

Issue 1

Guilty, m'lud, of Innovation Neglect

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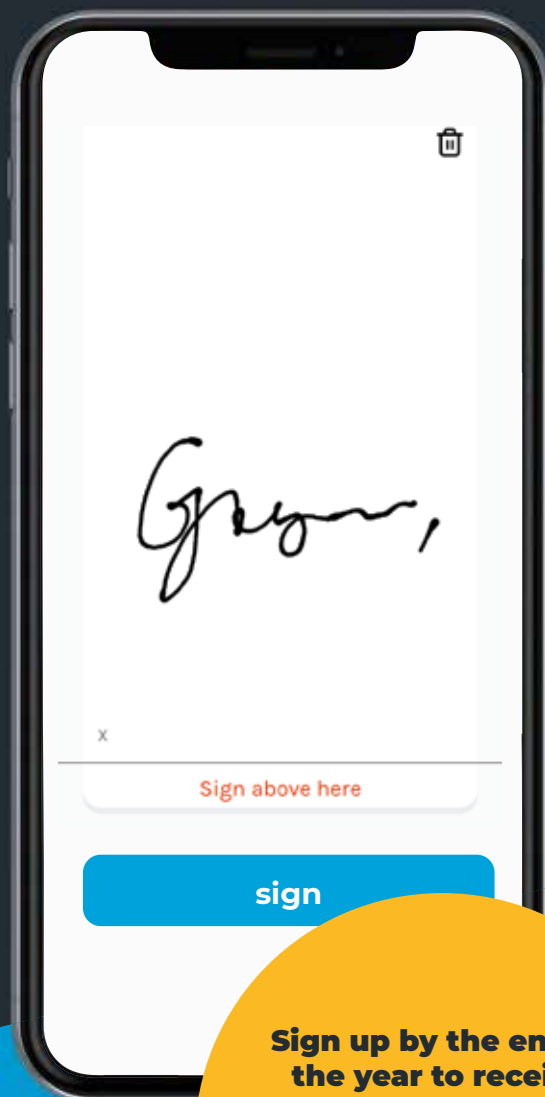


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Meet the Tech Ambassadors



Becki Cassia
Transparently,
CEO and Co-Founder



Sonia Hadjadj
Legal Counsel & Legal
Ops Consultant



Sam Borrett
Legmark,
CEO and Founder



Nick Cousins
Exizent, CEO and Founder



Suheet Amin
(aka Such)
inCase, CEO and Founder



James Moore
Kulahub, Director



Dror Levy
LegalDrop, CEO and
Co-Founder



Martyn Best
Document Direct,
Managing Director



Jo Liston
Wipro, Senior Commercial
Manager



Alex Grux
Hyperlex, CEO and
Co-Founder



Vincent Perrin
Salesforce UK,
Regional Vice President –
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Chrissie Lightfoot
Chair and
Chief Tech Advisor



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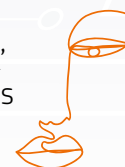


LEGALDROP

Hi and welcome

to the brand new dedicated LegalTech and LawTech section of the magazine and the inaugural Technology in Law Law Land virtual roundtable attended by 'The Magnificent 7' Tech Ambassadors of the board.

I'm honoured to be chairing, cajoling and prompting this 'Think-Tank' whilst The Naked Lawyer sits on a spit bucket throwing Muse Bombs into the boxing ring, agitating and sparking inspiration.



Very briefly, before we begin the roundtable sparring, permit me to introduce the ambassadors. We are an eclectic bunch of LegalTech and/or LawTech pioneers and/or vendors, business development aficionados, sales and (digital) marketing pioneers and/or experts, revered innovators, leaders and change masters, oh and practising or non-practising general counsel and solicitors in Law Land. We are also a mix of established heavyweight 'long in the tooth' seasoned stalwarts and wet behind the gills enthusiastic, energetic and bold mavericks punching above our current start-up bantamweight who are at the coal face, in the firing line on the front-line, providing tech solutions to a myriad of everyday and complex human problems:-

Becki Cassia –

Transparently, CEO and co-founder

Sonia Hadjadj –

Legal Counsel & Legal Ops Consultant

Sam Borrett –

Legmark, CEO and founder

Nick Cousins –

Exizent, CEO and founder

Sucheet Amin (aka Such) –

inCase, CEO and founder

James Moore –

Kulahub, Director

Vincent Perrin (aka Vinnie) –

Salesforce UK, Regional Vice President - Professional Services

The Naked Lawyer –

Anon, Chief Mischief Maker - *needs no introduction but I'd better mention her as she can get a bit testy*

Coming from our individual and unique perspectives, knowledge and experience, we all gathered virtually last month (a little plumper after devouring an unhealthy amount of easter egg chocolate and, err-hum, as is customary in Law Land, with the obligatory adult beverage toasting whilst addressing a load of questions I had presented to the group to get our brains warmed up) to have a general chit-chat about

innovation in the legal ecosystem and what we thought about it.

Obviously, this is a tech section full of tech advocates who are (arguably) biased. Let's just say it as it is and get it out on the table shall we? This does not mean, of course, that we cannot give you a fair, balanced and reasoned point of view. However, caveat that with the fact that we start from the premise and a foundation belief system that LegalTech and/or LawTech can be part of the solution (but not THE ONLY solution) to many of the growing current and future challenges and opportunities in the legal ecosystem, both at home and around the world, that we face in the established Digital Age and looming AI Age.

Furthermore, collectively we believe that the time is now for humans and machines to work together and resiliently climb far beyond the foothills of a much needed 'human and machine' renaissance for the improvement of all Mankind, including LawyerKind. If it has already been achieved in other industries, why not ours?

As the legal profession and industry is patently at an inflection point we could all do with as much help and support as possible in these crazy times, even if we are a biased bunch, right? We are, after all, human too. We get it. We agree with Nir Golan, MD, Get Sh*t Done & Head of Solutioning at Elevate, when he says: "The hardest problem in legaltech is convincing legaltech people that tech isn't the solution to every problem."

We believe it's timely for a much higher level dialogue on a problem basis and human basis where tech is concerned.

So, what transpired in our first gathering was a high level, broad, analytical discussion and sharing of experience and opinions, aka not getting into the nitty gritty detail. The intent was to identify some common themes, threads, concerns, problems, opinions etc and thereby think about possible ideas and solutions to help educate and raise awareness in order to benefit you as to what can be done, and how, in being more innovative in a number of areas. Taking this approach we hope to have your back and support you in punching your way out of the current COVID-19 apocalypse and into a much brighter future.

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Intro

Come. Read on, as we share with you now the variety of interesting, informative and poignant substance of the chat which was peppered with sparks of elucidations and flashes of hope primarily from the ambassadors together with a handful of additional insights from other leading commentators on this intriguing topic ...

