

# LEXQUIRY

For Lawyers of The Future

DEC 2021

## LEGAL TECHNOLOGY DISCOURSE

THE FATE OF THE  
NOBLE PROFESSION

Interviews with 5 top founders

YOU'RE NO LAWYER...  
IF YOU AREN'T USING  
THESE TOOLS

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PLAYERS IN  
LEGALTECH



LEXQUIRY

Volume 1, Issue 1

# LEXQUIRY

LAW MAGAZINE

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## OUR STATEMENT

We may be in an early adoption market, but there have been tremendous improvements in legal technology. Lexquity believes that the achievements and innovations of legal technology companies are grossly under appreciated, especially on a global scale. A key reason for this under appreciation is the lack of global awareness on the existing legal tech solutions. We want to change that as much as possible. Our driver is simple: Impressive and functional legal technologies deserve to be recognized for their achievements and the global market deserves a chance to access these wonderful products. Lexquity seeks to be the first Global Legal Technology Magazine, creating awareness on the available legal technologies while giving legal tech companies their well deserved visibility.

## CONTRIBUTORS



**Mark Akpofure**

Entrepreneur and Lawyer with a demonstrated history of working in the information technology and services industry. Skilled in Research, and Networking. Mark is a strong business development professional with a Bachelor of Laws from University of Benin.



**Zainab Mukhtar**

Zainab "Zee", is fuelled by her passion for learning, unlearning and relearning. She considers herself a 'forever student' eager to both build on her academic foundations in Law and all that pertains to it and yet stay tune with the latest workings of the legal industry.



**Comforter Bolere Ketebu**

As a young lawyer with a golden touch, Comforter advocates legal technology and productivity. She excels in writing, research and is one of the brains behind the lexquity magazine.



WELCOME TO THE YULETIDE



We wish you<sup>but in no way guarantee</sup>  
a<sup>reasonably</sup> Merry Christmas<sup>and/or festive period</sup>  
and a<sup>including but not limited to</sup> happy new year<sup>reasonably</sup>  
~~and a happy new year~~<sup>twelve (12) month from the date hereof</sup>

Merry  
Christmas





## EDITOR'S NOTE

Seasons greetings to all our viewers. 2021 has been a blast. This year, we saw hundreds of millions of dollars worth of investments into legal tech, new unicorns, a few exciting acquisitions, fresh hypes about the meta-verse and hopefully what seems to be the end to a terrifying pandemic.

We started Lexquiry to explore all the many ways law and technology intersect. As the world evolves, it is our hope that the law evolves with it. We're also building a community of tech activated lawyers from all over the globe. Despite being just a few weeks old, the Legal Tech Club already comprises of over 300 members from different continents. I believe that this shows how much technology awareness has improved amongst members of the legal community. As we continue to have discussions on the intersections between law and technology, we welcome lawyers, students, firms, companies, enthusiasts and consumers of legal services to join in the conversation.

Once again, happy holidays to you all. Do have a merry Christmas and a happy new year.WW

Isibor Kelvin (ACI Arb)



The founder of a leading matter management software, shares her insights on building a tech company, and the future of the legal profession



Meet the top 5 biggest players in the global legal technology market!

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WHICH DO WE USE?  
WHY DO WE USE THEM?

# TOP 5 PLAYERS IN LEGALTECH

# WHY TOP 5?

All over the globe over 2000 tech companies give their best into developing and delivering the best products for their clients. These companies are unique in their respective ways. A few stand out for their quality, reach, novelty and consistency. This year, we have curated a list of 5 companies which we think stand out for obvious reasons.



# LEGAL-TECH DISCUSSION

with

**Jodie Baker**

[Can you tell us briefly about yourself and how you started?](#)

I STARTED MY JOURNEY as a lawyer about a millennia ago! I worked both in private practice and in-house but eventually moved to the business side of things for a little over a decade. In 2013 I returned to the legal industry when I architected and built Hive Legal, a law firm with a difference, unhindered by legacy infrastructure and process that allowed people to work virtually. At that time, new business models were emerging to shake up the legal industry and Hive Legal was part of this new, cutting-edge landscape – these business models are far more mainstream today. At Hive Legal, I had the opportunity to explore new legal technologies, what was in the market and what was not in the market, and that led to the creation of Xakia Technologies, and Xakia, our in-house matter management system for Legal Departments.

To directly answer the question about me though, I am an innovator and entrepreneur with a legal and financial background, and I love new ideas, solving pain points, building businesses, and watching them grow.

[What prompted your movement into tech?](#)

THE LAW FIRM I KICKED off was tech-enabled and the business model enabled all team members to work anywhere at any time so long as they were connected by technology. Now, we are all connected by Zoom or Teams but back then it was all quite novel. It was not a technology business, rather technology was a core enabler of what we did. Our technology providers were very forward-thinking and constantly looking out for new ideas and how the use of technology could facilitate a more productive, efficient environment for lawyers. Even though I had never played in the technology space before, I started to explore things; I wanted to get my hands on technology for the first time and see what it could do. I started to formulate an idea and reached out to our corporate clients to understand what they had, what they did not have and where their pain points were. I formalized that into a research project and noticed a big gap in the market, so we kicked off a prototype of Xakia whilst I was still at the law firm and the rest is history. The three clients we did that with really loved the product and the idea. However, they were very clear in their view that it did not belong inside a law firm. So, I hit a fork in the road between staying in a law firm or starting a new

technology business - scary given my background was not in tech. I decided to venture into LegalTech for in-house lawyers and work it out; one step at a time.

[If you were to give a quick pitch, how would you define Xakia?](#)

XAKIA IS A SERIOUSLY, SIMPLE matter management system which collates and centralises all information and documents for in-house legal teams into a central “hub” - some might call it ‘enterprise legal management’ but we think that sounds more complicated than it needs to be. The Xakia platform is built around four key features: legal matter management, legal intake and triage, legal spend and external counsel management, and legal data analytics and reporting.

[In the process of building Xakia have there been any mistakes that you could give anything to change?](#)

WELL, FROM THIS QUESTION there is one big one that comes to mind that should make you cry when you reflect back at it but it’s one that thankfully has a happy ending. When I left Hive Legal we had to decide how to build Xakia. One path was using a partner;



# JODIE BAKER

Jodie is the Chief Executive Officer and founder of Xakia, a world famous matter management software, with users in over 5 continents. She is really passionate about technology and is one of the foremost legal tech founders in Australia.



the same partner we had used at the law firm as our tech enabler. This was going to be expensive and slower but better. The other path was the cheaper option taking us to market faster but was not necessarily the partner that we would retain for the long haul. Not knowing anything about tech at the time, I could not really tell the difference between the two and I regret that I chose the cheaper path. While it enabled us to take the product to market fast and start servicing clients it wasn't scalable so with software capability limitations, we hit a ceiling fast. On the one hand, that was a huge hindrance, but on the other hand, we were the first to market in Australia, which was an advantage... but there were plenty of competitors coming right behind us. At this point we had to make a tough decision to change course on our development strategy, bringing on board a much more sophisticated and experienced technology team. We spent 18 months investing and rebuilding the software to get us back on track, but it also put us behind our competitors at the time. Fast forward to today, and all that hard work was worth it. Leveraging cloud-based technology we caught up and in areas such as ease of usability, scalability and affordability, and data analytics capability, we've far surpassed our competitors. What we've achieved is pretty awesome, but I regret that we could have done it all quicker.

