

Tech tips for in-house lawyers

Hosted by:

Hussain Hadi, LexisNexis Middle East

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12:15pm – 1pm (Dubai)

BY IN-HOUSE
COUNSEL

FOR IN-HOUSE
COUNSEL



LexisNexis[®]
Middle East & North Africa

"The digitization of society is at the heart of the economic and societal changes of the 21st century. It will affect all human activities, as it has already changed the business, finance, media, transport and hospitality (...). Tomorrow, digitization will upset the sectors of insurance, health, energy, education ... Professional medical, legal or tax services will be turned upside down by intelligent algorithms based on machine learning..."

Jean Tirole, Nobel Prize winner for economics



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DIGITAL TRANSFORMATION

“The concept behind digital transformation is how to use technology to remake a process so that it becomes more efficient or effective. It's not just about changing an existing service into a digital version but improving it.

Some of the technologies used in digital transformation projects are IoT, blockchain, big data, cloud computing, AI, and machine learning. Digital transformation is more than just adding technology--part of the transformation includes changing how employees think.”

Digital transformation: A cheat sheet (Teena Maddox)



DIGITAL TRANSFORMATION

DIGITAL TRANSFORMATION: SOLVING TRADITIONAL PROBLEMS WITH TECHNOLOGY



Who led the digital transformation of your company?

A) CEO

B) CTO

C) COVID-19



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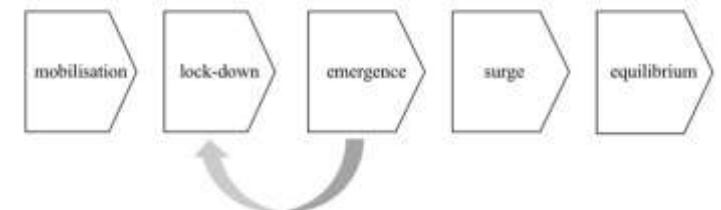
IMPACT OF COVID-19

“Many of the technologies and techniques that have been forged in the heat of mobilization and lock-down will be regarded as preferable to the traditional ways. Clients will have seen the great inefficiencies of conventional working practices and insist that the digital alternatives are maintained. As many have predicted but in a far shorter period, great swathes of professional work will be automated and transformed by technology.”

Richard Susskind (April 2020)
President, Society for Computers and Law



Five Phases of Recovery from Covid-19
Richard Susskind and Daniel Susskind



IMPACT OF COVID-19

*“Tribunals should ensure with the parties that any video sharing platform that is used for virtual hearings is licensed and is set to maximum security settings. ICC has licensed access to the following videoconference platform options: **Microsoft Teams, Vidyocloud and Skype for Business**. ICC technical support is available remotely to assist tribunals with using such platforms, joining a meeting (or hearing), operating in-meeting audio and video functions, and operating screen sharing functions. Other platforms that have been used in recent cases include **Zoom, BlueJeans and GoToMeeting**.”*

ICC Guidance Note on Possible Measures Aimed at Mitigating the Effects of the COVID-19 Pandemic



IMPACT OF COVID-19





*“Various documents sharing platforms are available for electronic bundles. Like videoconference platforms, these also range from customised hearing solutions offered by some hearing centres and/or service providers (such as **Opus**, **Transperfect** and **XBundle**) to licensed publicly available platforms to free-to-use public platforms. Customised or licensed, fee-based document sharing platforms may offer greater security, confidentiality and data protection than free-to-use, public platforms.”*

ICC Guidance Note on Possible Measures Aimed at Mitigating the Effects of the COVID-19 Pandemic



IMPACT OF COVID-19

Comparison of web conferencing software (Wikipedia)

Program	License	Capacity	Linux 	macOS 	Microsoft Windows 	Audio Support 	Video Support	Video Quality
Adobe Connect	Proprietary	1-1500 (80 000 w/webcast)	Partial	✓	✓	✓ [note 1]	✓	VGA, HQ, HD ^[1]
AT&T Connect	Proprietary	1-1500	✓ [note 4]	✓	✓	✓	✓	HQ
AnyMeeting	Proprietary	1-200	x ^[4]	✓	✓	✓	✓	HQ
BigBlueButton	LGPL, GPL	1-150+ ^[6]	✓	✓	✓	✓	✓	VGA, HQ
Cisco WebEx	Proprietary	1-3000	No	✓	✓	✓	✓	VGA, HQ, HD
LogMeIn GotoMeeting	Proprietary	1-1000	✓ [note 5]	✓	✓	✓	✓	VGA, HD
Fuze Meeting	Proprietary	1-1000	Partial ^[7]	✓	✓ (Vista, 7 & 8)	✓	✓	HD, QVGA
Genesys Meeting Center	Proprietary	125+	✓	✓	✓	✓	✓	VGA
Glance	Proprietary	100	✓	✓	✓	X	X	X
Hangouts Meet	Proprietary	25 (100 for G Suite Enterprise users)	✓	✓	✓	✓	✓	HD
HCL Sametime	Proprietary	Unknown	✓	✓	✓	✓	✓	VGA, HQ, HD (H.264)
iMeet	Proprietary	Up to 125	Partial ^[8]	✓	✓	✓	✓	HD
InterCall Unified Meeting (IUM)	Proprietary	125+	Partial	✓	✓	✓	✓	VGA

LEGAL TECHNOLOGY

How do you define tech proficiency?

LEGAL TECHNOLOGY

Key global trends



- Project menu
- Resources
- Disclaimer

Audio and videoconferencing has long been an option for connecting parties, witnesses, experts, arbitrators and counsel in geographically distant locales. Virtually all arbitrations involve the use of 'dial-in' numbers to host conference calls, but fewer arbitrations take advantage of videoconferencing. [Read more](#)

Expand all | Collapse all

- Bluejeans
- Cisco TelePresence
- Loop-up
- Skype
- Zoom

Disclaimer: Due to the very nature and dynamics of the subject of this guide, the examples should not be considered exhaustive, and merely represent a sample of the potential applications available. There are numerous other vendors that provide similar services and products to the ones described, and the presence of any particular vendor or product in this guide does not reflect any qualitative judgment about the suitability or capability of that vendor or product. The goal is to periodically update and edit the guide to reflect new technological advances, and add new or delete obsolete, applications, programs or vendors. The IBA Arb40 Subcommittee does not endorse or recommend any particular technology, vendor, software or program listed below, nor can it vouch



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Coronavirus (COVID-19) podcast: Delivering legal services online and helping the public to be cybersafe



Last updated: 6 May 2020

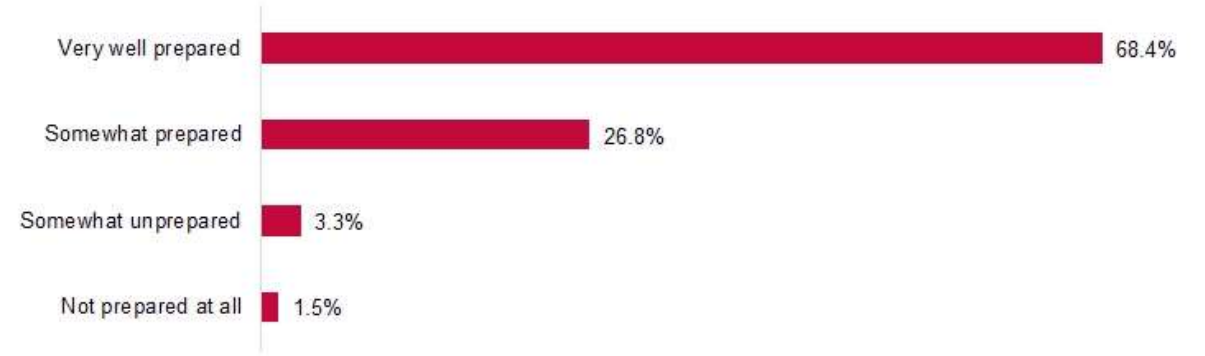
Print this page

Jane Deal, IT director for the Law Society, explores the most common questions on delivering legal services online:

1. How safe are video conferencing systems such as Zoom, Teams and Webex?
2. What's the difference between paid vs. free versions of videoconferencing systems or data transfer tools?
3. How to keep your firm safe when there's multiple broadband users in one household?

