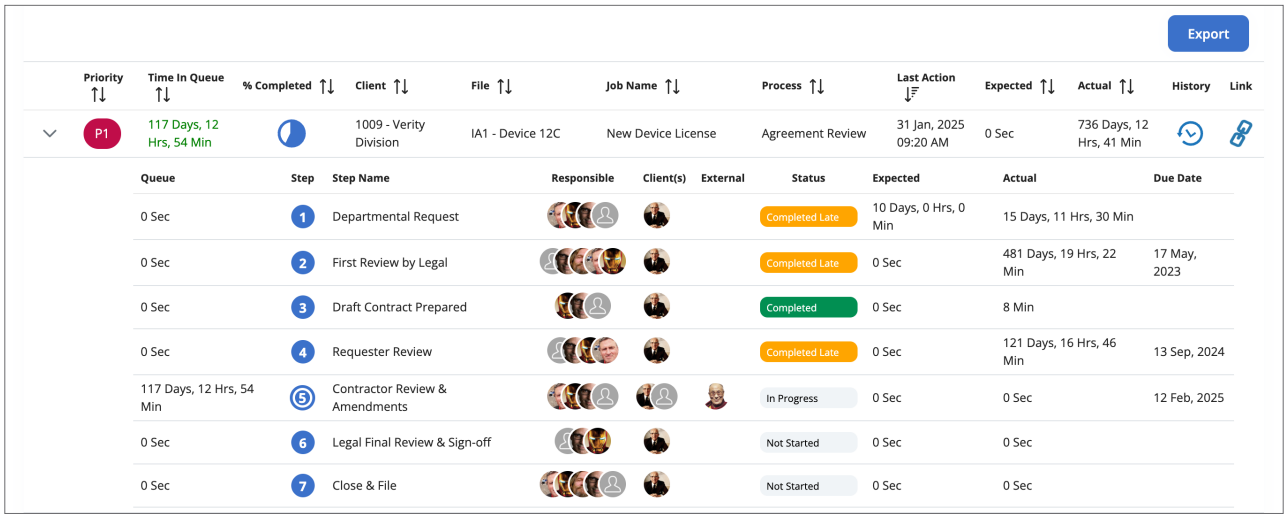
“Disciplined, consistent action”, is the key to getting the positive flywheel to work. mot-r ensures that there are clear, transparent, and precise workflows that people can use to execute and automatically report on their progress.

When you are able to ensure the right people are combined with the right actions, you’ll be able to reduce the most common pitfalls of in-house teams:

- Misaligned priorities and objectives
- Lack of communication and collaboration
- Lack of defined roles and responsibilities
- Misalignment of performance metrics and KPIs

And this doesn’t just work for high-volume, repetitive workflow processes. Unpredictable and dynamic advisory work can also be managed and tracked in mot-r so you’re guaranteed to have single consolidated view of all work.

An introduction to mot-r



The Right Outcomes

You can't manage what you can't see. So not being able to see how you're doing and where problems might exist is a huge liability. mot-r provides complete visibility in real-time, across your entire department.