I had to chuckle

At the start of the pandemic lockdown in my home city back in March/April 2020 at a pedestrian crossing a sticker had been placed over the button which read "Press Here to Reset The World." I had to chuckle. A year later it remains there a tad worn, jaded and bruised; just like me. I have pressed that button at least a hundred times (I did a LOT of walking during lockdown) so I'm guessing it's been pressed a gazillion times by the residents and visitors in Leeds. I exaggerate not.

It did not work. Obviously. But, it got me thinking...

With all that's wrong with (and in) the world which we inhabit as unworthy custodians, what if we could actually do it? What if we could start again? What if we could just wipe out all the stuff that isn't working and press a button to start again, or reboot, leave the crap that hasn't worked behind, get rid of all the glitches and blockages and pick up a brush and start painting on a fresh blank canvas having learned from the awful mistakes and mess we've made and begin a new and/or better way of doing things with what we know now embracing the best of humans and technological advancement?

The same thought crossed my mind in relation to the legal world. Far from perfect with its plethora of problems and in desperate need of a myriad of speedy game-changing solutions and transformational innovations required to catapult Law Land into the present and future Digital and AI World beyond its protectionist bubble, what if we could just press a button and bring about the holy-grail of 'fairness for all' aka true 'justice for all', 'legal representation for all', 'access to legal services for all', 'affordable legal services for all' etc? Wouldn't that be wonderful?!



****Whizz-bang* *Whoosh*
... Incoming... I ducked
to avoid the Muse Bomb
hurled passionately from
The Naked Lawyer. Yep, I
deserved that. Wake up,
Chrissie. Get real...***

There's as much chance of this happening as that button working.

History has taught us that the legal world is lethargic at best and wholly resistant, self-interested and protectionist at worst when it comes to invention, innovation, re-invention and/or positive disruption pertaining to many aspects of the delivery of legal services, products and justice for all.

As for the past, present and future of Law Land even the most prolific technology commentator, advocate and Legal Futurist, Richard Susskind (as a friend of The Naked Lawyer I'm hopeful he won't mind me calling him Richard from now on), recently observed: "They (law firms) have not self disrupted... It's unlikely they will bring about change... It has to be a company with no legacy, a blank sheet ... (because) the rabbits are guarding the lettuce!"



Innovation misses the mark

I've felt for a long time (*forty-two years to be precise – that story is for another time*) that the legal profession needed a reboot, particularly as many of us would argue that 'innovation' in Law Land has fallen way short of the mark compared with other industries. This is not a criticism but an observation and opinion btw, primarily based on experience, shared by many within and outside Law Land, including those around this table. Is the legal profession innovative? We pondered and shared ...

Vinnie: "Innovation is in most cases only varied because of the pace at which a profession can adopt, embrace or handle its pace however what's crystal clear is that client (and employee) expectations for an experience, driven by innovation, transcends any sector and the legal industry is behind the pace of other sectors/professions... We are all customers even in our personal lives. If we are honest we know this is the case... Law Firms are required to be more open to technology which sits outside of the traditional 'Legal Tech' bubble. Whilst Legal Tech might offer some sense of security, as this is the technology other firms are using or looking to deploy, it certainly limits their technology choices and ability to become really innovative."

Such: "It has started but has a long journey ahead. I see 'innovation' as taking a service, product, system, process (something tangible) and changing it to be better. It could also be spotting an issue or problem and being creative to find a new way to solve that issue/problem. From personal experience, the legal profession is slow to grind through the gears and get to the speed other industries have accepted and adopted when it comes to innovation. The reasons behind this are complex...we are a dense and long-standing profession surrounded by established working practices, operational structures and decision makers trained to be risk averse as lawyers. I say that as a solicitor with my own legal practice that comes with expectations from my people which root us to these traditions. We need to find a way to evolve working practices and the overall eco-system to encourage innovation for all. That could be through more accessible grants, education for both today's and tomorrow's decision-makers or support networks."

Sam: "In my view there's still a reluctance to let go of tradition – this has opened up the door for disruptors, innovators, and ABSs to gain a foothold. I see lots of tech aimed at improving operational process, not as much focused on addressing wasted marketing spend. Generally speaking, law firms would do well to enhance in-house knowledge of digital marketing in order to find innovative solutions to better performance (and increased profitability) without having to spend thousands on agencies like ours!"

From my experience wearing my consultant, legal futurist, AI LawTech pioneer and ex-solicitor hats, what strikes me is that YES, there has been a LOT of TALK about innovation, but, in reality, there hasn't been much DOING. If we agree with Ted Levitt, a former editor of Harvard Business Review and one of the most incisive commentators on innovation, that "Creativity is thinking up new things. Innovation is doing new things"¹ then, arguably, the legal profession should be applauded for its abundance of creativity but condemned for its dearth of innovation.

**Vincent Perrin
(aka Vinnie)**

Salesforce UK,
Regional Vice President -
Professional Services



In short, in Richard's words: *"we have under delivered."*

I listened to a talk by Richard and Mark (*that's Mark Cohen btw, another friend of The Naked Lawyer – she's such a gal about Law Town, as the yankee would say*) a couple of weeks ago which touched on the topic of innovation. Hosted by Jimmy Vestbirk's LegalGeek team the teaser was as follows:

Innovation - overpromised and underdelivered? In the last five years, lawyers have spoken a lot about innovation. For some, this means process improvement, for others it means transformation, and for yet others it means marketing.

Richard spoke at some length on the topic proffering his insight that the legal profession hosts 1st generation innovation firms and 2nd generation innovation firms, opining "we're still at the foothills ... some firms aren't at the 1st stage."

His view is that 1st generation innovation firms focus far more on automation than innovation – systematising and streamlining rather than using tech to work in entirely different and new ways to transform the client experience. That is, the focus is on process improvement rather than new business models; taking the current process and "delivering mess for less" (his words not mine – don't shoot the messenger! Albeit I do agree), and rarely seeing a new model. It's simply a turbo charged process. Marketing noise rather than actual tech innovation. More noise than substantive progress. These 1st gen firms, championed by a minority of partners, engage in pilots rather than embedding full systems throughout i.e. pilot systems rather than operational and working widely. The impact and reality therefore is that few law firms or professional firms can point to profits to their innovation efforts.

In contrast, 2nd generation innovation firms, are evidence-based. Leaders are championing the innovation and the majority of partners are involved. Many law firm investments are about avoiding competitor disadvantage – not being left behind (the 1st gen approach) – compared to the 2nd gen who are looking for competitor advantage (long term strategic advantage). Albeit 1st and 2nd gens grasp the potential of the tech intellectually, in the 2nd generation innovation firm they believe it is fundamental to the future of the legal profession. They look at what they've done and achieved and it is reflected in the numbers/figures. In his words: "But this is still rare... Unfortunately most transformation projects become an efficiency project ... because there is no burning platform ... Innovation gives you the opportunity to be irresistibly different!"



