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2019

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PREFACE: Moving from atomic to crystalline - Europe at its best

By Tobias Heining, ELTA President

Imagine it was 2016 and you are having a conversation about LegalTech. Most probably, this conversation would be circling around what was going on in the US in this respect and how this will spill over to Europe some day in the future.

It was exactly this situation which hit a nerve, as the later ELTA founding members all had connections throughout Europe and beyond and knew that there already was a lot going on across the continent. But as it always seems to be in Europe, these national or regional LegalTech “campfires” (some naturally bigger and more mature than others) were mostly driven by individual activities and linked up by only loose personal networks.

Hence, it was just about time to establish a more solid European platform for these experts, pioneers and scouts to facilitate the cross-border exchange of experiences, learnings and ideas in the fields of LegalTech.

ELTA started off as an “atom model” organization with a pretty much dense “Germanic” nucleus surrounded by a couple of international electron networks. With ELTA claiming to be a European platform, its first and foremost goal was to internationalize fast. ELTA achieved this by setting up and establishing a circle of national and regional Ambassadors, a group of handpicked well-connected propagators and influencers in the international LegalTech scene,

who volunteered to act as “swinging doors” between their country or region and the international level of ELTA. In addition to the 20+ regional Ambassadors, today the still growing group also comprises Ambassadors representing certain segments and interest groups in the legal market at European level, such as legal protection insurers and company lawyers.

So in 2019, three years further down the line, ELTA is an organization with a stable molecular structure held together by the firm bonds of a “good chemistry” between all stakeholders. And this is quite an achievement as ELTA is proud to have members from 39 countries, including Israel and Turkey following some sort of “Eurovision Song Contest” logic when it comes to regional focus.

This year’s ELTACon in Madrid proved once more not only the viability, capacity and potential of this approach, but also, how much inspiration participants and organizers can draw from such an event, when 300 LegalTech professionals and innovators from 33 countries come together to discuss the further transformation of the legal sector at expert level. If this sounds appealing to you, you’d better watch out for ELTACon2020 in Tel Aviv!

Looking forward, now is the time to take the next steps and help the association become a widely known and well-established expert organization and think tank throughout Europe

and beyond. For this, the organization drives forward the creation of local expert chapters, positioned to deal with questions key to the development of LegalTech and Legal Innovation. The final goal is to establish vertical and horizontal layers of experts across all ELTA countries to gradually build a crystalline matrix-like structure, strengthen the organization’s presence and position, issue joint papers, organize events and webinars on specific topics, and become a contact point for all kinds of relevant queries and issues, also for regulatory bodies, as well as for business leaders and political decision makers.

Please join us in this effort!





The digital climate survey

a useful tool for working the P = People

By María Jesús González-Espejo, Managing Partner at Instituto de Innovación Legal

We can affirm that there is a growing consensus - and this was demonstrated during the last congress organised in Madrid from 21 to 23 November by the European Legal Tech Association (ELTA) - on the need to build the strategies for innovation and digital transformation of law firms and other organisations in the legal sector on the so-called 3 Ps, which correspond to the terms: People, Processes, and Platforms. As well as to do it, working in the three mentioned



aspects, following that particular order. [PL1] In other words, putting people first and making a diagnosis and a clear policy of transformation concerning them; secondly drawing processes and identifying those which can be improved and automated and lastly, looking for technological solutions which can help people work better, processes flow and, in short, make organisations more efficient.



On the other hand, work environment surveys have traditionally been one of the favourite tools of human resources managers. In this article, we propose the use of what we have baptized as DIGITAL CLIMATE SURVEY® as the backbone of the strategies of those responsible

for innovation and digital transformation.

The work climate allows us to know the degree of satisfaction of the employees within a company or organization. The digital climate, on the other hand, makes it possible to know the level of preparation and adaptability of both employees and of the company or organisation itself in regard to innovation processes and digital transformation. In order to evaluate this climate, it is necessary to know employees' opinions on a series of aspects and for this, it is very useful to design and carry out a survey with the appropriate questions. In the following paragraphs, we will analyse some of the aspects that we believe are adequate to ask about.

Do employees have the necessary knowledge and skills?

This is one of the first questions we should ask ourselves and to all team members. Transforming an organisation requires them to have the necessary training to understand the reasons for change and the type of change required:

A. Skills

- Persuasive communication
- Time management
- Methodologies for project management: Design thinking, scrum, lean.
- Change management
- Team management

B. Knowledge

1.1.1. Lawtech or technological law

- Data protection

- Intellectual Property
- Consumer law

1.1.2. Legaltech

- Programming
- Generation of certified evidence and digital signature
- Automation and contract management
- Smart contracts
- Blockchain
- Artificial Intelligence

There is still little formal training on most of the subjects relating to innovation, digital transformation applied to the legal sector and on the different technologies which are useful for jurists and legal organizations. Instead, those who are knowledgeable are often also self-taught and have learned on the subject by reading blogs, attending conferences or listening to podcasts. If we do not ask, we will not know where we are coming from and we may have a biased and inaccurate view of reality.

For instance, it is possible that some of our professionals know more than we think and if we do not ask we will be wasting their talent and investing in inadequate training for them.

What attitude do people have towards the project?

To innovate, reinvent oneself, transform oneself....are all actions that demand an attitude of openness, optimism, courage as well as a desire to learn and work. The attitude of people partly depends on themselves, but also to a large extent on how organizations can recognize, thank

and reward those who contribute value.

For its part, recognition requires publicizing achievements and for this, technology is very useful. Appreciation also requires the use of some means of communication. Finally, rewards require offering some form of financial or in-kind compensation to the person responsible for the achievement.

All of these actions: recognition, gratitude, and reward, require the existence of concrete, attainable and measurable objectives which, to be set equitably, must take into consideration the opinion of the one on whom they will be imposed on. To know the vision of the employees on how the company carries out these actions and their ideas in this respect is key.

What role should each team member play in the transformation project?

In any transformation project, the assignment of roles is relevant: leadership, spokesperson, project management are some of those that should be awarded. It is not enough to believe oneself to be a good leader or a good spokesperson, others must believe that one is. So again, asking the team for their opinion on these roles is also very important.

What does the team think about the available resources and which ones take to be successful?

Any project will require financial resources, technology and the dedication of people. The team probably already has a pulse on what there is and what needs to be acquired. Count-

ing on them to identify the available and necessary resources should become imperative.

How do you think the project will affect clients?

Usually, nobody knows the clients better than the employees themselves and therefore it is convenient to include a series of questions that allow us to understand their level of satisfaction with the company, the pain points, the aspects that can be improved and the possible reaction of the client to potential changes.

