



How Product Management Principles Maximize Experience Management Strategy



While some law firms dedicate time and resources to developing expertise in project management, far fewer have employed *product* management disciplines.

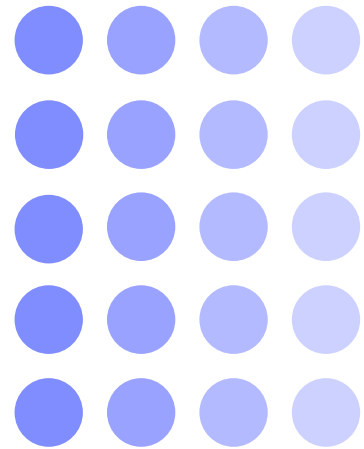
This matters because the increased role of technology in a law firm and the expectations of those that use it demand a focus on the end-user and continuous improvement.

A product management approach enables firms (and those responsible for technology initiatives) to be collaborative and user-centric, and shift towards a focus on continuous improvement, which can result in increased product relevance and customer satisfaction, improved usage and adoption, and greater ROI.

Experience Management as a Product

The most successful experience management initiatives are viewed as living, breathing programs that must continue to evolve—to reflect changes in firms and their work, preferences of users, and evolution in related technology.

Law firms with the most successful experience management programs make a deliberate decision to move to a product management approach from the outset.



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Law firms that can master integrating product management, data strategy, and change management into their experience systems can unlock meaningful adoption and drive legal business success.

— **Rachel Shields Williams**
Director,
Knowledge Management,
Sidley Austin LLP

Building a Product Roadmap

A product roadmap is a critical product management tool and a vital first step. It provides a clear guide for those charged with managing the product and its users on how it will be developed over time and for what purpose and outcome.



The Unique Challenges of Legal Technology

The use of technology within law firms often comes with complex challenges, including compliance with ethical, legal, and regulatory requirements, data security, and the evolving needs of legal professionals (and their clients). These include compliance with ethical, legal, and regulatory requirements, data security, and the evolving needs of legal professionals (and their clients). As a result, the role and skill set of a Product Manager becomes vital. By conducting in-depth and regular needs analysis, developing and maintaining a product roadmap, staying updated on legal and industry trends, and collaborating with cross-functional teams, Product Managers shape and maintain technology solutions that resonate with users.

Law firms considering the deployment of a new experience management solution should make extensive use of product management principles and experienced Product Managers.

Product Management and Project Management: Key Differences

| Product Management | Skills | Project Management |
|--|------------------------|---|
| Develops a vision for the product and aligns it with organizational goals. | Strategic Thinking | Focuses on the overall strategy and objectives of the project. |
| Shapes a product vision and communicates it to cross-functional teams. | Product Vision | Ensures the project vision aligns with organizational objectives. |
| Prioritizes features based on customer needs and business goals. | Prioritization | Manages task prioritization to ensure objectives are met on time and budget. |
| Identifies potential product risks and develops strategies to mitigate them. | Risk Management | Manages risks associated with project timelines, budgets, and resources. |
| Communicates the product vision, requirements, and updates to stakeholders. | Communication Skills | Ensures strong communication among team members, and all stakeholders. |
| Uses data to make informed decisions, track performance, and guide iterations. | Data Analysis | Analyzes project data, progress reports, and KPI's for effective decision-making. |
| Builds relationships with stakeholders, understanding their needs. | Stakeholder Management | Manages relationships with project stakeholders, keeping them informed. |

Building a High-Performance Team

The size of the firm and the scope of the experience management strategy and roadmap will determine the exact nature and representation of the team. High-performance project teams are made up of the following roles and levels of seniority:

Junior Level

Help identify data sets, conduct data hygiene activities, and provide day-to-day support of the deployment.

Mid-Level

Support lawyer training, practice and department rollouts, requests for configuration changes, and exploration of new features.