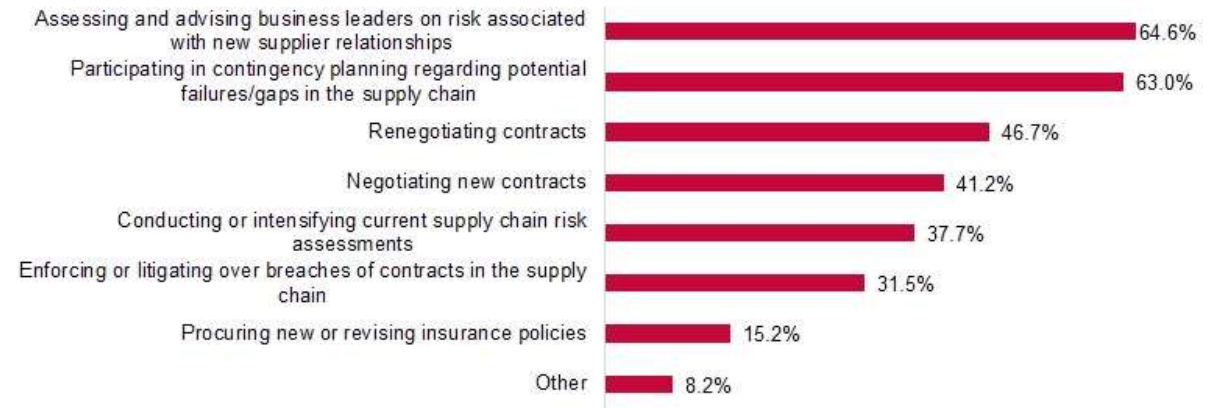
ACC COVID-19 MEMBER FLASH POLL

Q1. How well prepared was your legal department for the transition to working from home?



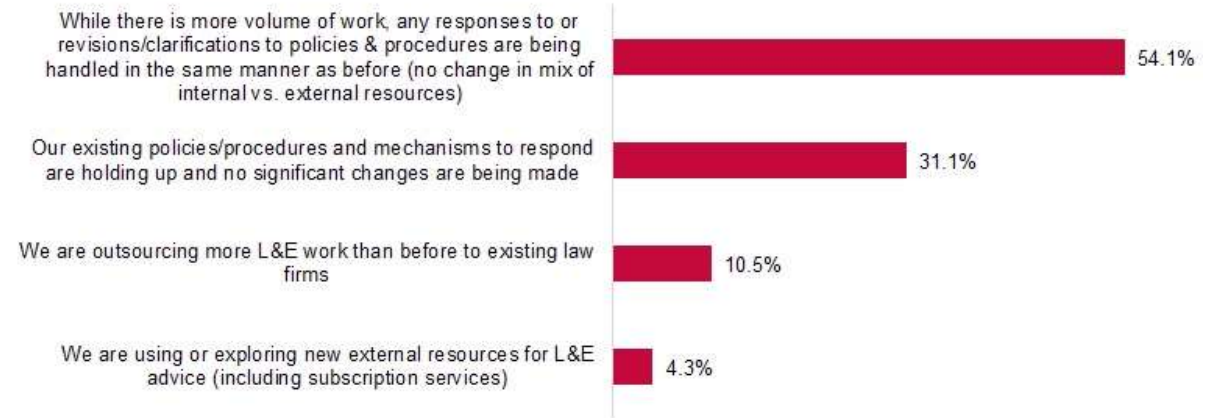
ACC COVID-19 MEMBER FLASH POLL

Q2. What is the legal department's involvement in helping resolve supply chain challenges? (Select all that apply.)



ACC COVID-19 MEMBER FLASH POLL

Q3. How has the nature and extent of HR-related issues surrounding COVID-19 prompted your legal department to alter how it handles Labor & Employment (L&E) policies and procedures?



LEGAL TECHNOLOGY

Key global trends

Legal technology

Legal technology traditionally referred to the application of technology and software to help law firms with practice management, document storage, billing, accounting and electronic discovery.

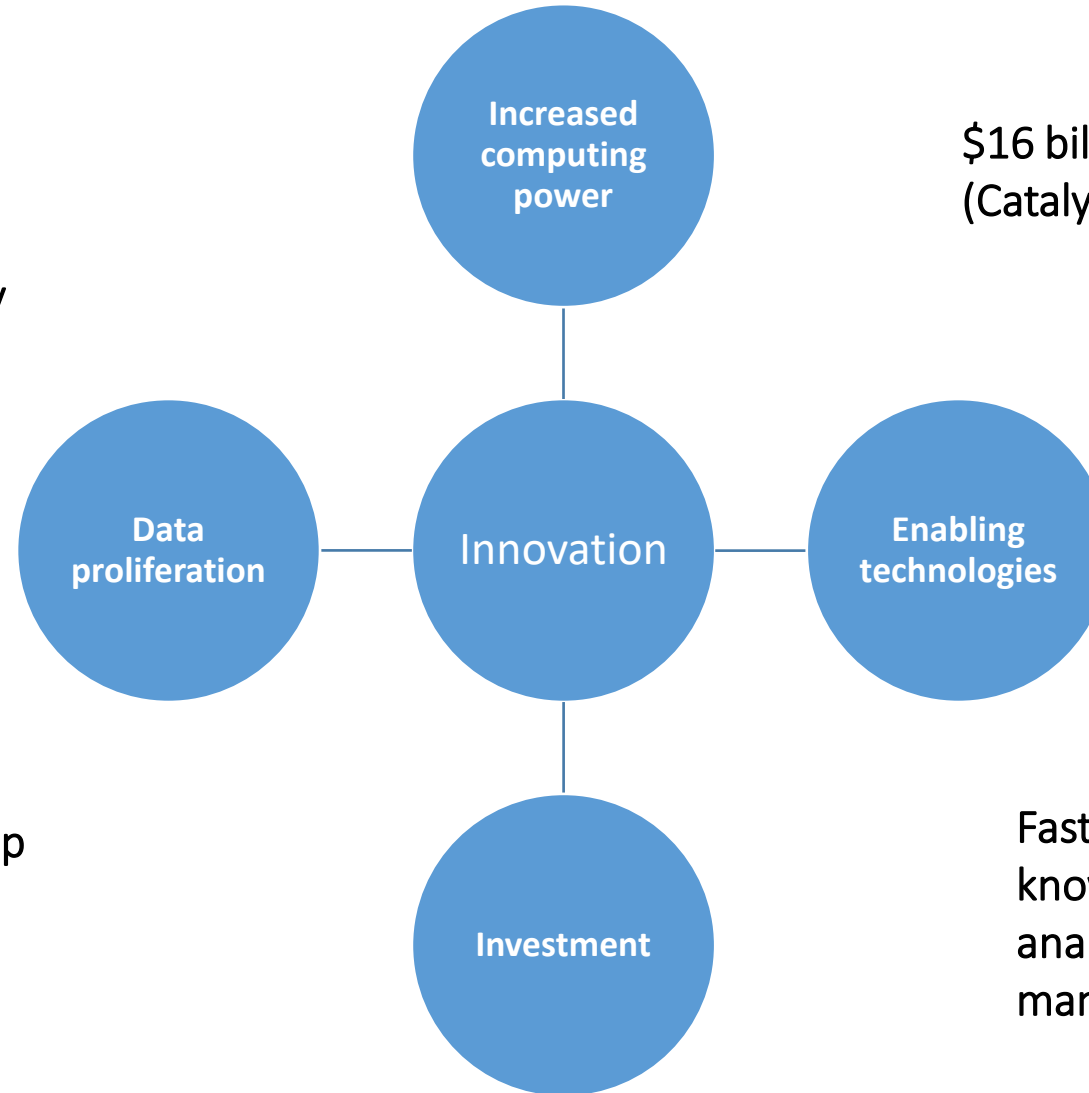
The digitalization of the legal services industry has given birth to a new ecosystem composed of lawyers, entrepreneurs, investors, academics and professionals focusing on applying cutting edge technologies to transform the profession.



Legal technology

Largest areas of spend today include enterprise legal management, contract management, and eDiscovery

\$16 billion legal tech market (Catalyst Investors)

