

# Google's No-Code Transformation for Legal Operations

## The Challenge

Google's mission is to organize the world's information and make it universally accessible and useful. We're all familiar with Google's vast array of services and tools, but behind each web search and email is an enterprise-level operational machine of complex business processes and employees that make them all possible.

Google's legal team plays a critical role in that machine, ensuring that every aspect of Google's business remains compliant and ethical without reducing the efficiency of business operations. Google relies on Tonkean as the backbone of its legal operations infrastructure, and estimates that the pilot use cases of Tonkean alone saved the company more than **\$1.6 million in their first year.**



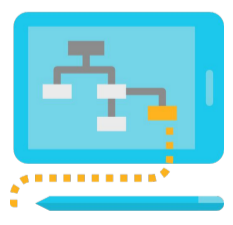
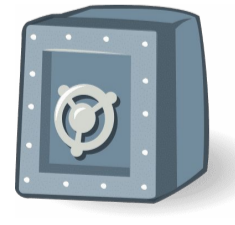
## The Challenge: No-Code Automation

In searching for infrastructure to support its legal operations workflows, **Google identified four criteria that led them to prioritize no-code automation and choose Tonkean's Adaptive Business Operations platform.**

**The first was to find a system that worked across several functional domains, not tailored to just one business process.** While Googlers are known for building new tools to solve problems, it became far too time consuming and expensive to build distinct one-off solutions for every challenge around ethics and compliance, outside counsel management, trademarks, or M&A. **The second priority was to avoid IT-dependency.** Despite Google's extensive company-wide IT resources, competing deadlines and priorities meant software engineers were not readily available to support legal workflow changes.

**The third criteria was avoiding change management.** Legal teams are notoriously averse to change, and Tonkean wouldn't require them to learn a new solution. Googlers simply remain in the tools they're already familiar with while no-code automation smooths those interactions and automates tasks in the background. With Tonkean, Google has automated their approval processes and eliminated or reduced many manual tasks like data collection, task assignment, monitoring statuses, and email communications.

**The final priority was security and privacy, which Google takes very seriously for its customer and employee data.** They needed a platform that would enable them to decide what data is shared, how long that data is available and when it gets deleted.

