

CASE STUDY

**South Africa's Leading ICT
Services Provider, Telkom, Lays
The Foundation For A Legal
Operations Control Centre**

Telkom

Industry:

Telecommunications

Headquarters:

Centurion, Gauteng, South Africa

Telkom is an information and communications technology (ICT) services provider in South Africa, offering fixed-line, mobile and data services and information technology (IT) services. The company is playing a leading role in South Africa's digital revolution by leveraging its converged ICT expertise to deliver wide-ranging solutions to business and residential customers.

Key stats at a glance:

- **20 lawyers** supported by just **2 administrative staff**, now empowered through automation
- **Minutes to open new matters**, with automatic data population and workspace creation
- **Fully digital legal operation**, replacing manual and paper-based processes
- **Enterprise-grade scalability** for future modules (document production, workflows, etc.)
- **Full management visibility** of every matter, lawyer, and case status

Why it matters?

Legal teams can initiate new matters in minutes, track live workloads, and report instantly across thousands of cases. The system has evolved from a productivity tool into a **strategic foundation** for Telkom's future Legal Operations Control Centre, giving leadership the data needed to measure performance, optimise resources, and demonstrate value to the wider business.

Overview

The company's corporate legal department has implemented Co-Flo's matter management solution in conjunction with the iManage Work document and email management system. Enabled by the Co-Flo solution, today, the Telkom corporate legal department has complete visibility of the real-time status of thousands of matters that reside in iManage, from a central interface. Over time, as the legal department expands its business process and workflow environment to include functions such as document production and assembly (among others), Co-Flo will serve as a single interface for insight into and control of its entire legal operation.

The Challenge

As part of Telkom's strategic digital transformation drive, the corporate legal department needed to adopt a digital approach to legal operations, completely removing all paper-based and manual processes.

“With the push towards digital enablement in the organization, there was also an emphasis on cost reduction. This meant that at the time, we had manual, paper-based processes, but with only two administrative staff, who were supporting the entire department comprising 20 lawyers.”

George Candiotes, Head of Legal at Telkom

The Turning Point

Together with Telkom's IT department, the legal team explored the option of developing such a system in-house, and soon realised that the development time, cost and resources that it would take just to get it off the ground – not to mention the ongoing maintenance and enhancements over the solution's lifetime – simply did not make business sense. Instead, purchasing adaptable technology that was designed by experts in the field to help address these business requirements was a more practical and cost-effective option.

“Matter-related data was on lawyers' personal laptops as they were undertaking matters from their email inboxes. There was no central control or visibility of cases, reporting was sketchy at best, and the list goes on. At the very least, we needed a system that would help centralise all our data in one location, but ideally also give us insight into the operations of the department.”

George Candiotes, Head of Legal at Telkom

The Combined Co-Flo and iManage Solution

On exploring the various solutions on the market, and soliciting recommendations from peers, iManage Work for document and email management came highly recommended.

However, Candiotes adds, “Whilst iManage Work would efficiently take care of our document and file management, the ability to quickly and easily report on the department's activities in real-time was equally necessary. We recognised the need for capability that would give us insight into things like number of live matters, budgets and resource availability, to enable us to demonstrate operational efficiency.”

To this end, Telkom selected the Co-Flo matter management system, to layer on top of iManage Work.

Matteo Pagani, CEO of Co-Flo, explains, “Co-Flo has been expressly developed to complement iManage. By layering the Co-Flo matter management solution onto iManage Work, corporate departments can now drive and automate matter workflows, gaining

visibility of every matter across their entire lifecycle. Over time, collective insight across all matters can turn into valuable intelligence that departments can use for everything from operational efficiency and proactively reducing business risk, through to even spotting business trends to help the larger organization achieve its strategic commercial goals.”

The Co-Flo matter management system is the only solution of its kind that is designed from the ground up to seamlessly integrate with iManage Work.

The combined solution went live in August 2021, within a matter of months. Candiotes states, “On the continuum between cost and function, this combined solution hits the sweet spot. It offers bang for our buck, whilst delivering safety and security, which in today's world cannot be compromised on.”

Furthermore, Co-Flo is an enterprise-grade solution. The modular nature of the platform means that Telkom can add other functionality, within the existing install, as the department's requirements evolve.

The Business Benefits

The Telkom legal department has laid a solid foundation to evolve into a fully digital operation. Today there are thousands of live matters in the combined Co-Flo matter management and iManage Work solution.

Opening a new client matter literally takes minutes, requiring no administrative assistance. Lawyers initiate new matters using the Co-Flo solution interface, and a whole host of data fields are automatically populated in Co-Flo and iManage

Work. Similarly, when new matters are opened in Co-Flo, the matter management system triggers the creation of tailored workspaces in iManage that correspond to the specific matter type. Therefore, right from the start, lawyers are able to run their cases entirely from within iManage Work. The solution also offers high levels of integration with many Microsoft solutions, such as Outlook, Word, Excel, Teams and other key solutions used in a typical enterprise environment.

The Telkom legal department is proud of this advanced matter management capability.

Looking Ahead

In the next phase of adoption, the legal department will leverage the matter management workflows provided by the solution to assist with task creation, due dates, and automated reminders.

There are still tens of thousands of archived matters that are gradually being transferred into the combined Co-Flo and iManage solution. Once complete, the legal department will have an exhaustive institutional record of all the organization's legal matters.

Candiotes envisions, "Eventually, Co-Flo has the potential to serve as our Legal Operations Control Centre. The function will have complete visibility of matters across their lifecycle, of course, but more crucially, through the empirical data it offers, the team will be able to determine SLA standards for legal departments offering legal services to Telkom's subsidiaries and divisions, ensure resource optimisation, help to proactively mitigate business risk, and ultimately demonstrate our value to the organization."

All this feeds into Telkom's enterprise-wide strategic 'value unlocked' initiative that aims to make continuous improvement a key focus of the organization.

Co-Flo is a very sophisticated piece of software that will drive and facilitate a strategic approach to legal operations at Telkom. The department is only in the initial phase of its adoption, as part of the organization's digital transformation journey.

George Candiotes,
Head of Legal at Telkom

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