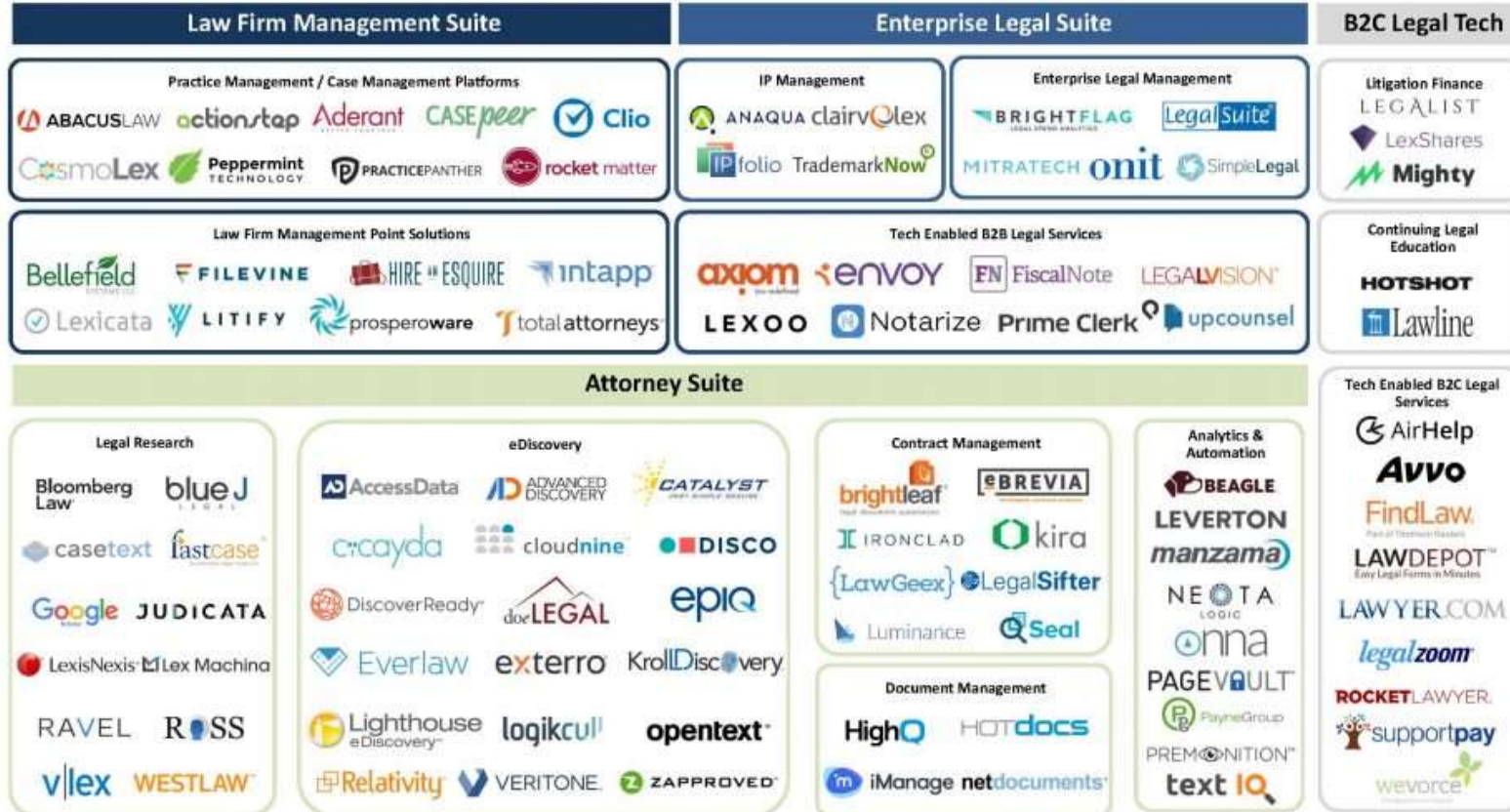


\$1.5 billion invested by venture capitalists into legal tech start up (Crunchbase)

Fastest growing areas include knowledge management, legal analytics and contract management (Catalyst Investors)

Legal technology

Legal Tech Market Map



1 Note: this landscape is intended to be a representative sampling and is not an exhaustive list. Please direct inquiries to air@catolyst.com

CATALYST INVESTORS Insight. Research. Results.

Legal AI Landscape 2019

{ LawGeex }



What are we seeing now?

- Major law firms setting up low-cost service centers for routine legal work
- Alternative legal service providers
- Emergence of legal tech startups, with more than 1,000 existing worldwide
- An increasing interest in the potential of artificial intelligence
- Judges advocating the wider use of technology
- Professional bodies, such as bar associations, releasing studies on the future of legal services
- Legal tech blogs, publications and events
- During the past decade the legal industry has begun a transition from “lawyers know best” to “legal consumers engage providers that can best resolve their business challenges.”

Legal technology

“22% of a lawyer’s job and 35% of a law clerk’s job can be automated”

Mckinsey

“39% of jobs in the legal sector stand to be automated in the longer term”

Deloitte



Dana Remus demonstrated in her publication *Can Robots Be Lawyers? Computers, lawyers and the practice of law* that:

- **85%** of tasks heavily exposed to digital will no longer be provided by lawyers but by algorithms.
- **19%** of tasks moderately exposed to digital will no longer be provided by lawyers but by algorithms.
- Only **5%** of tasks with low digital exposure will no longer be provided by lawyers but by algorithms.

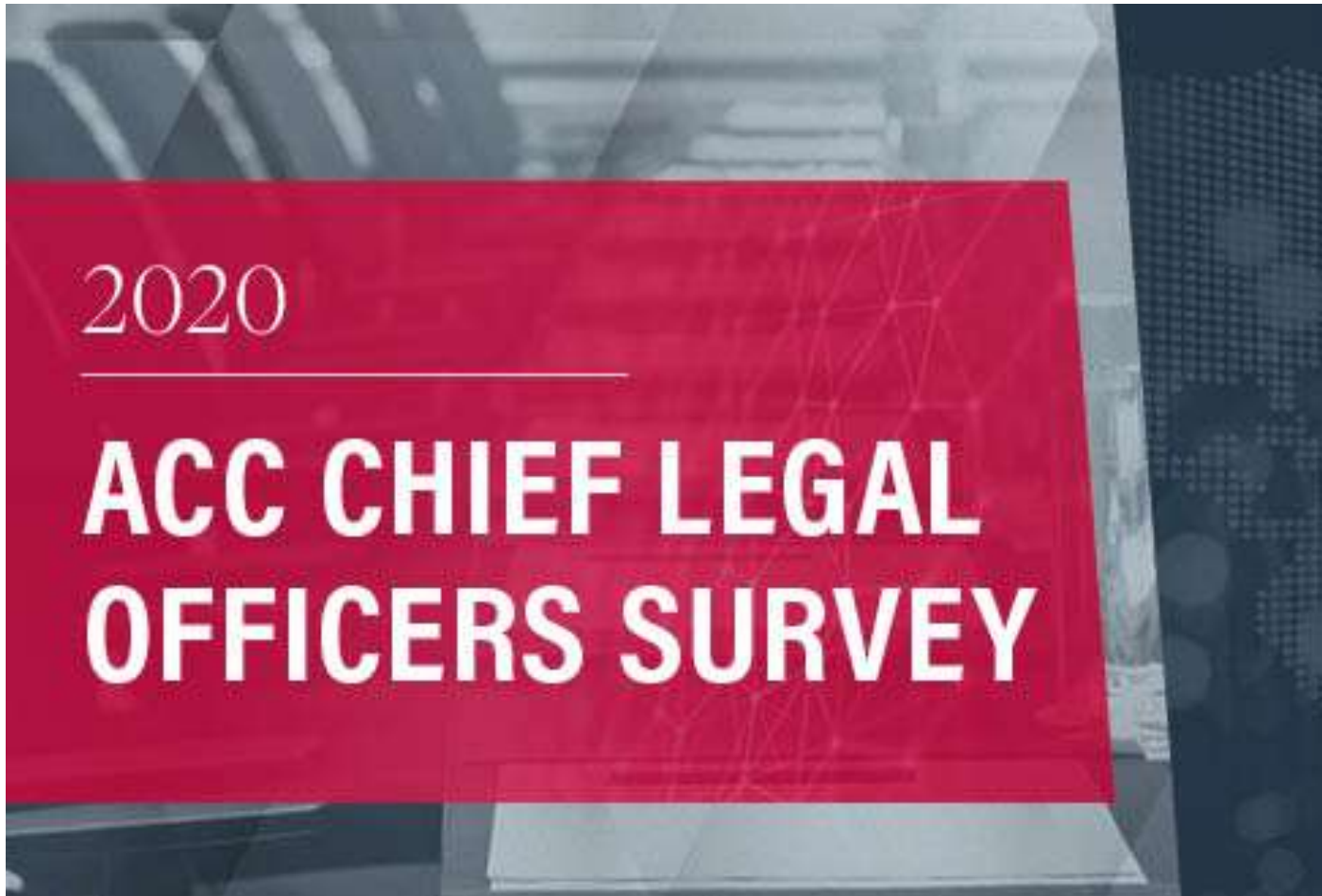
A graphic for the 2020 ACC Chief Legal Officers Survey. It features a red rectangular area with white text. The year '2020' is at the top left, followed by a horizontal line. Below the line, the words 'ACC CHIEF LEGAL OFFICERS SURVEY' are written in large, bold, white capital letters. The background of the graphic is a blurred image of a person's hands typing on a keyboard.

