

CONFERENCE REPORT

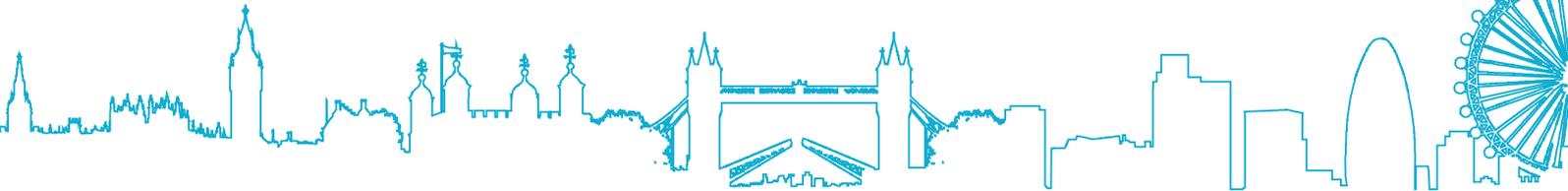
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In October 2017, Netlaw Media, the legal conference organiser, held its largest ever event – the combined London Law Expo and European Legal Security Forum.

More than 2,000 delegates from 35 countries descended on Old Billingsgate in London for a packed day of presentations, demonstrations and discussions, held across six stages. Over 60 speakers from the legal, academic, government and vendor communities took part in the proceedings, with enthusiastic discussions ranging from the future of legal services delivery to IT security, and law firm branding to GDPR compliance. This report offers a taster of the day's highlights. By Richard Parnham.



New roads to delivery enhancement

At this year's London Law Expo, a cross-section of top legal representatives shared their innovative approaches to challenging the traditional model for legal services delivery.

The traditional business model for delivering legal services is 'broken', and needs to be fixed. That was the stark message delivered by legal business expert, Professor Stephen Mayson, as he kicked off this year's London Law Expo (LLE). 'We can no longer build a business entirely around lawyers who charge for time and deal with clients in the traditional way,' he said.

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With any new venture or process, the acceptance of failure is vital

Professor Mayson put one key question to the audience: will the legal sector develop via incremental innovation or radical reinvention? On the one hand, while he said he understood the lure of reinvention – getting back to basics and starting again from scratch – 'there's a danger in going too fast, because the leading edge can take you to the bleeding edge,' he said. Put another way, radical reinvention can result in a situation where 'you've tried to take on too much, too quickly, in the wrong way, with the wrong people and the wrong technology.'

Embracing change

However, in the view of serial entrepreneur and chief executive of Riverview Law, Karl Chapman, much of the profession is currently nowhere near the leading edge – let alone the bleeding edge – when it comes to adopting improvements in legal services delivery. Chapman, who established Riverview Law in 2012, offered a blunt

assessment of the profession's current use of technology: 'The legal market is well behind every other sector of the economy we've been involved with in the past 25 years,' he said.

Illustrating Riverview's forward-thinking and open-minded approach to innovation, Chapman revealed that it is now considering licensing Kim, its AI-powered virtual legal assistant, to traditional law firms. Some have approached Riverview about this type of arrangement – a huge shift from their earlier position, when his company was regarded as a mere competitor. He said, 'We're now seeing proper collaboration in the market, which is [ultimately] to the benefit of the consumer.'

On a positive note, speakers from several traditional law firms also agreed with the proposition that the delivery of legal services has to change – not least because of client demand. According to Kerry Westland, head of innovation and legal technology at Addleshaw Goddard, 'Every panel pitch we've responded to in the past two years has asked how we've been innovative. Those we've seen in 2017 have reached a whole new level of probing questions,' she said. 'It's not enough to say that you've centralised paralegal offering or project management capabilities. They have to be combined with smarter ways of working, alternative ways of charging and increased use of technology.'

Radical solutions

Conventional law firm partnerships are notoriously wary of embracing radical reforms to their working practices. LLE speakers from several firms revealed their strategy for placing 'new ideas incubators' outside of their practice's main ownership structure.

