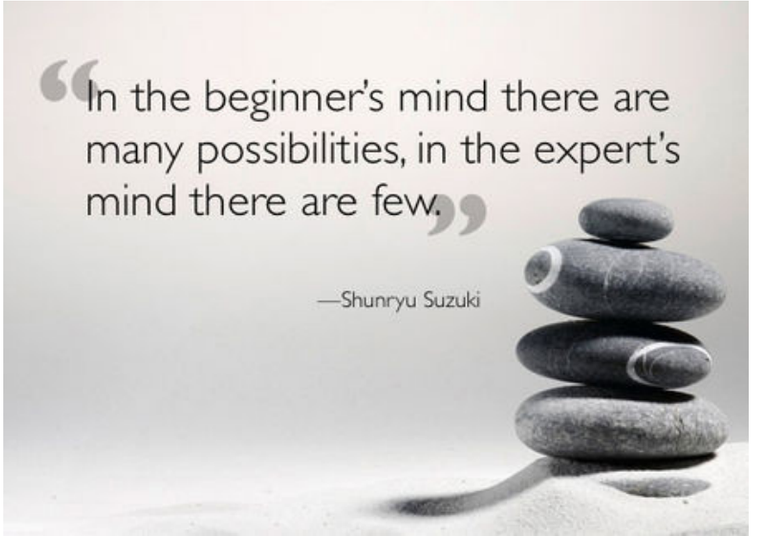
Zen and the Art of Legal Innovation



EHIPASSIKO - 'SEE FOR YOURSELF'

elevate

xerox

MaRS

COGNITION

@jasonmoyse
jason@lawmade.com

LAW MADE
Est. 2015

Kellogg School of Management

HYPER ISLAND

MaRS

@aronsolomon
aron@lawmade.com

THINK GLOBAL SCHOOL

Learning Objectives

1. Where the ‘profession’ of law has been - the industry model - and where it is going

   Skills required beyond ‘black letter law’ taught in law school

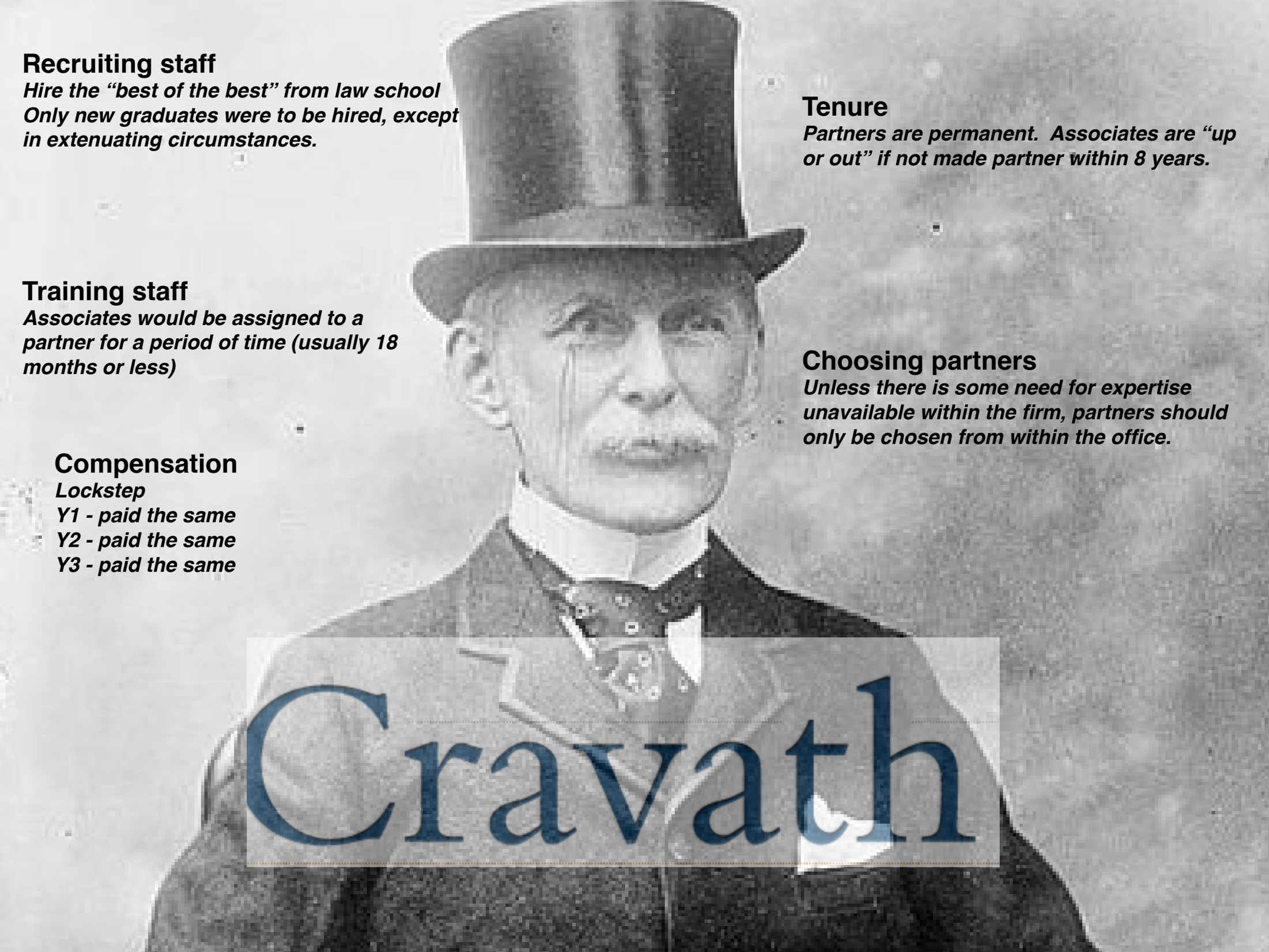
2. New models for business, design and legal operations

   Software is eating the world

3. Creating value in new places

   The Maker Movement in Legal Services

Cravath



Recruiting staff

Hire the "best of the best" from law school
Only new graduates were to be hired, except in extenuating circumstances.

Tenure

Partners are permanent. Associates are "up or out" if not made partner within 8 years.

Training staff

Associates would be assigned to a partner for a period of time (usually 18 months or less)

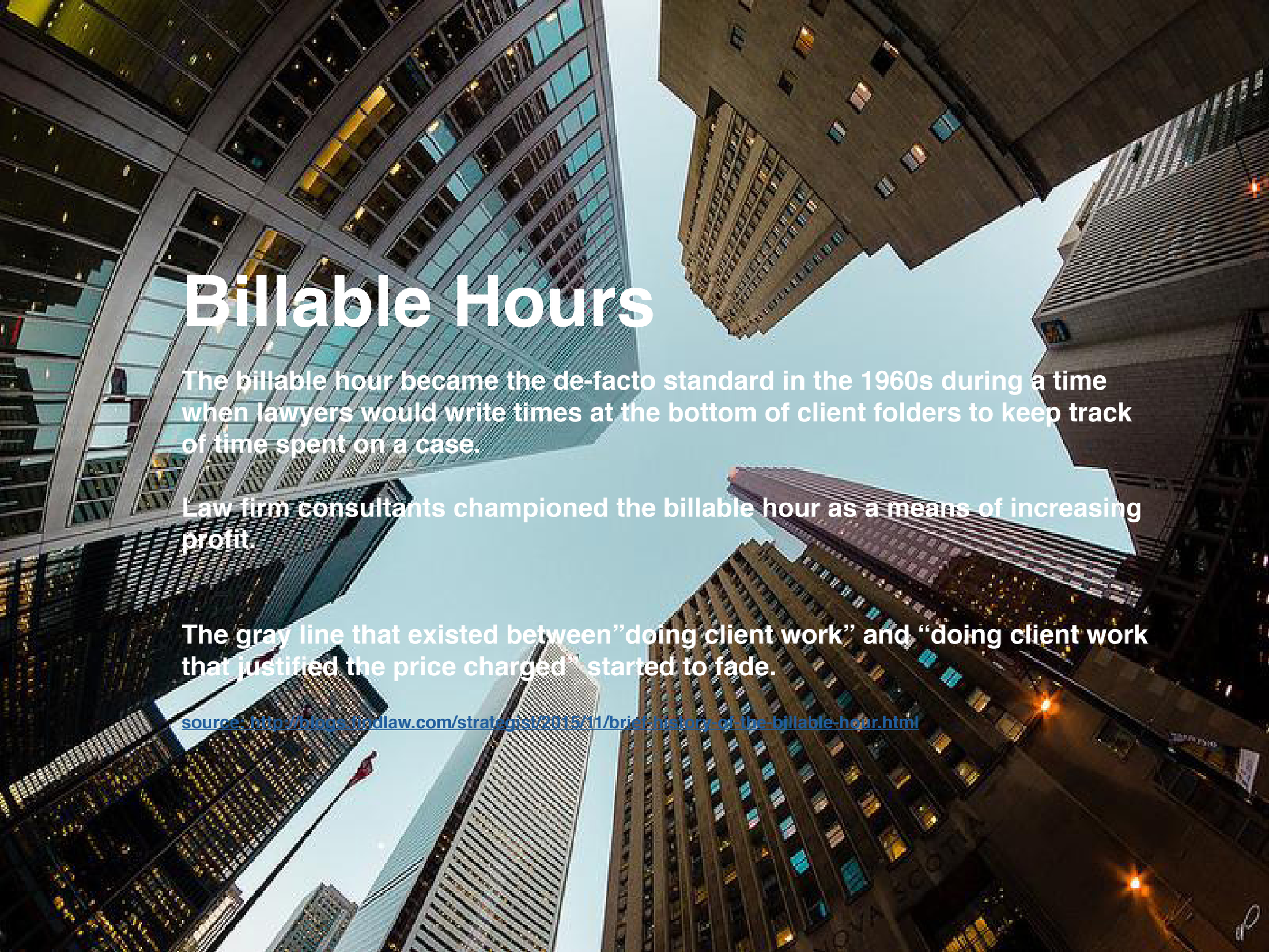
Choosing partners

Unless there is some need for expertise unavailable within the firm, partners should only be chosen from within the office.