The happy ending? The person who we should have engaged initially joined us later as Xakia Technologies' Chief Technology Officer. Brett Graves was the mastermind of the software rebuild and bringing together a brilliant team who are responsible for delivering a

fabulous product to market today.

[Lots of books on building start-ups suggests that entrepreneurs and founders should start cheaper and faster. It's quite interesting to learn that sometimes, starting cheaper and faster can be greatly disadvantageous to start-ups as we see from your mistake.](#)

I HAVE A BOOK ON MY bookshelf which is titled "The Lean Start-up" and amongst other methodologies, it considers 'speed' advantageous when building a start-up - basically "just get going". What I can say is that starting cheap allowed us to get to market faster, but it certainly was not without its disadvantages.

[As a woman in tech, are there any unique challenges that you have faced?](#)

THERE ARE TWO that come to mind, but they also have advantages. There was a time when it felt like I was the only woman in legal tech in Australia. This was double sided, as sometimes you lack a support network but on the other hand, scarcity helps you stand out. People remember who you are because you're the only woman in the room and that's not a terrible thing - sometimes. The first thing that has been particularly difficult includes not having confidence in my "marketing" voice. Some women tend to undersell themselves in the market by not being loud enough and not pushing their products forward in market. In the past I fit that profile. A soft sell often feels like more comfortable space, but it allows you to be drowned out. When building a business, it's important to be confident and noisy in the market and that is a skill you

can develop.

The second difficulty regards funding, which is very tricky for female founders. I have received a lot of advice along the way, not to seek venture capital funding and the few times I have spoken to venture capital firms, they have confirmed that those paths are problematic. Despite all the noise venture capital firms make about wanting to support female founders, the reality is that it's a difficult space. As a female founder, you may end up taking a different funding path, which is a longer and more difficult path but hopefully more rewarding in the end.

[What do you reckon will be the fate of legal technology by the end of the decade?](#)

FOR THE NEXT few years, maybe five years, we're looking at a big digital transformation in the legal space with a lot of activity. Many corporate legal teams who have under-invested or who have not had access to the tools that they need are now realising that there are sophisticated tools available that can make their work more efficient and information and easily accessible at reasonable prices. We will see mass adoption of those tools over the next five years - the democratisation of LegalTech is making it available to everyone. Increasingly, the market will get crowded, and LegalTech will follow the same path as FinTech, EdTech, health tech or any of these other industries that are going down similar paths. You'll see a lot of new players coming into the market. It'll be very noisy and crowded at first, then there will be a consolidation play and we will end up with some very large players who consolidate



many different tools.

What is going to become really important in the LegalTech discussion is connectivity. As certain tools become category killers in their space; for example, in document or contract management, being able to connect to those tools is going to be an important component for every client of legal technology. A client may choose this document management system, and that contract management system, while somebody else chooses the same document management system but a different contract management system and of course they all chose Xakia as their matter management system! Whatever they choose, they are going to need all of those tools to connect with each other, in order to increase productivity and efficiency.

[Do you have any real plans of entering into the African market, say Nigeria for instance?](#)

ONE OF THE GREAT THINGS about Xakia is that it's a multilingual matter management platform offered in seven languages, so in terms of our geographic strategy, we're a global company providing a LegalTech eco-system that spans everywhere. English speaking markets aren't our only focus. We are an Australian company, so of course we started here but we have a very strong presence in North America, UK, and Europe. We also have clients in South Africa, in the Middle East, and all parts of Asia Pacific. Our client base is dispersed, and we are now looking at how we can serve geo-dispersed companies who have different offices in different countries so they can use different languages across

the platform and still speak to the one single source of truth.

[What advice do you have for upcoming legal tech companies and founders?](#)

I WOULD SAY 'JUST GET STARTED' is the most important piece of advice. There is the risk that making perfect the enemy of good means you never get started. For example, if I was trying to find my current CTO, his capacity to build a high-performance team and product, and I was looking for that on the budget that I had when starting out, I may never have got there. I had to take some short cuts in the beginning and live with them. In hindsight and with the tech and business experience I have now, I would do it differently if starting again, but just getting started was the most important component.

Secondly, community matters - connections and knowing who the players are, connecting with people on LinkedIn, following other legal technology companies, watching what they do, understanding their business models. There is a lot of learning that can be done from shadowing organizations that are already out there and understanding who they are, how they interact or talk with the market and what the market wants to hear.

Tech is fun and exciting, however, one thing I think that gets missed in conversations about being a tech founder is that building a business is just as hard, if not harder than building the underlying technology. Developing the right business model - pricing, marketing and sales strategies, your financial structure and sourcing your funding - are challenging pieces of the puzzle to put together. Before you venture into tech, you should

think these things through and for those people who are not literate in them, you should consider learning and getting mentors who can help you through some of these things because they are just as big, if not bigger, than the tech piece.

[If you were not in the legal tech space, what will you be doing?](#)

ASIDE FROM SITTING on a beach, taking a break and not working 14-hour days, I think now that I have done law, finance and started a law firm, I have to say that now that I'm almost grown up, I've looked up what I want to be when I grow up and it is a LegalTech founder at Xakia Technologies. I actually really love the space. It is fun, it's a lovely place to dream big, have a vision, imagine how to improve the day-to-day headaches for in-house legal teams and how the LegalTech ecosystem can be fully connected, and then give life to it. You need to communicate those ideas and how you can solve pain points for your customers and then you share that with your tech team to build those ideas. Then the sales and marketing teams get to go out and put that in the hands of the customers and receive feedback on how it's working. It fills me with delight and it's a really lovely feedback loop. I may not always be in legal, but I will probably always be in tech.

WHAT IS  
THE MOST  
IMPORTANT  
TOOL FOR A  
LAWYER?





# Books

By Isibor Kelvin

One thing I love the most about innovation, is how new tools are created to handle things that would otherwise have been time consuming tasks. For instance, before the invention of the washing machine in the 18th century, people would ordinarily spend long hours doing the laundry as part of a daily, weekly or monthly routine. Today, just with the push of a button, they can put those long hours to more productive or entertaining uses. Generally, the best of tools are the ones that help the users save as much time as possible. However, the best of things are not always the most important. Importance goes to the basics. As useful and time consuming as the washing machine may seem, it is close to useless without water, electricity, detergents and other cleaning agents.

