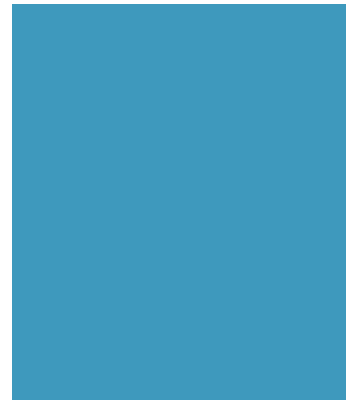


DRIVERS FOR ADOPTING LEGAL AI

MARÍA JESÚS GONZÁLEZ-ESPEJO

MANAGING PARTNER, INSTITUTO DE
INNOVACIÓN LEGAL

ELTA'S VICEPRESIDENT





What is a
driver?

Something that
makes important
things happen

What of
these
stakeholder
is relevant
enough for
things to
happen in
law firms?


Clients

Team

Journalists

Universities and bars

Public administration



What is
happening
in the legal
profession?

How do
CLIENTS
feel they
should be
treated by
their
products
or services
providers

USER /
CONSUMER/
CUSTOMER



```
graph TD; A[USER / CONSUMER / CUSTOMER] --> B[PROSUMER]; B --> C[PERSONA / INDIVIDUAL];
```

PROSUMER

PERSONA /
INDIVIDUAL

Do law firm CLIENTS feel treated as PERSONA?
Are they getting from their lawyers what they need?



Where
could
TEAMS
expect their
organization
to use AI?

BRAND PROMOTION

- Website
- Social Media
- Promotional Merchandise
- Lawyer services sale platforms

CUSTOMER RELATIONSHIPS

- Hiring
- Document Management
- Knowledge management: training, templates, etc.
- Communication/Collaboration

FINANCE

- Accounting
- Treasury
- KPIs/Metric

TALENT MANAGEMENT

- Communication/Collaboration
- Talent management: assessment, remuneration, career, etc.
- On line Training

SERVICE DELIVERY

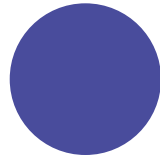
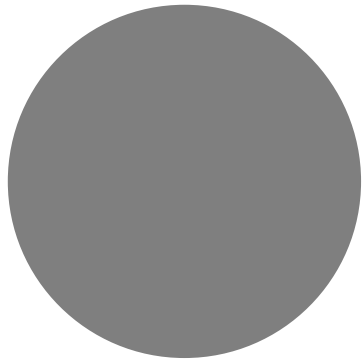
- Research: information sources, AI, etc.
- Processes: hiring, due diligence, etc.
- Big Data
- Evidence generation and certified communications

PROFESSIONAL LEGAL FRAMEWORK COMPLIANCE

- Data Protection/LSSI/Cookies
- Money laundering
- Conflicts of interests
- Cyber security
- Compliance

What are firms doing in relation to AI and how do their TEAMS and CLIENTS see them?





Public Administration:
disintermediation and
total control

Journalists: the lovely AI hype






Universities and bars

In sum, AI applied to law firms and legal departments is like teenage sex: everyone talks about it but only a few really make it or know how to make it.





Who makes the hype?

Those who have an interest in it

The legal AI stakeholders



Film and documentary producers

Films, serials, documentaries, etc.



