



**Fall 2019 Conference
October 10 - 12, 2019
Brussels, Belgium**

**Host Firm:
Beele Lawfirm**



LawPact Fall 2019 Conference Agenda

October 10 - 12, 2019

Hilton Grand Place

Carrefour de l'Europe 3

Brussels, Belgium

Thursday, October 10, 2019 Tour, Board Meeting, and Welcome Reception

2:00 – 4:00 PM	OPTIONAL TOUR – Join us for a private guided tour of the European Union Headquarters and Parliament	See separate instructions
5:00 – 6:00 PM	Board Meeting: All Members and guests are invited to attend.	Room 14
7:00 – 10:00 PM	Welcome Reception: Please join LawPact members for an opportunity to review the past six month's happenings and welcome our new participants.	Foyer D

Friday October 11, 2019 (Rooms 11, 12 and 13)

7:00 – 8:30 AM	Breakfast	Alba Breakfast and Dining Room
8:30 – 9:45 AM	Opening Remarks and Introductions Delegates introduce themselves and provide updates about their firms	Doug Conover, LawPact President
9:45 – 11:15 AM	General Data Protection Regulation – Discussion and Q and A	Christel van den Reek
11:15 – 1:00 PM	Break (Adjust time as necessary)	
11:30 AM – 1:00 PM	Presentation and Discussion: Technology in the Legal Sector	Daan Vansimpsen, and Matthias Dobbelaere-Welvaert of Ethel

1:00 – 2:00 PM	Lunch	Foyer D
2:00 – 3:30 PM	Workshop: Technology and Innovation in the Legal Sector	Daan Vansimpsen, and Matthias Dobbelaere-Welvaert of Ethel
3:30 – 3:45 PM	Break (Adjust time as necessary)	
3:45 – 4:45 PM	DATEV Technology – information management system	Bernd Lichtenstern
4:45 Adjourn		
7:00 PM	Dinner (LawPact Members and Guests)	Belga Queen Wolvengracht 32

Saturday October 12, 2019 (Rooms 11, 12 and 13)		
7:00 – 8:30 AM	Breakfast	Alba Breakfast and Dining Room
8:30 - 9:15 AM	Friday Follow Up and Panel Discussion – Member firm experiences in new technologies	Discussion Leaders: Volunteer?
9:15 - 10:30 AM	Regional Meetings – North America, Latin America, Europe	
10:30 – 10:45 AM	Break (Adjust time as necessary)	
10:45 – 11:30 AM	LawPact Round Table Discussion Issues pertinent to LawPact Members	Doug Conover
11:30 AM - 12:00 PM	Member Discussion – Open forum regarding LawPact and what we can be doing to support our members. LawPact Finances LawPact Business Membership Development Website and Forums Future Conference Schedule Final Announcements	
12:00 - 1:00 PM	Lunch	Foyer D
1:30 -- 10:30 PM	Group Excursion to Ghent , including a guided tour on foot and by boat, and dinner at a local restaurant	Meet in lobby





Fall Conference 2019
Brussels, Belgium
10-12 October 2019

Conference Delegates and Guests

Program Presenters

	Matthias Dobbelaere-Welvaert Chief Creative Ethel
	Dann Vansimpson Chief Innovation Ethel

Delegates and Guests (Alphabetical by firm name)

	Frederic Beele Lawfirm Beele Gent, Belgium <i>Member of the Board of Directors of LawPact</i> Guest: Vanessa Carion Beele
	William Piercy Berman Fink Van Horn Atlanta, Georgia Guest: Dawn Piercy and Mitchell



Kipp Williams

Blanchard, Krasner & French
La Jolla, California and Reno, Nevada



James Radabaugh

Bowen, Radabaugh & Milton, P.C.
Troy, Michigan

Guest: Barbara Radabaugh



Nicole Windsor

Bowie & Jensen, LLC
Towson, Maryland

Guest: John Schropp



Philippe Brouillette

Brouillette Legal, Inc.
Montreal, Quebec, Canada

Guest: Marie-Christine Ancil



Robert Brouillette

Brouillette Legal, Inc.
Montreal, Quebec, Canada

Guest: Francine LeDuc



Bernadette Brugeron

CleverLex
Paris, France










Douglas Conover

Law Offices of Douglas Conover LLC
Chicago, Illinois

President of LawPact and Member of the Board of Directors

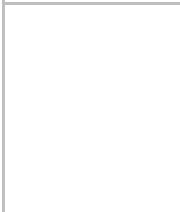
Guest: Cindy Smith

	<p>Mohamad Arar Cresco Legal Dubai, United Arab Emirates</p>
	<p>Michael Waechter Cresco Legal Dubai, United Arab Emirates</p>
	<p>Yair Estline Estline & Co. Tel Aviv, Israel</p>
	<p>David Aldrich Forge IP, PLLC Shelton, Connecticut</p>
	<p>Todd Oberdick Forge IP, PLLC Shelton, Connecticut</p>
	<p>David Gaw Gaw Van Male Napa, California</p> <p><i>Vice President - Americas of LawPact and Member of the Board of Directors</i></p>
	<p>Scott Collins Helsell Fetterman LLP Seattle, Washington</p>



Nathan Watson (firm administrator)
Hellsell Fetterman LLP
Seattle, Washington

LawPact Website Committee
Guest: Minako Watson



Antonis Tsenes
Keratses Tsenes
Athens, Greece



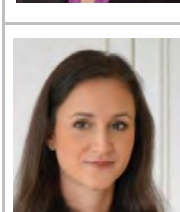
Ian Wick
Keyser Mason Ball, LLP
Mississauga, Ontario, Canada

Guest: Maggie Wick



Suzanna Winsborough
Keyser Mason Ball, LLP
Mississauga, Ontario, Canada

Guest: Neil Menezes



Pauline Golay
Kronbichler Tourette
Geneva, Switzerland

Guest: Vincent Monney



Bernd Lichtenstern
Lichtenstern Partners
Landsberg/Munich, Germany

Vice President - Europe of LawPact and Member of the Board of Directors



Christel van den Reek
MARK Advocaten
Breda, The Netherlands



Jan van Gool
MARK Advocaten
Breda, The Netherlands



Joe McGuire
McGuire, Wood & Bissette, P.A.
Asheville, North Carolina

Guest: Jean McGuire



Eric Ostroff
Meland • Russin • Budwick
Miami, Florida



Kim Ritter
Minor & Brown, P.C.
Denver, Colorado

Member of the Board of Directors of LawPact

Guest: Elissa Augello



Aaron Lovaas
Newmeyer & Dillion LLP
Las Vegas, Nevada



Martin Preslmayr
Preslmayr Legal Rechtsanwälte GmbH
Vienna, Austria

Guests: Anna Preslmayr-Pflug and Xenia Preslmayr



Sophia Presylmayr
Preslmayr Legal Rechtsanwälte GmbH
Vienna, Austria



Paulo de Jesus Correia
Santiago Mediano
Lisbon, Portugal



Nandia Savvides Zannetou
N. Savvides Zannetou LLC
Nicosia, Cyprus



Mark Hoyt
Sherman Sherman Johnnie & Hoyt
Salem, Oregon

Treasurer of LawPact and Member of the Board of Directors

Guest: Maggie Hoyt



Stefano Sutti
Studio Legale Sutti
Milan, Italy

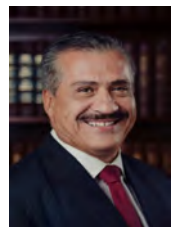
Guest: Ada Catteneo



Carl Jacobson
Synergy Business Lawyers LLP
Vancouver, British Columbia, Canada



Wojciech Marczyzyn (Chief Executive Officer)
TGC Corporate Lawyers
Warsaw, Poland



Juan Carlos Urenda
Urenda Abogados
Santa Cruz and La Paz, Bolivia

Guest: Raquel Laguna



Madeleine ("Maddy") Lebedow

MfL Associates, Inc.

Lincolnwood, Illinois

Executive Director of LawPact

Guest: Aaron Lebedow

EU Parliament and Headquarters Tour

For those members and guests who signed up to attend the visit to the EU Parliament and Headquarters:

Everyone needs to be present at 14:15 at the Hemicycle Visits entrance of the Paul Henri Spaak Building. This entrance is on Rue Wiertz and shown on the attached map of the EU Headquarters campus.

There are two options for meeting the group.

- Meet with the group in the lobby of the Hilton Hotel at 13:20, and then walk to the EP (it is a 30 minutes walk, map attached) or we take public transportation (bus), depending on the weather
- Meet the group at the EP at 14:00, at the visitor's entrance of the Paul Henri-Spaak building (PHS) on rue Wiertz (see map, 'Hemicycle visits')

The tour will last 1 ½ hours from 14:30 to 16:00.

The Board of Directors meeting will commence as soon as all the directors are present in the meeting room, but not later than 17:00.



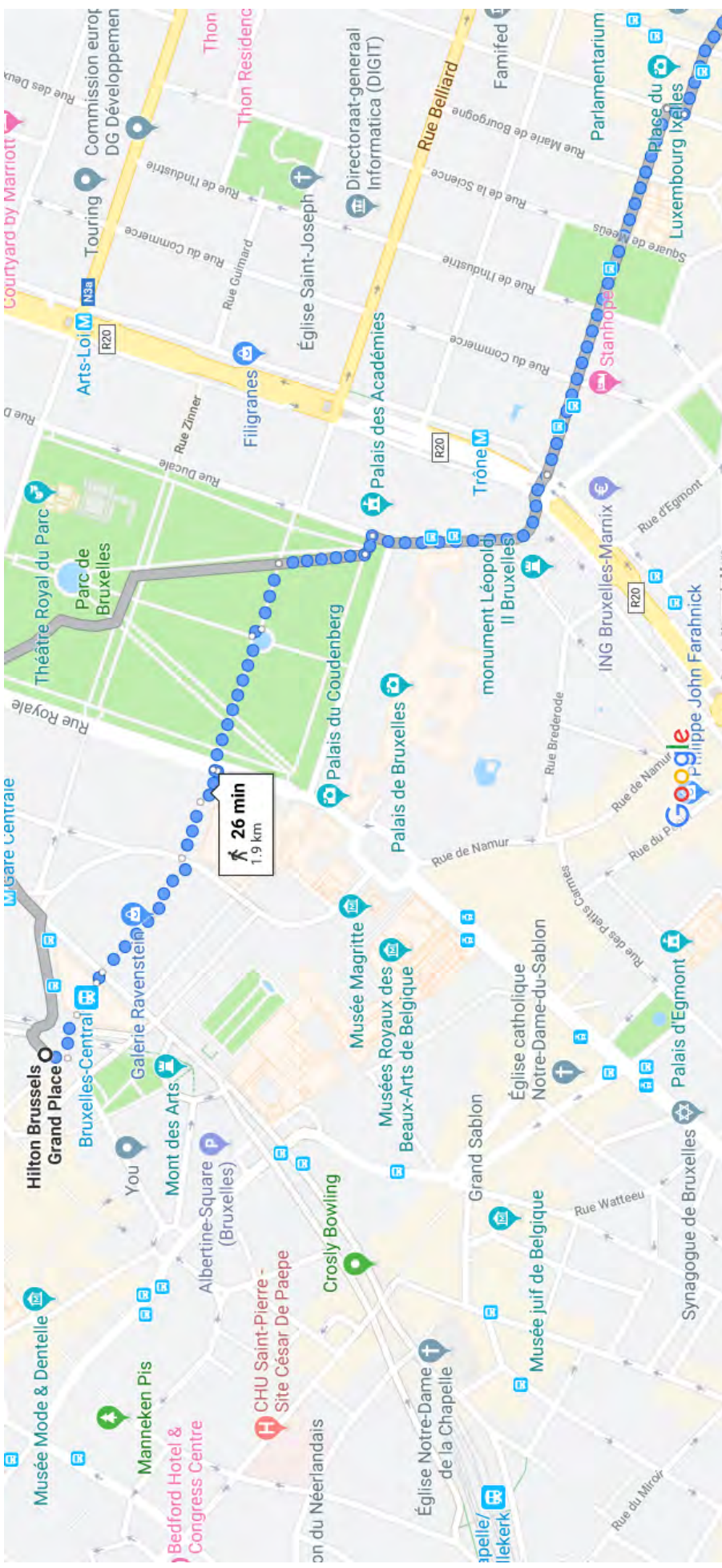
Service Visits and Seminars

Full list of the group

Group: Law Pact (2019_10_00081_en)		
From	Chicago - United States	and interested in Administration
Visit	Brussels, the 10/10/2019 at 14:30 till 16:00.	The presentation will be held in English
Registration date: 21/08/2019		

#	Visitor	Address	Information
1	Beele , Frederic 29/09/1974 - Belgium	Renbaanstraat 6 9000 Gent Belgium	frederic.beele@be-law.eu
2	Aaron , Lovaas 18/04/1970 - United States	484 Fyn Valley Drive 89148 Las Vegas United States	
3	Aldrich , David 02/06/1973 - United States	1077 Bridgeport Avenue, suite 301 06484 Shelton United States	
4	ANCTIL , Marie Christine 15/01/1983 - Canada	601 de la Metairie H3E 1S6 Montreal Canada	
5	Augello , Elissa 22/06/1954 - United States	2290 S. Clarkson 80210 Denver United States	
6	Bouras , Saida 02/09/1994 - Belgium	Koninging Elisabethlaan 58 9100 Sint-Niklaas Belgium	
7	BROUILLETTE , Philippe 20/12/1977 - Canada	601 de la Métairie H3E 1S6 Montreal Canada	
8	BROUILLETTE , Robert 04/08/1948 - Canada	600 de la Savoyane H3E 1Y7 Verdun Canada	
9	Conover , Douglas 08/06/1956 - United States	1901 South Calumet Avenue 60616 Chicago United States	
10	De Cleer , Kathleen 21/10/1983 - Belgium	Middenstraat 45 9506 Zandbergen Belgium	
11	Estline , Yair 09/06/1970 - Israel	Kibbutz Givat Haim Ihud, P.O. Box 165 3893500 Kibbutz Givat Haim Ihud Israel	
12	GAW , Dave 02/06/1945 - United States	461 Stonecrest Drive 94558 Napa United States	
13	GOLAY , Pauline 04/06/1991 - Switzerland	Chemin Champ-Gilbert 21 1256 Troinex-Geneve Switzerland	
14	Hoyt , Mark 31/12/1965 - United States	4145 Clarissa Lane S. 97302 Salem United States	
15	Hudson , Margaret 10/11/1967 - United States	4145 Clarissa Lane S. 97302 Salem United States	
16	Jacobson , Carl 28/08/1966 - Canada	6368 Laburnum Street V6M3S9 Vancouver Canada	
17	Laguna , Raquel 19/08/1968 - Bolivia	RAFAEL PEÑA st. 222 N/A Santa Cruz Bolivia	

18	Leduc Brouillette , Francine 11/05/1947 - Canada	600 de la Savoyane H3E 1Y7 Verdun Canada	
19	Magdalena , Wick 29/09/1979 - Canada	5350 Applegarth Drive L7L 6Z7 Burlington Canada	
20	Marczyszyn , Wojciech 20/03/1979 - Poland	Stuletnia 8C/1 03-035 Warszawa Poland	
21	McGuire , Jean 08/06/1948 - United States	105 N. Griffing Blvd 28804 Asheville United States	
22	McGuire , Joseph 16/08/1950 - United States	105 N. Griffing Blvd 28804 Asheville United States	
23	Oberdick , Todd 15/06/1971 - United States	1077 Bridgeport Avenue, suite 301 06484 Shelton United States	
24	Preslmayr , Martin 04/05/1965 - Austria	Gauguschgasse 30 2380 Perchtoldsdorf Austria	
25	Preslmayr , Sophia 08/02/1994 - Austria	Mommengasse 20/19 1040 Vienna Austria	
26	Preslmayr , Xenia 17/06/2013 - Austria	Gauguschgasse 30 2380 Perchtoldsdorf Austria	
27	Preslmayr-Pflug , Anna-Maria 01/03/1976 - Austria	Gauguschgasse 30 2380 Perchtoldsdorf Austria	
28	Radabaugh , Barbara 27/09/1951 - United States	2835 Rossmoor Circle 48302 Bloomfield Hilld United States	
29	Radabaugh , James 22/09/1952 - United States	2835 Rossmoor Circle 48302 Bloomfield Hills United States	
30	Ritter , Kim 19/10/1956 - United States	2290 S. Clarkson 80210 Denver United States	
31	Smith , Cynthia 13/02/1957 - United States	9981 Oakleaf Way 46055 McCordsville United States	
32	Urenda , Juan Carlos 01/09/1960 - Bolivia	RAFAEL PEÑA st. 222 N/A Santa Cruz Bolivia	
33	Van Oost , Evert 20/11/1990 - Belgium	Broekkantstraat 34 9051 Afsnee Belgium	
34	Wick , Ian 14/01/1966 - Canada	5350 Applegarth Drive L7L6Z7 Burlington Canada	



via Rue du
Luxembourg/Luxemburgstraat

26 min
1.9 km



via Rue des Colonies/Kolonienstraat
and Rue du
Luxembourg/Luxemburgstraat

29 min
2.1 km



GETTING THERE

The European Parliament is easily accessible by bus, metro and train. We strongly recommend using public transport, given the limited parking in the area.

Closest metro stations



MAELBEEK



TRÔNE

Buses stopping at the European Parliament



Trains to Brussels-Luxembourg station

Brussels-Luxembourg station is located beneath the Esplanade.



Walking

It takes about 20 minutes to walk to the European Parliament from the city centre.

Cycling

Villo! is Brussels' public bike hire scheme, which allows you to pick up a bicycle at one docking station and drop it off at another. There are three docking stations near the European Parliament.

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THE EUROPEAN PARLIAMENT. COME AND BE PART OF IT.

www.europarl.europa.eu/visiting/en





Board of Directors' Meeting

October 10, 2019

5:00 p.m.

Hilton Grand Place, Brussels, Belgium

LawPact Board of Directors:

Frederic Beele
Robert Brouillette
Douglas Conover
David Gaw
Mark Hoyt
Bernd Lichtenstern
Rodrigo Novoa (not present)
Scott Pohlman (not present)
Martin Preslmayr
Kim Ritter
Ian Wick

Madeleine Lebedow, Executive Director

Call to Order and confirmation of quorum

Treasurer's Report: 2019 year-to-date Financial Review and Accounts Receivable

Committee Reports

Website Committee (Nathan Watson)

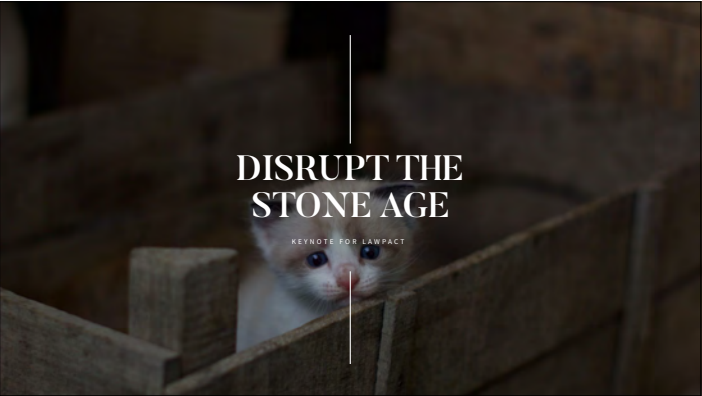
Old Business

Crovv contract termination status

New Business

LawPact Europe (Bernd Lichtenstern, Frederic Beele, and Martin Preslmayr)
2020 Conferences: March 26-28 Miami and Sept - Oct in Chicago dates TBA
Advance Conference Planning and programs
2021 Conference Locations (Cleveland in the Fall?)
Membership Development
Motion to terminate membership of delinquent members

Adjournment



FLAWPACT

— LEGAL — **TECH** — HACKERS —

ANCE — CHATBOT — AI HYPE —

— LAW — ENGINEER — BLOCKCH

TINY LITTLE
CHOCOLATE
COUNTRY

AND BEER. DON'T FORGET BEER.

You might have heard strange things about Belgium. It's all true. This is a ridiculous country with three official languages, three governments, 30 billion euros state debt. But hey, we get beer and chocolate, so who are we to complain anyway?

About Ethel



We create and curate legal products, design the legal industry, and innovate it.

Once upon a time, there was a woman who changed everything. Her name was Ethel Rebecca Benjamin, and she was one of the world's very first, female lawyers. A revolution in an old fashioned industry, filled with prejudices. Now, more than 122 years later, she returns as a symbol for a world desperately in need of innovation. The legal industry will never be the same again.

4

About Matthias



CHIEF CREATIVE

Ethel

As Chief Creative, Matthias' mission is to ensure that law is more accessible, transparant and beautiful as ever. He examines every creative aspect of your practice or legal business, and makes sure your message gets noticed. As the founder and former managing partner of the legal firm deJuristen, Matthias knows the business life through and through.

MATTHIAS DOBBELAERE-WELVAERT

5

About Daan

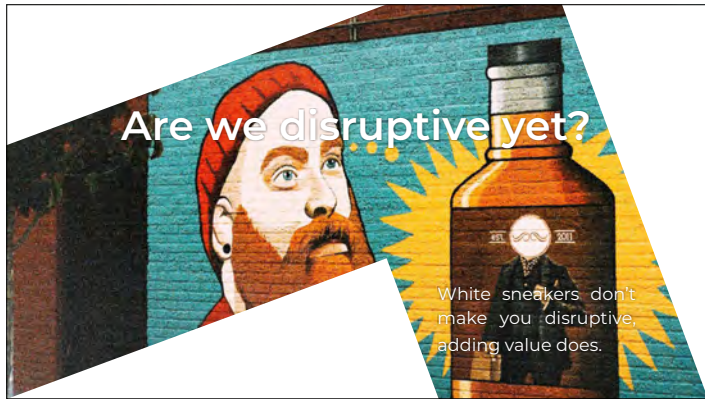


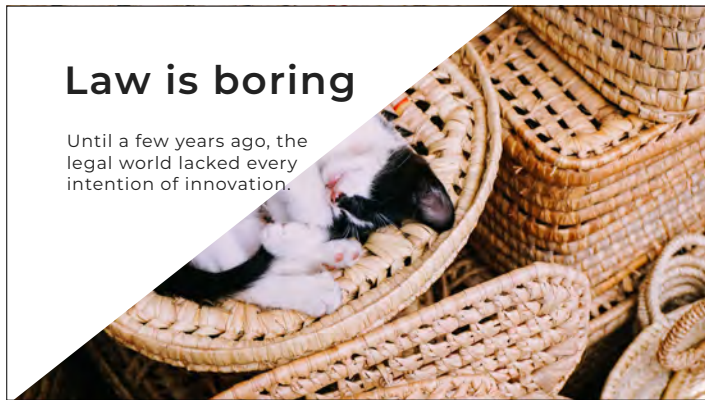
CHIEF INNOVATION

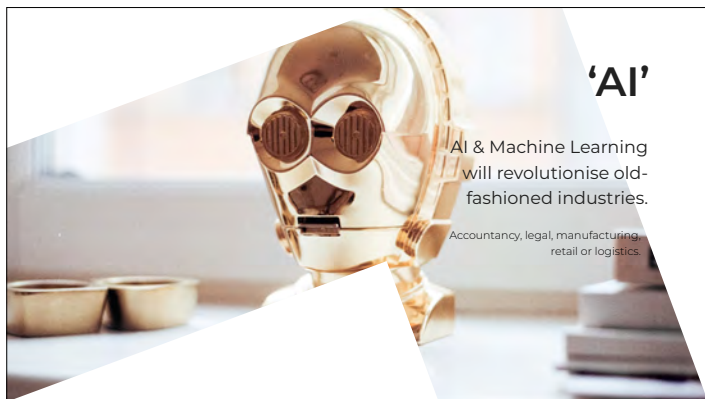
Ethel

As Chief Innovation, Daan knows all ins and outs of the legal technology and design branche. He knows every player in the field. We lovingly call him our Wikipedia, since his mind works faster than our computers. Daan followed a training as a notarial lawyer and innovation manager at Vlerick. He is a creative thinker with a passion for entrepreneurship.

6









But why?

Historical data and value optimisation.

First, these industries have established processes and subsequently, abundant historical data to learn from. This is exactly what is needed for AI-based optimisation: a known process with specific KPIs and constraints, and past data on how the process ran for the last thousands of times.

Second, old industries value optimisation, and have already used all other available options.

AI is already everywhere.

Although most of us are unaware of it, AI systems are **everywhere**, from bank apps that let us deposit checks with a picture, to everyone's favourite Snapchat filter, to our handheld mobile assistants.

Currently, one of the next big challenges that AI researchers are tackling is **reinforcement learning**, which is a training method that allows AI models to learn from their past experiences.





Ethics and legality of AI and robots.

WHAT IF YOUR TESLA IS A SILENT KILLER?

ARE YOU WILLING TO SACRIFICE YOUR LIFE FOR SOMEONE ELSE'S?

How to prepare for the legal future

Let's identify some of the key digital transformations trends in the legal industry.

Machine learning, robot lawyers, mobility and much more.

16

What is legal tech?

While legal tech initially was a small movement, it has grown into a quite mature niche, with several distinctions. From LawTech to RegTech, it all aims to simplify law, yet the target audience can be vastly different.



17

LegalTech

LegalTech is a **technological solution created for lawyers in law firms, businesses or corporations** to help them simplify and automate their own operations.

For example, Lex Machina is a LegalTech technology that aids lawyers to get information about cases quickly and efficiently by providing information about judges, parties and opposing counsel which would otherwise be unavailable in traditional research tools.

18

LawTech

LawTech is **more disruptive**, in that it aims to **bring law to small business and people directly** by enabling them to **self-serve**.

Rocket Lawyer on the other hand, is a LawTech technology which provides online legal services to individuals and small to medium-size businesses i.e. to consumers.

In other words, LegalTech is designed for lawyers, whereas LawTech is designed for consumers.

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RegTech

RegTech is pretty much what it says on the tin: the **use of new technology** to **facilitate the delivery of regulatory requirements**.

Or, in slightly more words, RegTech is technology that seeks to provide "nimble, configurable, easy to integrate, reliable, secure and cost-effective" regulatory solutions (Deloitte).

In itself, this marriage of regulation and technology is not new. But it is becoming more and more crucial as levels of regulation rise and focus on data and reporting increases. It also addresses a gap in a financial services market that is being disrupted at a speedy pace by FinTech – Financial Technology.

20

A2J

A2J or **"Access to Justice"**.

The A2J collective may be diverse, but it shares some **common goals and values**. First, people are united in belief in the **need for comprehensive change**. The current system is not working. There is a growing cohort of passionate, strategic and intelligent A2J advocates.

Much is to say if A2J is a 'social movement', but if it is, it will be increasingly defined by those who experience it, rather than by academics, researchers, lawyers or judges.

21

BigLaw, NewLaw, and TechLaw.

"BigLaw" is an industry nickname for the traditional nation's largest law firms. These are full-service firms that meet a number of criteria.

NewLaw providers are characterised by a willingness to innovate. Disruption must produce better outcomes or it isn't innovation. Real innovation delivers better outcomes for both client and lawyer. Many NewLaw businesses benefit one, but not both.

TechLaw - as the name would suggest - are law firms or ALSP's that provide legal advice on technology matters and intellectual property.

22

Top 5 digital transformation trends in legal

Initially, the legal industry was **slow to adopt** digital changes brought about by the digital transformation. After all, they deal with highly confidential information — information that needs to remain secure for their clients' welfare. But now — with huge advances in virtualization and cloud security — some law firms are **embracing digital business trends**, realizing they hold tremendous potential for time and cost savings



23

Machine learning

One of the most tedious aspects of law is **research**. There are boxes of client history, briefings, reports, testimonies and other information that needs to be scrubbed to find what's relevant. Structuring your data is key!

Sometimes it's like finding a needle in a haystack. But using machine learning, lawyers can quickly find the information that is most relevant to their cases, saving hours of research and allowing them to more accurately estimate costs. **In fact, LexisNexis DiscoveryIQ estimates using analytics can save 70% of the expenditures involved in legal reviews.** Talk about a worthwhile investment.

24

Robot Lawyers

Hire a **robot** to fight your parking ticket? It's been happening for years in the United Kingdom, where the AI-driven **Do Not Pay** app helps determine whether people have a case for not paying their tickets. Using artificial intelligence, the **Do Not Pay** app overturned \$3 million in parking tickets in its first few months of service, and 375,000 over a two-year period. It's also available in the United States.

In Belgium, robot lawyers such as **Lee & Alty** (b2b legal advice), **Marie & Robin** (finding a lawyer) and others were launched over the past few years.

25

Mobility

Everything is **going mobile these days**, and the field of law is no different. Mobile devices should connect lawyers to clients and lawyers to their firms. Research shows some **90% of lawyers** use smartphones. Personally, I'm shocked it isn't closer to 100 percent.

Still, they aren't just using the phones to talk and text. They're using them in some cases to track billable hours quickly and easily, video conference from any location to save on travel time, and even to work on trial prep.

However, billable hours are still lost due to the daily commute or travel time (court rules and proceedings).

26

Performance tracking

Law is all about performance — how many clients you bring in, how much you bill, and how often you win. Technology today makes it even easier for law firms to **benchmark teams** in the most meaningful and profitable ways.

That could mean ensuring certain lawyers are always assigned to certain issues in which they most often win their cases or certain parts of the legal process in which they perform most productively.

27

Online legal services

If clients haven't used services like Legalzoom for basic legal services like making a will or creating a DBA, they're probably paying too much. The online legal service provider — which also has brick-and-mortar offices in the United Kingdom — offers a wide range of services online for affordable prices, making everything from patents and visas to estate planning as simple — and affordable — as possible.

In the future, I'm convinced **even more online chat and legal advice services will continue to evolve.**

28

What is already on the market?

Most initiatives come from the USA. Europe is lagging behind, due to local legal fragmentation.

Legal Tech startups are on the rise. Law no longer is the monopoly of lawyers. However, we can expect a last stand from the traditional world.

29

ROSS

Canadian Legal AI developed with support from IBM (Watson), for now only usable by law firms themselves. Their mission? ROSS is committed to democratising access to justice for all.

What's not on the website: ROSS is currently using its AI to be trained by qualified lawyers, so the system gets smarter en sharper. Guess twice what happens next.

Do more than humanly possible

Supercharge lawyers
with artificial intelligence.

▶ Watch Video

Get in Touch

Law Firms using ROSS include:

I GATES

Simpson
Thacher

LATHAM & WATKINS

Diamond & Leventhal

SHARAF

MILLER
KYLE

DENTONS

Sedgwick

KOBRE & KIM

Baker & Host



Stay ahead of the curve

Join the world's leading law firms and in-house teams in embracing artificial intelligence. ROSS is an artificially intelligent system that gets smarter each day to advance your legal career.



Workflow integration in seconds

Skip the training sessions. Quick set up and onboarding to get you and your team started in minutes. ROSS is intuitive and simple to use.



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Study: January 2017, Blue Hill Research.
PDF available.

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Overview

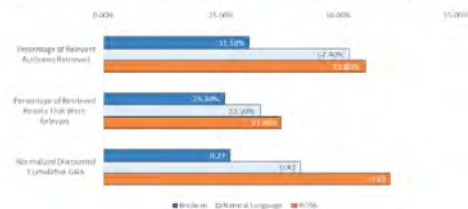
The ROSS Intelligence tool is an artificial intelligence (AI) platform supporting **legal research activities**. Built on ROSS Intelligence's proprietary legal AI framework, Legal Cortex, combined with technologies such as IBM Watson's cognitive computing technology, ROSS uses Natural Language processing and machine learning capabilities to identify legal authorities relevant to particular questions. Users conduct searches by **entering questions in plain language**, rather than by complex search strings. ROSS's cognitive computing and semantic analysis capabilities permit the tool to understand the intent of the question asked and identify answers "in context" within the searched authorities.