There are over 2000 legal technology startups across the globe, with more springing up as we speak. Each of these organizations have their own solutions which adds up to the ten thousands, all falling into broader categories like analytics, document automation, practice management, or something along these lines. Which of these is most important? Which among the thousands are so tied to the basics that you couldn't possibly boast of

being a lawyer if you didn't use them? Your guess is as good as mine. According to Charles W. Elliot, books are the quietest and most constant of friends; they are the most accessible and wisest of counselors, and the most patient of teachers. To lawyers law books, statutes, document drafts, law reports and other legal writings go to the very roots of the profession. If you don't

**I have always  
imagined  
paradise will  
be a kind of  
library. – Jorge  
Luis Borges**

read in a profession that is largely knowledge based, you couldn't possibly claim to be a lawyer. According to surveys, most lawyers spend about 17-20% of their work time on legal research. Thankfully, books

no longer have to be stacked in heaps and libraries don't always have to be in physical rows and columns. Hundreds of legal research tools provide access to resources and millions of text that aid lawyers in research. These 'Online Libraries' provide these resources, easier, cheaper and faster to the consumers.


In short, for lawyers, legal research tools are currently the most important of all legal technology solutions out there. It's no wonder that Lexis Nexis ranks as number 1 amongst the top 5 players in legal tech for this year.

# LEGAL TECH DISCUSSION

WITH DR. ARVIND SINGHATIYA (CEO, LEGALKART)







Can you give us an overview of Legalkart and what it does?

SURE. Legalkart, has two type of users: a) Individual and Corporate users b) Legal Professionals. Legalkart is a consumer first company and it is making Legal Accessible and Affordable by keeping it neutral with Technology intervention. In simple understanding, it's a technology platform, allowing users in need of legal Advice and services to quickly access standard priced legal products to fulfil all their requirements be it document drafting, document review, property due diligence, start-up compliances etc. and secondly, it serves as a virtual office and practice management platform for lawyers.

What are some of the unforgettable mistakes you made while building Legalkart?

One notable mistake that comes to mind, is that we didn't build user supply for our Lawyer's App. This made it very difficult for us to market our product and get the market to trust the product, because there was no initial demand for it. Any aspiring founder should do a thorough research and be sure of the available market demand before launching any product.

What are some of the challenges you faced in the legal tech market?

Our biggest challenge in this market was a slower adoption of legal technology among users. I'm not very sure how the markets' reception to legal tech has been in your country and parts of Africa, but in India, it was pretty slow. People are really taking their time to migrate to technology. Corona virus lock downs across the globe pushed

users to shift to online modes of legal service delivery and access and now we are seeing the traction coming.

Do you have any advice for young people aspiring to venture into legal tech?

These are exciting times for legal technology across the globe and 2021 witnessed a technology revolution on all the fronts of Legal business. My two cents and humble advice to budding entrepreneurs is to visualise, plan big and start small by identifying imminent consumer needs. Start with a product that solves an obvious and striking problem for users which will ensure a consistent demand and keep your venture viable, try to standardise the deliveries and create products around your offerings.

Have you found fulfilment in the legal tech space?

Well, my answer to that is yes and no. Yes, I've found fulfilment because I love the space and it's what I always wanted to be doing. Also No, because there's a lot more ground to cover. There's a lot more I want to be doing with this and a lot more I want to achieve in this space. So, it's really fulfilling to be working in this space, but I haven't gotten to the point of ultimate fulfilment.

What would you be doing if you weren't in the legal tech space?

I love flying aeroplanes and drones. If I wasn't doing this, I'll probably would be a pilot, or doing something with airplanes.

What do you reckon will be the fate of the legal profession in the foreseeable

future? How do you respond to the concern of some that legal tech will eventually, replace lawyers?

I don't agree with that! Technology is always enabling and it can never substitute real lawyers. Instead, it will create opportunities for lawyers to make them efficient and deliver their professional services at a faster pace and to a wider audience at affordable rates. Legal tech solutions enable lawyers to utilise their time better and empower them to focus more on the real legal world than on mundane repetitive tasks.

True, it's kind of like how pilots and sailors make use of radar and sonar respectively, to navigate their vessels.

Exactly! They can fly or sail without those technologies, but technology makes it efficient and reliable! Just like no one will love to fly in a plane that doesn't have the latest flight navigation technologies, eventually, clients may start choosing lawyers who are updated and abreast with latest technologies to deliver reliable legal solutions.

Funding is a tricky business for most founders, trickier if you're in a slow adoption market like legal tech. How have you been able to handle the issue of funding, and get funding to grow Legalkart?