How is the profile of the current position?

The development of the project may require the creation of new positions or the assignment of new responsibilities. Having a clear picture of the profile of current positions, as well as the willingness of professionals to accept these new responsibilities and tasks, and defining the future is essential to have the right team in the project.

What level of commitment can they have to the project and the organization in the medium term?

Many of the digital transformation projects are going to require employees to spend time training, so it may also be interesting to ask them about their plans. The level of commitment to the company must be decisive in determining the degree of involvement of different employees in these projects.

What are the relationships between team members?

Relationships between team members, both vertical (boss and employees) and horizontal (staff of the same professional category), are also important for the success of a project of this type. Therefore, it is advisable to include in the survey some questions about the quality of these relationships. If they are not suitable, it may be necessary to start by first carrying out some team building activity through, for example, team coaching.

All in all, the DIGITAL CLIMATE SURVEY® can be a useful tool to successfully carry out a process of innovation or digital transformation in any organization. One of the advantages offered by this technology is allowing you to measure results easily. Nonetheless, to measure one needs clear parameters and here is where the results of surveys can allow us to set a series of helpful KPIs, to demonstrate the project's results and if necessary, modify our initial strategy.

About the Author

[María Jesús González-Espejo](#) is one of the Spanish-speaking leading experts in Innovation, Legaltech, Strategy and Legal Marketing. Managing partner at Instituto de Innovación Legal, a consultancy firm from which she advises many law firms, lawyers and organizations of the legal sector on innovation and digital transformation. She is also Vice-president of the European Legal Technology Association (ELTA), co-organizer of Madrid #LegalHackers and President of the Latin American Legal Professionals Women

Association (AMJI).

She has organized several hackathons and 'The Legal Design Challenge', a pioneering program that has introduced the Legal Design Thinking methodology in Spain.

She is a lawyer passionate for Technology Law, who devoted the first half of her career to the practice of law, specializing in #IP, #DataProtection and #Contracts' Drafting. Admitted to the Madrid bar in 1989. She practiced first as a solicitor at Clifford Chance and Gómez-Acebo & Pombo, and later as a corporate counsel in several companies.

Author of several books on innovation and LegalTech, management of law firms, innovation and Legaltech. She also contributes frequently to professional media, teaches in several universities and lectures frequently in conferences and workshops. She can work in Spanish, English, French, Italian, Dutch and Catalan.



ELTACON IMPRESSION





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With almost 7 000 employees, the European Patent Office (EPO) is the second-largest public service institution in Europe. It supports innovation, competitiveness and economic growth across Europe through a commitment to high-quality and efficient services delivered under the European Patent Convention, its founding treaty. It has a yearly budget of EUR 2.3 billion, entirely financed by the fees paid by its users.

The EPO has built and operates the most comprehensive patent databases in the world, representing a unique wealth of information, and has developed powerful search tools that are shared with many partners. As set out in its Strategic Plan 2023, the EPO is fully committed to broadening the European patent system and network, and will continue to support users with state-of-the-art training and services to help them get the most benefit from patent information.

To this end, the EPO plans, in collaboration with its member states, to create a hub for technology transfer in the form of second-generation patent information centres (PATLIB), offering new services and supporting universities, research centres, inventors and SMEs. This re-vamped PATLIB network will provide a platform for patent offices and other network players to address their service offering to reinforce the effectiveness of the patent system.

Within the Principal Directorate Patent Knowledge, the Directorate Patent Knowledge Promotion will be responsible for the PATLIB 2.0 network and for the promotion and presentation of the EPO's patent knowledge products and services to internal and external stakeholders to increase awareness and help users fully exploit the information available.

For this important mission, the EPO is now seeking to appoint a Director Patent Knowledge Promotion who will report to Principal Director Patent Knowledge.

Your main responsibilities

- Taking the lead in marketing and user support for patent information/patent knowledge products and services
- Actively promoting patent knowledge and overseeing the production and dissemination of promotional materials and related events
- Co-ordinating all PATLIB-related matters, including full access to all means of information and training
- Monitoring and analysing all IP trends and developments and getting future-shaping changes and strategies on track

- Collaborating with stakeholders to ensure alignment with strategic objectives
- Managing a team of IP professionals
- Managing the directorate's budget
- Communicating the management's operational directions and priorities and supporting the Principal Director Patent Knowledge in communicating and implementing change
- Contributing to the EPO's strategy by advising the Principal Director Patent Knowledge, the Chief International and Legal Officer and the Vice President DG 5.

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- Profound and proven understanding of all IP stakeholders and their needs and expectations in Europe and beyond (Asia, Arabic countries and other emerging regions)
- Excellent communication skills and the ability to influence and build sustainable relations with a variety of stakeholders and departments in pursuit of the EPO's strategic goals
- Ability to lead and motivate a team through collaborative and agile working methods

Your qualifications

- Diploma of completed studies at master's level or – in exceptional cases – equivalent professional experience.
- Excellent knowledge of one official language (English, French and German) and the ability to understand the other two. In exceptional cases, excellent knowledge of one official language and working knowledge of another. In such cases, the willingness to learn the third language would be required.
- Citizenship of one of the member states of the European Patent Organisation.

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To foster gender diversity, EPO encourages applications from women.

The EPO is an equal opportunities employer and supports workforce diversity as a signatory to the Diversity Charter (Charta der Vielfalt) since 2010.

All applications for vacant positions will be welcomed and considered on the professional merits of the applicant against the role profile for the position regardless of nationality, ethnic origin, gender, sexual orientation, marital status, disability, parental responsibilities, age, religion or belief.

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Legal innovation starts with the lawyers breaking the barriers to innovation!

By Caroline Chetrit, Managing Director of CONSULEGIS

The predominant message that has been repeated during the amazing European Legal-Tech Congress - organized by ELTA in Madrid on November 20 to 22, 2019 - is that there are **3 P steps** to Legal Innovation:

- **People,**
- **Process and** then finally
- **Platform** (i.e. technology).
-

But let's focus on the PEOPLE, which means the lawyers (i.e., lawyers working in law firms but also in-house lawyers, etc.), because the

innovation is not only about technology. The technology is the “icing on the cake”. The PEOPLE aspect is essential, especially since innovation is made by humans and for humans (for the moment!).

The legal professions are under the mandate or the urge of innovation. Chantal Vermeire (Wolters Kluwer), Juan Pujol (Groupe Lefebvre Sarrut), and Sebastian Hartmann (KPMG), in a panel about the future of the legal profession, agreed that the future is already here and LegalTech or any other Legal

Innovation is not a temporary trend.