Jonathan Patterson, managing director and head of development at DWF Ventures, pointed out that this approach has had one clear advantage – his organisation is no longer forced to spend all of its time working on the 'pet projects' of its partners. In fact, some of the more disruptive new solutions were developed in secret, and not revealed to the DWF partnership until the very last moment. This strategy had ensured that 'the partnership [couldn't] shoot us for putting one of their practice areas out of business,' he said.

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Netlaw Media's 17th sold out Law Event in succession



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We're now seeing proper collaboration in the market, which is to the benefit of the consumer

More radical still, Brandon Ransley, managing partner at Dentons UK, told the LLE audience about his firm's support for Nextlaw Lab, a global collaborative innovation platform. Not only is Nextlaw Labs an arm's length entity to Dentons, it also outsources the creation of legal solutions to law-focused third parties – which Dentons supports, operationally and financially. Ransley explained that this form of collaboration has worked well since solutions developed by Nextlaw Labs start-ups are tested among small teams of Dentons lawyers, as it's very easy for his firm to allocate 80 lawyers, out of its global total of 8,000, to act as guinea pigs.

However, with any new venture or process, there's always the risk that it won't succeed. Patterson cheerfully told the LLE audience that seven out of 10 of DWF Ventures' innovations had failed to perform. But, crucially, three out of 10 had gone on to be 'raging successes'. The main lesson here is that in an innovative environment, the acceptance of failure is vital. The key, Patterson said, is to 'fail fairly fast and move on.'

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Small improvements, bigger profits

It isn't always about tech. Often, the key to increasing efficiency lies in the simplest structural changes, as LLE speaker Iain Johnston revealed.

Investing in new technology can help law firms improve their client experience. But, according to Hill Dickinson's chief operating officer Iain Johnston, speaking at the London Law Expo (LLE), there's also significant scope for law firms to make 'straightforward' changes to their working practices that can have a 'colossal' – and positive – impact on their financial performance.

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Profitability data revealed a familiar pattern – a small cluster of clients providing most of the profits

Johnston explained that he had recently modelled the profitability of his firm's entire client base on the course of a single quarterly billing cycle. This analysis, he said, is similar to one that he has employed in more than 30 businesses during a career spanning two decades. Hill Dickinson's client profitability data revealed a pattern he was very familiar with – a relatively small cluster of highly profitable clients who were, effectively, providing the vast majority of the practice's overall profits.

But, Johnston's analysis also showed that the firm also had a very long tail of clients who were revenue neutral – even loss-making. A great deal of work was being undertaken to service these clients, he said, which was not resulting in a significant financial reward for his firm's partners. 'Have a think about what the shape of your own firm's curve might look like,' he urged.





Perhaps surprisingly, Johnston's response to these findings was not to advocate axing large swathes of marginal or unprofitable clients. Instead, he advocated that numerous incremental improvements could be made within the firm to improve their profitability.

Enemies of efficiency

Drawing on his experience working across the legal services sector, Johnston pointed out that a substantial proportion of client growth and retention activity is based on the 'brilliance of individual partners or legal directors' – rather than a rational, focused and structured plan. Similarly, pricing shouldn't be based on 'the combination of a little finger in the air or what the market will bear.' Firms that get either of these issues, and many more besides, 'not quite right' will suffer disproportionately. He warned, 'The net result is that you're only going to give yourself around a third of the potential prize that's there.' He apologised for turning his presentation into a maths lesson.

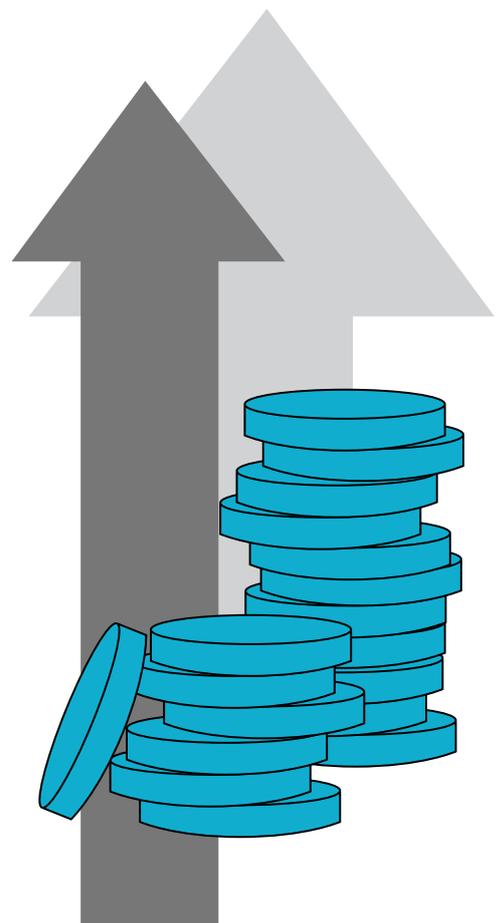
Another productivity killer relates to firm personnel who are poorly motivated. 'The research says that you're going to get at least a 10-25 per cent reduction in output, and it could be as much as 75 per cent,' Johnston observed. On the other hand, highly motivated personnel can be twice as productive as the average worker, albeit in short bursts, and without a drop in quality. Rather, the standard of work improves when highly motivated people work together, he said.