Compensation

Lockstep
Y1 - paid the same
Y2 - paid the same
Y3 - paid the same

Billable Hours



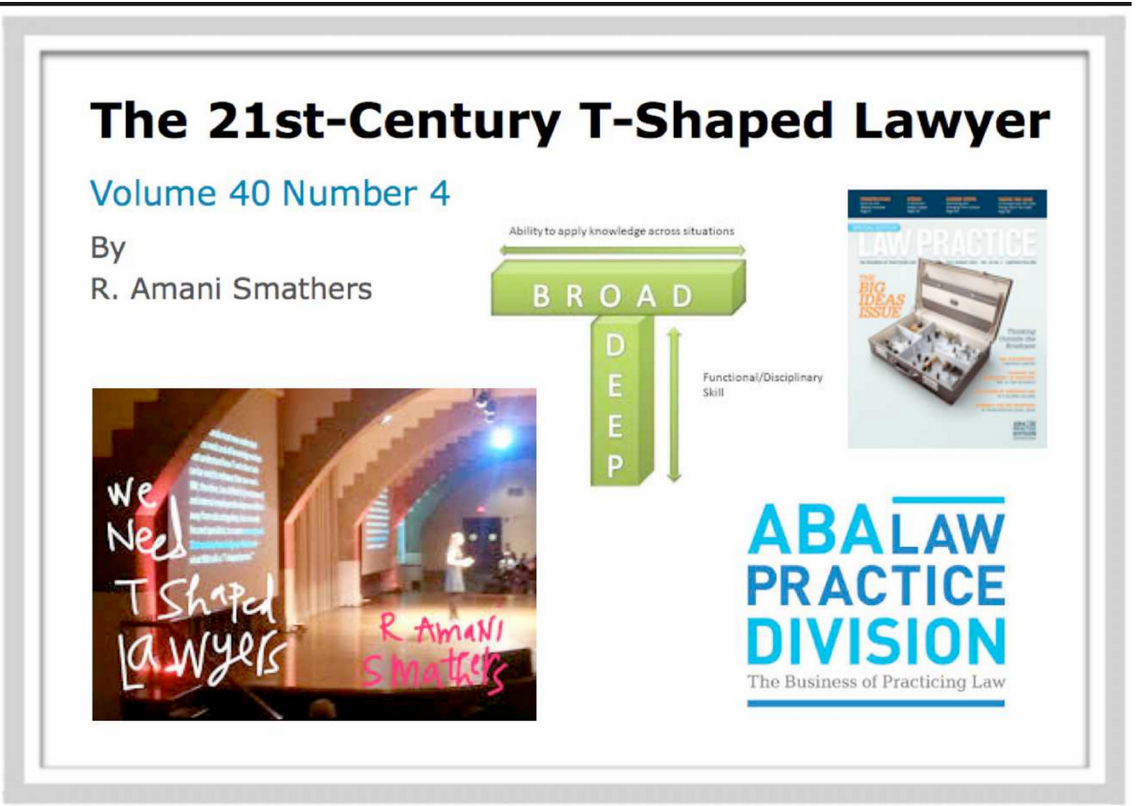
Billable Hours

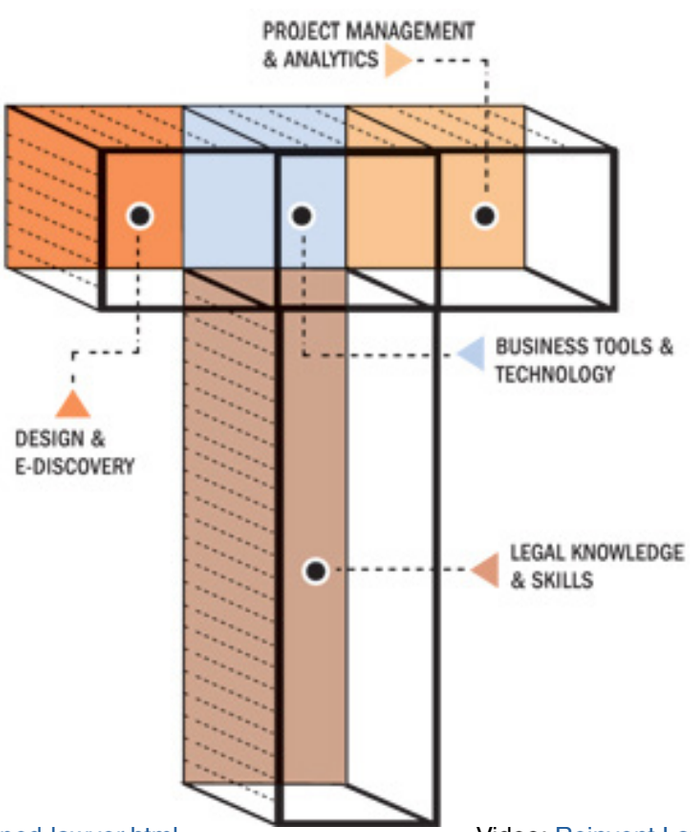
The billable hour became the de-facto standard in the 1960s during a time when lawyers would write times at the bottom of client folders to keep track of time spent on a case.

Law firm consultants championed the billable hour as a means of increasing profit.

The gray line that existed between"doing client work" and "doing client work that justified the price charged" started to fade.

source: http://blogs.findlaw.com/strategist/2015/11/brief-history-of-the-billable-hour.html

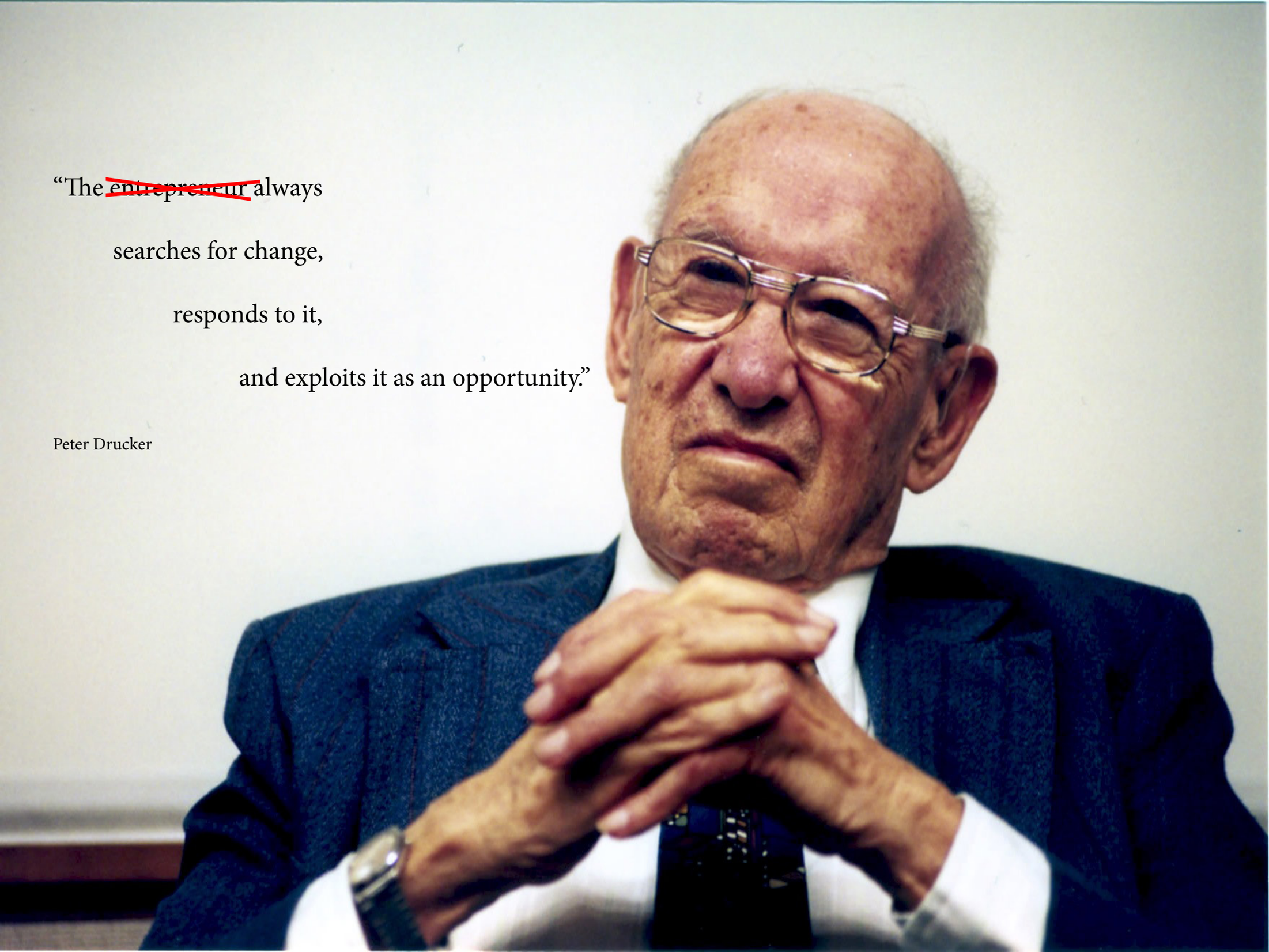




Source: http://www.americanbar.org/publications/law_practice_magazine/2014/july-august/the-21st-century-t-shaped-lawyer.html

