

CONFERENCE REPORT

14TH MARCH 2017

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BRITISH
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Standing room only

The British Legal Technology Forum has long been regarded as Europe's leading legal technology event, but this year's showcase, held at the Old Billingsgate in London, was the biggest ever. With 87 exhibitors, 55 speakers and 5 presentation stages, more than 1,412 attendees enjoyed a packed day of talks, demonstrations and discussions – not to mention complimentary champagne, wine and ale house bars.





Legal AI takes centre stage

Kicking off this year's British Legal Technology Forum (BLTF), Professor Richard Susskind was clearly in an upbeat mood. Addressing a packed audience from the Masergy main stage, he described the legal technology sector as "thriving". "It may even be booming," he said. "There's a level of engagement, a level of activity, that we've never seen before."

DWF is moving away from throwing a body at a particular issue towards technology-led solutions

In the first law firm presentation of the day, CEO and managing partner of DWF, Andrew Leatherland, outlined how his firm was embracing legal technology to boost performance. The technologies adopted by DWF include document process automation, digital platforms, virtual assistants, predictive trends analytics and pricing tools. "We're moving away from having to throw a body at a particular issue and moving towards technology-led solutions," he said.

Later in the day, Eversheds Sutherlands Consulting (ESC) chose the BLTF to launch the practice's "next generation" matter management solution, developed in partnership with Repstor. The solution will be used internally at ESC as well as by its clients. Arguably, it was fitting that the unveiling of the new solution – known as ES / Unity – Powered by Repstor – should take place at the BLTF. As ESC head, Graham Richardson, explained at the event, the new solution came about after the two parties met at last year's BLTF.

Deploying an improved matter management system is one way that legal practices can improve their efficiency, ultimately for the benefit of their clients. However, many of the vendors at this year's BLTF were demonstrating far more radical solutions, often based on artificial intelligence (AI). These technologies are intended to substantially disrupt the way that legal tasks are undertaken – to the benefit of law firm revenues.

In numerous presentations throughout the day, AI vendors were at pains to point out that their solutions are not intended to replace lawyers – rather, they augment their capabilities. However, anyone attending these presentations can be left in no doubt that this “do not replace” pledge only extends to lawyers performing high-value analytical roles. By contrast, many of the AI solutions being promoted are specifically intended to automate much of the large-scale document review work currently undertaken by junior fee earners.

To illustrate the review capabilities of AI, Tobais Hannon, vice president of EMEA at Seal Software, began his presentation with an obvious point: many multinationals are now so large and geographically dispersed that they don't even know how many contracts they've entered into – never mind what those contracts actually say. However, by teaching his company's AI solution what to look for, he explained, it was able to quickly identify active contracts among a mass of unstructured data. In one project that Seal Software worked on, its AI solution took just three months to locate 10,000 contracts among 1.3 million documents provided by a general counsel client. Audience members were left to ponder how long this task would have taken – and how much it would have cost – had it been undertaken by fee earners working in private practice.

Elsewhere in the conference hall, Luminance CEO Emily Foges made a similar point about the speed with which her company's software could assist with the due diligence process – suggesting that it could slash the time taken to complete the process in half. Just as importantly, Luminance's contract clause “anomaly detection” software was far better than humans in spotting potentially vital discrepancies between those contracts: the system was tasked with reviewing - among thousands of 500-page contracts, a human fee earner is highly unlikely to notice a potentially crucial difference between the words “unlimited” and “limited” in a liability clause. Foges then offered another reason why law firms should embrace AI for due diligence work. “Why hire the best junior

“Why hire the best junior lawyers out of the best law schools to give them repetitive work a computer can do?”

lawyers out of the best universities and law schools in order to give them repetitive work that a computer can do?” she asked.