ROSS Intelligence positions its platform as a case law research supplement to traditional Boolean search and Natural Language parsing approaches used by electronic legal research tools. In this context, ROSS promises to provide increased research output quality (by collecting the most relevant authorities among its initial returned results) as well as a resulting improvement in the efficient execution of legal research activities when compared to the use of traditional tools alone. The ROSS Intelligence tool is an **artificial intelligence (AI) platform** supporting legal research activities. Built on ROSS Intelligence's proprietary legal AI framework, Legal Cortex, combined with technologies such as IBM Watson's cognitive computing technology, ROSS uses **Natural Language processing and machine learning capabilities** to identify legal authorities relevant to particular questions. Users conduct searches by entering questions in plain language, rather than by complex search strings.

33

Figure 1 summarizes Blue Hill's evaluation of each electronic research tool used in the study with respect to the three information retrieval quality assessment factors. On every measure, ROSS outperformed the traditional tools evaluated. These figures are described and explained in detail below. Readers should note that "Thoroughness" and "Accuracy" are represented as percentages, while "NDCG" is represented as a number between 0 and 1.0, in keeping with convention.

Figure 1: Information Retrieval Effectiveness of Legal Search Tools Based on Observed Queries



Source: Blue Hill Research, January 2017

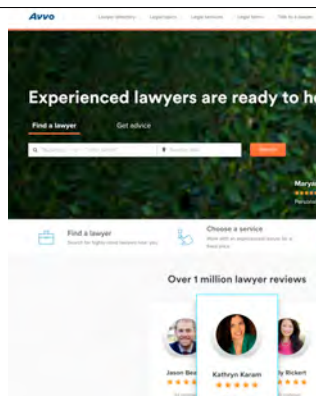
34

Based on its benchmark assessment of the ROSS platform used to supplement Boolean and Natural Language search in the context of bankruptcy law, Blue Hill finds that the ROSS tool provides significant, additive contributions to the effectiveness of legal researchers. These gains include between a 22.3% and 30.3% reduction in research time, stemming from substantial improvements in information retrieval, particularly in the ranking of research results identified by a .61 NDCG score. These results have the potential to unlock new gains in the efficient and profitable operation of legal organizations, as well as create opportunities for new revenue gain. It should be noted that none of these findings indicate that AI-assisted legal research constitutes a dramatic transformation in the use of technology by legal organizations. Rather, the use cases and impact reviewed indicate that tools like ROSS Intelligence more closely represent a significant iteration in the continuing evolution of legal research tools that began with the launch of digital databases of authorities and have continued through developments in search technologies. It is in this light that the potential of the tool are most accurately evaluated.

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AVVO 71.5M SERIES

Avvo.com is an online legal services marketplace that provides lawyer referrals and access to a **database of legal information consisting primarily of previously answered questions**. Lawyer profiles may include client reviews, disciplinary actions, peer endorsements, and lawyer-submitted legal guides.

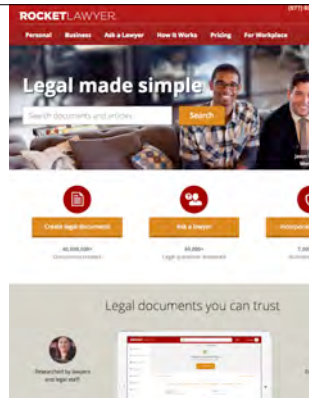


ROCKET LAWYER

18.5M SERIES
... BY GOOGLE V

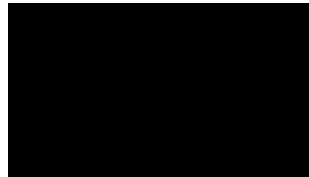
"Legal made simple. Search documents and articles. **Create legal documents, ask a lawyer, etc.**

Advantage: Google Ventures is behind this startup.



Notarize

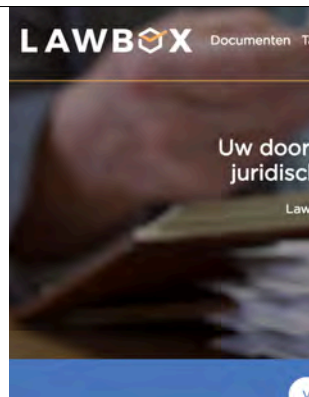
"Legally notarize documents online. Thanks to the commonwealth of Virginia, no matter where you live in the U.S., your documents can now be notarized online by a trusted notary."



41

Lawbox

Legal documents made by lawyers for a one time payment or a recurring 99 euro / month.



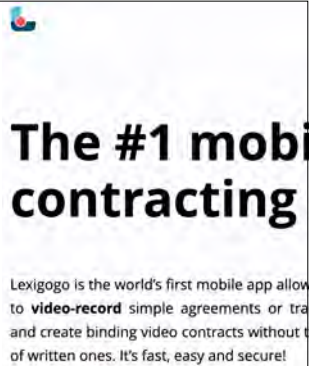
Clio

Clio offers all you need to run a law practice from intake to invoice, with powerful tools to manage cases, clients, documents, bills, calendars, time tracking, reporting, and accounting.



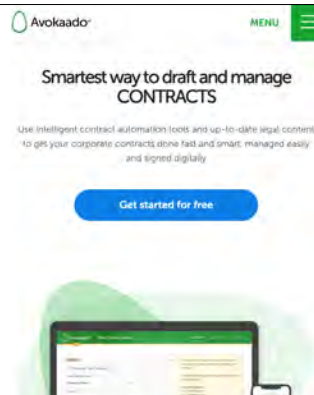
Lexigogo

Lexigogo is the world's first mobile app allowing users to video-record simple agreements or transactions and create binding video contracts without the hassle of written ones. It's fast, easy and secure!



Avokaado

Use intelligent contract automation tools and up-to-date legal content to get your corporate contracts done fast and smart, managed easily and signed digitally.



But...

Where's the real AI?

80%. You're crazy, right?

Here's a statement: 80% of all lawyers will be obsolete in just 8 years. That may seem completely bonkers, but let's take a look at the evolution in the legal industry.

After many years, law firms have finally understood the importance of **branding and visual design**. However, Legal Tech needed only one year to penetrate in and shift the legal industry.



47

How will technology shape a better legal industry?

Legal technology might be restricted in its uses today, but will evolve in a direct, cost-effective and highly approachable way to obtain legal advice,

One has to wonder **what's left** for the jurist or lawyer. Law will (have to) become **more human orientated** and less text orientated. **Obsessive client satisfaction** and active sales will be crucial to the survival of the profession.



48

Competition

How will small to medium sized law firms compete?



How to take down the magic circle.

Magic circle firms are already investing **huge budgets** in automation and AI. They employ data strategists, AI scientists and even marketing and disruption managers.

But how will the **small to medium sized law firm** compete with all this AI-violence? Is the technical revolution indeed enhancing the gap or is it democratizing the legal industry?

This is where companies like **Wolters Kluwer, LexisNexis and Thomson Reuters** come in. Small to medium sized organizations are begging for payable solutions in which they can compete with the big law firms.

50

Who needs marketing anyway?

Connecting with the client.

Yes, they do need marketing. Many lawyers don't get new clients because they don't do enough **business development activities**, or they waste time on the wrong activities or services, or they don't authentically **connect** with potential clients. The rule of thumb is that you should use 20% of your business time available, into business development. Sounds like a lot? That's because it is.

51



Right infrastructure

The first and most important point is to choose the right infrastructure for your law firm's online presence.

When it comes to expenses, the conventional wisdom among legal marketing experts is that you have to spend **at least 2.5 percent** of your gross revenues on marketing. Otherwise, say the experts, you're just pretending to market. That 2.5 percent does not include the salaries of any of the people that you may have hired to perform the work in your firm. If you're not spending 2.5 percent, you're not being serious about marketing, and you're not going to get any results. **So where is the legal marketing tool or 'holy grail' for lawyers?**

52

Lawlytics

[Membership](#)[Features](#)[Websites](#)[Content](#)[SCHEDULE CALL](#)

Website and Content Marketing System

For Small Law Firms

[SCHEDULE CALL](#)[MEMBERSHIP](#)


Law firm websites made easy.

53

Lawlytics


[Membership](#)[Features](#)[Websites](#)[Content](#)[SCHEDULE CALL](#)

Law firm websites made easy.



- Get a cutting-edge website.
- Start fresh or upgrade.
- Grow with our proven strategy.
- Reach more clients.
- Save time and money.

54



[Membership](#)
[Features](#)
[Website](#)
[Contact](#)


[JOHN DUFFY LAW](#)

Why we built LawLytics

I spent ten years in practice as a small firm owner. Like many lawyers, I wasted a lot of time and money trying to market my firm. Then I figured out how the internet and search engines really work, and developed a website content strategy that drove in more new clients than my firm could accept.

We created LawLytics because we were sick and tired of seeing other good lawyers struggle with their marketing when the answer was so simple. We knew that if I removed the technical hurdles, every lawyer could succeed at internet marketing. So we built a better option that makes it easy to do what I did in my practice, but without the steep learning curve or the need to acquire design or tech skills.

Today, LawLytics powers hundreds of the web's most successful attorney



Attorney Dan Jaffe owned thriving practices in WA and AZ, and tried 100+ cases to verdict.

High quality content

Written and audiovisual (blogs, podcasts, vlogs) content is the most important ingredient for a successful law firm website.

Get the content right, and everything else will fall into place. Neglect written or audiovisual content, or delegate it to a non-lawyer, or to a lawyer who doesn't understand the modern internet, and it doesn't matter how much money you spend on the other activities, because they will result in a less than optimal outcome.

Problem: most small law firms do not have the time or perhaps the skills to write accessible pieces for their clients. **It's a learning curve you will have to conquer. Video is taking over the internet, and it takes a bit of knowledge.**

56

Legal Content Writers

1-800-877-2776
CALL FOR A QUICK QUOTE

HOME TESTIMONIALS OUR WRITERS FAQ SERVICES & RATES CONTENT SAMPLES BLOG GET A QUOTE

Legal Content Writers

YOU WOULD EXPECT TO PAY?

Contact Legal Content Writers!
Original, Timely, Accurate, SEO Friendly
& Customized to Your Specific Needs.

Your Name

Email

Mobile Phone

Questions or Comments?

☐ I've been green robot

Send

57

Measure the results


Don't waste any money on marketing that is not measurable. **If one can't measure it, one shouldn't do it.** Too many lawyers don't know if, or why, their marketing is succeeding. This dooms them to spending money and efforts on things that work, but also on things that don't work. To be highly competitive you need to measure everything so you can eliminate what doesn't work, and double down on what does work.

However, most small and medium sized law firms are **abundantly unaware** whether their marketing efforts are effective or not. Learn how Google Adwords works, and what 'ROI' means ;-).

A business plan

Most entrepreneurs rely heavily (and perhaps a little too much) on their **business and financial plans**. But when is the last time you asked a lawyers office about their business plan?

They most probably don't even have one. A **software tool** catered to the legal profession providing a custom business and financial plan for their office would be most useful in determining new strategies (and implementing legal technology).



LESSONS

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Law Firm Web Design & Marketing

Call Now: 888-260-4534

If you're like many small and mid-sized law firms, you've at least thought about developing a marketing plan for your law firm.

At its most basic, a marketing plan defines what you plan to do to market and grow your law firm and how you plan to do it.

For some firms, the idea of writing down a plan seems daunting. Or maybe it seems like an unnecessary exercise when you already are doing some level of marketing.

Taking the time to write down a plan seems superfluous.

But, trust us on this one - a defined marketing plan is as critical as a business plan.

You need a thought-out strategy for not only what marketing actions your law firm will engage in, but how you'll do them, who will do them, when they'll be done-and how you'll measure the success (or lack thereof) of your time and money.

Executing on marketing without a cohesive plan will likely waste your time and your money.

And worse yet, it may turn you off of marketing altogether as a means to grow your business.

[Ethics](#)
[Events](#)
[Google Hangouts](#)
[Internet Marketing](#)
[JurisPage News](#)
[JurisPage Weekly Edge](#)
[Law Practice Management](#)
[Law Tech Startups](#)
[Practice Management Software](#)
[Reviews](#)
[SEO](#)
[Social Media](#)
[The Lawyer Sleep Experiment](#)

Legal design (buzzword)



In September, I gave a **keynote in Helsinki (for the second time)** at the Legal Design Summit, the largest in it's kind to date (+600 attendees).

'Legal Design' might be a buzzword, but the philosophy behind it is utterly simple: legal is unattractive and unreadable. By implementing service design techniques and graphic/ information design techniques, text and information is easier to read, digest and more transparent. In short: it's making law more democratic again. Lawyers should embrace this: it inevitably leads to more **customer happiness**.

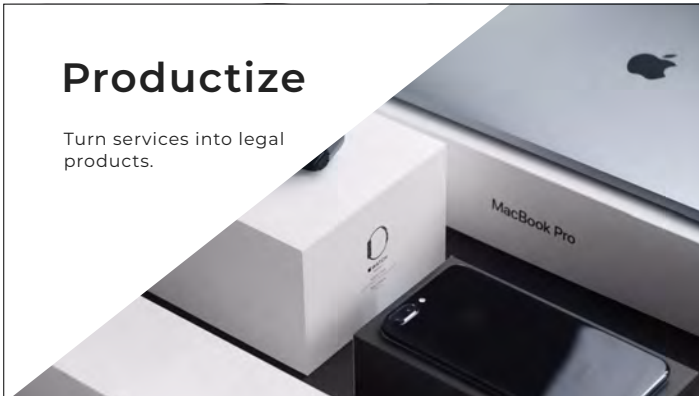
Recommended read:

<https://medium.com/legal-design-and-innovation/6-core-principles-for-good-legal-design-3cde6aba866>

61

Productize

Turn services into legal products.



Which products small law firms are after?

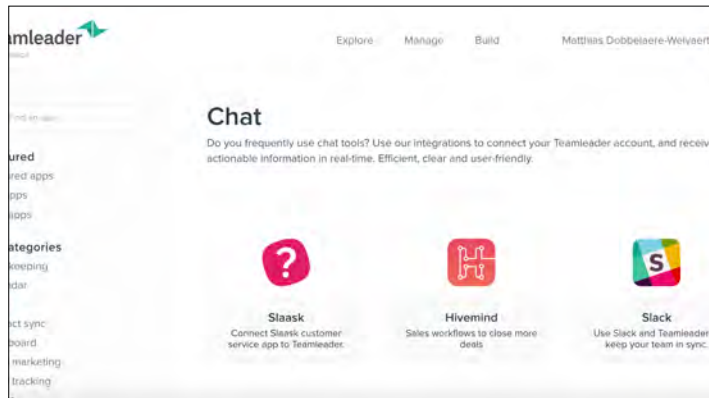
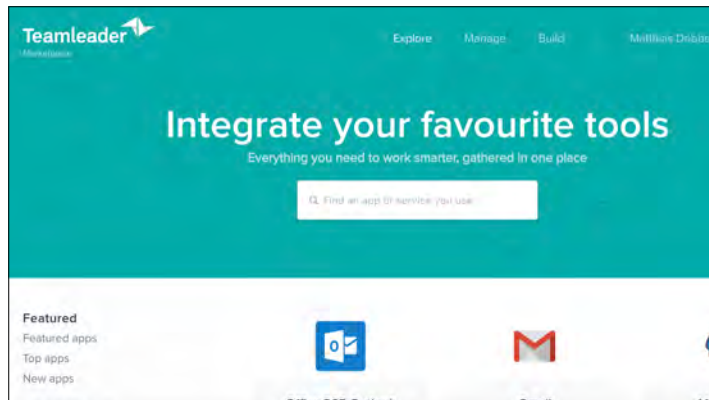
A new strategy starts with an **internal check** on how the law firm can work more efficiently, time redundant, and cost-effective.

Those can include the implementation of a CRM (many law firms are still working with an Access database or even Excel files). **This could be a global CRM (business indifferent) or a specific legal CRM.**

Another important one would be a **lawyer-to-client** PM & chat system.

What tools would you want to see?

63



Chat: a new way of reaching out.

Most of our communication with our clients happens online. **Chat** has become a vital instrument to reach new and existing customers. In my previous firm, we opened up Facebook Messenger, Telegram, WhatsApp and web chat (7/7), while combining all chats in a dedicated channel in Slack (a team collaboration tool).

However, this requires some **programming** and knowledge of ICT, something that is obviously missing in most small to medium sized law firms.

Than again: **learn to code**. Code will be the language of tomorrow. Lawyers are language savvy. So, why not?

Binnen gekomen	Beantwoord	Wachttijd	Beantwoord	Beantwoord
1047	0%	0	830	22
5.82	00:00:34	00:09:30	15.83	0

De afgelopen vijf maanden kreeg de website van de Juristen Gent 1047 chats binnen. Dat is dus ongeveer 6 chats per dag binnen. Zo'n chat wordt beantwoord gemiddeld binnen de 34 seconden. De duurtijd van zo'n chat is gemiddeld 9 minuten en 30 seconden. Van die 1047 chats werden er 830 getriggert. Dat betekent dat onze site zelf na bijvoorbeeld een bepaalde tijd aanwezigheid, zelf een gesprek probeert te initiëren. Van die 1047 chats werden er slechts 22 te laat beantwoord. Ratings (tevredenheid van chats) werd nog niet geïmplementeerd, vandaar de ontbrekende cijfers.

67

Taking it one step further: legal chatbots.

What's the most efficient, cost-effective and safest way to develop a legal chatbot, without having to cough up huge marketing budgets?

Simple. **You build it (or buy it), for someone else.** While manually pairing questions and answers can be a time consuming effort (for our own legal chatbot, we have spent months of developer time), chatbots can be developed with an easy to access and manage back-end for the data entry jurist or lawyer.

These chatbots used to cost a leg (I've spent around 1 million on the very first Belgian b2b legal chatbot), but nowadays they come with easily accessible and cheap monthly fees.

68

AI, UX & The Human Expert

Introducing Artificial Intelligence



Financial Reporting Nine-Month 2017 Trading

Wolters Kluwer combines deep domain knowledge with specialized technology professional decision making with confidence.

1. We don't have the budget

This is a **big one**, and - let's be honest - one to be understood. Money is money, and budget is budget. However, running a law firm isn't that different from running a commercial company.

If you don't have 'a' budget, there is something really wrong with your business model. I'm not saying to spend 1 million euro on some fancy tech tool, but you should have some budget around for innovation.

Because if you don't innovate, others will.

73

2. We are a *serious* law firm.

I get it, we all want to be serious, because that's the image other people (and possible clients) have of lawyers. Suit, tie, *grey*.

However, technology doesn't care: it's not hip or trendy, nor boring and grey. It is neutral, it's just technology.

Many BigLaw firms are spending vast amounts of money already on innovation. Does that make them look less 'serious'? Don't think so.

74

3. Our clients wouldn't appreciate it.

This is a tricky one right? How would you know if you don't try it in the first place?

It's all in the message: if you tell your clients you use software to cut the hours in half, but keep charging them the same, they will probably be a little bit offended.

If you tell them you use technology, and they will notice on their invoice, you *really* think they won't appreciate it ;-)?

75

4. We've always done it this way...

Good for you.

So did Nokia. And Kodak. And IBM.

76

5. Innovation is not a priority.

It doesn't have to be.

Legal quality and output should be your priority. Getting the numbers, making a profit.

But innovation can be a priority, though. Because today perhaps you're crunching the numbers, tomorrow the world can look vastly different.

77

6. When the content is good, form doesn't matter.

False. We humans love design and good looking stuff. Although yes, the content is number 1, the design of your content and the package you bring it in (think about video, illustrations, etc) is *really* important.

No-one wants to read a 300-pager legal doc. Many people will watch a 5 minute video with the key learnings. Differentiate your content for different platforms.

Gary V. content should be native for each platform.

78

7. Our competitors are not doing it either.

Good. Be a leader, not a follower.

79

8. We already have a marketing departement

9. We are not consultants

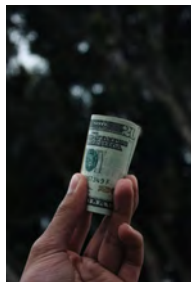
10. Our content is already clear enough

80

Will the real legal tech stand up?

The CEO of Uber was never a taxi driver. The CEO of Deliveroo never a cook. The CEO of Spotify never a musician. The CEO of booking.com never a hotel owner.

In 2025 we will know the leader in legal technology. Don't be surprised when the CEO has no actual love for law.

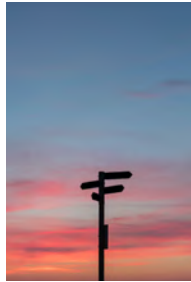


81

Quick changes in your workflow

Make some quick and dirty **changes** in your workflow. You could, for example, implement:

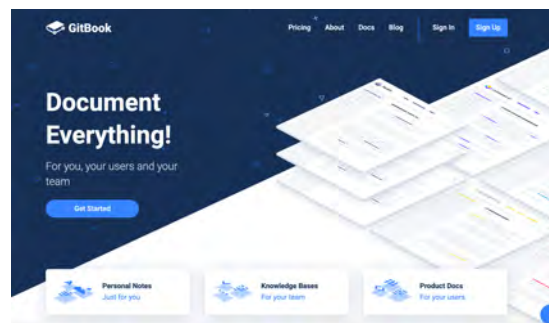
Slack (team chat), **Notion** (all in one workspace with notes, drawings, ...), **Gitbook** (documentation management), **Slite** (doc & knowledge management), and many more.



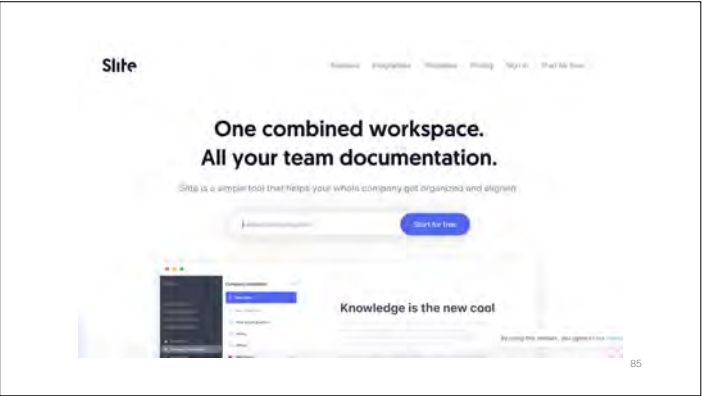
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3



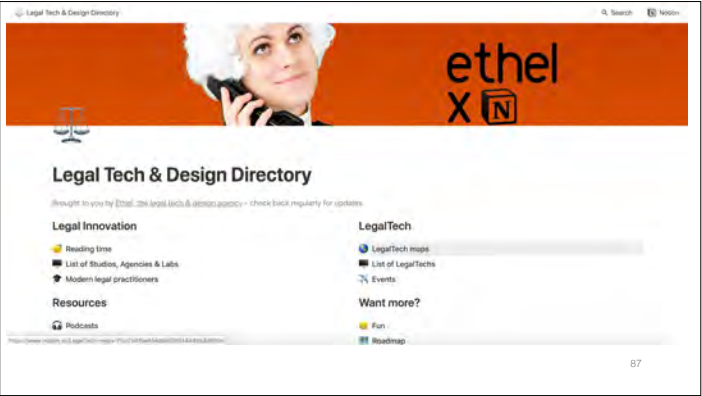
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85



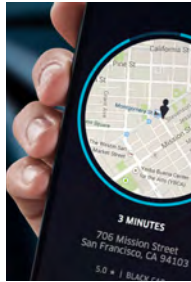
86



87

In 2009, Kalanick joined Garrett Camp and gives him "full credit for the idea" of **Uber**, a mobile app that connects passengers with drivers of vehicles for hire and ridesharing services. Camp, co-founder of StumbleUpon, spent \$800 hiring a private driver with friends and had been mulling over ways to decrease the cost of black car services (meaning, taxis that are dispatched by a central service rather than hailed directly on the street) ever since. He realized that sharing the cost with people could make it affordable, and his idea morphed into Uber.

"Garrett is the guy who invented that shit", Kalanick said at an early Uber event in San Francisco.



88

After founding Deliveroo in February 2013, **the former investment-banking analyst** spent the rest of the year driving his scooter around the suburbs of Chelsea in Central London for roughly six hours a day.

He wanted to get a deeper understanding of the logistical network he was building. At one point he ended up bringing a pizza to his old manager from a London hedge fund.

"What are you doing?" the manager asked, surprised to see Shu had apparently fallen on hard times. **"Delivering pizzas," Shu replied.** "It's fine." Shu had another delivery waiting and was too busy to explain what was really going on, so he left.

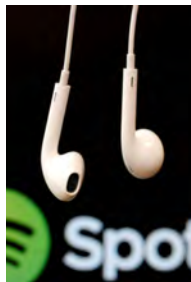


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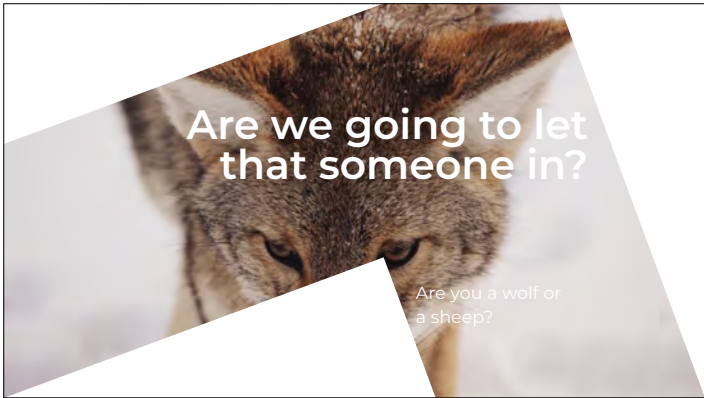
Daniel Ek founded his first company in 1997 at **the age of 14**. He was a part of the Nordic auction company Tradera (acquired by Ebay) and Advertigo.

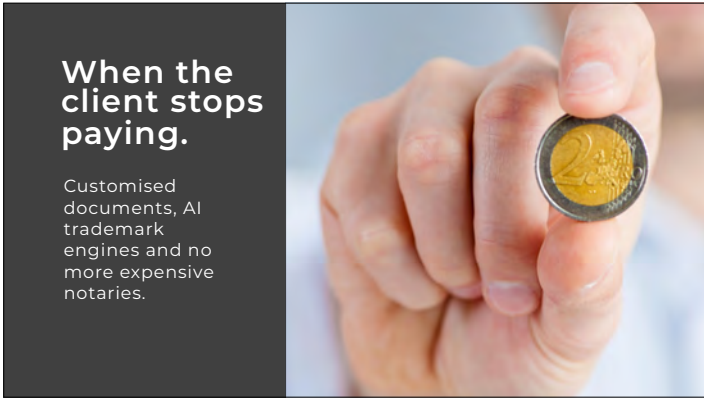
In March 2006, Ek sold the company he founded, Advertigo, to TradeDoubler. The sale of the company, along with his previous work, had **made him wealthy enough** that he decided to retire, but returned to work a few months later after changing his mind.

In 2006, Daniel Ek and Martin Lorentzon set up Spotify AB in Stockholm, Sweden. In October 2008, the company launched its legal music streaming service Spotify. Initially, Spotify ran on a peer-to-peer distribution model, similar to uTorrent, but switched to a server-client model in 2014.



90







Protectionism at it's finest.

Isn't it **ironic**? The law protects the lawyers, and the law is more than often made by lawyers themselves. In France (French analytics case), Germany and many other countries it is impossible as a non-lawyer to provide legal advice.

Countries like Belgium, Netherlands and the UK have a **more open market**, but for how much longer? Lawyers have the power of unity and expect a last bitter standoff from the generation that at one point had little to fear. What will happen if they push legislation which puts legal tech out of business?

The more important question: is this **the right approach?** Is this the path we want to pursue?

94

What do we expect from a government?

In Belgium, for example, it is **near to impossible** to obtain court decisions (0,5% of case law is currently available online). Law can be publicly consulted, however, in a sort of 1996 front-end design. Terrible.

Open data might be a risk towards key players when the data is also interpreted by 'free' AI engines), but it also delivers many opportunities for **richer AI** engines and results.

In many countries - not limited to Belgium - legal design and open data is completely missing.

95

www.ejustice.just.fgov.be/just/nl/nl



Teneinde uw opzoekwerk te vereenvoudigen kan u via één enkele interface opzoeking verrichten in zowel de databank van de Wetgevingsindex als in de databank van de gecoördineerde Wetgeving.

De gegevens van de gecoördineerde wetgeving worden verrijkt met deze van de Wetgevingsindex. De termijn van verwerking is D+1.

Belgische Wetgeving

Het toepassingprogramma Belgische Wetgeving beruht zich op een krachtige server van het Belgisch Staatsblad.

Inhoud en termijn van update

Een vergoeding betalen : contact@just.fgov.be

Ondersteuning Belgisch Staatsblad gratis nr. : 0800-90.809

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Welkom: [Nieuwe opzoeking](#) [Recente opzoeking](#) [Inhoud en termijn van update:](#)

[Opzoeking](#) [Lijst](#) [sorteren op](#) [afkondiging](#)

[Juridische aard](#)

[Afkondigingsdatum](#) [Publicatiedatum](#) [B.S.](#)

[Departement](#)

[Woord\(en\)](#)

[Zoeken op](#)

[Juridisch domein](#)

[Numac](#) [Dossiernummer](#)

[Tabel van Zaken\(en\)](#) [Nederlands](#) [Français](#)

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Key learnings

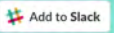
From an in-house legal Slack counsel to a fully functioning AI.



From a well functioning tool, to a giant legal chatbot that... Failed.

The screenshot shows a news article from 'datanews' with the headline 'Dejuristen krijgen miljoen euro voor AI-platform'. The article mentions 'Het Gentse kantoor voor juridisch ICT advies heeft een miljoen euro opgebouwd om een juridisch AI-platform uit te bouwen. Ook komt er een gratis slackbot.' and includes social media sharing icons.

MEET SPECTR

Search a your in-house **legal guy** for all your legal questions. Always available to help you through your favourite Slack app window. His motto across here is "Spectr".

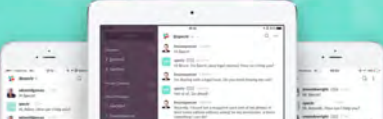
 Add to Slack

Slackbot is a registered trademark of Slack Technologies, Inc. "Spectr" and "Spectr" are trademarks of Spectr, Inc.

Meet the Spectr legal guy.

Spectr was the intro to a more advanced legal chatbot.



100

Effect?


Thousands of chats with business owners and employees. From all over the world (which means Spectr is live 24/7, offering support in almost every timezone). For free.

Spectr is available through the **Slack app store**, but also via **Facebook, Telegram and webchat**.

But the **real value of Spectr** lies somewhere else: obtaining rich data. How are questions being asked? Is there a difference when speaking to a live support or to a legal robot?


We didn't stop there.

101



With the knowledge of Spectr, we've built something entirely different.

The very first AI legal robot in Europe and beyond.



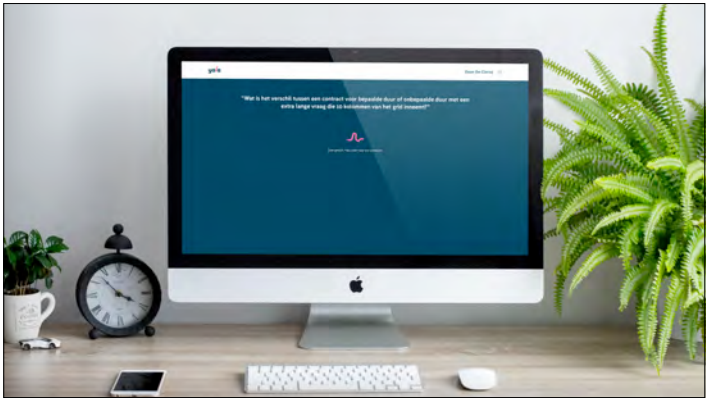
We wanted to create something entirely different.

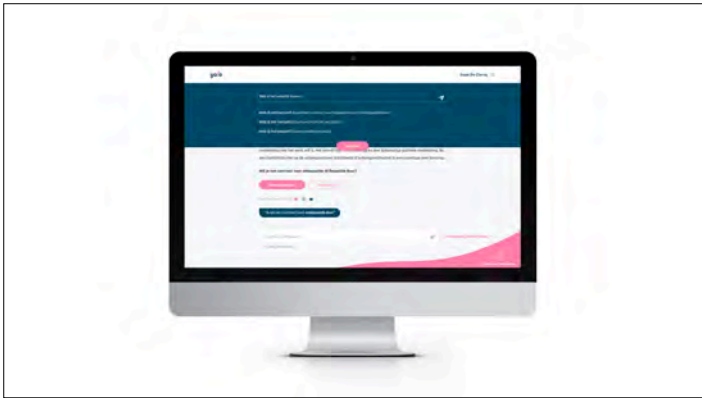
Current legal tech solutions focus on lawyers, law offices or on contract reviews, tackling mostly very specific tasks.

