THE INHOUSE LEGAL DIGITALISATION GUIDE

by the Liquid Legal Institute e.V.

liquid legal institute

CLEAN SLATE

[kleen sleyt]: *a state in which you are starting an activity or process again, not considering what has happened in the past at all.*
(Cambridge Dictionary)

Figure 1: CLEAN SLATE: The LLI Digitalization Guide – Table of Content

Introduction: What is digital about Legal?

Digitalisation creates new business models. Uber provides mobility services without owning cars, thus displacing classical taxis. Airbnb offers private apartments for rent and thus creates competition for long-established hotel chains. All industry leaders must ask themselves if their traditional value propositions are still intact or if innovative players can use disruptive and networked technologies to push them out of the market.

This is also true for the legal industry which, for decades, appeared to be immune to substantial changes caused by technology. While the core of legal services, i.e. the assessment of facts in relation to the law, in most practice areas and cases is still too complex to be executed by machines, this assessment of facts remains supported and surrounded by many operational activities such as document analysis, contracting and project management for which clients are no longer willing to pay high hourly lawyer rates.

The deconstruction of legal work has led to the standardisation of high-volume and low-value tasks and the emergence of legal process outsourcers (LPO). In essence, corporate legal services today are in a situation similar to the one corporate information technology, financial and human resource services were in some 30 years ago: Chief financial officers (CFO) now also expect inhouse legal departments and law firms to use technology to deliver legal services better, faster, and at lower costs.

At the Liquid Legal Institute, we encounter many colleagues in law firms and legal in-house departments who realise the need for change – but simply don't know where and how to start digitalisation projects for legal. Often, they are asking themselves questions such as: *What differentiates legal technology projects from classical IT projects?*
Are legal department per se a special / different audience? Do legal departments have the necessary funding? Can legal departments work / carry out the project in isolation?

Our LLI Digitalisation Guide is written for lawyers who are willing to listen, learn and collaborate!

Collaboration is key in any digitalisation project, and it was even more crucial for writing this guide. We collected experiences and insights from in-house leaders and practitioners as well as from legal technology solution providers, consultants and legal design experts in a bottom-up and collaborative fashion.

First, we gathered the interested parties (see list at the end of the document) and established Microsoft (MS) Teams as a central collaboration platform. We then motivated each author to write personal knowledge into the document template, continuously reviewing and structuring the content. Finally, we created a meaningful frame and edited content and style into the final format, considering the perspective of the readers as well as the interests of Legal technology users in general.

Enjoy the reading!
And even more importantly, please give us feedback: **board@liquid-legal-institute.org**

EXPERT ADVICE
One, if not the most critical point in Digitalisation projects is the human element because it plays a crucial role for later solution adoption. Only if the respective target group (users in the team and across other corporate functions) buy into the project and make use of the new setup can the desired outcome be realised (e.g. time or costs savings, productivity and so on). The resistance of internal stakeholders can make the whole project fail. Therefore, it is of utmost importance to get top management and GC support from the very beginning.

I. ELEVATE YOUR MIND, LOOK AROUND YOU – AND THINK.

It is difficult to imagine things differently from the way they are because our cognitive reasoning is based on the status quo. What we can envision depends on what we already see. But especially for digitalisation projects, the ability to dissociate oneself from the way we have always done things and to start with a clean slate is crucial.

New software development and problem-solving methods such as Agile and Design Thinking currently are successful because they provide tools for imagining the new. In essence, we need to abstract from the concrete situation, look at things from the perspective of different stakeholders – and let our ideas flow!

The goal of the Digitalisation Guide is to provide help for getting the most out of legal processes and services, to do more with less. The need for transformation may have multiple triggers, and each particular trigger impacts people's motivation, project funding and change management. It is therefore important to start any digitalisation project with a 50.000-foot-view and ask yourself why the project idea is emerging at all – and why now?