The 300 participants to the Congress embodied the overall Legal ecosystem - Lawyers, Corporate lawyers, LegalTech vendors, students, Education institutions, regulators or policymakers - and without any doubt embrace and are involved in a way or another in legal innovation. But it's not true for all the legal profession, despite the fact that the market for legal services is changing in more ways than ever. Markus M. Schmit, Managing Director of ECLA (European Company Lawyers Association) mentioned that nowadays, around 7% of Corporate Legal Departments have a position in charge of implementing LegalTech for their in-house legal teams.

Most still perceive lawyers as averse to innovation and technology. Let's stop proclaiming that because this is a myth said the CEO of the Lefebvre Group, José Ángel Sandin! The survey they conducted showed that 75% of the lawyers feel the need to innovate and 23% have already allocated money for that purpose.

Lawyers love technology without knowing it. Who would have said 15 years ago that all lawyers would rely on a smartphone for their professional lives? What they may seem quite reluctant about is Legal innovation, although they might have to embrace it sooner than later.

What are the Barriers to innovation?

- The first obstacle seems to be the Lawyers themselves and their behavioral psycholo-

gy! Veronika Voinovian, the founder of The AnthroLawGist, reminded that "Managing Lawyers is like herding cats". According to research, Lawyers possess some common personality traits that make them less likely to try new things but makes good for lawyering! Lawyers score high in skepticism, sense of urgency (Impatience!) and autonomy (most work in siloes!) and low on resilience (sensitive to criticism) and openness or sociability! In addition, lawyers' job primarily is to ensure compliance and minimize risk. Innovation implies taking risks.

Orsolya Görgényi - former chair of the AIJA (International Association of young lawyers) shared that according to a survey conducted in 2018, - in collaboration with the Council of Bars & Law society - the young lawyers still picture the lawyers as a threat to legal innovation!

- But there are also cultural obstacles. The Legal profession is characterized by convention and tradition. This is especially valid for law firms. The billable hours do not encourage the lawyers to invest whatever needed time to work on innovation, remarked Caroline Hill. Zohar Fischer, the founder of Robius, underlined that nowadays the choice between making less money - in the short term - because of the billable hours' system, does not assemble lawyers around what is needed for innovating.

This is the same for the partnership

traditional structure of the vast majority of the law Firms. Lawyers usually work in siloes, under the same roof (brand) and innovation needs team and collaborative work and the positive outcomes of innovation may take quite some time before it pays off. Those are not a proper environment in which lawyers have time and thinking space to innovation!

Corporate Legal Department may be more prepared to innovation, remarked Markus M. Schmit, since during the last ten years they have undergone an unprecedented disruption due to several requirements. Still, the main ones are being more cost-effective, more complex compliance due to the globalization, and changing talent models and needs. Technology - meaning automation, Big Data, and Artificial Intelligence - is shaping the legal departments of the future.

- Obstacles from the Technology itself. Technology and innovation can be an overwhelming and costly affair. That's the reason that larger firms are being the leaders in innovation, and smaller firms seem to be intimidated and highly scared. They don't have the necessary resources nor the necessary teams.

In addition to deciding which technology is the correct one, they are not comfortable with the user experience of technological solutions.

What are the steps for lawyers to

become more innovative?

The general message was that, as a starter, lawyers shouldn't be afraid of change and embrace innovation because there is a future for lawyers in the future reminded Jorge J. Vega Iracelay, researcher and professor.

Start working on themselves and **shift their mindset** and learn new **Skill Set**.

Lawyers from law firms, corporate legal departments, government, and regulators, should develop future-ready mindsets and skills. Start adopting a client-centric mindset to improve the user experience of their clients.

Lawyers are trained professionals and continuous education is a requirement for any legal practitioner to keep up to date and keep a high level of professional competence. To embrace creativity and innovation they should open-up to new skills beyond the legal ones (and the technological), such as project management, or Legal Design Thinking. Among those new skills are Soft Skills.

How can they be "taught"? Beyond schools and universities, companies and firms play a major role in teaching these new skills and fostering creativity. Learning these new skills requires time. Veronika Voinovian suggested starting using the called Liberating structures developed and described by Henri Lipmanowicz.

Orsolya Görgényi summarized this in "The

technical legal skills will let you get to the party. The soft skills will let you dance at the party, but the social skills will make everyone want to dance with you”.

- Change the work structures with **multi-disciplinary teams**. Allow Lawyers to create new models and give them an environment in which they can thrive, giving them the time.
- Allow the lawyers and their co-workers to fail. That’s a major shift in the behavioral traditional position of the lawyers.


The need to innovate is according to Juan Pujol (Lefebvre Group) like a tsunami: “it arrives silently at first and only makes a lot of noise once it hits the shore”. The future is bright for Lawyers as long as they are ready to innovate.

firms such as Gómez-Acebo & Pombo or Cleary Gottlieb & Hamilton.



About the Author

Caroline Chetrit is the Managing Director of CONSULEGIS, an international network of law firms and advisory professionals, with 85 members across the 5 continents. She is also an expert in business strategy and innovation with over 15 years of experience holding a range of positions with companies across numerous industries and markets in Europe and in the US and Israel. She has a pioneer innovation creating one of the first Spanish marketplaces in 1998. For the first half of Caroline’s career she has worked as a lawyer, (admitted in Paris & Madrid) specialized in corporate (mainly M&As) and banking law with big law



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ELTACON IMPRESSION





European LegalTech Congress 2019 From Thought to Finish

By Paloma Aparicio, Corporate lawyer

If you're reading this article it's because you're one of many legal professionals who are eager to innovate, aren't you?

More than 300 legal professionals like you attended to the **European LegalTech Congress 2019** promoted by the European LegalTech Association (ELTA) which took place in Madrid on November 20th to 22nd. I'm afraid it is not possible, to sum up all the valuable "Food for Thought" shared in the

Congress. As it always occurs with education, you cannot delegate but, at least, we invite you to stay tuned to attend next year's Conference in Tel Aviv.

About ELTA, it is an association focused on innovation, digital transformation of the legal sector and LegalTech. It is made up of lawyers, academics, businessmen, and students from all over Europe. And, it is growing. Check it yourself.

Building community and collaborative relationships in an eminently technological world remain essential. If you want to run fast, grow sustainably and keep competitive, you may better start by acquiring a deep knowledge of the legal ecosystem and broader context and joining efforts for the benefit of all its stakeholders and, subsequently, for your one.