Technology vendors

Sales of their technology



Editorial houses & event organizers

Books, conferences, training



Journalists

Interesting news



Consultants

Profitable advising business



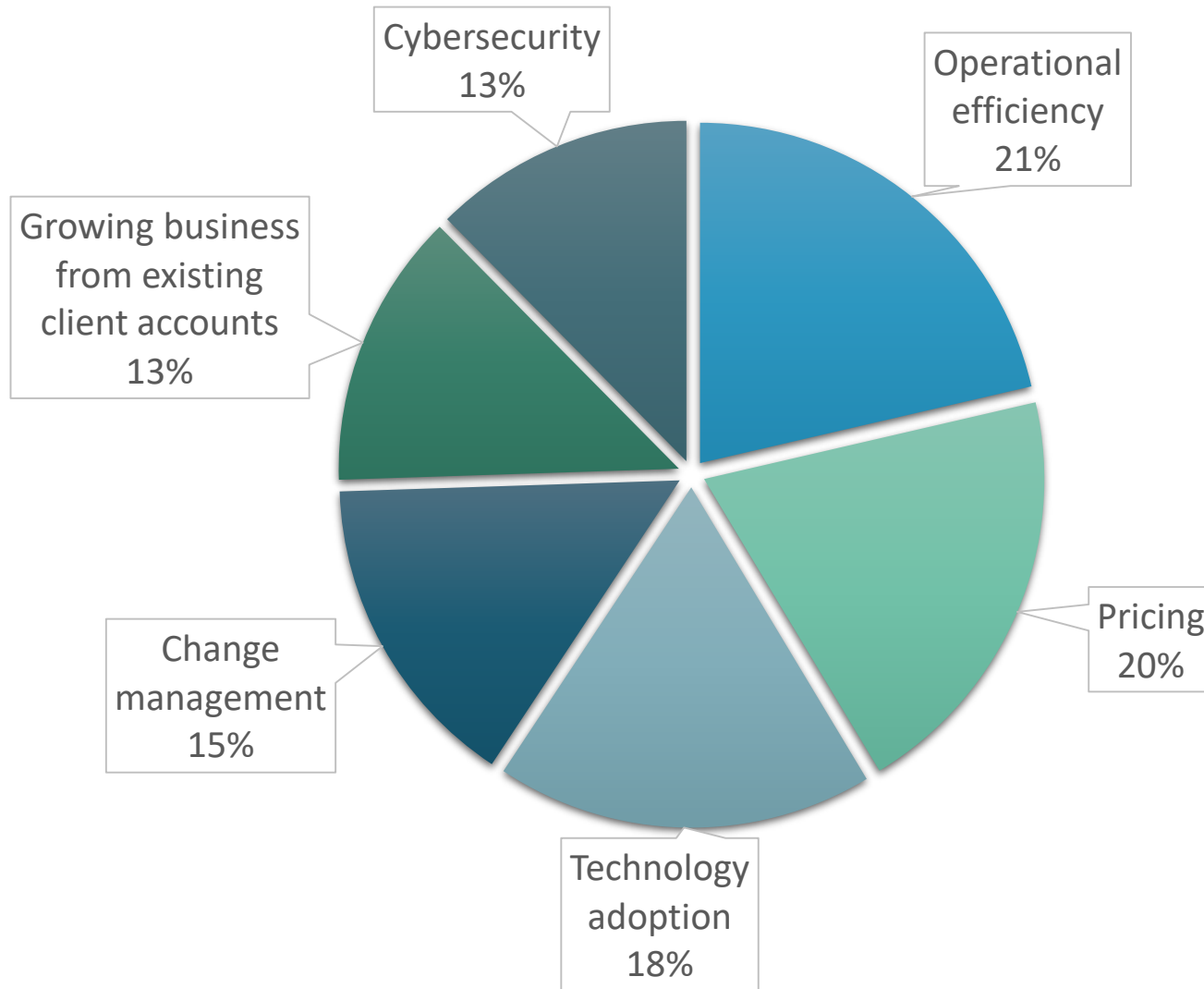
Politicians

New regulation, whitepapers, etc.



The truth about AI & law firms

Top concerns for law firms



The most effective Tech Tools for Lawyers?

[The 2019 Aderant Business of Law and Legal Technology Survey](#)



Out of 18 categories of tools the two **lowest** ranked where AI and blockchain.

The most effective Tech Tools for Lawyers?
[The 2019 Aderant Business of Law and Legal Technology Survey](#)

What could AI serve for in a law firm and legal department?

Developing new or more
intelligent services

Making business processes
smarter

Improving law firm management

Automating repetitive business
tasks

Automating manufacturing
processes



The barriers to the application of AI in law firms

Firm A

- Discipline
- Hierarchy
- Security
- Certainty
- Success

Firm B

- Undiscipline
- Unhierarchy
- Unsecure
- Uncertain
- Failure

Choose the core values of your firm

Do law firms have the
basic requirements for
innovation with AI?



EXPERIMENTATION

UNCERTAINTY

Law firms face in general some additional innovation challenges

Lack of time

Lack of financial resources

Lack of trained staff: knowledge and experience

Resistance to change

Scarcity and scattering of institutional efforts

Individualism/ Non-cooperation

Inadequacy of the legal framework

Technology kingdoms

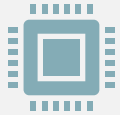
Lack of Ingredients: data, procedures, etc.



How to successfully implement an AI project



Doing what others do, because this is imitating or copying.



Buying technology, because this is just digitization.



Saying in the media that something is innovative, because these are just advertising bubbles and as you know bubbles fade away.