**Whizz-bang* *Whoosh* ... Muse Bomb alert ... Incoming ... Duck ... Parry ... Jump ... Hmmm, I believe there is a 3rd generation innovation firm. But let's save that for another gathering .*

Mark agreed and added that the 2nd gen is very much into culture and mindset which can lead to innovation which leads to transformation, something that Vinnie highlighted during our chat prior to the talk delivered by the loved-up bros (The Naked Lawyer's observation, not mine btw; she reckons Richard and Mark need to get a room as they always agree on everything. She'd rather see a proper scrap between the renowned thought-leader commentators):

Vinnie: "To deliver innovation many leaders within law firms need to shift to a growth mindset. One of the first questions that legal tech vendors tend to get is, 'what other law firms are using this?' Large corporations have a different mindset and for some it's about seeking a competitive edge and how will this technology help them to win a bigger market share and grow. Lawyers also need to move away from the mindset that technology will replace them. The cold hard truth is that AI for example can do some things better than humans. But in the same vein there are many areas of law where an AI system can't compete with a human. It's about embracing and working with technology to achieve the best outcome."

¹ <https://hbr.org/2002/08/creativity-is-not-enough>

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**Whizz-bang* *Whoosh* ... Incoming ... Muse Bomb explodes into the centre of the ring ... Segway into ruminating and sharing on why and how lawyers and law firms, businesses of law, legal departments etc ought to innovate using technology and why and how the ambassadors got into innovating in the legal field in particular..*

Becki: “In recent years, the demand from clients, for law firms to achieve more with less, has compelled the legal profession to innovate. The legal tech sector has grown quickly in response, to offer a vast range of products and services however, much of this development has focussed on point solutions - those that suit a specific use case or solve an immediate, usually long-standing, problem for legal professionals. Whilst always welcome, these solutions do not always integrate well with existing systems or the day-to-day working life of a lawyer; nor potentially do they meet the wider needs of the client.

For legal technology to be fully accepted and systems to have the longevity needed to justify the investment in them, tech development needs to better understand the legal profession and take a more holistic approach; solutions need to be applicable outside of a single sweet spot and have to replace multiple end-to-end processes.

It goes without saying that technology plays an important role in all our daily working lives; streamlining workflows, improving efficiency and ultimately, increasing our productivity however, clients drive markets and in today’s world, those clients rely on technology to manage almost every aspect of their everyday lives. As technology improves and more becomes possible in a shorter period of time, client’s expectations, of the services that they seek, evolve rapidly.

Within the legal sector, one of the consequences of this shift has been an increasing demand for fixed price services. It is essential that law firms continue to secure new clients and retain their business. To do this in a way that is both sustainable and profitable, holistic legal technology will need to be embraced and integrated into every legal business; to create the increasing amount of time that will be needed for lawyers to do what they do best.”

Sonia: in relation to legal departments: “There are macro-market driving forces pushing innovation as a necessity to stay competitive. Due to market and internal clients’ pressure, it has become an urgent necessity to adopt technology to cope with the increase in volume and complexity of the work handled by very lean legal teams. They are also required to keep up with the innovation and changes their businesses are going through to stay competitive in their products and services. Those external forces are the motors behind it pushing through some of the inherent resistance to change of the profession.



**Sonia
Hadjadj –**

Legal Counsel and
Legal Ops Consultant

In my own experience, two of the biggest practical barriers to innovation adoption in corporate departments (whatever size) are very pragmatic ones: the lack of bandwidth and the difficulty to obtain budget.

Successfully landing a business case for a budget for a specific technology is a challenging one. It requires a legal team to narrate a compelling case driven in data with a demonstration for the potential wider value impact for the business. There are also expectations from the new generation of lawyers who are surprised – not so pleasantly so – to work in an environment of tools and processes less smooth and clunkier than the B2C experience they enjoy as an individual in their private life as a consumer. This will definitely push the innovation and technology agenda forward.

Inefficiencies in a lean team or a larger legal team are frictions to the ultimate delivery of great service or product to the final customer. This has pushed legal teams to work differently and redesign their operations towards being more integrated to the business operations. The mandate is clearly to be geared towards enabling business growth. This has in turn pushed law firms to respond to new demands from the legal teams:

- Buying legal technology is not always the simple answer to the range of problems GCs face. But a better understanding on how to leverage it to perform better in a more sustainable way certainly is.
- Ultimately technologies deeply transform the way we work from an analogue way of working to a digital one – similar to how technology has transformed how we communicate and consume.
- Striving General Counsels delivering great economical value to their business at scale will help define a technology roadmap as part of their wider delivery vision. It entails taking a data approach driven to the design of their strategic goals: being very clear of what a designated legal department value is – what shall the legal department be focused on, what is its remit, what is the global vision?

Legal departments are often very well positioned to help redesign inefficient or redundant business processes as they are one of the rare departments which has access to a 360° view of cross-departmental challenges and gaps.

Then being able to advocate courageously for this with the executive & leadership teams, requires communication talent in building a compelling technology business case rooted in data, and securing sponsorship in the enterprise.

For in-house, the role has changed extensively over the last decade and its transformation has only been accelerated recently. The last ten years may have been about the legal function being an efficient

transformation

reactive business partner to its internal stakeholders. It is now definitely setting itself up as a proactive, strategic business enabler, and data-driven team beyond the traditional legal scope.

There is a need for a more structured framework of work that allows for creativity to take place and innovative ideas to blossom. It is quite impossible for corporate legal departments to carve out time to think creativity and deeply about complex issues when simultaneously running around extinguishing fires throughout the business or spending time on repetitive tasks with little outcome value for the business or with a very low risk profile.

I am (however) very optimistic in that respect as more and more conversations are taking place to upgrade the operating system of legal departments: enabling self-serve initiatives with business and leveraging technology to remove heavily administrative tasks – hence freeing up time for more creative strategic work. This will allow more and more teams (from paralegal to the GC) to spot inefficiencies and identify opportunities to do things differently – and, ultimately, if the business case is there, to adopt more “legal technology”.

The big differentiator will be the ability to lead with a growth mindset and long-term vision while balancing cross-functional collaboration and talent management. Short-term vision and plan geared towards reducing costs of technology or delivery of legal services (from law firms or ALSPs) can only go so far. We require leaders looking at expansion to bring us into the future. A compelling expansive vision will unlock more value out of legal corporate departments, while attracting and retaining talent in the process.

Leaders who can articulate their foresight thinking into a clear strategy and communicate it cross-functions would make the most difference. Investing time in technology education to understand its impacts on legal practice and the sectors they practice in. Universities and professional training have a major role to play there to shape the legal leaders of tomorrow.”