2020

ACC CHIEF LEGAL OFFICERS SURVEY

CLOs role and reach

- 4 out of 5 CLOs surveyed report directly to the CEO
- Compliance and risk are the top two corporate functions that report to the CLO
- 1 out of 3 CLOs anticipate outsourcing more work to law firms next year



Legal Department's value to the business

- Business leaders consult with the CLO. But there is still room to advance
- Compliance, data privacy, and security are the most important issues for businesses
- The CLO has a multifaceted profile: lawyer and business leader
- Leadership and business aptitudes are the most desired nonlegal skills for in-house counsel

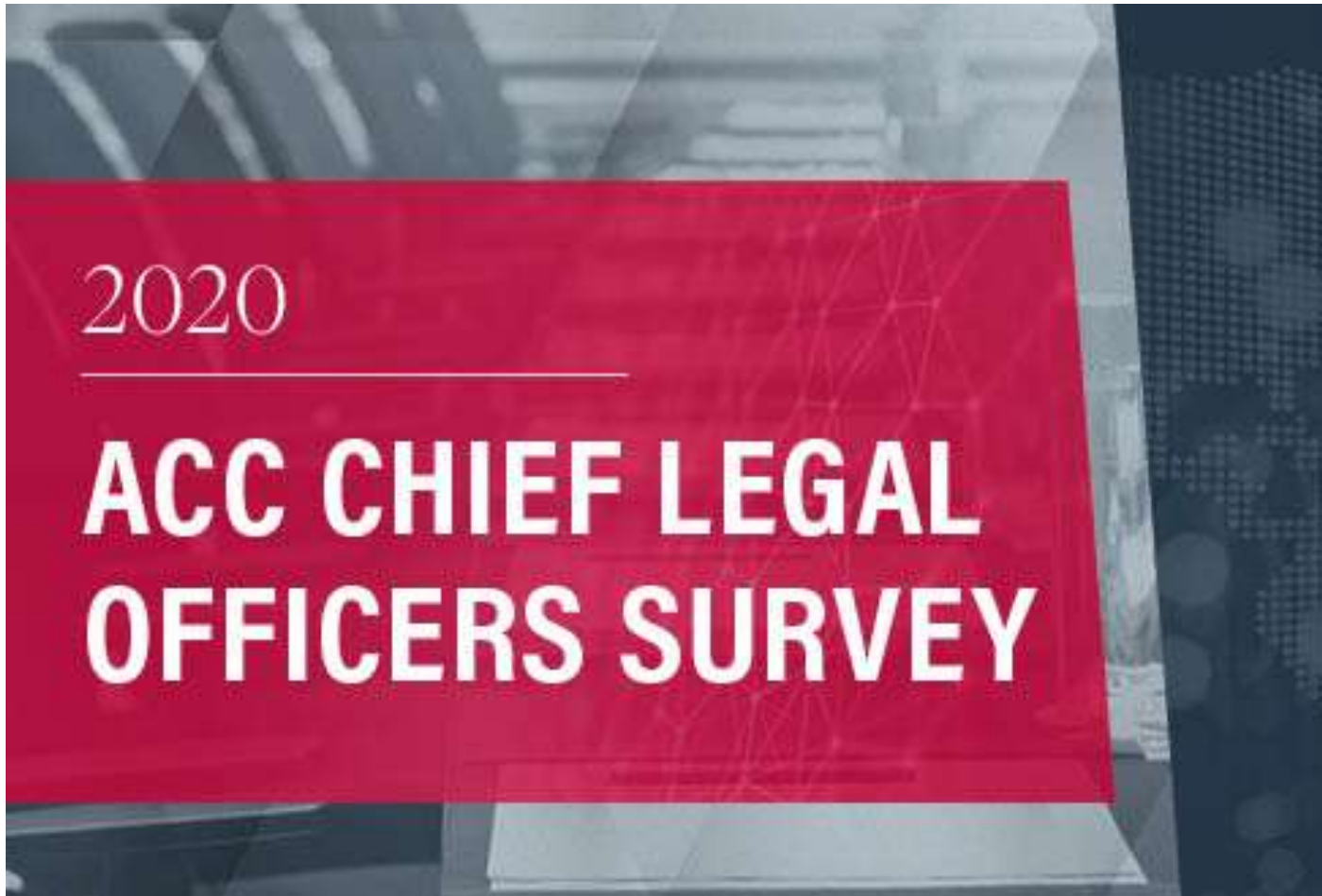
The graphic features a red rectangular area with a white grid pattern. The year '2020' is written in white at the top left, followed by a horizontal line. Below the line, the text 'ACC CHIEF LEGAL OFFICERS SURVEY' is written in large, bold, white capital letters. The background of the entire slide is a blurred image of a modern office interior with desks and chairs.

2020

ACC CHIEF LEGAL OFFICERS SURVEY

Political and regulatory landscape

- New regulation and data protection issues expected to pose the biggest challenges
- Companies are ready to face new regulations and mitigate emerging risks
- Regulatory compliance spend is up
- Geopolitical events have limited effect on organization decisions



Outlook for the legal department

- CLOs are implementing new technologies to improve efficiency
- Use of artificial intelligence expected to accelerate
- Delivering value to customers is now a priority over maximizing profits

In the past 12 months, have you done any of the following to increase your law department's efficiency in its delivery of legal services?



THE 2020 ACC CHIEF LEGAL OFFICERS SURVEY

LEGAL TECH

Singapore focus



Legal Tech Landscape in Singapore Today

Legal technology is beginning to have an impact on the global legal sector, though Singapore law firms are still in the early stages of responding to this disruptive force.

Mixed Views About Legal Technology at the Moment

68% of decision makers view legal tech as an opportunity and a threat at the same time.



27%

Opportunity



5%

Threat

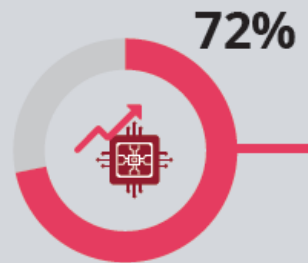


68%

Both

Law Firms Likely to Persist with Legal Tech Adoption

Despite the mixed views, law firms believe that more investments in technology are warranted.



72% **3-in-4** decision makers in law firms (72%) believe that they need to increase the level of technology adoption.

"Legal technology must still be invested in, especially if everyone else is using it due to competition."

"Legal technology is important but the cost is a huge factor."



How Are Law Firms Using Legal Technology?

Singapore law firms are implementing legal tech for productivity gains. Some have started to adopt a strategic perspective of using legal tech to transform their service offerings.

Legal technology is perceived as optimal in...

-  Increasing productivity for better legal services **(58%)**
-  Saving time **(51%)**
-  Reducing administrative workload **(45%)**
-  Reducing costs **(34%)**

Other areas where law firms can further apply legal tech in...

-  Developing new ways to deliver legal services **(19%)**
-  Improving collaboration with clients **(13%)**
-  Reaching out to new clients **(11%)**
-  Attracting young talent **(2%)**

Potential for Law Firms to Anchor Their Legal Services Around Legal Technology

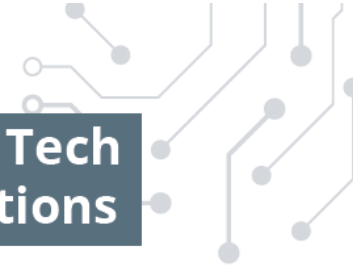
Most senior lawyers recognise the value of legal tech, as more than half see its potential as a selling point for the firm.

- 88%**
"Technology helps to improve the delivery of legal services."
- 85%**
"Legal technology is crucial to the future development of the profession and the sector."
- 82%**
"Technology adoption is crucial for my firm to stay competitive in the legal sector."
- 75%**
"Technology adoption helps to reduce costs."

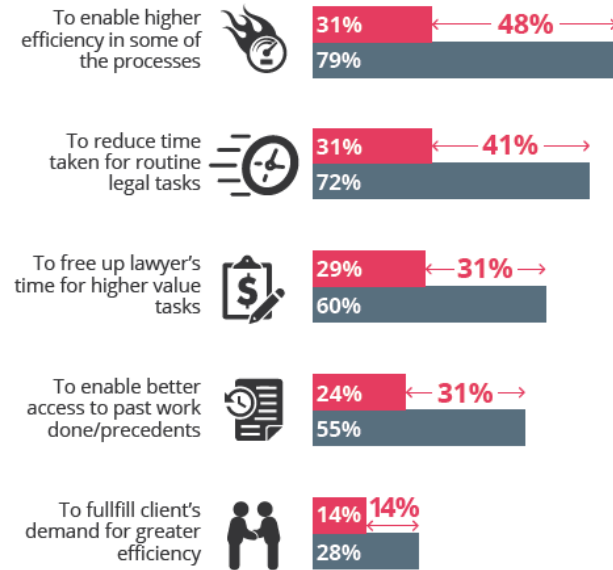
"52% says legal technology is becoming an important value proposition/selling point for our firm."



Multi-Purpose and Scalable Legal Tech Preferred over Off-The-Shelf Solutions



There is scope for legal tech solutions to be further improved to better meet the law firms' expectations.



● Expectation When Technology Was Adopted
 ● Expectation Fulfilled (% Specified 'Yes, Complete'/'To A Large Extent')

"We prefer customised solutions."

49% of technology personnel in Singapore law firms find that off-the-shelf solutions fall short of their needs.