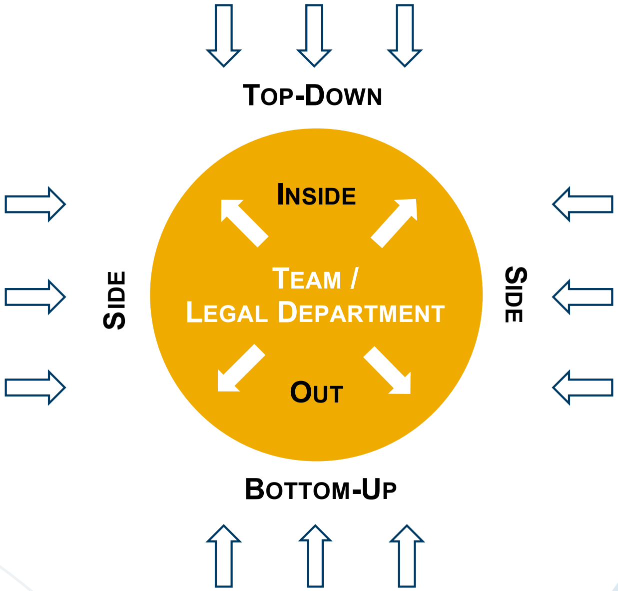


Figure 2: Digitalisation Triggers in Legal Departments

Digitalisation projects in legal departments may be triggered

- top-down, e.g. because other corporate teams or the whole organisation changes as well, or because the board expects you to resolve a critical situation
- inside-out, i.e. the GC and the leadership team are executing a Digitalisation strategy
- from the side, for example when other teams such as sales, procurement, or compliance are rolling-out Digitalisation projects which require the legal department to be on board.
- bottom-up, e.g. when "early movers" in the legal team have already experimented with Legal technology and would like to deploy it.

Legal in-house departments should be intrinsically motivated to develop a digitalisation strategy! More and more General Counsel understand that through digitalisation, their department can reassign tasks and improve its position in the company. In the past, one reason why projects were removed from the legal department was that legal services were deemed too expensive. Digitalisation makes it possible for legal to follow a production line approach and to achieve results at lower costs. By expanding the services on offer and becoming more agile, legal can prove its business savviness and "get a seat at the table."

Critical question: does the project team lead or follow? Is it intrinsically motivated, or is it only following an order?

1. Need for Change?

Mentally hovering 50.000 feet above ground enables us to see the world differently. Goals, tasks and processes that appear big and important because they are part of our daily work may look less important from above, and things which appeared small and insignificant may gain strategic importance, especially when we put ourselves in the shoes of others and adopt different perspectives. It is from such an elevated mental position that we can best assess the need for change.

Technology is not always the main driver for change, as infrequently as it is in itself the solution to a problem. In some cases, what is required to improve business is not new software, but a clear governance model, a better understanding of individual roles and responsibilities, or stronger efforts to create a culture of trust and to increase collaboration. In the end, technology enables people, not the other way around. Digitalisation projects in legal departments usually focus on a combination of the following four dimensions:

1. Processes: Legal processes need to be agile – standardised and flexible.

2. Content: Legal content must be treated as digital assets.

3. People and Organisation: Legal departments need to ensure employee engagement by opening up to new methodologies, e.g. a Kanban Board.

4. Technology: Legal technology is becoming smart – departments must be able to self-improve without being always dependent on the provider.

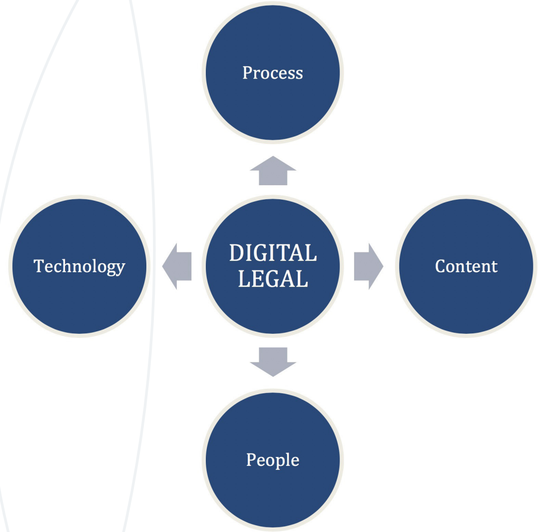
Mindset and language: The word "change" is probably in the top 10 of business bingo, and in many teams, people stop listening when they hear yet another change sermon. It is better to provide concrete examples of how change manifests itself than using the term itself.

Give examples! Remember how hard it was to find relevant books in the library and to search and find concrete precedents and solutions? So, whenever you can, make abstract ideas palpable by giving concrete examples.