Of course, in order to undertake these rapid document reviews, AI solutions first need to understand what to look for. On this point, Brian Kuhn made an interesting point – while also highlighting a potential business development opportunity for forward-thinking legal practices. Kuhn, who is cognitive law domain leader at IBM Watson, revealed that his organisation has begun to sell AI “cartridges of know-how”, which reflect the thought processes and methods deployed by the subject matter experts who initially trained the company's AI solutions. These cartridges of expertise can, in turn, then be used by clients to analyse their own data. “This technology is being used today – it's not future technology,” Kuhn said. “Many of your own clients could already be using it.”

16⁺
Netlaw Media's 16th sold out Law Event in succession



Perhaps surprisingly, one of the best-attended presentations on legal AI at this year's BLTF was not given by a well-known technology vendor, backed by a huge R&D budget. Instead, this accolade went to a trio of students from Cambridge University, who are behind the @LawBot_UK chatbot. Originally, this chatbot service – which has attracted 10,000 users since its launch in November 2016 – was intended to help clients understand if they'd been the victim of one of 26 criminal law offences. Now, the team is planning to introduce an upgraded service, that also predicts the user's likelihood of success, in the event that their claim is followed up by the authorities. To help kick-start this process, the updated @LawBot_UK service will refer to the user's details and claim to a relevant lawyer.

@LawBot_UK's chatbot offering represents a very different method of delivering legal services, compared with the traditional human-centred approach. However, @LawBot_UK was not the only alternative to human-delivered legal services to be discussed at the BLTF. At least two presentations explored the future direction of automated legal services, with a particular focus on embedded legal systems.

One business model of this type, discussed by Neota Logic European MD Richard Seabrook, is based on the concept of "ambient regulatory compliance". Seabrook

At least two presentations explored automated legal services, with a focus on embedded systems

revealed that some law firms are now starting to "package up" their legal knowledge and expertise into "products that sit inside organisations". Such offerings, he said, go far beyond the automated advisory toolkits that many firms offer today. Instead, these technologies are embedded within clients' own systems, and aim to provide ongoing surveillance of compliance with specific regulations. "Think of the value potential of that type of service," he said. "Being part of a company's systemic operations is the nirvana for all of us."

Meanwhile, Joseph Raczynski, author of Joe Technologist website, offered a slightly different take on the market for embedded legal solutions. In a wide-ranging presentation, he discussed the recent emergence of self-executing "smart" contracts, rendered secure and resistant to modification by the use of blockchain. "In 2018, we're going to see more usage of this technology, and a lot of law firms will embrace it," he predicted. Platforms such as Ethereum are making it possible for interested parties to develop smart contracts based on blockchain technology.

Raczynski said one possible deployment of a smart contract in the legal sector might be the self-executing will. With the right technology in place, a self-executing will would first interrogate the state's death register on a daily basis.



Then, once the will's testator was confirmed to have died, it would automatically distribute the testator's assets to the named beneficiaries, in accordance with any special conditions, such as a requirement that a beneficiary was married. The widespread adoption of automated contracts would – of course – have a significant impact on any legal practitioner whose main role was to handle this type of work.

With so many legal IT solutions available, arguably the key challenges now facing legal IT managers is the decision as to which solutions should be prioritised for deployment. According to Derek Southall, a partner and head of innovation and digital at Gowling WLG (UK), most of the solutions today are comparatively straightforward to roll out in comparison with previous years – and at a relatively low cost. As a result, Southall said he favoured a more flexible approach to solutions deployments: less emphasis on three-year strategies and a greater focus on annual plans and quick-wins aimed at solving discrete problems.



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Cloud on the horizon?

What once seemed to be a far-off consideration chosen only by the bravest of the early adopters, or the information security and privacy adherence agnostics, is now a very real choice in the minds of today's business leaders. **HOWARD RUSSELL, PRESIDENT & CEO, RBRO SOLUTIONS**



Cloud is proven, and now delivers on the operational efficiencies promised almost two decades ago. Large, medium and small organisations, once worried about confidentiality, privacy and IT security, now acknowledge that cloud computing can meet the strictest of policy and the demands of leading-edge technologies.