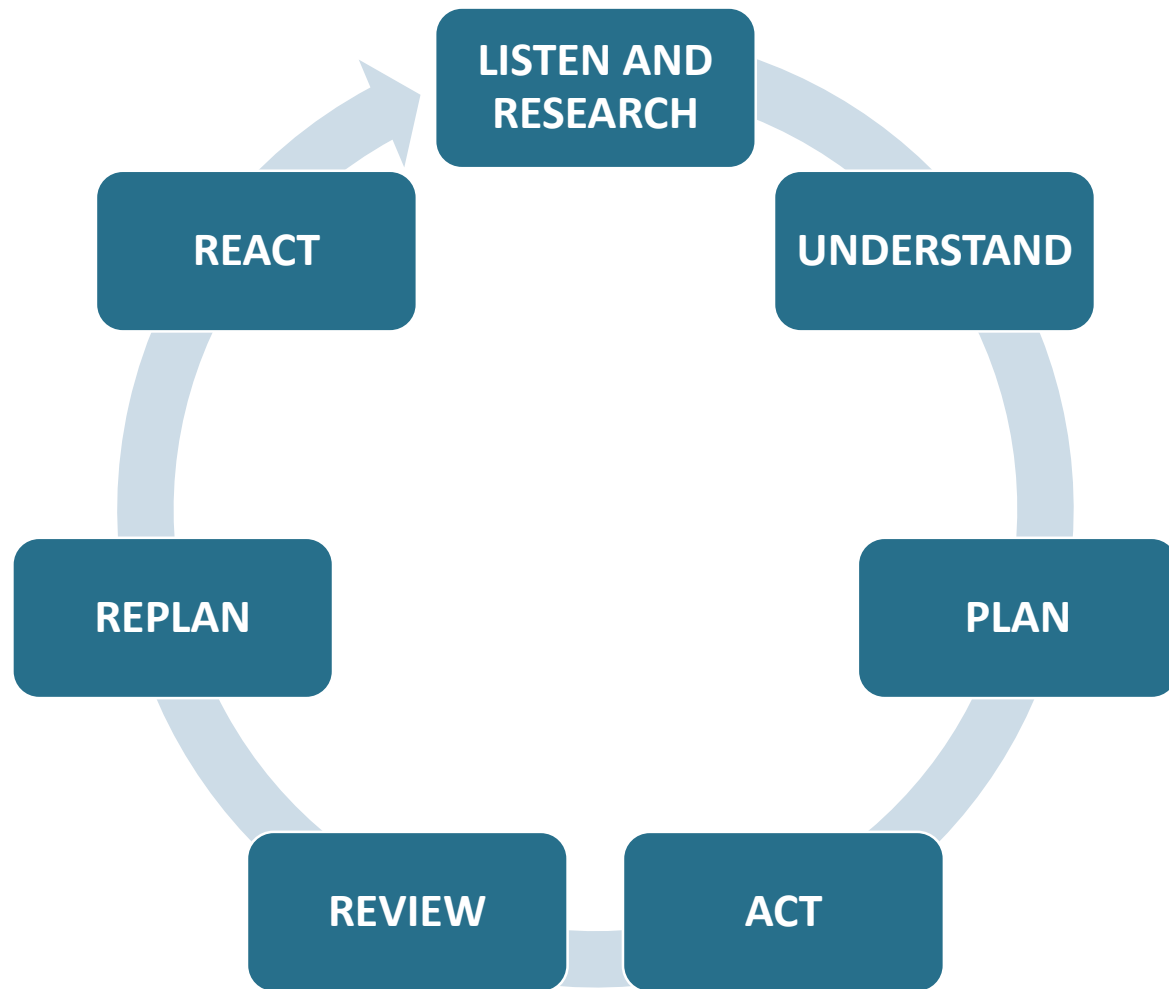
What is not innovation with AI



Innovation with AI needs strategic planning

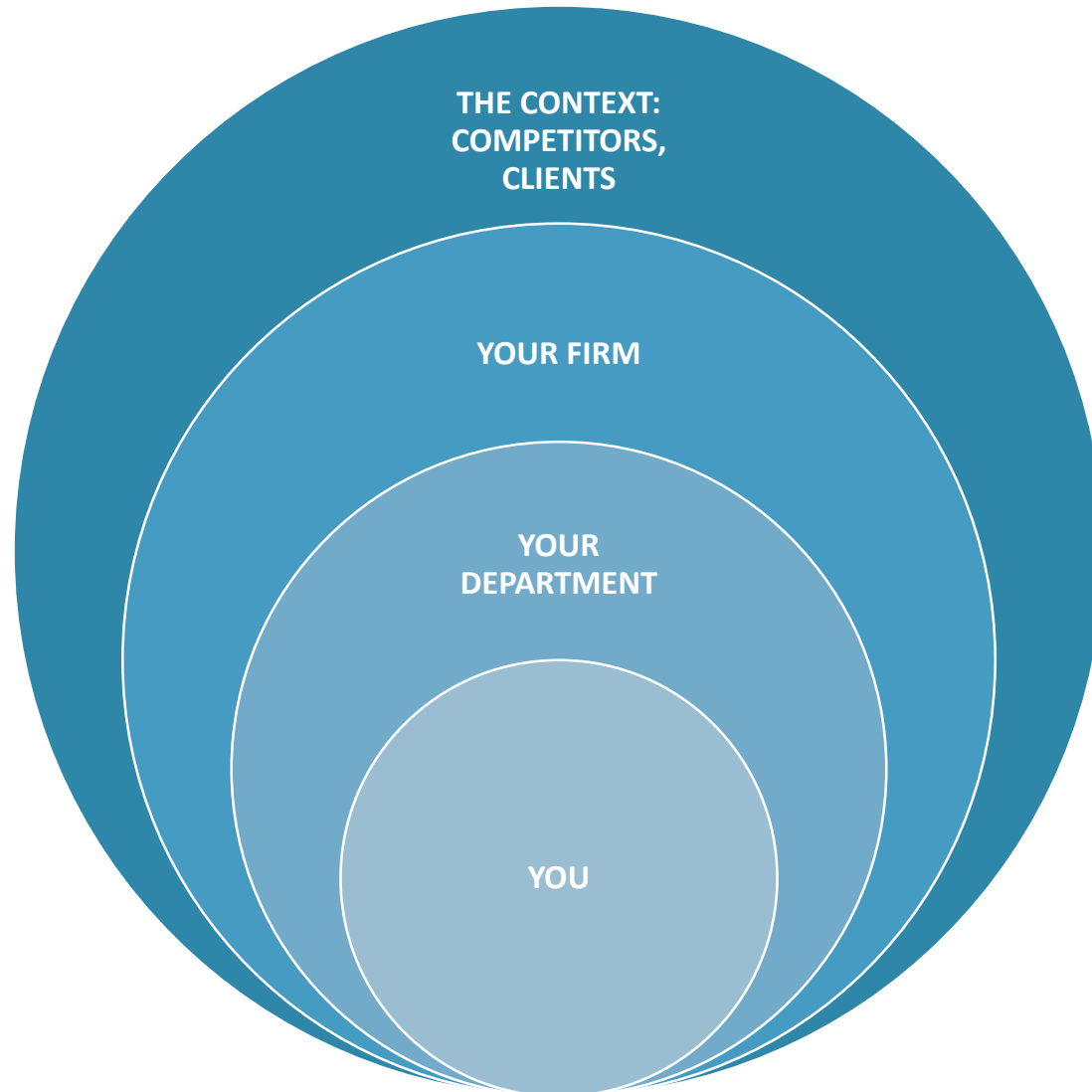
Strategic planning definition:

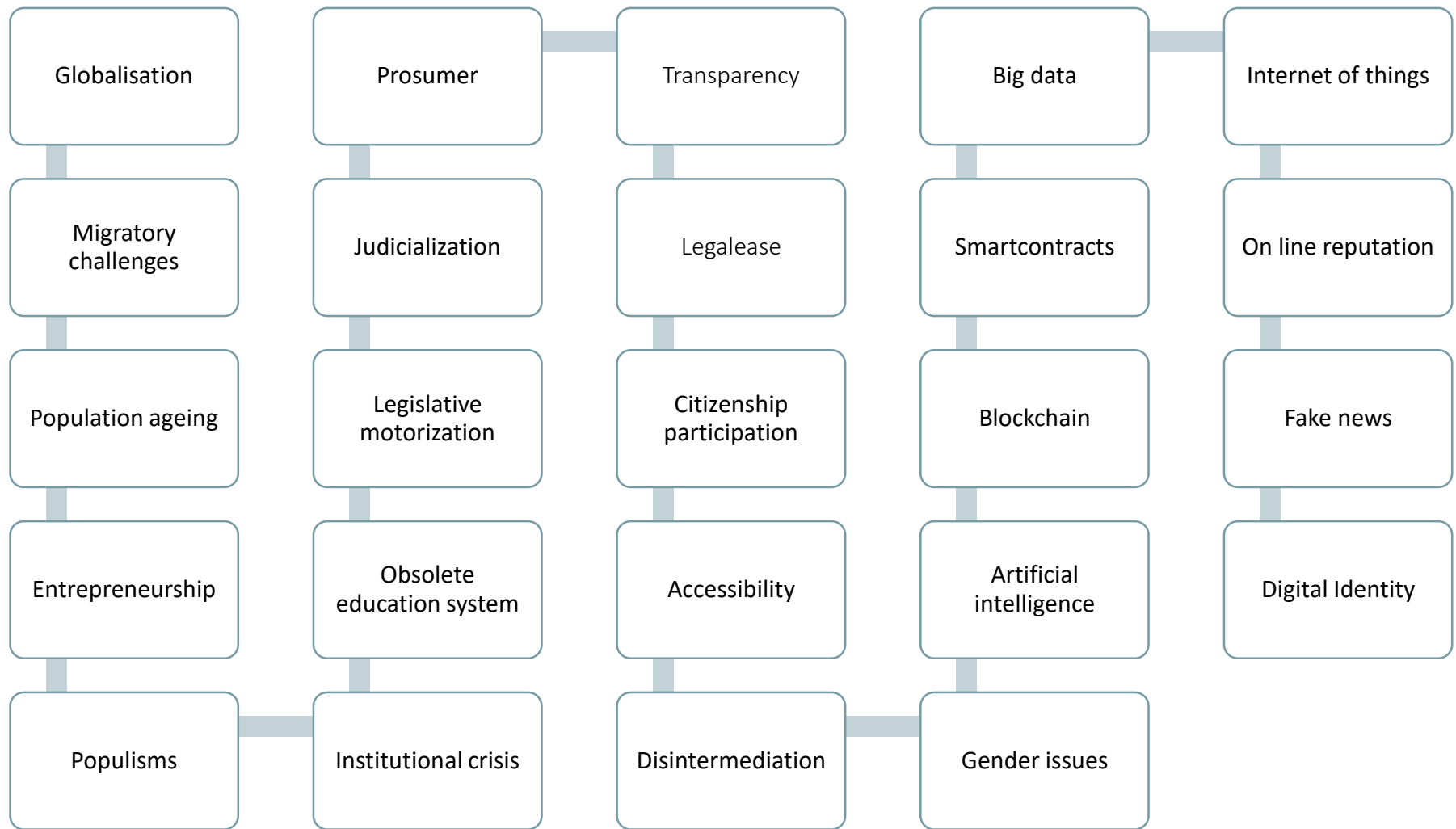
Allocate your resources (which are always scarce: people, financing, platforms/technology and time), in the most efficient way to achieve your goals.



The 7 steps methodology

What exactly do you need to listen, research and understand?