Ask about great inventions your team-lawyers can think of! Create a link from people's mind to the project by showing how it can help to "overcome time and space". Wouldn't it be great no longer to lose time with formal, administrative activities ("low brainers") and to be able to focus on high-value task?!

Consider the impact of digitization at all levels! Digitalisation measures may be fascinating and interesting for General Counsels and manage-

Figure 3: The 4 Dimensions of Digital Legal



EXPERT ADVICE

Lead! - Leading is better than following. When you already feel pressure from above, you are left to follow – but when you have an idea, or even a vision, you can lead and inspire others!

ment, but they may also make emplyoees fear for their jobs. Project leaders must make it clear that, if administrative tasks are rendered obsolete through technology, new qualitative tasks will arise allowing people to deploy their individual skills in a more productive way.

True Story

Transformation: An LLI author reports that in a Digitalisation project at his company, 4 assistants lost their previous tasks - but gained new and more demanding responsibilities in the areas of financial management and procurement, office and project support, knowledge management, provision and maintenance of a legal app platform and cross-department communication.

2. Identify Pain Points

Once a general need for change has been established, the actual pain points must be identified on a more detailed level. Exemplary pain points are high volume of trivial (legal) work, insufficient reporting capabilities, cumbersome admin tasks, and high external legal spend.

Critical Question: what are suitable methods to identify the most pressing pain points?

Exemplary methods to identify such pain points could be workshops, user studies, or action-based research ("observe" yourself and colleagues). Through such methods, the project team can define the current workflows and identify potential for Digitalisation.

It's all about choosing the right method

Legal Design Thinking, as a method to integrate 360° feedback, means to approach the project the way designers do. Designers first take care to ask the right questions and focus on a concise challenge, and then quickly develop solutions in the form of prototypes which are continuously tested and approved, as depicted in the below graphic used in a project the LLI e.V. conducted together with Hasso-Plattner-Institute (HPI)[1]:

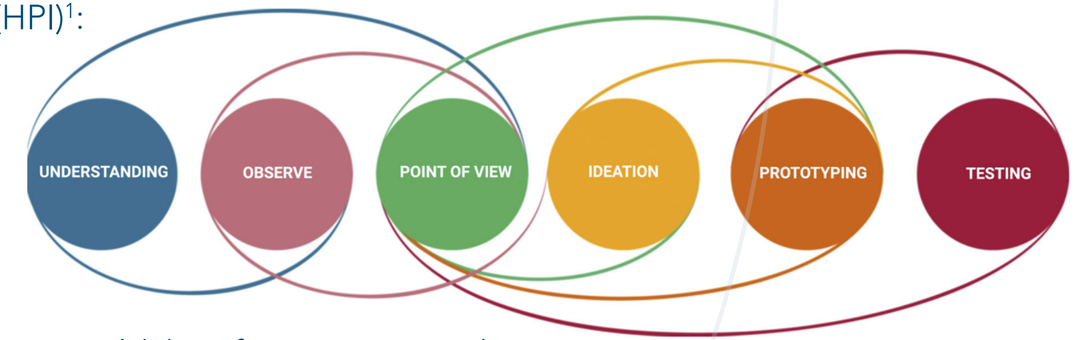


Figure 4: Design Thinking Methodology (from HPI)

Imagine how it could be if you weren't dependent on others to provide information; if all information was readily available anywhere anytime; if the work of the team could be simplified. As a legal manager / director / general counsel, start with yourself. Which of your own

[1] https://hpi-academy.de/design-thinking/was-ist-design-thinking.html

"managerial" activities bother you, take time, or rely on information that is not readily available? Think of obligations you have to fulfil, such as reporting to the board or the CFO, to auditors, authorities, shareholders. Or simply think about how the process of approving invoices could be improved …

Look at your team! How do you interact with your team, and how do team members interact with each other? How do they act cross-functionally, e.g. with commercial or financial stakeholders (inhouse clients)? Create visualisations of the journey(s), results and pain points, including all analogue and technical touchpoints between people, and between people and tools. These visualisations make it easier to explain, communicate and see the needs users have. Talk to your team and ask them what would make their lives easier?

Conduct interviews! Talk to stakeholders and as many people from different departments as possible, using a structured interview guideline. For each identified pain point, try to understand where exactly the pain hits and what the short-, mid- and long-term consequences are. For example, cumbersome admin tasks and automatable high-volume/low complex legal work may result in a lack of efficiency in the short-term, employee fluctuation in the mid-term, and reputational damage including hiring issues in the long-term.