Video: Reinvent Law Channel

"The entrepreneur always
searches for change,
responds to it,
and exploits it as an opportunity."
Peter Drucker


"The ~~entrepreneur~~ always
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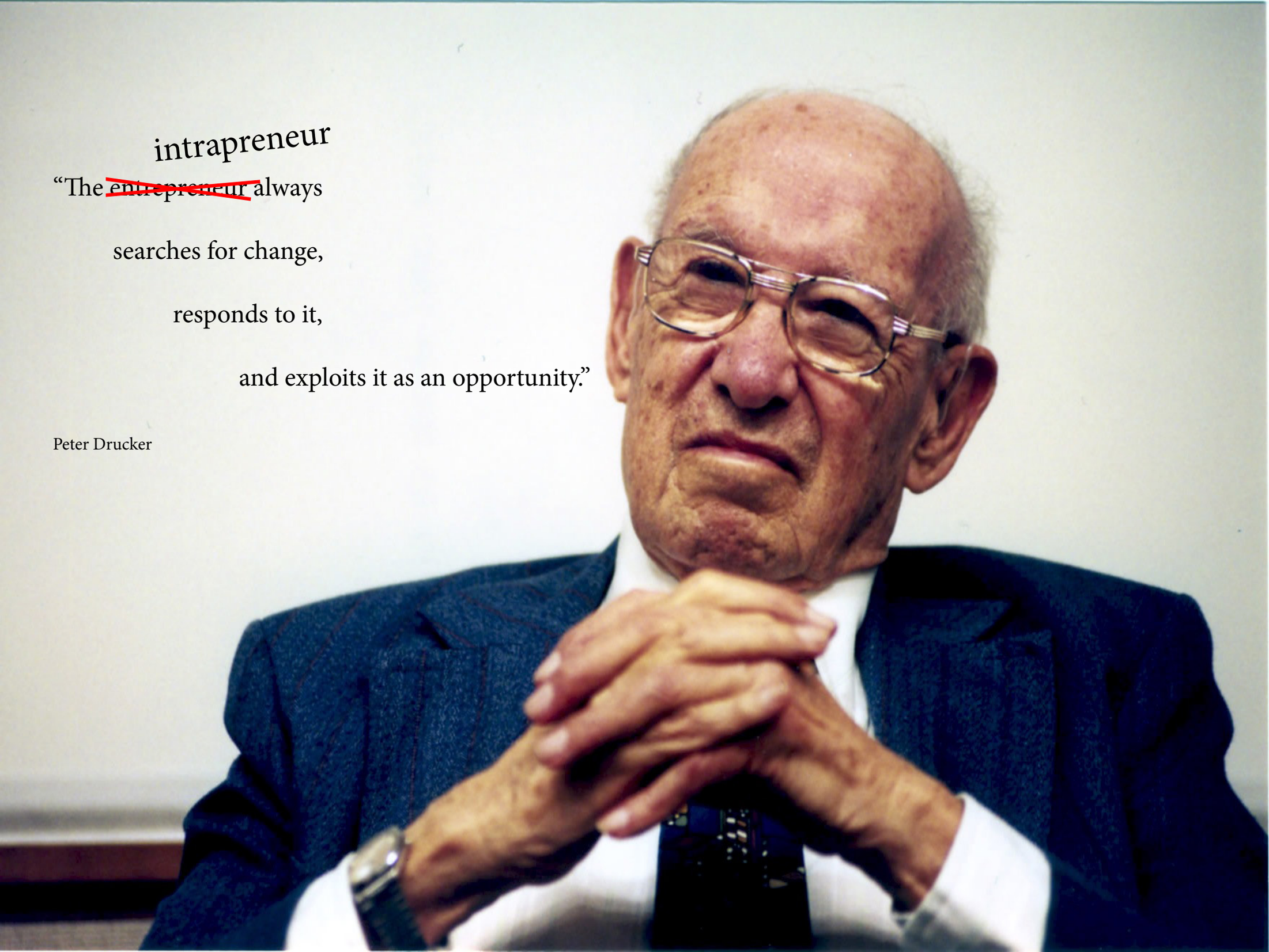
intrapreneur
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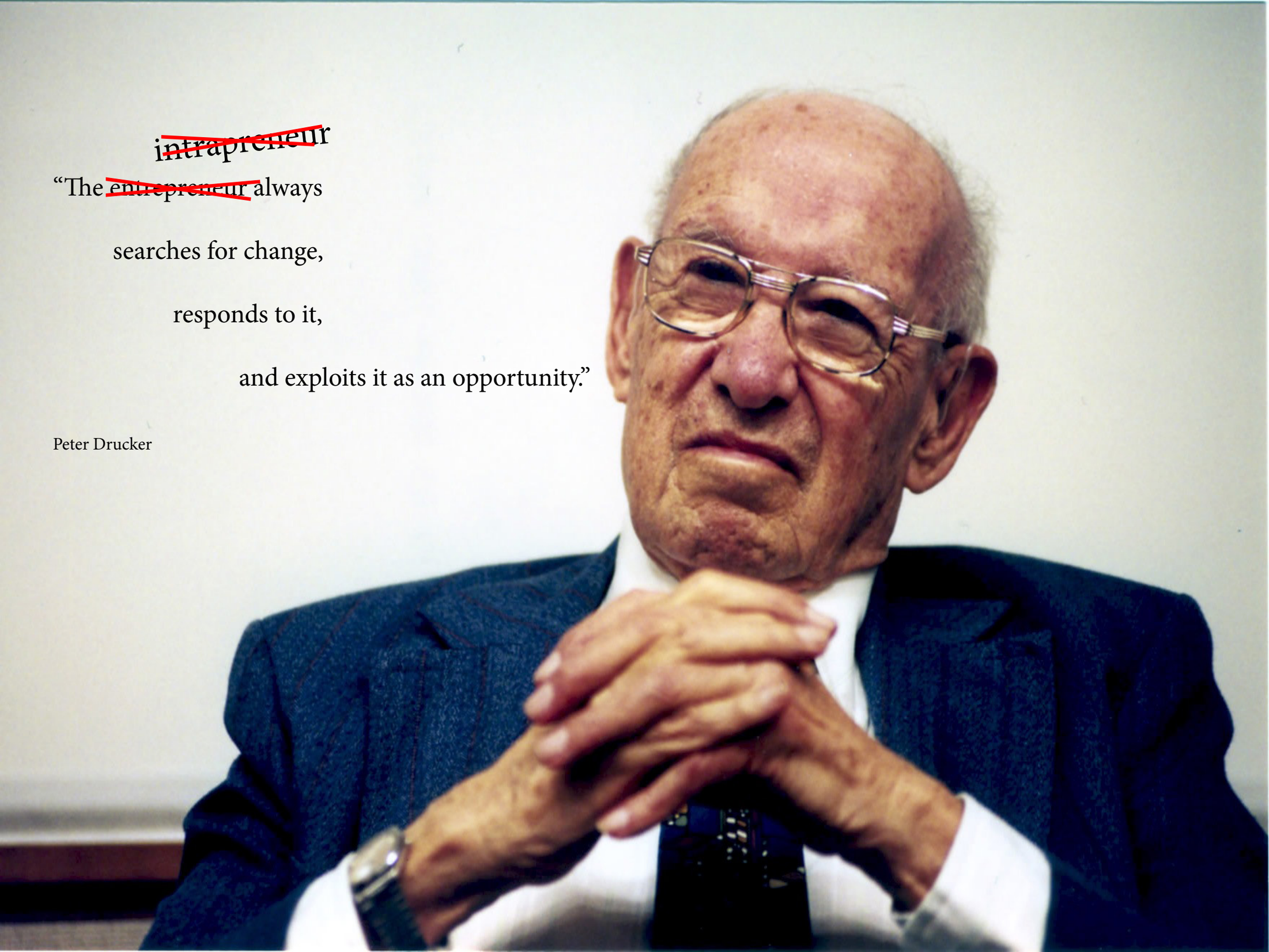
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lawyerpreneur

