

ECIJA

# TECHNOLOGY: DISRUPTION AND INNOVATION IN THE LAW INDUSTRY



55th AIJA Birthday Party

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IT & IP Law Firm of the Year  
(Forbes Awards 2017)

**Forbes**

Best IT, IP & D.Protection Law Firm in the  
Spanish Market

Most innovative project  
(Expansion Awards 2017)

**Expansión**

# WHAT DO WE MEAN BY DISRUPTION AND INNOVATION?



# INNOVATIVE LAWYERS 2016

OCTOBER 6 2016  
[ft.com/innovative-lawyers](http://ft.com/innovative-lawyers)



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**FT 50: Most Innovative Law Firms 2016**

Rank	Law Firm	Legal Expertise	Business of Law	Total Ranked Score
1	Linklaters	72	113	185
2	Gowling WLG	97	85	182
3	Allen & Overy	99	70	169
4	Pinsent Masons	45	117	162
5	Hogan Lovells	45	108	153
6	Addleshaw Goddard	47	91	138
7	Simmons & Simmons	71	65	136
8=	Eversheds	75	44	119
8=	Latham & Watkins	94	25	119
10	Dechert	68	46	114
11	V&A	45	64	109
12	Cadwalader, Wickersham & Taft	48	49	97
13	Baker & McKenzie	48	43	91
14	Bird & Bird	44	46	90
15	CMS	44	43	87
16	Ashurst	22	64	86
17	Herbert Smith Freehills	53	27	80
18	King & Wood Mallesons	51	24	75
19=	Freshfields Bruckhaus Deringer	72	0	72
19=	Shearman & Sterling	72	0	72
21=	Norton Rose Fulbright	47	24	71
21=	Slaughter and May	71	0	71
23=	NautaDutilh	24	46	70
23=	Uria Menéndez	70	0	70
25=	Berwin Leighton Palsner	21	47	68
25=	Paul Hastings	46	22	68

Rank	Law Firm	Legal Expertise	Business of Law	Total Ranked Score
25=	Skadden, Arps, Slate, Meagher & Flom	48	20	68
28=	DLA Piper	0	67	67
28=	DWF	0	67	67
28=	Wei, Gotshal & Manges	46	21	67
31	Dentons	0	65	65
32	FLMJ	43	21	64
33=	Mishcon de Reya	25	23	48
33=	White & Case	48	0	48
35=	ASL Goodbody	25	22	47
35=	Cuatrecasas, Gonçalves Pereira	47	0	47
37	Wolf Theiss	23	23	46
38=	Cooley	24	21	45
38=	McCann FitzGerald	0	45	45
38=	Shoosmiths	0	45	45
41=	Axion	0	44	44
41=	Garrigues	44	0	44
43	Arthur Cox	0	43	43
44=	Matheson	0	42	42
44=	PwC Tax & Legal Services	0	42	42
46	ClientEarth	0	29	29
47=	D2 Legal Technology	0	28	28
47=	Riverview Law	0	28	28
49	Sidley Austin	0	27	27
50=	ASB Law	0	26	26
50=	Fulcrum Chambers	0	26	26
50=	Schillings	0	26	26

Most innovative Law Firms 2016. Source: Financial Times

A person is sitting on a sofa with a blue and gold floral pattern. They are wearing a dark blue long-sleeved shirt and dark blue trousers. A black laptop is open on their lap. A dark blue bag with a red strap is resting on the sofa next to them. The background shows a brick wall and some papers on a table.

# INNOVATION IN THE LAW INDUSTRY: EUROPE



#### Netherlands — NautaDutilh

One of the few law firms globally to embrace the engineering methodology of Lean Six Sigma, which standardises and quality-controls products and services. NautaDutilh is also a founder member of Silex, a legal technology consortium designed to ensure lawyers can submit documents digitally to the Dutch courts by January 2017.

#### Ireland — A&L Goodbody

At the top of the small Irish legal market are half a dozen firms that jostle for position. The best performer among them in the FT's Innovative Lawyers rankings this year, A&L Goodbody has undergone a three-pronged engagement exercise to audit and articulate its brand identity to graduate recruits, employees and clients.

#### Spain — Uría Menéndez

One of the top three law firms in Spain, it led its compatriots in the FT Innovative Lawyers rankings this year. Its commitment to create value for clients was demonstrated in its work to give Latin American multinationals access to US capital markets via Spain in a tax-efficient manner. It also showed its skills in speeding up the legal process for companies in dispute with Spanish customs authorities.