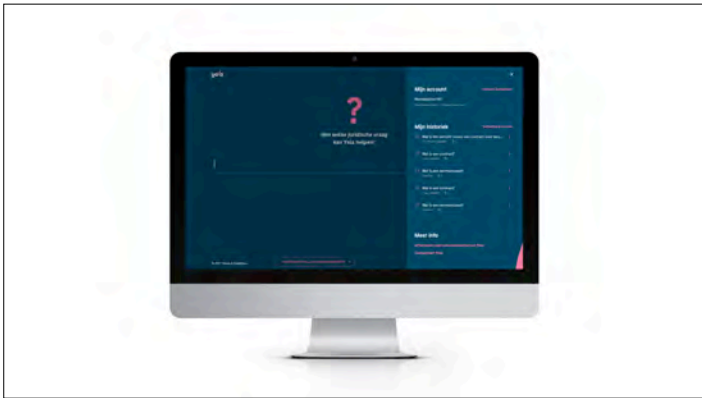
We looked at it differently: what does **any entrepreneur** really need?

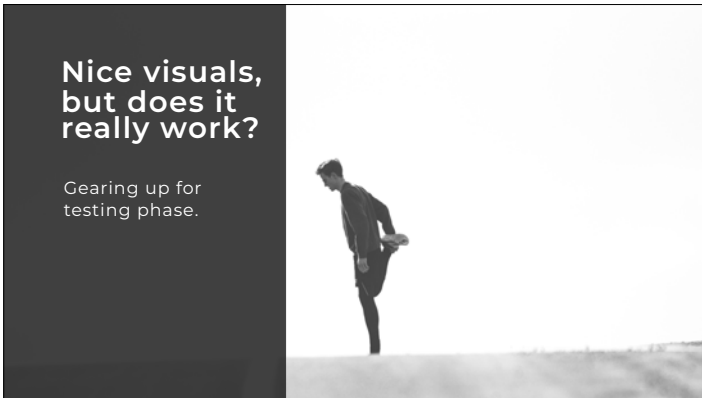
103











Nice visuals,
but does it
really work?

Gearing up for
testing phase.

109

110

111



Redona

een paar seconden geleden

Ik wil een arbeidsovereenkomst, nu!



De Jurist 3 minuten geleden

Een arbeidsovereenkomst kan in principe zowel mondeling als schriftelijk worden afgesloten. Een aantal arbeidsovereenkomsten moeten evenwel altijd schriftelijk worden opgesteld: (1) de studentenovereenkomst, (2) de arbeidsovereenkomst voor een bepaalde tijd of een duidelijk omschreven werk, (3) de arbeidsovereenkomst voor deeltijdse arbeid, (4) de arbeidsovereenkomst voor tewerkstelling van huisarbeiders, (5) de vervangingsovereenkomst, (6) het industrieel leercontract, en (7) de arbeidsovereenkomst die een bepaalde specifieke tewerkstellingsvorm bevat.

Wil je een arbeidsovereenkomst voor (a) een duidelijk omschreven werk? (b) een bepaalde tijd? (c) een onbepaalde tijd?

> een onbepaalde tijd

> een bepaalde tijd

> een duidelijk omschreven werk

Rondomemingsrecht

Risicofreucht

112

Beta fase (0.7)

113



Met welke juridische vraag kan lee & alty helpen ?

Wat zijn mijn rechten wanneer ik een merk d

Trajectory partners

Branding

MAKEOUT Agency.

Technical

Craftworkz NV (in top 3 Belgian AI companies),
X-plore Group (Cronos).

UX and testing

Monkeyshot NV.

Front-end visualisation

Lunar Gravity NV.

114

lee & ally

115

TOPICS KWANT SHOP ALANTENKENT ABONNEER U

DeMorgen. Cult. Zine. DM+

Artificiële intelligentie biedt bedrijven juridisch advies op maat

Vlaams bedrijf wil met applicatie 'Lee & Ally' de wereld veroveren

15-09-17, 19:30u Michael Mann

LEES LATER

Accuraat en snel juridisch advies, 24 op 7, aan een democratische prijs. Dat is wat het Gentse bedrijf deJuristen belooft met de applicatie 'Lee & Ally'. Verwacht geen onvermoeibare jurist, wel een artificieel intelligent systeem.

MEEST GELEZEN

1. Wormen van meer dan 20 cm die 'bloed-kroesant' oerethoge had met enkel een schotwonde in de buik
2. 'De mag klagen over seksisme, maar het is toch wat raar dat je tegelijkertijd naffaakt op de cover van Humo staaf', zo mijn vrouw
3. Puigdemont onverwacht in Brugge: stofft lijst verkiezingen voor
4. Brief aan Brussel: 'Mijn dochter is de negatieland rond jouw persoonlijke grens bij de'
5. 'Ik geloof je'. Spatie in shock na gepreverkachting Pangelina

DE TIJD

RECENT

Gheysens won alvast race voor de Antwerp-tribune

Opnieuw onrust in Brussel

Het einde van uurtje factuur

Merkel bij tegen niet-verkiezing

25 september 2017

Home

Markten Live

Netto

Sabato

Welkom, Matthias

Mijn Diensten

Abonneer nu

Zoeken

Menu > De Tijd > Tech & Media > Technologie

10

Gentse juristen lanceren chatbot voor juridisch advies

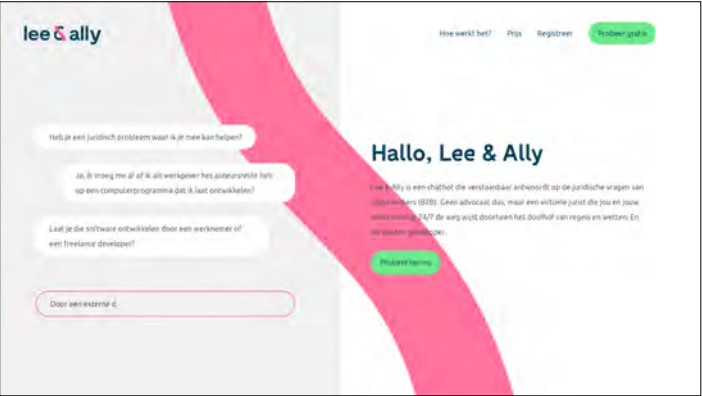
05 september 2017 13:21

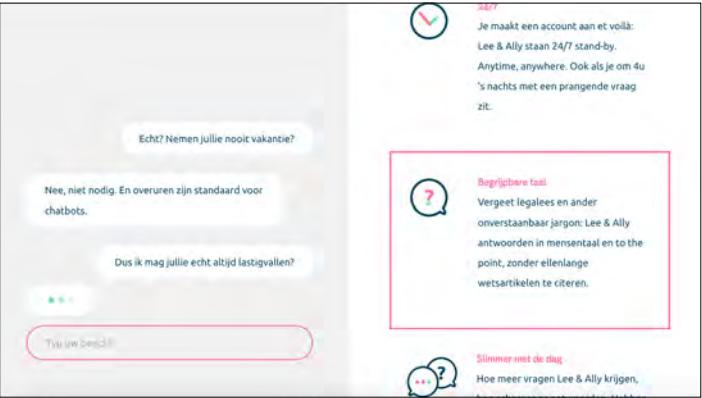
Dorien Luyckx

Comigen

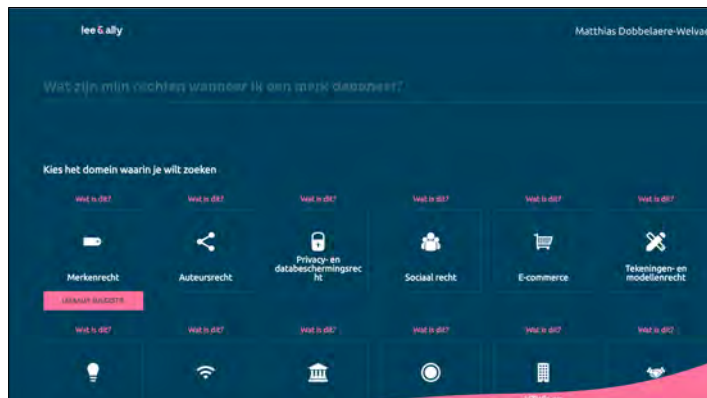
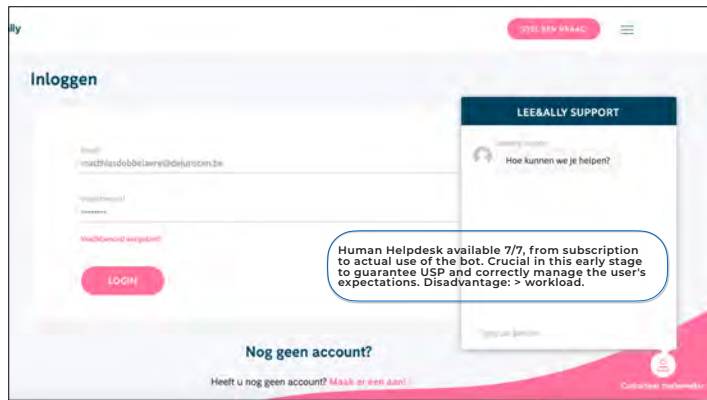
Bewaren

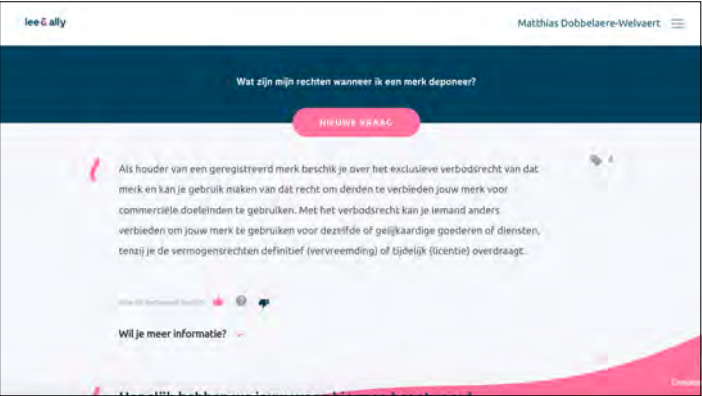
Afdrukken

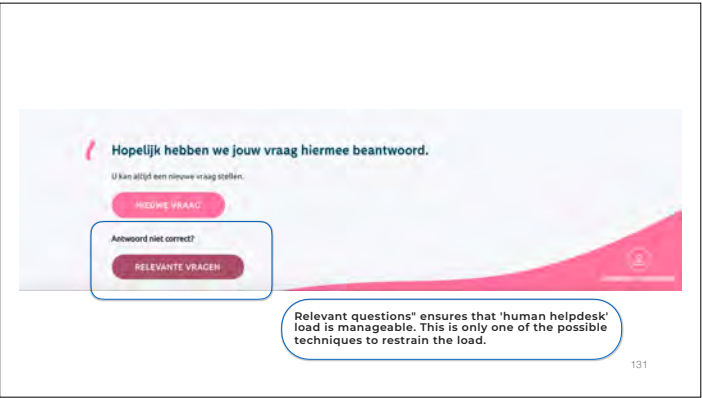


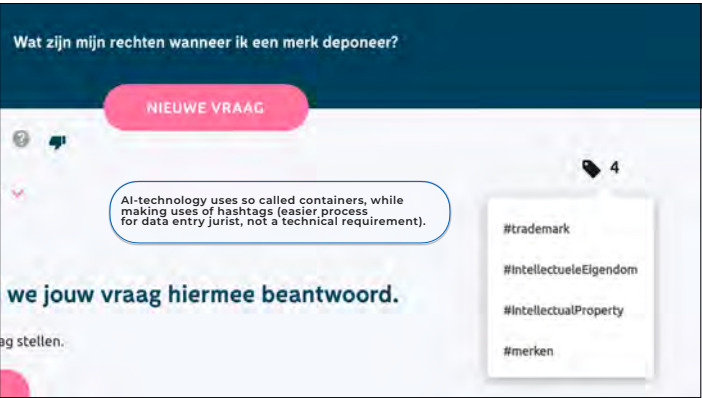


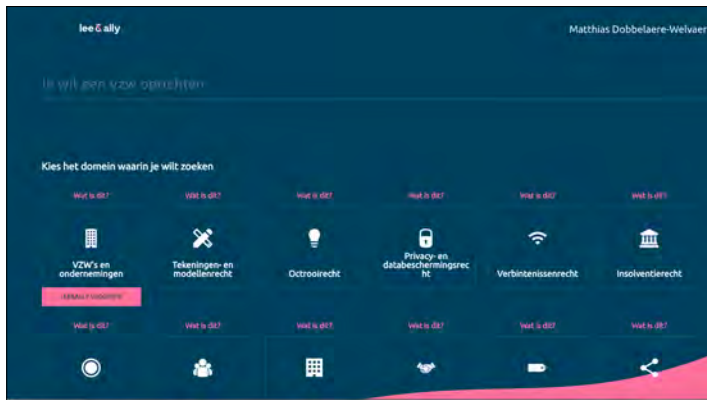
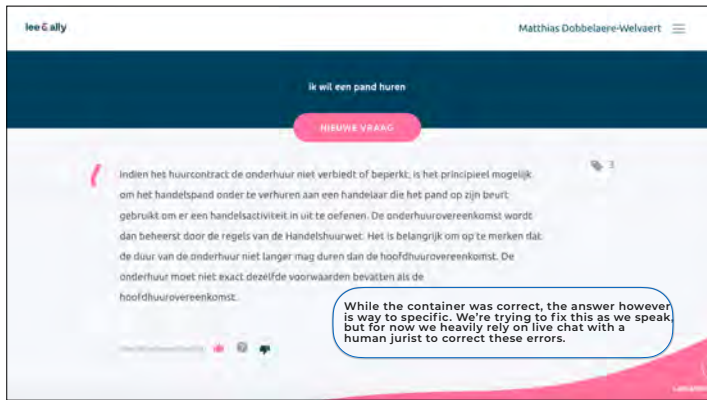
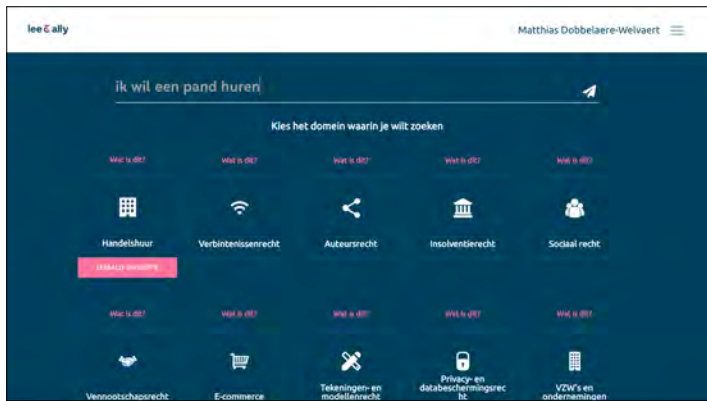












And then... It failed.

Not enough market research, no follow-up campaigns, little to none product business experience and maybe a bit too early.





2017

Rise of #legaltech



2025

Where all the lawyers at?

140

Ethel


The legal tech & design agency.

HQ

GHENT (BELGIUM)



141



Get in touch.

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Heernislaan 19, Ghent
(Belgium)

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www.etheleu
contact@etheleu

Phone

+32 9 320 00 34

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About Ethel



We create and curate legal products, design the legal industry, and innovate it.

Once upon a time, there was a woman who changed everything. Her name was Ethel Rebecca Benjamin, and she was one of the world's very first, female lawyers. A revolution in an old fashioned industry, filled with prejudices. Now, more than 122 years later, she returns as a symbol for a world desperately in need of innovation. The legal industry will never be the same again.

2

About Daan

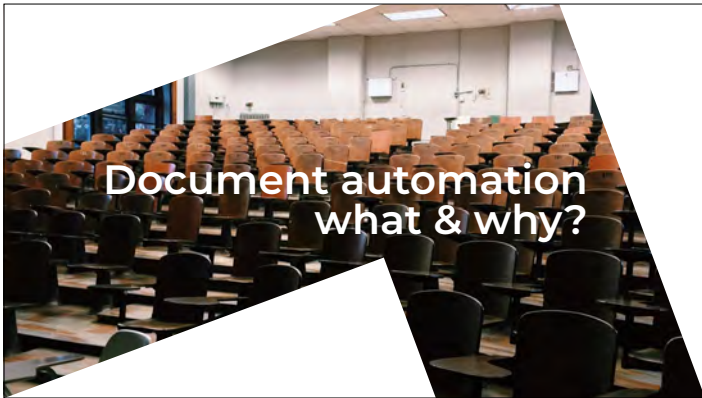


CHIEF INNOVATION
Ethel

DAAN VANSIMPSEN

As Chief Innovation, Daan knows all ins and outs of the legal technology and design branche. He knows every player in the field. We lovingly call him our Wikipedia, since his mind works faster than our computers. Daan followed a training as a notarial lawyer and innovation manager at Vlerick. He is a creative thinker with a passion for entrepreneurship.

3



What is document automation?

Document automation (or *document assembly*) is the design of systems and workflows that assist in the creation of electronic documents.

The basic functions are to replace the cumbersome manual filling in of repetitive documents with template-based systems where the user answers software-driven interview questions or data entry screen.



5

Forget about human errors

One of the main benefits of document automation for the legal industry is cutting human errors.

Information security is as hard to maintain while it is critical to legal service success. Connecting document automation tools to your practice or case management system can avoid this to a large extent.

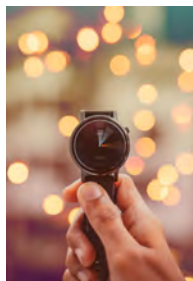


6

Win back valuable time

As most of you are overloaded with client demand and are dependent on **error-prone processes**, document automation will allow you to **free up time** to focus on substantive legal work.

Document automation software promises to **cut up to 90%** of your contract **drafting time** (realistically it will be between 20% and 50%).



7

Drive new business opportunities

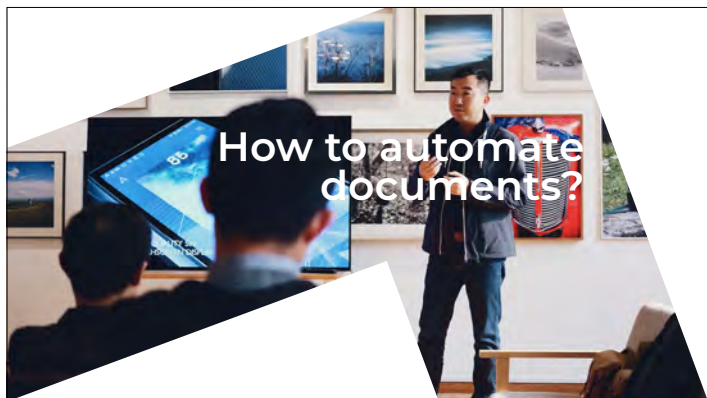
Document automation tools allow you to **increase revenues** through acquiring new online business.

We've seen multiple **law firms** and legal tech players set up contract template **webshops** with embedded document automation tools. Others have offered their clients access to self servicing tools. What about you?



8

How to automate documents?



How to find the right tool for you?

Pick the **workflow** you prefer:

- a) Forms
- b) Clauses



10

Forms

Fill out the workflow to generate your legal documents!

1. What is the client's name?

2. Describe the legal issue?

3. Which clause do you want in your document?

☒ No limited liability clause

☐ Standard non-indemnification clause

☐ Standard legal clause A

☐ None of the above

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Clauses

My Firm Library **Contract documents**

- Distribution agreement
 - Boiler plate clauses
 - Definitions
 - Events of default
 - Intellectual property rights
 - Introduction to parties and exit formal
 - Liability
 - Order procedure
 - Parties' rights and obligations
 - Price and payment
 - Product quality
 - General product quality requirement
 - **Product quality (general standard)**
 - Product quality (high standard)
 - Health & safety
 - Inspecting product quantities

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Our very own directory!

Check out our **very own legal tech & design directory** for a total overview!


bit.ly/ethellegal



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Our shortlist.

 Contractbook

 Lexolve

 LAWBOX
Smart Tools for smart people

 Juro

 juriblox

 Avokaado

 OUTLAW

 FIRELEX

 Clause
base

 Legita

 documate

14

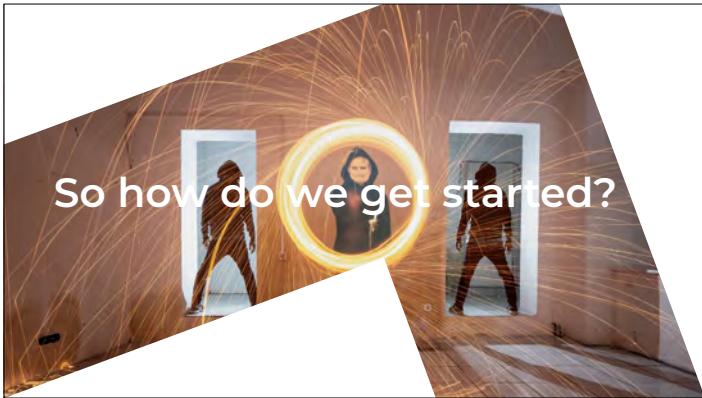
Is language an issue?

No!

It doesn't really matter what language the platform you're about to pick uses. You're not building a chatbot and it seems you all speak English (which nearly every platform provides as a default language!).



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So how do we get started?

How to pick a document to automate?

We advise to get started with a simple **selection matrix**. Usually these draw upon 2 axes:

- effort
- impact

If you fancy an **example**:
<http://bit.ly/ethel-selection-matrix>

A person stands next to a diagram of a selection matrix. The diagram features a red circle, a red square, and a red triangle, each with a small 'x' mark. The person is looking at the diagram, suggesting they are evaluating options.

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How to pick a document to automate?

Don't underestimate the **effort** component.

Numerous document automation tools provide the option to populate **multiple documents** at once.

A close-up shot of a person's hands writing on a document. The person is wearing a blue suit jacket and is using a pen to write on a piece of paper. The document appears to be a form or a checklist, with some text already written on it.

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How to pick a document to automate?

The **impact** component has 2 sides to it.

Not having to do cumbersome manual work will enhance your **internal** employee happiness, while being able to deliver to your clients much quicker will up your **external** reputation.



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How to pick a document to automate?

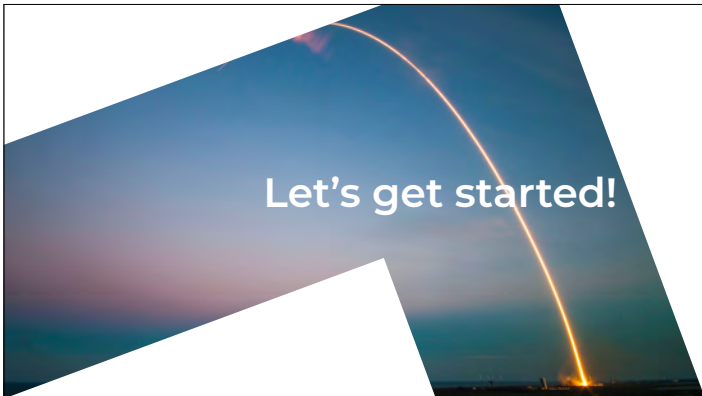
What it boils down to is the ratio of

how often you do a certain task
vs.
how much time you save



20

Let's get started!



We only need 3 things!

- Laptop
- Internet connection
- Document template



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Don't have a template with you?

Don't worry!
We've got you covered!
bit.ly/ethel-lawpack for English legal templates

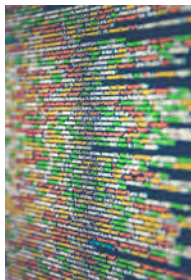


23

Today's tool



www.communitylawyer



24

And of you..

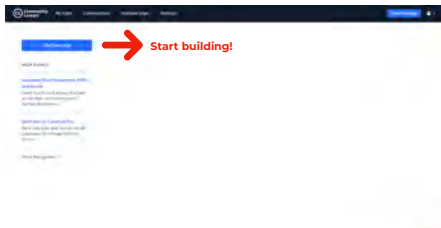
For starters:

- a) Create a free account
- b) Pick the template you want to automate
(or a use case you want to explore)



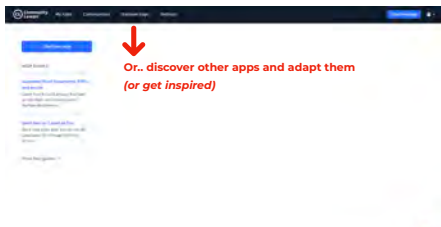
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Go!



26

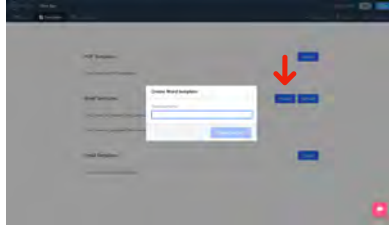
Go!



27

1 tip

Use the in-app Word editor if you don't want to lose a lot of time!
(and start small)



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New business opportunities?

Earn money from legal apps

Become an App Author or App Store Manager and discover new revenue streams in a rapidly changing marketplace.



Become an App Author

Learn how you can sell the legal apps you build to members of the public or other legal professionals.



Become an App Store Manager

Learn how you can create your own App Store and earn a commission on app sales.

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Ethel

The legal tech & design
agency.

HQ

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32

KEY

Firm 1

Arias, Aleman & Mora

Firm 2

Berman Fink Van Horn PC

Firm 3

Bowie & Jensen, LLC

Firm 4

Forge IP, PLLC

Firm 5

Helsell Fetterman LLP

Firm 6

Jones Williams Fuhrman Gourley PA

Firm 7

Keyser Mason Ball LLP

Firm 8

Margrave Celmins, PC

Firm 9

McGuire Wood & Bissette

Firm 10

Minor & Brown, PC

Firm 11

Sherman Sherman Johnnie & Hoyt LLP

Firm 12

Tuesley Hall Konopa, LLP

2019 LAWPACT ECONOMIC DATA SURVEY

Fiscal Year 2018



1

Footnotes to Slides

Red horizontal lines in charts
represent averages of data points
from 12 reporting firms.



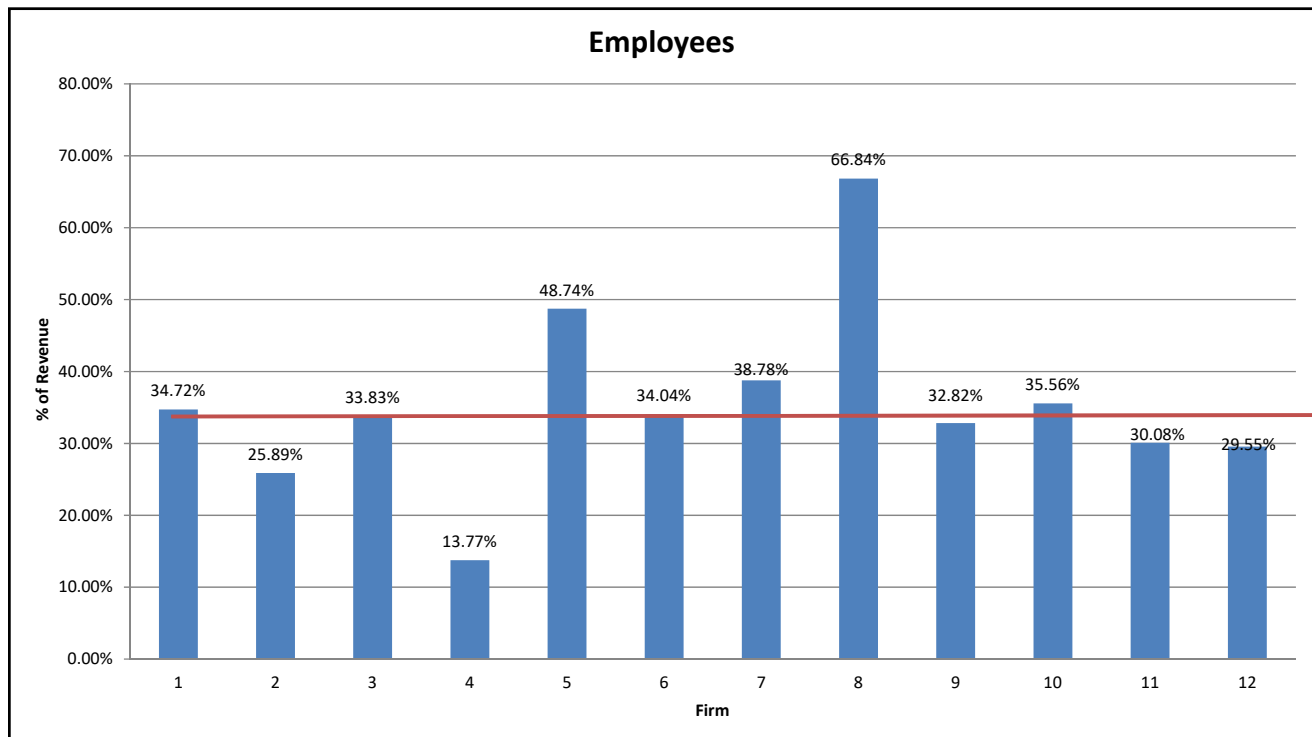
2

	Billable Hr. Goals			Compensation Model				
	Equity Partner	Non-Equity Partner	Associate	Fixed Base	Flat %	Formula	Subj. Eval/Bonus	Other
Firm 1	N/A	N/A	N/A				X	
Firm 2	1500	1500	1800					X
Firm 3	1523	N/A	1102				X	
Firm 4	1500	N/A	N/A		NEP/A		X	
Firm 5	1650	N/A	1750			X		
Firm 6	1500	1500	1500	A		EP/OC		
Firm 7	392.6	366.2	261.39			EP/OC	A	
Firm 8	N/A	N/A	N/A	X				
Firm 9	1300	N/A	1300			X		
Firm 10	1250	1000	1600			X		
Firm 11	1600	N/A	1600	OC/A		EP		
Firm 12	1725	1300	1800		EP		A	

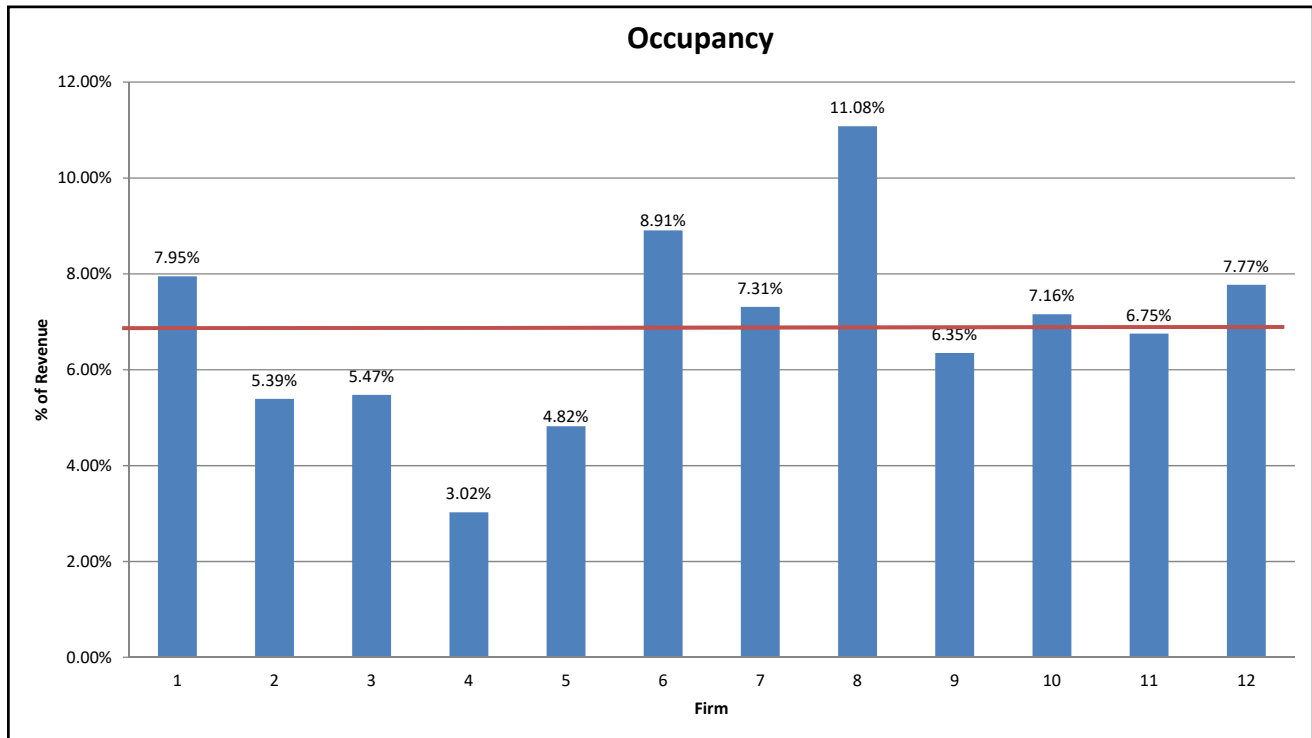
(EP) Equity Partner
(NEP) Non-Equity Partner
(OC) Of Counsel
(A) Associate
(X) All Methods

