Legal Transformation & Managed Services (LTMS)

More digital. More efficient. More strategic.



From a reactive legal function to a strategic business enabler

Stricter regulation, increasing compliance requirements, volatile markets and growing risks are putting legal functions under mounting pressure — while budgets remain tight and resources limited. At the same time, the business expects more from Legal than legal protection alone: Legal is expected to actively help shape decisions, unlock opportunities, identify risks early, and create room for growth.

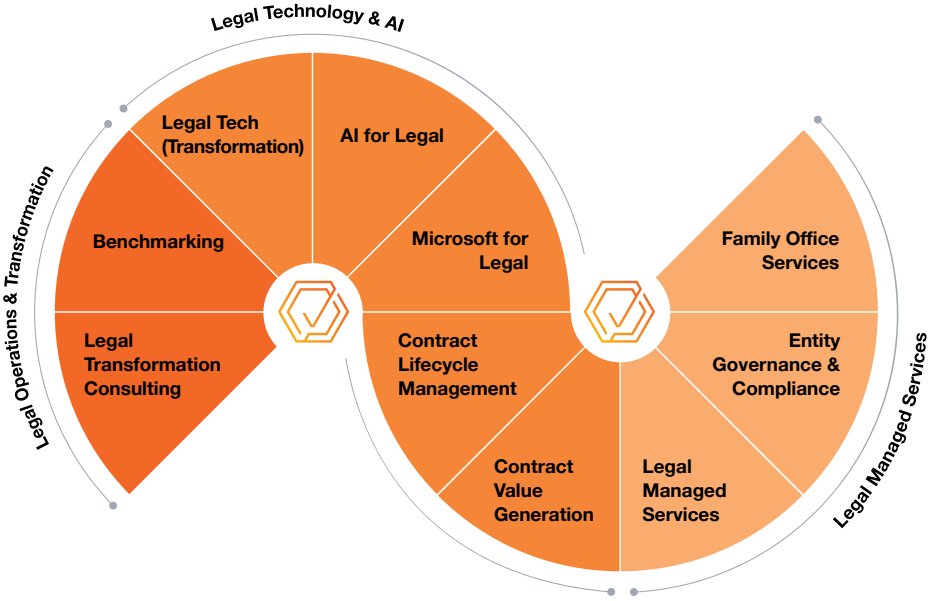
This calls for a legal function that does not simply react, but steers ahead — transparently, efficiently and with measurable business impact. Isolated improvements are no longer enough. What is needed is a scalable operating model that evolves Legal from a cost function into a strategic capability.

Run Legal as a Business

Rethinking Legal, together

With our LTMS core services across strategy, operating model, technology and delivery: end-to-end, cost-out & scale-up

Scan the QR code to explore our LTMS service portfolio in detail or click on the individual service areas.



Freeing up Legal and strengthening it strategically

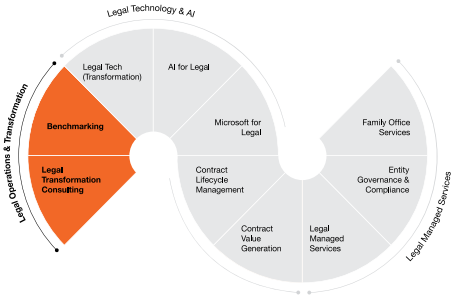
Our Legal Transformation & Managed Services teams develop your legal function with purpose — from analysis and the design of your future operating model through to implementation in day-to-day operations.

We take a holistic approach that considers all relevant dimensions — with a focus on the topics that create the greatest value for you.

With technology, AI and managed services, we embed new ways of working sustainably into your operational practice. The result: a legal function that is more efficient, more transparent and more closely aligned with the business.

Our service portfolio*

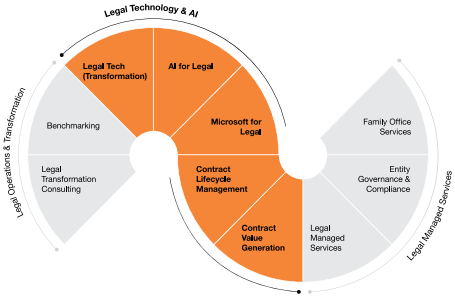
Legal Operations & Transformation



We help legal functions set a clear strategic direction, steer efficiently and create measurable value. Clear operating models, transparent metrics and tailored service and sourcing models make the legal function future-ready and scalable.

- Strategic realignment of the legal function
- Benchmarking service
- Design of target operating models
- Development of governance and steering models
- Service portfolio design
- Development of sourcing strategies
- Creation of transparency on costs, capacity and KPIs

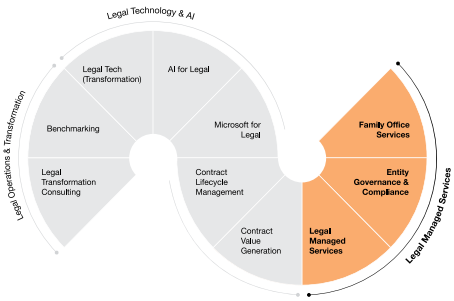
Legal Technology & AI



We help legal functions use technology and AI in a targeted way to accelerate processes, enable self-service and strengthen data-driven decision-making. The result: more efficient workflows, better steering and scalable solutions for legal departments.