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Simple changes to working practices can have a colossal, positive impact on financial performance

In light of these facts, Johnston revealed that Hill Dickinson is now taking positive steps to boost the productivity of the firm's workforce. Its approach isn't rocket science, he said. It essentially involves asking the firm's line managers what makes them happy at work, how they could be more productive, and what annoys them.

The outcome of this process is that client expectations have been mapped, service level agreements introduced and key outcomes measured. And, illustrating the efficiency enhancing power of 'what gets measured gets done,' Johnston said the cost of his firm's IT infrastructure had halved within the past 18 months, while service levels had improved.

Rounding off his presentation, Johnston highlighted the benefits to Hill Dickinson of making these and other small-but-important efficiency improvements. 'The firm now has more clients making money and less clients losing money. As a result, net profitability has gone up and the tail [of less profitable clients] has become easier to manage,' he said.





Vendor Independent Cloud Services

What is vendor independence, from a cloud perspective?

When an organisation chooses to outsource the provision and management of its IT infrastructure, broadly it will choose either a single or multi-vendor strategy. There are pros and cons with each, but when it comes to business continuity it can be a very risky strategy to choose a single vendor to manage both the production IT environment and the disaster recovery service.

There have been a number of recent, high profile examples of companies that have used large suppliers to provide both production and business continuity (in some cases from the same building), resulting in a flawed recovery process and subsequently, lengthy business downtime.

Vendor independence, in this context, means the managed-cloud infrastructure provider works with a disaster recovery specialist to spread risk and minimise the impact of any loss of service - therefore providing a much more resilient solution overall.

Why is it important for law firms?

For law firms, a growing dependence on technology has significantly increased the complexity involved with managing

their IT infrastructure. As such the benefits of using a legal IT specialist are even clearer. Firms are using a much broader variety of cloud and on-premise software to run their business, while trying to improve the productivity of their workforce through better mobility solutions. They are also leveraging new tools to automate operations and are introducing innovative technologies, such as artificial intelligence to improve the services they provide to customers.

At the same time, law firms have become a prime target for cyber-attacks, largely due to the sensitive customer and financial data flowing through their businesses. Due to the importance of protecting this personal data, firms are also facing tougher legislation - with the impending General Data Protection Regulation (GDPR) a prime example.

With technology playing such a pivotal role in enabling a modern firm to run effectively, its underlying IT platform and service management approach must be fit for purpose. It is critical that the IT infrastructure is resilient, fast, agile and highly secure.

While most firms recognise that this heavy reliance on technology carries a high level of risk and have taken the necessary precautions, the use of a single IT supplier introduces its own risks. And no organisation exists in a vacuum, unaffected by events that could lead to their own demise. If a firm were to experience a loss of service from their IT provider for whatever

reason, an 'all your eggs in one basket' supply chain approach would be difficult to recover from quickly.

As both a managed cloud provider and a specialist in the professional services sector, we at Oosha fully understand the concerns of partners and the unique challenges that professional services firms face. Although we have the capability to provide both the production and business continuity environments, we realise that this scenario does not always meet the unique requirements of the sector. Because of this we have decided to partner with Databarracks, the UK's leading disaster recovery provider, to develop an independent business continuity solution that mitigates risk and allays the fears of partners. We did so because we believe that our clients should have the peace of mind that should the unthinkable happen, they have an independent continuity specialist on-hand to ensure continuation of service.

