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leading technology | optimizing value

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Technologies That Will Disrupt Traditional Legal Practice

Richard Susskind

Gerard Neiditsch

John Alber

disruptive

for whom?

ten technologies



‘disruptive’

"Lucid, analytical—and scary."

—Dr. Andrew S. Grove
Chairman and CEO, Intel Corporation

Revised,
Updated,
and with a
New Chapter.


The Innovator's Dilemma

When
New Technologies
Cause Great Firms
to Fail

CLAYTON M. CHRISTENSEN



sustaining
vs
disruptive



business models vs technologies



disruptive for whom?



for innovators - competitive advantage
for followers - a threat
for clients - often good news



the curse of hourly billing

10

disruptive
legal technologies



**Individually,
they will bring radical change**



**Collectively,
they will transform the market**

1

automated document assembly

2



relentless connectivity

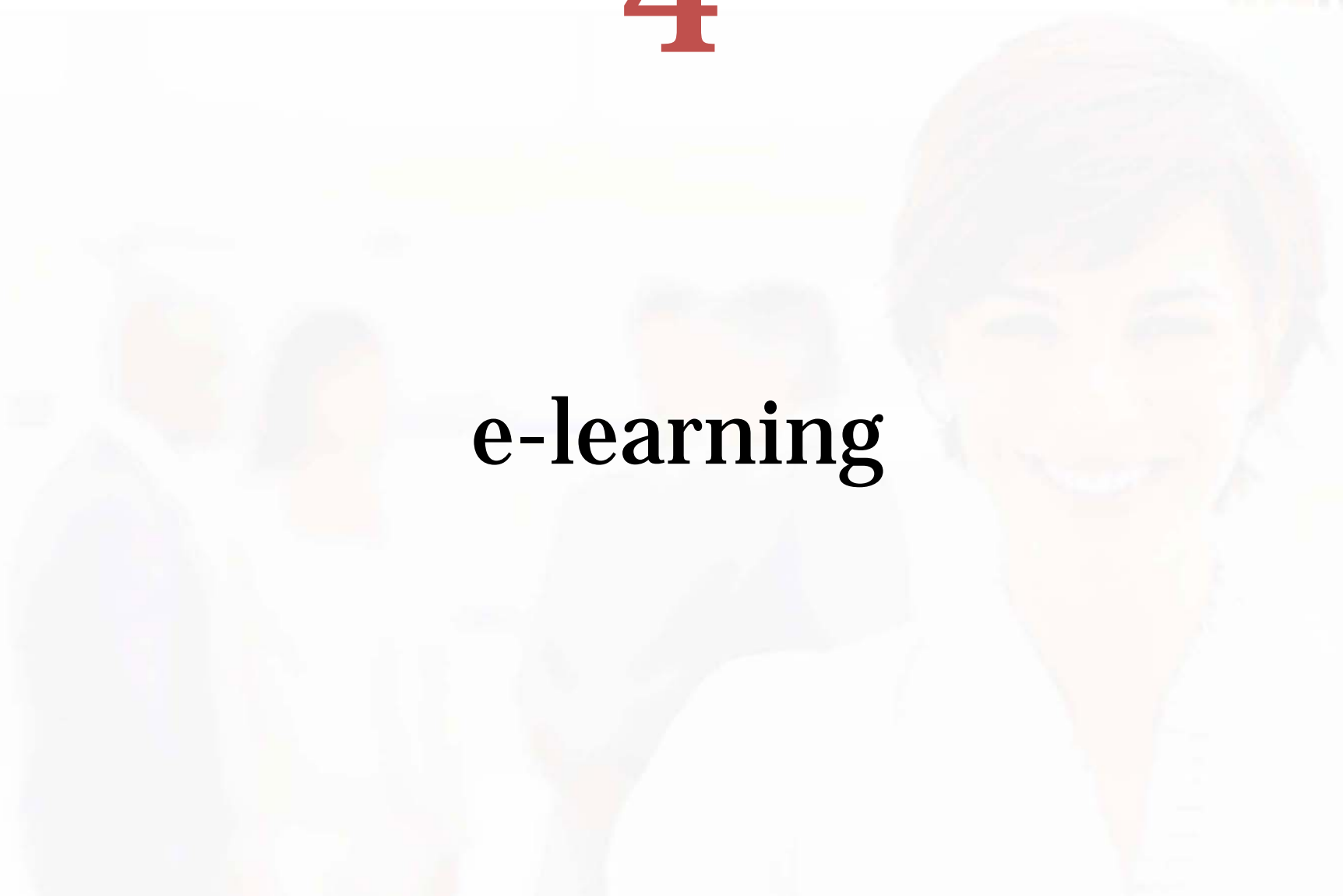
3

the electronic legal marketplace



4

e-learning



5



online legal guidance

6

legal open-sourcing

7

closed legal communities

8

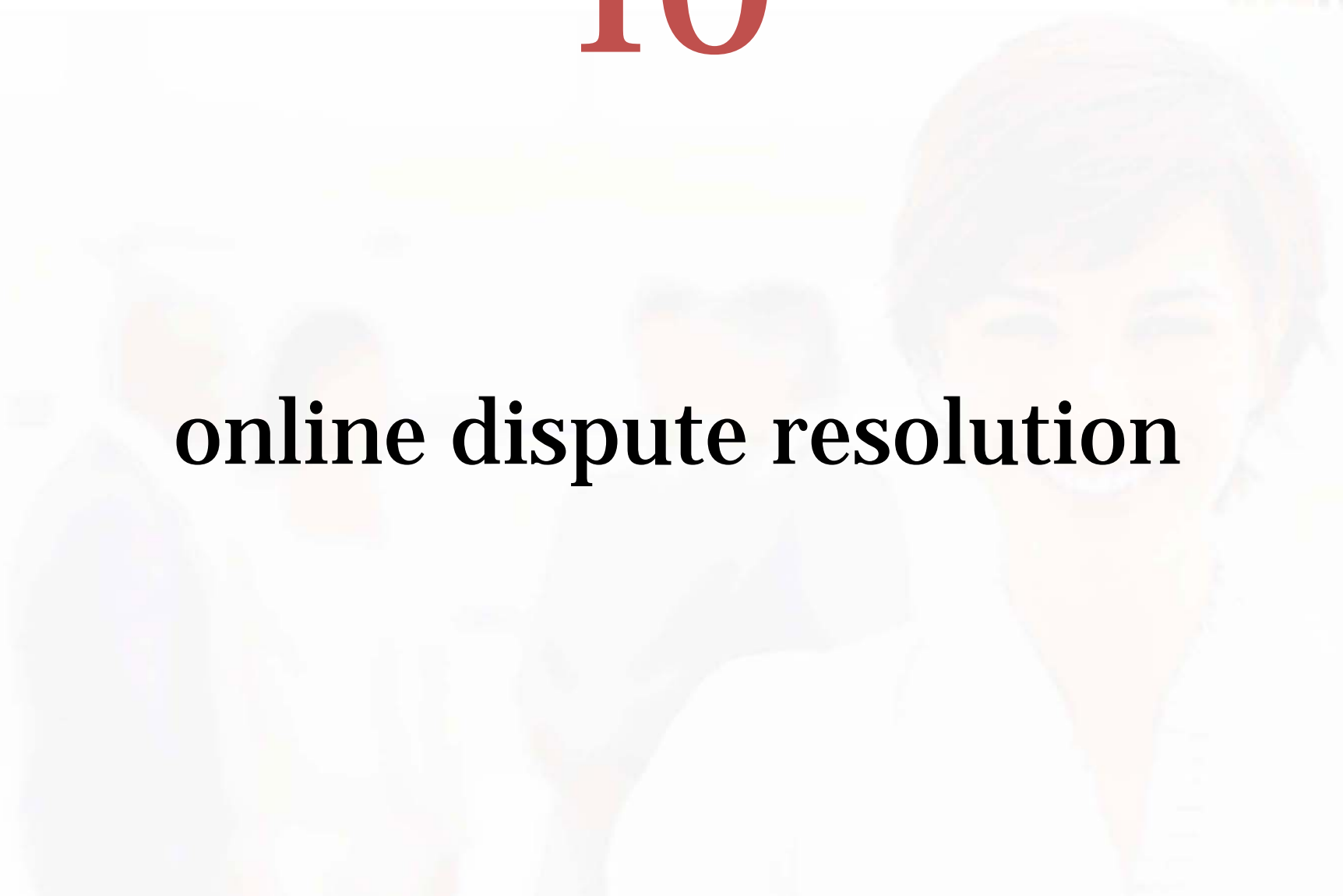
workflow and project management

9

embedded legal knowledge

10

online dispute resolution



Automating Low End Legal Advice

- **Recurring legal problem**
 - US import/export restrictions advice for companies that move lots of goods cross border
- **Perceived value/cost disconnect**
 - Particularly when paying for the same type of problem over and over
- **High energy practice group**
 - Already accustomed to tight publishing schedule for updates
- **Perfect opportunity**

Cannibalize Hourly Advice

Exports from the United States Decision Tree

Is the transaction prohibited by U.S. economic sanctions regulations?

Review the relevant TradeZone "Prohibited Activities" summary for the relevant economic sanctions program.

Click on the following link to review the [U.S. economic sanctions](#) summaries.



| [Return to previous point](#) | [Return to the top of the tree](#) |

- Reduce common problems to online decision trees
- Businesspeople and in-house counsel use the system to answer most "easy" questions
- Clarifications by lawyers done at no additional cost
- Flat annual fee

Result: Disruption

Exports from the United States Decision Tree

No license required for export.



