

2022

Guide to implementing the digital legal transformation in law firms



Bigle Legal



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The era of legal technology

There is no doubt, technology is now revolutionising law practice across Europe and the world. So large is this growth, [according to Forbes](#), US\$1.6bn was invested into legal technology in 2018 alone, representing more than 700% growth from the previous year (see Figure 1: Growth in legal technology investment).

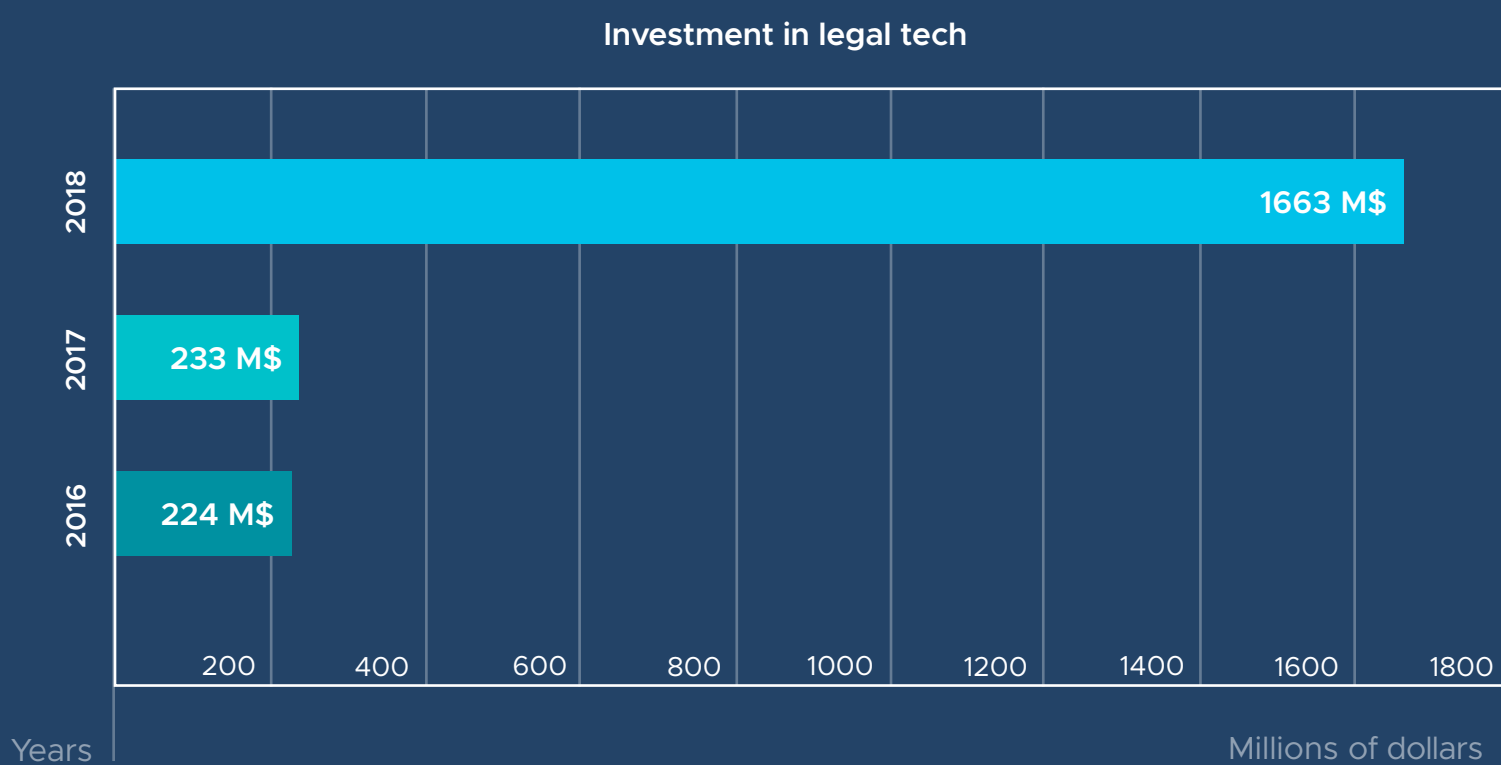


Figure 1: Growth in legal technology investment by [Valentin Pivovarov](#)

As of June 2019, there are [1,034 legal tech startups globally](#) (32% more than the previous year), with an average valuation of USD\$4.5m. And 45% of legal departments report that they have increased their spending on legal technology. Clearly, legal technology is starting to take-off across the globe.

Many of the world's largest law firms are now partnering with technology companies to develop their own offerings; for example, global law practice Linklaters have joined forces with the University of Luxembourg's Interdisciplinary Centre for Security, Reliability and Trust (SnT) to develop new automated legal tech solutions.

Why? [According to Thomson Reuters](#), the innovative strategic technology plans of the global elite law firms such as Clifford Chance, Linklaters, Allen & Overy, and Herbert Smith Freehills are “pushing them further, faster.”

The challenge now for many law organisations is to understand the enormous opportunities this offers for business protection, operational efficiency, cost reduction, and even the ability to take on more rewarding and complex legal cases. The second step is to start the adoption process and prepare the basis for a successful implementation of digital transformation.

And, most important for leaders within law firms across the EU is to see why legal technology is, in the next decade, going to be essential to remaining competitive within the rapidly changing law sector...and how can they turn this into their commercial advantage.



Law firm transformation in a nutshell

In this guide, our aim is to broaden your understanding of legal technology and how it can ensure your law firm has a sustainable future. By getting ahead of the curve, and seeing technology as an ally, not a threat, your business will be ready to take on the next few decades in a strong and sustainable position.

Next, we aim to show you the best way to lead the process of transformation in your firm, where to start, and how to structure this process.



Where to start on your legal technology journey

If you are at the very start of your firm's digital journey, or if you have already made some investment in legal technology but are unsure of the next steps needed to fully realise its potential, here are some key points to consider:

1

Cultural change comes first:

Make a conscious decision to embrace legal technology across your organisation. By making sure all of your team are excited and positive about technology and transformation, your chances of success will be hugely improved. Cultural change is a great place to start as it allows you to set the tone for the future of your organisation.

2

Research, research, research:

Look at how other firms are using legal technology in each area of law, research your competition, and understand the technology offerings available.

3

Think about transformation:

Technology will only realise benefits for your organisation if you think about the complete transformation needed in your business. This may mean offering new services, implementing new processes and roles, and refreshing your business model.