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Is your brand future-forward?

In a competitive legal marketplace, every law firm needs to stand out from the crowd. But, as speaker Sadie Baron, explained, this rarely happens.

In her London Law Expo (LLE) presentation, Sadie Baron, chief marketing officer at Reed Smith, discussed some of the lessons her firm learned as it prepared to embark on a global rebranding exercise. During an early phase in this process, she recalled how her team had evaluated the websites of around 80 rival law firms. 'Pretty worryingly, everybody was saying the same thing,' she said.

The problem with many of the websites is that they tend to be 'bloated with jargon and corporate speak', repeating the same mistakes as everyone else. Baron observed, 'We make functional statements, describing features – rather than making powerful statements of what we're actually here to do. We outline where we are and what we've done. There's no mention of where we're going, or what we plan to do for our clients or our communities.'

Baron proposed that the legal profession learns from successful companies in other sectors and embraces the power of the 'purpose brand'. When well-executed, '[It] will help us all to differentiate. It sets you apart and defines your DNA. It tells someone what you're about and what you're made of as a firm,' she said. For this reason, any purpose brand must be authentic, compelling and relevant.



A purpose brand will define your DNA. It says what you're about and what you're made of as a firm

The top brands

To illustrate how successful purpose brands work in practice, Baron offered the examples of Apple and Airbnb. The former, she said, hadn't built its brand around specific products and services – instead the company aspired to 'put dents in the universe'. Similarly, the latter doesn't emphasise that it caters for 60 million guests in 34,000 cities in 191 countries. Rather, Airbnb aims to enable 'travellers to belong anywhere'.

On that latter point – geographical reach – Baron added, 'My team knows that if I see a request for proposal with the opening statement, "Reed Smith has 800 lawyers in 27 offices," I will rip it up, because it doesn't tell anybody what we're going to do for them.'

Baron admitted that her firm's efforts to fully embed its own purpose brand is still work-in-progress, which will probably take around three years to complete. Nevertheless, she's confident that the initiative will ultimately succeed – not least because the firm's staff, clients and even its competitors agree with its proposition. "So, we have a permission to say it," she said.



GDPR – a challenge and an opportunity

Promising huge fines, the pending GDPR data protection provision is a legal framework that will have a massive impact on UK law firms and their client security.

Emerging from the parallel London Law Expo (LLE) and European Legal Security Forum (ELSF) conferences was a single regulatory development that speaker after speaker returned to – the forthcoming General Data Protection Regulation (GDPR).

Due to be adopted across the EU by 25 May 2018, GDPR will touch on numerous aspects of the business of law. These include the way in which law firms market themselves, how they store and process client data, even the insurance policies they take out. So all-pervasive was GDPR at the proceedings, one speaker pointedly joked that they had managed to get through their entire talk without mentioning 'those four letters'.

The GDPR will have a significant impact on the UK legal sector, Brexit notwithstanding. This is because GDPR applies to any organisation that holds data on EU citizens, irrespective of where in the world that firm is based. Therefore, UK law firms will fall within the regulation's provisions post-Brexit, even if they have just one EU client. What's more, the UK government aims to give effect to the GDPR's provisions via an act of parliament, up to one year before Brexit occurs.

For one event speaker, the advent of the GDPR is unquestionably a good thing. Speaking at the LLE, Chris Butlin, director of professional services at Pitney Bowes, observed that the current UK data protection regime – in essence, the Data Protection Act 1998 – predates much of the ‘data volume explosion’ that has since taken place. The GDPR is specifically intended to reflect the new data reality, he argued, placing the need for data security, accuracy and informed customer consent at the heart of its protections.

By forcing organisations to comply with the regulation’s requirements, Butlin said the GDPR will encourage them to go on a ‘digital transformational journey.’ Firms that are able to consolidate, standardise and link together different pieces of customer data will end up with a ‘golden record’ and ‘single view’ of each of their clients. This, in turn, will allow organisations to offer their customers a consistent experience, no matter what platform they use to contact them.