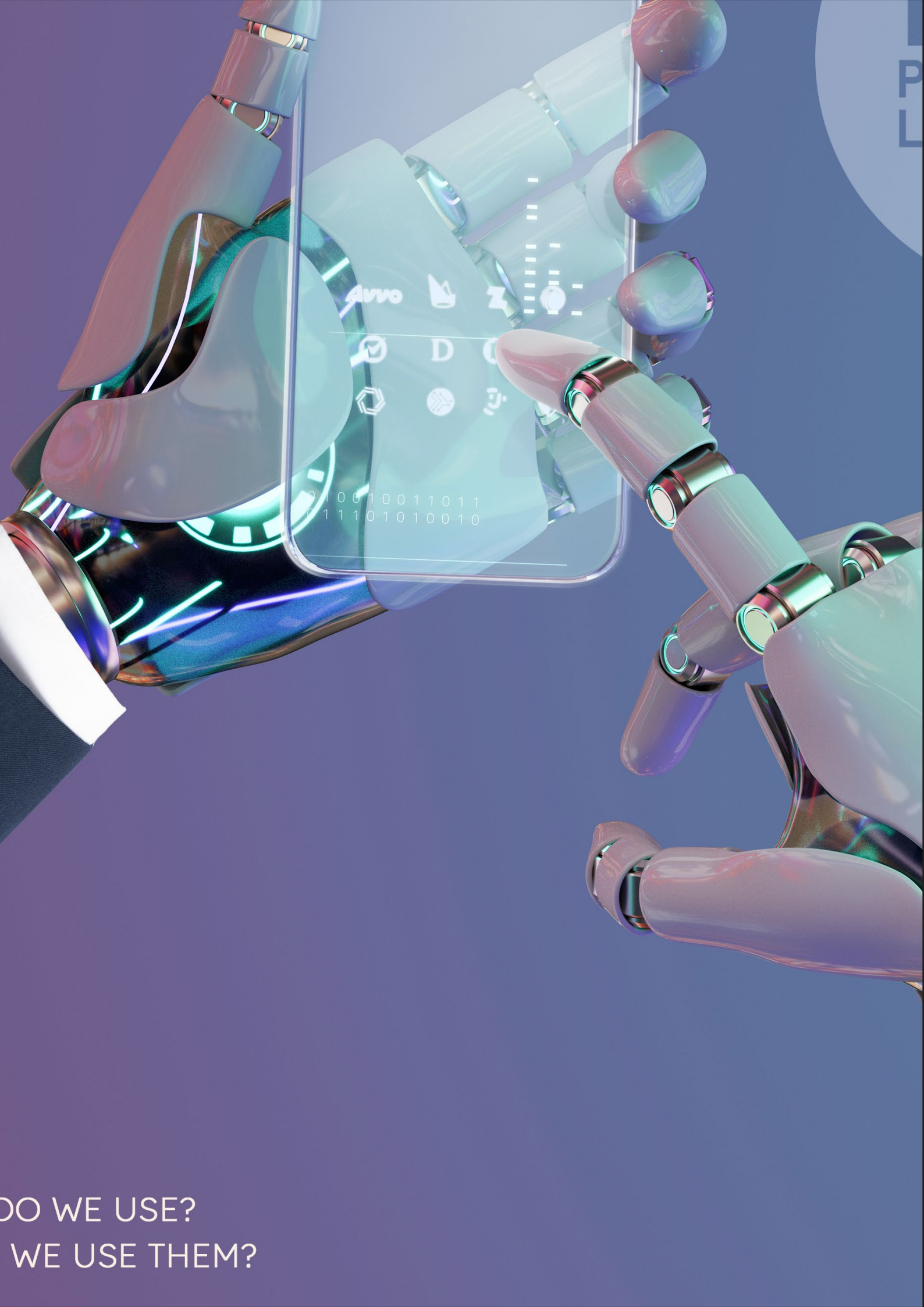
Well, like you said, it was tricky at first. I started with most of my personal funds, then as I began to get traction in the market, I was able to get some investors who believed in my vision of Legal Technology and its usage. My advice on how to do it, is to start small, build traction and visibility in the market and eventually, you will find like-mind-

ed people to get invested in your idea. To be honest, it's going to take a while. It's going to take some time to gather enough traction and build visibility, but it will be worth it in the end.

Do you have any real plans of expanding away from India into other continents?

Currently we have presence in over 900 cities in India and over 8000 lawyers using our platform. However, we are still expanding in our country. We just began to build trust in the Indian market, so there's still lots to do here. Of course, we have our sights set on the global market, but that may take a while.





DO WE USE?  
WE USE THEM?

## 05. Avvo



**Founded: 2006**  
**Founder: Mark Britton**  
**Location: Seattle, WA**  
**Size: 51-200**  
**Website: avvo.com**

Avvo is an online legal marketplace, directory, question and answer forum connecting consumers and lawyers. It is believed that “Avvo” is coined from the Italian word “Avocati” which means “lawyers”. The lawyer directory provides rated profiles, client reviews, and peer endorsements for 97% of all lawyers in the U.S., so consumers can find lawyers right for their needs. Avvo also helps lawyers grow businesses with marketing tools and services including AvvoIgnite, a cloud-based marketing platform designed specifically for attor-

neys.

Avvo generates revenue by selling legal services, advertising, and other services primarily to lawyers. It also generates revenue from their paid subscription plans

In 2018, Avvo was acquired by Internet Brands. Avvo has been ranked 5,906 among websites globally based on its 9,535,752 monthly web visitors.

## Luminance .04

Luminance is a cloud-based practice management solution that helps law firms prepare litigation cases, manage client records and maintain legal databases. It enables lawyers and paralegals to quickly access and analyse documents using artificial intelligence (AI) and machine learning technologies.

This award-winning AI technology was founded and developed by mathematicians from the University of Cambridge in 2015. In September 2016, Luminance raised \$3 million in a seed funding round and this came just a while after its launch, highlighting the prospects of the company. In November 2017 Luminance was able to raise \$10 million in its series A funding round. Also, in February 2019, it raised another \$10

million, increasing the valuation of the company to \$100 million. The latest funding round for Luminance was in April 2021 from a Non-equity Assistance round.

Luminance is estimated to be used in over 60 countries of the world and in over 80 languages, across a very wide range of practice area. Luminance being tagged an award-winning technology is rightly established on the diverse awards and accolades in its coffers which includes the Queen’s Award for Innovation, Tech Nation’s Future Fifty Award, being selected as a Technology Pioneer by the World Economic Forum and a Global Leader in LawTech by Chambers and Partners.



**Founded: 2015**  
**Founder: Emily Foges**  
**Location: London**  
**Size: 51-200**  
**Website: luminance.com**

# 03. Rocket Lawyer



**Founded: 2008**

**Founder: Charley Moore**

**Location: San Francisco, CA**

**Size: 201-500**

**Website: [rocketlawyer.com](https://rocketlawyer.com)**

Rocket Lawyer is an online legal technology company founded by Charley Moore in 2008, based in San Francisco, California. It provides online legal services—including incorporation, estate plans, and legal document review to individuals and small to medium-sized businesses. The company also provides a network of attorneys that consumers and small businesses can consult with on legal issues through its On Call service.

The company is being run by Charley Moore the Founder, the Executive Chairman and CEO and Mark Edward the Senior VP with a work-

force of about 250 employees.

With a net worth of \$223million Rocket Lawyer extended its environs to Europe by launching a branch of the Company in the United Kingdom which is known as Rocket Lawyer UK.

Rocket Lawyer is currently regarded as one of the best companies in the legal technology industry because it makes the law affordable and simple by making legal documents available online.

## 2.Clio

Clio is a cloud-based legal practice management software that offers law firms with modern law practice tools such as case and matter management, client intake and client relationship management (CRM), scheduling and calendaring, time recording, document management and e-signatures, task and work-flow automation, and billing.

Clio was established in 2007 by Jack Newton and Rian Gauvreau in Vancouver, Canada and they launched their software in 2008, which was the first cloud-based practice management software developed for law firms. Currently, Clio has its headquarters in Burnaby, British Columbia. One of the greatest advantage Clio has aside it being one of the first cloud-based law practice man-

agement software in the legal space is its suitability for all law firms of different sizes. This suitability is evident in its different pricing plans and an entire suite of tools covering the lawyer and client journey from intake to invoice for law firms of any size or practice.