4

Prioritise:

Based on your research, decide which legal technologies should be a priority. To allocate your resources more efficiently, start with adopting technologies that solve the biggest pain points in your company. Then, you can move to solving the secondary matters. Finally, asking the software providers for their client success cases could help to quantify the forecasted outcome from purchasing the technology and estimate whether it fits your company's needs.

5

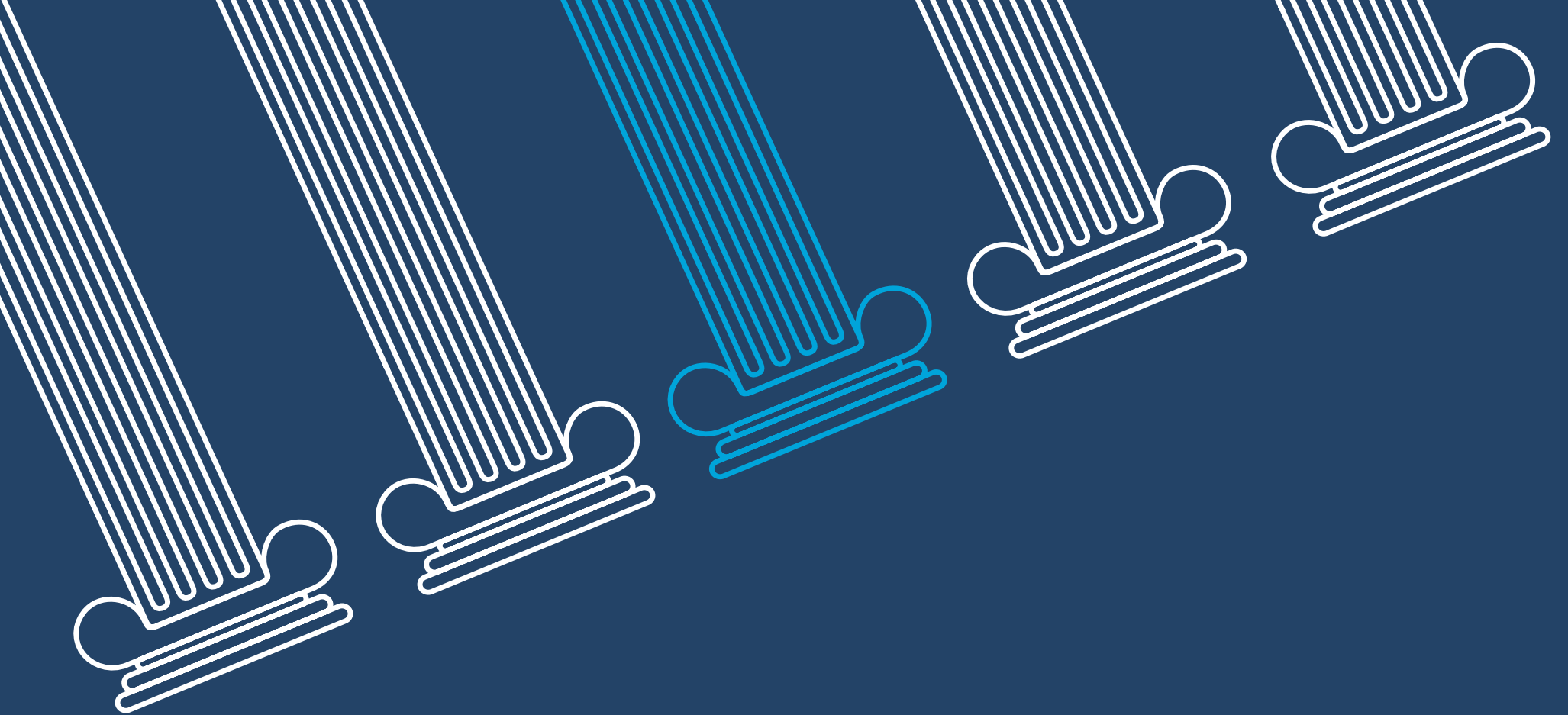
Make a case for transformation:

Developing a business case for individual business transformations will force you to consider exactly why and where change is needed, how you will measure its success, what will happen if you don't proceed, and the risks and costs.

6

Review, review, review:

Law firm transformation is an ongoing process. The more successful and innovative law firms are constantly reviewing their digital transformation status, risks, and needs, and making decisions to reach their long-term ambitions.



The five pillars of law firm transformation

As explained in our previous section, legal technology alone is not enough to bring about change; it is important to understand how the whole organisation must evolve.

In the next section of this guide, we will outline **five-pillars of law firm transformation**, each of which should be considered to bring about complete organisational change. The five pillars are:

1. [Transformation of processes and operations in law firms](#)
2. [Transformation of customer service in law firms](#)
3. [Transformation of communication in law firms](#)
4. [Transformation of marketing in law firms](#)
5. [Cutting the costs and driving efficiency in law firms](#)

Let's take each in turn!

Pillar 1:

Transformation of processes and operations in law firms

The challenge

In recent years, to remain profitable and competitive, legal firms have been striving to make their back-office functions greatly more efficient by reducing case duration, maximising the use of staff time and revenue, and improving the quality of legal services delivered. In addition, law practices are now under more regulatory scrutiny and must find ways to support and evidence alignment with regulations.

How legal tech can help transform law firm operations

A wide range of legal technology solutions are now available to improve the efficiency of law firm operations. Whereas many firms have traditionally used separate technologies which are often incompatible and outdated, the latest practice management systems bring together all of the aspects of law firm operations, including:

- Case management
- Billing and accounting
- Operational workflow

Key Considerations

When reviewing how to transform your law firm's operations, we recommend you consider:

- **Integration:**
Integration of systems is essential to ensure that information and data is aligned across your organisation. Many of the latest practice/case management platforms such as bring together all law firm needs under a single platform. This means that there will only be one set of customer details, billing data, invoicing and payment history.

- **Accessibility:**

Many law firms are moving to an increasingly agile and flexible model of working. As such, any operational systems and processes need to be accessible safely and securely regardless of location. Cloud-based legal technology solutions enable staff to work in any location with the benefit of encryption and secure centralised document storage.

- **Software-as-a-Service (SAAS):**

SAAS provides a simple model of purchasing IT services. Rather than purchasing, installing, and managing solutions in-house, many law firms prefer to pay a monthly subscription to an external provider of legal business solutions. Doing so means that your core internal staff can focus on law service delivery, allowing specialists to manage your systems.