Some “Food for Thought”:

Have a look at the whole legal ecosystem and to its broader context, which, despite its rapid evolution, it is built by:

- legal professionals, of course, such as law students, lawyers, solicitors, paralegals, notaries, judges, academia, law firms, solo lawyers or in-house lawyers
- professionals of other disciplines, such as Customer Insight, Marketing, Sales, Human Resources, Procurement, Project Management, Supply Chain, Finance, Strategy, Information and System Technology professionals rendering services for the legal profession and, by
- other professional service or product organizations, such as Management tools vendors, Legaltech solutions providers, Business Schools, Innovation labs, Start-ups, Entrepreneurs, Associations, traditional and emerging industries, Consultancy, Alternative Legal Services Providers, etc.

The constant talk of the digital transformation of society, the impact of technological advances on the economy, the emergence of new business models and the entry into the new era of the post-digital environment, do not exclude the legal sector at all.

It is said that Big Data, Artificial Intelligence, the Internet of Things and Blockchain, among others, are the disruptive technologies that are going to change everything and it poses not only legal but also ethical concerns.

It seems that we are already in 4.0. Revolution where algorithms can already solve everything, are capable of learning on their own and can understand reality and predict the future to always make the right decisions which worry also to lawyers that may potentially be replaced by robots.

In this innovative, digital and technological environment, the legal sector is already taking care of itself.

Proof of this is that Big Four and large firms are already involved in the research, development, and implementation of initiatives and technological solutions that are going to give a total turn to the way they work, relate to their clients and manage their affairs.

And, some small and medium-sized law firms and freelance lawyers are specializing and partnering with technology partners and consultancies to create new multidisciplinary office models or LegalTech start-ups that allow them to remain competitive.

This all was shown in the European LegalTech Congress 2019 by first-hand testimonies and best practices from big and small organizations representing the whole legal ecosystem.

Probably, you were already aware of all this “Food for Thought”, weren’t you?

If yes, what are you doing to be and keep being a key player in this evolving environment?

Please, share it with us.

If you are still willing to read the rest of the article, it is maybe because you are curious about how to go “from Thought to Finish”.

Before going further, find herein below one obvious recommendation and one encouraging fact for you to take into account:

- **Never stop learning:** the speed with which everything changes no longer allows

you to rely solely on the solidity of the technical knowledge or experience acquired through your career performance and so, you need to keep educating yourself and/or your teams and innovating every day.

- **Same opportunities for all:** on the other hand, the same changing speed has the advantage that puts all of us in the same starting point, regardless of age or position and, thanks to the internet, regardless of



the place or country where you render professional services.

Now, let me sum up in 4 tips what was said in the European LegalTech Congress 2019 about how to design your own route to be today the lawyer of the future or to start running your legal service firm of the future:

1. Focus on the “Finish”:

To overcome the tendency to differ the decision taking momentum or to postpone action, don't think on the “Beginning” any longer.

What do you want, to start or to finish with?

If you already had enough “Food for Thought” you are ready for setting your goals.

If not, please search for it. There is already plenty of information and training opportunities, as well as, new learning by doing proposals available.

Goals setting is, mainly, a human-centric activity by which you need to meet your expectations and solution proposals with your customers' needs.

Focus on how to provide solutions in a better and more efficient (and cheaper way) to your clients for their satisfaction and your business success. As mentioned by Sebastian Hartmann from KPMG in the European LegalTech Congress 2019, “Get ready to throw your old management playbook out of the window and start talking about new solution management”.

2. Plan your own “Strategy”:

Identify what is needed to achieve your goals and prepare the right resources for the journey?

I am enclosing some quotes coming from panelists of the European LegalTech Congress 2019 that may be useful for illustration purposes.

To start with, Sebastian Bos, from HighQ, recommended to “follow the correct order, 1st people, 2nd processes and 3rd technology”. I would add a 4th step: budget.

1st People:

Select and recruit the right people, among different disciplines, and invest during their career path in facilitating them with the right:

Knowledge: new digital and technological business models, with their particularities by sectors, require particular and, ideally, deep understanding of innovations to be able to identify the full legal impact of their use or implementation. Likewise, horizontal learning to acquire transversal knowledge in diverse disciplines of law regarding the demands of these new businesses would also be extremely useful.

Business Skills: no doubt that “the first thing is to equip the lawyer with business skills and foster an innovative culture” by Jorge J. Vega-Iracelay, former Microsoft LA Chief Counsel, currently professor and researcher.

Soft skills: A well-prepared and trained lawyer, as any other professional, can greatly enhance his value proposition if he knows himself and has identified his areas for improvement, develops his emotional intelligence, acquires Design Thinking and Project Management techniques, communicates effectively and learns to work in teams and lead people.

Creativity and collaborative approach: ensure diversity, facilitate co-creation and creativity

development and, as remarked by Juan Pujol from Group Lefebvre Sarrut, engage "commitment to collaborative intelligence".

People will be truly engaged if they feel they can better meet their ambition to grow, improve and get better prepared with you than with anyone else.



2nd Processes:

"map processes and reimagine the way of working" said Jim Leason, from Thomson Reuters, And, not only processes but also law firms' management way may be reshaped to

embrace new business models, new ways of attracting talent, of setting Key Performance Indicators, of compensation schemes and clients' attention, among others.

Maybe, it is not that easy to change or think differently without the assistance of an outsourced service provider or a fresh mindset. Do not hesitate to ask for consultant advice who can help you to connect the dots in a creative new way.

3rd Technology:

As Chantal Vermeire, from Wolters Kluwer, highlighted, "technology is a key enabler for legal professionals to be future-ready".

But it is not easy at all to have clarity about what technology can do for you or your law firm. Probably one of the most difficult decisions is to invest in knowing which LegalTech is helpful for your value proposition and which will ultimately generate greater satisfaction in your customers.

LegalTech's panorama is already very rich and diverse, and so, it requires a particular investment and attention. Once you bet for looking for LegalTech solutions, you need to decide which technology, among all, it is worth to be tested.

Probably, you are not yet ready to buy LegalTech. Nor do most of the emerging consultancy firms available for outsourcing. Frankly, there is a big gap here. Or, you may look at it as a big opportunity for developing a new business role in the legal ecosystem.

What I miss is an independent and trustful “LegalTech shopper” who can assist legal professionals and LegalTech vendors to match needs and solutions by real testing, change management methodology and a full LegalTech implementation proposition. Meanwhile, institutions like ELTA are facilitating the bridge role for communication and collaboration among affected players.

4th Budget:

Do not underestimate the need to invest money in pushing innovation, digital transformation and LegalTech solutions acquisition and implementation. It is a pity not to be able to reach the “Finish” due to a short allocation of economic resources. Assume also that, the payback may not come out straight forward even though, the impact can and must be measured.