- Development of legal tech roadmaps
- Design and implementation of a legal tech strategy, including the selection and rollout of standard technologies
- Development of customised applications using low/no-code platforms
- Identification and implementation of AI use cases for legal functions, including contract management and data-driven steering
- Delivery of tech and AI training for legal departments

Legal Managed Services



We sustainably free up legal functions by taking over activities that can be standardised. Scalable delivery models, transparent service level agreements and clear governance create efficiency, reliability and measurable performance. The capacity gained allows Legal to focus more strongly on strategically shaping business decisions.

- Takeover of standardisable activities in the areas of legal, compliance, data protection and IP
- Entity management and corporate compliance services
- Family office services
- Scalable delivery models with transparent service level agreements, clear governance and measurable performance

*With selected examples of what we offer

The legal function of the future: AI-driven, data-driven, strategically effective

The legal function of the future will not be measured by how efficiently it reacts — but by how effectively it shapes business decisions, anticipates risks and enables growth.

In an AI-driven target operating model, Legal becomes an intelligent, connected and scalable steering function: knowledge becomes usable in a structured way, processes are digitalised end-to-end, routine work is automated, and legal expertise is applied where it creates the greatest value — in strategic decisions, complex risks and the design of new room to act.

Legal no longer simply protects the business; it helps shape what comes next. Through legal front doors, self-service offerings, AI-supported workflows, data-driven dashboards and clear governance, a legal function emerges that works faster, more transparently and more proactively.

This is how Legal moves from a reactive support function into an active driver of business success: visible in its contribution, measurable in its value and essential for resilient, growth-ready organisations.

We understand your challenges and help you strike the right balance between efficiency and strategic value



Targeted use of technology and AI

We treat AI not as an isolated tool, but as an integral component of the operating model. Secure architectures, playbooks, knowledge models and clear decision-making logic ensure controlled use.



Sustainable implementation

The legal operating model is sustainably embedded in roles, processes, technology, governance and data. The result is a legal function that becomes faster, more precise and more consistent with every matter.



Clear governance and strategic direction

A clear mandate and stronger positioning of Legal as a strategic business partner create the foundation for consistently aligning priorities, resources and risk tolerance with enterprise value.



Scalability through automation and self-service

Recurring requests, standard contracts, policy questions and reporting are automated or handled through self-service wherever possible. This frees up capacity in Legal for more complex, value-adding work.



Data-driven transparency and better decision-making

KPIs, dashboards and legal analytics make performance, costs, risks, resources, bottlenecks and business impact visible. This creates a stronger basis for governance, prioritisation and informed decision-making.



Human-in-command governance

AI supports analysis, drafting, review, research and monitoring. Human experts remain responsible for legal judgements, risk acceptance, escalations and critical decisions.



More efficient processes and better service quality

Standardised service channels, a legal front door, digital workflows and automation reduce friction, shorten turnaround times and improve the experience for the business.



Measurable performance and cost control

Predictable budgets, transparent matter management, optimised law firm and provider management, along with SLAs and KPIs, make performance, costs and impact manageable.

Connected teams

Our Legal Transformation & Managed Services (LTMS) teams are here to support you — interdisciplinary, hands-on, internationally connected and with a clear focus on measurable value. We combine legal, business, technology and transformation expertise with industry insight, experience, innovation capabilities and the strength of the PwC network in Germany and in 130+ countries worldwide.

> The future-ready legal department is not defined by how efficiently it reacts – but by how effectively it shapes business decisions.



Sounia Kombert
Partner, Head of Tax & Legal
+49 171 3050 623
sounia.kombert@pwc.com

Find out more on our website.

Tune in to our German podcast "Transformation im Recht".

Our invitation: Let's talk

Let's explore together where your legal function stands today – and where its greatest potential lies.



Andreas Bong
Partner
Head of Legal Transformation & Managed Services (LTMS)
+49 152 2453 1391
andreas.bong@pwc.com



Dr. Matthias Schwenke
Partner
LTMS, Legal Tech, Contracting & AI
+49 151 6134 2515
matthias.schwenke@pwc.com



Dr. Karl Küpper
Partner
LTMS, Corporate Services
+49 171 5573192
karl.kuepper@pwc.com

© October 2026 PricewaterhouseCoopers Legal Aktiengesellschaft Rechtsanwaltsgesellschaft. All rights reserved. In this document, "PwC Legal" refers to PricewaterhouseCoopers Legal Aktiengesellschaft Rechtsanwaltsgesellschaft, which is part of the network of PricewaterhouseCoopers International Limited (PwCIL). Each member firm of PwCIL is a separate and independent legal entity.

www.pwc.de **www.legal.pwc.de**