Holding a similar opinion, Rich Vestuto, managing director of Duff & Phelps notes further in his 2021 LegalTech prediction that “Legal departments, especially after all that COVID-19 brought, will see intensified requests to do more with less in 2021. Heavier scrutiny around transactional work may expand the use of AI and automation for tasks like contract management... The shift toward automation, coupled with the remote working environment firms have learned to embrace, will force legal teams to pay closer attention to information security, data privacy and IP protection—realising the need for a more efficient information governance framework.”²

However, even though Richard and Mark cite BT, Vodafone and Cisco as shining examples amongst a minority of legal departments as beacons of innovation, in general, without doubt, it is painfully apparent that the vast majority of in-house legal departments historically and currently find it hard to secure budgets for LegalTech and/or LawTech innovations.

Unfortunately, too often, short term urgent requirements take precedent over long term strategic requirements. What is obvious is that long term strategic planning is required and there should be significant investment and innovation in this area, observes Richard. As a practising GC Sonia identified and experienced this very problem at the coal face and

² <https://www.law.com/legaltechnews/2021/01/04/legal-techs-predictions-for-legal-technology-innovation-in-2021/>

opportunities

has therefore taken the commendable bold step over the past couple of months in the MDR Lab Launch programme to begin developing LegalTech to assist in-house counsel.

Such: “I feel we have to be careful and respect that many lawyers became lawyers not to be innovators. They became lawyers to practice the law and serve people. I’m very passionate about that myself and it’s the one thing I miss most in my career today.

However, even those lawyers need to be aware of innovation and embrace it where it impacts their working practices. Those that don’t, shut themselves off to delivering a better service to their clients and slow the ecosystem down from moving forward.

There are some lawyers that have an interest but no desire for it to consume a large part of their working life. These people are like little nuggets of gold. They have amazing ideas to doing something different because they are ‘in the middle of it’ every day. They experience the challenges and frustrations, but they can spot an issue and potentially a way to solve it. These people need a resource around them to share their thoughts...a person or a platform to speak openly about the issue and be the spark to future innovation.

Then you have the innovators. The lawyers that either spot an issue or have it fed to them but have a burning urge to get it solved. They want to create, explore, break new ground, fail, fail and fail again. These people are little gems. They will feed off ideas and support from their peers as well as the hierarchy. They need encouragement, support, time and possibly even a budget.

Even a small business will have each of these people in their workforce today and all of them are needed to cultivate a breeding ground for innovation.

I would encourage any lawyer who has an interest in innovation to make themselves heard. Speak up and share your views with your peers, managers and partners. Hopefully in the firm there is a group or think tank that debates innovation so get involved. If your firm doesn’t have such a platform, encourage others to create something to get the conversation going. It needn’t be formal or have a certain number of people to get going. An in-depth conversation between two people can lead to some amazing results. The key to innovation is just to start the debate.

I see ‘innovation’ as doing something differently. It needn’t be a big thing and I’m actually a firm believer in baby steps even if it leads to something dramatic and powerful. I guess I’ve always embraced change and improving my work, my people, myself.

My story to innovating in the wider legal sector started back in late 2011. I undertook some client research. We asked a host of questions but ultimately, I was looking for a sense of their needs from us...emotionally. I knew what they needed from us as a firm of solicitors...solve their problem. But how did they want us to deal with them? What emotions were driving the relationship?

The research uncovered four key areas: Speed – Information – Education – Technology.

While these were identified back in 2011, I strongly feel they are relevant today 10 years later.

Speed - Clients wanted everything as quickly as possible. That hasn’t really changed and never will. Information – clients wanted information in a way that was easy to understand and digest...get rid of legal jargon. Education – clients wanted to learn about the process and what everything meant for them and why. Technology – clients wanted my firm to use tech to deliver my services to them.

The last one, ‘technology’, was a real surprise and actually quite upsetting. I had only just set up my firm two years ago, had invested large sums of money in technology and software all to benefit our clients but here I was faced with an accusation that we weren’t using anything. As I reflected more on this, I realised that the tech I had used was all confined within the four ‘invisible’ walls of my business. It was all internal. Built to

bring efficiencies to our service that our clients benefited from but didn't know it was there working for them. They couldn't see it, touch it, interact with it. So, I had to forgive them for thinking we weren't using any tech because from their perspective, we weren't.

I had no idea how to tackle these four areas effectively. What was clear to me though was client behaviour had changed and my gut was telling me this was down to the likes of Amazon driving buying behaviours down a new path. One which was self-service, on demand.

Innovation is not a choice. It happens whether we want it to or not. In anything and everything. And it has been happening for centuries. Innovation in technology for some reason brings debate, intrigue, fear, excitement...probably because the possibilities are endless which then appear overwhelming, but we have to embrace it. Why? Because clients expect us to.

When a client can purchase a product online within a matter of minutes and track their purchase all the way to their doorstep (e.g. Amazon), they have a level of expectation that is now set in stone around their buying experience. I don't think the average client distinguishes between buying a product off Amazon or a legal service. They understand it is more complex, will take time, requires their input, will be costly but for them it is a necessary purchase like anything else. They will not buy a product if they don't need it and they won't buy a legal service unless they need it.

So, when they then experience a legal service that hasn't embraced technology to support the relationship, they feel a disconnect. They will feel let down regardless of how unrealistic their expectations are (and that may be because the firm wasn't clear in how it would deliver its services hoping that the few paragraphs on page 9 of 20 in the retainer letter made it clear).

If we accept that innovation is continuous, natural and expected then where does a lawyer or a firm start? I think this is really simple. Ask a question?

That could be internally: how do we manage this internal process better? how can we make the new client experience better? how can we train our lawyers on the practical application of the law and not just the theory? Why do we do it this way?

Or that could be externally: what do our clients think about how we communicate with them? What do our business associates feel about our relationship with them? What do other law firms in our network do that we should consider doing? Why do we do it this way?"

Sam: "There's very little innovation in marketing when it comes to the legal sector. This is one of the main reasons I launched my agency - because I saw so many opportunities to help other law firms improve their digital marketing performance. Innovation comes naturally to me as an autistic person obsessed with problem-solving!"

I was instrumental in introducing flight delay compensation to the UK public, handling all the digital marketing and PR around that. My innovation came through the way I could generate leads and onboard thousands of clients every month through the website at extremely low acquisition costs - essential for a low-margin area of work. No firm has been able to replicate the success we had in this area.

Prior to flight delay, I was working on link-building campaigns for SEO before the rest of the legal sector caught on that content marketing was key for rankings and driving traffic to a website. It was following my Personal Injury Survey in 2012 (around the time of the Jackson reforms) that we hit the top of Google for some of the most competitive personal injury search terms on the Internet. No-one realised that, while it was useful and interesting, it was actually simply part of our SEO strategy.