Context: a VUCA model

**TRADICIONAL
CONSULTANCIES AND
LAW FIRMS**

**ONLINE
CONSULTANCIES AND
LAW FIRMS**

TOWN HALLS

**MINISTRIES AND
OTHER PUBLIC
AGENCIES**

BIG 4

**LEGAL ADVICE
INSURANCE**

**INSURTECH
FINTECH
REGTECH
LEGALTECH**

CHATBOTS & ROBOTS

The real competition to lawyers

The keys to success of a good strategic plan



SMART OBJECTIVES



“FOLLOW THE MONEY”



KPIs



LEARN FROM MISTAKES



ENOUGH RESOURCES



THE RIGHT LEADERS AND EXECUTORS

Mistakes to avoid



Megalomaniacal project (go for a step by step project)



A project without leadership



A project without budget

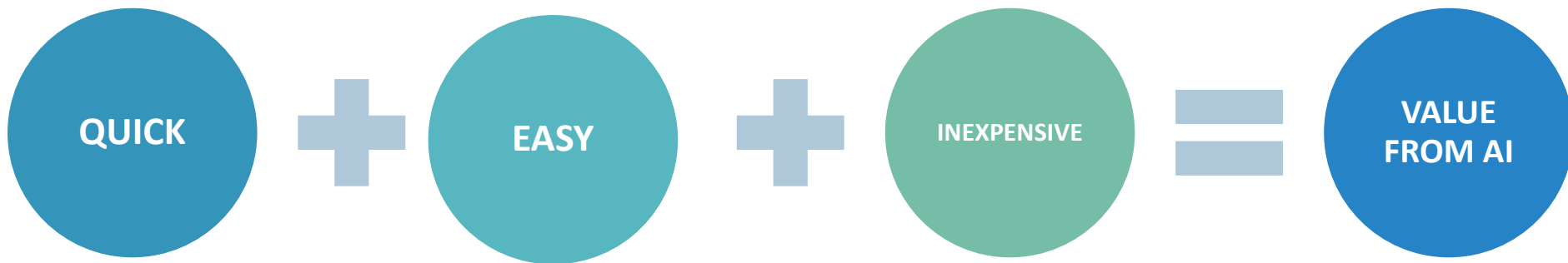


A project without the necessary support



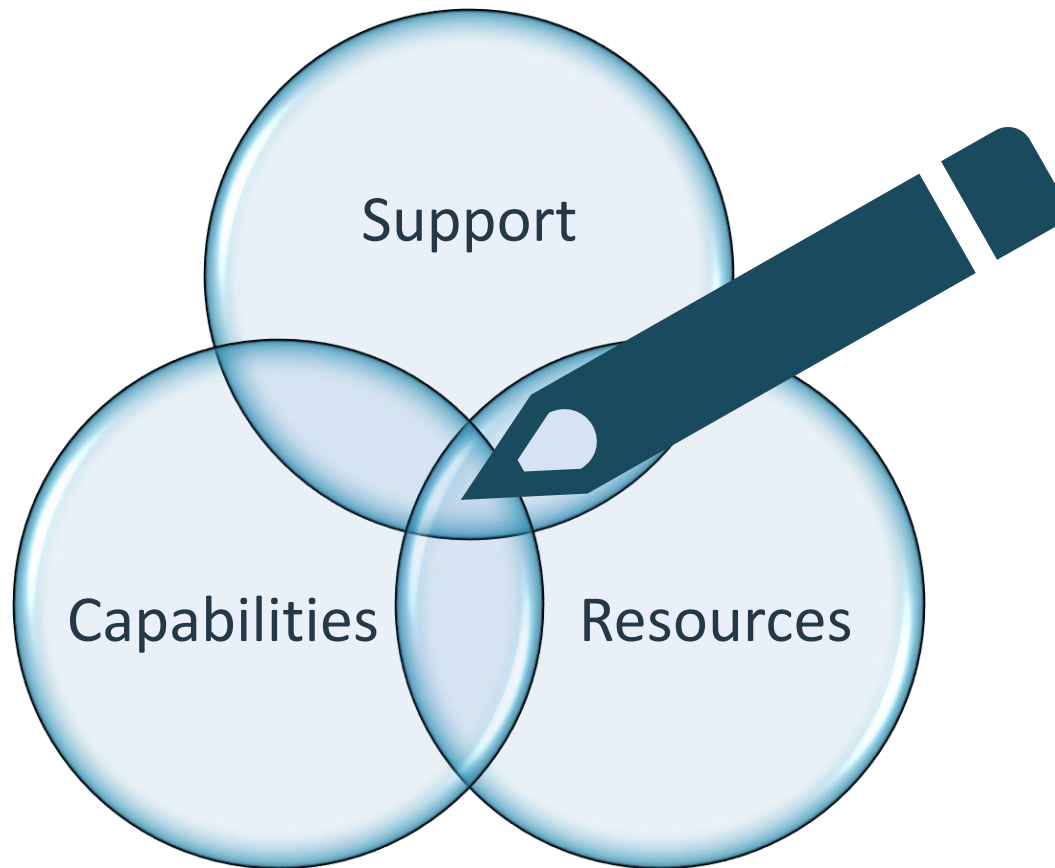
A project without the necessary knowledge or skills