Technology solutions to consider

- Clio (Practice management)
- Lawfusion (Practice management)
- LawWare (Practice management)
- Laysyst (Case management)
- Hoowla (Case management)



Case Study: Case Management Software

Law firm, [The Family Law Group](#), successfully implemented Select Legal System's Lawfusion practice management solution. The software serves 82 users across 9 offices. One of the primary reasons The Family Law Group selected Lawfusion was the ability to tailor the software to their needs. The company now report that legal aid billing, which was undertaken manually, now takes 60% less time to complete. In addition, the time taken to setup 9,000 clients each year on the system has been eliminated as data is automatically downloaded from the legal aid website.



Case Study: Document management software

Law firms like Roca Junyent are starting to transform the way they generate and manage all types of legal contracts and documents. With document automation solution by [Bidle Legal](#), this large law firm employing 140+ lawyers is forecasted to enjoy the annual cost reductions of €307,200, a saving of 13,200 cumulative work hours, and completion of contracts 91% faster.

Pillar 2: Transformation of customer service in law firms

The challenge

The latest annual report by the [UK Legal Ombudsman](#) shows that in all 6,150 complaints they resolved in the year to 2018, there was clear evidence of poor service in 54% of these cases.

Their figures show the reasons for complaints include (in descending order of occurrence):

- Delay/Failure to progress
- Failure to advise
- Failure to follow instructions
- Poor communication
- Costs

With the introduction of legal technology, each of these failures to provide good customer service can be mitigated.

“Lawyers far too often assume that they know what their clients want better than their clients do and leave clients out of the conversation. The best innovations come out of a thorough understanding of client problems. Identify your clients who are likely to be most interested in new approaches and schedule time to talk to at least two or three of them, early in your process. The ‘value proposition canvas’ tool that can be found at strategyzer.com is a simple and highly valuable way to help you with these conversations.”

– [Dennis Kennedy](#), legaltech/innovation adviser and a well-known speaker & podcaster

How legal tech can help transform legal customer service

Case management software can play a key role in eliminating each of these complaints by providing:

- **Scheduling and reminders:**
To ensure all cases are progressed.
- **Automated workflow solutions:**
Systems can be set up to ensure each step in a legal process is followed in the correct order.
- **Management dashboards:**
Allows managers to see an overview of all cases, including any problems with delays, poor communication, and unpaid accounts.
- **Client portals:**
With online customer portals, clients can access their case details and progress at any time via any device type (e.g. mobile, tablet, or computer). Such solutions can show clients a real-time view of their finances, case progress and expected timelines, contacts within the law firm, and enable the easy sharing of case documents.

Other tech solutions aimed at improving customer service include:

- End-to-end document management software with digital signatures
- CRM and email automation solutions like Hubspot
- Chatbots and messengers instead of emails and phone calls

Key Considerations

When reviewing how you will transform your law firm's customer service, we recommend considering:

- **New ways to communicate:**
When it comes to customer service, effective communication is as important as the legal advice provided. Traditionally, all communication with clients was in face to face meetings, and via phone, however, clients now want the option to speak to their lawyer using video conferencing, email, text, rather than meeting in person.
- **Transparency:**
Any technology which lowers barriers between lawyer and client should be considered. Often clients feel as though they don't know the status of their case, how much they will be charged, or if there are any problems holding up their matter. Online client portals and systems which automatically send updates to clients as their case progresses can help to provide complete transparency.

- **Security:**

When reviewing your system capabilities and needs, we recommend placing a high priority on security and data protection. The UK's National Cyber Security Centre (NCSC) reports that in just one year, £11 million of client money was stolen from law firms by cybercriminals. As a result, many law firms are investing heavily to ensure their clients are not affected by cyber-attacks.



Case Study: Automated workflow technology

In 2007, law firm, Walker Foster implemented the Proclaim automated workflow and case management solution by Eclipse Legal. The main benefit they have realised is the elimination of errors during the claim process. The Proclaim solution uses workflow and high-level automation to reduce risks problems associated with the claim process, with little intervention needed by staff members.

Jordan Furlong, author of “[Law Is A Buyer’s Market: Building A Client-First Law Firm](#)”:

“ We’re now several years into the transformation of the commercial legal marketplace worldwide, and we can start to see more clearly what the new law firm landscape will look like. Among the most important features of this new terrain is that law firms are increasing and diversifying the resources they use to solve client problems.

In the past, lawyers had exactly one such resource: lawyers. The firm would deploy as many lawyers as the file could bear, for as many hours as the client would pay for, sequentially in a straight line, over and over. These were “analog” law firms, contemporaries of the gas-guzzling sedan and the transistor radio -- and equally, their time is coming to an end.

Today’s commercial clients have legal needs far more complex, intricate, and urgent than what these analog firms can handle. Providers of commercial legal services require a range of expert professionals, buttressed by robust banks of actionable legal knowledge, to meet client demands – but what they also need are systems that can handle waves of legal, regulatory, and compliance demands, customized to the unique features of the specific client. If technology alone can deliver a legal service in future, then it will – but if not, it will still assist and augment the legal professionals who are doing it.

This is all part of the inevitable digital transformation of law firms, and this book will tell you everything you need to know about what this digitization process involves and how your own law firm (or your preferred outside counsel) can get started.

But if I could offer one piece of advice to those of you embarking on this transformational journey, it would be this: You need more than just lawyers. Invite and empower as many allied professionals as you can, from information professionals to system designers, from process specialists to technology experts. And above all, invite and empower your clients and customers: Be guided by their priorities and definitions of value, and re-engineer your firm to value first and foremost the buyer experience.

The legal profession has entered the digital age. There’s still time to be among the leaders of this new age just don’t wait too long to join in.”

– [Jordan Furlong](#) is one of the leading analysts of the global legal market and owner of the [Law21 blog](#).

Pillar 3: Transformation of communication in law firms

The challenge

It is widely accepted that many lawyers were against using email even into the mid-2000s; but thankfully many have realised the importance of improving the flow of communication. In part, this is because the greater the complexity of legal work, the more that lawyers need to work together, between and within practice areas.