Sucheet Amin
(aka Such)
inCase, CEO
and founder



communication

Most law firms are still churning out blogs of little value to their websites, instead of embracing content marketing and digital PR even now.

We're continuing to innovate – we were the first to create a bulk website performance analysis for the top 200 law firms and are just about to release our third year of data. We've also recently created a free resource that tracks the 'core web vitals' for law firms so they can see what they need to do to improve – and how their competitors are performing as well."

Nick: The 'why' is pretty simple. In almost every other sector you can imagine traditional business models have been fundamentally disrupted through the application of technology to solve problems, remove friction, and improve outcomes. It may not happen overnight, but the future of businesses who do not keep step with consumer expectation and available technology is not generally positive. As a Professional Services sector, customers should be paying for expertise, advice, and service. They should not be footing the bill for friction or inefficiency. We have seen and experienced the power of technology to revolutionise different industries and make processes more efficient. The rise of digital channels, the cloud computing and data sharing have all enabled a deep focus on human interaction and user experience. Yet, we have seen many areas of the legal sector suffer from "innovation neglect", a huge, missed opportunity.

The pandemic has inadvertently driven technology adoption in the legal sector, as last year many firms were forced online, and as such discovered the advantages of digital solutions. The probate process is hugely time consuming and inefficient, thanks to issues with communication and data collection. Law firms acknowledge its shortcomings – 52% think they could manage probate more efficiently and 41% saying they think technology could improve it.

We know that with the right technology in place, this profession could cut down the time and cost involved with managing probate cases exponentially and make the bereavement experience better for everyone involved. And promisingly, over a fifth of firms (22%) say investing in technology is their top priority for the next 12 months.

Frustration got me into it [innovating in Law Land]. Before founding Exizent I worked for 20 years in financial services. I had just left Barclays when my wife took on the executorship of a family member's estate. It was the third time we had been exposed to the process over the years. Around the same time a close friend of mine was having to deal with the loss of his wife and both parents over an awful 3-year period. With everything we have at our fingertips these days nothing about what we went through, or saw our family and friends having to deal with, made any sense.

Honestly, so many parts of our lives have been touched by and made easier through some form of innovation and technology. Dealing with a death remains one of the least 21st century experiences you will ever have to go through. There is no need for that to be the case.

My time in banking also opened my eyes to the challenges that the financial services world faces when trying to deal with bereavement. Most try and do a good job, but are let down by poor processes, out of date systems and policies and the increasingly fragmented nature of our lives.



Nick Cousins –
Exizent, CEO and founder

So, Exizent is a business borne from real-life experience and driven by a strong social purpose. We decided that in an era of digital communication, through technology probate can be made efficient, quick, and secure. Our core mission is to improve the administration of bereavement for all those involved. It's a really interesting challenge, and not an easy one, but we are loving working with our customers, our research community, and the wider market as we drive towards our vision.

We spend a lot of time talking to probate practitioners and it is clear that many are crying out for innovation in this space, with our research showing that just 7% of legal professionals think the probate process is fit for purpose. It's also evident that many are just as frustrated as everyone else about the lack of well-designed solutions that reflect the way we all live, communicate and work today. By harnessing technology to remove key pain points for stakeholders, we can provide solutions to real problems and make a tangible difference to people's lives. We are focused on creating a platform for legal professionals to relieve the burden of bereavement administration and transform the way they work, which will ultimately improve the experience for the bereaved.

The bereavement space has seen minimal innovation up until now, so there is huge potential for development. By harnessing proven technology and available data, the legal industry can continue to provide innovative solutions to real problems and issues faced by those involved in bereavement administration.

Law firms are open to innovation but there has been limited progress to date. Most (85%) currently do not have bespoke software for managing probate cases despite 64% saying they would consider a dedicated platform.

There is huge potential for modern data and communication technologies to create positive change in estate administration by enabling seamless, quick, and secure integrations, which could eventually include access to open finance data, HMRC records and court submissions.

We want Exizent to become a fundamental part of the bereavement ecosystem, delivering benefits to all the different parties involved. There is potential to replicate our service design and technology focused approach in other areas, and through effective collaboration, we believe we can show how innovation can be harnessed at every stage of the process, to offer joined-up solutions from pre-death through to post-death."



**Whizz-bang* *Whoosh* *#!?^#[* *WTF?!* ... The Naked Lawyer's utility belt is somewhat lighter as what feels like a meteor storm of Muse Bombs spray the room ... Segway ... a chipping in and brainstorming on multiple areas for innovation including client/customer focus and experience, communication, data use, marketing, sales and business models ensues ...*



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Innovation smorgasbord

The ambassadors, now firing on all cylinders having been showered with Muse Bombs by a very naughty, over zealous, excitable Naked Lawyer (also agitated by me throwing a curve-ball called “if it aint broke don’t fix it” back at Miss Naked which ricocheted off the spit bucket and bounced repeatedly in the ring), were sparring to claim the podium in Speakers Corner to vent on a kaleidoscope of issues and proffer ideas and solutions ...

Becki: “For the life of me, I cannot understand the “if it ain’t broke don’t fix it” mentality, as it suggests that you need something to break before you try to improve it. And what is nearly always forgotten is that by the time something breaks, most of the damage has been done; to reputation, goodwill and trust.

Complacency is the adversary of innovation and progress. As soon as you become complacent you begin to lose your edge. How else can it be seen by your customers other than “take it, or leave it”. Your competitors will be only too keen to show you the error of your way; they will happily step in and take your place.

Most legal professionals that we speak to understand the need to innovate, however (global pandemic aside) the process of change within the legal profession is notoriously slow. From our experience there still seems to be a great deal of nervousness around the concept that lawyers will somehow become obsolete, or otherwise displaced by the adoption of new technology. Much of the focus within many law firms continues to be on the ‘billable hour’ and whilst revenue is obviously critical, this level of focus doesn’t always translate into a willingness to dedicate time and resource to planning innovation, nor allow legal professionals the freedom to assess how it may be possible to utilise the latest developments, to “work smarter, not harder”.

For those of us in or associated with Family Law, there is the additional pressure of supporting clients through highly emotional situations, the twists, turns and demands of which can rarely be predicted or planned ahead of time.

Lawyers by nature are (quite rightly) cautious, analytical and generally, conservative individuals. Clients trust them with their most private and confidential information and it is a lawyer’s responsibility to ensure that this trust is both justified and protected at all costs.

When innovating in any particular field or profession, it is vital to consider multiple, diverse professional and technical perspectives.

The vast majority of legal tech start ups are founded by lawyers or people with a legally experienced background and usually, that is similarly so for those within law firms, tasked with evaluating and introducing new technology. To truly foster innovation, established views and processes have to be challenged; the best practices and lessons learned from every other sector, have to be examined and applied to the planned solution.