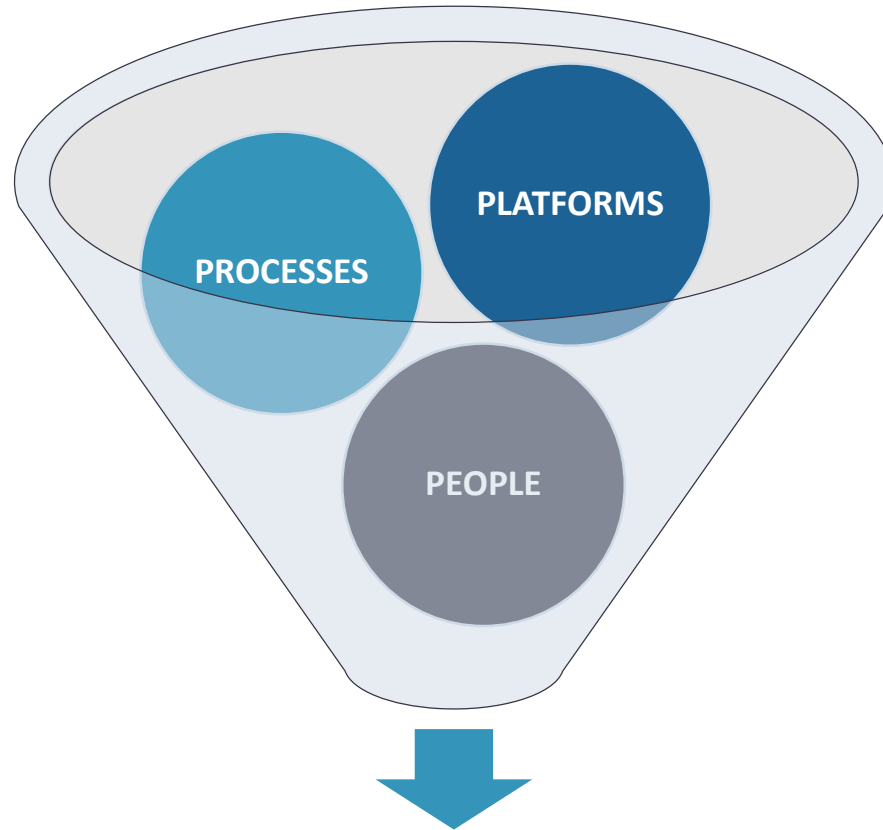
AI projects that are:



The quick win strategy (QW strategy)

And remember:
a successful projects always depends on
whether you are on this point.....





DIGITAL TRANSFORMATION

The 3 essential pillars for success
in any AI legal project

People and AI



Design it



Develop it



Use it

Platforms

Custom made AI

AI solutions available
(but be aware:
competitors can also
acquire them).

Platforms: which AI technology should we choose?

The more holistic the better.

It should be truly stable and mature. Be careful with beta versions.

It should be safe: cyber security.

It should respect data protection legal framework.

It should offer 24/7 customer service.

It should not force you to depend on the provider for everything.

The technology team should agree with the acquisition of this technology.

Native AI tools

Luminance,
Kira Systems
Neota Logic

Non native AI tools: Traditional tools with AI post additions

iManage (augmented with
Ravn's artificial intelligence and
Elegrity's risk and compliance
technology)

AI Tools

Instituto de
Innovación
Legal

- Legal Tech comparison tool: www.comparador-legaltech.com

IACCM

- Contract automation software comparison:
<https://software.iaccm.com/>

ACC

- ACC technology: <https://www.accdocket.com/technology/>

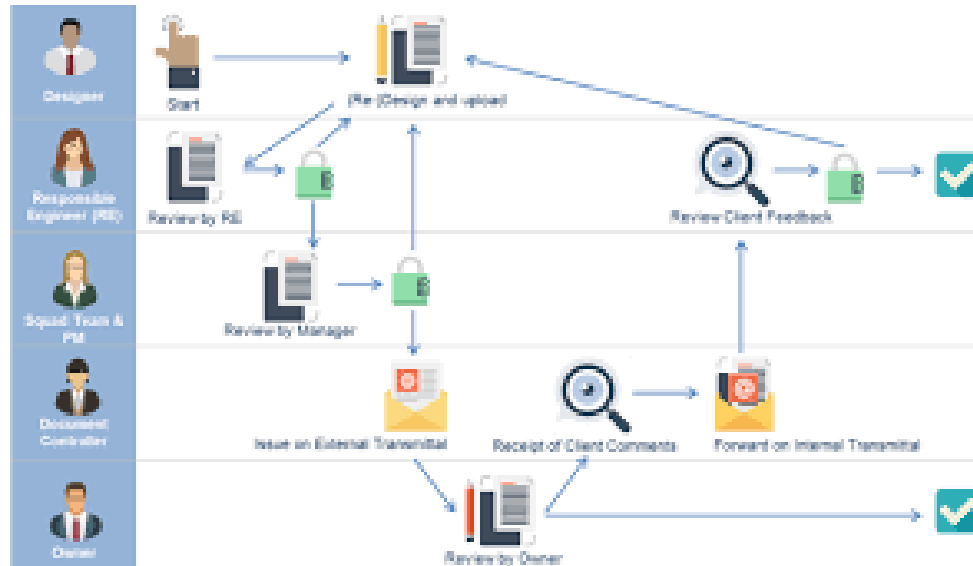
Directorio
software Legal
Ops:

- <https://www.g2crowd.com/categories/legal-operations>

Artificial Lawyer

- AL 100 LegalTech Directory:
<https://www.artificiallawyer.com/al-100-directory/>

Legal Tech Inventories



They must be defined with the whole team. Design thinking helps.