Conduct workshops! In workshops with members of the legal department, clearly define the goals of the project and communicate them to all participants. Make sure the participants are real stakeholders. The workshops should be interdisciplinary - legal must not only be talking to itself! The workshops should also be structured using a few core questions and should be carried out in tight schedules.

Participants must be encouraged and enabled to reject presented problems and raise their own problems (see "True Story" below). Prepare (semi-)structured interviews and questions for effective workshops. If you already have an idea, be very vocal on the WHY and the benefits for the stakeholder. Encourage mirroring exercises (people changing perspectives for a period of time).

EXPERT ADVICE
Start from the envisioned result (e.g. by using an end-user perspective) and work backwards with the vendor and your own IT and other departments to understand what you need to do to get started.

True Story

Failure is an option! When the management team of one of our authors defined a new role intended to serve as a link between the project development business and the portfolio business, legal Counsel and professionals were asked to conduct a workshop and flesh out the concrete tasks for this new role. The workshop showed that meaning and purpose of the new role had not been understood.

Unfortunately, the participants also did not question the whole concept either, because they thought it was a "given" and had to be accepted. From that, the management team concluded that they had not designed the framework correctly, or at least had insufficiently communicated their expectations. They should have clearly stated that „failure," i.e. rejecting the new role concept, was a possible and acceptable result of the workshop!

3. Assess Digitalization Potential

When the pain points (As-Is) have been identified, the digitalization potential (To-Be) must be assessed.

Identify stakeholders! Understand who the main stakeholders are and create a diverse steering committee and an operational task force.

Keep it short and simple! Do not involve more individuals than are required. Splitting people into "Core Group" and "Working Group" can help to ensure engagement and keep the group manageable. Identify the Digitalisation-savvy and -interested individuals, give them context and agree on tasks. Proceed step-by-step within the context. Give input, lead when things get stuck, and be open to new ideas. Stakeholders may differ; however, you as the project leader will probably always need funds, so make controlling / finance / CFO your ally.

Get support from above! Work with additional advisory committees and the like only if absolutely unavoidable. If you run a company-wide project for which you require some 'tailwind,' get a clear mandate from the Board, ask for the right to nominate participants, and run it as a project.

EXPERT ADVICE

Legal technology is not the answer to all questions. Maybe a change in scope, in process design, in content templates or in the organisation that is performing the task is the better choice.

Avoid the chicken-egg-problem. IT doesn't talk legal, legal doesn't talk IT… If you do not know the new solution, you don't know the systems that will require integration. If you do not know the systems that require integration, you don't know what the solution has to be... – You can avoid these unproductive circles by simply putting a stake in the ground somewhere and move forward from there. Of course, at the same time, you must remain open-minded and adjust your scope when necessary.

Avoid "Death by PowerPoint". The project team needs clear guidance with regards to scope, timelines and expected benefits etc. Ideally, such information is provided in a project charter, written in clear language and continuously updated. Too often, the project goal is buried in long PowerPoint presentations that leave room for ambiguity and interpretation. In addition, the expectation needs to be set correctly. The more cryptic and convoluted the slide deck, the more difficult it gets to steer the project in a clear direction.

True Story

Identify and implement quick wins! An LLI author reports that he wanted to move the mandate for contract management from the finance department back to the legal department. As a first step, he showed how often a contract was saved and filed after conclusion. Very quickly, this information convinced the business that there was a need for action to avoid redundancies. With this quick win as „fuel", he could continue to work on the next steps.

4. Plan the Budget

Based on your requirements and the vision for the future, you can make assumptions on costs and benefits and estimate the budget you need.

Critical Question
What is the Business Case (incl. ROI)? Does the project possess strategic value?

Do a Business Case & ROI calculation and request sign-off! Be explicit on the benefits of the solution and the goal to deliver legal services better, faster, cheaper:

• Better: Create more satisfied employees within the legal department. Satisfied and engaged employees create satisfied internal and external customers (including vendors and partners).

- Faster: Shorten cycle times, e.g. through self-service.
- Cheaper: Use labor arbitrage to reduce costs.