Becki Cassia –
Transparently, CEO
and co-founder



Nick: “Hah – the anti-innovation maxim! Often heard alongside “you can’t fix everything”. Well, I believe you can give it a pretty good go.

There are lots of valid and understandable reasons why firms struggle to innovate, and that is not limited to the legal sector.

Disrupting your current business model is difficult, particularly if your business is ticking along nicely. Even if the key trends in your business (revenue, profit, growth, customer satisfaction) start to flatten out or trend downwards it can be challenging to “kill the golden goose” and change direction or approach. It takes a brave business leader to build new propositions or deliver services in new ways that may cannibalise an existing business model (moving from % or time-based services to fixed fee, example)

Secondly, it’s easy to dismiss new entrants to a market as non-threatening, especially if you are enjoying a strong market position. This is very true in sectors where businesses have traditionally built up over a long period of time, through networks and reputation, and have perceived high barriers to entry. That position of security is rapidly diminishing though. New businesses can be established quickly. Digital marketing and social media can build audiences rapidly and technology can be purchased “off the shelf” to give any business an infrastructure to grow from.

A final challenge I would highlight is the prevalence of on-premise software or self-developed applications that still underpin many legal firms we speak to. Adoption of Software as a Service (SaaS) cloud-based solutions provided by established or start-up software providers is a step that is required to open the scope of innovation that is available and possible. The temptation is to sit and wait for solutions that are “fully ready”, that do everything you can do today and more. Modern, agile software development does not work like that. New products are released as soon as they can add some value. Customer feedback and usage then helps the product develop, grow, and improve. A good software product should never be complete.

Adopting that new technology and working through the change management implications on your current team and processes is hard. A good software provider should be helping you with that. Get something in on trial. Have a plan to build up usage. Get your team onboard and have clear success metrics that prove you are on the right track. Gradually migrate business over as you go. It may take a bit longer, but the result will be better.”

Vinnie: “The “If it aint broke don’t fix it” will not work anymore. Just because it’s worked in the past doesn’t mean it’s going to continue to, and it might well be that it never really worked to its maximum effect anyway. Law firms are facing many pressures, for example from the big four offering legal services to their clients asking them to do more, faster and cheaper. Law firms need to deliver a greater client experience, be collaborative, and provide them with actionable insight all of which is already being delivered in other sectors and law should be no different.

The thing is, what the legal profession may class as WOW in regards to client experience is already the norm in many other industries so the basics of a client 360 degree view, connecting all the data for insight or to take action should be table stakes. Simply getting this in place would wow the client and that should be where the wow should be focused. The opportunity to wow is vast.

A unified client view and “connected experience” across a firm will become the norm. It’s been embraced already. This employee experience across all areas of the firm (BD, fee earners,

lawyers etc) is a huge factor in success for client experience and this is often overlooked. A unified client view, an easy to use format, connecting all the data to empower a fee earner or the BD function as well as the partners, it's all linked. If done correctly the end result will be true collaboration, not silos of collaboration.

Innovation and digital transformation is the part of the role that's kept me at Salesforce for 8 years. Seeing businesses put the client at the heart of your firm, connecting data to transform experience for your employees and clients and seeing first-hand what that means for individuals as well as a firm is what's special. The transformation journey is what's exciting to me. I've seen this happen in many sectors and many businesses yet the opportunity to embrace what Salesforce has to offer in its legal specific offering is what currently excites me too.

If you use the same tech and sources of innovation you cannot expect a different result or experience. The point is, in regards to experience, client and employee expectations have already shifted in line with "mainstream" technology providers; case in point, it's happening already via Salesforce within law. Amazon or Uber are obvious examples of how our expectations as consumers in our personal lives have shifted but also traditional business models like utilities with national grid or industries with white glove treatment like Bentley have turned to mainstream providers like Salesforce, because it is tried and tested in putting the client at the heart of your firm and driving innovation across many sectors."

James: "We are no longer in the age of digital marketing. It's not a fad or a 'stage' of evolution' it is THE CHANGE. Firms need to understand that clients have so much choice available to them now, not just with other competing firms, but virtual services and sources of 'free' knowledge on the web. This is why law firms need to embrace marketing like never before. Not just making your website visible to your potential and current clients, but using proper inbound lead generation techniques such as Conversion Rate Optimisation to improve traffic to enquiry ratios, being able to identify companies that visit their websites, but don't enquire – reaching out to them as a result of that visit. Enabling lead scoring, or ranking enquiries by their 'warmth' and using automated communications to 'warm them up' even further, through online CRM platforms. There are new tools being developed all the time, many of which may never make mainstream, but there are some simple steps that can be taken cost-effectively.

Don't think like lawyers. Think like your clients. It's easy to fall into the trap of presenting yourself and your firms in the same way, 'the way we've always done it', but that won't be the way that clients will always do it. Technology is constantly shaping and defining our decision-making processes and if you want to generate new growth in fast paced growth sectors, then put yourself in the shoes of those 'techpreneurs'. What stimulates and motivates them, how do you reach them, what language do they use, where do they move and how do they connect?

innovation

knowledge

Look at all channels of digital communication, check out forums, open yourself up to the virtual world. Finally, a thought for the old world, don't be afraid of the telephone to get new business. We still talk to each other, on the phone, on Teams/Zoom etc.

Data should drive everything. If done correctly! Without a full data set, centralised across all service lines in your business, you will miss opportunities for client revenue growth, you will lose clients to hungry competitors and you will inevitably waste money on sales and marketing activities that have little or no effect.

Effective data-driven sales and marketing must have commitment, across the firm, to gather, manipulate, analyse, and then use the intelligence to create more relevant, targeted, direct communications with your clients and prospective clients. Use your knowledge (data) to walk and talk with your clients (physically and virtually) at every stage of their lifecycles and maximise the revenue opportunities along the way. Use the data to identify attrition in your client base (when they are most likely to walk away, and why) and bolt the stable door. Use the data to create 'golden' client profiles (most profitable, easiest to win, longest relationship) and then map this against the UK business universe to find 'golden' prospective clients or 'lookalikes' that you are not yet engaged. Then use the data to share your great stories with these prospects and win them over.

Simply data done well isn't WOW. It enables you to paint pictures, plan, forecast and drive growth. Most technology is developed to answer a problem or maximise an opportunity. Planning and being brave are two of the most underrated attributes of running a growth business. If you embrace them (and are prepared to admit defeat on occasion), you will build a better organised, more robust business. This will help you identify problems and opportunities and then find the right technology solution(s) and apply them to the plan.

Putting data at the heart of what you do, to validate and improve your activities will ensure you have greater and greater degrees of success. Common sense."

Sam: "Effective communication with clients can make all the difference in client retention and lead to highly profitable word of mouth referrals and repeat business. My saying is that if you give clients the right information, at the right time, in the right way, they won't ever pester you. This is critical in fixed cost work as dealing with clients eats into the profit margins.