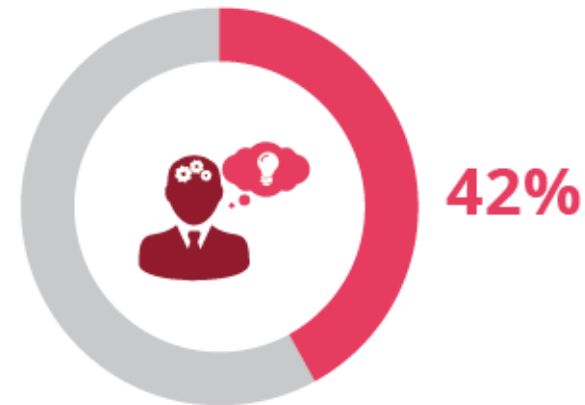
Singapore law firms prefer multi-purpose and scalable legal tech solutions that provide value and ensure frequent use.

Future Intentions: Adoption of Legal Tech in Singapore Looks Set to Rise



In 2017, **2-in-5** law firms said they increased investments in legal tech.

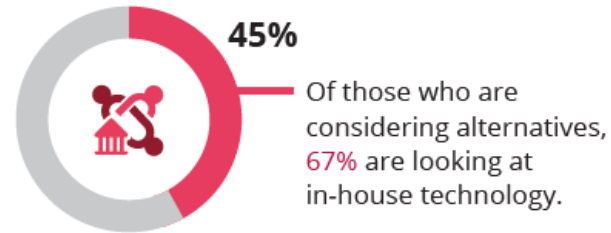
Legal Tech Spending in 2017 As Compared to 2016



More than 2-in-5 decision makers in law firms (42%) say they will invest more in legal tech in 2019-20.

In-House Counsel: Cost Pressures Are Pushing Them to Seek Alternatives

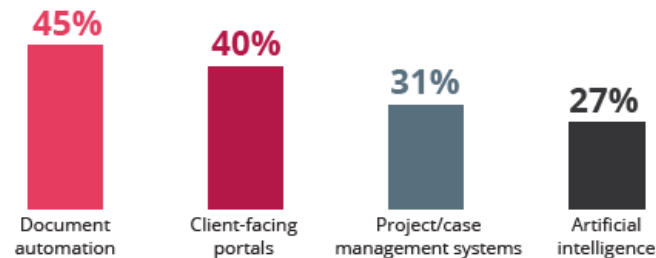
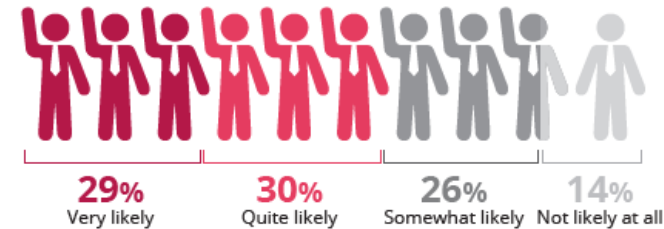
Nearly half of all in-house counsel (45%) are considering alternatives to external law firms.



Nearly **3-in-5** in-house counsel (**59%**) intend to implement new technologies in the next two years.

What Can External Law Firms Do?
In-house counsel believe external law firms can respond to this trend by adopting legal tech in these four areas, so as to improve their competitive advantage.

1-in-3 in-house counsel (**33%**) are using technology to reduce the amount of outsourced work.





Key Study Learnings



Findings show that legal clients (in-house counsel) are facing their own challenges and are increasingly turning to technology as a way of reducing legal bills. This will continue to accelerate.



As observed in other regions, legal technology can raise productivity and transform the legal sector in a disruptive manner. Law firms in Singapore need to embrace both aspects of legal technology.



Education is vital. Law firms are cautious partly because of cybersecurity fears but also because benefits of legal technology and potential returns on investment it offers are not fully appreciated yet.



It is important that the market for legal technology expand with new vendors and developers entering to provide better competition and customised choices for the full breadth of law firms.



Singapore law firms are still at an early stage of adopting the latest legal technologies and can do more to harness its benefits.



LEGAL TECH

UK FOCUS



Legal Tech:

- 85% of GCs have introduced multiple technology types
- 57% believe that technology investments have already increased their efficiency
- 60% believe that legal tech will further improve the accuracy of legal work over the next three to five years



Legal Tech:

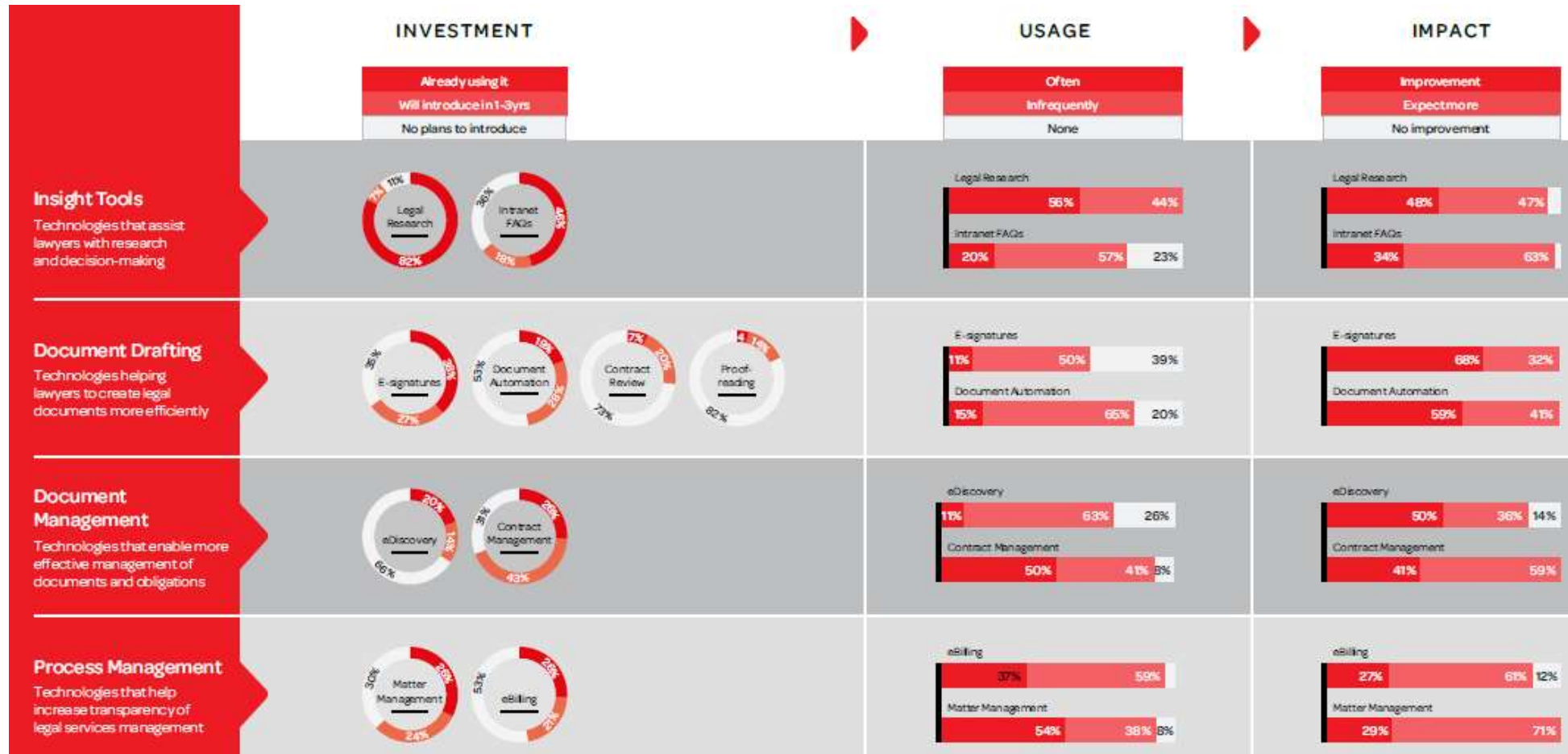
- 1 in 5 GCs can point to a piece of recently installed technology that has had low or no usage
- 2 in 3 lack the time or understanding to explore available solutions
- 71% of GCs site lack of budget as a barrier



Legal Tech:

- 75% of GCs expect law firms to adopt tech and deliver efficiency gains
- 45% of those surveyed also expect their law firms to advise on the best technology to use although
- 37% of GCs do not know what technology their law firms are currently using

What tools are being used by in-house lawyers?



What tools are being used by in-house lawyers?

SELECTION OF LEGAL TECH TOOLS DEPLOYED BY IN-HOUSE LEGAL TEAMS TODAY

▶ INSIGHTS TOOLS



▶ DOCUMENT DRAFTING



▶ DOCUMENT MANAGEMENT



▶ PROCESS MANAGEMENT



LEGAL TECH

Getting your house in order
and identifying pain points

DIGITAL TRANSFORMATION

"You must get your own house in order first. Don't just get a piece of legal technology; you need to understand your business first and foremost. What are the work flows that come through the legal department? What is your management information telling you about the risks in your business? When you understand the processes, then you can start to interrogate where technology can make a difference"

Ben Foat, Group Legal Director, Post Office



The quest for efficiency

Overcoming the inertia from over-hyped legal technology expectations:

- 1) Remove ambiguity
- 2) Start with problems
- 3) Make time to innovate
- 4) Use multi-disciplinary skillsets
- 5) Select partners well



What tools or methods do you use to measure or demonstrate the value of the legal department?