Keep in mind who benefits from the project and list positive effects for all stakeholders. How do the benefits translate into value, e.g. cost savings, improvement of quality of work, better risk management, knowledge management? You may want to start with a project that provides benefits for the Finance department.

EXPERT ADVICE

Secure a Research & Development (R&D) budget for strategic projects in the legal department, especially around contract management. Contracts are the backbone of the business world. Legal enables contracting and contracts. Contracts contain critical and foundational data on the business partner and the transaction. If the company as a whole recognises the opportunities offered by treating data as digital assets, then the legal department as well should be enabled to make the most of its own legal data. Legal then evolves from an internal service unit to a true business enabler.

II. ACT QUICK AND DECISIVELY.

Once the preparations have been completed, the project can officially start. Keep in mind that Digitalisation projects must show quick results. In our experience, it is better to make assumptions, act quickly and adjust the course if necessary, than to invest endless time and resources to achieve perfection on every step on the way.

1. Initiate the Project

The project initiation is a good chance to get all stakeholders together, create a common mindset (reemphasize the 'Why') and promote the goals.

Have a clear picture of the scope of the project and its objectives. You may choose the model that is right for you from a number of existing methodologies, roll-out plans and integration scenarios, e.g. big bang vs phased roll-out, integration of existing business software vs stand-alone solution.

Develop the project and resource plan. Ensure alignment not only for the scope of the project but also for all phases and milestones. In the project plan, define deliverables and dependencies, tasks and assignees, detailed timelines including definition of steps and milestones, and have the steering committee sign-off on the plan. Be aware of the resources required for the different project phases. Create and communicate the project plan as soon as possible and ensure that it is commonly accepted and transparent (e.g. tools for documentation of progress include JIRA, Trello, Confluence, MS Teams, Slack).

Define and empower the team members. Members may include employees within the legal department and the wider organisation but also from external partners. Internally, consider colleagues from tax, revenue recognition, accounting and finance, sales, product management and others. Use the project kick-off to ensure a common understanding among the decision makers, dedicated project managers, and service providers. Let the team decide how to communicate and be consistent afterwards. Set up workstreams to work on all prerequisites, like communication plan, new templates (in a diverse team), new roles, new processes (incl. representation and roll-out plan) and the governance model.

2. Define your Requirements, Design the Solution & Conduct Market Research

With the project team, the plan and the resources in place, you can now analyze in detail the requirements, develop a clearer to-be vision and conduct market research to identify suitable products and vendors.

Critical Question: have you defined your requirements? Can you describe the ideal solution? Is a product available on the market that can ease your pain at justifiable costs?

EXPERT ADVICE

Get a dedicated project manager, ideally an experienced lawyer. The project manager should stay as close as possible to the legal-management(-team) and the project steering committee and continuously re-validate your mandate.

Gather requirements and check for inconsistencies! Requirements include **functional** requirements and **non-functional** requirements. Functional requirements specify which tasks a system or system component must be able to perform to ensure the desired outcome for the company or the user; non-functional requirements specify the overall capabilities and setup of a system, especially with regards to existing corporate IT infrastructure and regulations such as compliance, security and usability.

Examples of typical functional requirements include:

• Case and matter management, contracting, due diligence, compliance, intellectual property, claims management and litigation, legal spend, etc.
• Workflow integration
• System integration / API to ERP (SAP, Oracle) or other Business Intelligence

Examples of typical non-functional requirements include:

• Data protection: Encryption, GDPR, backups, storage location
• Data security: administrative, physical and technical safeguards certifications (e.g. ISO) and auditing
• Operating systems (PC, tablet, mobiles) and other office infrastructure
• Supported Browsers (incl. actual version): IE/Edge, Chrome, Safari, Firefox
• Business continuity: Service level agreements (SLA), Business continuity plan (BCP), Disaster recovery plan (DRP)
• Training capabilities and offerings

Define your selection criteria! Offer a detailed list of selection criteria, like interoperability, level of interest, exchangeability, performance, security. Do you expect vendor lock-in? Are there constraints to consider? Depending on your or your company's philosophy, data protection, security and perhaps even geography. Your options for choosing a cloud solution or a specific vendor may be limited due to restrictions related to these factors. Consider that you may have to, or perhaps you may want to, involve your procurement department or market research and/or business intelligence colleagues.