3. “Manage” your Plan:

It is almost impossible to successfully drive a project “from Thought to Finish” and “on top of all”, with the same resources available for the day to day activity.

Appoint an efficient “Project Manager”, assign roles and responsibilities and empower a dedicated team with a budget and real time for the transformation project.

Set ABCD “Priorities”: never start a task categorized as “B” if “A” priorities have not yet been achieved. Distinguish what is urgent from what is really important for the strategic plan execution.

Identify and fight against “Stoppers”: you need

to anticipate what may stop or deviate you from achieving your goals, either internal or external, from fear to failure to simply lack of interest in digital or technical aspects.

In particular, anticipate how to overcome issues coming from organizational resistance or LegalTech solutions procurement or implementation. Assume worst-case scenarios and do not ignore that potential kind of failure can occur. Convert your goals on Objective Key Results and put them under examination on a short periodically basis to be agile, flexible and resilient enough.

Split tasks and timelines: start with small and timely achievable tasks, with pilot testing and agile methodologies. Try not to bother, too much, the business as usual activity. Try to minimize business continuity risks as much as possible.

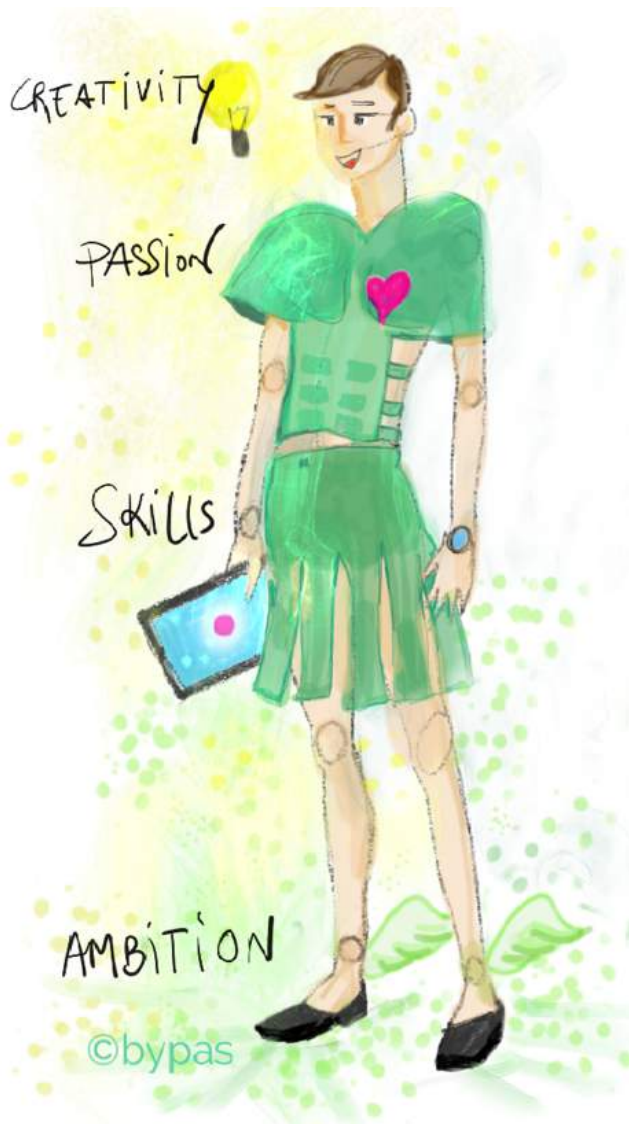
4. Feed the “Attitude”:

As Bahar Ansari from, 2nd Law & Case One, concluded in the European LegalTech Congress 2019: “stop talking and apologizing. It's time to take action.”

Any transformation process will require effort, flexibility, and agility to overcome obstacles. A good dose of enthusiasm and passion is required. Engage optimistic team members, who can keep positive and smiling despite pressure and frustration.

Appoint your best leader to the project if you really believe in the “Finish”.

And finally, celebrate milestones and achievements.



For sure, before you “Finish”, you will already have much more “Food for Thought” for a new innovative initiative to keep in the loop of the

evolving environment we live in where improvement opportunities never stop.