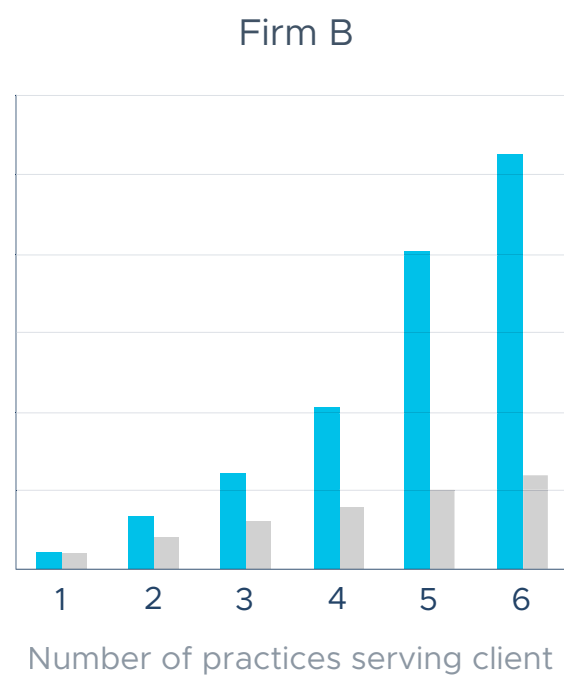
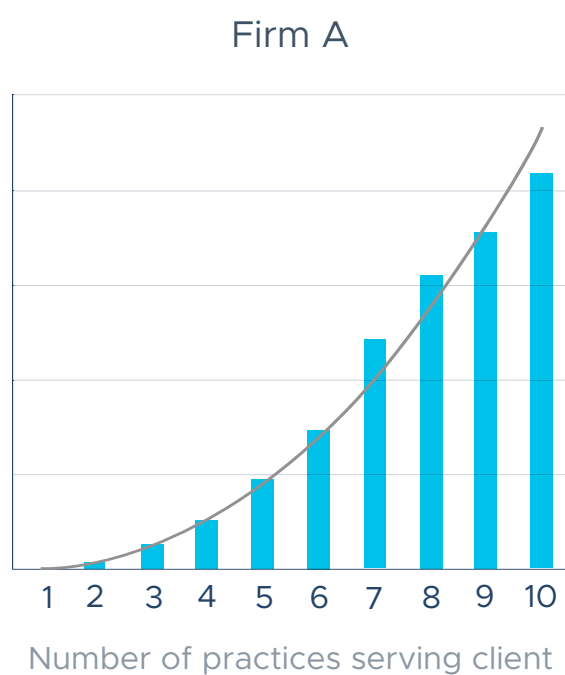
Many law firms are not set up to allow easy and effective collaboration between staff members because:

- They lack the time capacity as they are focused on lower value work and meeting billable hours targets.
- Departmental collaboration is not part of the culture within the organisation.
- Workflow processes do not allow for it.
- Systems and tools are not in place to enable effective collaboration.

Effects of cross-practice collaboration on revenue

■ Average \$\$/client from collaboration (actual data)

■ Average \$\$/client from cross-selling (illustrative)



Actual, disguised data from 2 global PSFs

[Research by Harvard Law school](#) suggests that the more practices serving a client, the rate of revenue increases – e.g. moving from one to two practices serving a client on average tripled the revenues from that client” (see graphic on page 14).

How legal tech can help transform communication within law firms

Improved internal communication and collaboration can be enabled by implementing:

- **Direct messaging:**

Direct messaging is now commonly used instead of email. Solutions such as Slack, enable lawyers to filter out irrelevant communication and only participate in discussions they want to engage in. This method of communication also allows for the rapid transfer of information.

- **Online meetings:**

Online audio and video meetings can bring together staff members located in any office at any time. Such solutions should be easy to use, enable the sharing of key case documents, and integrate with the fee earners schedule and billing system.

- **Legal project management:**

Complex cases require effective planning and coordination. The latest law tech solutions enable the creation of project plans for these cases and the allocation of tasks to members of staff.

Key Considerations

When reviewing how you will transform your law firm’s internal communication, we recommend considering:

- **Creating a culture of openness:**

Technology to enable effective communication within teams will not be effective without a culture which promotes collaboration. And a culture of openness and collaboration must be promoted by each and every partner.

- **Reconsider performance measures:**

As long as lawyers are fixated on meeting their individual monthly billing targets, the less likely they will have the time to effectively communicate with lawyers from other teams. Instead, consider targets which promote team cooperation and reward the successful completion of higher value and complex legal cases.

- **Keep communication within limits:** There is a tendency for technologies such as direct messaging to make employees feel obliged to work outside of office hours. It is important both to ensure the quality of work and to respect the private life of the member of staff that controls be put in place to make sure direct messaging does not become a burden.

Technology solutions to consider

- Glasscubes - collaboration solution
- HighQ - collaboration solution
- Foxwordy - collaboration solution
- Monday.com - project management
- Slack - collaboration and messaging



Case Study: Collaboration tools

Strasbourg law tech firm [Juris.live](#) has developed a law tech offering which is specifically designed to improve internal collaboration within law firms. Their product brings together direct messaging, project management, video calling, and document sharing functionality. Integration of project management is key to effective collaboration as this enables larger legal cases to be taken on in a manner which can be easily co-ordinated with team members from across the law firm.

Pillar 4:

Transformation of marketing in law firms

The challenge

Like all law firms, bringing in a steady stream of prospective clients is always a challenge. Many legal firms are turning to content marketing, pay-per-click campaigns, social media, and data analytics in a bid to target new audiences. Technology is now becoming essential for law firm marketing, but only 2.5% of the average business budget is spent on marketing and business development.

How legal tech can help transform legal marketing

Law firm marketing can be improved by technology which provides:

- **Customer relationship management (CRM):**

The latest practice management solutions CRMs maintain all existing and prospective client information. Many law firms rely on separate systems and struggle to have a clear view of who their prospects are.

- **Data analytics:**

Data analytics is a game changer when it comes to legal marketing. By bringing together data on existing clients with data on prospects, new insights can be discovered which can significantly increase the accuracy of targeting and conversion.

- **Automated inbound marketing:**

We recommend using software which allows your firm to take a scientific approach to marketing. By designing automated campaigns and comparing results, your marketing team can gain a competitive advantage over other law firms.

Law tech solutions such as [Client.ID](#) (Designed for B2B law firms) automate the end to end process of legal marketing, including building email campaigns, adapting campaigns based on feedback, gathering prospect intelligence, development of personas, digital scoring, and response analysis.

Overall, there are numerous software solutions that allow you to automate marketing efforts and also act as CRMs, content management platforms & social media planners. Such platforms include Hubspot and Zoho CRM.

Nick Rishwain, legaltech & marketing expert, co-creator of [LegalTech Live](#) and VP at [Experts.com](#):

“**Lawyers and legal technology providers are going to have to market themselves. Not the firm or company. The people. Nobody is interested in brands. They are interested in people. You have to let the people behind the brand, shine. Lawyers have to get front-and-center on social media, blogging, paid ads, etc. Whichever channels you choose to market your services, the human element has to be at the forefront. Let clients and audiences get to know you personally. This is what we’ve done at Experts.com. People know myself and the CEO and interact with us on Twitter quite frequently. We get far more interaction on personal accounts than we ever get on brand accounts.”**

Key considerations

When reviewing how you will transform your law firm’s marketing, we recommend considering:

- **Investing in digital marketing:**

According to [research](#) by the US-based Legal Marketing Association (LMA), over half of the law firms, they spoke to, cited a lack of ‘buy-in’ as a major barrier to investing in digital marketing. This, in turn, has resulted in low digital marketing budgets for many firms. Therefore, the first challenge in embracing digital marketing is showing a measurable return on investment, backed up with clear evidence.