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~~intrapreneur~~

"The ~~entrepreneur~~ always

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and exploits it as an oppo

~~Peter Drucker~~

BT

7000 Motor claims handled annually with a ULR recovery rate of over 94%

6000 Public Liability claims handled annually with a value of over £8m

500 Employers' Liability claims handled annually with a value of over £20m

200 Employment Law tribunal claims handled annually

Source: BT Law Website
http://bt-law.co.uk/

London, UK

Winn Solicitors, Brinkburn Street, Newc

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OPTIONS

Send directions to your phone

6:15 AM–10:03 AM — 3 h 48 min

Virgin Trains EC › 22

6:15 AM from King's Cross

4 min every 40 min

DETAILS

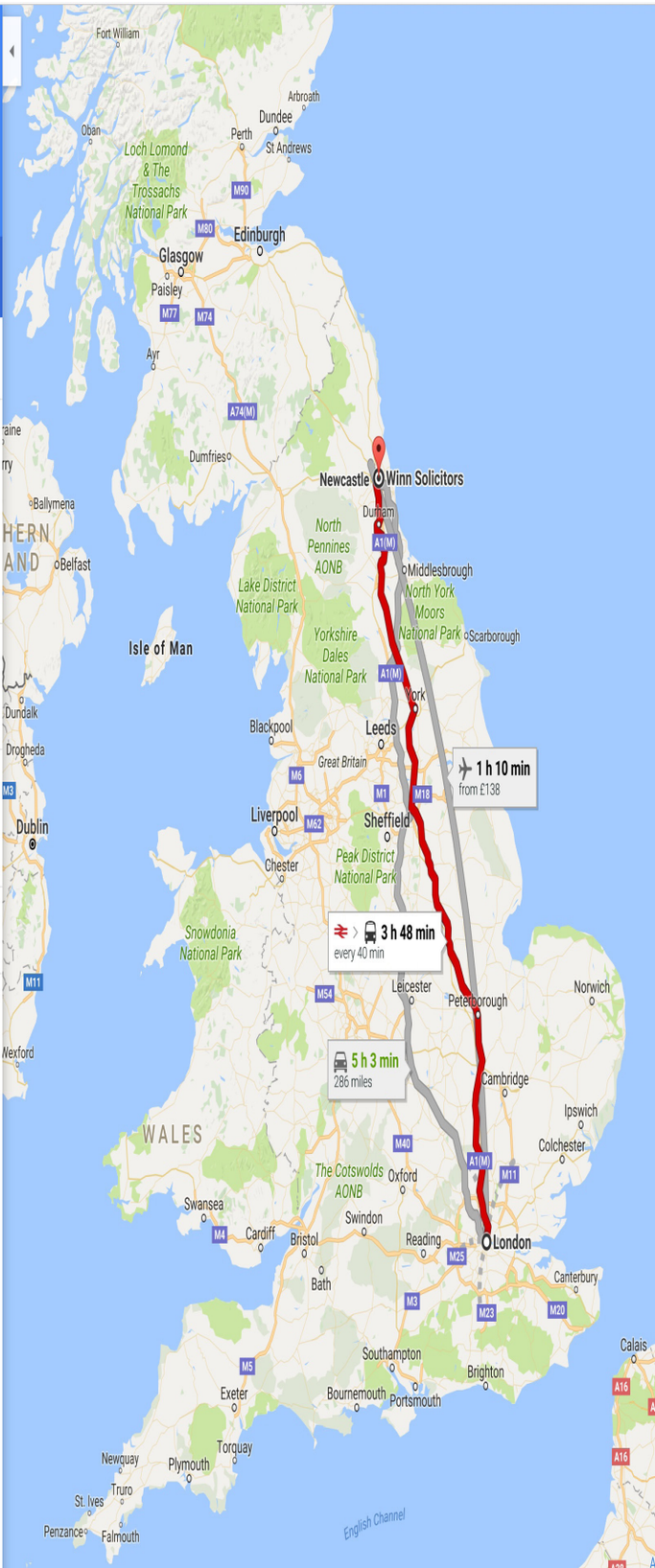
via M1 — 5 h 3 min

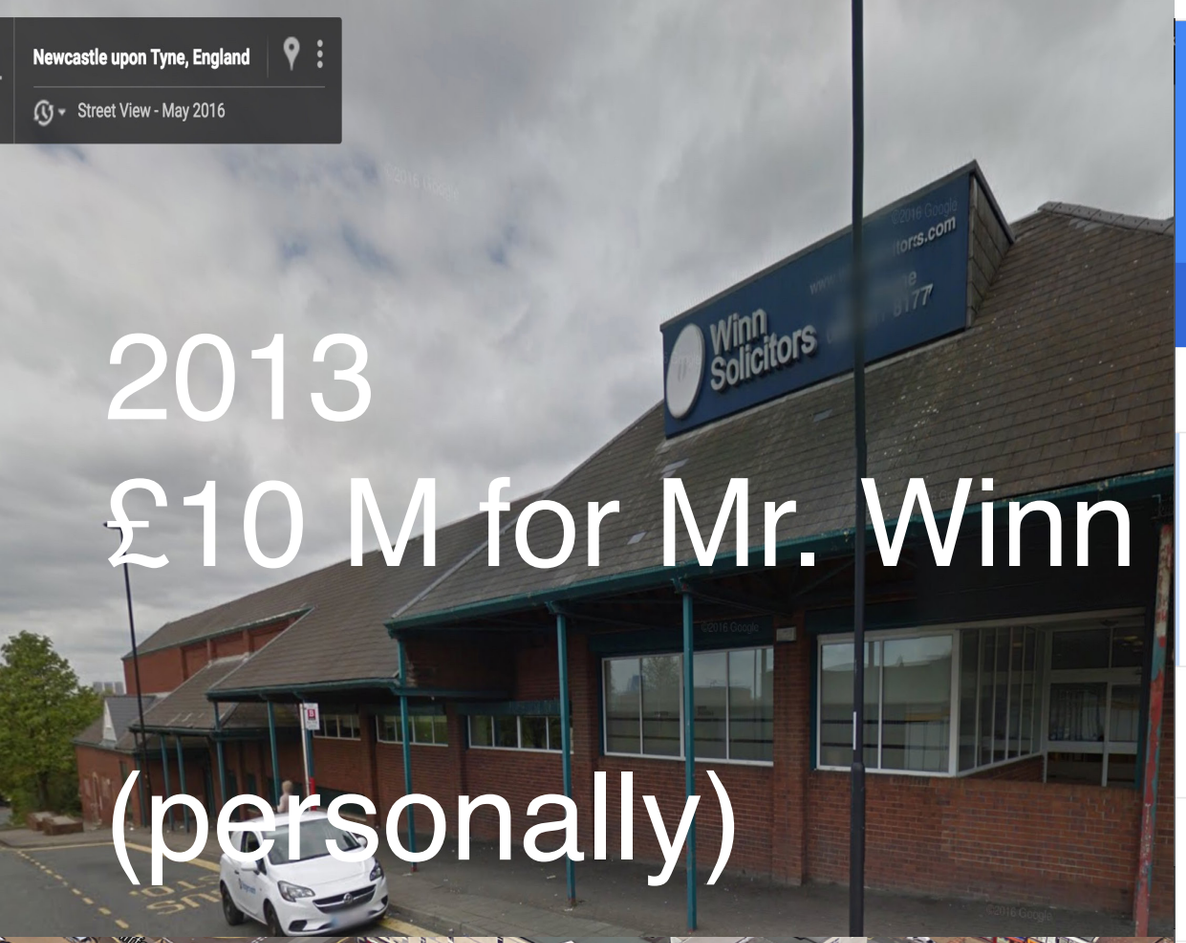
4 h 41 min without traffic — 286 miles

London, United Kingdom–Newcastle upon Tyne, United Kingdom — 1 h 10 min

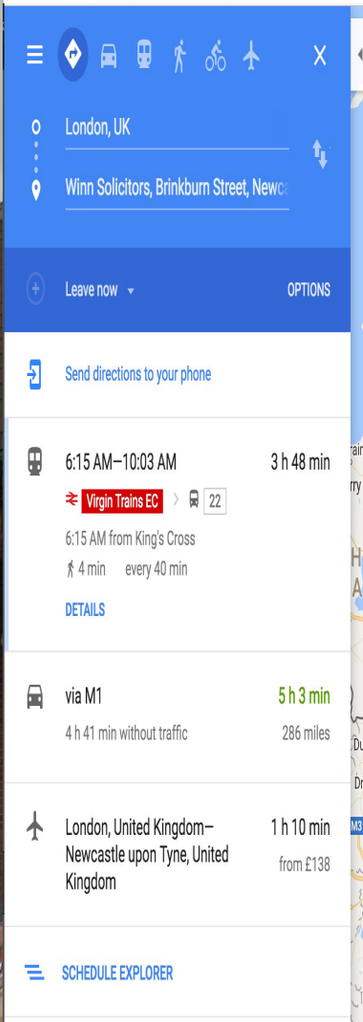
from £138

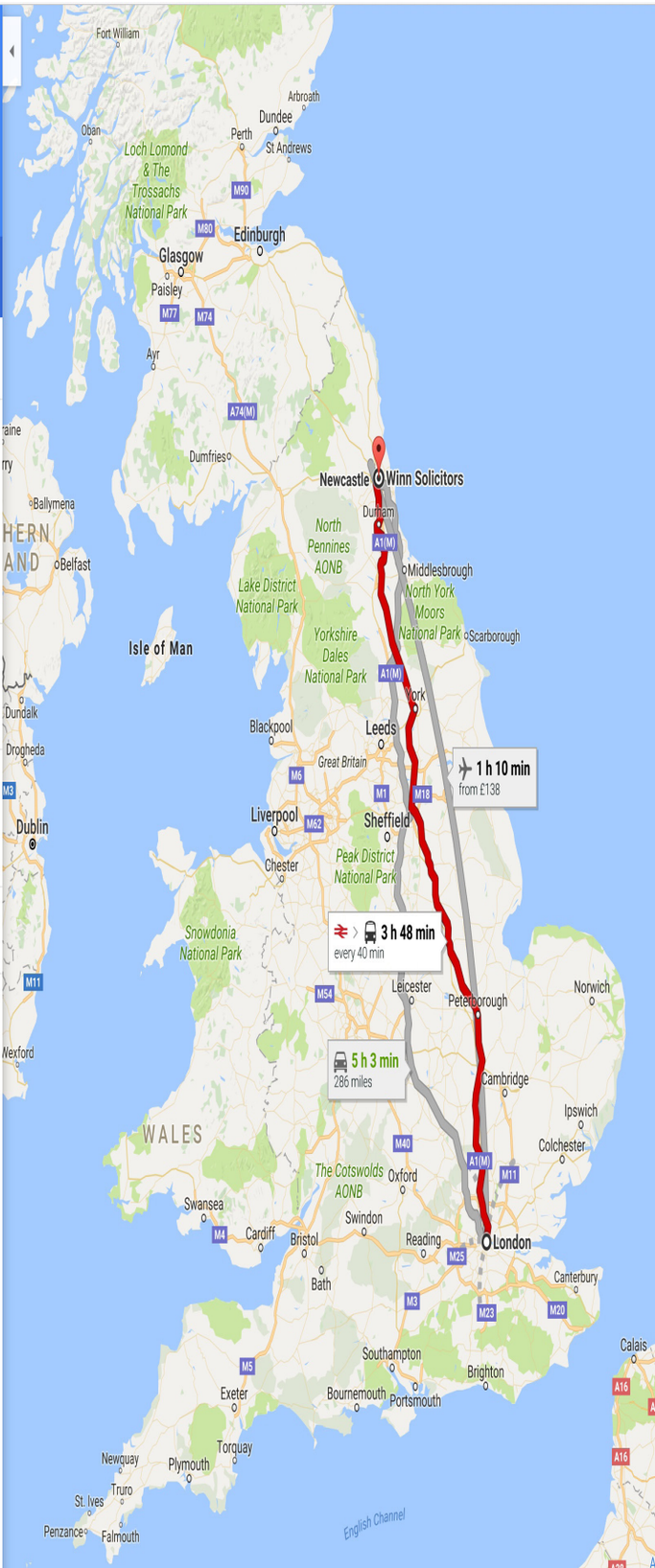
SCHEDULE EXPLORER





2013
£10 M for Mr. Winn
(personally)





Where is Opportunity?

(hint: OPPORTUNITY IS EVERYWHERE)

BOTT & CO SOLICITORS
BETTER AS A RESULT

Case background: Under the rules of the European Union, all airlines must pay passengers compensation of *€250-€600 (C$345-C$829)* for cancelled or heavily delayed flights in or out of an EU airport, or where they were denied boarding because of overbooking.

However, the airlines have routinely been turning down legitimate claims in the hope that consumers will simply give up and go away

The rules do not cover **extraordinary events** outside an airline's control but do cover delays for maintenance – a common reason for cancellations, as are over-hour crews, computer issues, and much more.

Huzar V Jet2 and Dawson V Thomson cases:
Landmark cases for consumers in England and Wales.
An estimated 14 million passengers benefit from the decisions