Clio has become a company to watch on a global scale after securing a CA\$6M Series B investment in 2012 by German-based Acton Capital, a CA\$20M Series C investment in 2014 by Bessemer Venture Partners and one of the largest investments in legaltech and Canadian history in 2019 with a US\$250M Series D funding round led by TCV and JMI Equity. In 2021, Clio made history again by becoming the first legal practice management unicorn globally with a US\$110M Series E investment led by funds and accounts advised by T. Rowe Price Associates, Inc. and OMERS



**Founded: 2008**

**Founders: Jack Newton & Rian Gauvreau**

**Location: Burnaby, BC**

**Size: 501-1000**

**Website: [rocketlawyer.com](https://rocketlawyer.com)**

Growth Equity. Currently, Clio is valued at US\$1.6B after raising US\$110M in its Series E. Above all, Clio has successfully been able to scale globally with a very large number of users from across the world; also partnering with Law Associations and Bar Associations globally. Evidently, Clio has won the heart of its users and also gained their trust since it's establishment.



# Honourable Mentions



## LegalZoom

Since its founding more than 20 years ago, LegalZoom has helped millions of Americans with efficient and simplified legal help.

## Doctrine

Doctrine centralizes and organizes legal information to make it easily accessible and actionable for legal professionals.



## FindLaw

FindLaw, part of Thomson Reuters, is a leading provider of business development solutions for small law firms.



## LegalShield

LegalShield is one of the leading providers of prepaid legal services in the United States and Canada.



# 01.

# LexisNexis

**Founded**  
1970

**Founder**  
Henry  
Butterworth

**Location**  
New York City

**Size**  
10,000+

**Website**  
[lexisnexis.com](https://www.lexisnexis.com)

LexisNexis Legal & Professional® is a leading global provider of content-enabled work-flow solutions designed specifically for professionals in different spaces such as legal, risk management, corporate government, law enforcement, accounting and academic market. As a digital pioneer, the Company was the first to bring legal and business information online with its Lexis® and Nexis® services.

Founded in 1970, she has her headquarters in Albany, New York, United States. In the many years of LexisNexis Legal & Professional®, the business serves over 160 countries and employs 10,400 world-wide. It forms part of RELEX, a global provider of information based analytics and decision tools for professional and business customers. Also having subsidiaries such as LexisNexis Risk Solutions, LexisNexis, Law360, Ravel Law, Inc., Moreover Technologies, Knowable Inc.

In terms of management, LexisNexis is led by a team of 15 people. Men and Women who act as Global leaders in various capacities. Mike Wash as the Chief Executive Officer, Eric Bonnet Maes as Managing Director-Asia, Jamie Buckley as Executive Vice-President and Chief Product Officer, Phillippe Casllion as President-Continental Europe, Middle

East and Africa, Alyce Clark as Executive Vice-President- Global Human Resource, Greg Dickason Managing Director-Pacific, Sean Fitzpatrick as Managing Director- Lexis Nexis North America & UK, Ritu Khnna as Executive Vice-President-Strategy and Business Development, Todd Larsom as President- Nexis Solutions, Ian McDougal- las Executive Vice-President and General Counsel, Andrew Matauch as Managing Director

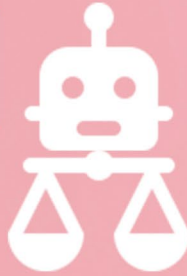
Intellectual Property , Regulatory and Life Science Solution, Andy McGroarty as Executive Vice-President and Chief Financial Officer, Jeff Reihl as Executive Vice-President and Chief Technology Officer, Mark Rice as Executive Vice President- Operations, Stephanie Sommese as Chief Communications Officer

Again, as a leading global provider of information and analytics, Lexis Nexis received several awards in 2021 alone from career site, Comparably. They include: Best Company Outlook, Best Global Culture, Best Sales Team, Best Marketing Teams, Best Product and Design Team, Best Places to work in New York. Interestingly, these recognitions are a reflection of employee feedback! From experience, there is no better way to tell than from your own employees.



July 24, 1956

*Join the*  
**LEGAL  
TECH  
CLUB**



Join us on  **clubhouse**  **in** 



LEXQUIRY



# LEGAL-TECH DISCUSSION

with

Ope Olugasa

First and foremost, we would like to know about Law Pavilion?

LawPavilion is a legal tech organization. We have the mission of accelerating access to justice in Africa, using technology. With regards to our products, our plan is to build an ecosystem for legal service and justice delivery, so we have products for the Judiciary, Lawyers and the general citizenry.

Our products for lawyers can be classified into two; one for Legal Research and then another on Practice Management to aid efficiency in their practice. For legal research, we have our law reports which we started with, before later adding the Laws of the Federation of Nigeria and the Civil Procedure Rules of the various courts in Nigeria. After all that, we discovered that there was a dire need for us to go deeper because what is required for efficiency in advocacy takes more than knowing the law through reading law reports. This prompted us to introduce our legal analytics solution in our products.

The legal analytics allows you to search for an issue of law. You not only get the principles of law attached to that issue but also access the history of the principles within the Nigeria Jurisprudence and also

get judicial pronouncements on the issue from inception till the date of search. You can also get to see how many times the principles and authorities have been cited in several other cases and the locus classicus.

Still on legal research, we delved into the publication of textbooks and journals and then we got to partner with a couple of institutions. For instance, we just signed a Memorandum of Understanding with the National Institute of Advanced Legal Studies for all their publications to be sold on our Law Pavilion Bookstore. We also signed a Memorandum of Understanding with the Lagos State government last year 2020, for the publication of the Laws of Lagos State. There, we are not just publishing the Laws of Lagos State but also annotating the Laws with judicial authorities.

Moving forward to the practice management side of our product, we have what we call the Case Manager which is just like the everyday case management system, but with added features such as contract management. We added to the CM a business intelligence feature which allows lawyers and law firms to track and evaluate the productivity of their firm. Usually, we observe that lawyers do not really deal with data, so what

we are trying to do, is make data more visually appealing to lawyers and assist them in allocating their time and attention to areas that are most important.

We also have the Court Manager, a central management system which allows Judges to schedule their judgments. Law Pavilion also has what we call Law Rights which is for the everyday citizen in Nigeria. This Application has a bouquet of features, such as a part that informs and enlightens citizens about their rights as well as their duties and obligations. Law Rights goes further than just enlightening citizens on their rights and obligations as it allows citizens to report situations when their rights are breached or contravened to the relevant authorities and then you can also find a lawyer to represent you. We are working on these and many other things at Law Pavilion, and I dare say that, we are just starting.

We discovered that you are not a lawyer and are curious to know why you delved into legal tech.