- **Craft the design and user experience (UX):**

A harmonised and modern design will improve the customer experience and make your company look more reliable, evoking trust in your potential clients. Don’t try to do everything on your own; hire an in-house designer, or work with freelancers from platforms like Upwork.com and Toptal.com.

- **Be a data-driven law firm:**

Firms worldwide have realised the benefits of being data-driven. By applying a scientific approach and treating marketing more as an experiment, you can improve your results and better understand who your audience are and how to reach them.

- **Promote sales and marketing collaboration:**

Traditionally, sales and marketing have worked side by side, but not in a fully collaborative way. By making sure both teams are aligned and work to a common goal, the results of one will help improve the results of the other, in a continuous cycle.

- **Embrace personalization and keep optimizing:**

Modern martech (marketing technology) allows us to create highly personalized marketing communication and target each of our prospects with the right message, at the right moment. Moreover, with free tools like Google Optimize, you can test all kinds of variables on your site and personalize entire sections of your pages, creating a smooth and enjoyable experience for the user.

- **Tell your story, evoke emotions and create value:**

People trust people behind brands, and they are much more likely to respond to stories, rather than to raw data and facts. The starting point of building a successful marketing strategy for your law firm is creating your unique story and thinking of ways to make your brand identity more human. Here, you can opt for content marketing, and start using the blog and video formats to both help your potential customers and tell your story in a less intrusive way.

Technology solutions to consider

- Hubspot - CRM solution
- Zoho - CRM solution
- Client.ID - automated online marketing and demand generation software
- Peppermint Technology - CRM solution
- Lex Machina - legal analytics
- Legalytics - legal analytics
- Wavelength Law - legal analytics



Case Study: Cloud-based CRM

Peppermint Technology is a provider of cloud-based practice, case and document management solutions. One of their customers, Carey Olsen, one of the world's leading offshore law firms, implemented the Peppermint cloud-based solution. The primary aim of the solution for Carey Olsen was to improve their marketing and business development. Because the system is based around a fully integrated Microsoft Dynamics CRM, the customer is able to easily see an overview of all client and contact data across their firm and to use dashboards to gain important insights into business development performance.

According to Peppermint, four months after go-live,

“ Mailings showed open rates up by 55 per cent, click rates up by 26 per cent, undeliverables down by 14 per cent and unsubscribes down 70 per cent, compared to the same period in 2017.”

Pillar 5: Cutting law firm costs and driving efficiency

The Challenge

Law firms are under increasing pressure to remain efficient and competitive. According to a report by global consulting firm [PWC](#), law firms are squarely focused on improving efficiency;

“In the face of growing pressure on profits and rising staff costs, firms remain focused on improving efficiency, with key business support priorities for a third successive year being to ‘improve use of technology’ and ‘standardise and centralise processes’”.

They also believe that law firms are looking to decrease the ratio of non-fee earners to fee earners – which itself will drive the increased use of technology for tasks such as document filing, billing, handling enquiries, and routine administration.

How legal tech can help transform law firm efficiency

Almost all legal technology solutions provide potential improvements in law firm efficiency, however, we believe that the greatest gains can be achieved by adopting:

- **Automation:**

Legal technology can automate a wide variety of tasks including technology-assisted review and document discovery (eDiscovery), client invoicing/billing, client intake, document management, digital dictation, and smart contracts. Each of these technologies has the potential to free up huge amounts of time, which can be redirected to fee-paying work. [Johannes C. Scholtes, Ph.D., Chairman and Chief Strategy Officer of ZyLAB](#), reinforces this view, stating, “law firms have tremendous opportunities to improve their margins and revenue by deploying advanced technology. eDiscovery solutions allow them to be more competitive, take on more work with the same resources, be collaborative and get work done faster to meet clients’ deadlines.”

- **Artificial intelligence (AI):**

AI technology will become a significant enabler of law firm efficiency over the next ten years. We are already seeing how AI is being used to perform technology-assisted document review, case risk analysis, case outcome prediction (also known as predictive analytics), DIY law and chatbots, legal research, relationship analysis, and data analytics. Many of these technologies already exist, but great developments are expected.

- **Data analytics:**

Data analytics provides law firm leaders with the unprecedented ability to see patterns in the vast amount of data they hold. Using the latest data analytics technology, users will be able to:

- Gain a better understanding of profitable areas of business;
- Avoid cases which are unlikely to be successful or demand excessive resources, and;
- Adopt legal strategies which will lead to a positive outcome more quickly (e.g. by assessing all previous cases of a particular type or heard by a specific judge).

Key considerations

When reviewing how you will transform your law firm's efficiency, we recommend considering:

- **Focusing on the opportunity:**

When thinking about efficiency, it is easy to focus on saving money and time and driving up productivity, but doing so can damage employee morale. We recommend you switch the focus to the opportunity to take on more interesting and high-value client work. In other words, by freeing up staff from time-consuming tasks which can be automated, they can pursue higher quality cases, rather than higher quantity. Efficiency can also mean that staff work in ways which are more agile, offering them improved lifestyle opportunities.

- **Task force:**

Law firm efficiency cannot happen in pockets across your organisation; instead we recommend creating a task force, made up of key and interested stakeholders, whose role it is to drive efficiency in a co-ordinated and well communicated manner in all areas.

○ **Outsource:**

In the past, implementing new business systems could take months or even years from initiation to completion. Consider software-as-a-service (SAAS) offerings where possible. These are typically costed on a per month basis and remove the overhead for IT expertise in house (i.e. for implementation, configuration, testing, training, maintenance and upgrades).