Opens backlog of claims estimated to be worth approximately **C$1.5 BILLION** per year.

The Business Model Canvas

Designed for: | Designed by: | On: / / Iteration: No.

Key Partners

EUClaims
Dutch firm with world's largest database of flight data

Weather experts (note: MASSIVE opportunity here to buy a predictive weather anayltics startup...)

Key Activities

*Process Excellence
*great training for staff
*Leverage IT
*Occasional Court time
*Customer Service

Key Resources

*VALID records on delays and other open source data

Value Propositions

Under EU rules, airlines must pay compensation of €250-€600 (£210-£500) for cancelled or heavily delayed flights in or out of an EU airport, or where they were denied boarding because of overbooking. However, the airlines have routinely been turning down legitimate claims in the hope that consumers will simply give up and go away.

76% surveyed had prior valid claim denied

Bott takes 27% if winnings plus €50 Admin fee

97% win rate

Customer Relationships

*Stories and statistics online
*YouTube
*Social Media
- just need to be better than the airlines!

Channels

-online
- tradtional press (any press, here, is "good press")
*Social Media (twitter and advanced hashtag use)

Customer Segments

1. Air travellers

2. ANYONE as the size of typical claim is so small, not worth hiring legal counsel

Cost Structure

*mostly on-line - little bricks/mortar
*court fees (£150)
*compiling expert reports (£750 each) if required
*IT and labour

Revenue Streams

*Claims Won
*£5.5million in claims won first two years
*pipeline of claims dating back 6 years
* 3.27 million passengers travelling to and from UK airports each year may have a potential claim
* average claim €430 (£320)that means €1.4bn a year

www.businessmodelgeneration.com

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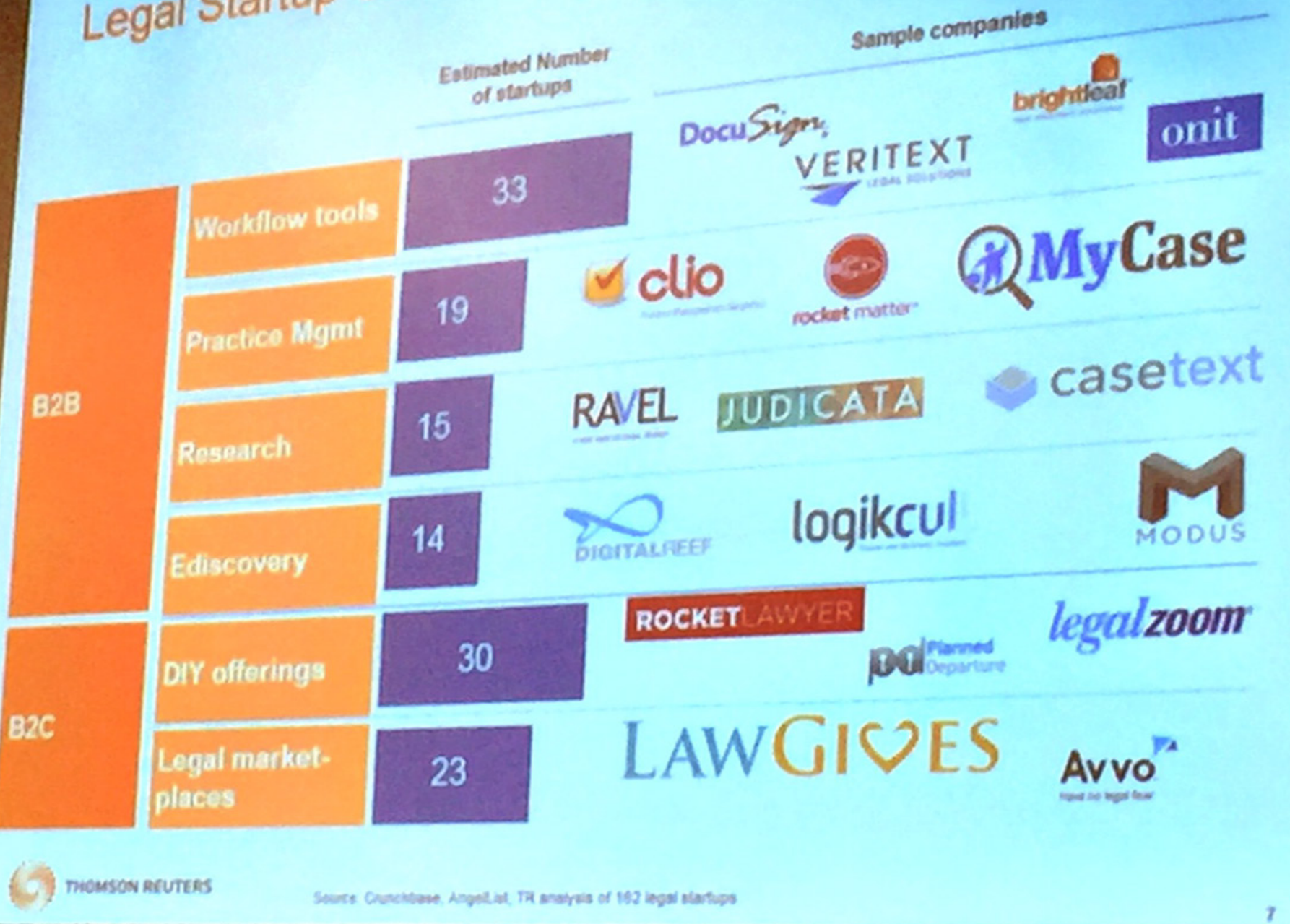
or send a letter to Creative Commons, 171 Second Street, Suite 300, San Francisco, California, 94105, USA.