That said, several speakers acknowledged that the process for moving towards GDPR compliance should not be underestimated. Lee Fisher, EMEA security lead at Juniper Networks, told the ELSF audience, ‘I’m not going to stand in front of you today and pretend there’s a technical answer,’ he said – particularly since there is no industry standard checklist that firms will be able to rely on, or a software version they can install. ‘You’re going to have to look at the entire ecosystem of how you capture, use, process, store, share, store, interactive with and dispose of data – all of it,’ he said.

The GDPR is a legal framework, not a technical one. This means that the question of whether or not an organisation is in breach of its provisions will ultimately be a matter of interpretation. ‘If asked “What could you do?” and “What did you do?”, you’re just going to have to stand up and justify your answer,’ Fisher said.

First steps

Starting from first principles, Fisher suggested that firms should define what customer data they actually require, and why they need to collect it at all. By way of illustration, he questioned why so many

UK law firms will fall within the regulation’s provisions post-Brexit, even if they have just one EU client

websites ask for his date of birth, which has nothing to do with the service they provide. “If you have no reason for that data – get rid of it,” he said.

Firms should also be transparent about how they intend to use their customers’ data and be able to prove that informed customer consent had been given. Here, Fisher offered the extreme example of pub company JD Wetherspoon, which recently deleted its entire email marketing database. Presumably, he speculated, JD Wetherspoon had been unable to demonstrate that its customers were sober – and therefore gave informed consent – when they signed up to the company’s mailing list.

Elsewhere in the conference hall, Peter Wright, managing director of DigitalLawUK, discussed whether a cyber insurance policy might act as a catch-all form of protection, in the event that an organisation found itself in breach of the GDPR’s provisions. ‘Certainly, you’ll want to have that safety net in place,’ he said. ‘But, don’t forget it’s insurance – insurers won’t pay out if they can possibly help it.’

Cyber insurance policies tend to offer very different levels of cover, Wright said. As a result, a specific policy may not cover the type of GDPR-related loss that a firm might incur. For example, would a cyber insurance policy cover the losses associated with a post-breach resignation of key team members?

However, Wright pointed out that most organisations are unlikely to be hit by a massive fine in the event of a minor GDPR breach. Noting that the maximum possible fine under the GDPR is four per cent of global turnover or €20 million (whichever is greater), Wright observed, ‘Today, the Information Commission’s Office (ICO) can fine you up to £500,000 – and they’ve never done that.’

Even telecommunications firm TalkTalk was only fined £400,000 – the highest ever fine issued by the ICO. ‘And what TalkTalk did was so wilfully ignorant of what they should have been doing that it beggars belief,’ he said. In Wright’s view, substantial GDPR fines will only be imposed on organisations if their regulatory failure amounts to a ‘persistent, wilful and ignorant neglect of the law.’



Don't try to compete with machines

Futurist and author Gerd Leonhard looks at the impact of 'digital Darwinism' on the legal sector.

Contesting technology when undertaking routine legal tasks is rapidly becoming pointless – so lawyers shouldn't even try. That was one of the messages delivered in the final London Law Expo presentation of the day, delivered by futurist, author and CEO of The Futures Agency, Gerd Leonhard.

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Start-ups are fluid, they're open, they scale in real time. This is the future of law

Leonhard began his keynote presentation by highlighting so-called 'singularity' – the point in time when technology begins to outperform the human brain. There is now a consensus, he said, that this point will be reached in the next seven to ten years.

With specific regard to the legal sector, Leonhard pointed out that IBM Watson can already read two million law books per minute – quite possibly more than had ever even been published. Whether this fact made IBM Watson a 'lawyer' or not was a question that he was happy to leave to the London Law Expo audience to decide.

With such massive computing power already available, Leonhard's advice to lawyers was to hand over the routine 'monkey work' to computers. 'Don't charge for monkey work – charge for putting a human on top of the monkey,' he later added.

Instead, lawyers should focus on undertaking non-routine cognitive-type services that place a heavy emphasis on human-based skills. 'Look in the mirror tonight and write down what you do that cannot be automated,' he suggested. 'You can't automate relationships. Can you automate trust? I doubt it. Can you automate purpose, or meaning, or ethics?' Legal roles emphasising these skills will be highly valued by clients in the future, he said.