I've heard lots of lawyers speak to clients as though they are in a court room - that's not how people generally want to be spoken to.

Look at how innovative and respected brands communicate with their customers and take note. Break down the onboarding process or the customer service of companies you've had good experiences with. What are they doing that made you happy? Then do that.

In terms of digital marketing, I think before many law firms think about being innovative, they should focus on getting the basics right. Building a fast, responsive website, structured in the right way and full of high-quality content and internal linking is still something that eludes lots of firms.

Unfortunately, in my experience, this can often be down to bad advice from agencies and consultants. If you are going to be outsourcing, find the right agency to partner with – one that understands the legal sector but isn't too embedded in it to have become stale with what they do.

If you are hiring someone to write content for you, do they know which pages on your site are the most important and relevant for search rankings? Because they'll need to find ways to reference those pages in their content. Does your marketing agency understand the legal sector sufficiently to update your content to incorporate internal links?

The website is almost always the biggest and most widely accessed touchpoint for any law firm yet digital marketing is consistently under-funded and under-utilised in the legal sector.

In terms of my area (marketing and communications) I think there's a big skills gap in the legal sector. So much is outsourced to agencies who often don't understand or appreciate the nuance of 'distress purchases' which almost all legal services are. I see lots of firms with 'unknown problems' when it comes to digital marketing and client communications.

If I was running a law firm now, I'd be looking at how to innovate by increasing the knowledge in the business around digital marketing. It's not easy because the demand for good, experienced digital marketers is outweighing supply, but it is the future – so get the people in and get them trained up."

And the machines too, imho. Humans and machines, particularly Artificial Intelligence (AI) in marketing and content creation, are already working well together hand in 'robot' hand; and are set to buddy-up further in the months and years ahead, as Ray Meiring, CEO and co-founder, Qorus Software predicted recently: "AI will continue to embed itself into daily work - law firm marketing and business development are no exceptions. It will help teams win deals by learning 'what content is winning content.' When pitching, AI will recommend the best content for a specific pitch. AI will increasingly help law firms to automate RFP responses and will take care of some of the manual work of tagging content so it can be found later."³



Sam Borrett
Legmark, CEO
and founder

³ <https://www.law.com/legaltechnews/2021/01/04/legal-techs-predictions-for-legal-technology-innovation-in-2021/>

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Time to rip the plaster off

Let's be brutally honest. Incremental evolutionary innovation hasn't worked in Law Land. Just look at the timeframe, for goodness sake, of how long it's actually taken to make such teeny-weeny forward progress in disparate areas of law, UK and abroad.

If innovation has been (and remains) lax in Law Land, and the existing 'old guard' (including the Establishment), rules, regulations, policies, systems and behaviours persist, which, let's face it, arguably have stifled TRUE innovation, it's highly unlikely much is going to improve dramatically any time soon.

Even a global pandemic has not caused a dent in the direction the legal profession, industry and ecosystem ought to be taking to solve the omnipresent gigantic problem of a neglected human mass market desperately in need of legal service and justice. If the pandemic taught us one thing it is this. In distressing times, lawyers, law and order are critical for societies, economies and human beings to function, survive and live, respectively. At a time when it was most needed, the legal system failed 85% of the world's population. It/we never had a chance. It also, arguably, failed the 15% it currently serves as it didn't / hasn't worked efficiently during the pandemic due to its lack of innovation BEFORE the pandemic hit. Just look at the depressing backlog in the criminal and family courts.

Delay, lack of systemic innovation, costs livelihoods and lives.

It begs the question: 'Is an evolution or a revolution required to catapult the legal profession into a 'fit for purpose' legal industry for the AI Age and/or COVID Age?'

Vinnie: "Evolution will happen yet we have to demystify what "AI Age" means. AI and next best action is not unique to the legal profession, for example Salesforce has AI built in to its offering to offer insight and AI via Einstein, embedded AI. This is not the only mechanism, however, it is an obvious and easy way to move in to this "AI Age" as you call it."

James: "Given how engrained in processes and compliance some businesses are, it can be a difficult journey towards innovation unless you are prepared to be brave and embrace new thinking. We are talking to a dozen professional services firms currently about new business development (we call it sales growth). There can be a reluctance to trust in technology and data to drive growth, and therefore a reliance on the traditional ways of getting new clients. The world has changed irreversibly in the COVID Age and unless technology and new methods of communicating are embraced, there will inevitably be a slow-down in growth. It needs firms to be brave, test, trial and invest in channels that are still driving growth in other sectors. Time to rip the plaster off [and] learn from other sectors.

Look around at how other businesses are innovating, especially in the consumer sectors, especially in the digital and data-centric channels. I think the legal world can up its game by thinking more like mass market business-to-



Out now – The Bereavement Index 2021

We have spoken to those involved in the administration processes related to death – from the recently bereaved to legal firms and financial institutions – to capture the state of the nation when it comes to the associated legal and financial responsibilities and their impact on the time, money, and emotional state of those involved.

Modern Law Magazine readers can request a free copy at exizent.com/mlm

exizent

business brands, and using the tools that are enabling brands to reach consumers in new and innovative ways. For example, using data modelling to identify prospective new clients, using AI to track business behaviours and changes in real time, to identify new business opportunities. Technology is changing at such a rapid rate that it can be challenging to stay on top of it, but there are a few simple ways to harness automation and be more effective.”

I'm not going to spout on about the obvious that COVID-19 accelerated the use of collaboration tools, cloud technologies, video conferencing etc due to the mass exodus to remote working. That topic has been done to death.

Suffice to say my take on all this is that 2020 was, and 2021 is looking, like a year of basic Tech / LegalTech adoption imho, not REAL innovation or a mass move toward LawTech innovation that throws a lifeline, life-jacket and lifeboat into the ignored and abandoned mass latent legal buyer market.

However, in spite of the push-back against the hype of AI it is inevitable that adoption is set to accelerate exponentially going forward. This can only be a good thing, if only on the LegalTech track; the jury is still out on the LawTech yellow brick road, imho. Dan Broderick, co-founder and CEO, BlackBoiler, agrees with me as he predicts that In 2021 we will witness the accelerated adoption of tools with clear ROI where “nice to have” won't be part of the conversation, whether the tech is AI-based or not (because) Legal departments and law firms care about results and ROI more than ever.”⁴

Cat Casey, Chief Innovation Officer, DISCO, suggests that this year AI in law will stop being categorized as new and simply be recognised as necessary. She predicts: “This is the year that legal AI moves out of the Gartner hype curve's ‘peak of inflated expectations’ into the promised land of the “slope of enlightenment”—legal teams will move from hype to practice and improvement! The industry is integrating AI seamlessly into legal tech in a manner more akin to Netflix or Facebook's ‘People You May Know’ and the result is (finally) increased adoption and in some cases a shift to using some level of analytics and AI as a default.”⁵

So there you have it. And like it or not. AI and analytics remain hot topics in LegalTech.