2019 Fall LawPact Conference – Brussels, Belgium

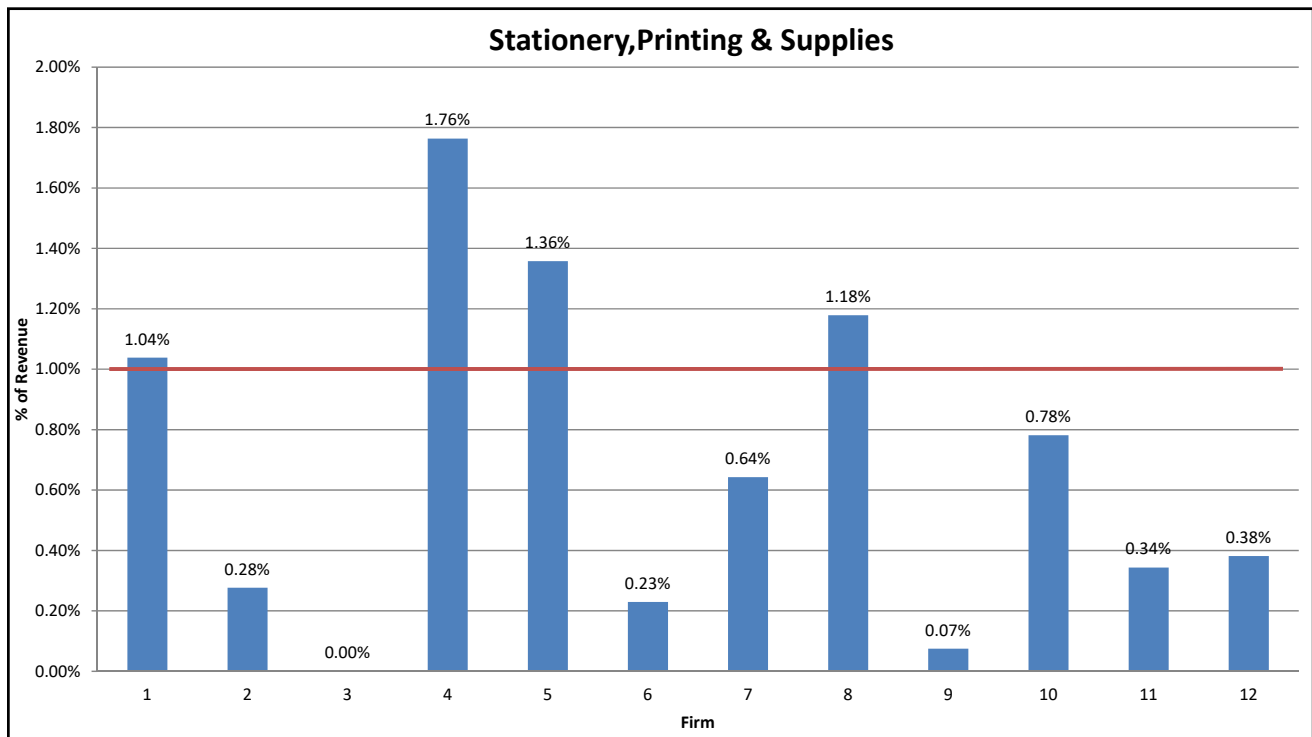
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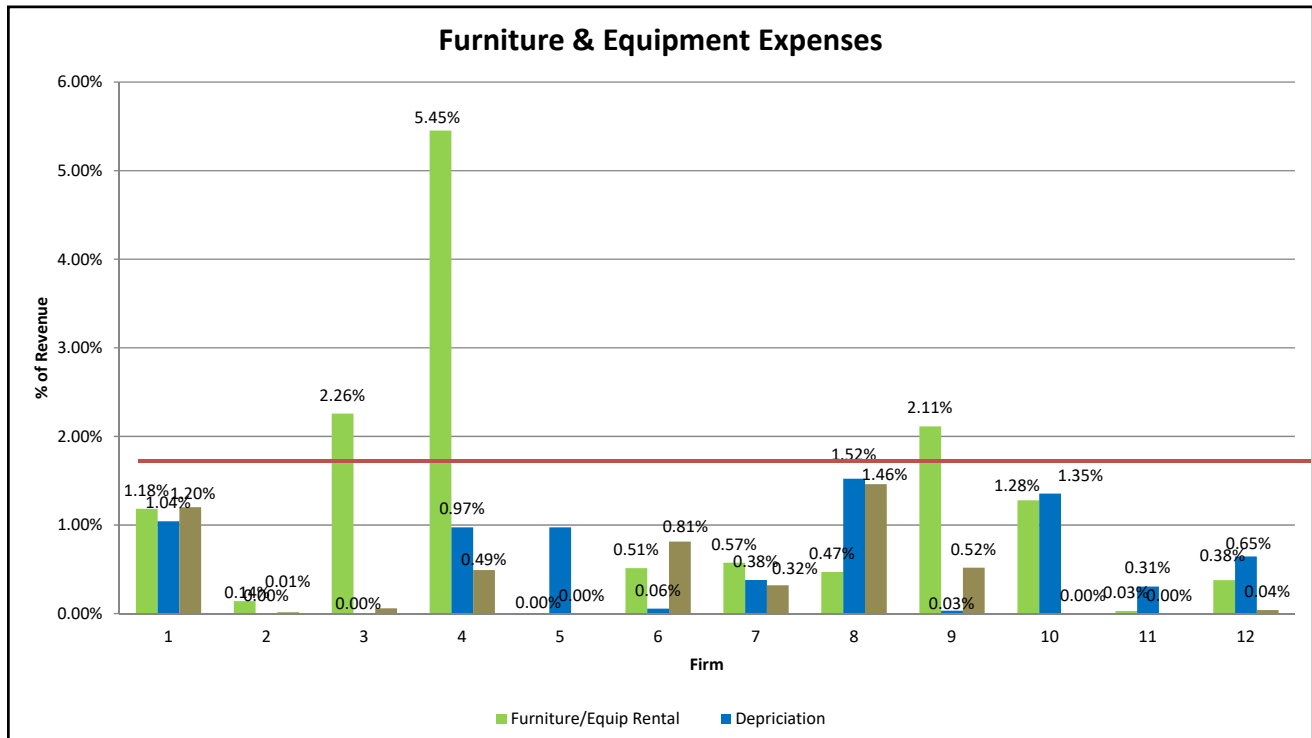
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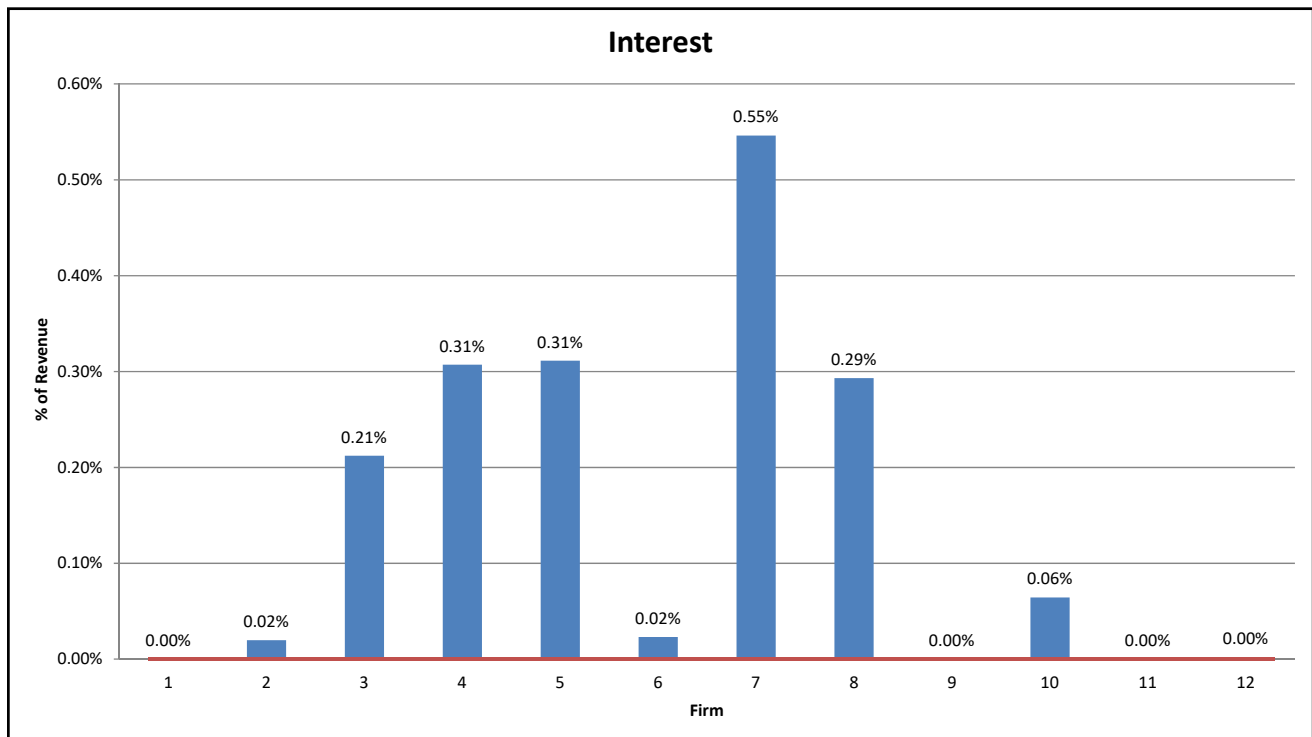
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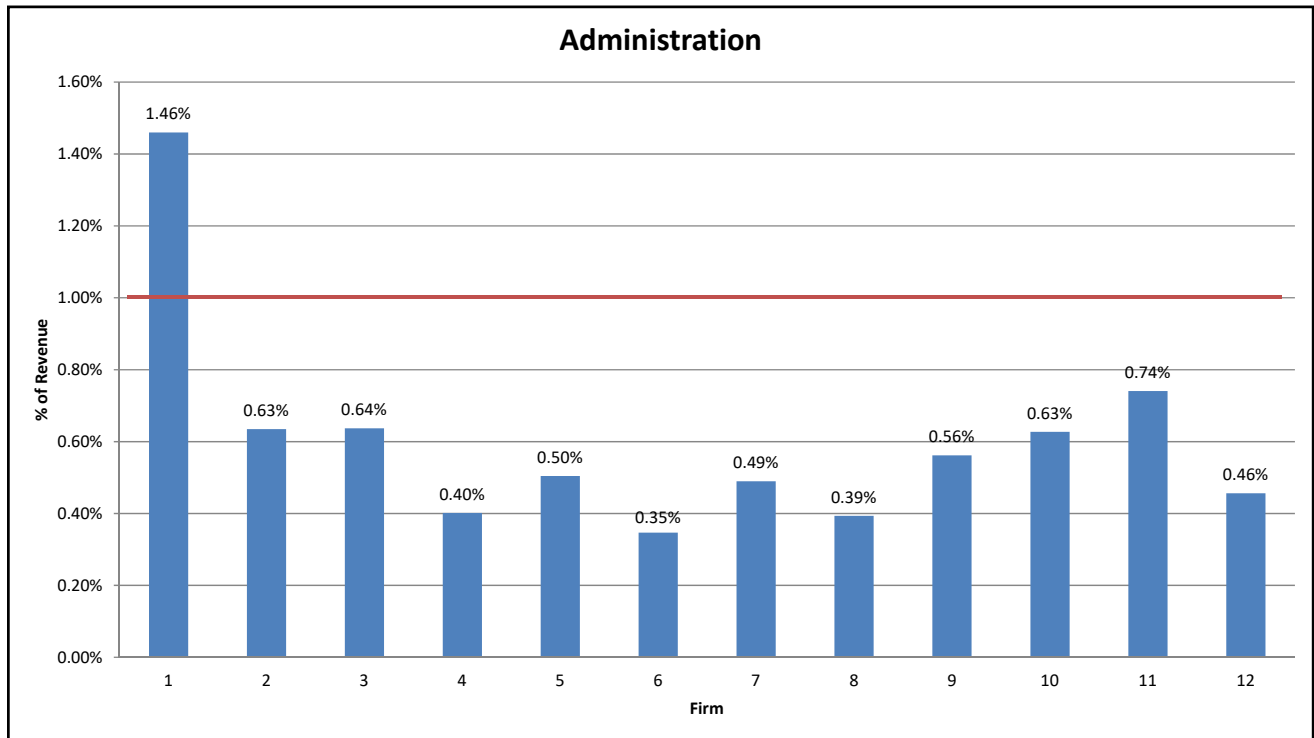
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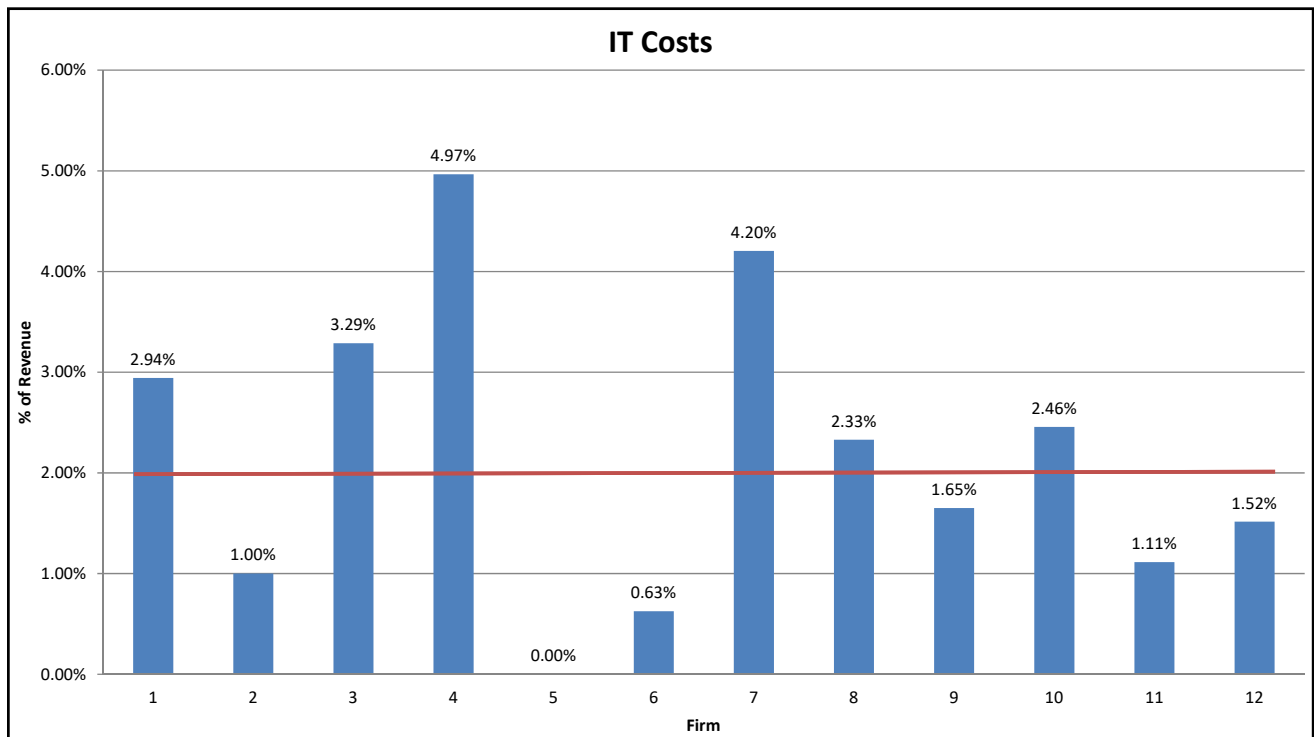
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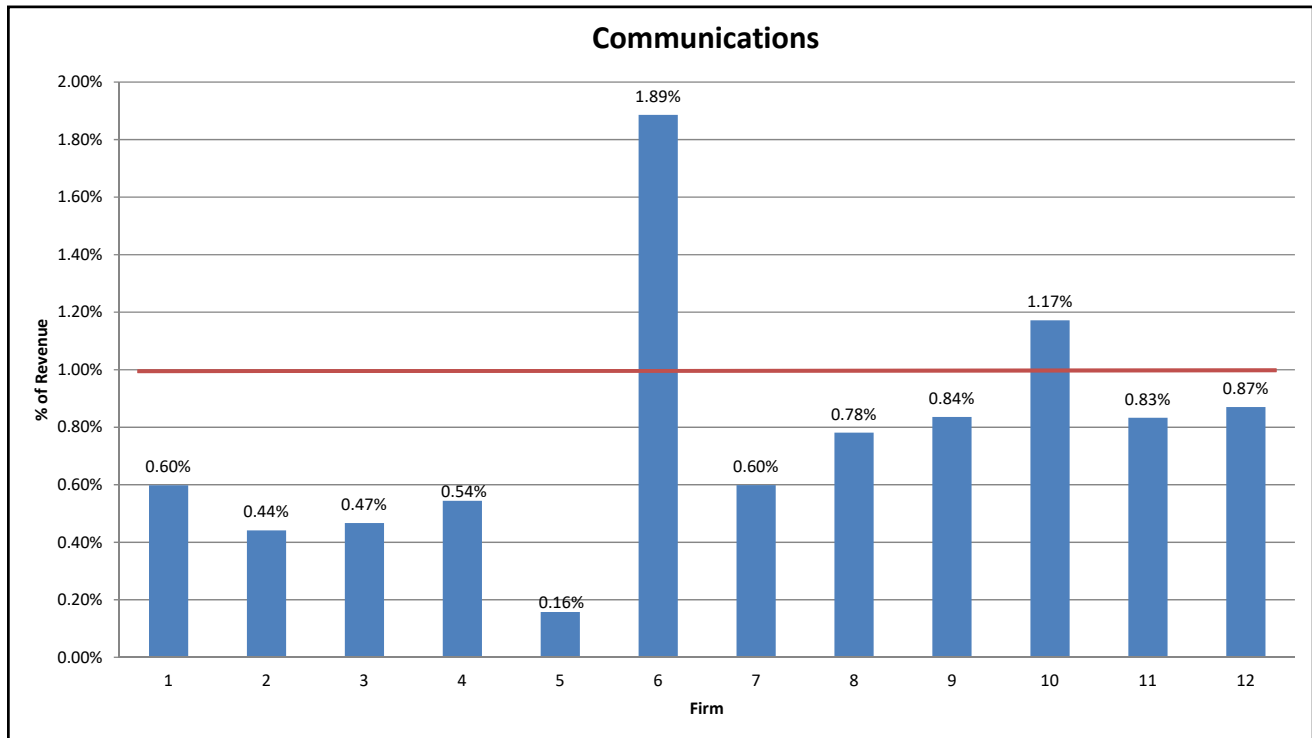
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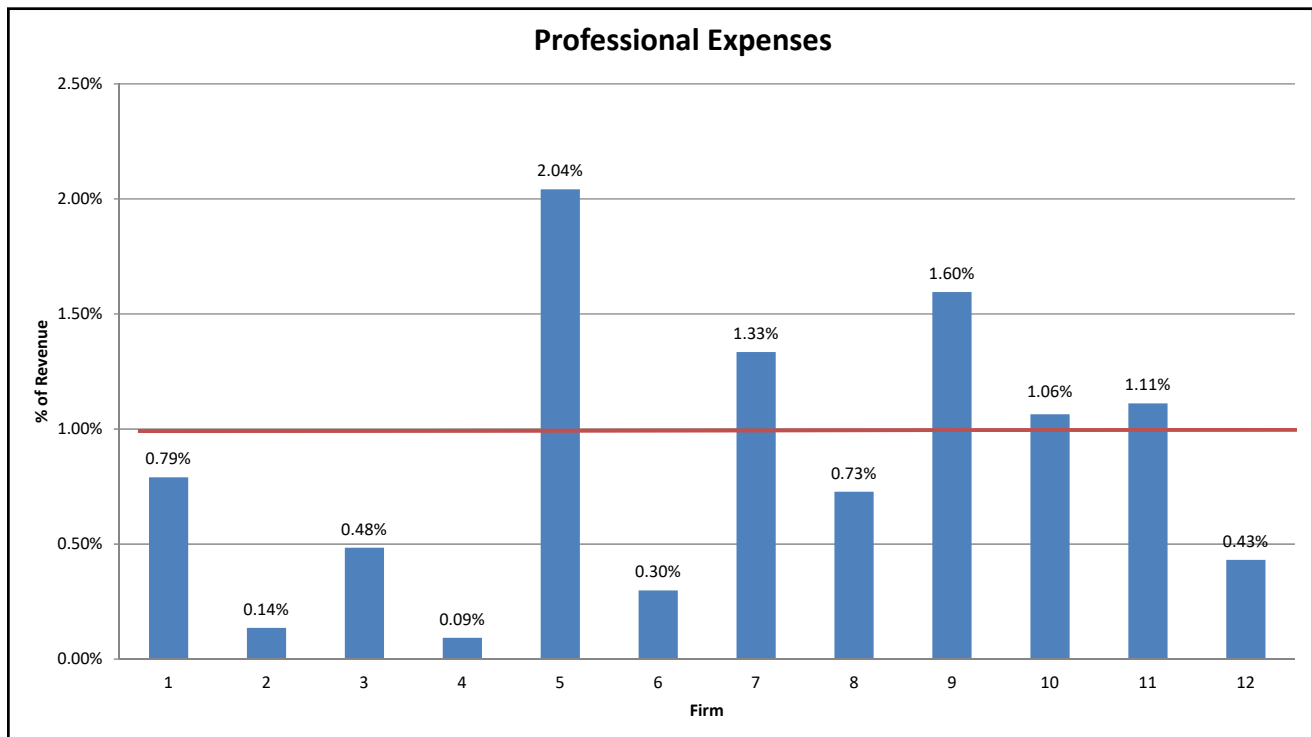
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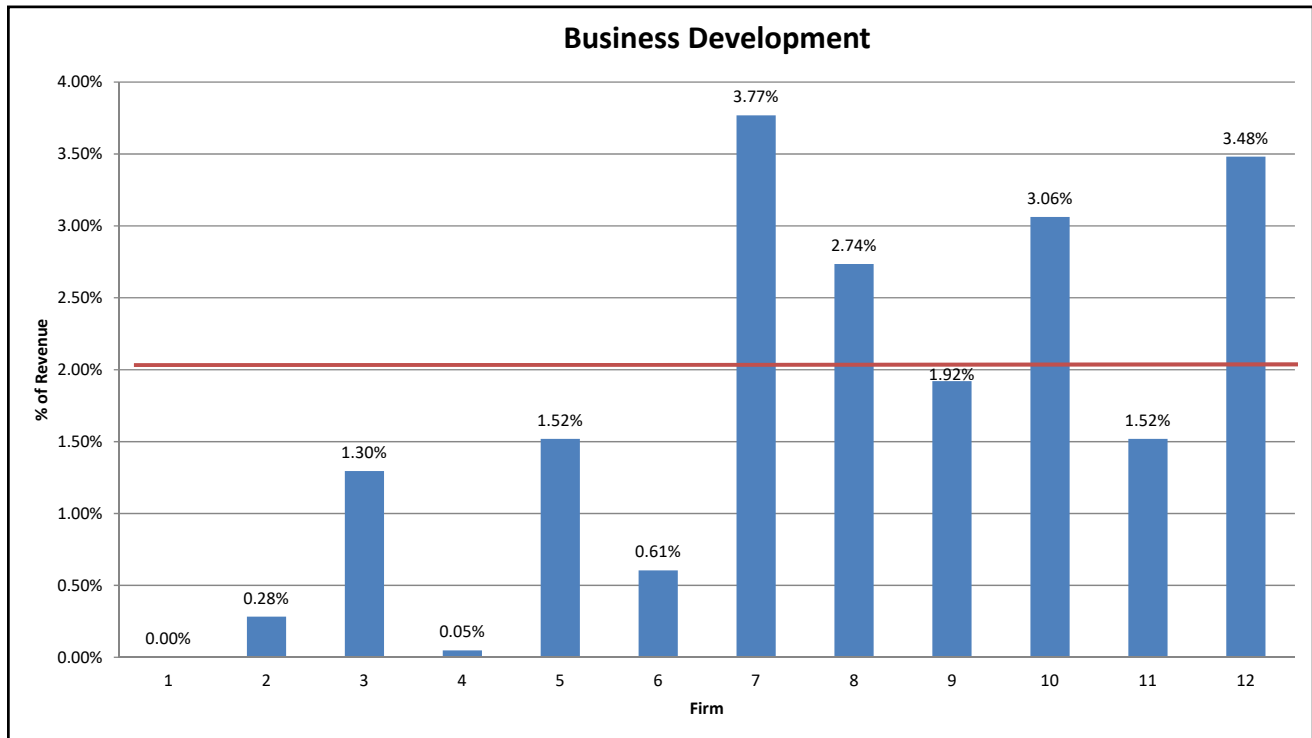
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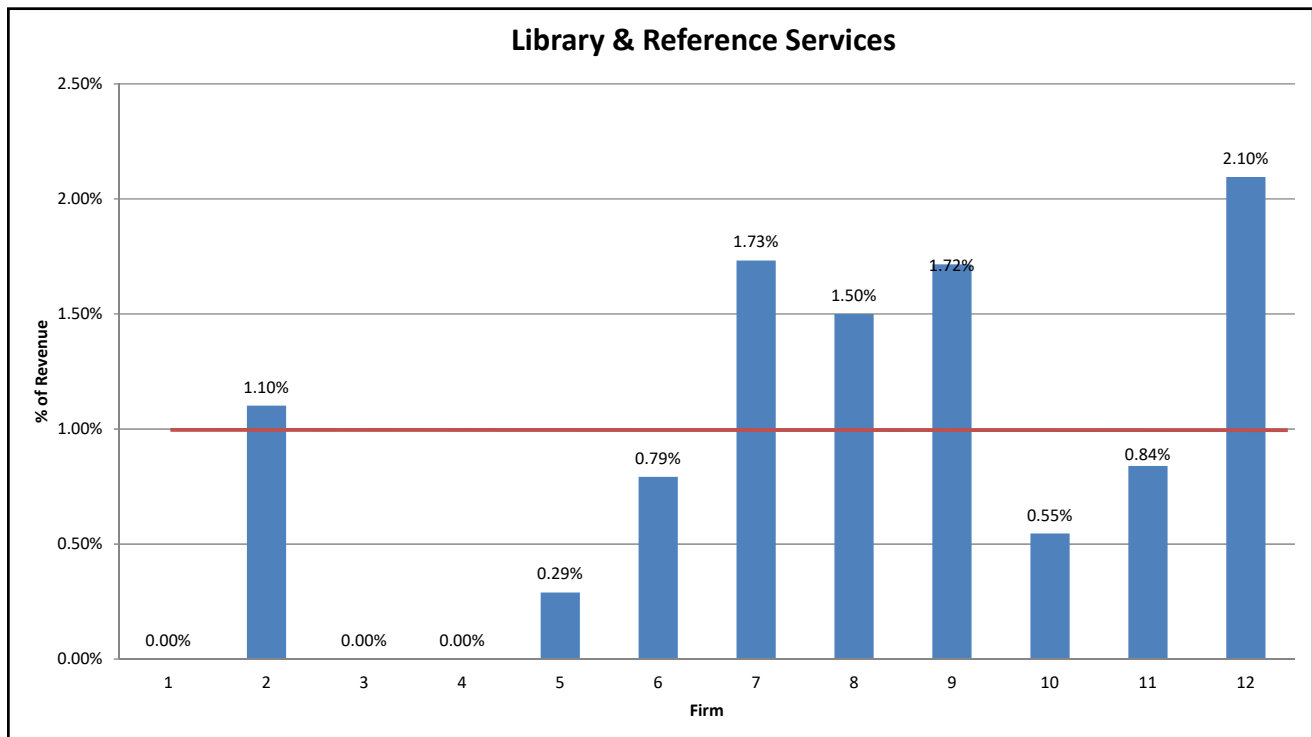
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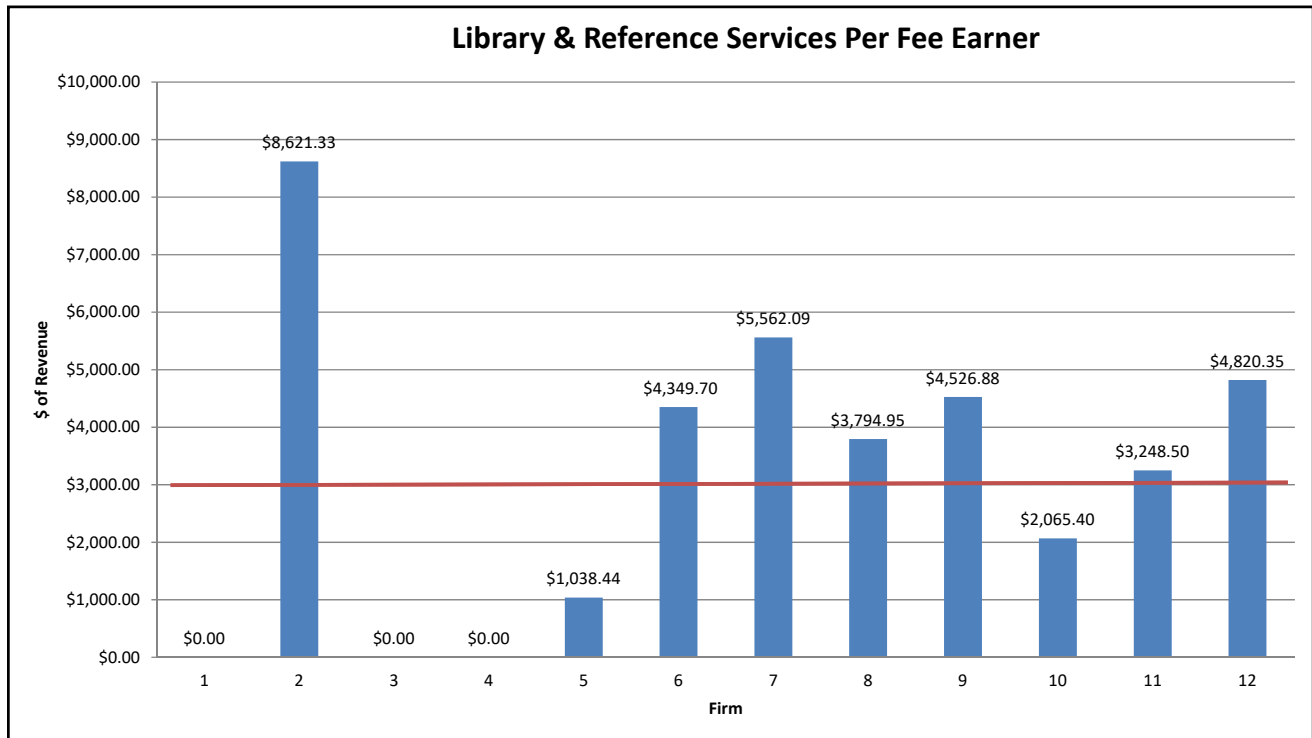
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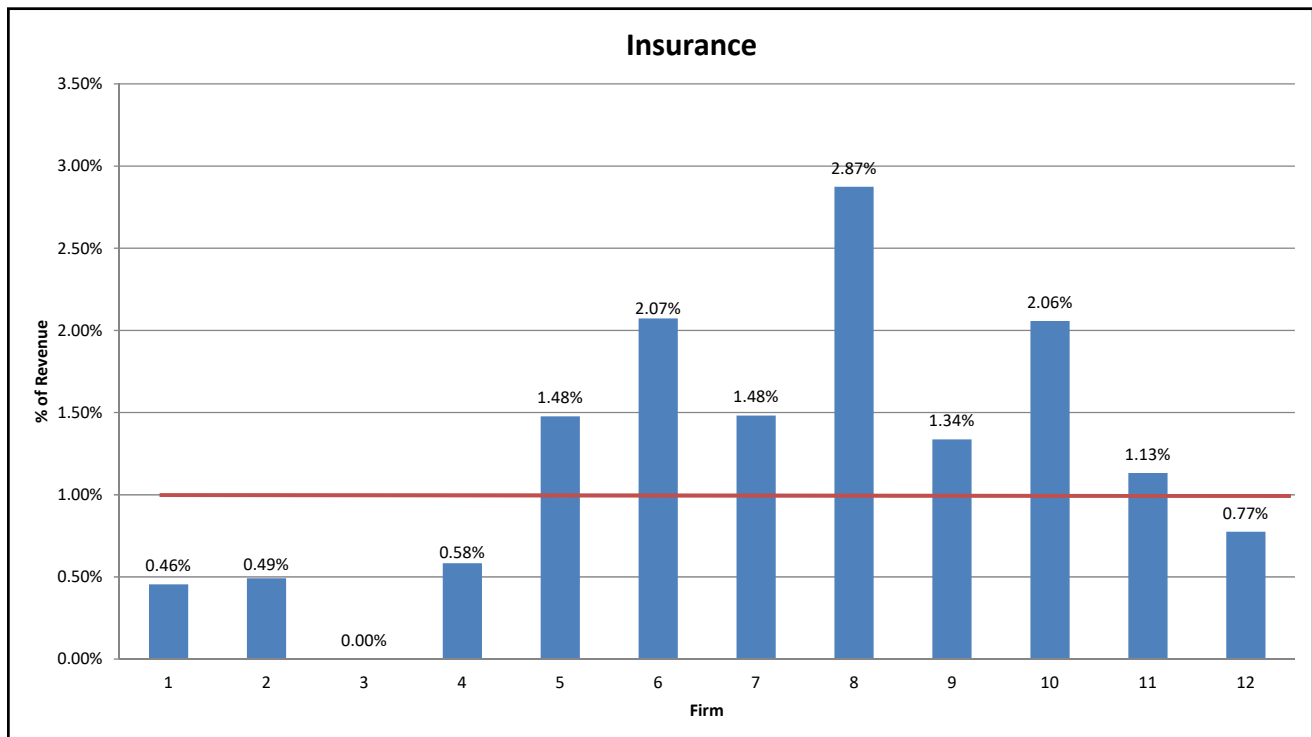
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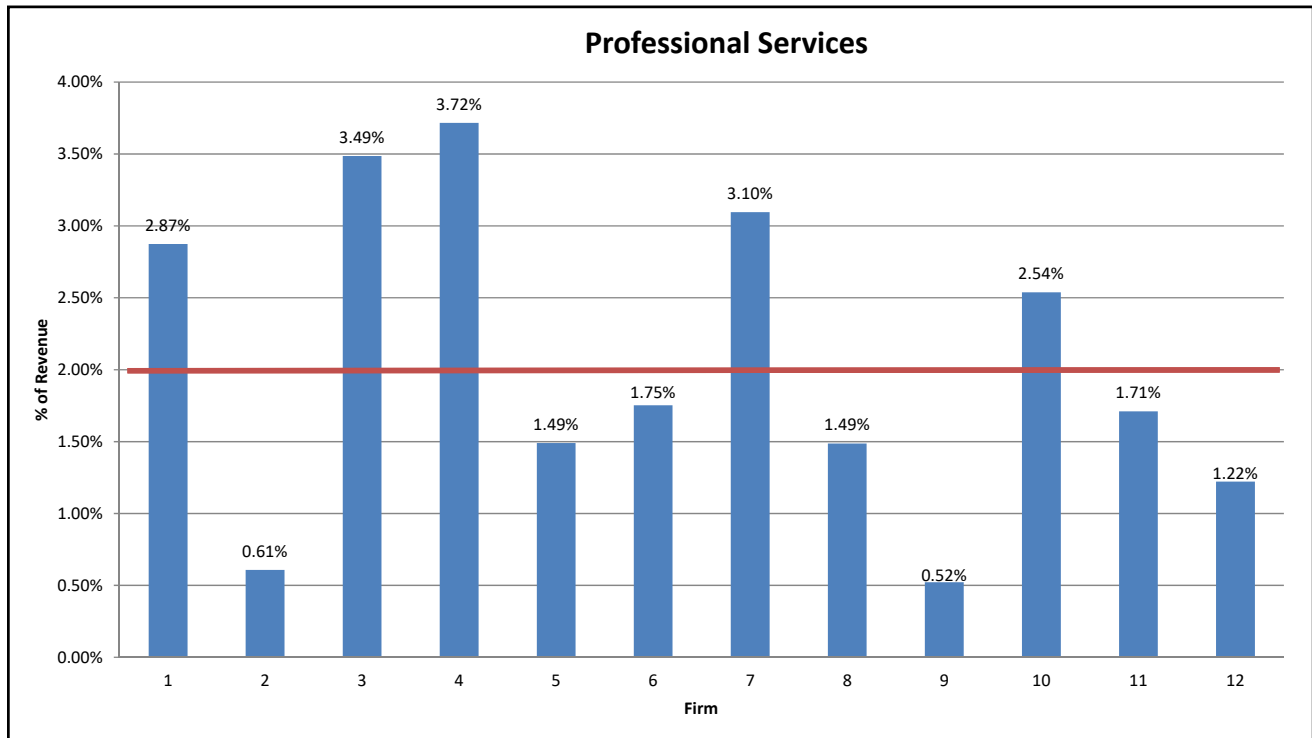