 <p><b>Works Across Domains</b></p> <p>Supports a wide variety of business processes across functional domains</p>	 <p><b>No IT Dependency</b></p> <p>No engineering or IT resources needed to support implementation, configuration, nor maintenance</p>	 <p><b>No Change Management</b></p> <p>Allows legal team members to continue to work where they are</p>	 <p><b>Extremely Secure</b></p> <p>SOC 2 Compliant &amp; GDPR ready, and they only access the specific data that's required for each process</p>
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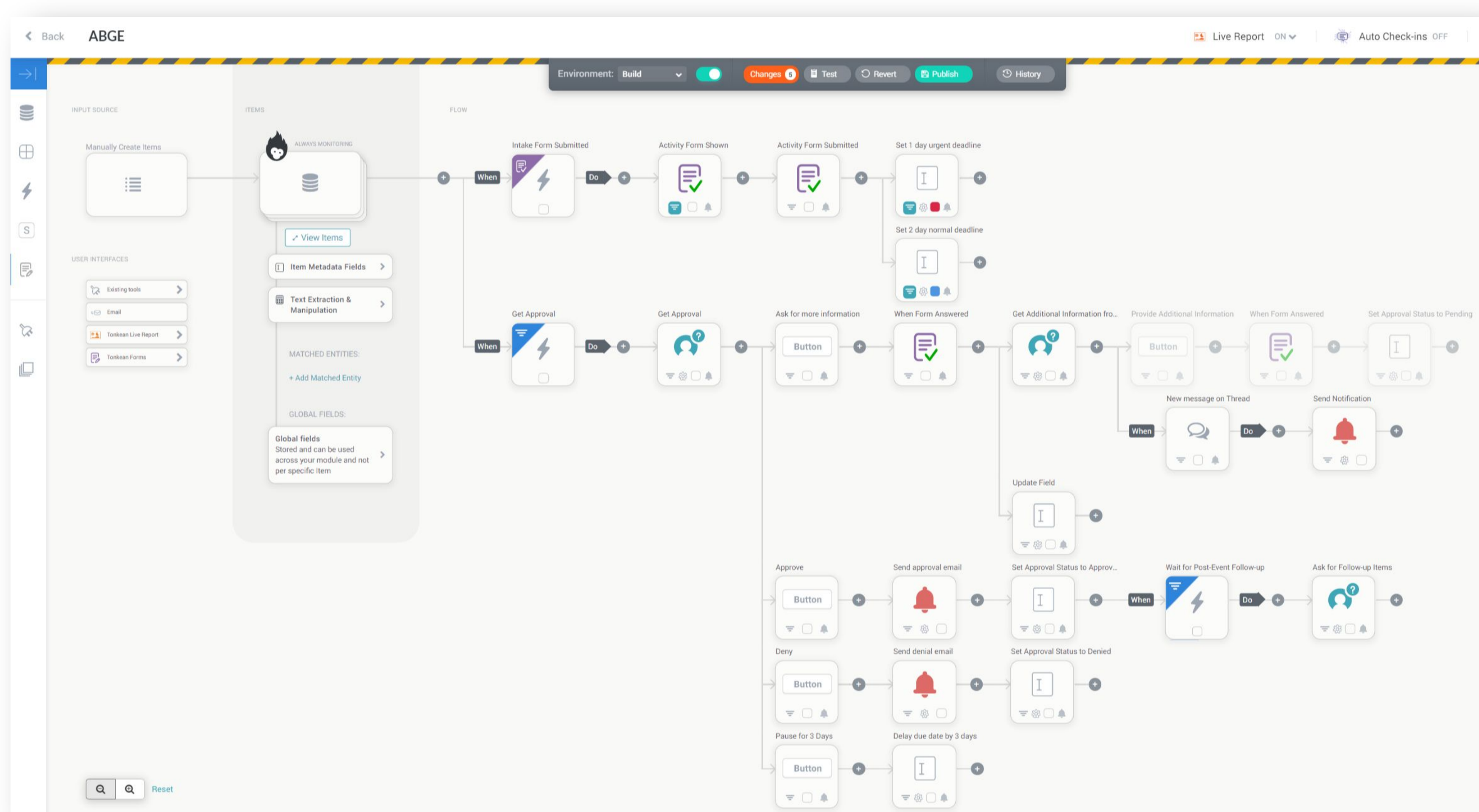
Google's four criteria that led them to prioritize no-code automation and choose Tonkean.

## The First Solution: Ethics and Compliance

Google's ethics and compliance team fields any concerns raised around its "Code of Conduct" policy, tracks potential conflicts of interest by reviewing employee requests for outside activities, and fends off bribery and corruption issues by reporting and tracking gifts or political contributions.

"These compliance teams don't have deep technical expertise, but they have established processes and pathways for how they engage with their customers and know those processes inside and out," said Michael Levy, Legal Technology Program Manager at Google. **"Our main goal was to find productivity gains without requiring them to re-engineer processes to fit a new tool, or ask them to depend on technical resources for any process changes."**

Google employees have multiple ways to engage with their ethics and compliance team, including email, navigating through their website or filling out a form. Before Tonkean, each of those cases were managed manually, with plenty of back and forth discussions required between employees and compliance specialists, and sometimes with other departments and managers, in multiple communication channels. With no-code automation in place via Tonkean, the compliance team bundles tickets from all those channels together in a Tonkean module, ensuring that all requests are handled consistently and directed to the best available specialist. Tonkean automatically generates emails to the interested parties who need to provide input or approvals, sets deadlines for those tasks, and includes buttons in those emails for them to take various actions and trigger downstream processes.



Google's Tonkean module for anti-bribery government ethics. Team leaders at Google draw out their existing business processes as a split flow diagram like this one, which directly informs how the legal ops team builds out modules in Tonkean.

**"From the employee's perspective, they're completely unaware of Tonkean going on in the background. They don't need to learn any new tools,"** said Levy. "It's the compliance specialists who are working with the Tonkean platform, building out workflows or monitoring the dashboard of all the open cases. So the specialists have to learn a new tool in the sense of how to create these workflows, but it's pretty straightforward. And there's only a handful of people who are actually building out workflows."

Beyond automating incoming tickets, Tonkean has helped Google become more proactive in initiating requests for ethics and compliance, instead of waiting for employees to engage. For example, Google built reminders into its workflow to follow up on cases that were opened six months ago to ask if they are still in place as originally stated. Tonkean has also allowed Google to consolidate and aggregate data in ways that enable them to make smarter decisions on the team's distribution of work.