At the forefront of the consideration for many law firms is the new iManage Cloud solution. Of course, there are a number of questions being asked such as; "How do we migrate easily and without interruption?"; "What are the advantages of cloud versus an on-premise solution"; "Will it be difficult and time consuming to accomplish?" Also top of mind is how much control will exist over content once it is in the cloud and whether ROI can still be harvested from existing integrations and workflows?

RBRO Solutions helps law firms and corporate compliance organisations to simplify a move to the cloud, or to continue to optimise their on-premise investments. As experts in iManage Work, we can help you make decisions that are right for your firm long-term and then provide the service you require.

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STEVE SUMNER, IT DIRECTOR, TAYLOR VINTERS

RBRO Solutions also provides software solutions that simplify important tasks, and enable end users to increase the value they receive from their iManage Work investment.

Our focus at RBRO is on helping clients to see clearly into the future,

to make strategic decisions that deliver success. We know that cloud as a service offers tremendous value and such value is best achieved through solutions that offer great interoperability with internal systems or other cloud solutions. A seamless experience is what it's all about; one that doesn't ask you to sacrifice one benefit for another.

While we have an eye on the future, we are solidly present when it comes to delivering highly successful projects that help your business today. Whether it's document management, process automation, workflow or strategic IT planning, RBRO can provide the expertise and the solutions to reduce risk, accelerate your process, and ensure you are on sure footing as your firm takes its next steps.



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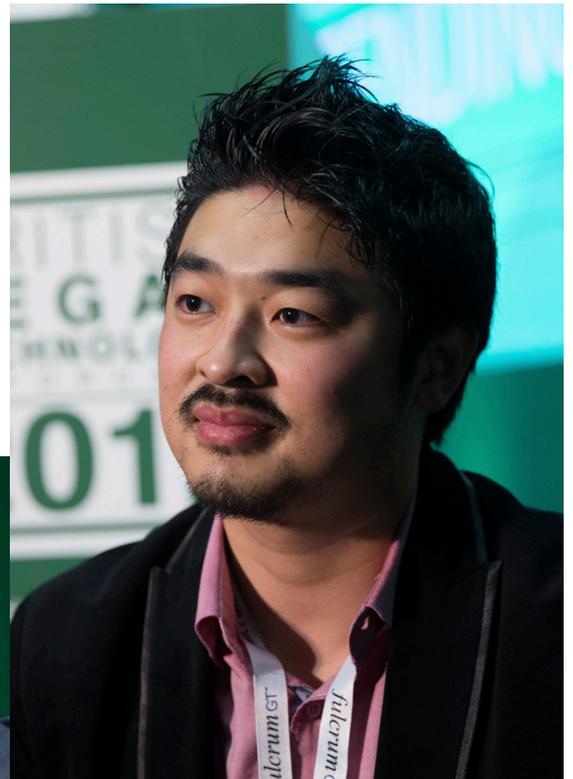
Gamification – could it work in the legal sector?

This year’s final keynote presentation posed the intriguing question: could “gamification” help build engagement within the legal sector?

According to the event’s keynote speaker, The Octalysis Group president Yu-Kai Chou, there’s no reason why gamification can’t be deployed in a legal environment – and in many different ways. In a client-facing role, he suggested, gamification could be used to make compliance training more effective. Internally within law firms, the technique could be used to boost revenue-generating behaviours, such as encouraging lawyers to engage in business development activities.

Explaining how the concept could be applied in a workplace setting, Chou began by outlining the key attributes of gamification itself. Gamification, he explained, is more than just issuing employees with “tokens” or producing “leader boards”; it’s a technique for embedding key aspects of games design into work-related tasks, with a view to making those tasks more enjoyable to perform. The “sweet spot” for task gamification, he said, is a job that’s “really really important, but also really really boring.”

Gamification can help boost task engagement for two main reasons. Firstly, gamified tasks were designed to be “human-focused” rather than “function focused”. In other words, the task’s processes we optimised to prioritise human feelings, motivations and engagement, rather than being geared towards operational efficiency. The need for games to be human-focused, Chou said, is essential to their very



existence: no one is required to play a game that isn’t fun. Secondly, users are motivated to engage with gamified tasks because they tap into what Chou described as the “eight core drivers of motivation”.