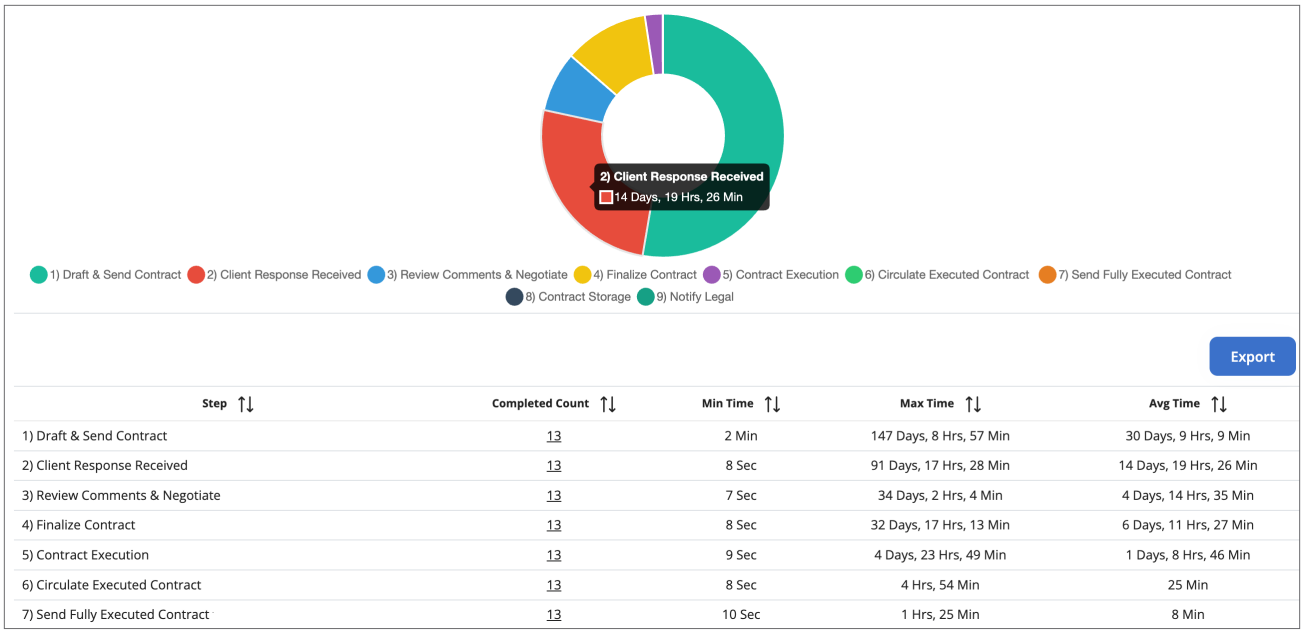
We have designed mot-r to deliver these outcomes by default:

- Maximize the service quality provided
- Improve your reputation as a team and individually
- Maximize the value legal provides to the company
- Minimize frustration, overwork, burnout and turnover

While reducing the most common forms of operating waste, including:

- Wasteful and unnecessary status meetings
- Miscommunication
- Duplication and rework
- Disorganization

We also empower you to define, associate, and report on your own custom outcomes for each and every activity in real-time.



Step	Completed Count	Min Time	Max Time	Avg Time
1) Draft & Send Contract	13	2 Min	147 Days, 8 Hrs, 57 Min	30 Days, 9 Hrs, 9 Min
2) Client Response Received	13	8 Sec	91 Days, 17 Hrs, 28 Min	14 Days, 19 Hrs, 26 Min
3) Review Comments & Negotiate	13	7 Sec	34 Days, 2 Hrs, 4 Min	4 Days, 14 Hrs, 35 Min
4) Finalize Contract	13	8 Sec	32 Days, 17 Hrs, 13 Min	6 Days, 11 Hrs, 27 Min
5) Contract Execution	13	9 Sec	4 Days, 23 Hrs, 49 Min	1 Days, 8 Hrs, 46 Min
6) Circulate Executed Contract	13	8 Sec	4 Hrs, 54 Min	25 Min
7) Send Fully Executed Contract	13	10 Sec	1 Hrs, 25 Min	8 Min