#### Portugal — VdA (top-ranked European firm outside UK)

VdA continues to innovate in Portugal and abroad. It set up the first forum for in-house lawyers and a crowdfunding platform to support projects in Lisbon. Its recent strategy update is commendable for its inclusivity and the firm has begun groundbreaking research into analysing the assumptions behind the lack of gender diversity in the law. One of its female lawyers, Magda Cocco, is a top 10 individual innovator this year for her work in developing the telecoms and aerospace industries in sub-Saharan Africa.









DIFFERENT WAYS OF INNOVATING

## Innovation in New Models

Firm	Originality	Rationale	Impact	Total innovation score
<b>Standout</b>				
<b>ClientEarth</b> Established nine years ago by US environmental lawyer James Thornton, ClientEarth is Europe's first law firm set up to defend the public interest in the environment. Formed as a charity and independently funded, it now has 100 staff, who use the law as a strategic tool to protect the environment and human health. Focusing on different areas such as biodiversity, forestry, company and financial law, the firm aims to change legislation and policies and influence how businesses report their impact on climate. An important part of the firm's work includes making sure that environmental laws are implemented in the spirit of how they were written.	10	10	9	29
<b>D2 Legal Technology</b> One of the first consulting firms to combine technology and the law to digitise legal documents for major financial institutions.	9	10	9	28
<b>asb law</b> The firm reorganised itself away from legal practice areas into sales and delivery teams where success is measured by client satisfaction rather than fees and hours.	9	9	8	26
<b>Fulcrum Chambers</b> A senior, multidisciplinary team of barristers, investigators and lawyers set up to work with clients on bribery and corruption issues.	9	9	8	26
<b>Kennedy Van der Laan</b> The Netherlands-based firm has created an online platform through which all work and communications are conducted for its network of member firms in 22 jurisdictions so that its client Nike experiences them as a single law firm.	9	8	8	25

## Innovation in Business Development and Knowledge Sharing

Firm	Originality	Rationale	Impact	Total innovation score
Standout				
<b>Cadwalader, Wickersham &amp; Taft</b> The firm devised an affordable way for smaller companies to access securitisation techniques. Structured finance products are usually the preserve of bigger businesses and incur large legal fees. However, the firm has invented the documentation for a small financing product which could scale up to attract institutional investors while keeping legal costs low. Facilitating small and medium-sized businesses' access to alternative financing means the firm can retain them as clients as they grow. As well as benefiting the firm, this approach has acted as a stimulus to the alternative finance industry. <i>Commended: Jeremiah Wagner.</i>	9	9	8	26
<b>Pinsent Masons</b> In 2014, UK pensioners were allowed to cash out their entire pension, rather than being obliged to take out an annuity. For some insurance companies, the end of the mandatory annuity market meant their revenues would be halved. Pinsent Masons devised, created and pitched a new insurance product to its pensions clients to help them attract and retain customers. <i>Commended: Simon Laight.</i>	9	9	8	26
<b>DLA Piper</b> The firm created a unique working group with legal think-tank Cercle Montesquieu to review proposed changes to the French Civil Code, which had not been reformed since 1804.	8	8	8	24
<b>Norton Rose Fulbright</b> The firm developed the Court Intelligence Database, which gathers data about ongoing claims to enhance the firm's legal expertise in precedent pleadings and help clients go through litigation.	8	8	8	24

## Innovation in Human Resources

Firm	Originality	Rationale	Impact	Total innovation score
Standout				
<b>Hogan Lovells</b> Developed a new leadership training model, designed to change mindsets and behaviour, in association with the Saïd Business School at the University of Oxford. The experiential programme includes modules on neuroscience and mindfulness, theatre and archetypes. The firm has also sought to introduce a "thinking environment" approach, developed by coach Nancy Kline, to support emerging leaders and encourage all staff. Graduates of the programme are asked to nurture new entrants. The firm says the results are already being demonstrated, with better collaboration across offices and practice areas, and ultimately a better experience for clients.	8	9	8	25
<b>Lewis Silkin</b> The firm's "Rockhopper" service enables experienced employment lawyers to work remotely and part-time for clients which on occasion can be at 50 per cent of the usual cost. The service mainly covers routine matters.	8	8	8	24
<b>Linklaters</b> Using crowdsourcing over a 72-hour period, which provided it with robust internal consultation, the firm improved its lawyers' work-life balance by devising ideas such as sabbaticals after three and six years of service.	8	8	8	24
<b>Bird &amp; Bird</b> Tapped into an underused resource and trained its personal assistants to take on client relationship management. The programme is now expanding to other functions.	8	8	7	23