Case Study: eDiscovery Solution for FOI requests

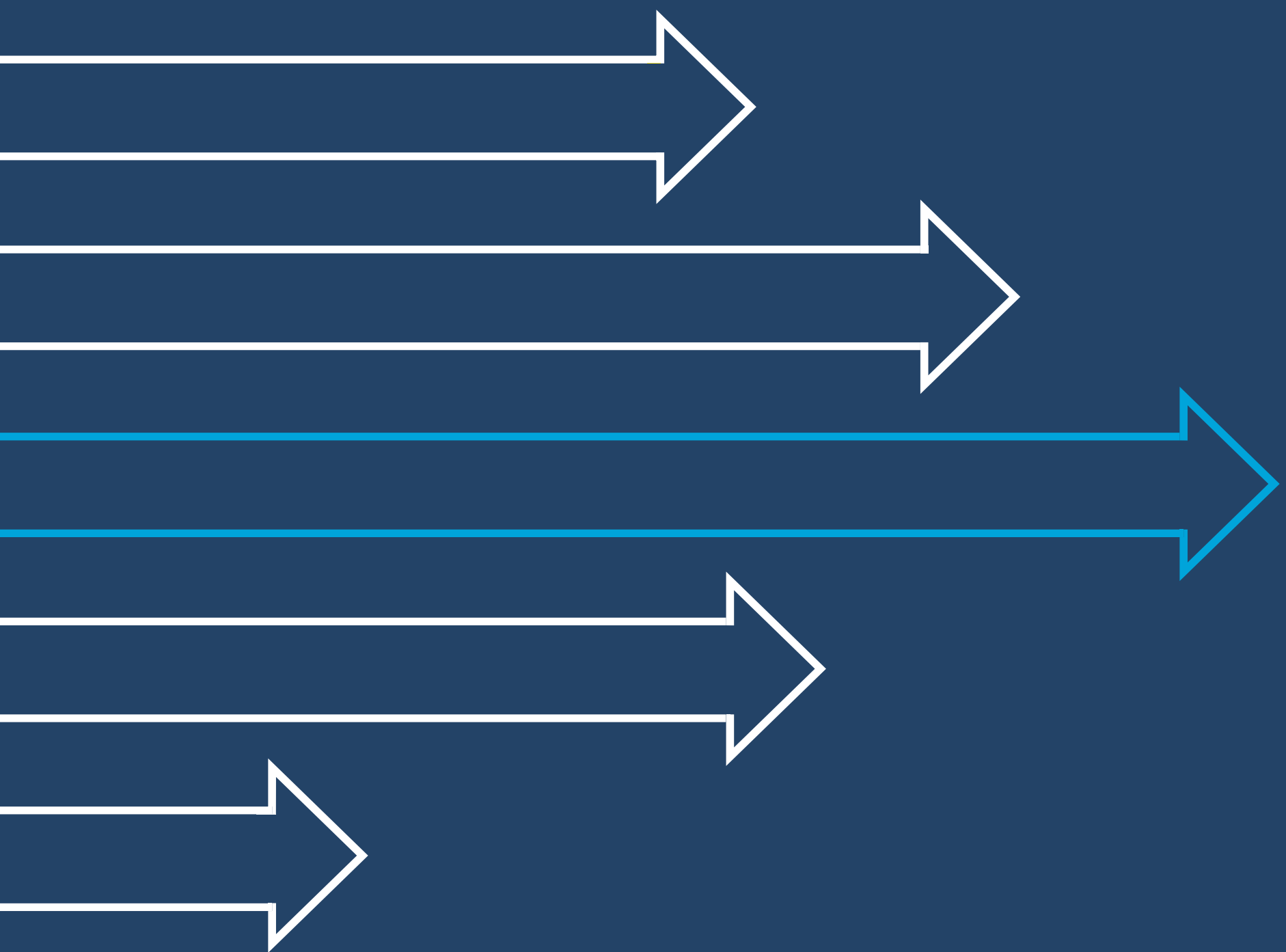
For more information on this case study, please visit: <https://www.zylab.com/en/blog/how-johnson-county-made-their-business-case-for-an-ediscovery-system>

Johnson County Kansas Government several problems in handling information disclosure requests, including:

- Increasing numbers of non-email types of disclosure
- Limited staff to handle requests
- Inability to track what had been done in order to respond to requests
- Not knowing how much information is needed to satisfy the request
- Inability to know whether the request is a one-off or if the information gathered to respond needs to be updated over time
- Difficulty in narrowing down the scope of the information from a broad start point
- The need to satisfy a range of different entities including information to be used for internal investigation, for a judge, for outside counsel etc.
- No unified solution for all types of electronically stored information (ESI).

Johnson County implemented the Zylab eDiscovery solution which transformed how they handle and respond to information requests. The solution has led to considerable efficiency improvements due to the ability to:

- Manage workflow and policies designed to ensure proper FOI responses
- Help users limit search scopes
- More easily collect data and make it ready for review
- Permit review of all electronic file types at once



Leading the digital transformation process

There is no doubt that law firm transformation requires strong leadership and buy-in. The larger the law firm, typically the bigger the challenge to get the whole management team behind changes in systems and processes.

In our experience, we have found that there are six keys to achieving success in law firm transformation:

1 Get your legal teams invested in your technology journey:

Law professionals often lack the understanding of the benefits of technology, and many feel intimidated by technological change. By finding ways to make your staff feel they can confidently invest and engage with technology, they will feel empowered and make it more likely changes are readily adopted within your firm. Ways of doing this include arranging training and masterclasses which they can attend during working time to build up their skills, encouraging professional development and qualifications in the area of legal technology.

2 Get clear on your goals from the outset:

Before you do anything, take the time to get clear on the ambitions and goals for your law firm. These goals are not about technology; rather, technology is just an enabler. Think about the position in the market you wish to achieve, the type of company you want to be, which competition you want to beat, your values, how you want to work. Only at this point, can you paint the picture of your organisation's future.

