

Contract Capability Maturity Model

	Ad Hoc	Repeatable	Standardized	Integrated	Optimizing
Support Model	Limited internal expertise Untamed law firms used by business	Contract team created Panel of law firms	Specialised internal teams able to support large repeated transactions Reduced panel of law firms, includes alternative service provider	Internal focus on complex contracts and strategic projects Use of managed legal services provider or global shared service centre for simpler contracts	Focus on continuous improvement Combined governance between in-house and suppliers and shared resources
Focus	Just get it done	Plan and manage	Standard, repeatable process	Integrated support and automation	Business impact
Costs	Regularly surprising	Occasional unexpected costs	Controlled	Targeted reductions	Investments tied to business results
Know-how	External	Generally external	Generally internal	Increasingly explicit	Increasingly integrated into systems
Intake	No contract request process	Individuals in legal approached for help	Standard single contract request process and triage Single place for legal resources for use by business	Online request process and workflow High level of self-support Service levels	Proactive demand management Continuous improvement based on key metrics
Drafting	Reusing previous contracts with a few personal templates	Standard templates for a few deal types Changes to templates are rare	Standard templates for all common deals Occasional manual template updates by owner	Unified templates with consistent language Automated contract drafting Drafting style guide	Contract analytics used to refine terms Few changes from standardised alternative language
Negotiation/ Signing	Negotiations in silos Managers signing agreements	Positions driven by individual lawyers. Signing policy instituted.	Limited playbooks, capturing key company requirements Standard approval process	Comprehensive playbooks that are regularly updated, with alternate clauses e-Signatures implemented	Contract analytics used to refine playbooks and approach to negotiations
Management	Contracts often unavailable	Contracts collected into a single repository and some basic metadata	Limited contract management (renewals) and standard metadata profiles	Contract obligations extracted and tracked	Contracts performance and compliance monitored across business and legal