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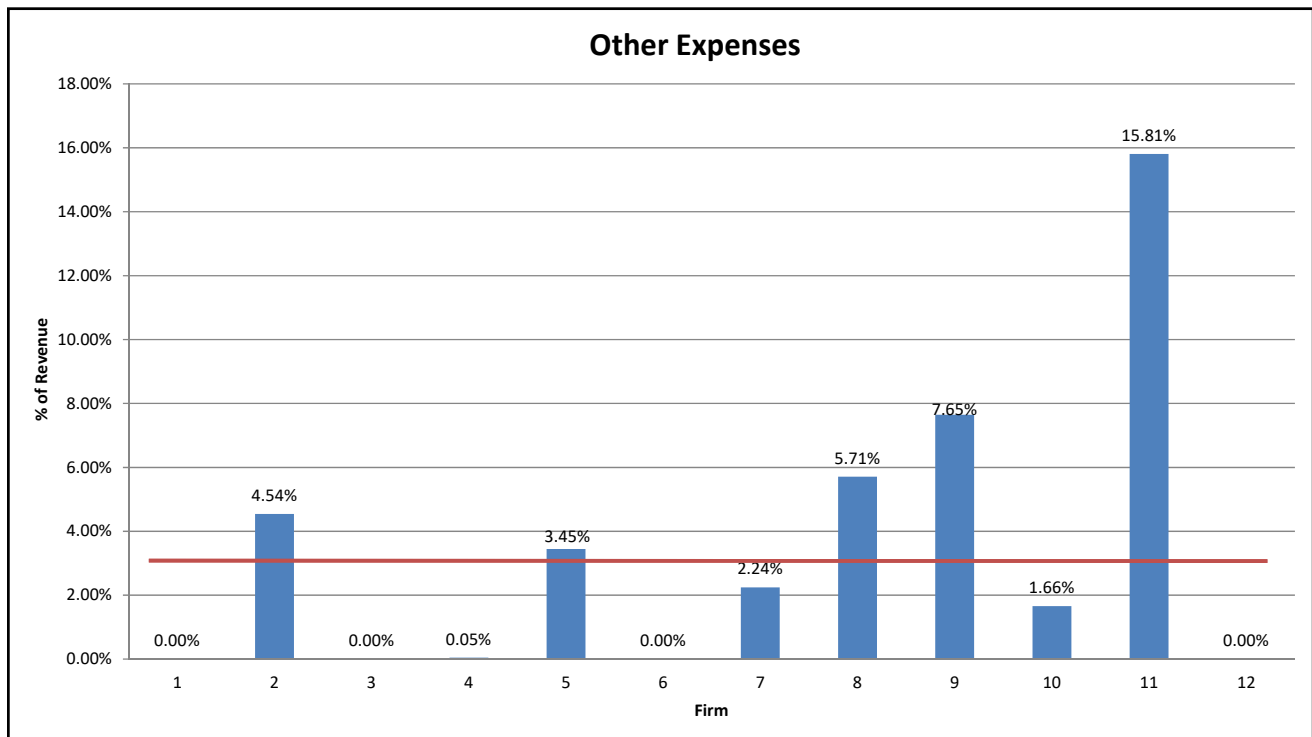
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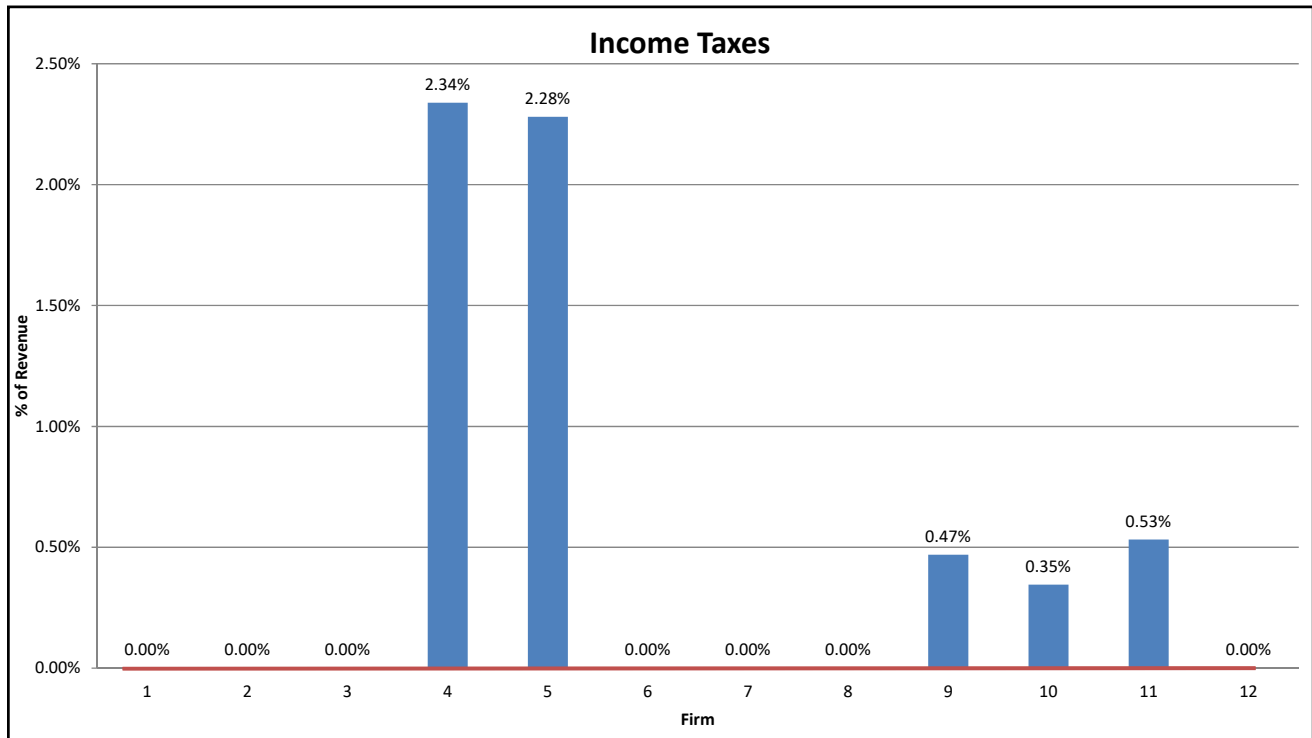
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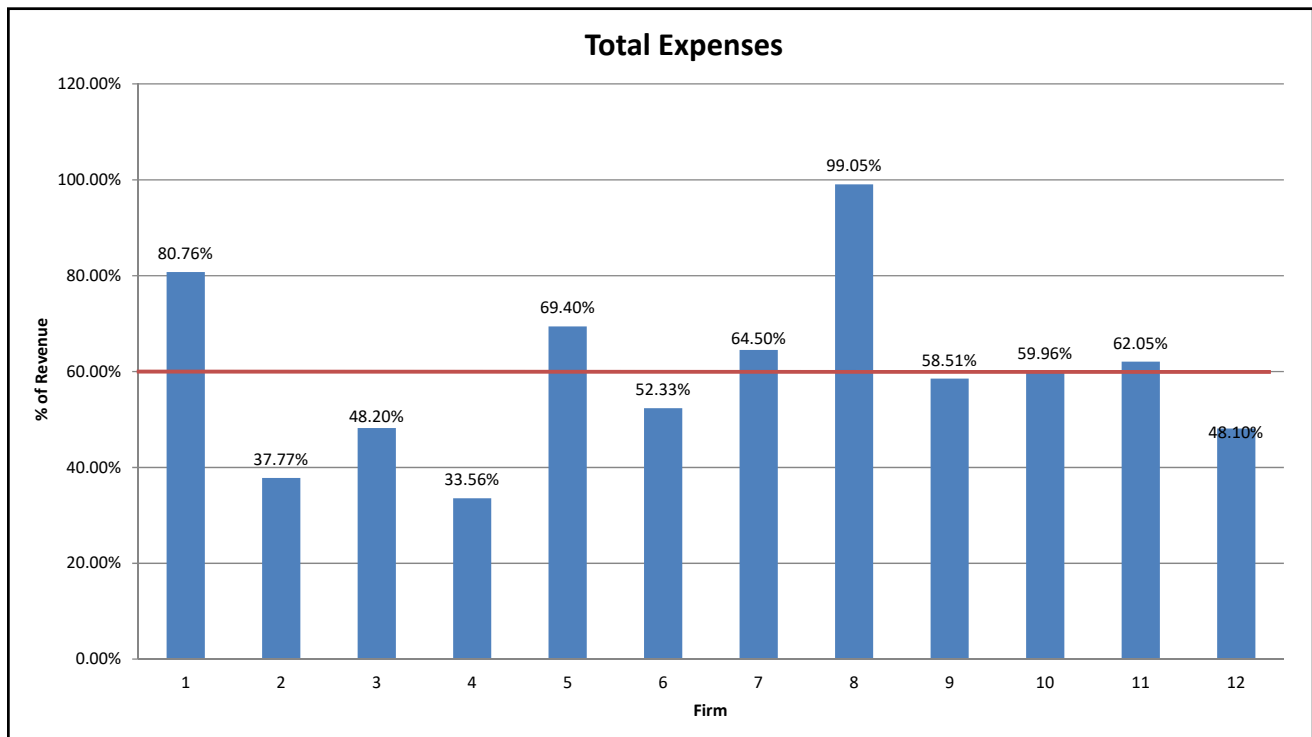
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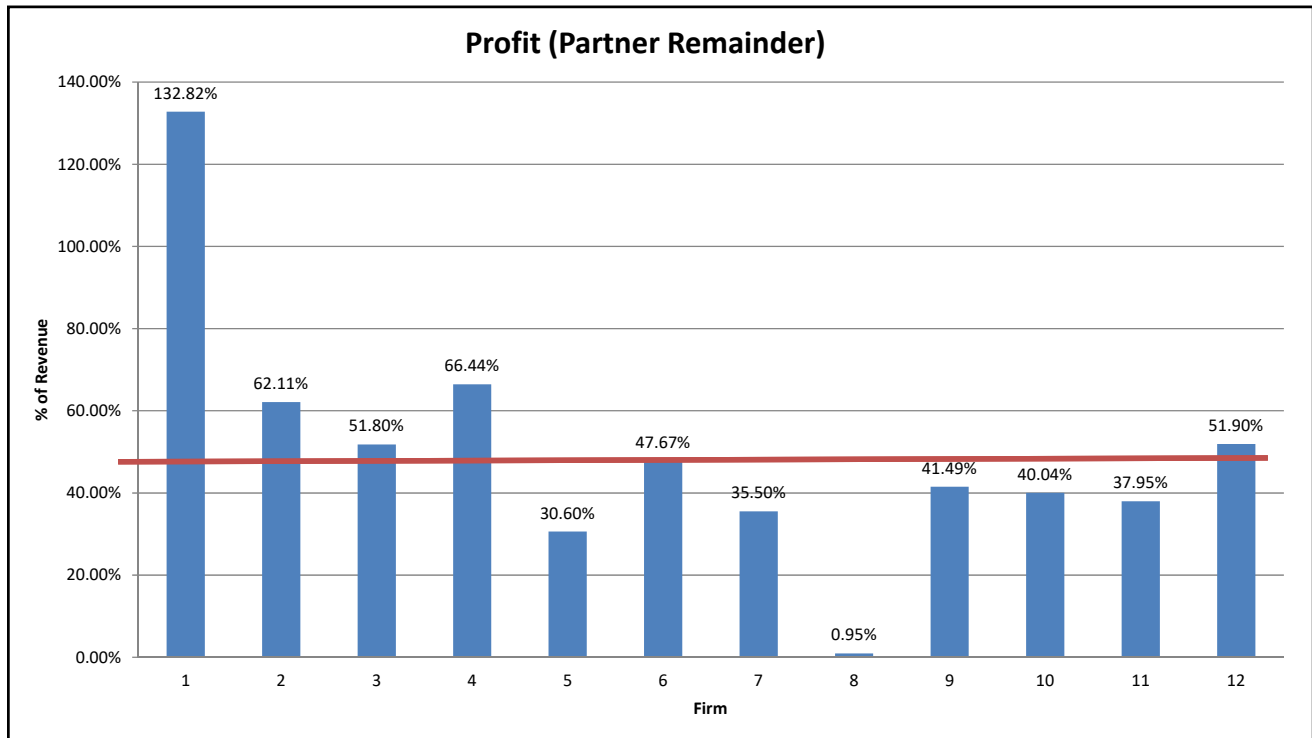
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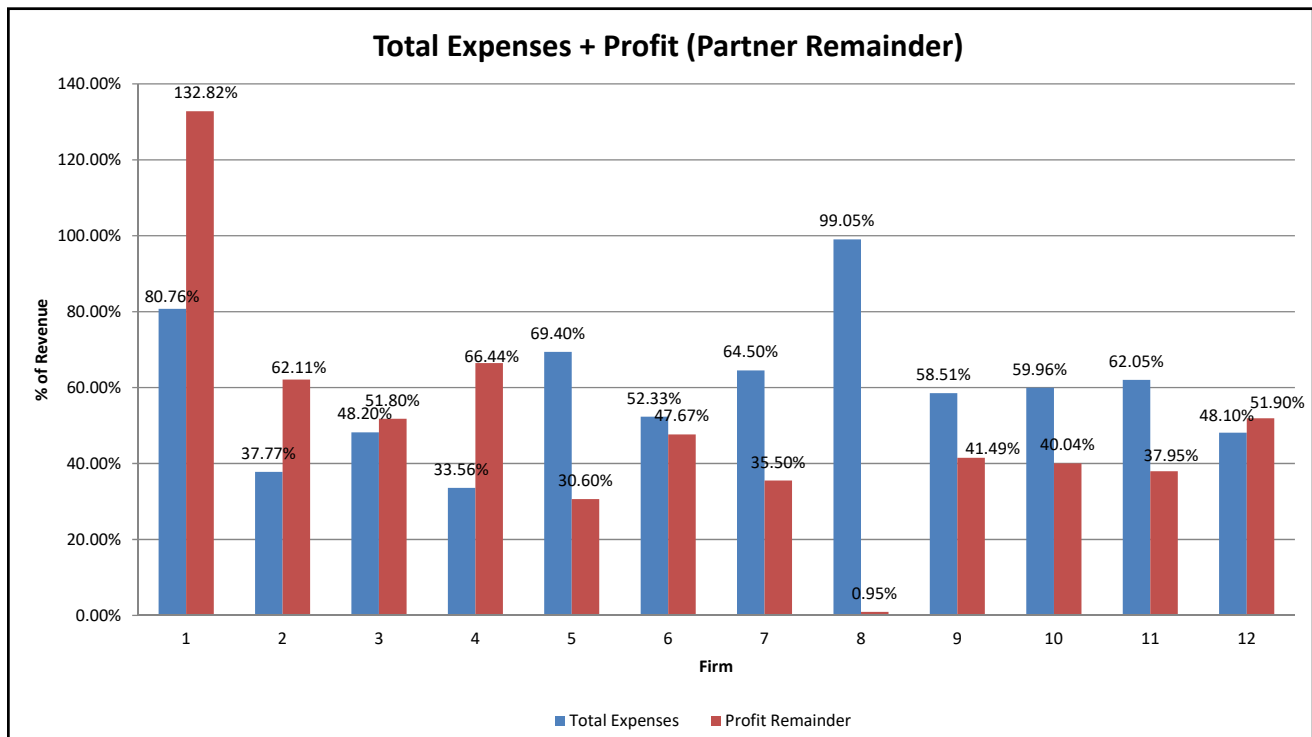
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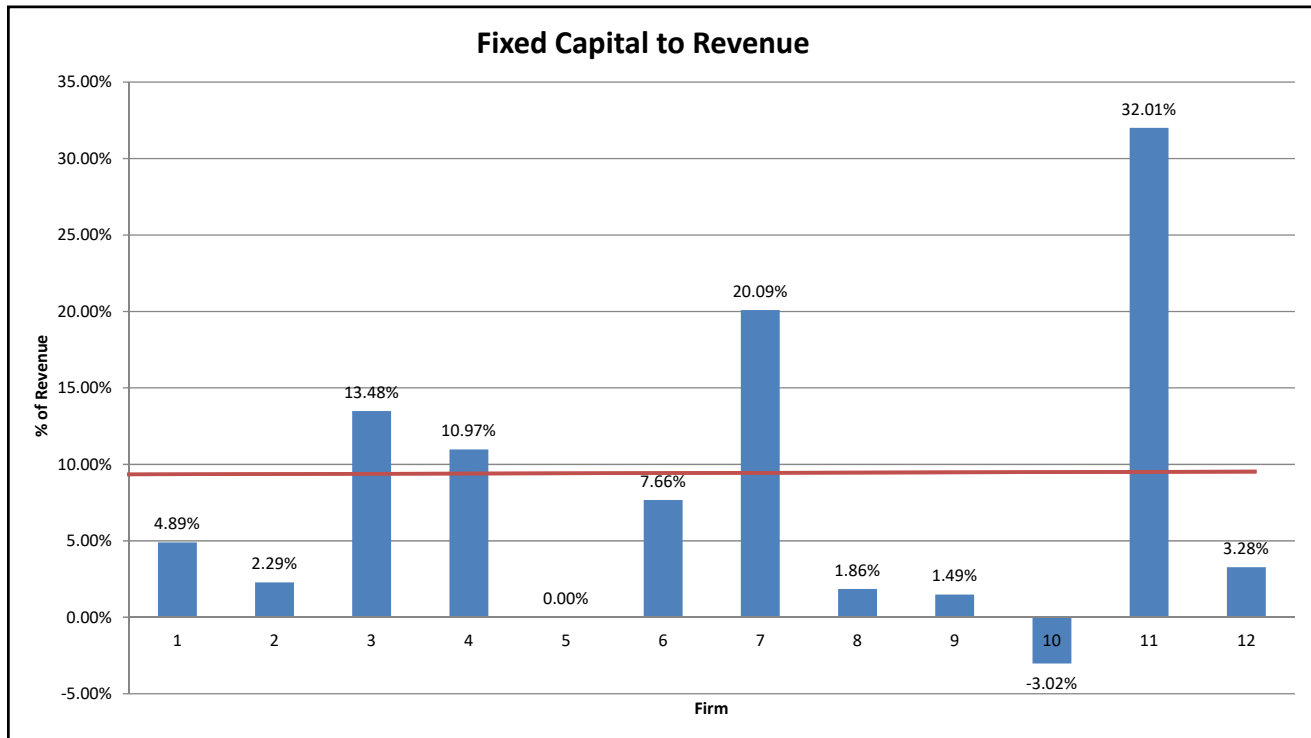
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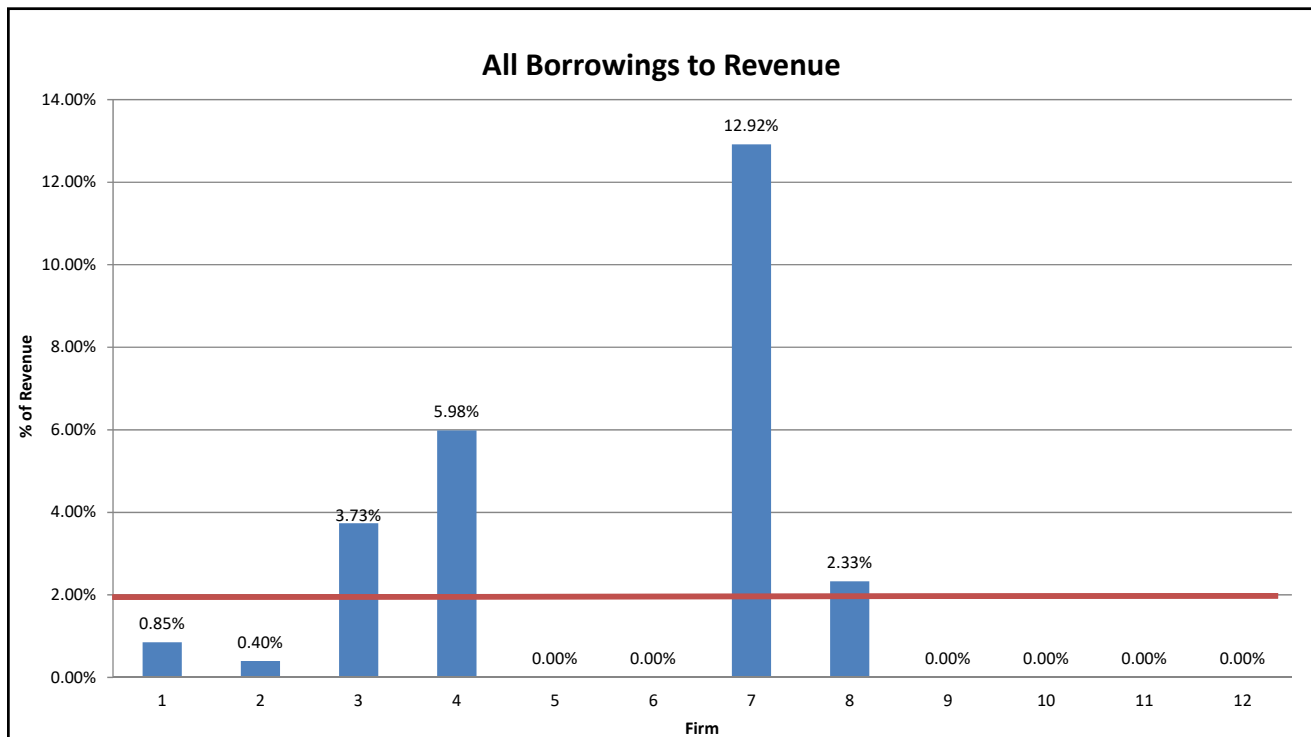
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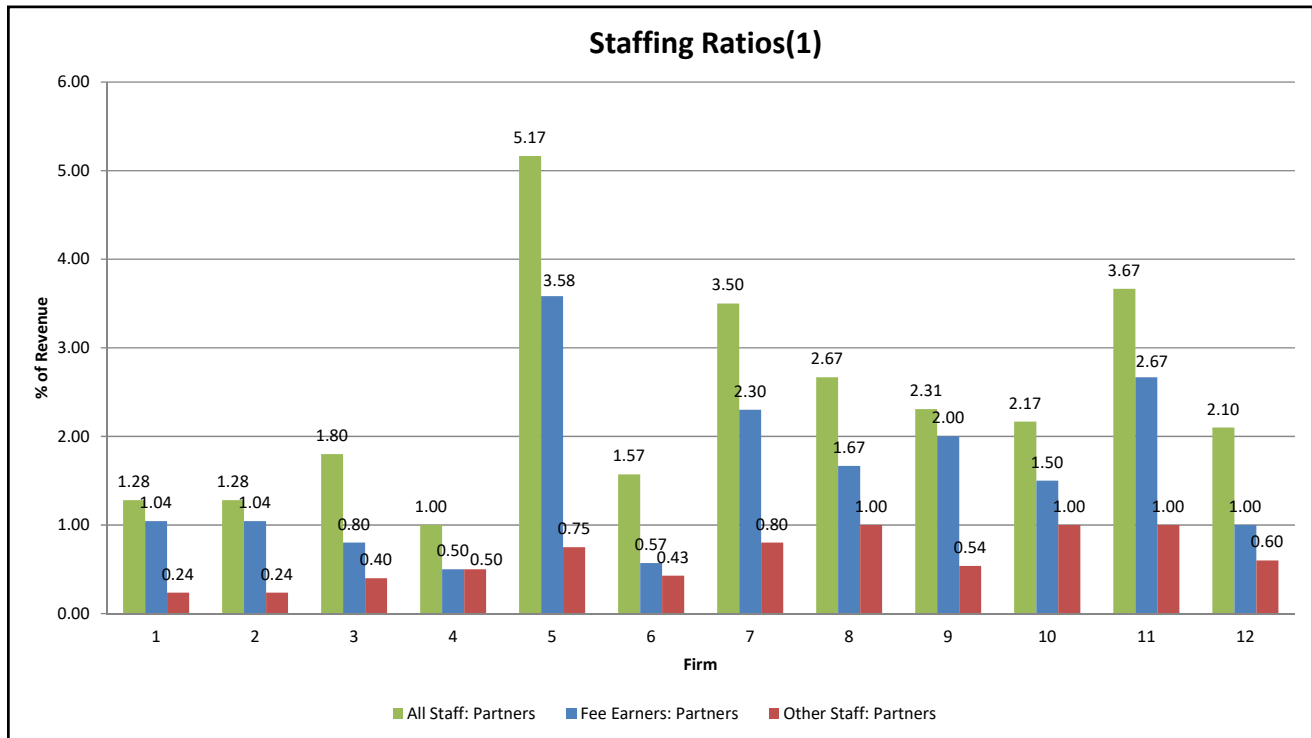
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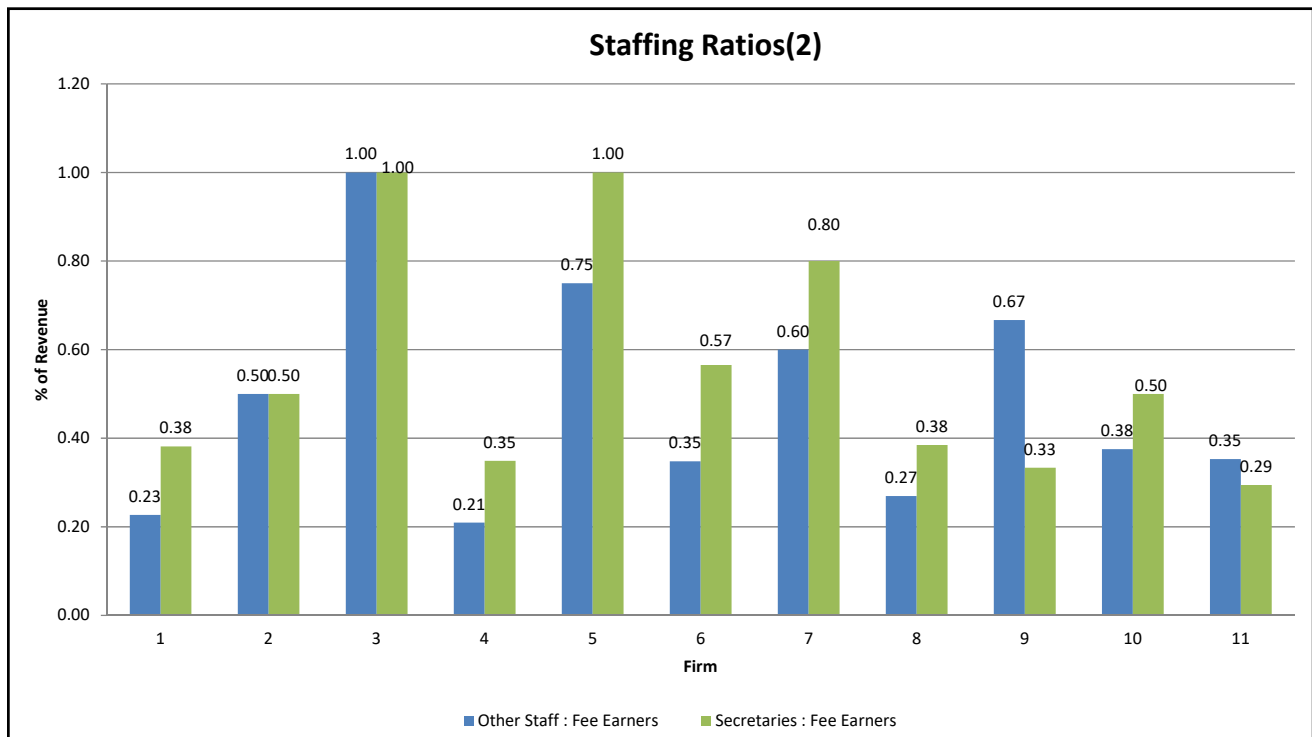
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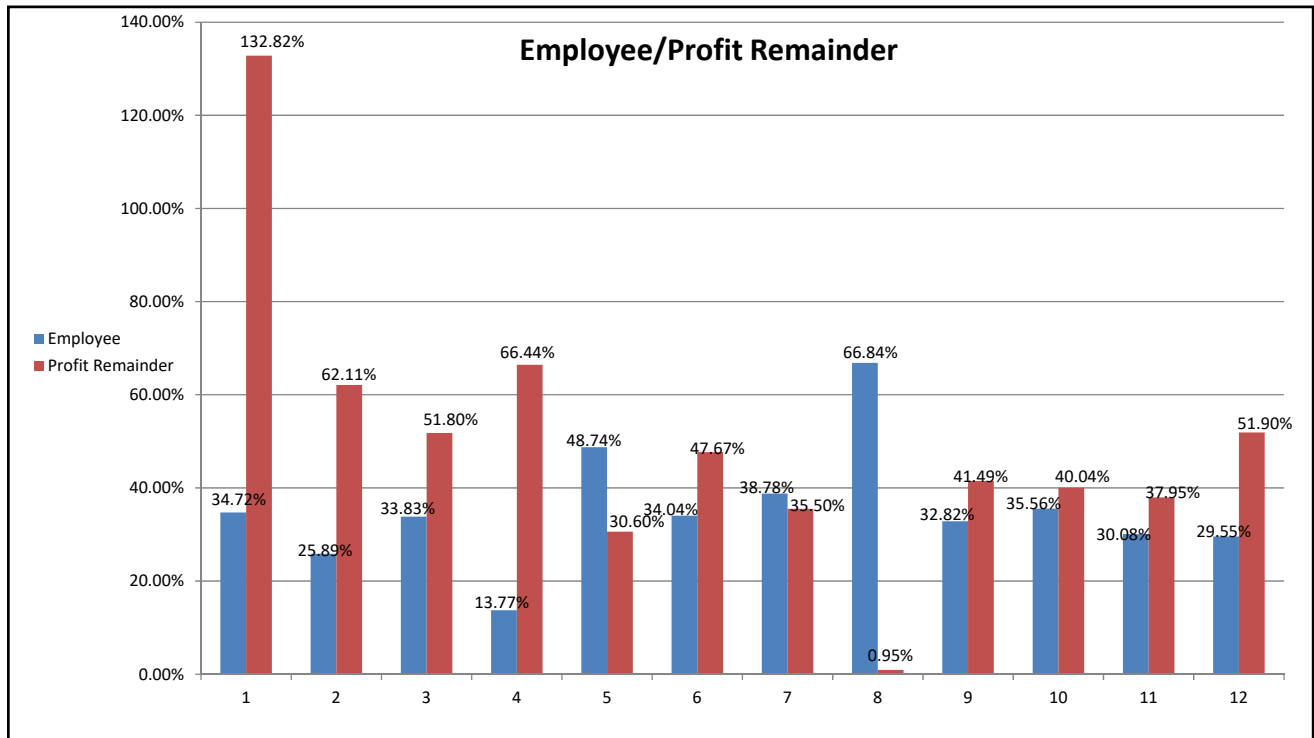
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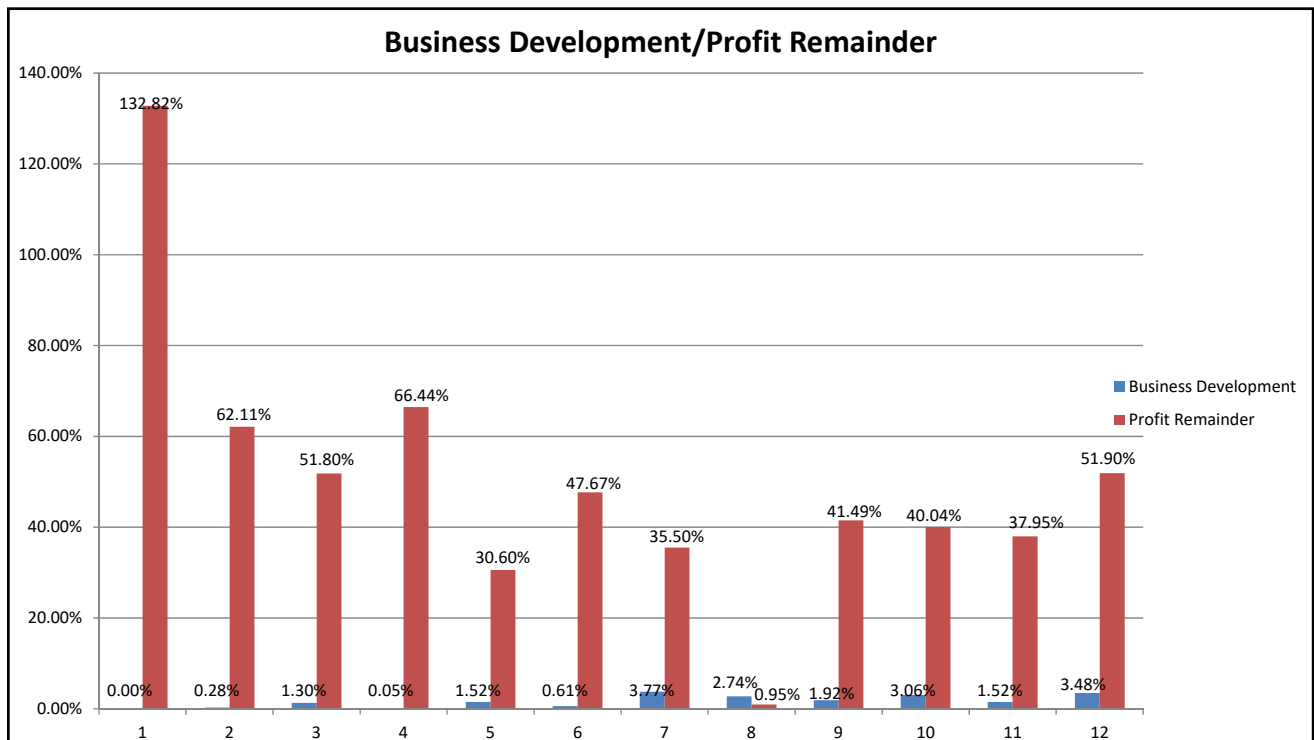
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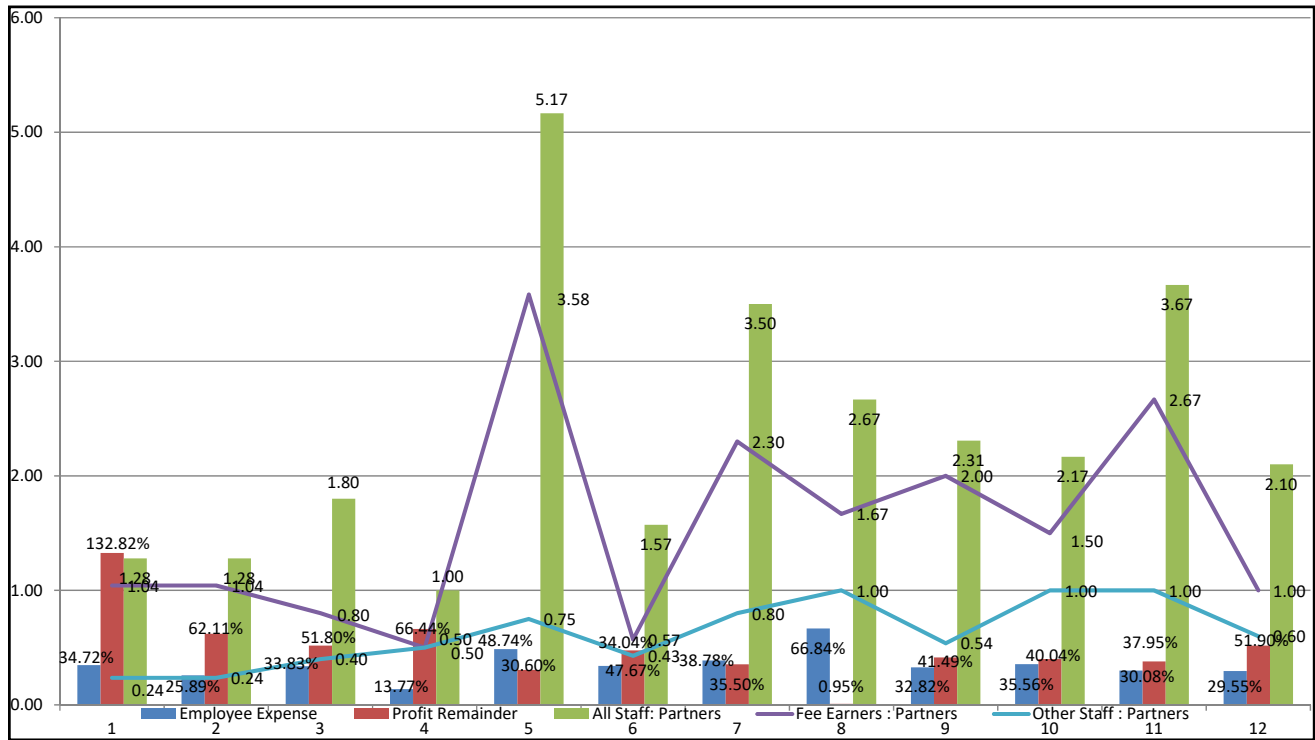
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KEY