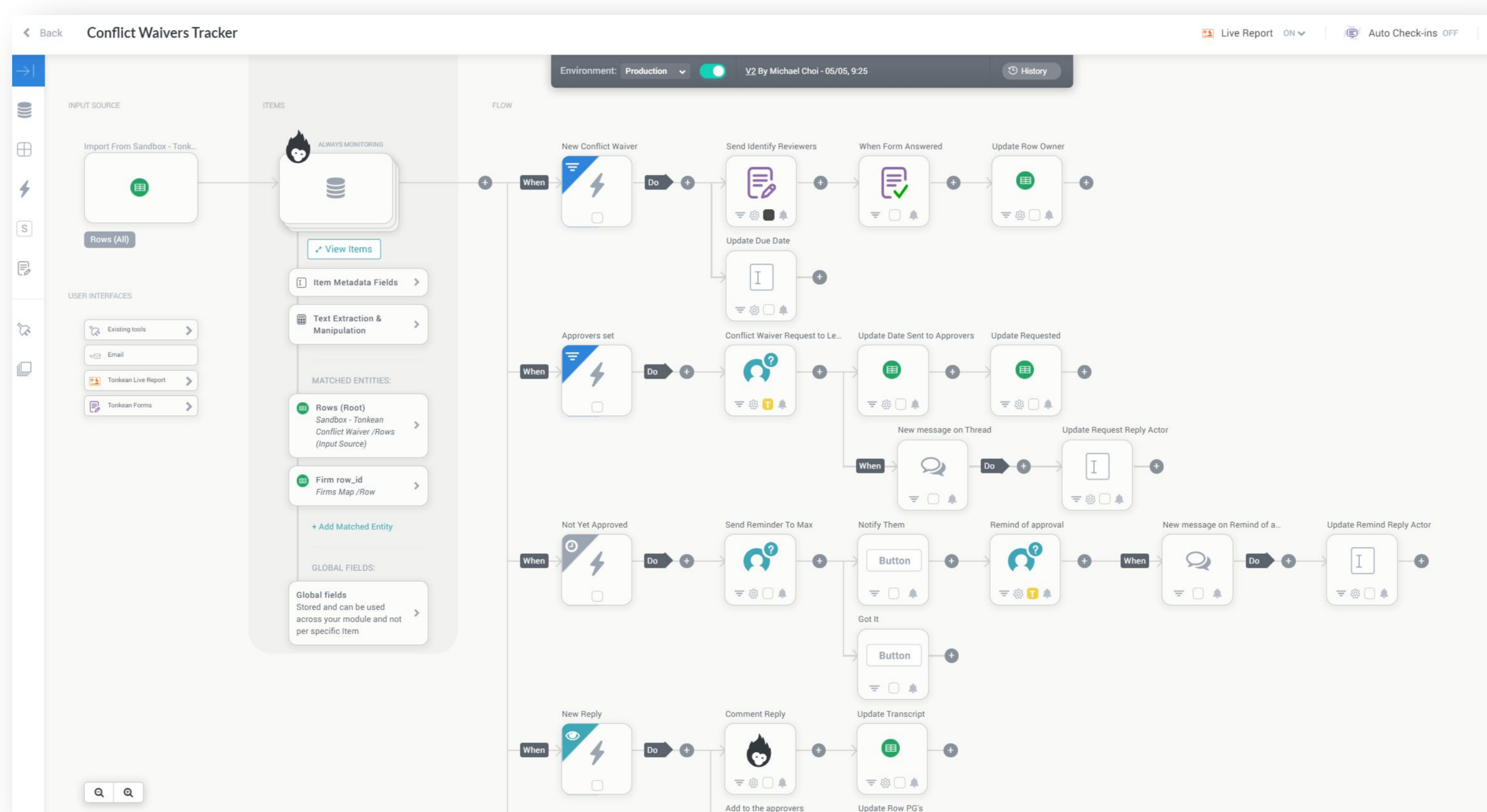
## The Second Solution: Managing Outside Counsel

The legal team also manages a network of outside counsels, with processes in place for engaging new lawyers, managing matter creation, and approving conflict waivers. These processes were among the key workflows that Google addressed in its initial pilot phase with Tonkean.