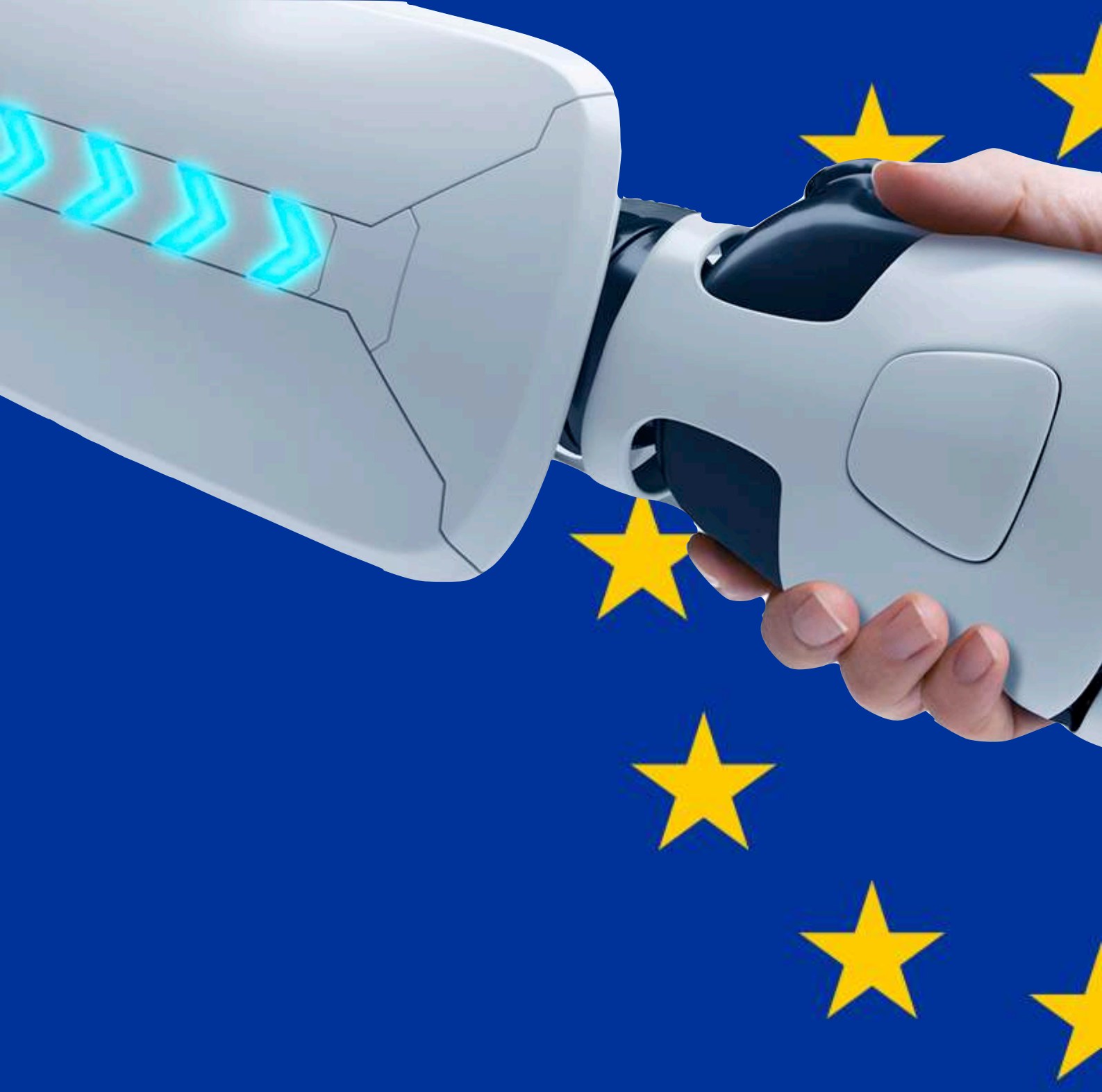
About the Author

[Paloma Aparicio](#) is a member of the Spanish Chapter of the European LegalTech Association (ELTA), representing the interests of Corporate Lawyers. A corporate lawyer expert in personal data protection, certified as Data Protection Officer as per the Spanish Data Protection Authority (AEPD) scheme and, exploring new technologies impact in the legal sector (LegalTech) and about the legal impact of new technologies (Blockchain). Paloma is founder of lawingit for the legal services rendering and of the 1st illustrated legal forum, www.bypas.es. Previously, Paloma was the legal coordinator of the GDPR implementation project in 26 European countries of Mondelēz International (former Kraft Foods), a US multinational firm which sells Snacking products within the Fast Moving Consumer Goods (FMCG) market and, formerly, over 16 years, she was its in-house counsel for the Iberian business. Before that, she was a member of the EY's Human Capital team. Mastered in Data Protection (IE, ICAM), in Legal Research (ICADE) and Law and Corporate Advice (E-1, ICADE).

GROWL

ELTACON IMPRESSION





State of European LegalTech

By Tobias Heining, Founding member and current President of the European Legal Tech Association (ELTA), as well as Director of Business Development & Communications (BD&C) at CMS in Germany



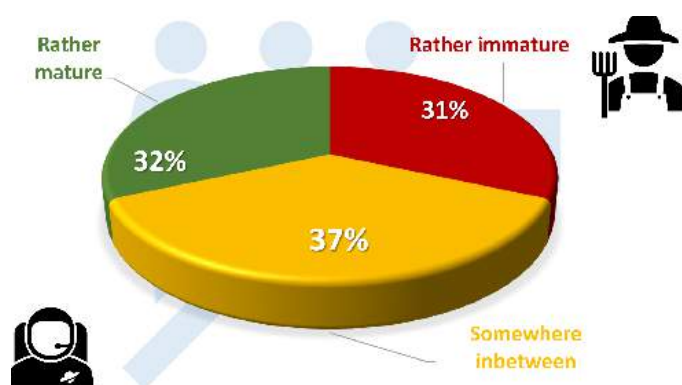
Whenever participating in any of the multiple LegalTech and Legal Innovation events throughout Europe, one could get the impression that the market and its players are fully committed to change and that things are really moving forward now.

No more futile discussions on whether Digital Transformation will change the market of legal advisory services or not, no more pointless questions on whether technology will kill the legal profession or at least one's individual job. Even the most stubborn Crusaders against progress seem to have fallen silent. As Jim Leason from Thomson Reuters put it at this year's ELTACon in Madrid: We are moving up the "slope of enlightenment."

Nonetheless, the positive atmosphere soaked with optimism at these events should not hide the fact that the circle of supporters may be growing eventually, but there is still a vast amount of people in the European legal market caught in a state of mind somewhere between innocence and ignorance.

Maturity of LegalTech markets

When looking at the status quo of the various national European LegalTech markets in terms of maturity, you would expect to find that some regions are more and others less developed. Interestingly, ELTA found that there is no clear regional preference in terms of maturity throughout Europe. No Scandinavia leading the pack, no Western Europe being overall more mature than Central and Eastern or Southern Europe. Market surveys such as Wolters Kluwer's most recent confirm these findings that the challenges of Digital Transformation and a changing market environment are common phenomena everywhere.

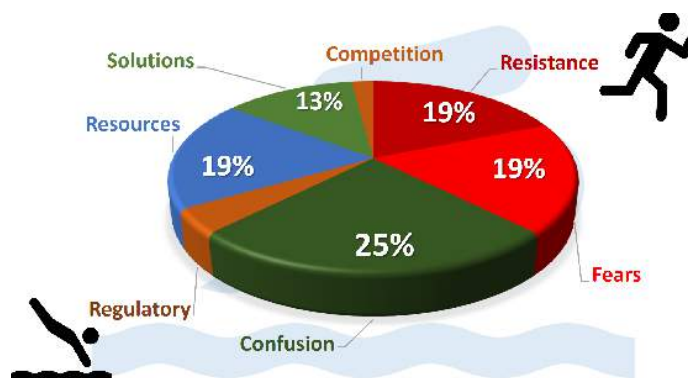


But naturally, some individual markets in Europe are more advanced than others. In fact, the overall share of LegalTech markets which already are considered quite mature has risen to almost one third, now taking second place behind the ones that still are somewhere in

between and just before the more immature markets. A picture that would have been very much different just a couple of years ago. Also, with only few exemptions, the speed of adoption of LegalTech generally is considered higher in markets which are more mature. If this finding consolidates over time, it would mean that with growing maturity the speed of LegalTech adoption in the respective market will also accelerate pushing even harder towards a more digital future.

Reasons for lagging behind

Still, almost 70% of the markets are lagging behind more or less when it comes to the adoption of LegalTech. The reasons for this predominantly are not external factors like regulatory roadblocks or lack of competition keeping stakeholders of the legal market and industry from adopting LegalTech in their working environment. It is rather internal, human factors which stand in the way of progress: a general resistance to change, as well as fears of lawyers from getting marginalized by technology. Studies show that two thirds of law firm leaders feel uncomfortable having to manage Digital Transformation. And an ILTA survey proves that even the best LegalTech solution will have no impact, if nobody uses it due to (mostly) human restraints.