1,000+
legal startups
today
$739M
in aggregate funding
since 2011 alone
Sources: CB Insights
Thomson Reuters

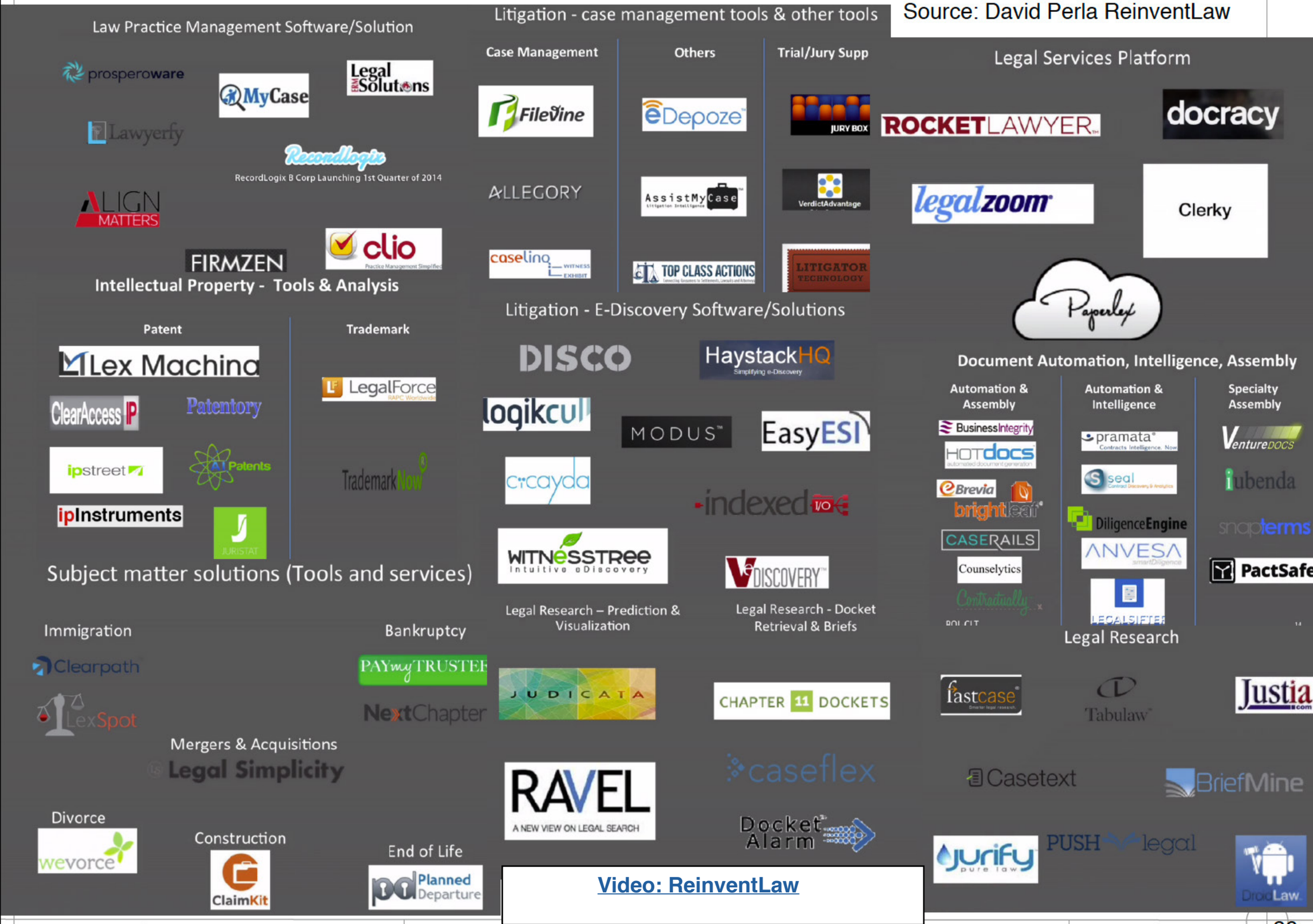
Legal Startup Concentrations



THOMSON REUTERS

Source: Crunchbase, AngelList, TR analysis of 162 legal startups

Source: David Perla ReinventLaw



[Video: ReinventLaw]

Source: 2015 Altman Weil Chief Legal Officer Survey

Source: Bloomburg Law

1/3

of General Counsel at Fortune 500 have added in-house legal operations departments

CLOC
CORPORATE LEGAL OPERATIONS CONSORTIUM

40%

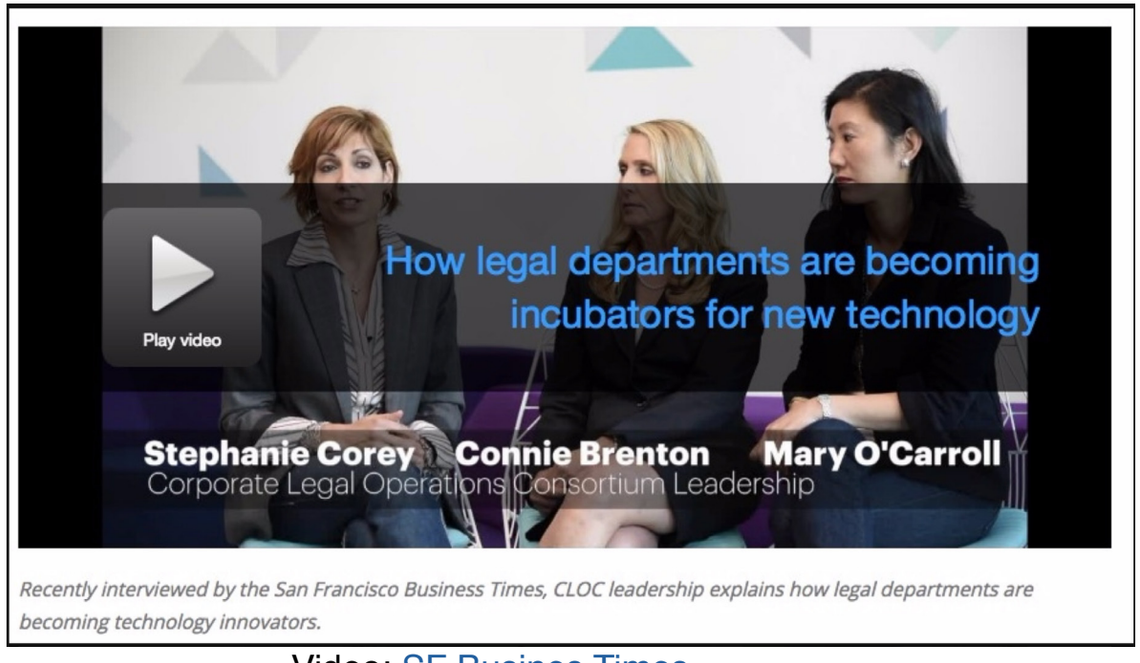
of law departments plan to decrease their spending on outside counsel

said some of the work will transfer to their own in-house legal staff instead **76%**