**Google's outside counsel management team used to spend significant time** manually taking in information from internal team members and outside sources, re-keying that information into a Google sheet, and manually creating matters. With no-code automation from Tonkean, this team of non-technical legal professionals didn't need any help from corporate engineering to draw out their own swim-lane flow diagrams and get modules activated in Tonkean.

Data for this team comes in from a form to a Google Sheet, and Tonkean monitors the Sheet for changes and triggers when any particular field changes. When a new row is added, the trigger prompts a request back to the user for more information and updates it once they respond. An email can then be automatically generated based on geographic or other parameters for someone on the legal team to review the request. They can respond asking for more information, or give the final approval from the channel of their choice, which is all recorded automatically back to the Sheet.

**"All of this is done without any IT support,"** said Levy. "The users identify the triggers, steps and what email communications they want sent out. It's pretty straightforward to set these up without having to write any code or know APIs."



Google's Tonkean module for outside counsel management. Google's legal team automated vital and tedious processes without any technical background or IT involvement.

## The Result

**Google recently completed an analysis of its first four workflows built with Tonkean and identified a 20% to 40% reduction in hours spent on business processes.** From the initial information intake process, to routing requests, to tracking reviews and approvals, Tonkean shaved significant time off of each step.

In some cases, approvals can be entirely automated. When Google's well-defined rules indicate that something is allowed or not allowed based on previous similar cases, that is encoded into the Tonkean modules. Instead of manually assigning tickets to an individual person, they've created a self-service policy where automation determines the requestor is set to go without another person touching it.

## The Result (cont.)

“Rather than have these approvals that we’ve seen before go through a ticketing system, we can have the system automatically approve,” said Levy. **“That allows our legal counsel and specialists to spend their time performing much higher valued tasks, rather than tracking statuses and chasing down approvals and responses.”**

**Google estimates that its pilot use cases of Tonkean saved \$1.6 million in the first year.** That includes \$900k in productivity gains from removing time-consuming manual tasks, \$400k from reducing temporary services, and another \$300k saved from annual licenses on alternative point solutions. Levy’s team already has a huge list of more than 30 additional use cases identified, at least four of which will be implemented in the next year and save another estimated \$900k from productivity gains.

Google sees benefits not just from consolidating its workflows, but also from better reporting and greater auditing capabilities. Instead of manually collating and aggregating from different matrices and processes, they can quickly analyze data within Tonkean to make smart business decisions. When the time comes for auditing compliance, Google can more readily provide auditable evidence of its processes and actions taken to comply with regulations, such as tracking total gifts given to any specific government official.

**“Tonkean gives us a much broader applicability to all of our use cases, instead of buying specific solutions for each process,”** said Levy. “With better analytics, we can identify standard responses and trends, which then can be encapsulated into automating even more processes and informing better decisions.”

”**“Our employees, our customers and our bottom line have all greatly benefited from the efficiencies we’re able to achieve with Tonkean.”**

*Michael Levy, Legal Technology Program Manager, Google*

## The Future

**Since implementing Tonkean, there has been significantly more interest in process automation elsewhere within Google.** To handle that influx of potential use cases, Levy’s team established a process and collateral for supporting teams who could use Tonkean. A steering committee within the legal ops group at Google evaluates and prioritizes each of those use cases (and naturally, that committee uses Tonkean to track requests.) Once they’ve provided context and shared their experiences, each business team has everything they need to maintain their Tonkean workflows independently.

“The business owner is responsible at that point for building Tonkean out, really knowing the business process, defining what it looks like, testing it and launching it,” said Levy. “They are empowered to build and manage their own processes without dependence on IT or engineering resources. They know the process, they know their business rules the best. So they decide what they want to replicate and improve as part of the deployment.”

IT teams still are familiar with and occasionally engage with Tonkean at Google. That usually involves granting access to a new data connection, especially for third-party data sources. But Tonkean has many native integrations to simplify these connections, and offers a team of experienced solutions engineers to support any custom integrations and train new Googlers on using Tonkean. **So once IT helps connect them to the right data source, the business teams are well equipped to be off and running on their own.**

**“We’ve looked at a lot of different tools, both homegrown and third party. Tonkean has a lot of advantages that we’re really keen on, especially with the no-code functionality,”** said Levy. “Our employees, our customers and our bottom line have all greatly benefited from the efficiencies we’re able to achieve with Tonkean.”

Tonkean is trusted by companies worldwide