3 Create a bold vision:

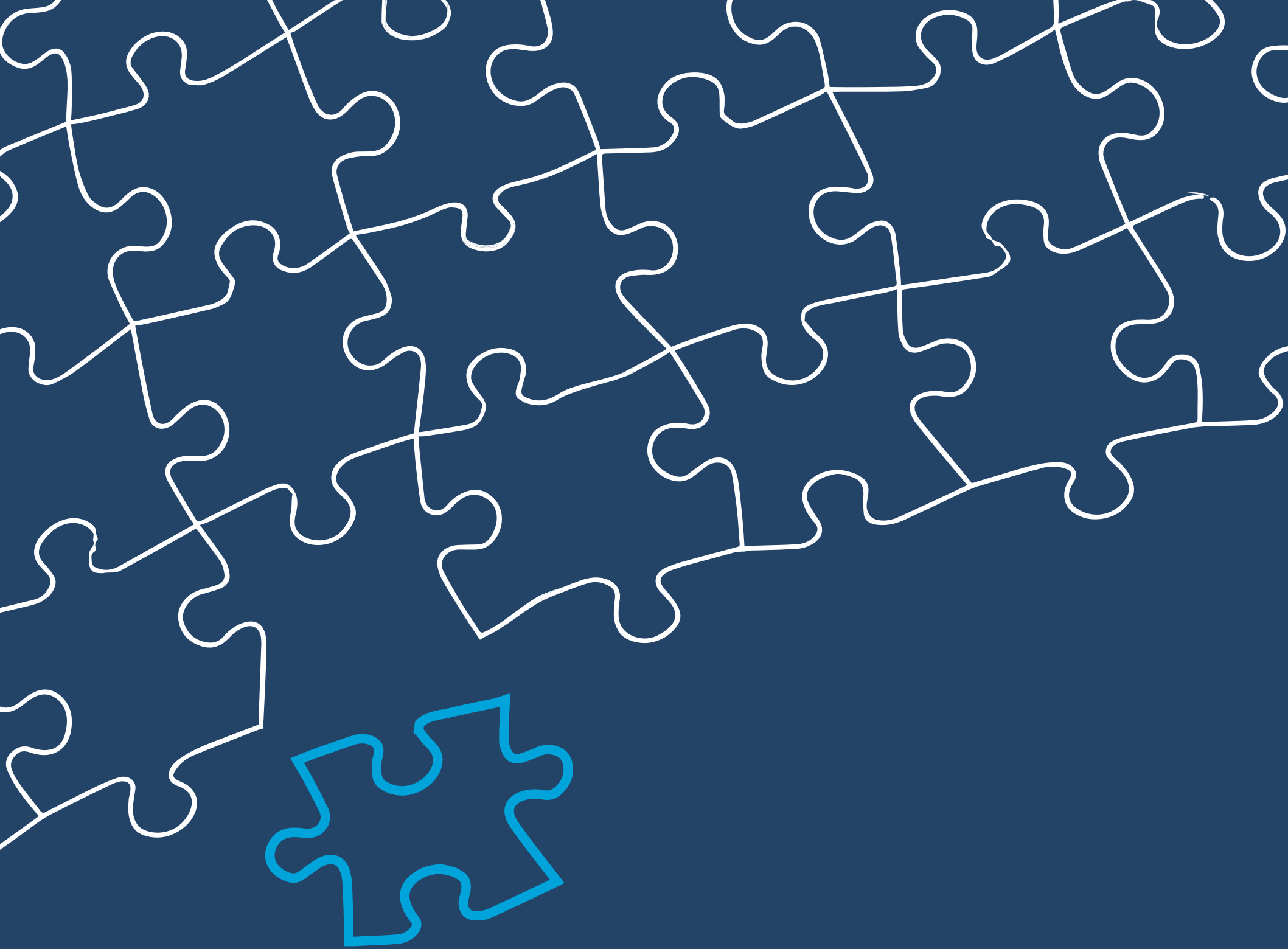
An exciting and bold future requires exciting and bold ideas. The law firms which have achieved the most success have created a compelling strategic vision for their organisations and worked hard to get all staff behind it. Complex change programmes require determination and hard work, and by creating a large amount of positivity and momentum, your firm will have the best chance of success. Consider hosting seminars, road-shows, or 'away-days' to show your staff the bold vision created and the exciting career benefits they can expect.

- 4 Find transformation champions:**

There are few ways better to alienate and frustrate your team than to ignore their views and leave them out of the transformation process. By inviting interested lawyers and other members of staff to have a stake in the change process, perhaps by being part of the project team, or consulting them on their needs and wishes, those people will promote the initiative.
- 5 Technology is only a tool:**

Technology is one aspect of law firm transformation. There are also people and processes to consider. Lawyers especially have vast legal expertise and need to know that technology is not a threat to their roles, but rather a tool they can use to save time and win more cases. Lawyers have nothing to fear from technology; instead, by embracing it, they can engage in higher value and more rewarding work which will further their careers.
- 6 Hire a programme manager:**

Like any complex programme of work, organisation and planning is vital. Experienced programme managers understand how to take a project from inception to completion in a way that meets your time and cost goals. Firms that seek to avoid the cost of a project manager often pay far more in costs due to poor contract management, scope creep, time delays, errors and poor planning generally.



13 Steps to implementing legal technology

For any law firm considering making an investment in new legal technology, knowing which steps to take next can make a considerable difference to the quality of the final outcome.

The thirteen steps we recommend you take are as follows:

1

Document your initial business needs and objectives, invite all stakeholders to collaborate.

2

Research potential solutions, providers, and vendors.

3

Invite solution providers to demonstrate their technology.

4

Re-evaluate your requirements based on provider demonstrations and opinions of different decision makers in your company.

5

Set objectives by which your new technology implementation can later be measured (e.g. marketing conversion rates, expense per lawyer, employee satisfaction, client satisfaction, and matter profitability).

6

Seek solutions which meet your short and long-term needs.

7

Seek 'system champions' from within your business who will play a key and influential role in its successful implementation and subsequent bedding in.

8

Employing a dedicated project manager with experience of law practices and IT solution implementation will ensure the project is managed from the perspectives of risk, cost, people, and time. Providing the ability to learn for other employees is also key.

9

Create a project board who are ultimately responsible for the project and can give guidance and signoffs to the project manager and his team.

10

Ensure staff have adequate support and time away from their core role to undertake solution training.