## Innovation in Culture, Brand and Strategy

Firm	Originality	Rationale	Impact	Total innovation score
<b>Standout</b>				
<b>Schillings</b> It is not easy for a law firm to reinvent itself: the professional values and status of being a lawyer are deeply ingrained. However, Schillings has had to change as part of its strategy to become a multidisciplinary partnership, focusing on reputation risk. By 2017, half its staff will be non-lawyers. It has broken down its goals into small steps, which staff take after consulting a book of tenets. The firm has also moved to flexible working, where no one has a designated desk or office. The result is a new-style legal, technology and risk business.	8	9	9	26
<b>King &amp; Wood Mallesons</b> Used the Hu Trust Model, a corporate framework, to enhance lawyers' understanding of the firm's brand and develop client relationships.	8	9	7	24
<b>Berwin Leighton Paisner</b> Systematically mapped out how the firm's practice groups work together; this has increased profitability by client and collaboration between lawyers.	8	8	7	23
<b>McCann FitzGerald</b> Comprehensively refreshed the firm's strategy, based on 160 interviews with clients, focusing on concrete actions rather than early press releases.	7	8	8	23



## Innovation in Resourcing and Efficiency

Firm	Originality	Rationale	Impact	Total innovation score
Standout				
<b>Addleshaw Goddard and DWT</b> The firm, in collaboration with US law firm DWT, handles 10 per cent of Microsoft's global procurement contracts. Lawyers now deal with these for a fixed fee and have managed to cut costs for the company from an average of \$302 per hour to \$237 per hour within a year. The firm also creates business analytics so the in-house team can better manage demands for legal support. Microsoft, which has used legal process outsourcers for routine work, considers this the next stage in outsourcing legal work.	9	8	8	25
<b>Linklaters</b> The firm saved 4,000 hours through legal document automation and used artificial intelligence and process improvements.	7	8	9	24
<b>NautaDutilh</b> Created the Lean Academy to train staff in Lean Six Sigma methodology to make improvements in legal processes.	8	8	8	24
<b>Eversheds</b> Ignite, a new managed legal service, allows companies to outsource all their day-to-day legal work at a fixed fee.	6	8	9	23
<b>Shoosmiths</b> Created a four-part service to help companies with flexible resourcing and commercial contracting for a fixed price.	8	8	7	23

## Innovation in Securitisation

Firm	Originality	Rationale	Impact	Total innovation score
<b>Standout</b>				
<b>Herbert Smith Freehills and Virgin Atlantic</b> Airport landing slots have been securitised in the US, but never successfully before in Europe. It has been difficult to monetise the slots as a non-airline cannot own them and they are governed by strict usage requirements. Lawyers overcame these hurdles for Virgin Atlantic by creating a special purpose vehicle airline within the group to hold the landing rights and a trust structure above the SPV to create a liquid asset. The model helped Virgin Atlantic raise £220m of long-term debt and established a new financing technique for the broader airline industry. <i>Commended: John Nestel and Michael Poulton.</i>	10	10	7	27
<b>Baker &amp; McKenzie</b> Created a new European insurance-backed structure for PrimeRevenue to allow investors to fund small companies by investing in their suppliers' payment obligations (invoices).	9	9	7	25

## Innovation in Strategic Collaborations for Clients

Firm	Originality	Rationale	Impact	Total innovation score
<b>Standout</b>				
<b>King &amp; Wood Mallesons</b> In a highly unusual project, the firm was asked to create the legal framework for a disruptive economic innovation based on a new virtual currency. The ECO Capacity Exchange enables companies to trade their excess capacity, in the form of available but unused goods and services. Transactions rely on the Enterprise-backed Credit Obligation (ECO), a unit of exchange supported by investment-grade multinational companies and based on traditional currencies. The aim is to circumvent volatile money created by governments and stimulate new sources of capacity-backed demand. The lawyers had to create a mechanism for facilitating barter-like transactions using a new concept of money. <i>Commended: Tim Bednall.</i>	10	9	8	27
<b>Herbert Smith Freehills and Boeing Defence UK</b> Structured a strategic IT partnership agreement between Boeing and Staffordshire Police to facilitate a force-wide IT transformation programme. <i>Commended: Nick Pantlin.</i>	9	9	8	26