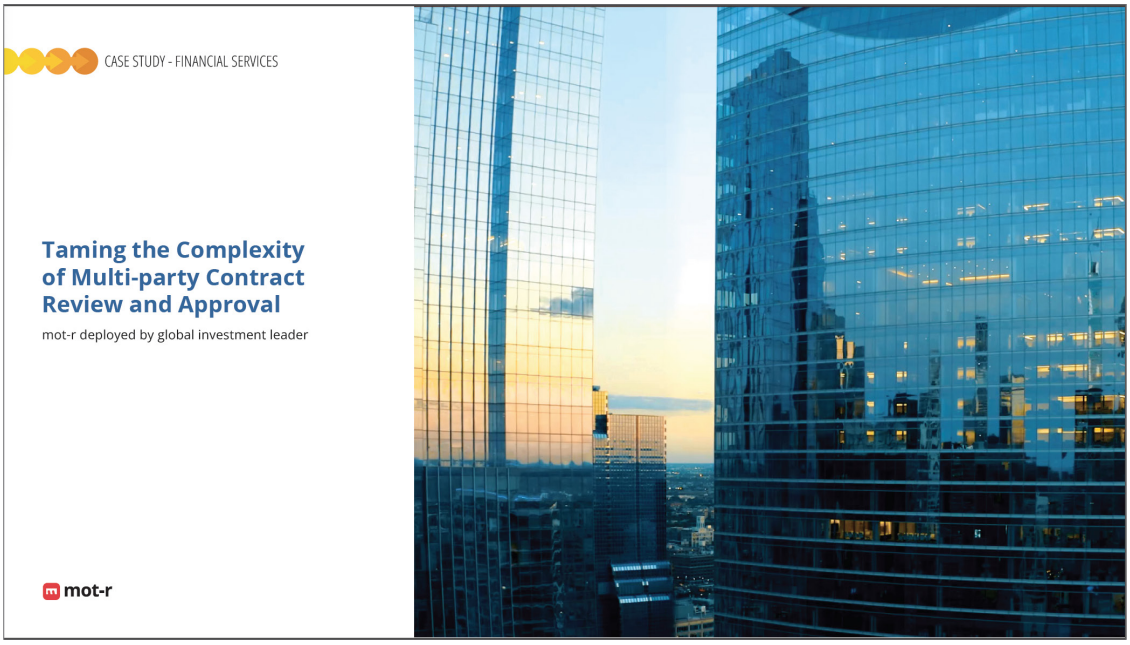
The Right Improvements

One of the key tenets of evidence-based management is to be committed to “fact based” decision making -- which means being committed to getting the best evidence and using it to guide actions.

mot-r excels at providing you the relevant facts about your operations and it’s strengths and weaknesses. It’s one thing to rationalize your reputation for poor service by suggesting the direction and response times from internal clients is sloppy and slow.

It is completely different to be able to show management precisely how long it takes clients to complete their work and to identify the least efficient clients.

With the right data you can continuously make improvements to your own activities, as well as identify departments or clients that could use more guidance or training to help them get the results they are looking for.



A Success Story

One of the most challenging scenarios we face is to replace a custom-built solution like the one we did for a $10T Asset Management enterprise in 2021. As we all know, people don't like change, and even a system that is seriously out-dated and inadequate has it's advantages because people know how it works, and how to work around it's flaws. Even if those workarounds are expensive, time-consuming and frustrating.

Fortunately, we've designed mot-r to be highly tailorable to meet each organization's precise processes, terminology, conventions, regulations, etc. so replacing a custom system is very possible with mot-r. Over a 3.5 month period, we were able to define the requirements, configure to suit, train their core contract team leaders, and launch the solution.

Like most in-house teams, this small unit is responsible for a crushing amount of work. With no headcount increases and no support from IT. mot-r empowers them to precisely manage over 800 contracts in progress, with over 50 different workflows, and over 140 unique approval groups while seamlessly managing reassignments and churn within their team and their approval groups with no downtime or delays.

Yes, this is a team of highly-skilled, capable (and fun!) professionals. Now they have tools that can keep up.

About Our Company

mot-r (pronounced motor) is the enteprise software unit of mercanix corp., a privately-held corporation headquartered in Toronto, Ontario.

Founded in 2012 by enterprise software veteran Mike Tobias, whose previous companies have designed, developed and deployed products used by clients that include AGF, Bank of Montreal, EuroRSCG, IBM, Microsoft, Scotiabank and Volvo.

The team behind mot-r has been continuously designing, developing and implementing cloud-based solutions together since 1994.

We don't believe in delivering a product with known bugs or deficiencies. We approach our work like craftspeople, honing our skills and knowledge day-by-day, learning from the best of what others already know, and trying to avoid stupidity rather than seeking brilliance.

Our support ticket queue routinely contains no tickets and use our own product to maange our operations every day.

While the implementation failure rate of most legaltech solutions is over 75%, our **success rate** is over 95%.

We believe that growth should not be our primary pursuit. We don't follow the VC/PE doctrine of looking at our customers as a wallet from which to extract funds. By contrast, our focus is continuously improving the lives of the people we serve.

And in that way, we will all win.

www.mot-r.com service-quality@mot-r.com