- ~~Firm 1 – Adair & Myers P.L.L.C.~~
- Firm 2 – Berman Fink Van Horn P.C.
- Firm 3 – Bowie & Jensen, LLC
- ~~Firm 4 – Gaw, Van Male, Smith & Reynolds, APC~~
- ~~Firm 5 – Gordon Fournaris & Mammarella, P.A.~~
- Firm 6 – Hale Carlson Baumgartner PLC
- Firm 7 – Helsell Fetterman
- Firm 8 – Keyser Mason Ball LLP
- Firm 9 – Margrave Celmins, P.C.
- Firm 10 – McGuire Wood & Bisette
- ~~Firm 11 – Menaker & Hermann LLP~~
- Firm 12 – Minor & Brown
- ~~Firm 13 – Meyers, Roman, Friedberg & Lewis~~
- ~~Firm 14 – Paine Bickers, LLP~~
- ~~Firm 15 – Reiling Teder & Schrier, LLC~~
- ~~Firm 16 – Skarlatos Zonarich LLC~~
- Firm 17 – Sherman Sherman Johnnie & Hoyt, LLP
- ~~Firm 18 – Synergy Business Lawyers~~
- Firm 19 – Tuesley Hall Konopa, LLP

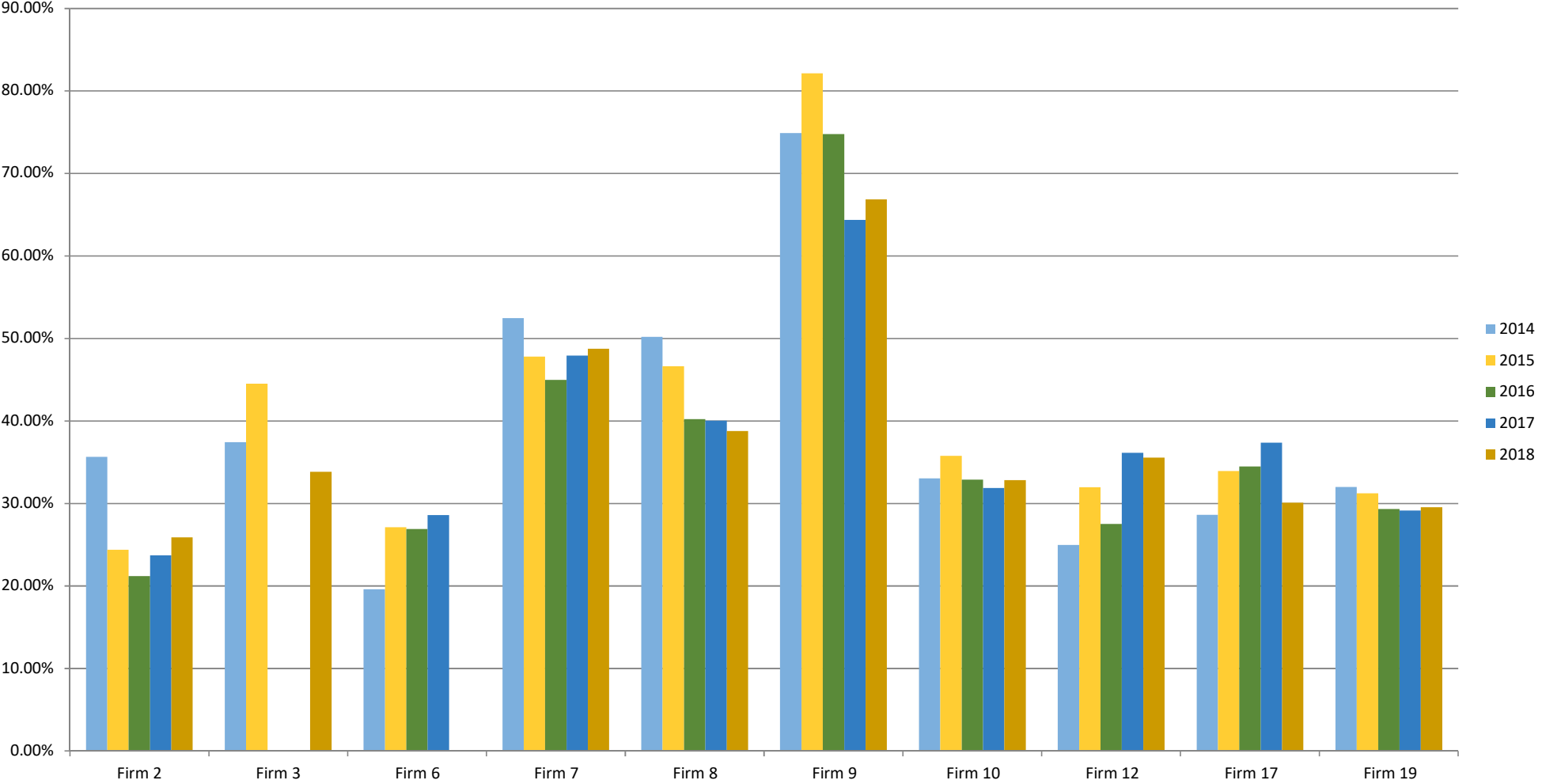
*Please note some information on the graphs are blank due to lack of information or low values resulting in Zero percent

LawPact Data Survey

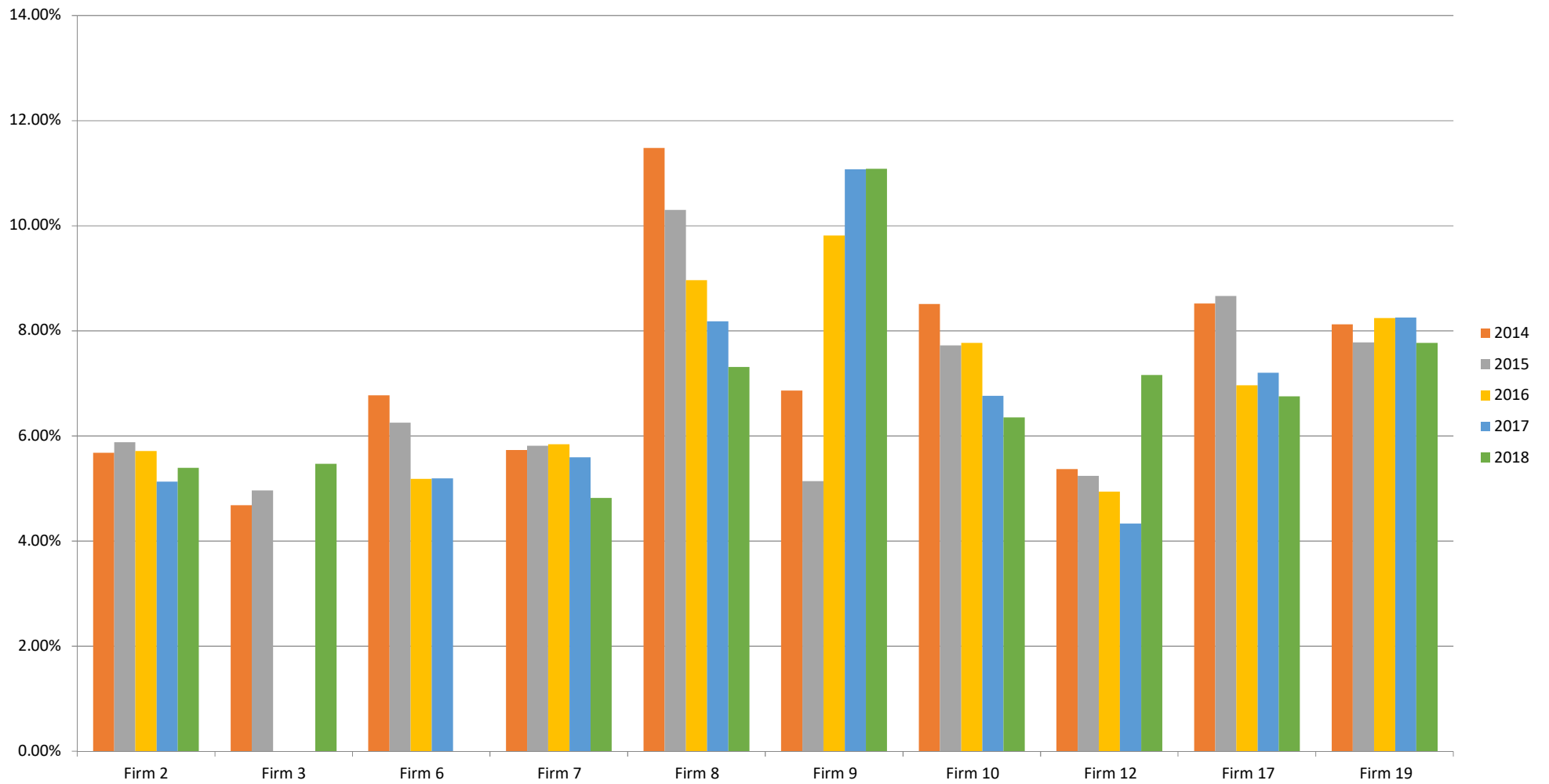
Comparison Graphs For Reporting Years 2014-2018



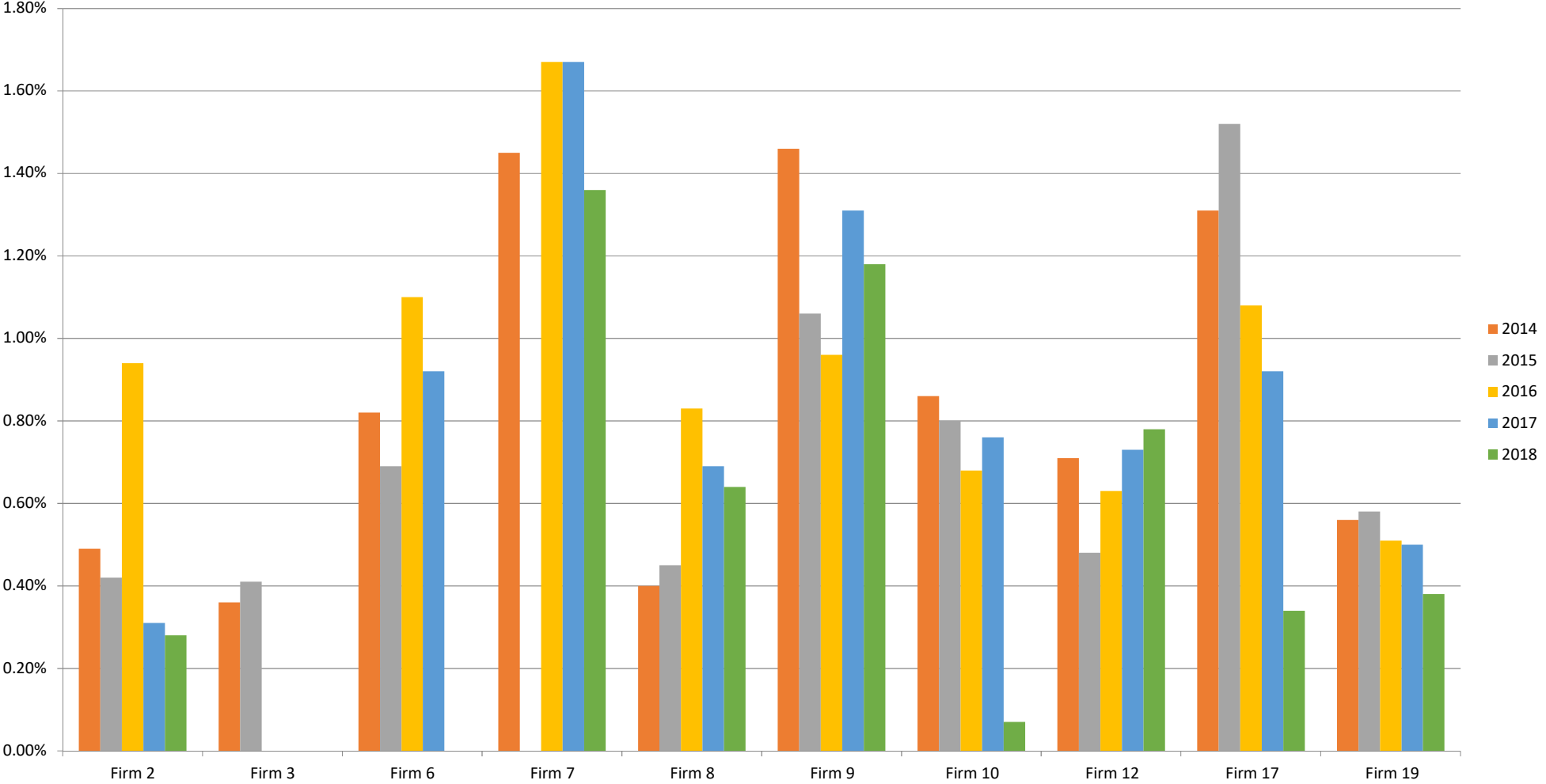
EMPLOYEES



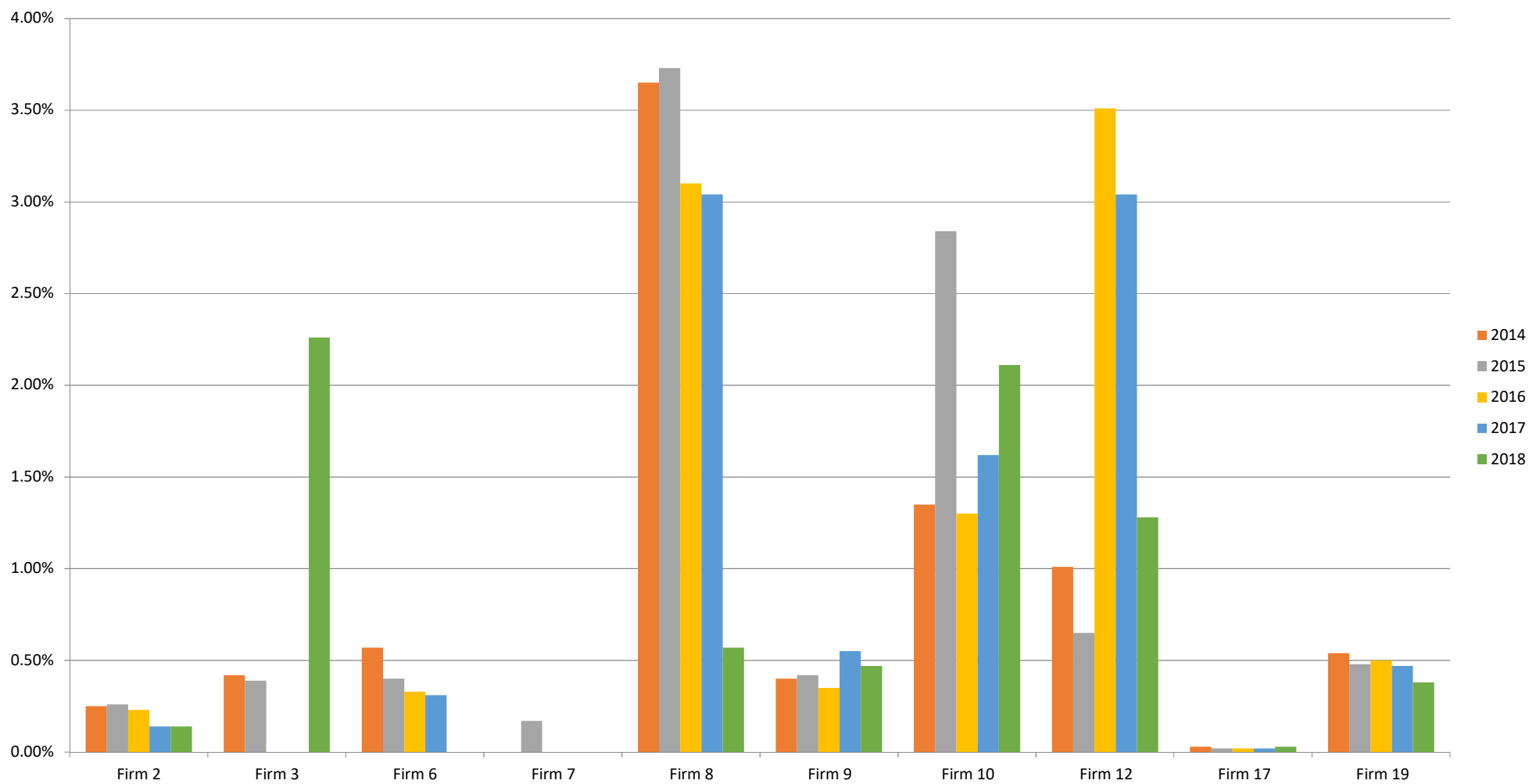
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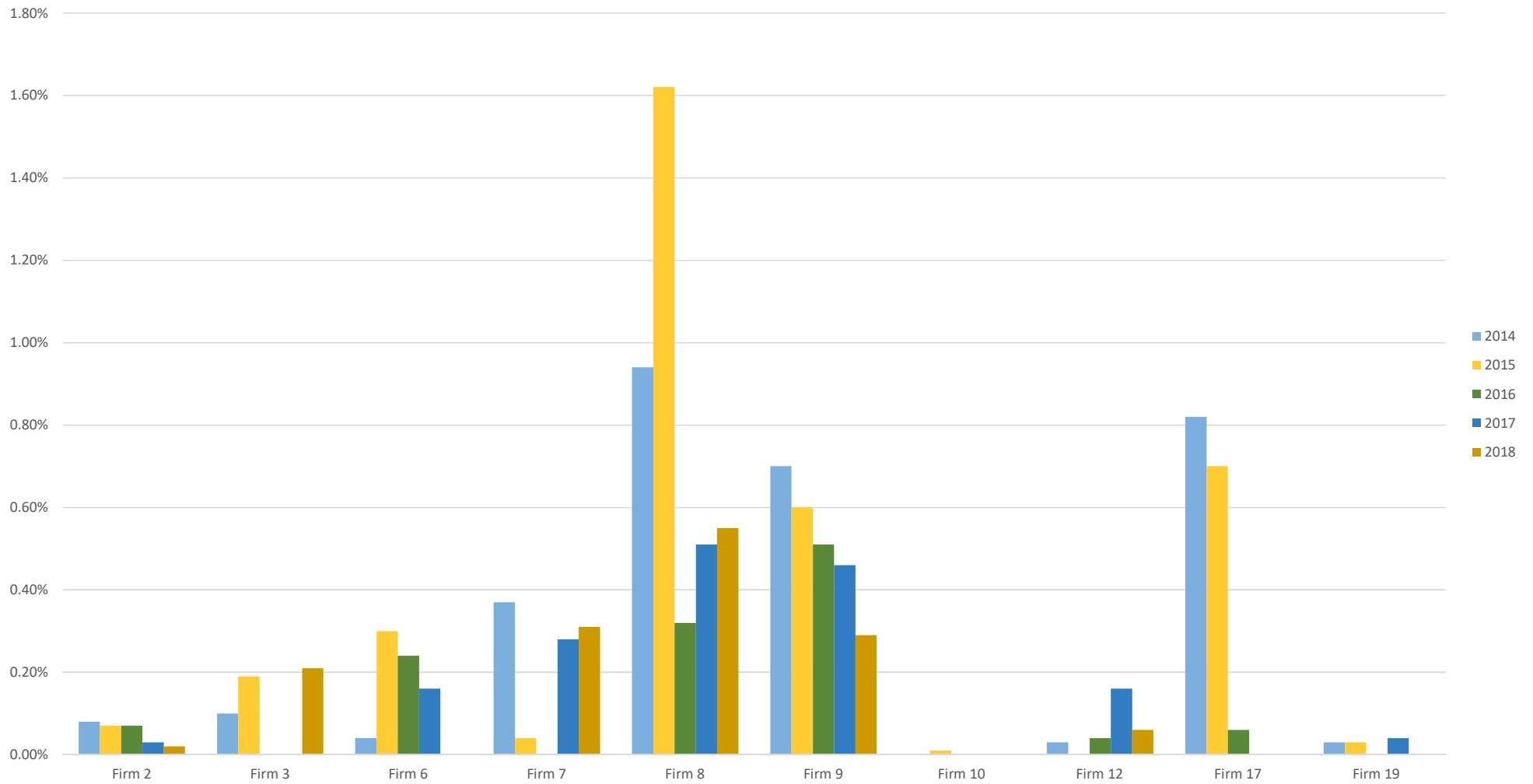
STATIONERY & PRINTING SUPPLIES