## Innovation in Technology and Data Analytics

Firm	Originality	Rationale	Impact	Total innovation score
Standout				
<b>Riverview Law</b> Over two years Riverview Law has transformed itself into a technology-led business. It formed a partnership with the University of Liverpool to work with its artificial intelligence experts to develop a cognitive computing application. Called Kim, the technology powers a virtual assistant that helps in-house lawyers manage legal processes and assess new instructions coming into their departments. It allows them to collect and use data to manage workflow, ensuring the right people are doing the right work.	10	9	9	28
<b>Allen &amp; Overy</b> The firm's new MarginMatrix tool automates legal analysis, document drafting and compliance with new derivatives rules for big financial institutions. Its partnership with Deloitte enables it to make this technology part of a complete service. <i>Commended: David Wakeling.</i>	8	10	9	27
<b>Plinsent Masons</b> The firm's knowledge management system guides lawyers through the steps of a case, while connecting them to relevant documents and information. <i>Commended: Orlando Conetta.</i>	9	8	8	25

SOME OUTSTANDING EXAMPLES



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you thought  
you knew about  
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Axiom case

More than a few  
(hundred) pretty  
faces.

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the converted.

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A stylized illustration of a person in a red shirt and blue pants walking on a white path that leads from the bottom left towards the upper right. The background is composed of large, overlapping blue geometric shapes, creating a sense of depth and movement.

# Ahead of our time. Mindful of yours.

## Welcome to VLP

The law firm with the right model, and lawyers with the right skills, to help your business. We're seasoned, accomplished lawyers, and we've embraced a different model. We provide sophisticated legal advice in a wide range of practice areas, but our overhead is low, our staffing lean, our fees flexible and value-driven. We've invested in top-tier technology, not in expensive offices. It's a new model, but only up to a point. The most important part—solid, savvy lawyering—is strictly traditional. You can expect, in other words, more of what you need—and less of what you don't need—in both your lawyer and your law firm.



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AUG 11, 2011 @ 08:17 AM 51,860 VIEWS

# Google Jumps Into Online-Law Business With Rocket Lawyer



**Daniel Fisher,** FORBES STAFF

*I cover finance, the law, and how the two interact.*

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FULL BIO ▾

Which of the following ICT (information communications technology) companies have you heard of? (Select all that apply)

- ☐ IBM
- ☐ Oracle
- ☐ Fujitsu
- ☐ HP
- ☐ Cisco
- ☐ None of the above

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# Legal made simple.

Go

Jason R., Co-founder of Nimbly  
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900,000+  
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A small globe sits on a dark wooden shelf. Behind it, several tall, dark books are lined up on a higher shelf. The scene is dimly lit, with the globe being the primary light source in the foreground.

Watson (Ross) is “the most significant technology ever to come to law, and it will give lawyers permission to think innovatively and open up the conversation about what is possible in a field that has been somewhat “stuck.”. Dan Martin Katz

Data Forecast: technological development based in big data that predicts in a percentage near to 90% the risk of penalty in terms of data protection, based on information provided by the AEPD and Cendoj.







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DEVELOP YOUR IDEA, SCALE YOUR PROJECT  
INTERNATIONALLY, REVOLUTIONIZE *LEGALTECH*

It is time to rethink the law



A baby in a blue onesie is running away from the camera down a long, brightly lit hallway. The hallway has white walls, a polished floor that reflects the light, and metal handrails on both sides. At the end of the hallway is a large, bright doorway. The text "BORN FOR THE INTERNET." is overlaid in the center of the image.

BORN FOR THE INTERNET.



1:05 / 1:14





¿Will technology replace our work?




**joseantoniogall**

@joseantoniogall



Following

No me preocupa que un robot acabe haciendo mi trabajo. Me preocupa que cobre mi nómina.

 [View translation](#)

“I don’t mind if a robot carries out my work. I will be worried if the robot gets my salary”



A man with short brown hair and a light beard, wearing a white lab coat, is adjusting a futuristic head-mounted display. The device is a transparent blue visor held in place by two black sensors on his temples. His hands are visible, with fingers gripping the sides of the visor. The background is a dark, textured grey. Overlaid on the image are glowing blue lines and a faint globe icon on the right side, suggesting a high-tech or scientific theme.

Good luck!

A low-angle, upward-looking photograph of several modern skyscrapers. The buildings are constructed with glass and steel, featuring repetitive window patterns. The sky is a deep blue with scattered, light-colored clouds. The perspective creates a sense of height and scale.

# Thank you!

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