He offered numerous examples of how these eight core motivational drivers have been incorporated into a wide range of goods, services, promotions and other offerings:

- Some core drivers encourage participants’ sense of “epic meaning and calling” – of contributing to something bigger than themselves. Chou suggested that Wikipedia contributors often exhibit this type of behaviour. “People don’t contribute to Wikipedia because they can make

money out of it, or to improve their résumé,” he said. Instead, they do so because they want to protect and enhance humanity’s knowledge.

- Core drivers can foster a sense of “development and accomplishment”, such as gaining a new skill. To keep participants motivated during this process, Chou said, “points and badges” are awarded at certain key development milestones. An example of this motivational technique in action is the award of green, yellow or black belts in martial arts training.
- Core drivers can foster a sense of “empowerment or achievement” – especially when these feelings are bought about by participants’ own experimentation. In the world of physical gaming, Chou explained, chess and Lego have set the basic groundwork for user engagement, but then allow the user to achieve success by following their own unique strategies.
- Core drivers can encourage “a sense of ownership”. This simply means it can encourage participants to invest in an idea or product, and then remain loyal to it. Here, Chou offered the example of McDonald’s collectables. Once a McDonald’s customer has acquired a certain percentage of collectables, they often feel compelled to collect the remainder of the set.
- Drivers can foster a perception of “social influence and relatedness”. This concept encourages individuals to work together to achieve shared goals, while also encouraging with their adherence to social norms. This approach has in fact been successfully deployed by energy companies keen to persuade their customers to become more energy efficient.

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Gamification could make compliance training more effective, or boost revenue-generating behaviours

Customers are often unmoved by the promise of saving money or protecting the environment, Chou said. However, they can often be spurred into modifying their behaviour if they can be shown that their energy consumption is higher than “Bob down the street”.

- “Scarcity and impatience” can also drive certain behaviours, Chou said. Here, he offered the example of Facebook, which, in its early days, could only be accessed by students at Harvard University. This sense of exclusivity gave the social media platform a cachet which Facebook exploited every time it opened up its user base. Meanwhile, FarmVille was able to monetise its notionally free gaming experience by allowing users to buy electronic “assets” for real money. Normally, the acquisition of those assets would have required users to play the game for many hours. They were therefore “saving time” by paying for these assets instead, Chou said – with a hint of incredulity.
- “Unpredictability and curiosity” can also both encourage user participation - even delight, Chou said. This approach was adopted by Chase Bank in its “Chase picks up the tab” marketing campaign, designed to boost usage of its debit card. Every time one of the bank’s customers used their Chase card, they stood a one in 500 chance of the bank paying for their purchase. The unpredictability of this offer meant that the bank’s customers enjoyed it far more than if the bank had simply offered to refund their purchase at set intervals.
- “Loss and avoidance” can help drive certain behaviours, in order to avoid adverse consequences. Farmville, Chou said, had been so successful in building user engagement that his own mother had felt compelled to play the game at five in the morning in order “harvest” her electronic “crops” to stop them from “dying”.

Overall, Chou’s presentation offered BLTF delegates much food for thought about how gamified processes might be made use of within their own practices. The key to a successful gamification initiative, Chou said, is to ensure that the gamified process includes at least one of the eight key motivational drivers he had identified. This is far more important to the success of the process than other design attributes, such as the wider functionality of the underlying technology or the software’s computer graphics.

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Freaky insights into IT security challenges

In recent years, the risk to legal practices of becoming embroiled in a data security breach is ever more apparent

This risk was graphically illustrated by the massive data leak from the Panamanian-based law firm, Mossack Fonseca, in April 2016. Perhaps not surprisingly, IT security featured heavily in several of this year's BLTF presentations, including those delivered by Craig D'Abreo vice president of security operations at Masergy Communications, and Maurice Cashman, chief security architect at IntelSecurity.