- | | |
|---|------|
| 1) KPIs or SLAs covering response times or interactions | 56 % |
| 2) Post-deal debriefs with business colleagues | 47 % |
| 3) Internal client surveys | 44 % |
| 4) Regular reports to the business | 25 % |
| 5) Quantifying risks avoided | 17 % |
| 6) Track cost of internal legal resource vs external hourly spend | 17 % |

LexisNexis / ACC Middle East: Gulf Corporate Counsel Survey

Starting points for law department tracking:

1. Spend to Budget
2. Staff Workload Metrics
3. Spend by Matter Type and Business Unit
4. Outside Counsel Evaluations
5. Outside and Inside Spending as a Percentage of Company Revenue
6. Invoice Savings
7. Track and Benchmark Timekeeper Rate Increases
8. Litigation Exposure Over Time
9. Internal Trainings vs. Ethics Complaints
10. Lessons Learned by Matter

ACC Leading Practices in Law Department Metrics: Company Best Practices

“You must get your own house in order first. Don’t just get a piece of legal technology; you need to understand your business first and foremost. What are the work flows that come through the legal department? What is your MI telling you about the risks in your business? When you understand the processes then you can start to interrogate where technology can make a difference”

Ben Foat, Group Legal Director, Post Office

“GravityStack was formed with a vision to combine unique data insights with the most experienced legal process and operational experts. Our unique blend of data and human intelligence is redefining ‘value’ in the legal industry.”

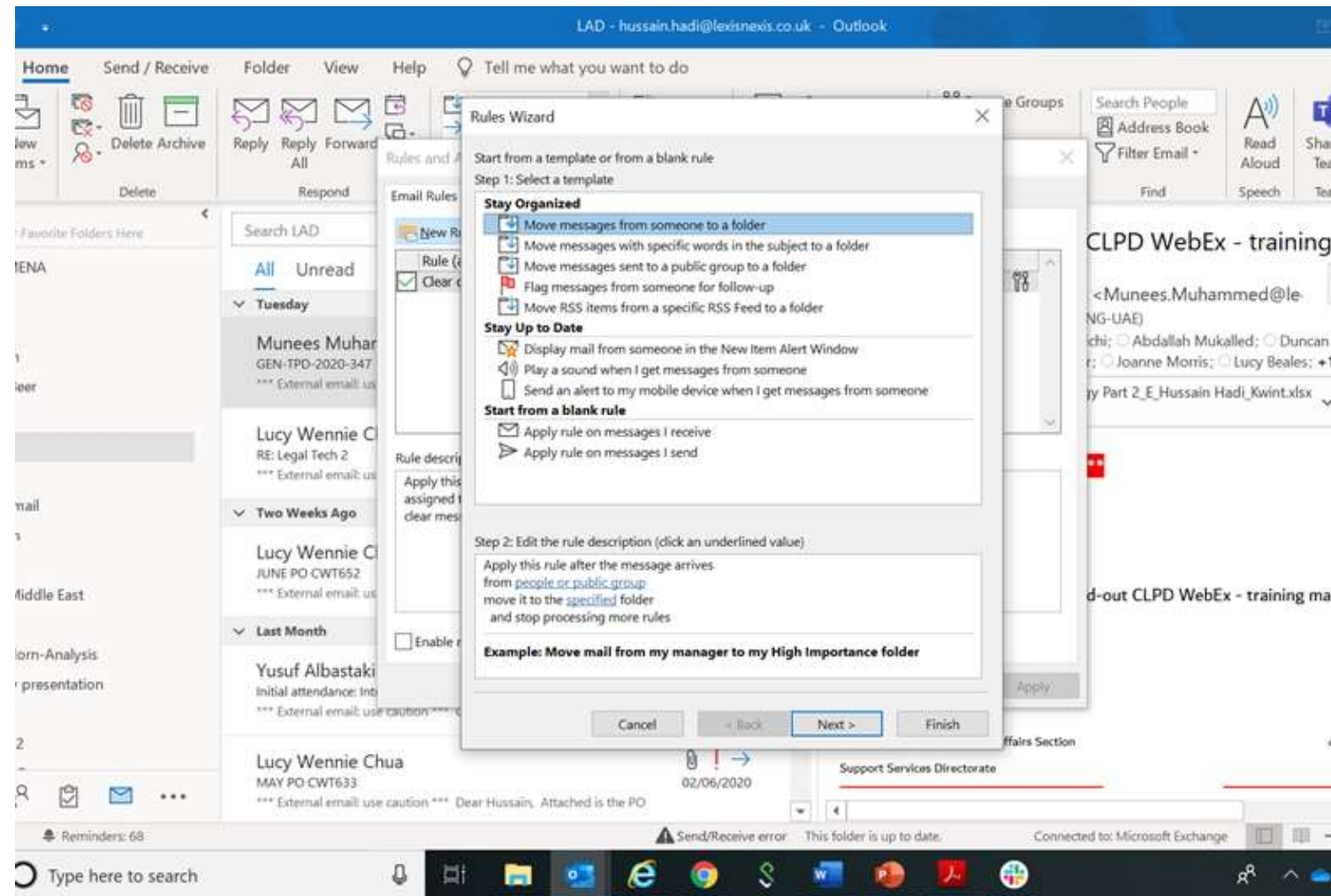
Reed Smith

LEGAL TECH

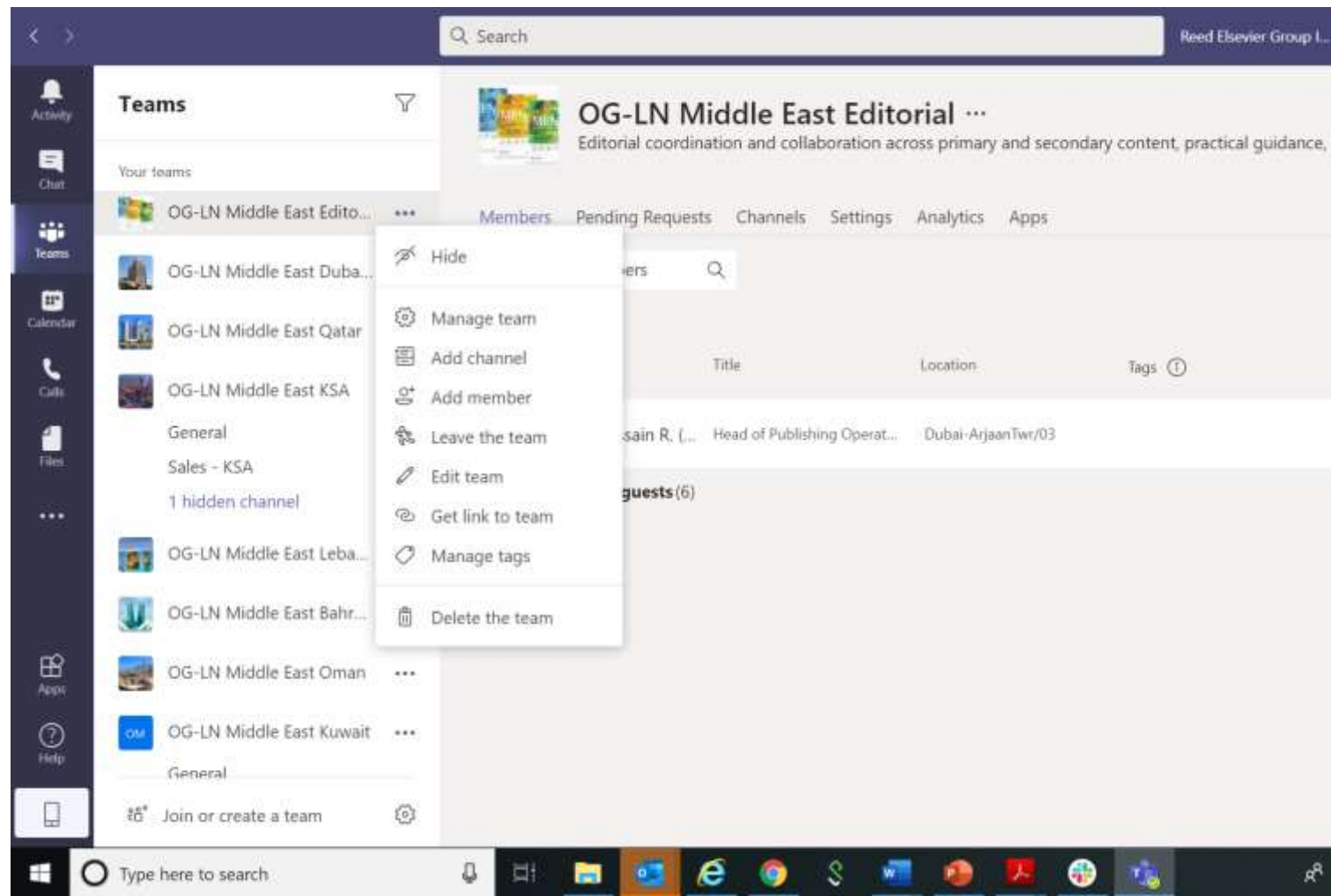
What tools could you start with?