However, Leonhard also warned that advances in technology mean that many complex tasks, which have historically been better suited to humans rather than software, are now rapidly falling within the competence of the latter. 'The fact that something didn't work ten years ago doesn't mean it won't work in five years,' he said. Here, he offered the example of research – often a key role for many legal fee earners. One of IBM Watson's offshoots, Ross Intelligence, is notable for its ability to conduct rapid and wide-ranging research on law-related matters.

New legal business models

This shift toward computer-assisted law work will have various knock-on effects on the legal sector. For example, when hiring today's paralegals, Leonhard suggested it's probably better to recruit candidates who exhibit creativity, imagination and critical thinking – in complete contrast to traditional hiring practices.

Regarding the delivery of legal services, Leonhard drew the audience's attention to various alternative models that are now becoming extremely popular, such as Legal Zoom, the document assembly service, and legal 'chatbots' such as DoNotPay. He posed the question: 'How long is it going to be until I can say, "Alexa, can I sue the City of London?"' Voice-controlled consumer technology will soon be capable of doing just that.

Here, Leonhard's central point was that hundreds of start-ups are now in the business of attempting to reinvent the legal arena, with little regard to what has gone before. 'They're really good at innovation,' he said. 'They're fluid, they're open, they scale in real time. We all know that this is the future of law.'

Given the rapid development of new business models for delivering legal services, how long do traditional law firms have to adapt their business models and embrace technology themselves? Leonhard drew parallels with two other industry sectors – neither of which suggest that the window for adaptation will be long.

First, he discussed the publishing sector, whose revenue collapsed once advertisers began shifting their spend to the likes of Facebook and Google. Then, he highlighted

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The laws of digital Darwinism state that if you're dispensable, then you will be dispensed with

the music industry, where the role of traditional record labels in distributing content has largely been supplanted by Spotify and YouTube. 'The laws of digital Darwinism state that if you're dispensable, then you will be dispensed with.'

Wrapping up his presentation, Leonhard urged the audience to develop a 'future mindset'. This, he explained, will allow lawyers and their firms to prepare for, and thrive, in a very different future. 'You should spend [at least] five per cent of your time on understanding, being imaginative and showing foresight,' he suggested. 'That should be part of your job.'



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Are you prepared for a leader shift?

Keynote speaker Jeff Nischwitz explains how law firm chiefs can benefit from a fresh approach to leadership.

With law firms under growing pressure to restructure their operations in response to market forces, this invariably raises the question of leadership. Put bluntly, do law firm leaders have the necessary skills to push through the changes that are needed within their practices?

In the first keynote session of the London Law Expo, former 'big law' partner-turned-author and leadership coach, Jeff Nischwitz, began his talk with an analysis of what being

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Do law firm leaders have the necessary skills to push through the changes that are needed within their practices?

a leader really means. Leadership isn't simply about being successful, being able to manage a process, or having the word 'chief' in your job title. Rather, he said, true leaders deliver impact which, in turn, drives outcomes.

In order to deliver more effective leadership, Nischwitz offered six 'leader shifts' that law firm chiefs should consider making.

Hard skills

The first shift focuses on what are often, erroneously in Nischwitz's view, described as soft skills. There is nothing soft about leaders having clear expectations, demanding 'sharp accountability', or requiring 'consistent execution' of tasks. These hard skills, he explained, are designed to deliver impact.

Constructive feedback

The second leadership attribute is the ability to give timely, specific and accurate feedback. '[This] is how you serve your team,' said Nischwitz. This doesn't mean 'calling someone out' or being unnecessarily harsh, though he acknowledged that useful feedback can sometimes hurt 'because it's true'. The ideal time for communicating feedback is immediately after an event occurs – not six months later during a formal appraisal.

'It doesn't have to be a long discussion; it can easily take two minutes. If you don't have two minutes for your people to give them the power of constructive feedback, take off the leadership badge and let someone else – who really wants to grow your people – have it,' he said.

Effective communication

The third vital aspect of leadership is the appreciation that, 'Everything you do – and don't do – and everything you say – and don't say – has an impact, including unintended consequences.' Nischwitz emphasised that true leaders always pay attention to this fact, though it doesn't have to result in them behaving differently. Still, the desire to minimise unintended consequences can result in leaders reconsidering the way they communicate with others.