Design solutions! Involve user groups which are impacted by the project (e.g. in-house counsel) early in the design process. If you already have an idea, find other teams or functions that can benefit from what you are envisioning, e.g. a database that you may want to set-up, a contract management tool you already use, a cost management tool that creates financial reports. Elaborate on possible solutions and focus on process improvements that are connected to technology and to the requirements. Do not procure a software without knowing exactly which tasks or processes you want to digitalise! Be willing to adapt these requirements during the course of the digitalisation project in order to create the best possible fit between process and software.

Define KPIs! As a project manager, from the beginning, define clear and objective KPIs to measure success and improvements. A small but effective set is enough. Answer the questions: When will we be most successful with our project? What does success look like?

Communicate! Be transparent about your requirements. Open the room for discussion and input from the whole task force and for feedback to the steering committee. Consider having a trial group of "friendly players" and involve them early, as they may become ambassadors for the solution.

Establish a task force! Ask ambassadors or scouts to research available options (e.g. consultants, vendors, technology offerings) using industry press, directories, conferences, guides and reports. Are these offerings on premise, Software as a Service (SaaS), managed services or hybrid? For internal task forces, be sure to provide sufficient resources.

True Story

The task force one of our authors implemented in his company in 2015 did not have clear goals and no concrete tasks; rather, it identified "greenfield" opportunities on the go. However, the company did not formally free up time nor secured additional resources for the task force.

Thus, after a few concrete results in the beginning, the output diminished, and finally the task force dissolved.

Shortlist possible solutions! Make suggestions based on previously defined requirements and priorities. Empower the team to recommend a make or buy decision (internal consultants vs external consultants and internal IT vs external IT or software implementation vs subscription of a service) to the steering committee.

True Story

Sometimes specific legal technology tools are needed to digitise processes, but sometimes a glance at the existing standards is enough to find a quick solution. For example, for a long time, the company of one of our authors was looking for a tool that would visually represent complex contractual relationships. Our goal was to enrich the graphs with tasks and deadlines and therefore provide project directors with an optimal tool for risk management. The team finally found a tool at a change management consultancy. When they reviewed it with IT, a member of that team discovered that something similar was already a Microsoft SharePoint feature. Now they are working on the customisation of this SharePoint tool and can reach the goal with little effort.

3. Analyze Application Landscape & Integration Requirements

The identification of systems that require integration into the new solution (e.g. CMS or ERP) is crucial for success and thus warrants a separate paragraph; in principle, the following remarks are an extension of the solution requirements identified in Section 2. The new tool must fit into the IT landscape of the company! Usually, legal will not have the competence or authority to change the IT governance of a company.

Create a technical integration requirements list: Identify the data that needs to be processed, be aware of the data quality, and define missing or inconsistent data. Discuss the integration scenarios, e.g. custom integration vs APIs, and list mandatory technical requirements, e.g. Authentication, SSO (Single Sign On), etc. Reuse standards and consider the following aspects:

- Security levels and IT issues: incl. encryption, and DevOps topics
- Data protection and privacy concerns
- Data format and data volume
- Data migration

EXPERT ADVICE

Be clear to communicate the impact the new solution may have on the IT landscape, including data assets that are shared and exchanged. Inform IT departments and development operations team early!!

4. Procure and Install the Solution

Many existing IT guides provide help on how to set up and conduct a request for proposal (RFP) to select the right vendor and solution, so we will not go into details here.

Contract negotiations are always tricky, and you need to pay special attention to IP issues, e.g. who owns the data used for training, etc.

Critical Question
Which solution ensures the best return on your investment?

Installation depends on solution specifics, e.g. on-premise versus cloud solution. While on-premise solutions are usually more customisable to client-specific requirements and may provide a stronger feeling of security and control to the client, they can also be more expensive and more difficult to update than cloud solutions. Cloud solutions offer more flexibility and scalability, and minimal IT resources and data security are now top priorities for many cloud vendors.

Despite this, a significant number of companies still prefer on-premise solutions to cloud solutions, for a variety of valid reasons. Cloud clearly is the future, but do not rashly discard on-premise solutions without a thorough requirements analysis.

EXPERT ADVICE
Before going live: test it yourself, show and demonstrate it to the users, explain and let them try it, show what you do with it, and compare the past to the status-quo processes.