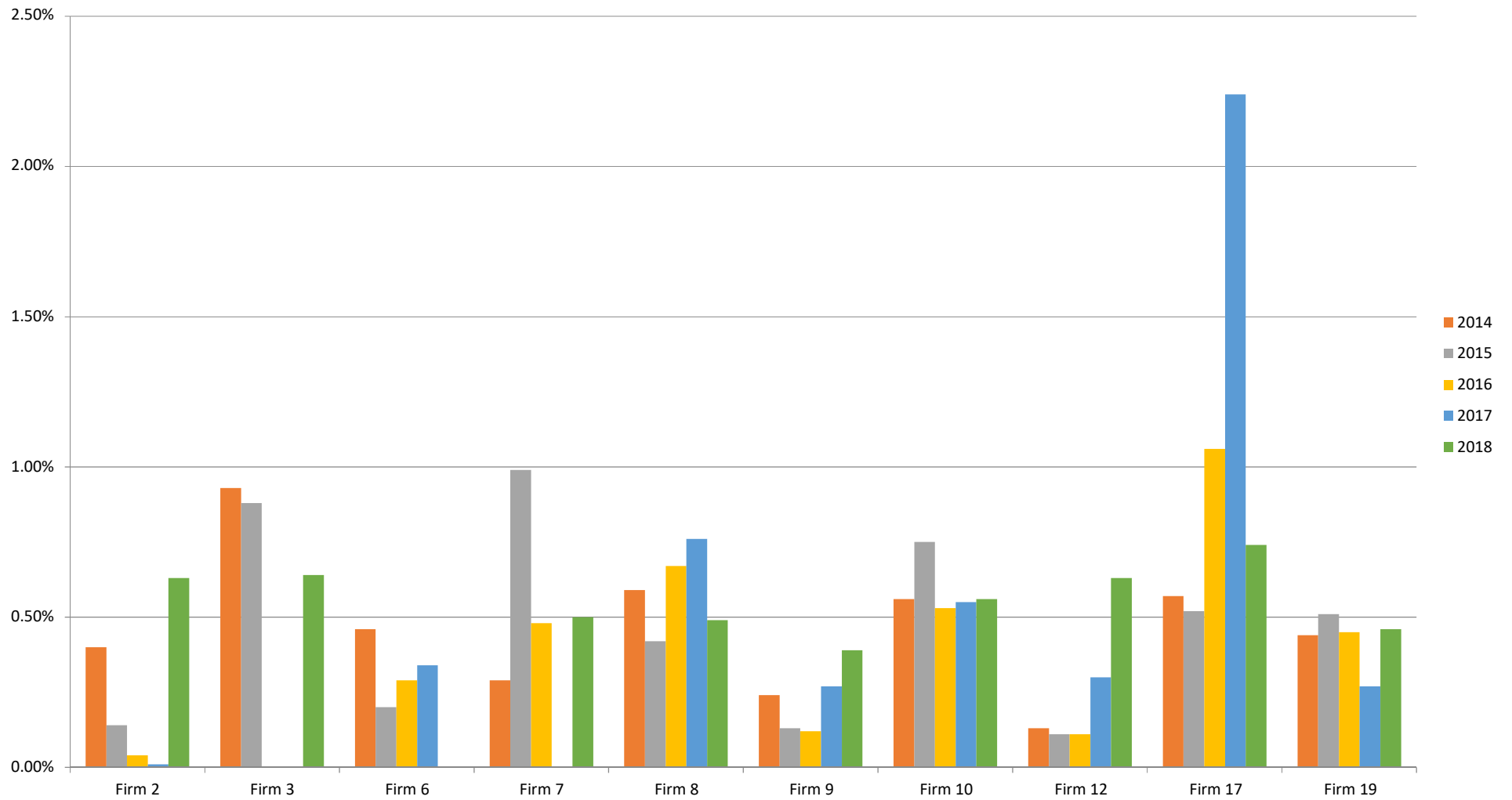
FURNITURE & EQUIPMENT EXPENSES



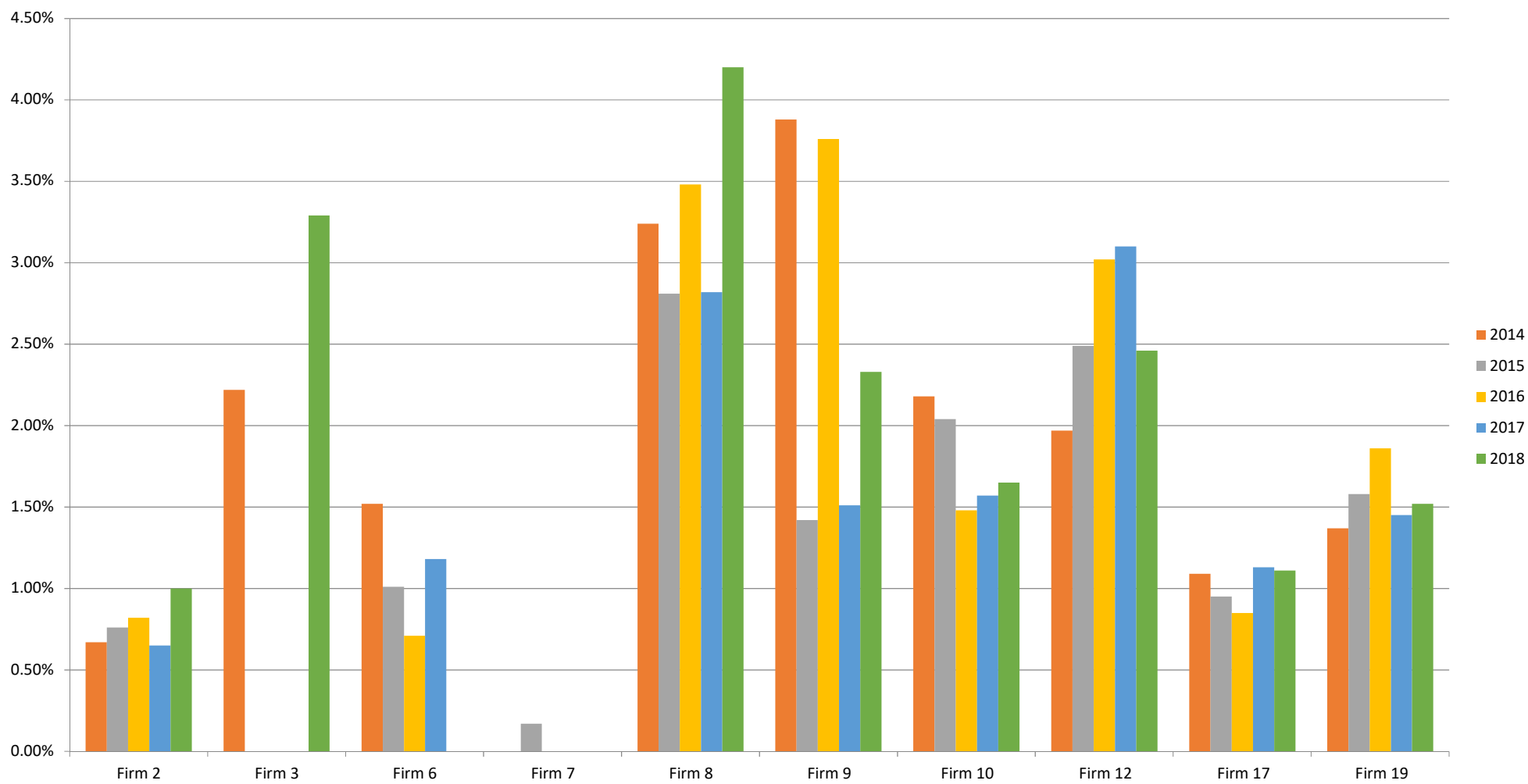
Interest



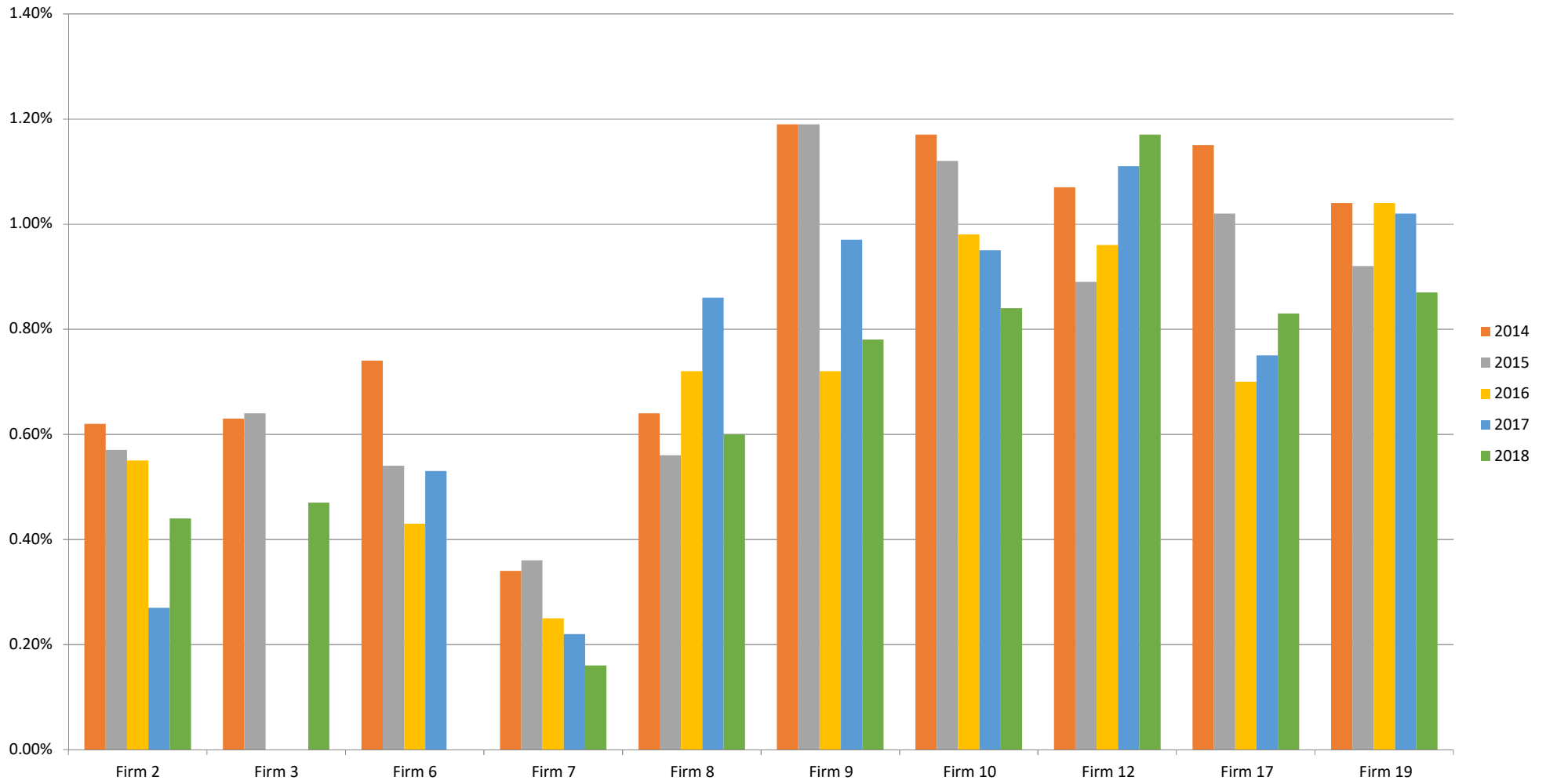
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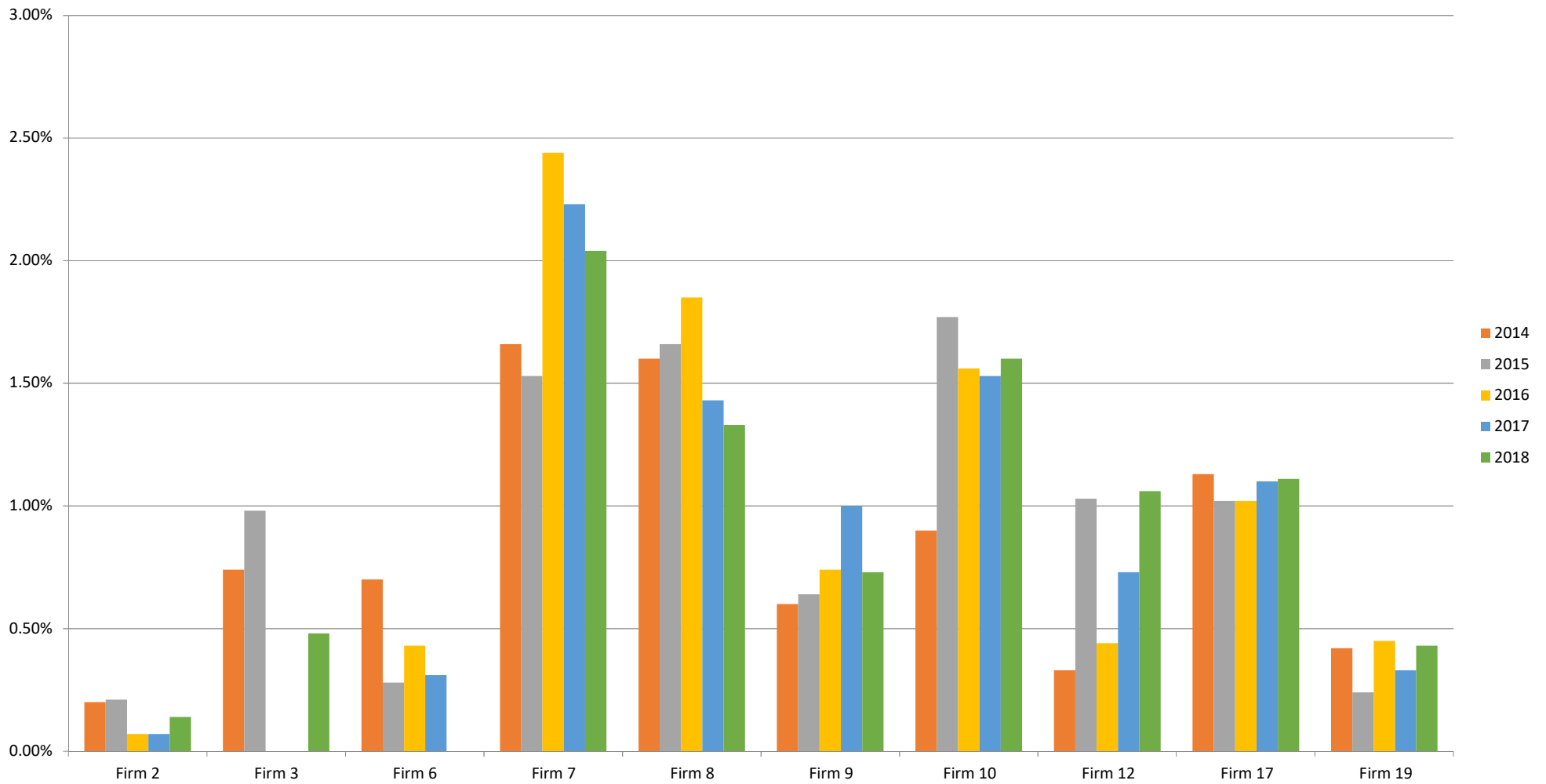
IT COSTS



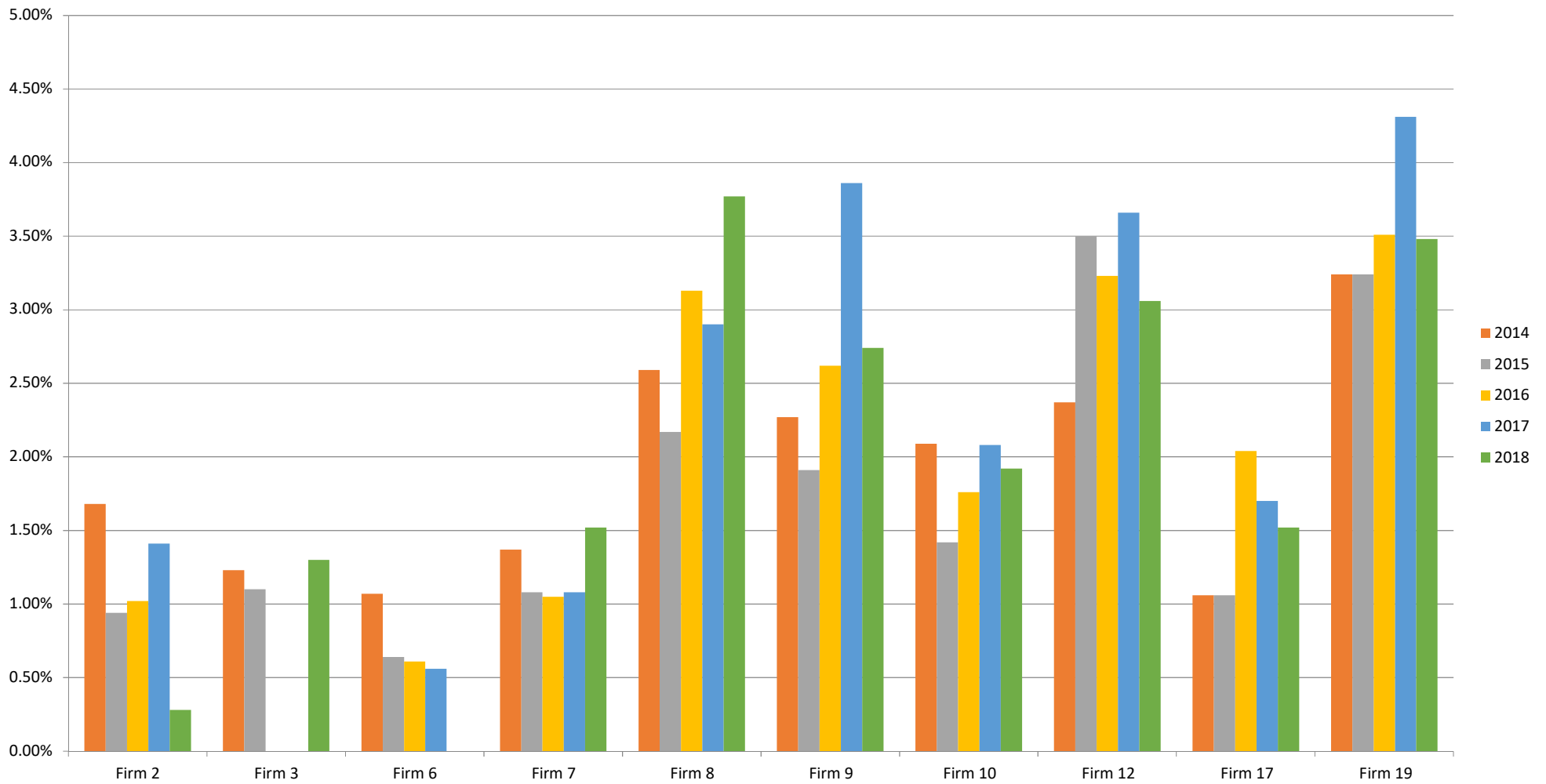
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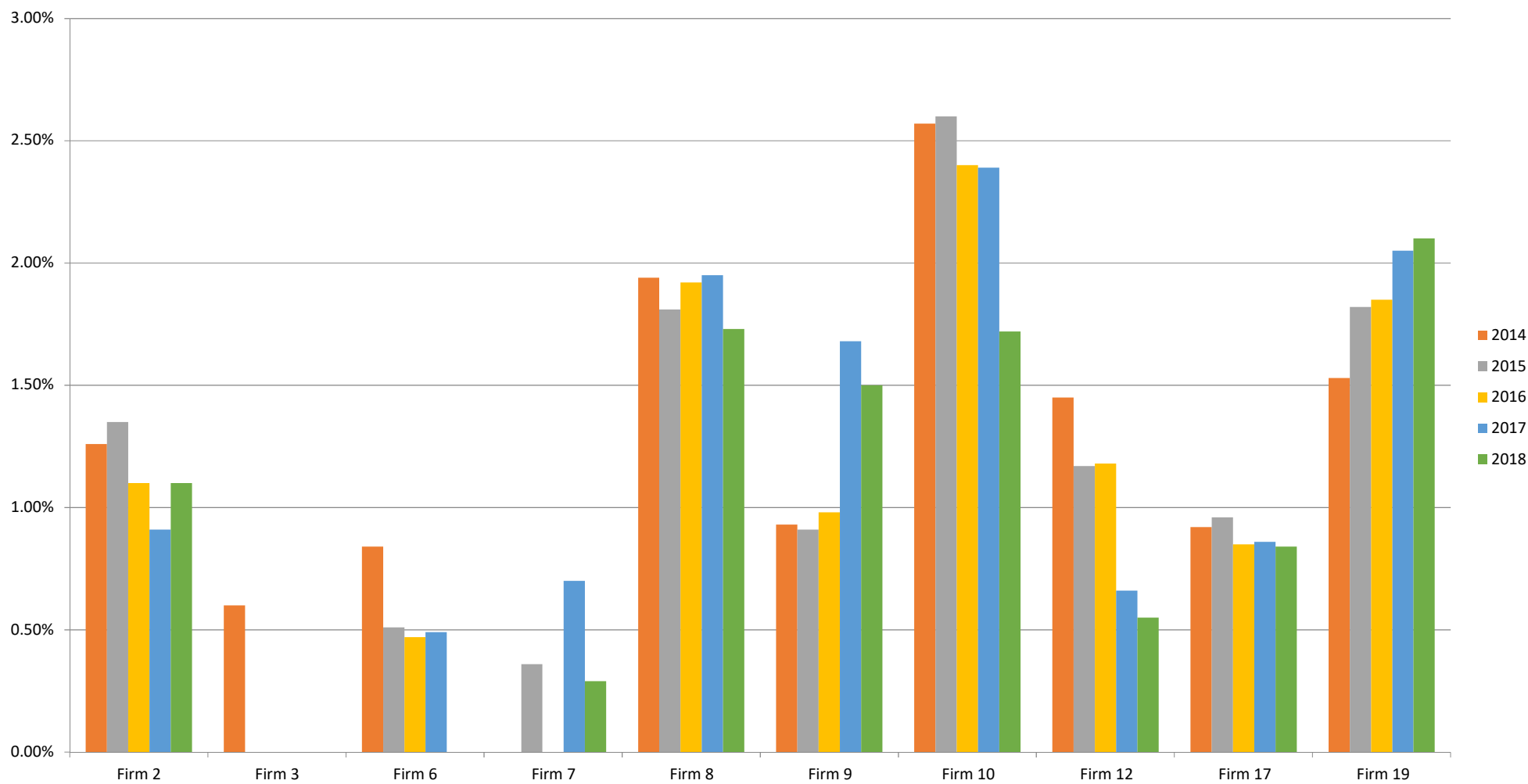
PROFESSIONAL EXPENSES



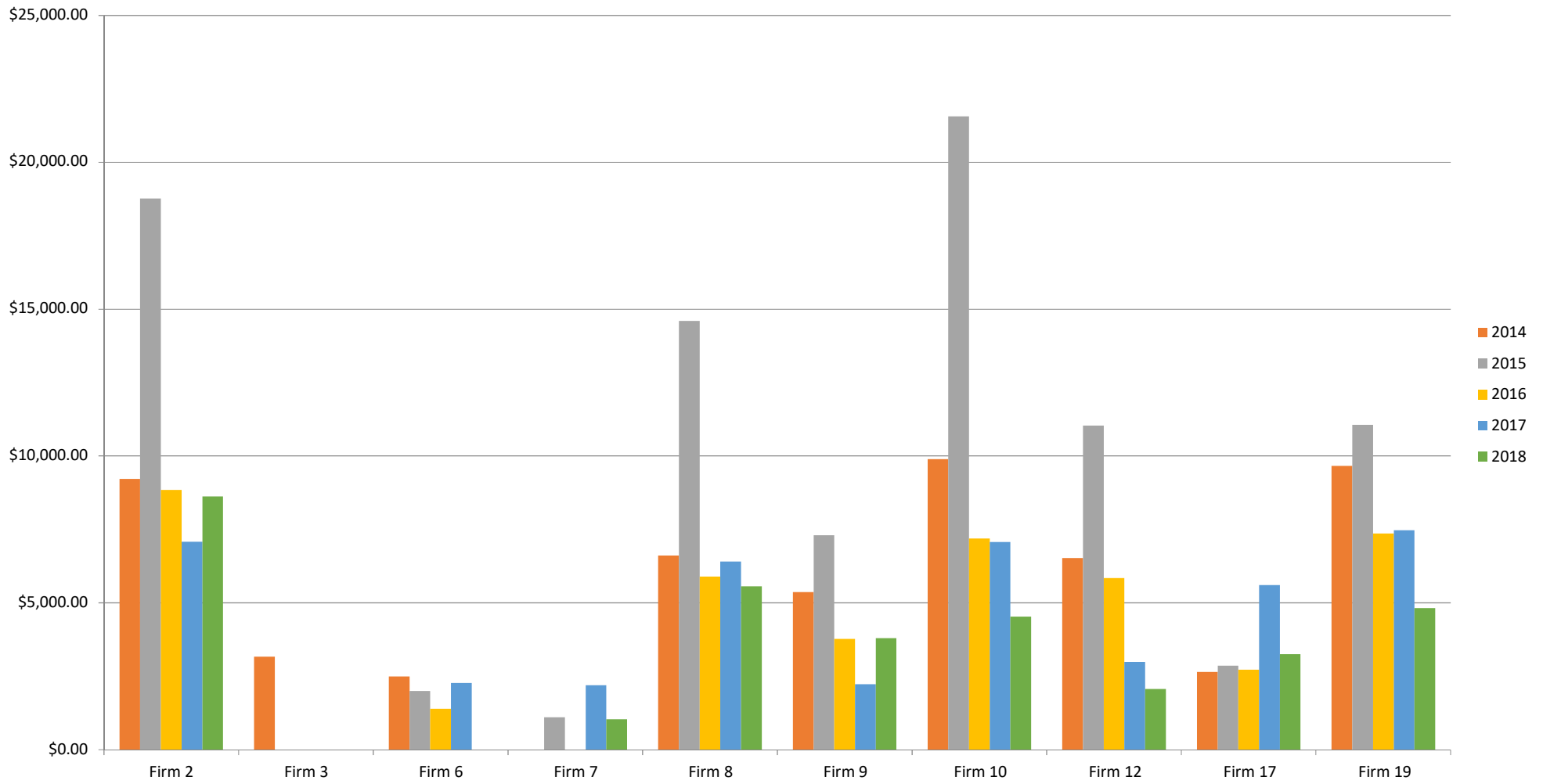
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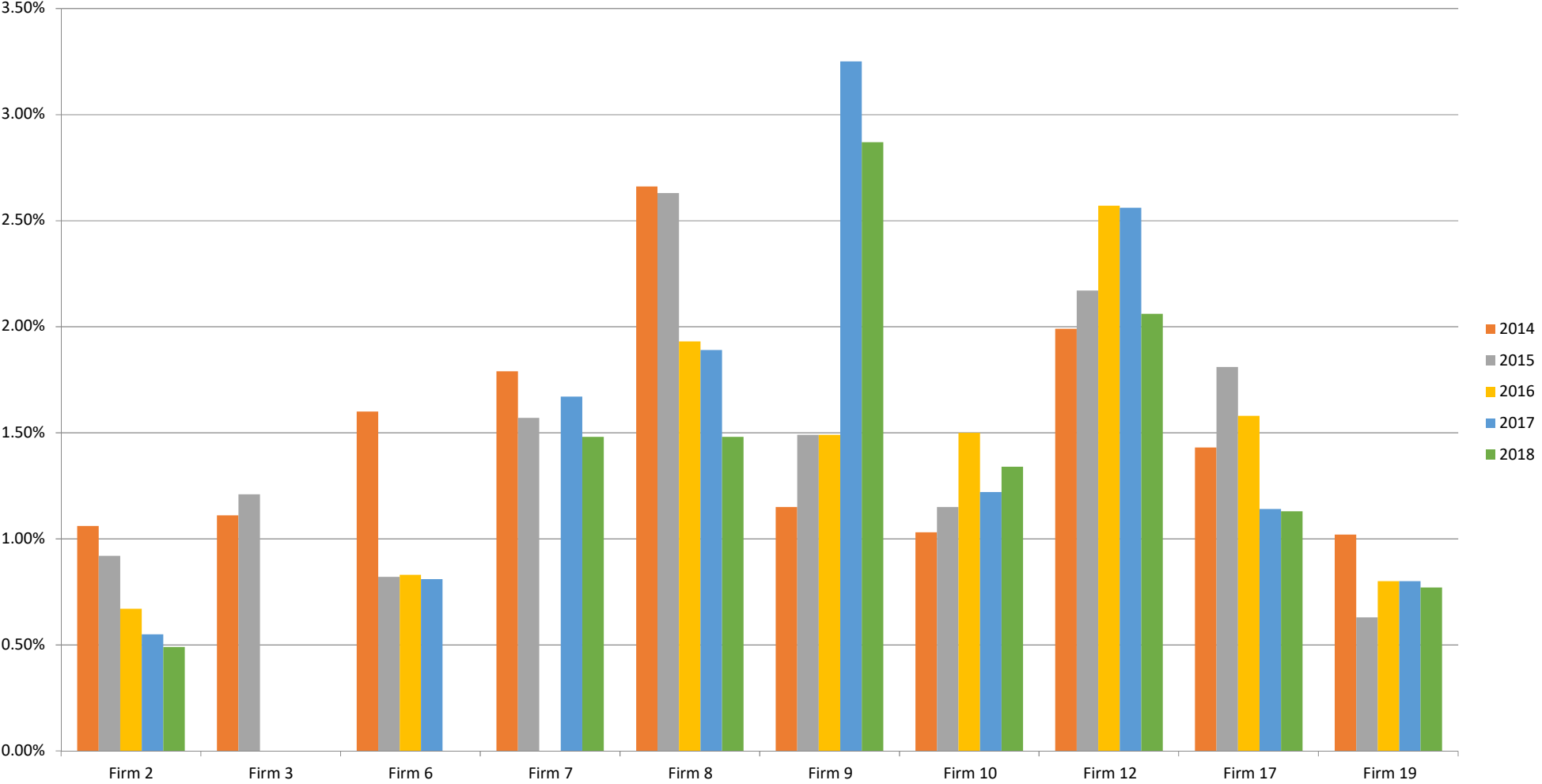
LIBRARY & REFERENCE SERVICES



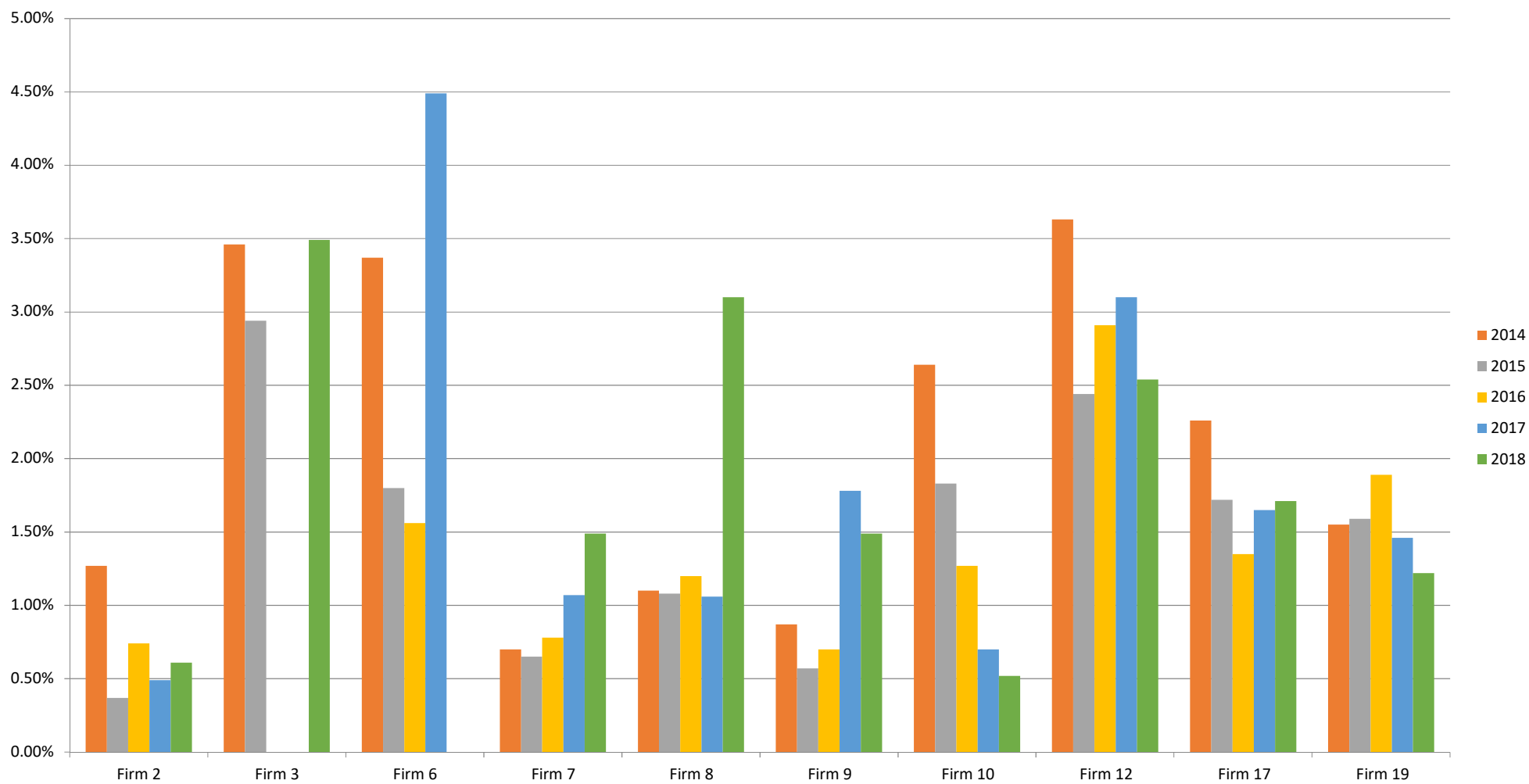
LIBRARY & REFERENCE SERVICES PER FEE EARNER