Organisational blindspots

Fourthly, Nischwitz pointed out that good leaders understand that their organisation typically suffers blind spots regarding their internal problems. This often results in situations where an initial analysis of an issue leads to its scale being dangerously under-appreciated. With the result that solutions are developed that are neither sufficient or appropriate.

To rectify this, it was suggested that leaders would do well to push their teams towards over-engineering solutions. This is because, while a 20 per cent solution could easily resolve a problem that had initially been estimated to be a 10 per cent issue, a 10 per cent solution would be useless at fixing a perceived 10 per cent problem that ultimately turned out to be a 20 per cent issue.



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**Everything
you do – and
don't do – and
everything
you say – and
don't say –
has an impact**

Empowerment and engagement

Nischwitz's fifth leader shift relates to empowerment and engagement. With regard to the former, he said the biggest complaints tend to arise when leaders micromanage, don't trust others, or refuse to 'let go'. Meanwhile, engagement should not be regarded as a policy or event, he claimed. Successful leaders perform this role by communicating their expectations clearly and offering direct feedback at appropriate times.

Tactical tolerance

The sixth and final attribute of leadership, said Nischwitz, is 'the big one' – and one that people often get wrong. Leadership is not defined by what you preach, or even what you do. Rather, leadership is defined by what you tolerate. 'What is the impact of your toleration on your team? What is the impact on everyone you serve? What is the impact on your clients? Every single thing we tolerate creates outcomes and defines our role,' he said.

Leadership, Nischwitz concluded, is all about choices. 'So here are some of your choices. Will you be clear? Will you commit? Will you be bold? Will you get out on the edge? Will you provide valuable feedback? Will you care?' And, last but not least, 'Will you lead?'



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An excellent event, in an excellent and central location. Having all notable legal suppliers and speakers under one roof made for a very productive and enlightening day!

Regional Technology Director
Clifford Chance LLP



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“Excellent content, excellent speakers, excellent venue. I left with lots of thought provoking ideas.”

Director, Peerless IT



London Law Expo 2017 a wealth of solutions in one location

From AI solutions to business development tools, this year's LLE was a powerhouse of technological innovation. Here's an overview of the biggest exhibitors.

With more than 50 exhibitors at this year's London Law Expo (LLE), visitors were spoiled for choice in terms of the solutions they could peruse and seek advice on. From practice management systems to translations

services, legal AI to Invest NI, the packed conference hall included both long-established legal solutions vendors and those making their debut.

The event saw one of the first official outings of the combined offering by Databarracks, the data recovery specialist, and Oosha, the cloud, hosted and managed IT services provider. With an ever-increasing number of law firms opting to move their IT systems into the cloud, these two vendors were keen to demonstrate how their combined offering could offer a best of breed solution.

Another event exhibitor that was boasting a new business partner was iManage. Earlier this year, this stalwart of the legal document management world acquired RAVN Systems, the AI-powered document search system.

AI solutions

More generally, vendors promoting AI-based solutions were out in force at LLE. Those promoting AI-assisted solutions included document review specialist Luminance, case management provider Slicedbread, CRM specialist Introhive, and Contract Pod, a contract management solution aimed at in-house lawyers.

Legal automators

While not all of the vendors had hitched their wagons to the AI-powered train, several demonstrated solutions that help automate law firm processes, thereby improving efficiencies. Legal document drafting systems were represented by such as Sysero, which promoted its template-building solution, and LexisNexis showcased its intelligent legal proofreading tool, LexisDraft. Further along the legal document production process, DocuSign showcased its esignature technology.

Practice, case and matter management solutions were represented by a large range of LLE vendors, for every law firm size and budget. Legal software exhibitors included Advanced, Clio, Eclipse, LineTime, Repstor, Timeslice and Leap Software, a first-time exhibitor. Several of these promoted cloud-based offerings specifically, illustrating the legal sector's increasing willingness to embrace the technology.

Business development

Finally, a range of vendors showcased solutions that aim to help law firms grow their businesses, including Passle, which displayed its easy-to-use blogging service. Meanwhile, in the business intelligence arena at least three vendors – Prosperoware, Informance and DW Reporting – rolled out data visualisation tools that aim to help law firm leaders understand the profitability of their client base.



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