What motivated me to start Law Pavilion would be the determined passion I have to see that Nigeria gets better. I have always said that for us at Law Pavilion, it is not and will never be for the money

# OPE OLUGASA

Ope Olugasa is a foremost LegalTech Expert and I.T Consultant, passionate about Legal Technologies and Acceleration of Access to Justice in Africa. He is the Managing Director of LawPavilion Business Solutions, an organization that pioneered the growth and adoption of LegalTech in Nigerian. He led the development of LAWPAVILION PRIME, Africa's first Legal Analytics Software, a new feat in Electronic Law Reports and Legal Research that is widely used by Lawyers and Judges. Recently, he led the development of Nigeria's first Artificial Intelligence Legal Assistant called TIMI.



alone. The main drive is to ensure that the rule of law is established and there is a speedy dispensation of justice in Nigeria. The reason for this is because we believe that the foundation of every society is in its justice system. If you look out for any sound and prosperous society, you will find a society with a good justice system. Without a reliable justice system, the politicians and even the citizens would confidently play foul because there is no system to call them to order. If there is no good justice system, the civil service will not be optimal, business interactions would not flow smoothly, the common man may not be able to survive and these are things we all see in Nigeria. Therefore, what came to my mind is how we can use technology to solve the problems plaguing our justice system making it more effective. Good thing is, when the justice system is effective, a lot of things would straighten out and that was why I ventured into Legaltech.

Yes, I am an Engineer, and if I had not studied engineering probably, I may have studied law. While I was studying at the university, I did special elective courses in law and I also read a lot of law books. As a student then, I usually engaged myself in some educating discussions and arguments with the law students at my university even though I never had the slightest knowledge that LawPavilion will happen in the future. Afterwards, I decided to apply my knowledge in ICT to law. Back then, I was always curious as to why most of my friends who were lawyers usually spend hours surfing through a library for books and case authorities. I thought about the possibility of having a database where

lawyers can easily access their judicial authorities, which would reduce the estimated time spent on legal research and foster effective research. That was how I started LawPavilion. After we delved into the aspect of legal research, we realized that it was not just all about legal research for lawyers. With my background knowledge in business management, I figured that a practice and court management system would go a long way in making the system more efficient.

**We would like to hear about the generic challenges you faced while starting, including the more specific problems regarding the system your country operates.**

One of the first challenges we faced while starting up LawPavilion is collecting data. You know we deal with converting legacy records to electronic records, thus getting the data from the courts was a big problem.

Another major problem we faced after the collection of data into electronic formats was in adoption because the legal profession in Nigeria is highly conservative. When we first started, our first outing was at the Nigerian Bar Association Conference of 2007 in Ilorin. At the time, many lawyers came to our stand at the conference and laughed. They made fun saying that we were making a mistake by thinking we were in the UK and that the core vision behind LawPavilion cannot sail in Nigeria. Some even said, “no Judge in Nigeria will ever allow the use of electronic law reports”. I however conceived in my mind that it was a phase. Law Pavilion was in the picture to stay and it may only take time and a

few years, but this motivated me to continue. Now I am glad that we have since moved passed where we started and that the adoption rate is higher and better. Fortunately, the Nigerian Bar Association has also been more supportive.

Another major challenge is funding. Ordinarily, an average banker in Nigeria may be reluctant to grant loan and other credit facilities to lawyers. This is probably due to a stereotypical believe that since lawyers know the laws, they can easily evade them. I have heard bankers tell some stories of granting loans to lawyers and the lawyers coming back to institute legal actions against them after failing to repay the loan. Also, in Nigeria like I always get to argue, the Nigerian Finance Industry does not understand what intellectual property is. They always want to evaluate you based on physical machinery and if they look at it properly, they would realize that intellectual property is more valuable than we may want to rate it. Now, if you are in Legaltech, you will definitely need engineers and trust me those guys do not come cheap. Still on Legaltech, the cost of development is so high and the rate of adoption which will in turn boost the income and inflow of funds and profits is slow. So, you see a situation where we started with nothing and it took a long while to make profits after development. However, I have always believed in the power of vision: as you move on despite the challenges, things get better.

**It's all a process and just as it is in every journey, there are times where mistakes are made. Can you tell us about some of such mistakes?**



Well, the mistakes I have made in the course of building our vision at LawPavilion are numerous. However, the beauty of it all is that we are not shy of the mistakes we made. We admit them but put efforts to correct them.

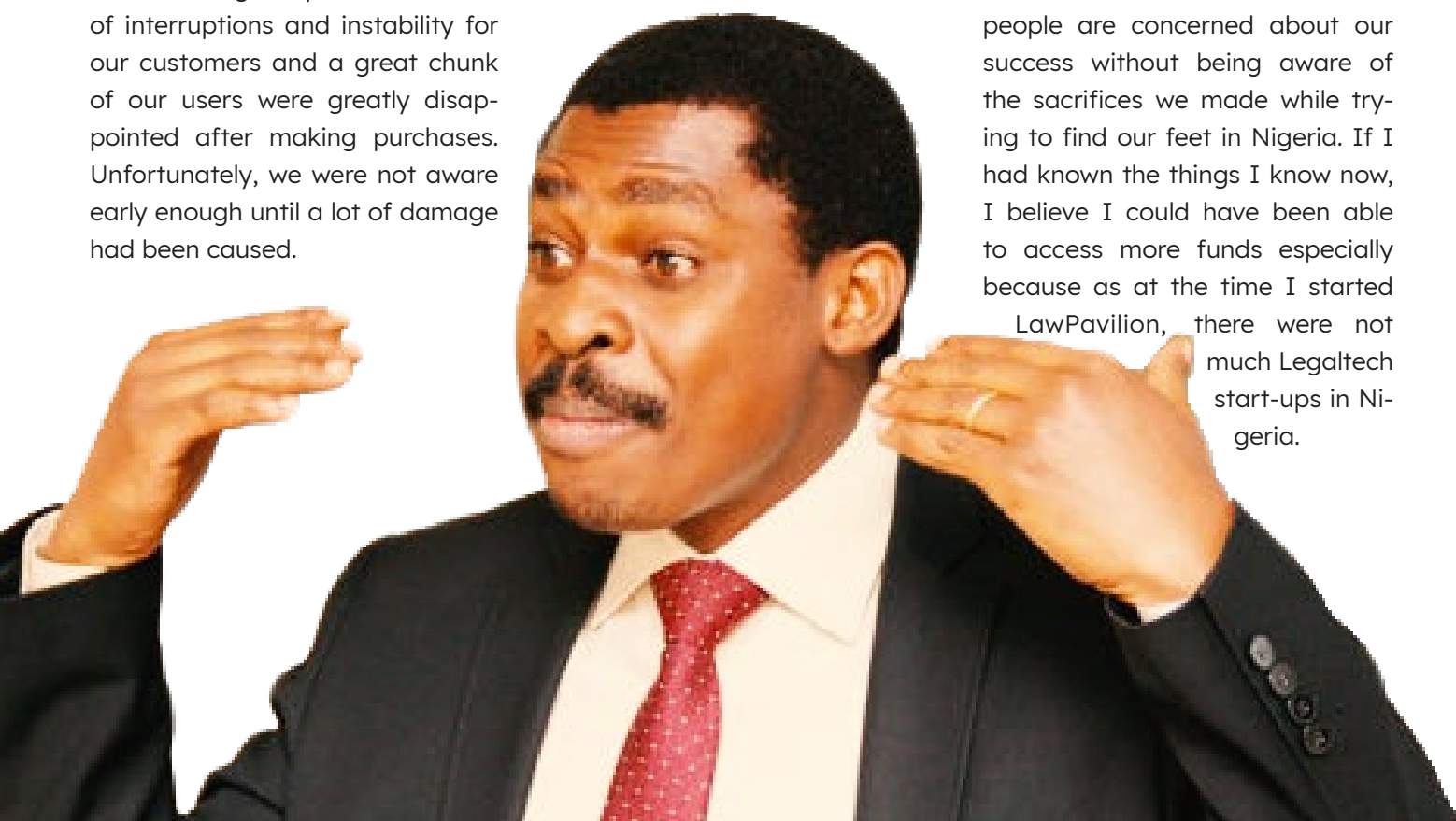
One of such mistakes that really stands out to me was something that happened sometime in 2012 or thereabout. That was just about the time we released version 5 of our LawPavilion Prime product. At that time, we needed to invest in an encryption system that is license-based. We actually worked with a Russian company to build the encryption system but however, it ended up being like we shot ourselves in the foot. After we released it in the market, it was so unstable that even after our customers purchased their licenses, they could not conveniently use the product. The licensed files were getting automatically deleted from their computers as a result of actions from their installed anti-virus which read our license keys and files as viruses. This greatly resulted in a lot of interruptions and instability for our customers and a great chunk of our users were greatly disappointed after making purchases. Unfortunately, we were not aware early enough until a lot of damage had been caused.