Also, it is not the lack of suitable LegalTech solutions in the various markets that proves to be a major obstacle for the adoption. It rather is a widely spread confusion about which LegalTech solutions are available and a common lack of guidance on what these solutions can do and don't and which business problem they address. This finding is also confirmed by a survey from Bucerius Law School.

To make finding the right technology even more complicated, there obviously is no one-fits-all solution for a wide variety of problems and many lawyers have no idea how to prioritize and lack a clear picture on which specific (business) issue they might want to solve. Hence, ELTA's former president, founding and board member Hariolf Wenzler stressed in Madrid that the search for suitable LegalTech solutions these days can sometimes feel like a quest for the holy grail.

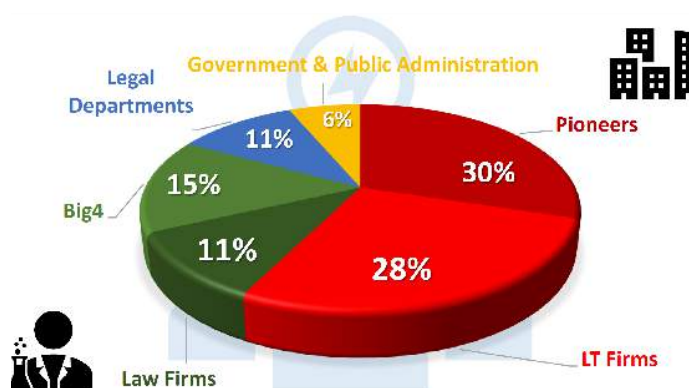
In addition, it is not only a question of finding a suitable LegalTech solution. Change needs fuel and with an overall detectable lack of resources (human, budgetary and technical), the adoption and implementation of LegalTech solutions in day-to-day processes becomes a real challenge when you permanently feel the fully packed desk in your back.

Furthermore, less than a quarter of firms prove to have a specific budget for innovation in the legal space. But there is an upside to becoming a so called "technology leader", as Wolter Kluwer's recent survey shows. According to this, "technology leaders" are overall more profitable, better prepared for coping with the challenges of a changing market environment. As they understand the value created

by technology and gain practical knowledge on the implementation of such solutions, they become less likely to fail and will most probably continue investing even more in the future, thus further increasing the distance between them and the laggards.

Drivers of change

Almost still like at the very beginning, progress in the various LegalTech markets is widely driven by individual LegalTech pioneers and LegalTech firms rather than by the traditional players in the legal industry. Although law firms, legal departments and especially the Big4 are catching up in adopting LegalTech. But according to Marcus M. Schmitt from ECLA, inhouse legal departments are the fastest-growing group within the legal community at the moment increasing their impact on the adoption of LegalTech day by day. In some countries even governments and public administration have already started pushing for the adoption of LegalTech. Interestingly this is rather the case in the more immature markets.



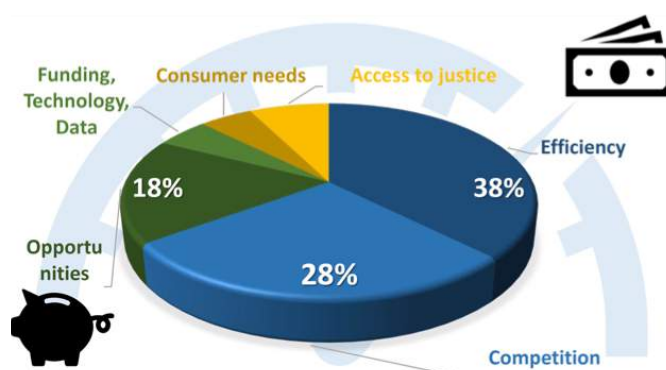
Even though many law firms might understand the necessity to change and adapt but have no clear strategy how to deal with this,

the Big4 already are a few steps ahead. As Sebastian Hartmann from KPMG highlighted at ELTACon in Madrid, the business model of law firms (and other PSF's) relies on keeping their consultants busy. Unfortunately, managing change also includes a lot of non-billable work, which no one will perform without an explicit buy-in and support by the firms' senior management setting the respective incentives.

Driving trends

The strive for further efficiency and also a growing competition for law firms by Legal-Tech companies and Alternative Legal Services Providers (ALSP's) are the over-whelming drivers for the adoption of LegalTech all across Europe and beyond. But in the end, it is probably not a specific technology and automation that matter, but rather the properly mapped processes that form the solid basis of success, as more technology doesn't necessary lead to more efficiency.

Especially the LegalTech companies and ALSP's are also looking for ways and opportu-



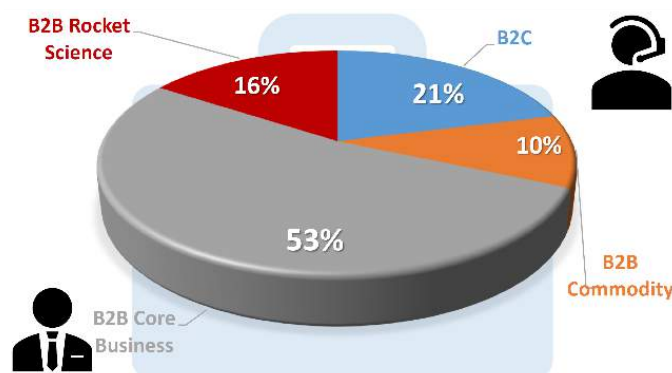
nities to enter new or previously neglected segments within the legal market. But this approach increasingly also seems to play a significant role in the strategic reflections of law firm leaders, as the adoption of technology fa-

cilitates the provision of services formally considered too costly for clients and technology-based stand-alone legal service products promise to lever even the limits of human headcount. Finally, neither access to justice nor consumer needs seem to be relevant drivers for a faster adoption of LegalTech in Europe. This also counts for an easier access to funding, technology and data.

Main activities in LegalTech

As the strive for efficiency is one of the main drivers in LegalTech markets, consequently, we see the most activities and the economic focus for solution providers in helping to increase efficiency in the B2B middle volume/middle complexity core business of legal advisory services.

Not so much activities can be detected in the "rocket science" area, where technology solutions are being implemented do further boost intellectual legal expertise in B2B low volume/



high complexity work, and even less in the commodity space, where technology is only gradually replacing lawyers in B2B high volume/low complexity work.