5. Onboard Users, Conduct User Acceptance Test (UAT) & Go Live

User adoption is crucial for the success of any IT project. High user adoption of the solution depends on a good user experience. Good user experiences can be created when the project team puts itself in the position of the user and sees things through their eyes.

Create an onboarding plan that involves all relevant user groups. Develop a tailored communication plan and proactively provide answers to questions which users will most likely have, e.g. how the solution benefits them.

Test the solution with key users from various user groups and for various scenarios and use cases. Keep the four most important acceptance criteria in mind: effectivity, efficiency, usability and user experience. Create a list of bugs, possible improvements and change requests.

Be well prepared for Go-Live! Adjust the solution based on the results from the User Acceptance Test. Offer training courses, including train-the-trainer enablement and sessions tailored to specific user groups. Provide a hotline for questions because acceptance of the solution in the start-phase is crucial.
Be transparent on how you will incorporate and react to feedback.

EXPERT ADVICE
Celebrate success: do not underestimate the efforts that are necessary and must be undertaken to get to the Go-Live stage. Everyone involved should be invited and informed. Be proud of the achievements and communicate them!

III. FAIL OFTEN AND EARLY!

Even if your project does not immediately achieve optimal outcomes or even 'fails' with regard to specific goals, such initial failure does not necessarily mean the whole project will collapse. On the contrary, agility and continuous adjustments and course corrections are typical signs of successful digitalisation projects!
If at the end you really do feel that your digitalisation project failed, do a post-mortem and ask yourself why it failed.

Figure 5: Continuous Improvement Process

1. Support and Troubleshoot

Supporting and troubleshooting are necessary not only during and immediately after Go-Live, but also for the long-term usage and operations of the solution.

Monitor the solution and keep users informed about updates and known errors. Watch users interacting with the system, provide questionnaires and multiple feedback channels, including support hotlines, forms, e-Mail, phone, surveys, messenger channels such as Slack or Teams, etc., and encourage people to provide feedback. Be transparent on expected changes and keep your backlog and open issues list up to date.

EXPERT ADVICE

Establish a CWA. Empower a project member to be the "Communicator With Authority (CWA)" towards third-parties, and vendors. Changes to the solution should only be requested of the vendor once the CWA has aligned internal user perspectives and considered all repercussions of the change.

EXPERT ADVICE

Adoption is everything. Long-term success is only possible if those within your team and across the integrated functions actually use the solution. To achieve a high user adoption, entitle power-users, train the trainers, ensure constant sharing of best practices, and promote your team's results.

2. Manage Success

The success of your Digitalisation project depends, and must also be measured, against the specific reason(s) that triggered it (see Section 1). Use the previously established KPIs defined within the initiation phase (usually a combination of quantitative and qualitative KPIs, e.g. number of solved incidents or tickets and their strategic importance) to assess the success of your project.
How many requirements were adequately implemented? Does the solution increase work efficiency? How satisfied are the users? How much has the user experienced improved?

Improve time-to-value. The sooner you are fully operational, the faster you can demonstrate the value and a positive ROI of the project. This is usually by the end of the first period (subscription, contract year, or internal review-cycle).

3. Enhance Product

Engaging in product user groups, exchanging experiences with other customers and feeding back to the vendor to help designing the product's future roadmap are the best ways to enhance the product and secure the long-term success of your project.

Stay connected and up-to-speed. Track the needs for improvement and periodically discuss your findings with your team and the vendors. Keep defining milestones even after implementation and get regular updates on new functionalities and benefits from the vendors.

EXPERT ADVICE

Share experience by participating in legal tech initiatives, think tanks, conferences and events. Multiply your knowledge through sharing and communication.

EXPERT ADVICE

Consolidate and prioritise changes in backlog. It is not a problem to have a full backlog with lots of ideas on how a system could be improved – as long as you differentiate between "must-have" features and "nice-to-have" features. Focus on those issues that are likely to have a high business impact and prioritise and consolidate the backlog accordingly.

The future is NOW!

One way to characterize the digital era is that it already holds the future within it. Somewhere in Big Data and the virtual networks float the answers to unasked questions, emerge the solutions to unknown problems, and await technologies their unimagined applications. It takes intrapreneurial spirit, and a considerable amount of enterprise resources, to ask the right questions, identify the right problems, and apply the right technologies. The Liquid Legal Institute is here to help.

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