QUICK WINS

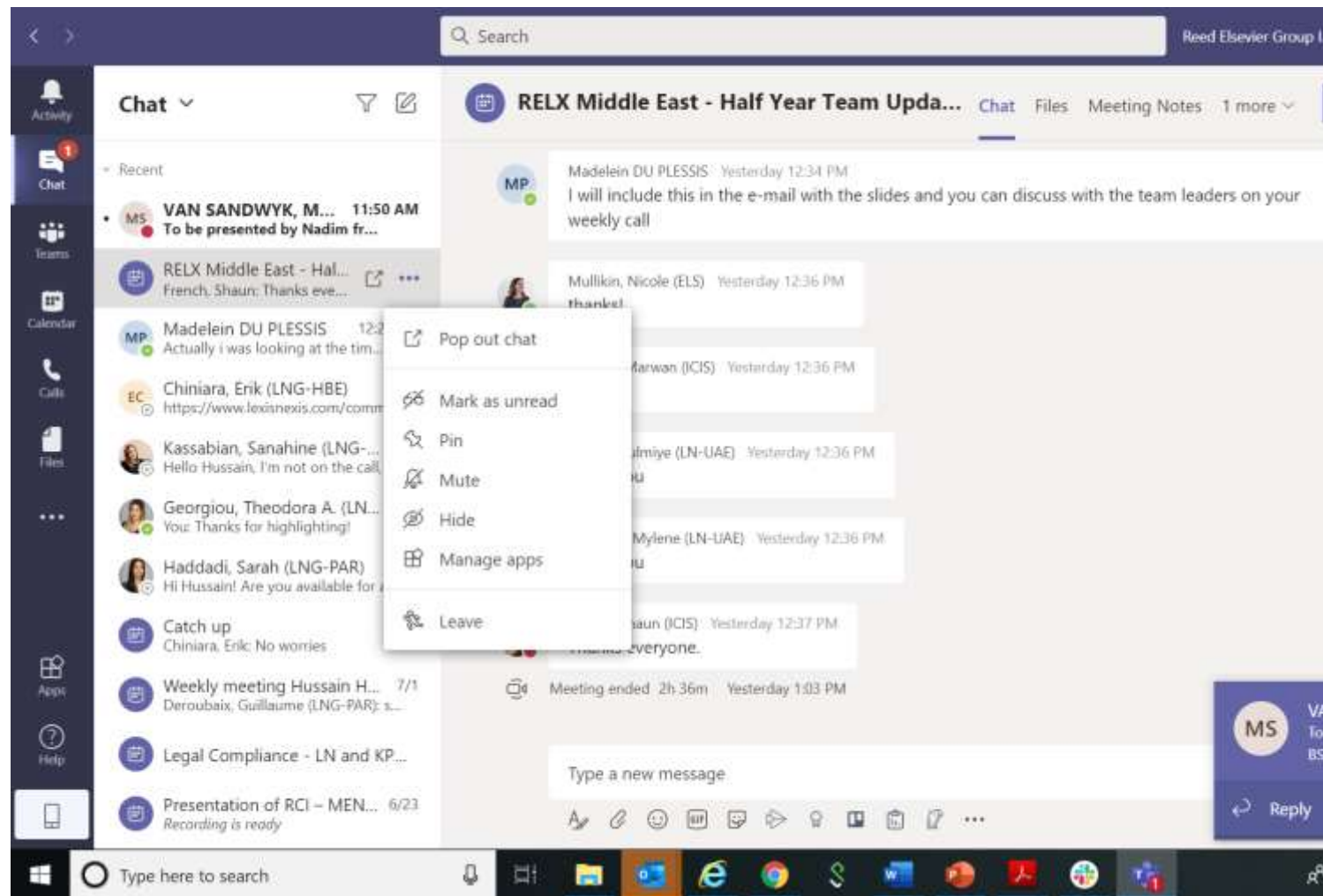
- Email management: using the “Rules” function on Outlook or turning to email management software (e.g. SaneBox)
- Leveraging the full functionality of Sharepoint, Teams, or Office 365 generally (Microsoft)
- Leveraging the full functionality of Google calendar, Google docs, Google scholar
- Voice recognition / dictation software
- Apps (e.g. scanning applications such as iScanner or TurboScan)
- Website monitoring tools
- Working with multiple screens / windows or versions of the same document
- Playbook / FAQ / Chatbot / Expert System



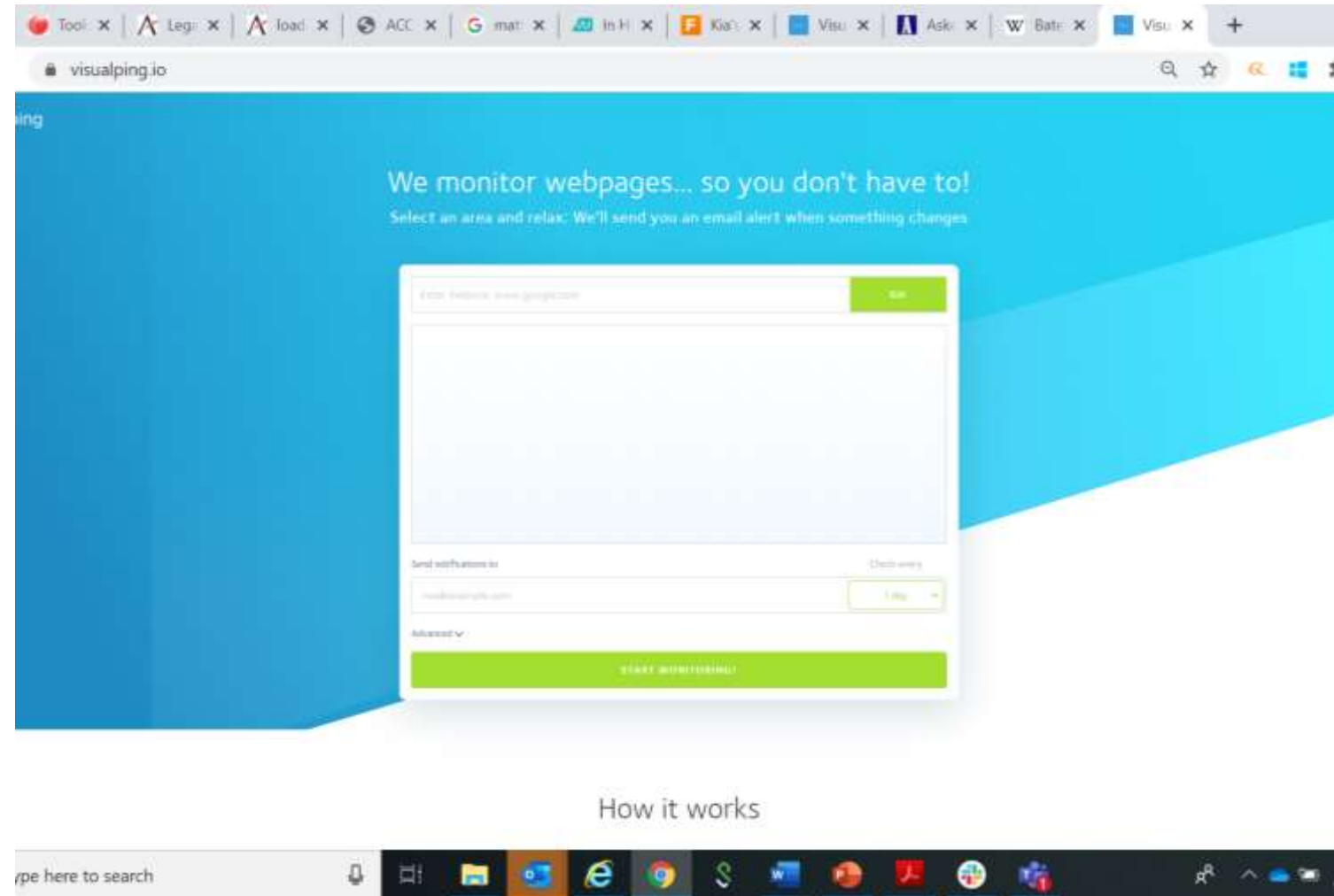
Using the Rules function in Outlook



Linking
emails and
using tags in
Microsoft
Teams



Using 'Pin' function to prioritize Chats on Microsoft Teams



Using website monitoring tools to track changes to specific regulatory authority or company pages

Legal AI Landscape 2019

{ LawGeex }



Legal technology

Contract Automation

- Repeated elements of a document are coded
- Questionnaire is completed to collect data for the document such as the names of the parties as well as information that will control which clauses are included
- Consistency / accuracy
- Collaboration / workflow
- Security / privacy
- Alerting / tracking system



Legal technology

Document Automation

- What is the true / hidden cost of implementation?
- Creating a clause library
- A programmer and/or a legal engineer may be needed to set up the document template, configure the Q&A interface, and test the workflow



Corboda Non Disclosure Agreement

Name and address of the other party

Full registered name:

Please include the full legal name.