It is essential to identify business-critical services.

Identify bottlenecks and inefficiencies.

And also those tasks with automation potential.

Processes



Main content	Examples
Objectives	<ul style="list-style-type: none">✓ Create a who is who in Consulegis.✓ Create a board in the website to advertise collaboration opportunities.✓ Organize workshops to develop new services, with a transnational approach.
Timetable	There must be realistic and specific dates.
Decision-makers	There must be leaders and executors. These may be internal team professionals or external suppliers.
Actions	Description of what will be done to achieve each objective. It may consist of the design of current processes and setting future processes; search and purchase of appropriate software; pilot design; test and improvement; launch of the final project; functioning evaluation.
% relevance	It is necessary to establish priorities within the actions and to set the weight that each one will have in the total in order to assess the compliance level.

Plan example

4 policies
that a law
firm should
develop
for a
succesfull
Legal AI
project



Are there any privacy implications in our legal AI project?

If yes, who will be in charge of the privacy by design in this Project?

Is our tool free of bias?

How and who will we guarantee that it is always free of bias?

Ethics and compliance poll

Which data do we need for our legal Ai projects?

Do we have the data we need for the legal AI project?

If we don't have the data, how and where could we get it?

Who will be in charge of the data?

Data strategy poll

Do we have the right people for this project?

Do this people have the skills and knowledge they need to succeed?

Is there good leadership for the project?

Do leaders support the project?

How will AI change our company culture, and how will we manage that culture change?

Have we identified those that could be impacted by the project and against it?

What can we do to raise awareness and promote buy-in?

How can we communicate the project to favour acceptance amongst all stakeholders?

Change management poll

Which technology is required to achieve our AI priorities (for example, machine learning, deep learning, reinforcement learning, etc.)?

Do we have the right technology in place already?

If not, what systems do we need to put in place?

Technology acquisition poll

3 AI Business cases

Garrigues and
Universidad Autónoma
of Madrid

Lynn and Big ML

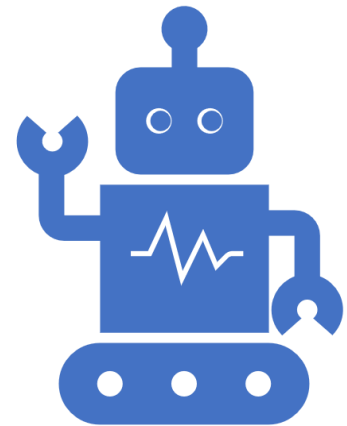
Adarve and IBM Watson

Project status: Proof of concept.

Technology: Watson Explorer by IBM

Goal: Automation of the cataloguing and processing of documents of legal proceedings, including those issued by the courts. The result obtained was the extraction of a higher quality of information relevant to each case.

Additional information: <https://www.adarve.com/adarve-expone-sus-resultados-con-watson-explorer-para-el-procesamiento-inteligente-de-documentos-judiciales-de-la-mano-de-ibm-y-bt/>



ADARVE: an IBM Watson Explorer based project

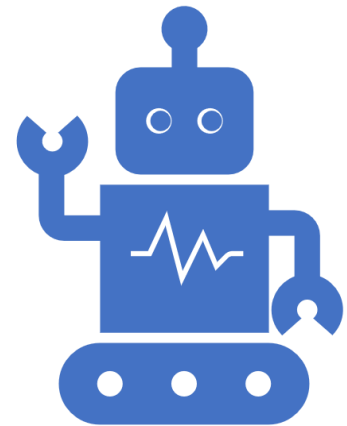
Project status: accomplished

Technology: Developed by UAM for Garrigues.

Goal: Helps labeling and finding non structure information in digital documents, recordings, videos, etc.

Additional info:

https://www.expansion.com/agencia/europa_press/2017/02/02/20170202172537.html



Garrigues: Proceso@ AI that labels and finds non structure information

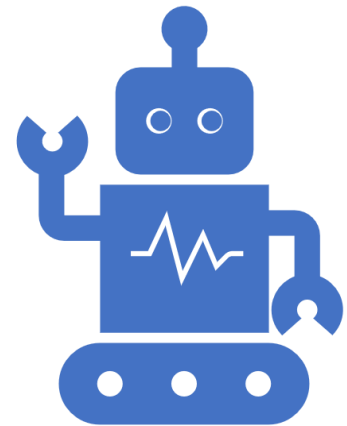
Project status: accomplished.

Technology: BIG ML.

Goal: NDA evaluation. The review searches standard patterns and deviations from the standard.