[Print Summary of Decisions Made](#)

| [Return to previous point](#) | [Return to the top of the tree](#) |

- Lawyers relieved of need to do boring work
- Client achieves better legal results, much lower costs and predictable legal bills
- Software also used to train new trade lawyers
- Client moves all trade business from firm that was doing it to Bryan Cave

Streamlining Due Diligence

- **Problem: high cost of due diligence in wireless spectrum sales**
 - FCC compliance and web of legal obligations needs to be vetted for each unit of spectrum (radio station) sold
 - Portfolios include hundreds of units
 - Due diligence can take months, is very expensive, can make deal unworkable
- **Traditional staffing model and ad hoc workflow are barriers**
 - But that's the way it's always done
- **Perfect opportunity**

Solution: Create a Legal “Factory”

Home | Help | Admin | New Forms | Work in Progress | Completed Forms | Search | Reports | Sign Out

BRYAN CAVE
 Tuesday, March 17, 2009
 Administrative User
 Attorney Work Product
 Attorney-Client Privilege

Spectrum Management

Print All Completed Forms
 462 records returned.

Agreement #	RTA	Market City	Market State	Call Sign	Lease	Operator	Lease Type	Reviewer	Date Added	Time Added
AL044104	044	Birmingham	Alabama	WNC225	The Board of Trustees for the University of Alabama-Birmingham University of Alabama School of Medicine	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL044105	044	Montevallo	Alabama	WNC279	Tulane University	NSAC, LLC	EB5 Lease	Marie Macoubrie	7/2/2008	12:15 PM
AL044110	044	Six Mile	Alabama	WNC393	Henry County Board of Education	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL044301	044	Birmingham	Alabama	WNC234	Jefferson State Community College	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL148301	148	Florence	Alabama	WNC259	Lawrence County High School	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL148302	148	Florence	Alabama	WNC831	Northwest Alabama Community College	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL158200	158	Opelika	Alabama	WNC317	Cross Christian School	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL168301	168	Opelika	Alabama	WNC318	Wetzel Creek Christian School	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL305301	305	Montgomery	Alabama	WNC701	Lowndes County Private School Foundation	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL305302	305	Montgomery	Alabama	WNC346	Lowndes County Public Schools	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL334101	334	Auburn	Alabama	WNC322	Southern Union State Community College, Opelika Campus as Opelika State Technical College	Wireless One, Inc.	EB5 Lease	Administrative User	6/3/2008	2:51 PM
AL334300	334	Auburn	Alabama	WNC320	Lee-Scott Academy	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450200	450	Demopolis	Alabama	WNC221	Demopolis City Board of Education	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450301	450	Demopolis	Alabama	WNC332	Sumter County Board of Education	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450302	450	Demopolis	Alabama	WNC330	Marigo County Board of Education	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450303	450	Demopolis	Alabama	WNC329	Linden City Board of Education	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450304	450	Tuscaloosa	Alabama	WLX848	Eufaula High School	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450306	450	Tuscaloosa	Alabama	WNC397	Parancourt Unit School	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AL450307	450	Tuscaloosa	Alabama	WNC421	Carver Elementary School	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AR2571487	257	Little Rock	Arkansas	WLX954	Pulaski County Special School District	American Telecasting of Little Rock, LLC	EB5 Lease	Administrative User	11/24/2008	1:55 PM
AR257203	257	Searcy	Arkansas	WNC583	Arkansas State University-Beebe	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AR290201	290	Forrest City	Arkansas	WLX533	Crawfordsville School District	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AR290202	290	Forrest City	Arkansas	WLX582	Cross Country School District	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AR290203	290	Forrest City	Arkansas	WLX561	Hughes School District #27	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM
AR290204	290	Forrest City	Arkansas	WNC364	Turrell School District	NSAC, LLC	EB5 Lease	Administrative User	6/18/2008	10:32 AM

- Develop an automated workflow to guide less experienced lawyers through vetting processes
- Develop database application to store work product and permit reporting on progress and portfolio condition
- Create factory workflow staffed with contract lawyers supervised by experienced lawyers

Result: Radically Different Performance

- Deal turn time reduced from months to weeks
- Due diligence cost per unit reduced to a fraction of original
- Client's deal process permanently changed
- No other firm in position to compete on price or performance

Mallesons Connect a black box no more

- **predictable service levels**
 - increased transparency – data ‘life’ or max 24 hrs old – no surprises
- **exploring / demonstrating relationship value**
 - continuous feedback
- **‘socialized’ internally first**
 - transparency – presence, expertise, qualifications, availability
- **different emphasis for clients**
 - project progress, financials, alerts
 - current awareness & client training
 - resource availability
 - secure deal & data rooms
 - all data automatically generated – no need for clients & lawyers to do more
 - sophisticated security
 - correspondence and know how (next release)