We have made other errors in the past in the course of development too. Good thing is we learn from our mistakes and we have gotten better as a result of our experience. The Nigerian Bar Association Conference of 2012 also comes to mind. At that time in a bid to adopt technology, the NBA through us decided to implement an online registration process for its annual conference, which turned out to be a disaster. There was a miscommunication regarding the arrangements towards procuring the name tags of the registered attendees, leaving almost everyone disappointed. Some people even insinuated it was an attempt to sabotage the conference. Luckily, we were given another opportunity in the next year by Mr. Austin Aleghe (SAN) who was the NBA President at the time. Thankfully, we did not misuse it. Mistakes made in any endeavour, especially in a first attempt, is not for you to wallow in. Anyone may make a mistake, but the important thing is confronting your mistakes and fighting your wrongs.

**Raising capital is very essential for every founder. How were you able to raise funds to start Law Pavilion?**

I started LawPavilion with no money, at least at the onset. Maybe what pushed me to start was what I learnt during my university days - that money follows ideas, even though working on ideas requires money. I did not let the fact that I lacked money, stop me from venturing into Legaltech. In starting LawPavilion, I had to put in so much efforts by myself in the development process, in fact for the first 10 years, I was the one writing the codes by myself and this was not an easy thing to do. It required a lot of sacrifices; I did not have personal time for myself and for my family. There were times I wrote codes for days nonstop. When I had employees, I had to pay them with my personal money especially as it took a while before all efforts yielded profits. Eventually, we were able to raise little funds internally from about three lawyers.

It is overwhelming how far we have come at LawPavilion. A lot of people are concerned about our success without being aware of the sacrifices we made while trying to find our feet in Nigeria. If I had known the things I know now, I believe I could have been able to access more funds especially because as at the time I started LawPavilion, there were not much Legaltech start-ups in Nigeria.



The only issue was, at the time I started, I was quite ignorant in annexing the diverse opportunities that could have been easily accessible. My advice to young person's hoping to venture into this space and other businesses here in Nigeria is to get their ideas right, build a business model, and seek for funding. However, never let funding stop you from building your idea and let consistency drive you.

### Do you have any plan to go into the international market?

Yes, we have done so much here in Nigeria and we believe that as part of our growth, it is imperative that we move into the international market with our products. We are tired of earning our profits in Naira.

### There is this concern by many lawyers and non-lawyers that technology may be a threat to the relevance of lawyers in the nearest future. What are your thoughts?

There are diverse opportunities for lawyers in Africa. Most of these opportunities are not even efficiently harnessed by lawyers in Africa, compared to their counterparts in other continents. In fact, since lawyers in Africa are not taking advantage of all the opportunities available to them in the business of law, other lawyers outside Africa have seized the opportunity to benefit from those opportunities. What Lawyers need technology for is to help them to be more efficient and expand their market opportunities.

For instance, the average Nigerian is sceptical of employing the services of lawyers to go to court because of the slow system and process of adjudication but if we integrate technology to enhance

and make the system more effective, then citizens may easily be interested in patronizing the court and seek the services of lawyers which in turn means more money for lawyers.

Also, lawyers with small or large clientele would be able to easily deliver their legal services if they can effectively integrate technology into their practice of law. Technology in my opinion cannot put lawyers out of the market or make them lazy in practice. Lawyers would become more efficient and access diverse opportunities with the use of technology.

### How do you rate the reception or adoption of technology in the practice of law in Nigeria?

I believe there is still so much to be done with regards to Legaltech here in Nigeria. In fact, we have not started. Financial technology (fintech) is doing so well here in Nigeria, however I am certain that Legaltech has greater potential than fintech in Nigeria and many are yet to see it.

### What would be your advice to persons interested in venturing into legal tech?

My advice would be to let passion be your drive. It is okay to want to make money out of your idea, that's the goal of every business owner. However, let the desire to make money not be at the forefront.

I also reckon that there should be a Legaltech community here in Nigeria; this will go a long way in growing the sector. Silicon Valley did not start in a day, it started small but now it seems to have grown to be

the central tech space in the world. I believe if there is a community for Legaltech practitioners in Nigeria, a lot will be achieved. True, there may be competition but the fact remains that the market space is big enough for lots of entrepreneurs and start-ups in Nigeria.

**Join our Global Legal Tech Club by clicking any of the links below:**

<https://www.linkedin.com/groups/9091907/>

<https://www.clubhouse.com/club/legal-tech-club>

<https://chat.whatsapp.com/L71jF5P-f2Va3QqBsYl3UZ9>

# LEGAL-TECH DISCUSSION

with

**William Doherty**

Please give us a brief history of yourself.

I WAS A LAWYER from Dentons in London. I worked there for four years. I worked as an associate in the T&T department and I suppose I started building this product when I was a trainee on my evenings and weekends. I decided to leave to pursue this full time and I've been full-time on Capacity since spring this year. That's about six months. I am the founder and CEO of the business. We are launching our product this month with our first trial. It's all happening fast and it's very exciting. I lived and breathed these problems for years and now I'm trying to solve them.