$29M

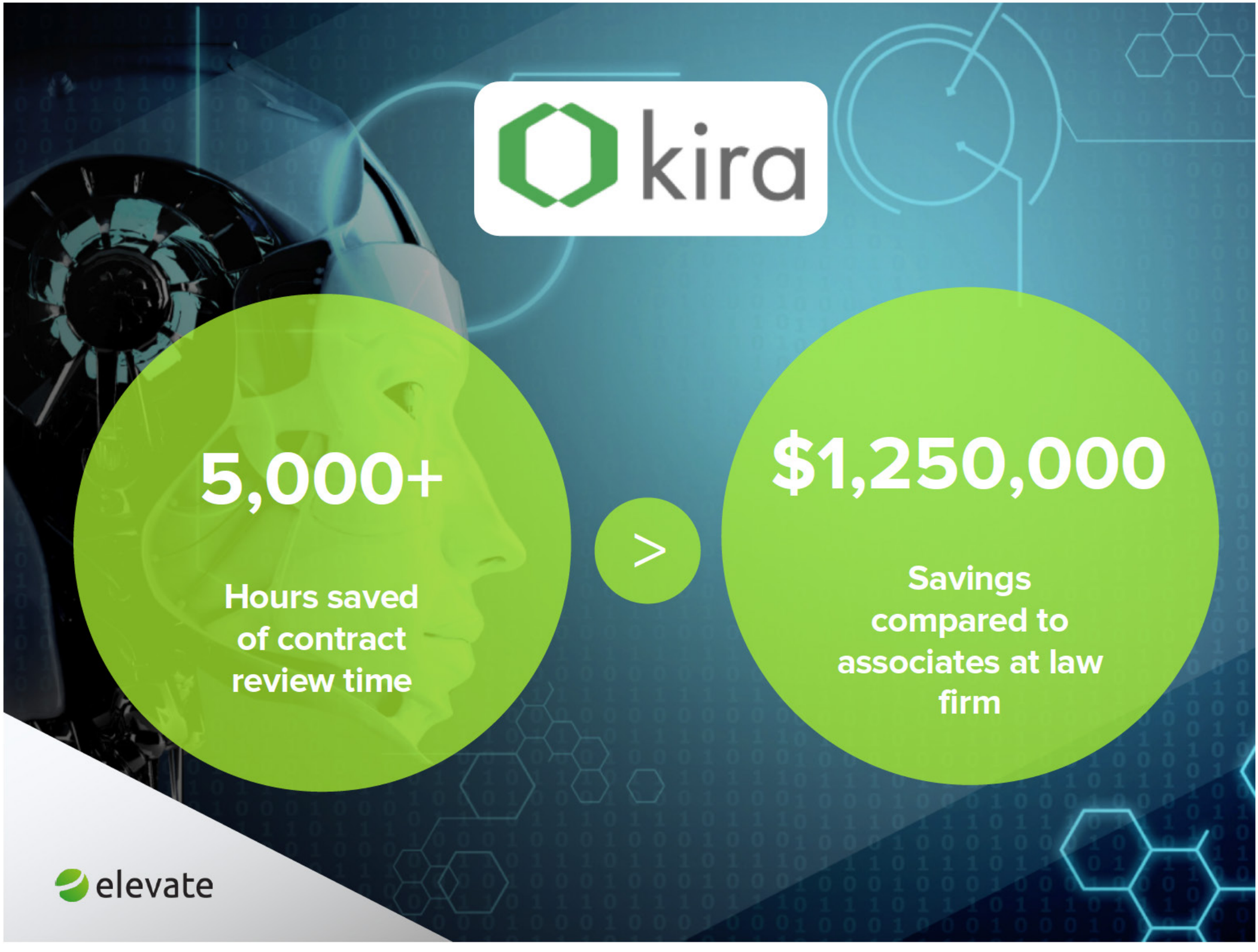
saved by Cisco over the past 5 years using single contracts management systems initiative

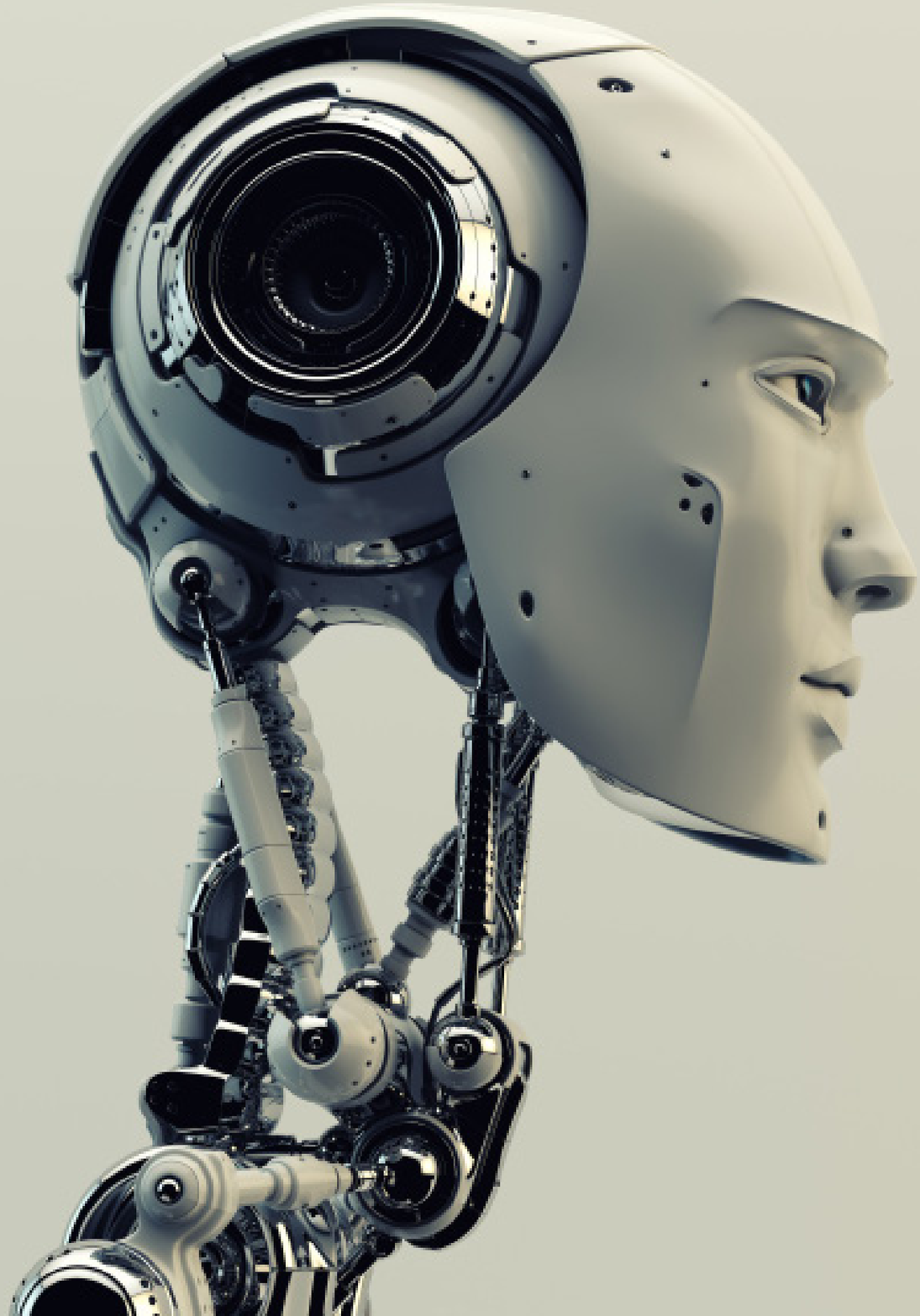
Source: Bloomburg Law



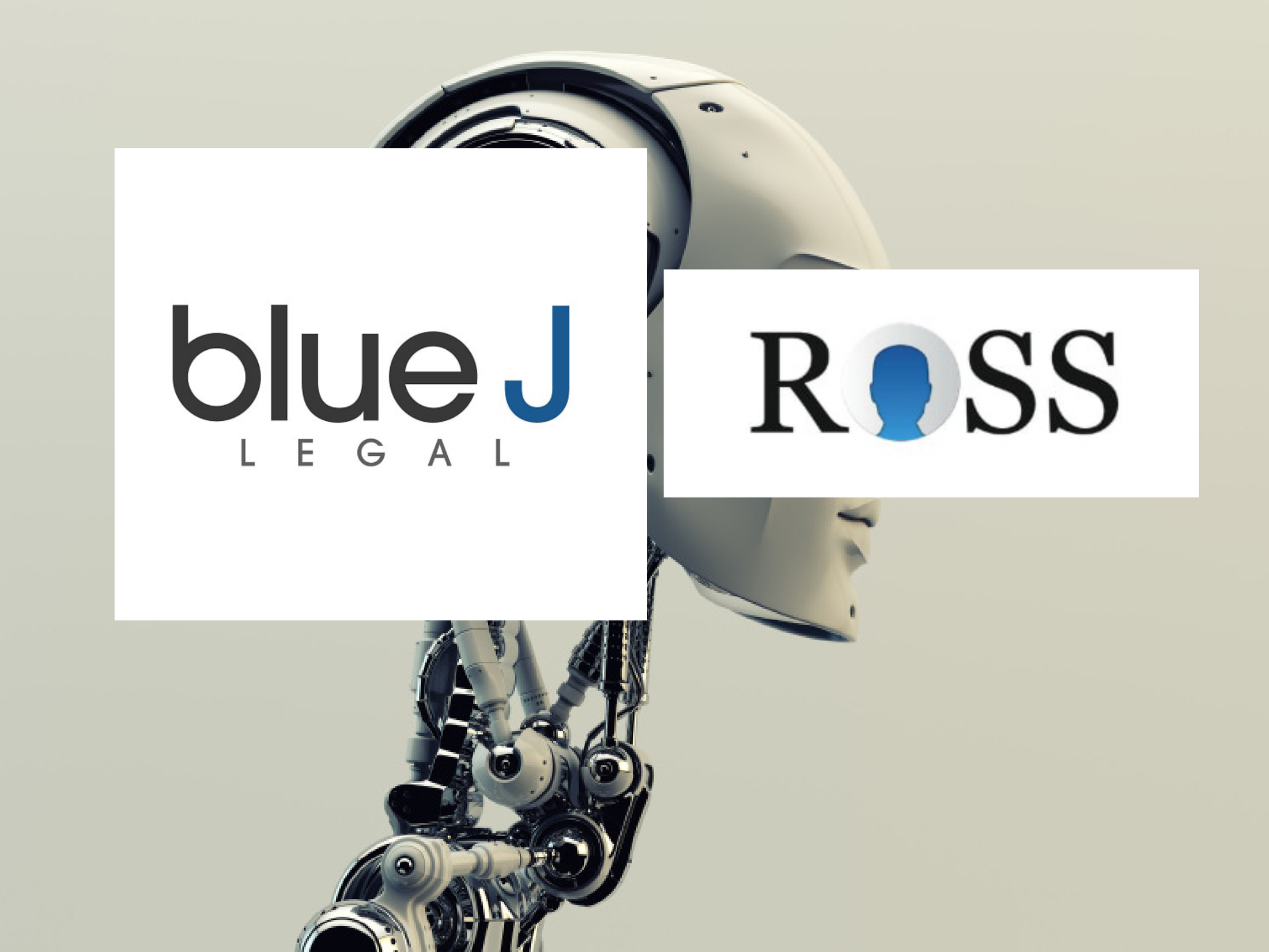
Recently interviewed by the San Francisco Business Times, CLOC leadership explains how legal departments are becoming technology innovators.