Senior Level

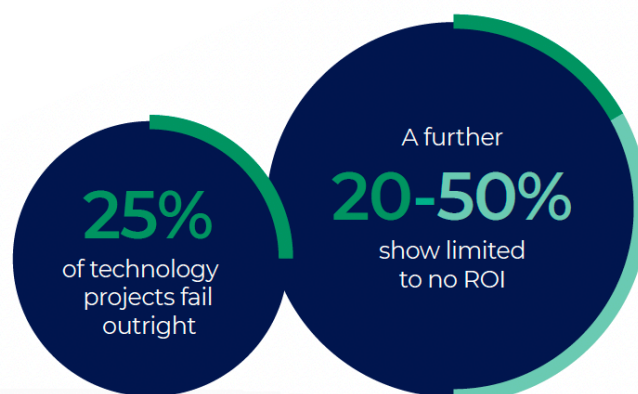
Drive strategy, manage scope, and assess requests for changes to data structure, taxonomy, layout, and other high-level configurations that impact the deployment.

Sponsors and Executive Leaders

Provide visible, and sustained sponsorship of the initiative, remove 'roadblocks', and act as advocates for the value of experiential data.

Beyond Experience Management: Change Management Principles

The launch of a new experience management system will not result in any meaningful impact or business value if it is not accompanied by significant change management and enablement activities. Indeed, it has been shown that as many as 25% of technology projects fail outright, and a further 20-50% show limited to no ROI. The common factor: a lack of attention to supporting the business with change activities pre-, during, and post-launch.





Proven Change Management Principles

1 Communication

Don't underestimate the need for regular and open communication that keeps all relevant individuals and groups 'in the loop'.

2 Stakeholder Engagement

Identifying stakeholders and engaging with them throughout the project is vital to develop advocates and establish a network of 'change agents'.

3 Goals and Objectives

To determine the scope and scale of the change, it is important to define clear and measurable goals for each phase of the project.

4 Risk Management

Recognize that any project of this scope, scale, and ambition will come with risks—and that they must be identified, assessed, and proactively managed.

5 User Training and Support

It seems highly unlikely that any project of this type would overlook end-users—but it's never too early to plan and deliver end-user training.



6 Feedback Mechanisms

Managing change and risks demands two-way communication and allows stakeholders to provide input and share concerns on behalf of the groups they represent.

7 Change Champions

Project teams can create enthusiastic supporters of the program who can help improve adoption of technology and new processes and drive a positive culture of change.

8 Phased and Considered Implementation

It is important to break down a project into manageable phases—and consider the impact of the necessary changes at each stage.

9 Celebrating Success

Recognizing and sharing successes will boost morale, retain energy for the initiative, and reinforce the positive aspects of the change.

10 Post Launch Activities

Launching an experience management solution is only the beginning. Change management must be sustained for as long as it takes to fully enable individuals and teams.



Contact Us

Kieron Champion Managing Director



Kieron is recognized as a thought leader in digital and knowledge-based programs and solutions and brings 25+ years of experience and success in leading and executing large-scale transformational programs in complex professional services environments. Kieron has held global CKO positions at Cleary Gottlieb and KPMG and was part of the team that built Accenture's leading practice knowledge management function.

Kieron.Champion@EpiqGlobal.com

Rachel Cohee Senior Consultant, Experience Management



Rachel is a consultant at Epiq Advisory for Law Firms. She was formerly with an Am Law 100 law firm where she led the implementation of the firm's experience management platform, developed the marketing research and competitive intelligence function, collaborated with a cross-functional team to establish key reports through the data visualization platforms, and focused on marketing operations.

Rachel.Cohee@EpiqGlobal.com

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- **Change Leadership and Adoption:** Build a robust framework and process for managing change and adoption at your firm.
- **Data Modernization:** Accelerate the delivery of legal services with the collective knowledge of the firm at your fingertips.
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- **Knowledge Management:** Reimagine KM processes, governance, and technologies for your firm's most valuable content.
- **Law Firm Transformation Services:** Face technology's next-generation complexity and challenges with strategic planning and alignment.
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