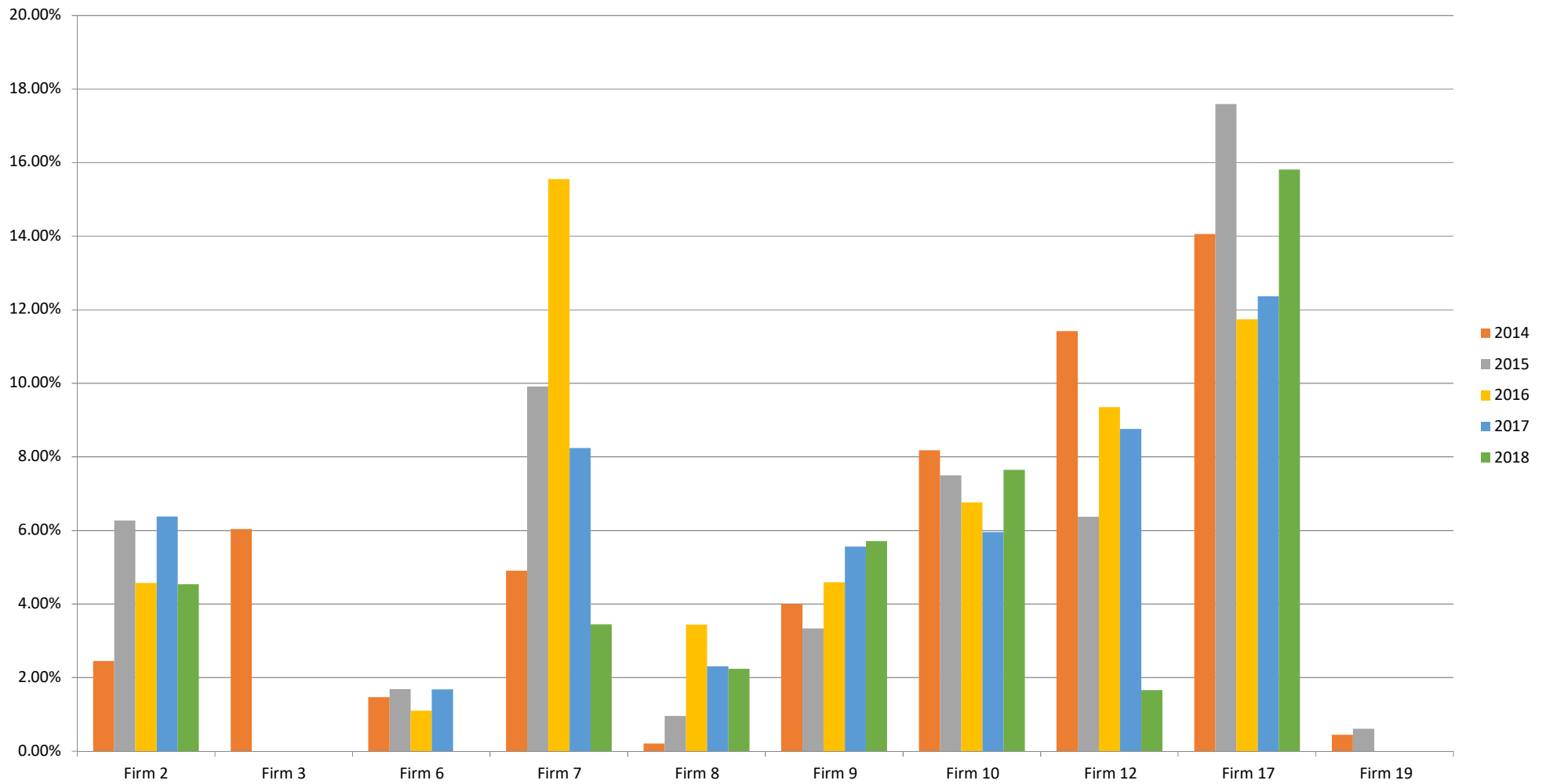
INSURANCE



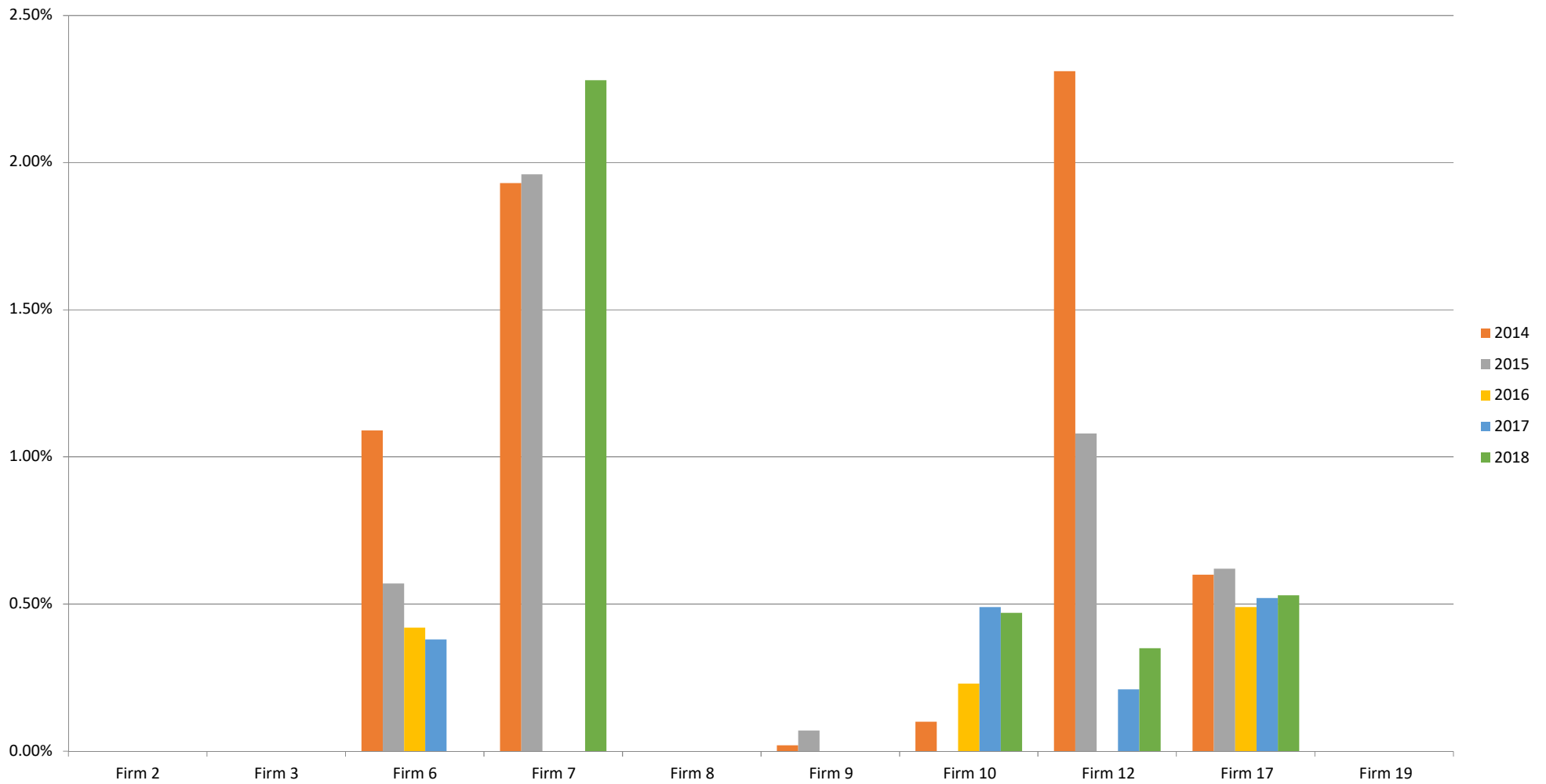
PROFESSIONAL SERVICES



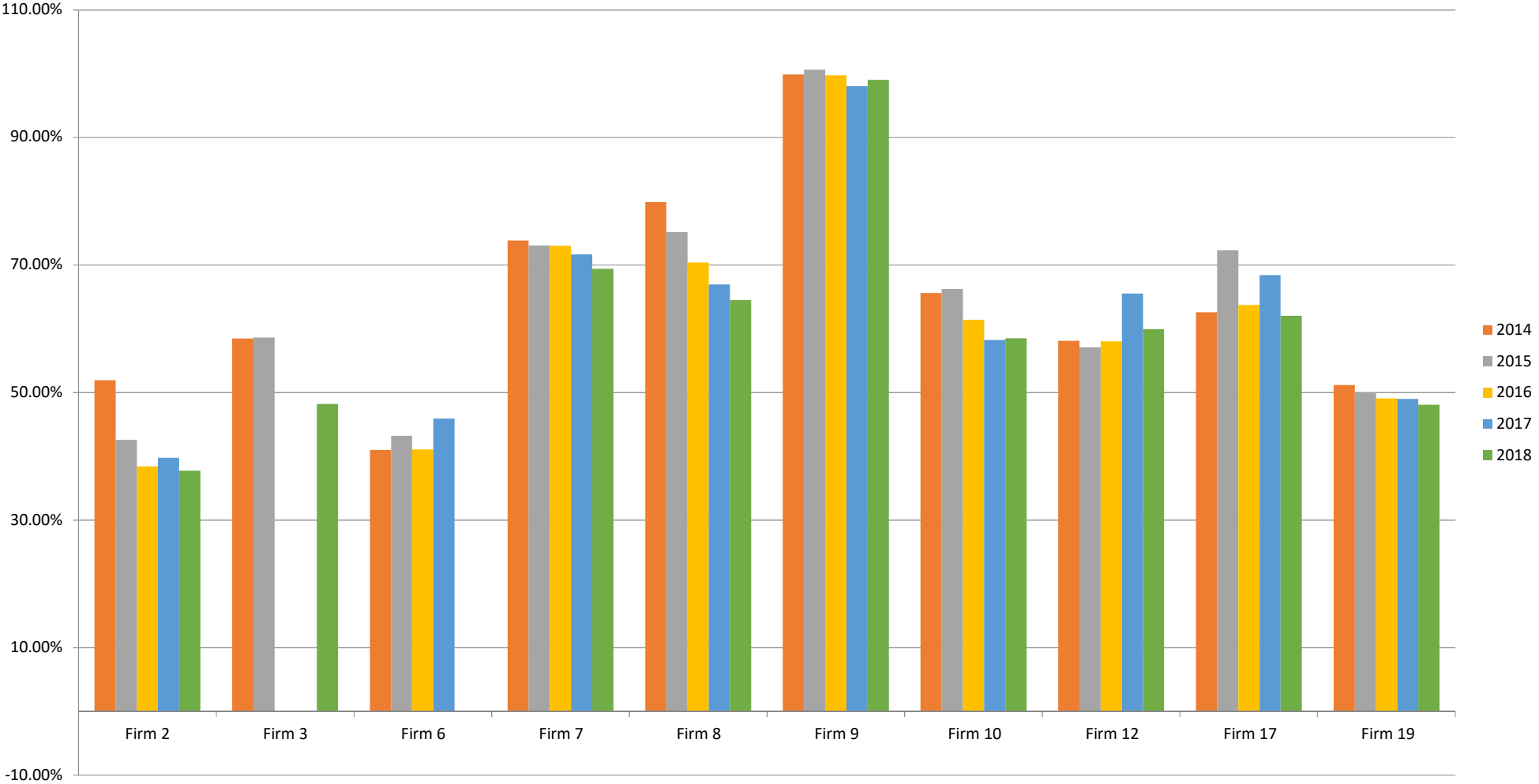
OTHER EXPENSES



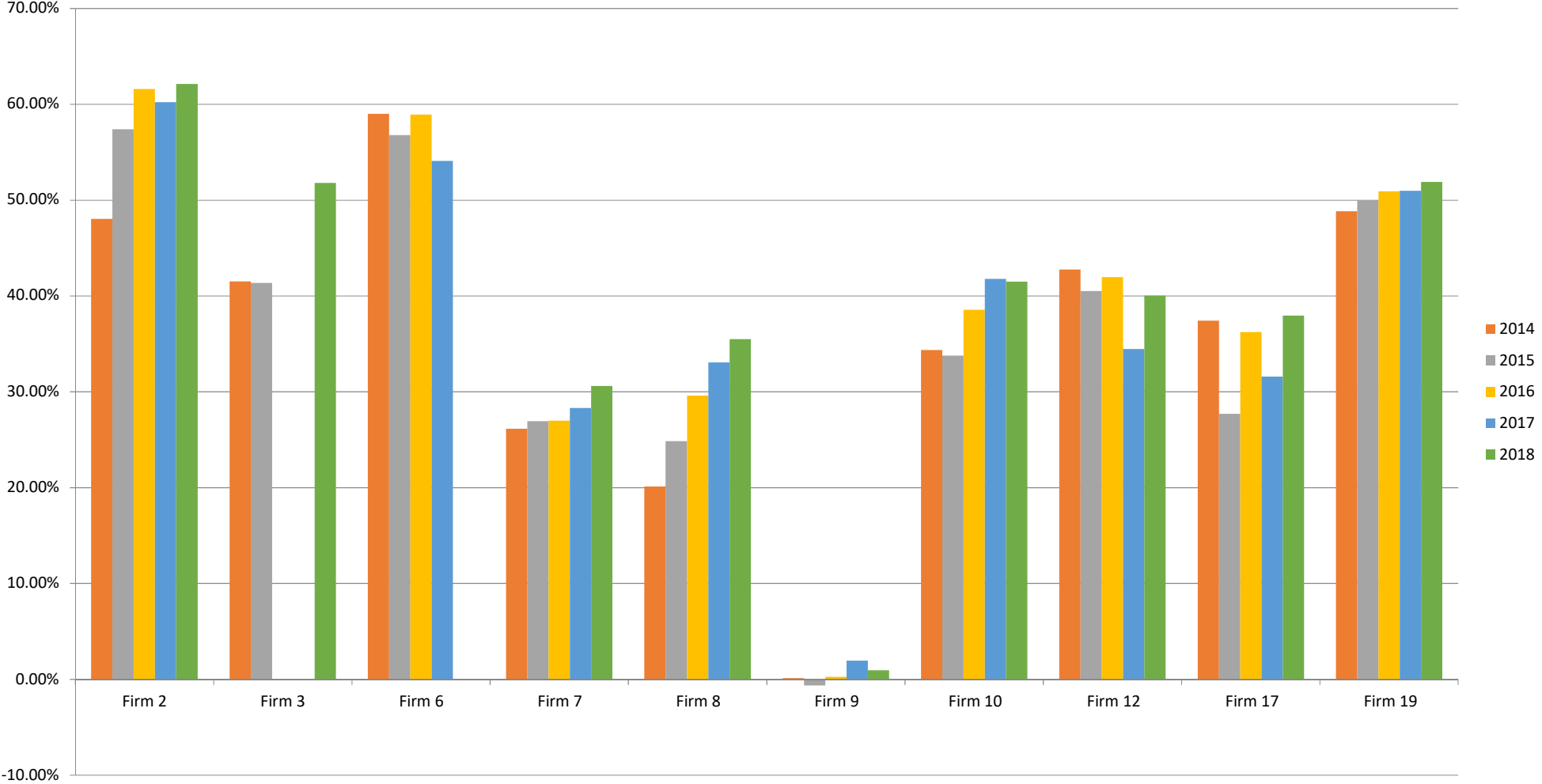
INCOME TAXES



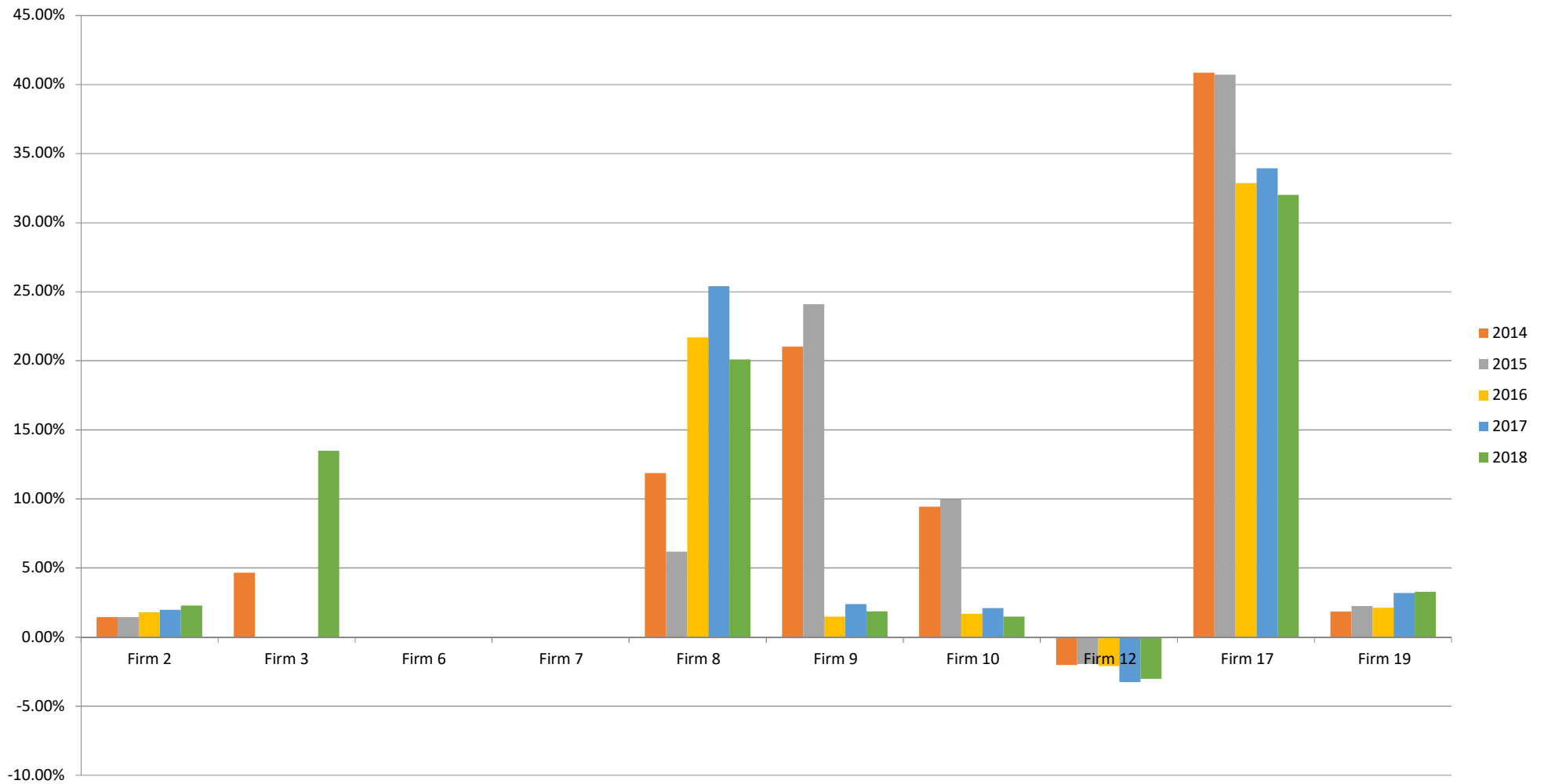
TOTAL EXPENSES



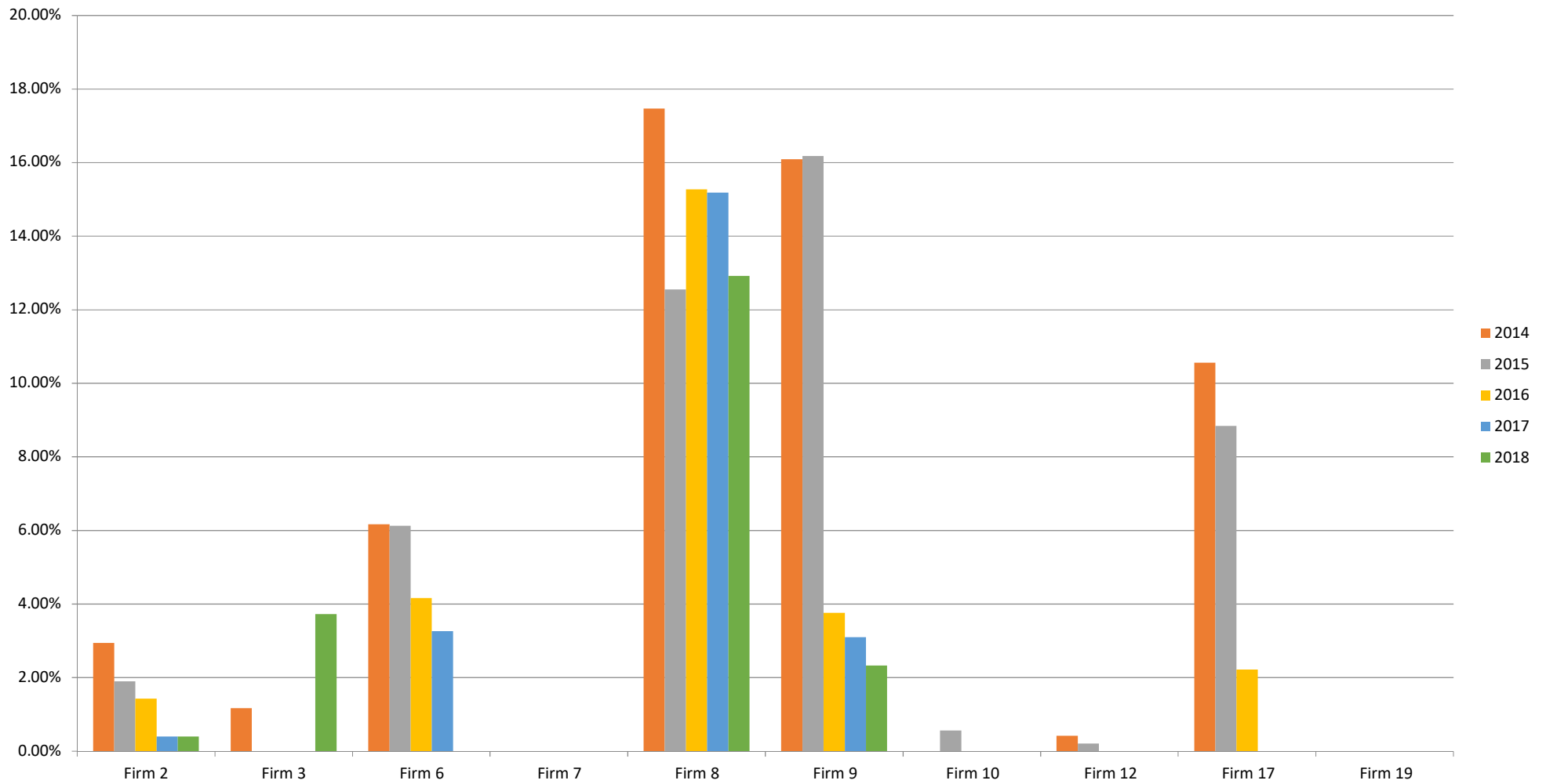
PROFIT (PARTNER REMAINDER)



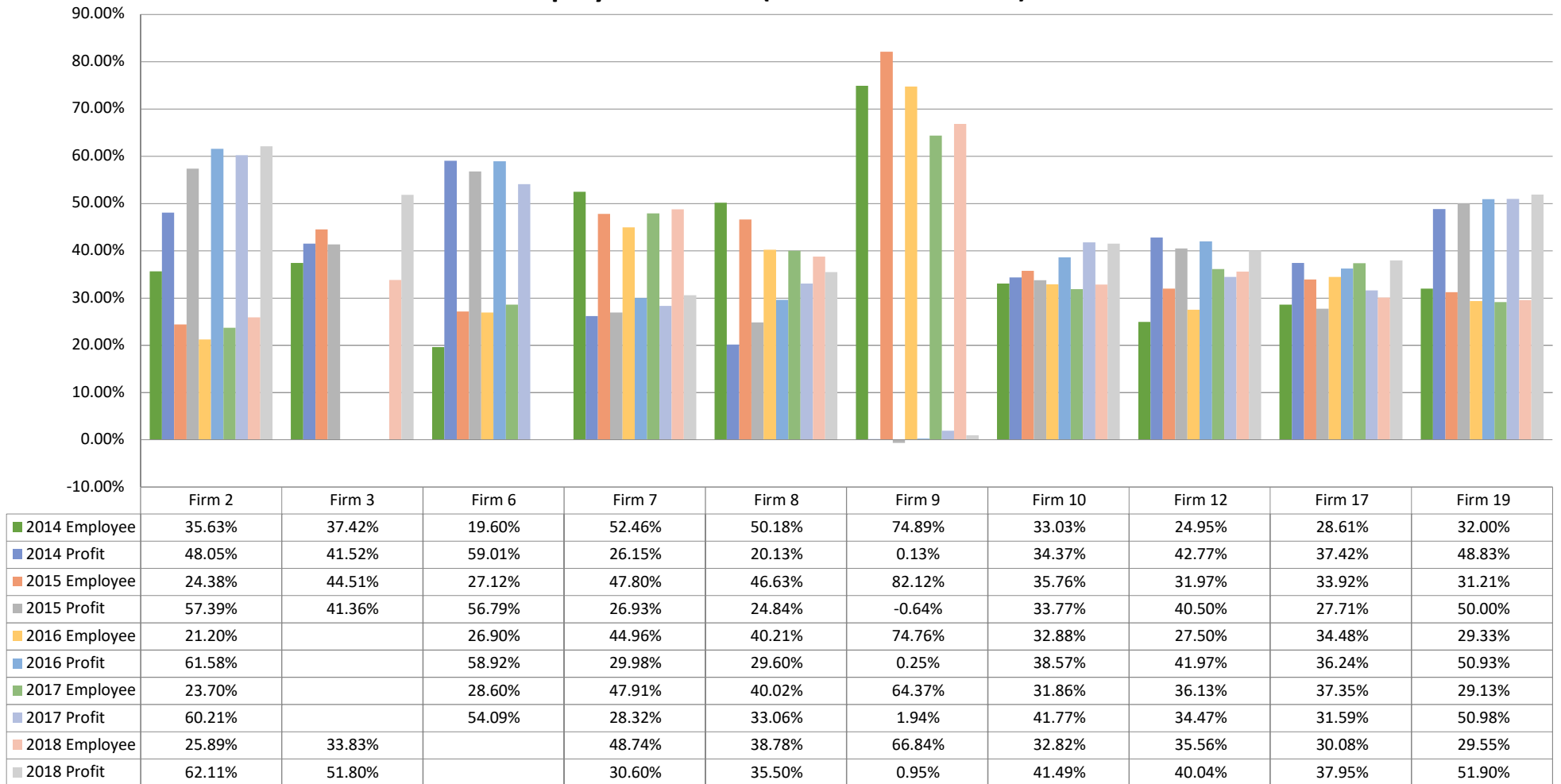
FIXED CAPITAL



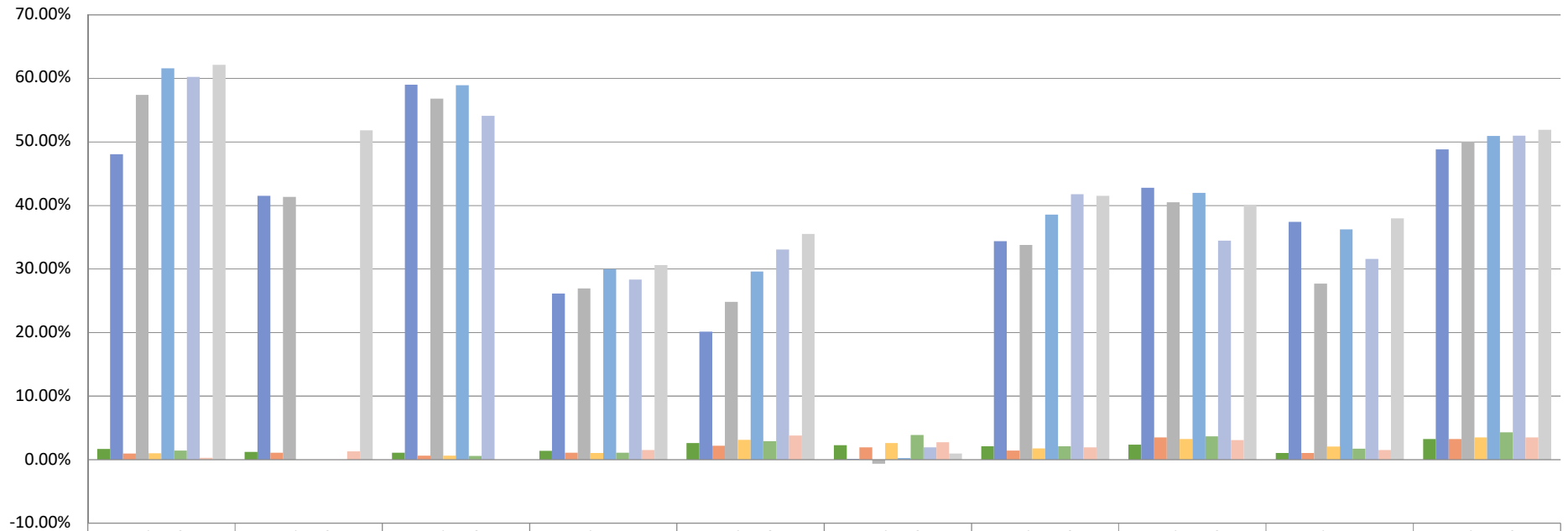
ALL BORROWINGS



Employee to Profit (Partner Remainder)



Business Development to Profit (Partner Remainder)



	Firm 2	Firm 3	Firm 6	Firm 7	Firm 8	Firm 9	Firm 10	Firm 12	Firm 17	Firm 19
2014 Bus Dev.	1.68%	1.23%	1.07%	1.37%	2.59%	2.27%	2.09%	2.37%	1.06%	3.24%
2014 Profit	48.05%	41.52%	59.01%	26.15%	20.13%	0.13%	34.37%	42.77%	37.42%	48.83%
2015 Bus Dev	0.94%	1.10%	0.64%	1.08%	2.17%	1.91%	1.42%	3.50%	1.06%	3.24%
2015 Profit	57.39%	41.36%	56.79%	26.93%	24.84%	-0.64%	33.77%	40.50%	27.71%	50.00%
2016 Bus Dev	1.02%		0.61%	1.05%	3.13%	2.62%	1.76%	3.23%	2.04%	3.51%
2016 Profit	61.58%		58.92%	29.98%	29.60%	0.25%	38.57%	41.97%	36.24%	50.93%
2017 Bus Dev	1.41%		0.56%	1.08%	2.90%	3.86%	2.08%	3.66%	1.70%	4.31%
2017 Profit	60.21%		54.09%	28.32%	33.06%	1.94%	41.77%	34.47%	31.59%	50.98%
2018 Bus Dev	0.28%	1.30%		1.52%	3.77%	2.74%	1.92%	3.06%	1.52%	3.48%
2018 Profit	62.11%	51.80%		30.60%	35.50%	0.95%	41.49%	40.04%	37.95%	51.90%