11

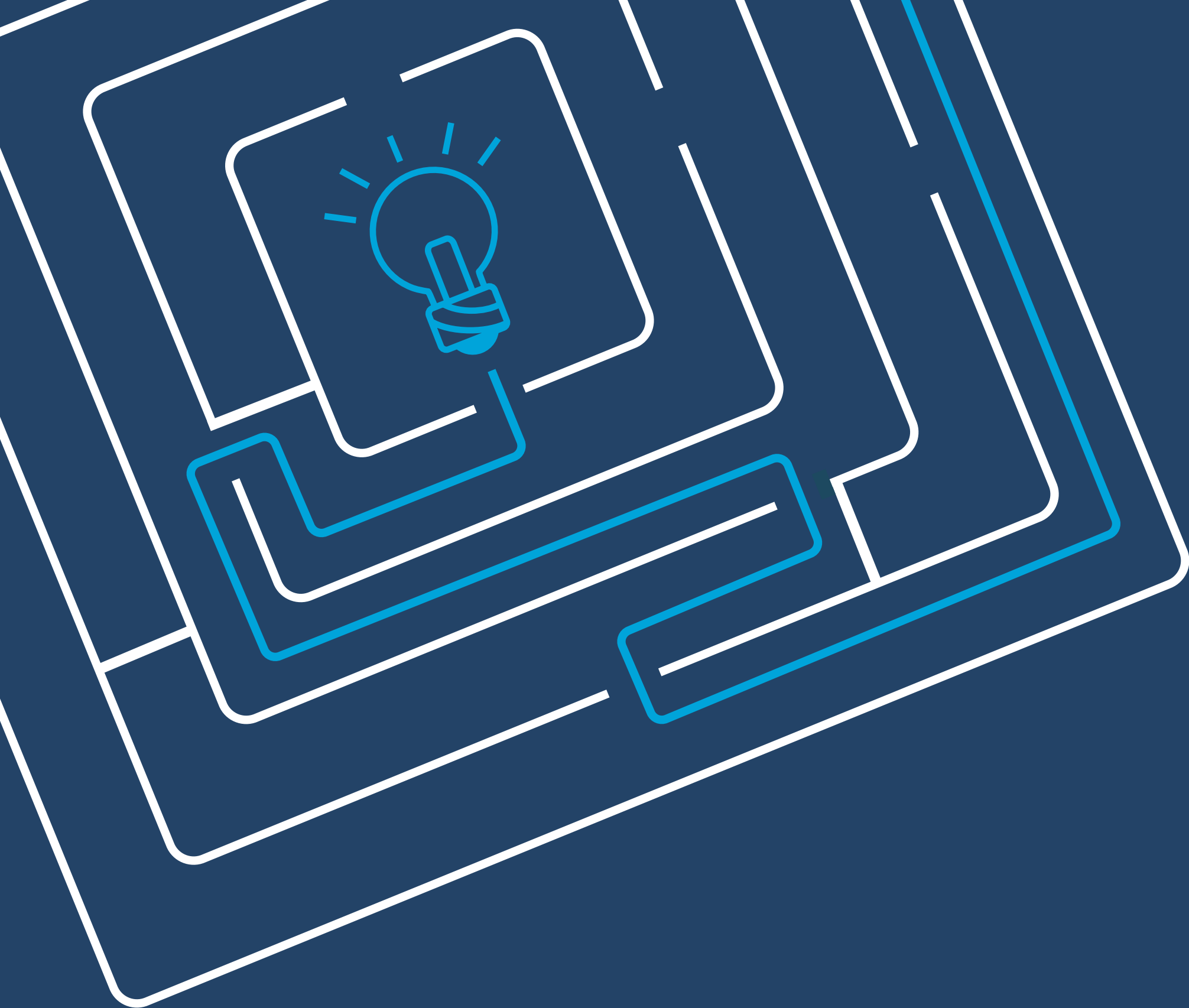
Once implemented, canvass users on the benefits they are experiencing and also issues which need to be managed and resolved.

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Periodically measure the success of the solution against the objectives set prior to implementation. Look for soft ways to break through the resistance that you might meet along the way.

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Finally - make sure you document any learning opportunities and ensure these are fed back into the implementation process for future technologies.



Challenges and risks of legal technology

While the opportunities for legal technology are immense, as a business leader, you should understand the risks and challenges it poses, and how these can be overcome.

The key challenges and risks which law firms need to be aware of and mitigate include:

Cyber breaches:

According to the UK's National Cyber Security Centre ([NCSC](#)), 60% of law firms were affected by an information security incident. And given the potential fines and reputational damage which cyber breaches can cause, it is essential that any transformation project using technology puts cybersecurity considerations front and centre.

There are three aspects to cyber security which law firms need to implement:

- 1** Implementing best practice processes and procedures designed to prevent cyber breaches - we recommend looking at the resources provided by the [European Union Agency for Cybersecurity](#)
- 2** Using [technology](#) to actively monitor and then halt a cyberattack. Consider outsourcing this to a specialist Cyber Security as a Service (CSaaS) provider, such as [Transputec](#), to manage this for you – especially if you lack in-house IT security skills.
- 3** Using technology which is inherently cyber secure. Far from introducing cyber breach risks, cloud-based solutions mitigate the chance of such an occurrence because providers have too much to lose by allowing even a single breach. Cloud-based applications are typically highly encrypted, meaning that if data cannot be intercepted between the server and the client, they are also kept fully up to date and are placed into IT infrastructures designed to be as secure as possible.

Business outages:

Rather like the risk of a cyber breach, many not familiar with modern IT systems fear that even a small outage could cause their business to stop functioning.

Cloud-based solutions are designed to be highly fault-tolerant, allowing them to keep functioning in the event of a problem. Solution providers will also typically copy their data to other data centres, meaning that in the event of a problem in one location, data and systems are preserved in another.

In general, cloud-based providers offer high levels of uptime and performance. With this in mind, we recommend ensuring you negotiate a robust and favourable service level agreement (SLA) with any external software provider.

New tech contenders:

It is true that technology firms are trying to break into the law industry by developing solutions which take over high-volume legal work such as conveyancing, contract drafting, and divorce. In addition, many of the world's largest law firms are forming partnerships with research institutions and tech start-ups (e.g. [Mischon de Reya's tech start-up incubator programme](#) and [Denton's Nextlaw Labs](#)), which many law firms see as a competitive threat.

Where does this leave small and medium-sized law firms who perhaps do not have the resources or budget to do the same? In truth, law firms which lack the financial and people resources to develop their own solutions, but do invest in existing legal technology, will not be left behind. Remember, those big firms need to innovate to make the highly complex international work they do viable; not all firms need to invest such considerable sums.



What's next?

Legal technology is already realising considerable benefits for law firm in terms of business operations, customer service, client communication, internal communication and collaboration, marketing, and overall cost savings and efficiency.

The important message we want to convey is that it is never too late to invest in digital business transformation. Your clients and competitors are likely already using some combination of AI, data analytics, automation, cloud-based systems, cybersecurity solutions, workflow, or other business enhancing technologies.

Technology has traditionally been treated with suspicion with the legal sector, but lawyers, across the world, are realising that not only can they benefit by being able to handle more complex cases, but there are also exciting career-enhancing possibilities available for those who grasp the opportunities legal tech offers.

Let the technology do the heavy lifting and allow your legal team to take on premium cases which raise your firm's profile and revenue.

Notes



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Bigle legal is the next-generation end-to-end document automation platform. Our mission is to transform the way law firms and legal professionals across all industries create and manage contracts. It's time to say goodbye to repetitive tasks and refocus your efforts on high-value consultancy and customer-centric work – and grow your business.

Our secure cloud-based platform automates your complex documents and allows you to create new contracts in under 5 minutes. With fully customisable document templates, dynamic forms and EU-compliant digital signatures, legal teams can save hundreds of thousands of Euros a year in repetitive paperwork.

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