In recognition of the importance of IT security to the legal sector, this year's BLTF saw an event first: attendees were given the chance to hear from a real-life ethical hacker, who spoke under the pseudonym of "Freaky Clown" (FC). For many present at this packed-out panel discussion, Freaky Clown's insights made for a slightly uncomfortable experience, as he breezily explained how he had overcome various security systems designed to guard against network penetrations.

Perhaps FC's most striking observation was his explanation of the most straightforward way to extract information from an organisation's computer network: begin your attack by entering the (actual) front door of your target's offices. "I've been breaking into banks for 20 years, and I can walk into virtually any building I've ever had to. In the past, I've broken into up to eight banks per week," he said. "If I can break into a bank that easily, imagine how easy it is to break into a normal office environment."

Ethical hacker Freaky Clown warned: 'Be paranoid, don't trust anyone, especially the people you work with'



Later, FC questioned the value of firms' attempts to prevent network break-ins by the use of "air gaps" between their public and private networks. The main problem with air gaps, he said, is human behaviour. Often, an organisation's employees charge their mobile devices using computers connected to the private network. Hacking these employees' phones can provide a gateway into the private network. "In theory, air gaps are great – but people will always screw it up," he said. Wrapping up the debate, FC offered a rather downbeat suggestion for how legal practice IT managers might maximise their firm's security: "Be paranoid, don't trust anyone – especially the people you work with," he suggest.

- NetLaw Media's European Legal Security Forum (ELSF) will return to the Old Billingsgate in London on 10 October 2017. With an emphasis on critical response planning, risk mitigation, data breach aftermath and cyber security awareness, this year's ELSF will explore the security threats and high-priority risk factors associated with cyber security and data protection within the legal sector.

The ELSF will take place alongside The London Law Expo, and visitors will be able to move freely between the two events.



“Excellent event, interesting content, great speakers, and all the legal suppliers in one place.”
DAC Beachcroft LLP



“Netlaw Media events continue to be the highlight of our legal calendar.”
Workshare



“I would highly recommend any of Netlaw Media’s events, they are very well organised and extremely successful from an exhibitor point of view. I have never had anything but fantastic service from their team! Well done.”
Slicedbread





“A unrivalled opportunity to digest the hot Legal IT topics in a single (albeit substantial!) location, and to share challenges, concerns and ideas with your peers.”

Walker Morris LLP

“I found this year very informative due to the high calibre of speakers - the IT legal sector has evolved tremendously in the last ten years and netlaw media have guided us through this landscape over the years.”

Thackray Williams

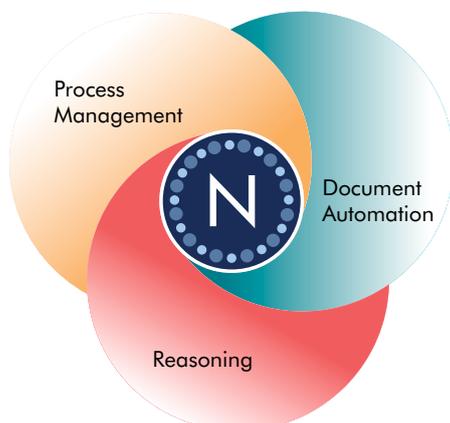


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 These are exciting times
 in legal tech and that’s
 nowhere better evidenced
 than in the buzz at the British
 Legal Technology Forum
Keoghs LLP

A feast of tech for legal IT specialists

Each year, BTLF attendees face the difficult choice of which presentations and discussions to attend, and how much time they should devote to meeting with solutions vendors. This year, the dilemma was even more acute, as the BTLF expanded into a second floor of exhibition and presentation space

With more vendors exhibiting than ever before, delegates had the opportunity to meet with numerous suppliers, even within a common market segment. For example, more than a dozen

vendors demonstrated case and matter management solutions, including legal sector veterans such as LexisNexis and more recent market entrants such as Clio. Even more niche

solutions segments, such as backup and recovery solutions, saw at least five vendors exhibiting, including Databarracks, Redstor, iomart, Oosha and Spectrum Telecoms.