Both, using technology in high complexity work, as well as replacing lawyers in commodity work either requires access to still privileged and thus limited data or to larger

amounts of empirical data from law firms which these naturally hesitate to give away to LegalTech companies to fuel their own solutions. Some more significant activities of providers of LegalTech solutions are nonetheless to be seen in a more basic area, delivering B2C legal advisory services to private individuals.

Future hot topics

Being asked about future hot topics, eventually the usual suspects (or should we say “old friends”) pop up: It’s still AI, automation and smart contracts. Nonetheless, we see more and more regulatory approaches and also first court decisions on LegalTech solutions and offerings of ALSPs, LPOs, and Managed Legal Services (MLS) in Europe and beyond, cautiously reflecting the change in the market. And finally, besides all the fuzz about Digital Transformation, the human factor to managing change, the future of lawyers’ monopoly, productification of legal services, as well as new, data driven business models come into focus. Let’s see, where this will take us...

About the Author

Tobias Heining is founding member and current President of the European Legal Tech Association (ELTA), as well as Director of Business Development & Communications (BD&C) at CMS in Germany. The BD&C department at CMS also comprises a Research & Development unit which is responsible for developing technology-based legal advisory products and launched its first product in 2015. Prior to becoming BD&C Director at CMS, Tobias has been working as Consultant at a PR agency, as

Marketing Manager at US law firm Gibson Dunn & Crutcher, joined CMS as BD Manager and headed the BD unit at CMS for a couple of years. In his various functions, Tobias Heining has been dealing with product development in law firms and its effects on the legal market as well as business models of the future since 2007. This also includes the greater digitization strategy of CMS Germany. Tobias studied History, Politics and Communications at Freie Universität Berlin, as well as Business Economics later on.





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ELTACON IMPRESSION





What do we do at ELTA?

Our main objective is to strengthen legal technology (Legal Tech) at a European level. Our goal is to represent the interests of our members. The Association is actively involved in social and political debate in order to speak up for the concerns and interests of our members and to strengthen the position of legal technology in the European legal market. In so doing, we address topics that are relevant for the use and continuous development of legal technology, develop specific proposals, and advocates these vis-à-vis the political sphere, business, media and society.

The Association promotes science and research, as well as European and international communication in the legal technology field and its neighboring disciplines. With this in mind, we encourage a dialogue between legal technology users and developers. ELTA regularly informs its members about important and current topics, trends and developments. In addition, there are regular in-person and online events designed to promote networking at a European level between all those who share an interest in legal technology.

Which are our goals?

To raise awareness of technology and software supported solutions and processes in the European legal market.

To create a transparent platform to facilitate and support networking among the various European protagonists and stakeholders in the fields of legal tech.

To regularly inform our members about important current topics, trends and developments as well as arranging legal tech events.

To promote academic surveys and studies, as well as research in the fields of legal tech and its neighbouring disciplines.

To contribute to vocational training and to ongoing and further education in the fields of legal tech.

How are we organized?

The European Legal Technology Association (ELTA) was formally founded on September 2016.

We are governed by a five-member Board of Directors and a management team. The board is supported by Ambassadors and Expert Communities. The voluntary nature of these leadership positions make us “peer-powered.” Become a Member

Member's Benefits

The European Legal Tech Association (ELTA) is unique in its ability to bring together legal technology experts and enthusiasts from law firms of all sizes and all areas of practice, in-house legal departments as well as alternative providers from all over Europe to advance and innovate the legal sector.

Some of the advantages ELTA members benefit from:

- Being at the leading edge of European Legal Technology
- Access to an extensive network of people interested in advancing and innovating the legal sector with legal technology (members, national Ambassadors, expert communities)
- Access to ELTA Connect, our managed database, to connect with fellow members (individuals, institutions and companies)
- Access to ELTA Collaborate, our knowledge-sharing platform
- Access to expert knowledge, such as country-specific maps of Legal Tech offerings, monthly webinars on key topics...
- Contact with legal market vendors, with the emphasis on learning, development and practical assistance
- Access to webinars, roundtables, workshops, conferences and other networking and educational opportunities
- Special offers for legal technology events all over Europe

Membership Fees

Students, trainee lawyers: 30 € p.a. (incl. VAT)

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New members have the chance to benefit from a special discount if they initially register for a two-year membership period. In such case, the membership fee will be reduced by 30% for the first year, and by 15% for the second year. After the second year members are required to pay the full membership fee. This offer is valid only for new members and can only be used once. Please contact us via info@lta-online.eu.

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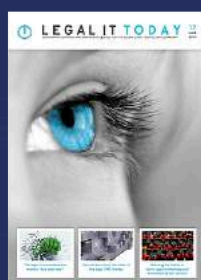
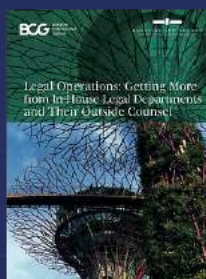
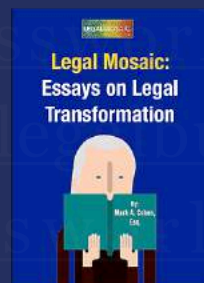
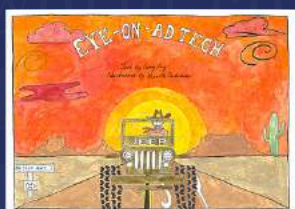
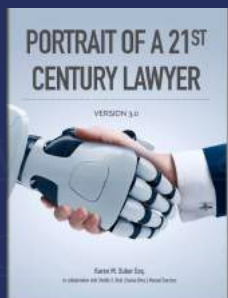
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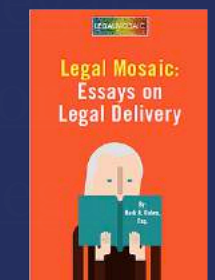
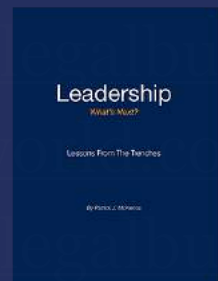
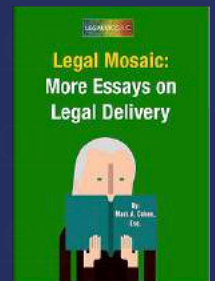
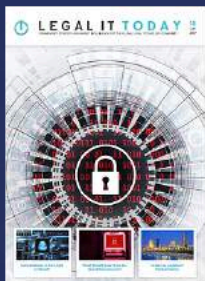
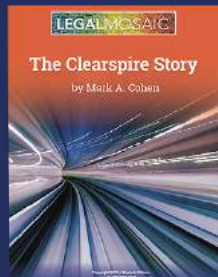
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