Address - first line

City/Town:

State/Province:

Zip/Post code:

1 of 1

NDA for Baker Brewing

CORBODA UNILATERAL OUTGOING NON DISCLOSURE AGREEMENT

This unilateral outgoing non disclosure agreement ("Agreement") is entered into as of the last date signed by the parties below ("Effective Date").

As between Corboda, Inc., a California corporation having its principal place of business at 1 Corboda Drive, Santa Clara, CA, 95040, USA including all of its subsidiaries ("Corboda"), and Baker Brewing, with its principal place of business at 145 Brick Lane, Toronto, ON, M2H 3E3, Canada ("Company"). Both parties agree that any disclosed Confidential Information, as defined below, provided by the disclosing Party, (as "Owner"), to the receiving Party, (as "Recipient"), for the limited purpose stated herein (the "Purpose"), shall be treated in accordance with the following provisions:

1. **"Confidential Information"**: shall mean any information obtained for the Purpose stated below, whether disclosed orally or in writing, or through observation, examination, use, or evaluation.
2. **Purpose of Confidential Information. ("Purpose")** The Confidential Information described above is being disclosed to the Recipient for the Recipient's use solely to investigate the feasibility of a future business relationship between the parties related to the sale or purchase of products or services. Recipient may not use the Confidential Information for any purpose other than to evaluate whether to engage in such a business relationship with Owner. In the event that the parties enter into an agreement with each other concerning the sale or purchase of products or services, the provisions of such agreement concerning confidentiality of information shall supersede and prevail over any conflicting provisions of this Agreement.

Legal AI Landscape 2019

{ LawGeex }



Smart contracts are translations of an agreement including terms and conditions into a computational code (script).

Blockchain developers write the script in a programming language like Java, C++, etc. in a way that it is void of ambiguity and does not lead to interpretation.

The code translates a set of rules that are automatically executed and validated. A straightforward example is a translation of: “if X provides the service, Y pays for it.”



LEGAL TECH TOOLS

Focus on online dispute resolution

OXFORD

ONLINE COURTS AND THE FUTURE OF JUSTICE

**RICHARD
SUSSKIND**



Confidential



- Project menu
- Resources
- Disclaimer

- Home
- Audio and videoconferencing
- Document collection, review and production
- Management and transfer of arbitration data
- Presentation of graphics and evidence
- Virtual reality and augmented reality
- Analytical tools and mind mapping
- Translation and interpretation
- Cybersecurity and data privacy

ers to develop and explore facts and legal issues, and organise them in a logical, often visual, structure. These analytical tools can be used al information and uncover patterns, relationships, priorities and trends. **Read less**

to organise information logically and visually, and gain a comprehensive overview of their cases. These tools can then be used to most important aspects of the case.

mind-mapping may make it possible to achieve reasonably accurate predictions of outcomes in a particular case. For example, a program is of the European Court of Human Rights was able to predict the outcome of other cases with 79 per cent accuracy by looking for ences and clusters of words that indicated one outcome or another. Prediction-based programs can also handle certain 'expert' tasks, for potential damages figures by manipulating a series of inputs. Below are software applications in the analytical and/or mind mapping

Technology Resources for Arbitration Practitioners

Management and transfer of arbitration data

Project menu Resources Disclaimer



There are dozens of programs available on the market that can serve as a platform to host, manage, organize, sort, and transfer voluminous documents and submissions gathered and/or exchanged in an arbitration. The most basic platforms are cloud-based systems that serve as repositories for arbitration data, allowing users to upload, label, and share arbitration pleadings and exhibits with others through a single, centralized location that all parties and tribunal members can access. [Read more](#)

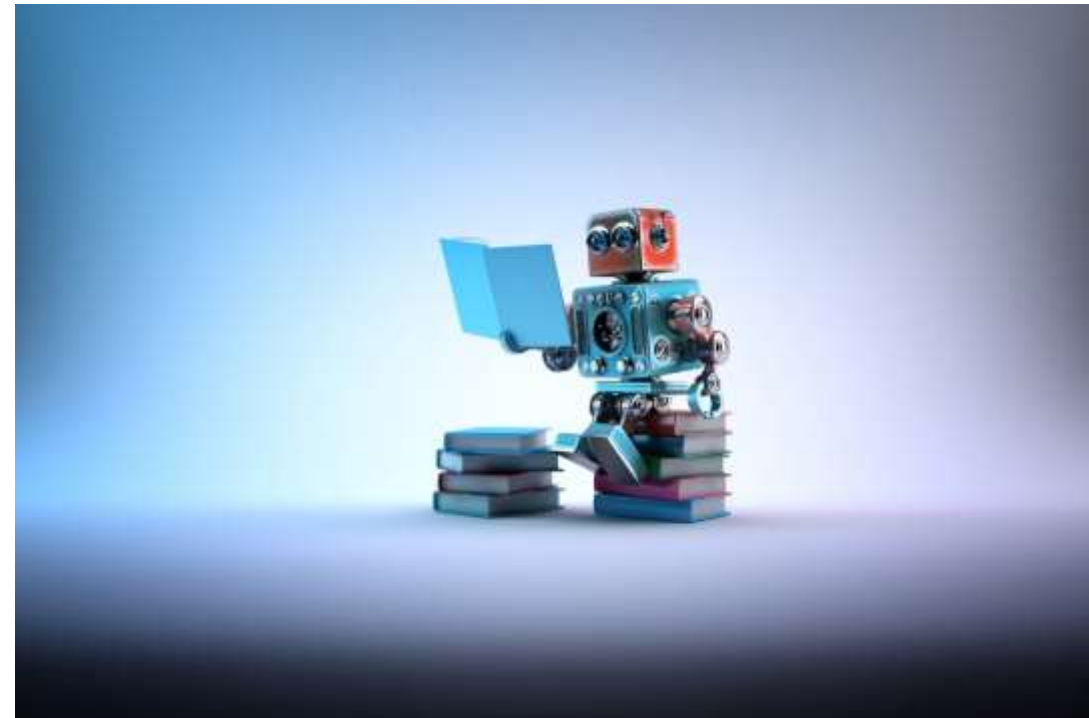
Expand all Collapse all

- Affinixtext
- CaseMap
- Exhibit Manager
- FileCloud
- Opus Magnum
- SharePoint
- Strutlegal
- TransCEND

Legal technology

Document proofing

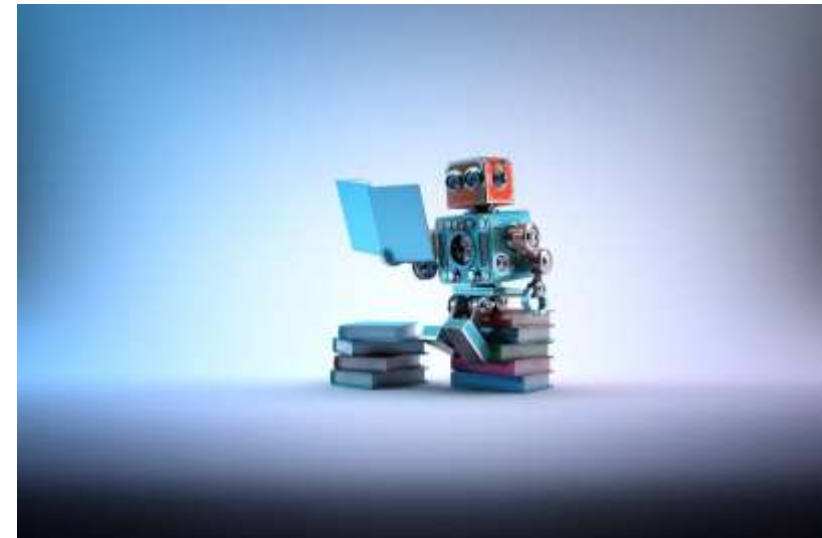
- Helps with drafting by identifying errors / inconsistencies
- Tools can check defined terms, cross-references, citations, quotation marks, numbering, phrases, grammar
- Efficiency
- Reduce risk



Legal technology

Contract analysis

- A.I. contract analysis creates a number of opportunities including:
 - contract review where the software is used to review and analyze a contract against a standard;
 - clause identification and extraction where the software is trained to identify and extract specific types of clauses beyond those addressed in a standard due diligence exercise
 - contract management



Legal technology

“JPMorgan software does in seconds what took lawyers 360,000 hours”

JP Morgan’s program COIN (Contract Intelligence) runs on a machine learning system that automates document review for a certain class of contracts. The algorithm classifies clauses into one of 150 different “attributes” of credit contracts.



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