At this year's BLTF, a notable feature of many solutions being promoted was their focus on easy-to-use visualisation tools and dashboards. These technologies typically allow users to draw together information stored in multiple data sources, in order to gain a more holistic overview of the matter in hand. This, in turn, allows them to identify which issues they should prioritise.

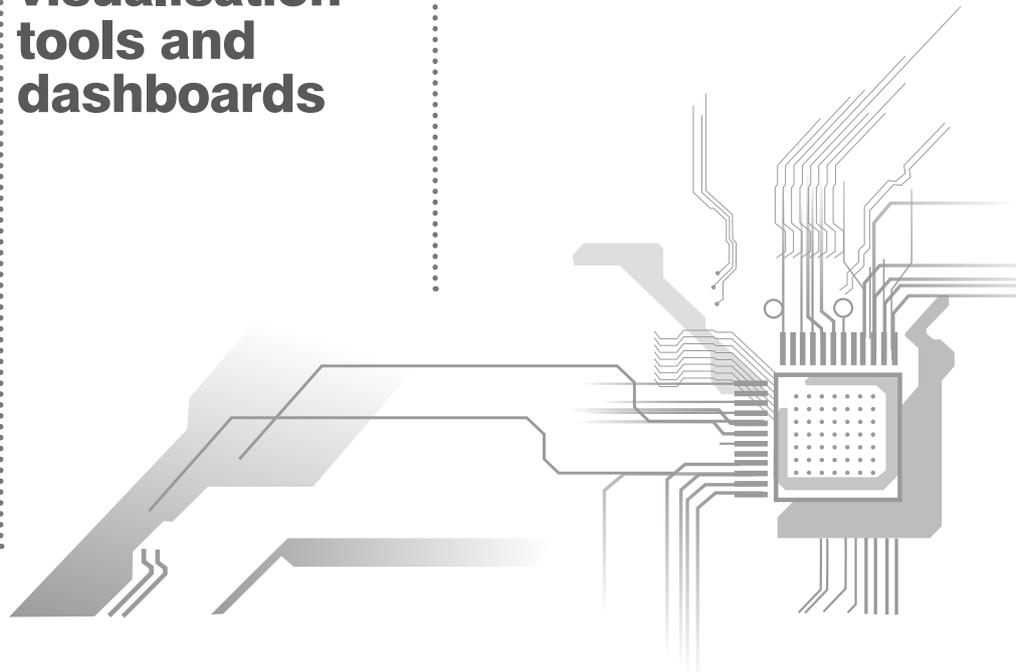
In the disputes analytics market, Brainspace promoted its Discovery 5 solution and, in particular, its visual analytics tool. This visually striking offering collates clusters of conceptually related themes, derived from the documents to be reviewed, and then displays those themes within a single "focus wheel". This tool is particularly helpful at the start of an eDiscovery exercise. Not only does it uncover related themes, materials and data sources, it also allows the user to quickly identify and disregard irrelevant topics.

Elsewhere in the conference hall, numerous vendors promoted dashboards which displayed real-time business intelligence, and which

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A notable feature of many of the solutions being promoted was their focus on easy-to-use visualisation tools and dashboards

could be personalised according to the user's needs. Solutions of this type include Aderant's Spotlight Analytics tool, Board International's business intelligence, analytics and planning solution, and QlikView's legal dashboards, delivered in partnership with Informance.

With so much to see and do during the day, it was important for delegates to occasionally take a break from proceedings and to have time to catch up with friends and colleagues. Five of the event's exhibitors - Bighand, GCI, eSentire, Kutana and sharedo - offered the perfect vehicle for allowing that to happen during the day via: a complimentary champagne bar, wine bar and ale houses, which were open to all visitors.



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The banner features a silhouette of the London skyline in the background, including the London Eye and various buildings. The text is arranged in a structured layout with bold fonts and contrasting colors (blue, white, and maroon).