I predict AI in both LegalTech and LawTech is poised to become a positively sizzling topic within the next five years. Why? Because the VC cultures are beginning to circle (and I've experienced this first hand) ...

James Moore -
Kulahub, Director



behaviours

⁴ <https://www.law.com/legaltechnews/2021/01/04/legal-techs-predictions-for-legal-technology-innovation-in-2021/>

⁵ <https://www.law.com/legaltechnews/2021/01/04/legal-techs-predictions-for-legal-technology-innovation-in-2021/>

No Laughing matter

AI companies are seeing deals and dollars across nearly every major industry. There has been nearly 12,000 equity deals to AI companies since Q1 2015 to Q1 2021 in 19 core industries (including Legal and Compliance) that they operate in, and in 13 cross-industry applications that they focus on (for example from sales and customer support, advertising and marketing, BI and operational intelligence, RPA and document analysis, HR, cybersecurity).

As deal volume to cross-industry AI is growing faster than industry-specific AI (in Q1 2021 deals to industry-specific AI applications grew about 12% from the previous quarter, while cross-industry AI applications saw 25% more equity rounds during the same period) this bodes well for AI companies developing and/or advancing 'generic tech' (cross-industry applications) to sell into the legal vertical.⁶

Bucking the inevitable trend, that is, more enterprises will continue to move operations online — a trend super-charged by COVID-19 — it will drive increased adoption of AI solutions in legal sweet-spot areas such as workflow management, cybersecurity, sales and customer support etc.

If the last few years of mega-rounds and the recent achievement of Clio's \$1.6bn unicorn status are anything to go by we can expect more of these in the years ahead.

But for the time being, on a scale of 1-10 we'd be hard pushed to get the needle to move to 1 on the barometer if we were to KPI the depth and breadth of transformational and/or actual truly disruptive innovation at scale in Law Law Land currently. So much of what I see now feels recycled, redundant, built for an audience that already exists as opposed to in search of a new one. Pretty depressing. I wish we could reboot the legal systems that currently fail a staggering populace including its lawyers, GCs, and SME law firms, too. This is no laughing matter. It is as tragic as the pandemic itself.

COVID-19 may have cut down actual lives causing actual death over the past 18 months, but make no mistake about it, the legal systems throughout the world that continue to fail the very people it claims to represent and those who are part of the system i.e. those who have to operate within it on a daily basis, continues to affect and devastate the lives and livelihoods of those alive today and for generations to come. Unless we take bold, affirmative, drastic action now and begin to truly innovate rather than 'tinker innovate' there is going to be no end of hardship for many in the years and decades ahead.

Green Shoots v. the Big Red Button



**Whizz-bang* *Whoosh* ... Incoming... OUCH !!! That final Muse Bomb caught me right between the eyes. I guess I deserved that? Okay Naked Miss, I can read your mind ...*

Ever the optimist, we should acknowledge and celebrate that there has been a shift in the past 2 years to focus on innovation and technology in Law Law Land.

One monumental shift has been the adoption of Tech / LegalTech due to compelled remote working caused by COVID-19 (noted earlier).

The second is a very small voluntary one. The rise of the 'LawTech drive' aka the drive for using tech and innovation to reach the mass market of neglected buyers of legal services and products and suppliers of the same (such as lawyers in law firms outside the fat cat ivory towers) i.e. with the birth of LawTechUK, the Nesta & SRA LawTech

⁶ <https://www.cbinsights.com/research/artificial-intelligence-deals-tracker-heatmap/>

reboot

challenge and recently the announcement of an independent research project into innovation and the use of technology in the legal sector by Oxford University.⁷ We should be grateful for small mercies, I suppose.

One teeny-weeny step for the layman, one gigantic leap for LawyerKind.

BUT, let's be frank shall we? ...

All of these small and late to the party initiatives evolved and are playing catch up with the pioneering entrepreneurs, inventors and innovators who (until recently have lacked any kind of support and therefore should be applauded) have been in this space for the last decade (or more) and been dealing with an abundance of challenges in spite of the lack of innovation and support at the heart of the existing legal system, profession and framework. This smacks of academia and the Establishment attempting to catch up with practice rather than informing practice, albeit practice "at the foothills" as Richard likes to frame it; even if it is in a minuscule way.

Do we really need yet another report to tell us what we already know or suspect, or worse, what has already been discovered or proven by the pioneers or shared in many ad-hoc commercial reports already published? I reckon most of us can predict (and you don't need to be a Legal Futurist for this) what the Oxford research and report is likely to reveal when it eventually publishes its results.

How much more research, reporting or evidence do we really need before acting on the obvious? Why delay any further in pressing the "reset Law Land" button I ask you?

Let's have less incremental innovation evolution, more innovation revolution. Let's have less 'innovation tinkering' (1st gen) and more 'innovation substance' (2nd gen). Actually, if I had a magic wand like Harry Potter I'd magic-up a 3rd gen; something far beyond 2nd gen!

Or, why waste any more time beating the innovation drum? Shouldn't we really be focusing and pushing the agenda for LEGAL INVENTION? Because innovation is clearly misunderstood and/or not far reaching enough for what is required to reboot Law Land in the interest of ALL its stakeholders.

I can honestly say that until very recently I was bored rigid with the legal marketplace. Why? Because everything, and I mean EVERYTHING, happens sooooooooooooo slowly, and it appears sooooooooooooo vanilla – speeches and writing / commentary (blurb), events, tech development, adoption, funding, regulatory improvements / change. Nothing fresh, nothing new, nothing exciting, nothing at scale. No fundamental game-changing shift.

This is not a criticism but an observation about the legal ecosystem at large and its players, including lawyers, techies and consultants; and I'm including myself here too btw. I'm just as guilty as you. We MUST try harder. We must IMPROVE exponentially. We must DO more, FAST.

But I can see green shoots ... I see ... hope ... it's coming ... Thank-you to the amazing ambassadors for sharing your invaluable insight... But I'd like to leave you to ponder this final question as The Naked Lawyer flashes me a broad mischievous smile with a twinkle in her eyes ...

Are you in favour of rebooting Law Land? If so, press here! [and share with the world]

By Chrissie Lightfoot Chief Tech Advisor and Writer to Modern Law (Chair of the 'Technology in Law Land' roundtable). Chrissie is an Independent Non-Executive Director and Advisor, a global multi-award winning Legal Futurist, Consultant, Entrepreneur, Lawyer, AI LawTech Pioneer, Strategist, Marketeer, Brand builder, best-selling Author and Keynote Speaker. Founder and CEO of EntrepreneurLawyer Ltd.

⁷ <https://www.sra.org.uk/sra/news/press/tech-innovation-research/>