Additional information:

<https://blog.bigml.com/2018/04/18/getting-the-nda-out-of-the-way-with-machine-learning/>



Lynn and Big ML

Conclusions

- To be a FOX you need to be VERY AWAKE and adopt an INNOVATIVE APPROACH.
- This kind of approach requires to:
 1. Understand the context and anticipate what is happening and coming.
 2. Identify opportunities and,
 3. Innovate with AI only when necessary and always with a plan where the 3 P are dealt with.
- When thinking about the drivers for the introduction of AI into a practice, clients and public administration seem to be the most compellent.
- AI is a dish that will only taste good if made with the right ingredients: data, talent, ethics and compliance,





ABOUT THE INSTITUTO DE INNOVACIÓN LEGAL

About me



María Jesús González-Espejo

- Managing partner at Instituto de Innovación Legal.
- Vice-president of the European Legal Tech Association (ELTA) and Madrid Legal Hackers chapter co-organizer.
- In the past: practising lawyer in Clifford Chance and Gomez-Acebo and Pombo and legal counsel in several companies.
- Jurist, passionate about innovation and Legaltech with broad experience in law firm management. She has successfully built and ranked renowned brands such as: Isofoton (renewable energy), Pérez-Llorca (lawyers) and the Madrid region.
- Author of several books on law firm management, contributor to many journals and specialized magazines, as well as a regular speaker and teacher.
- Now working hard to be recognized as an influencer in the fields of legal innovation, digital transformación, AI and other LegalTech.

The Institute for Legal Innovation (IIL) is a leading consulting firm that advises on innovation and digital transformation to legal organizations and professionals. It is also an incubator for LegalTech projects.

We provide training, consultancy, research and organize events aimed at supporting the necessary transformation and adaptation of the legal sector to the new environment in which technology plays a major role.

We help legal professionals: lawyers, judges, solicitors, notaries, lawyers of the administration of justice, etc. to acquire the skills, knowledge and experience they need to respond to the demands of their clients.

What is the Instituto de Innovación Legal (IIL)?

Why us?

Deep knowledge and strong specialization in the professional services sector and the legal/legaltech industry.

Team formed by a group of energetic, dedicated and multicultural professionals, fluent in English, French and Spanish, among other languages.

Extensive experience using techniques to promote innovation in the professional services sector.

IIL

High capacity to adapt to the client's needs.

Broad experience and knowledge of the Spanish business industry, as well as the internationalization of economic activities.

ILL Works and achievements

Pioneers in the analysis of the impact that Internet and technology are having on legal professions and on the legal system (#CMLegal meetings in its three editions and more than 15 INNOTECH debates).

Organizers of innovative and key events where we have trained lawyers in digital skills and technologies: hackathones #HackTheJustice (2017) and #JustiApps (2014) and the Legal Design Challenge (2018), a two-day event that included a conference, a workshop and a competition to promote transparency and Legalease.

Introducers in Spain of [Legal Design Thinking](#) methodology, which allows jurists to design better strategies; design new and better services; improve the hiring experience or solve problems in their organizations.

Trainers of hundreds of jurists through workshops and courses about technology, innovation, community management, design thinking and digital transformation. Among those who have attended our courses are the Governing Board of a law faculty; large law firms innovation managers and other professionals and law students.

Promoters of the internationalization of Spanish Legal Tech through their membership of [ELTA, the European Legal Tech Association](#), where Maria Jesus González-Espejo holds since September the position of Vice President. In addition, the Instituto has deployed a [network of ambassadors](#) in Latin America and Spain to strengthen the Spanish Legal Tech ecosystem.

Developers of a Legal Tech aimed to unblock courts and support people to resolve their conflicts: [ConflictMapp](#).

Publishers of a [guide of useful apps and websites](#) for jurists, an inventory of the state of Legal Tech, that facilitates those who are looking for tools their research. We have also published other ebooks in which we analyze the concepts of innovation, Legal Tech, its impact on the sector and the difficulties to its development. We have also proposed methodologies to support jurists in their work: modernize their organizations, take advantage of technology and understand the impact it has on their daily work and on the legal system itself.



EMPATHY



CREATIVITY



COLLABORATION



TRANSPARENCY



COMMITMENT

Our Values

Gómez Acebo y Pombo

Arag

Das Seguros

BBVA Seguros

Cysae

Chamat Abogados

Legaliboo

Écija

CEU

Which professionals have been trained
by us using Legal Design Thinking?



With whom have we been working?

“My company lives and sponsors the digital transformation. However, the legal department seems to be on the sidelines. This course has given me key ideas to build a solid message and include the legal department in this process.”

“I have learned what other companies and law firms are doing to become digitized. The tools provided during the course are really interesting.”

“This course confirms to me what I had already intuited: in what refers to digitization we cannot wait any longer. Legal departments are running late.”

“The course opens new fields. It has taken me out of my daily life. It has introduced me into topics that interest me a lot, but to which I had not been able so far to devote any time.”

“Very useful for a first contact with the matter. I have realized that we still have a lot to do and it has motivated me to start a due diligence process to be able to decide what kind of actions we could first undertake.”

“It has helped me not only from a professional - commercial perspective, but also from a personal one.”

“This course has helped me to improve my communications and change management skills and understand its importance to achieve success in any project, but moreover in one that envisages digital transformation in a legal department.”

Quotes of our Digital Transformation courses attendees



www.institutodeinnovacionlegal.com
CONSULTORÍA & FORMACIÓN

Shall we talk?

- info@iilegal.es
- [@legalinnovatio](https://www.instagram.com/legalinnovatio)
- www.institutodeinnovacionlegal.com
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