

The Counsel Management Group

# CASE STUDY: ZIMMER BIOMET



ZIMMER BIOMET

## Goals

The Zimmer Biomet Legal team sought to increase savings, efficiency, and cost-predictability, and to free-up attorney time to focus more on strategic legal issues.

## Results

- Project delivered \$3 million in savings (-17%)
- Increased law firm efficiency and accountability
- Built stronger relationships between Legal, Sourcing & Finance
- Provided better cost predictability to business clients
- Improved visibility of Legal Department leadership – joining other company divisions in the use of data analytics and metrics to increase productivity

*"It's exciting to see how we've been able to merge the 'science' of data with the 'art' of lawyering. It's enabled us to improve law firm value, while maintaining high quality legal services."*

Lisa Dunkin,  
Senior Litigation Counsel



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*The team's ability to improve legal spend predictability and forecasting has led to fewer surprises for Finance. Our Finance team is glad to grow our partnership with Legal to better manage outside counsel spend and drive savings back to the business. The Counsel Management Group has been very helpful."*

Ben Haab, Finance Manager -  
Corporate Functions  
(Zimmer Biomet)



**Zimmer Biomet Wins**  
Legal Tracker Golden Cheetah  
Award for Client Innovation  
and Excellence in Managing  
Legal Operations

## Legal Department Leverages Innovative Approach to Drive Savings

The Legal team sought to increase savings, efficiency, and cost-predictability, and to free-up attorney time to focus more on strategic legal issues. The current approach was ad-hoc with minimal structure. They sought a new approach to help meet their goals.

As a result, Zimmer Biomet partnered with The Counsel Management Group to improve their use of data analytics. The collective team performed law firm efficiency assessments to illustrate the savings opportunities available based on detailed review of historical legal invoice data. Far beyond rates, the findings analyzed law firm staffing patterns and efficiency as well.

The Zimmer Biomet team also worked with The Counsel Management Group to strengthen its budgeting and forecasting process. Rather than simply asking the firms what they expected to bill, the team crafted powerful data models to project what a matter should cost, by phase, based on scope assumptions, complexity and historical spending patterns.

Strategic use of RFPs and benchmarking helped further supplement this data with real-time market comparisons, all seeking to answer the question – what should this work cost from the client's perspective?



## Results in Millions in Savings & Better Operational Efficiency

The Zimmer Biomet team continues to be thrilled with the project results. Savings were realized across several areas within Legal including Litigation, Intellectual Property, Privacy, Compliance, and Employment Law. In addition to savings, the team is seeing increased financial responsiveness from outside counsel — who are keenly aware of the new level of analytics being uti-

lized to scorecard them. Another key benefit has been predictability. AJ Kochensparger (Head of Global Legal Operations) noted: *"We look forward to monitoring the analytics created by this project in the coming months and creating additional savings as well as predictability for our business partners."*

*Our ability to target specific opportunities within particular matters to improve law firm cost effectiveness has been very insightful and has led to improved value from our law firms."*

Byron Hayes, VP, AGC,  
Legal Affairs – Litigation

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## THE COUNSEL MANAGEMENT GROUP

### How The Counsel Management Group Can Help Your Bottom Line

The Counsel Management Group will help your team:

- Better Manage Legal Spend
- Reduce Inefficiencies
- Utilize State of the Art Legal Data Analytics
- Negotiate More Effectively with Outside Counsel
- Strengthen Cost Predictability and Budget Performance

**Call for a Free Consultation 646.960.6550**

### About The Counsel Management Group

Founded in 2009, The Counsel Management Group helps companies reduce legal fees, improve budget predictability and better manage legal costs. As managers and lawyers with extensive in-house legal and law firm experience, we have the unique advantage of knowing how the system works, and how to make it work more efficiently.

We work with businesses across many industries including energy, pharmaceutical, financial services and manufacturing. Our client list includes BASF, Boston Scientific, DHL, DuPont, ExxonMobil, MARS, Sanofi, Shell, Toyota and Zimmer Biomet.

**References available upon request.**



*The Zimmer Biomet case study is a great example of how data analytics can drive savings without sacrificing quality. Sophisticated teams like these are achieving strong productivity gains in Legal."*



Frederick Paulmann , Founder  
The Counsel Management Group