Video: SF Busines Times

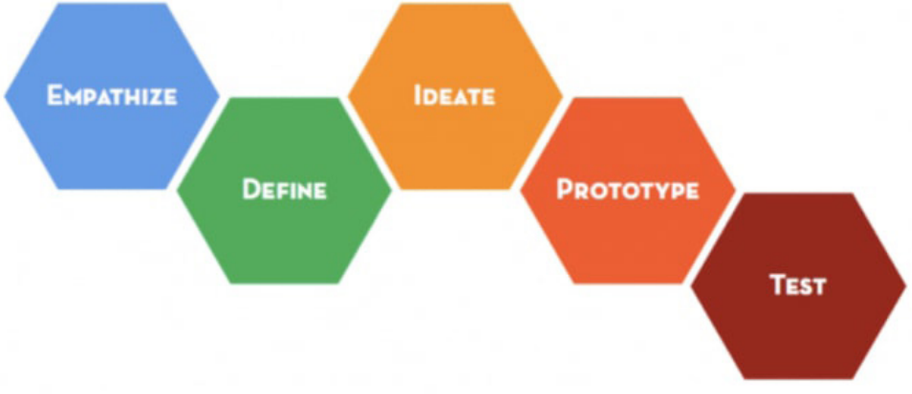

kira
5,000+
Hours saved of contract review time
>
$1,250,000
Savings compared to associates at law firm
elevate



blue J
LEGAL


blue J
LEGAL
ROSS

Design Thinking



HASSO PLATTNER
Institute of Design at Stanford

Training in Legal Design & Tech

We are training law students, lawyers, designers, and others to design quality legal products.

Stanford Law School

Plain Language → Legal Design

How do we write legal text so that it is more comprehensible?

How do we communicate legal information so that it is more usable & engaging?

What words do we use? How do we compose sentences?

How do we use graphics to communicate better? Interactive experiences? Technology channels?

Are we speaking in the right tone & style to resonate with our target users?

Are we creating full communication experiences to engage our target users?

Moving from Plain Language standards to Legal Design standards, for a more comprehensive & tech-enabled approach to how we communicate legal info.

by Margaret Hagan
Feb. 2015

THE whiteboard
Stanford d.school

blog
fellows program
the d.fellows
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Where law & design met: Examples of legal design

by EMI
February 3, 2014

D.school fellow Margaret Hagan (standing, right) delivers remarks with Ron Dolin (seated, left) on Jan. 30 at Stanford Law School. (Kursat Ozenc)

The legal system has a large, unmet need, according to d.school fellow Margaret Hagan and Stanford Law School Research Fellow Ron Dolin. The two addressed this last week in their presentation, "Adventures in Legal Technology and Design" at Stanford Law School. The talk was attended by over 50 people and hosted by the The Stanford Center on the Legal Profession.

There were three big takeaways Margaret and Ron wanted audience members to walk away with:

- There's a big unmet need in the legal system.
- Stanford can make a unique contribution.
- They have established a proof of concept.

New legal tools are emerging along with new paths for legal professionals, which means there is a need, Margaret and Ron outlined, for greater cross-training of legal professionals — particularly in the fields of technology and design. In the short term, the two have been working on a variety of workshops and classes, including a workshop on immigration law and design and a pop-up class called "Law by Design: Making Law People-Friendly". That second class focuses on end-of-life planning and is being taught by Margaret, Ron and d.school Fellow Fred Leichter in collaboration with Fidelity Investments.

IIT Chicago-Kent College of Law
ILLINOIS INSTITUTE OF TECHNOLOGY

SUFFOLK UNIVERSITY LAW SCHOOL

CODEX The Stanford Center for Legal Informatics

Stanford Law School
Stanford Program in Law, Science & Technology

MICHIGAN STATE UNIVERSITY COLLEGE OF LAW

IRON TECH LAWYER
GEORGETOWN LAW

Neota | Logic

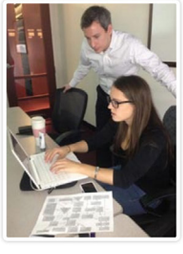
The Program in Legal Technologies

HOME › ACADEMICS › CENTERS AND INSTITUTES › CENTER FOR THE STUDY OF THE LEGAL PROFESSION › PROGRAM IN LEGAL TECHNOLOGIES ›

- Iron Tech Lawyer
- Legal Expert Systems in the Classroom
- › Course Materials
- From Revolution to Evolution

Legal Expert Systems in the Classroom

Design



The role of lawyers is shifting from representing clients on individual matters to designing processes and systems to solve client problems. As part of this trend, legal technologies are increasingly important to 21st century practice. New career paths as legal solutions architects are emerging that require law graduates to think differently about law. These changes in the market for legal services is prompting law schools to revisit their curriculums with an eye to incorporating principles of legal systems design.

Teamwork

In today's legal and business environment the ability to work effectively on a team is a core skill. The traditional law school curriculum provides few opportunities to learn teamwork. Experiential courses where students work together to execute ambitious projects offer an opportunity to learn to draw on the diverse strengths and skills among teammates.

Apps

Law students are eager to work on projects that have meaningful consequences. Apps that increase access to the legal system satisfy this deep urge to engage with the world outside the classroom and draw on the digital facility students developed before they came to law school.

Technology. Efficiency. Results. Clients insist on it. Justice demands it. The second machine age has arrived. No coding required.

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Teaching the Technology of Practice: The 10 Top Schools

Volume 40 Number 4

By
Richard Granat & Marc Lauritsen

About the Authors

Richard Granat is president of DirectLaw Inc., a virtual law firm platform provider, and LawMediaLabs Inc. He also serves as co-director of the Center for Law Practice Technology at Florida Coastal School of Law and co-chairs the ABA's eLawyering Task Force.

Marc Lauritsen, author of *The Lawyer's Guide to Working Smarter With Knowledge Tools* (ABA Law Practice Division 2010), is president of Capstone Practice Systems and of Legal Systematics. He directed the clinical program at Harvard Law School and has worked extensively on document drafting and decision support systems. He also co-chairs the ABA's eLawyering Task Force.

Law schools, like lawyers, are in a tough period. Demand is down. Competition is up. These trends are spurring innovation as well as nail biting. We report here on one corner of the emerging scene: the state of attention to legal technology in U.S. law schools, and we identify 10 schools that are leading the way.

TAKING THE PROFESSION TO TASK

In 2000, ABA President William Paul established an eLawyering Task Force within what is now the Law Practice Division (LP). Its mission has been to alert the profession to the challenges of practicing in an era of technological change and to advance knowledge about how lawyers can both prosper and advance access to justice by leveraging new electronic tools and media.

At an initial meeting of the Task Force, Gary Munneke, the leading educator on the subject of law practice management and then chair of LP, recommended that law schools update their law practice management and legal technology courses to reflect the impact that the Internet would have on the practice of law. Fourteen years later, only a small number of schools have made a sustained commitment to do so, and many neglect the technology of practice entirely.

LAW AND TECHNOLOGY

Academic attention to the "law of technology"—including intellectual property, defamation, product liability, software transactions, computer crime, Internet policy and related topics—has been widespread for decades. Most law schools have courses and other activities that address the rich fabric of legal, ethical and policy issues presented by the use of technology in business, government and society. Harvard has the Berkman Center for Internet & Society. Stanford has the CodeX Center

SUGGESTED READINGS

Two recent compilations provide a window to current developments at the intersection of legal technology and legal education:

- *Educating the Digital Lawyer*, edited by Oliver Goodenough and Marc Lauritsen (New Providence: Matthew Bender 2012)
- "*Justice, Lawyering and Legal Education in the Digital Age*," a symposium edited by Ronald W. Staudt and Marc Lauritsen, Chicago–Kent Law Review, Vol. 88, No. 3 (2013)

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