That's a really impressive background. It's intimidating going out on your own especially with all the uncertainties surrounding launching a startup. What gave you such boldness?

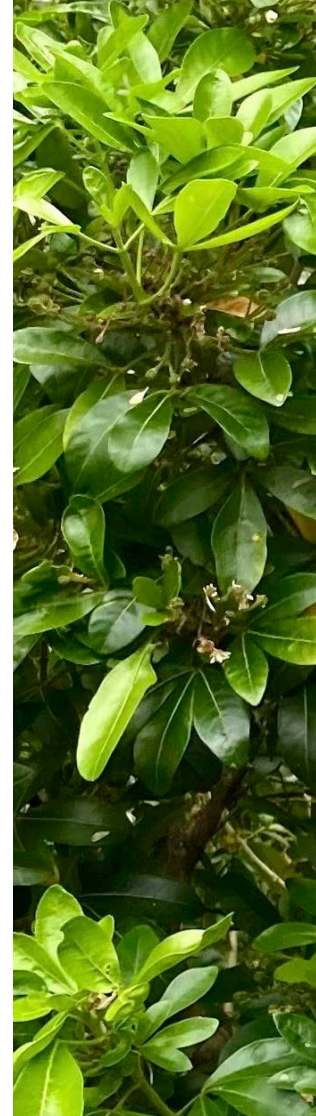
IT'S A GOOD QUESTION my friend. For me, I reached a point where I knew what a career in law held for me and as much as I enjoyed the work, I felt like the problems I'm trying to solve with this product were much bigger than what I could do as a lawyer. I wanted to have a bigger impact and improve the lives of many people like me who have found some things dif-

ficult because of some of the cultural problems. I basically thought that it was going to be a more meaningful path for me and also, I found it so exciting. I think I was lucky in some respects. One way in which I was lucky is that I was able to start with Capacity while I was still a lawyer, which helps reduce the risk. I had about a year, almost two years where I could understand if there was a market. As much as eventually taking the plunge was a big risk it's not like I just left and then began a new business. I'd already been building a business for 18 months before I left. This helped me to de-risk. It's hard because as a lawyer you're already working long hours and then you are trying to build a startup as well. The pandemic gave me more time because I had nothing else to do so that also pushed me towards this.

Can you give us a breakdown of your product and what it does?

YEAH SURE! BASICALLY, Capacity helps with deciding who gets what work in a law firm. At the moment in law firms, there tends to be the favourites who get the work. People like me, white males from privileged backgrounds, often enjoy bias in some things in law firms. As humans we are often not aware of our biases. Effectively, the data

and the stats show that there is not equal access to good works in law firms and this harms the opportunities for more diverse lawyers. To some extent this accounts for why we have less women in partnerships, why we have less Asian lawyer partners and a host of other minority groups. Think about it; if you don't have the best work, you're not going to get the promotion over someone else! Our product is trying to create fairness in opportunity so that every lawyer has a fair opportunity for good work and therefore, a fair opportunity for progression in their career. We also tried to help through our system with the workload and mental being of lawyers. If you have some lawyers who are very overworked or under-worked it's not good for anyone. We tried to balance the load so that everyone has even amount of work and so you can imagine facing an internal marketplace. I know people sometimes don't like to think about Uber, but if you imagine an internal big marketplace where lawyers get to pick







their own work and get to decide which work they want to do, that's what we're trying to achieve with our products.

**How does it work exactly? Is it a sort of Slack for lawyers? How does your work distribution platform function?**

IT'S NOT QUITE LIKE SLACK. It's much more optimized for lawyers. Similar to Slack you would create task cards and in that card you would put lots of info about the work you need help with. We have a feature for eligibility which is not in Slack. So you would say for example: "I need a junior lawyer with one year experience who has some drafting experience in London". You would fill in some criteria and then all the lawyers in your team who meet those criteria would see

the piece of work and the first one to select it would be the one who takes the work. That way, the person with the work doesn't actually see who the candidates are. They merely specify some eligibility criteria and anyone who meets the criteria has the opportunity to take the work. It removes any opportunity for bias because the work allocator doesn't know who the candidates are. They just focus on the eligibility criteria instead of the candidates.

**It seems like your average client is going to be big law firms with lots of associates. Do you intend to market this product to the open market and small law firms?**

OUR PRODUCT IS AT the moment most useful for medium to large teams of 20-30 and above. The

reason for this is because that's my home, that's where I grew up and that's my experience. It's easier for me to try to solve those problems first, but our longer-term objective is that we are making the products as useful as possible to the individual lawyer so that it can become more and more useful to the individual lawyer and less focused on bigger teams. At that stage, smaller teams can get use out of it. We're actually trialing it with one medium sized team and then one small team to get some feedback. Even small teams of like 5 to 10 lawyers are still looking for a product like this. We're actually getting quite a lot of demand from the smaller teams just for tracking the work that's going on, having a shared working space and all of those kinds of data benefits that can be seen by individual lawyers



on small teams irrespective of the work allocation process. Even then, where we have just two people, unless you have a system tracking exactly what's going on, it can be harder to make sure things are fair. Then again, just having a system in place can keep people happy. We also have a pair user license module so it's affordable for teams of any size.

**What do you have to say about the growing concern of some lawyers that integrating tech in day to day legal activities, could possibly affect the relevance of lawyers and the legal profession?**

IT'S A BIT HARD TO PREDICT at this stage. I know that there are a lot of legal technologies. The vast majority of tech in this space is geared towards helping lawyers to do their job. At this stage, the market is saying: "we still need lawyers", because the technologies in the space are saying "we can help you be more efficient but this is ultimately for the lawyer to be the user of the technology". There is also a segment of the legal tech market which is geared towards removing the lawyer as much as possible from large volumes of work. If these products are successful then obviously the by-product will be that large volumes of work will be removed from the remit of a lawyers' day-to-day work. I think the concern is valid. At the end of the day, if it's going to happen then lawyers can't do anything to stop it. My advice is that lawyers go with the change and learn the technology because there is no quicker way to be left behind than to not adopt technology. If you want to be a lawyer of the future, I think it's completely necessary for you to scale up in this area and

for you to be able to utilize these technologies to deliver in your role. Longer term, I think it would depend on how complex the need of the market is. The more complex the needs of the market, the more you would think the lawyer remains in a job. I have met some very senior lawyers, one in particular who can also code and he's doing some very special things in this space. I suppose it's unrealistic to expect that every partner of 10 to 15 years is going to certainly learn to code. It's a relatively unique position this guy is in. It would probably start becoming more common as coding becomes a skill that's more accessible to younger people whilst they move through the ranks. I'm not sure if this is the best answer, I'm afraid.

**I think it's a perfect answer. I also think it's not just a specific concern for the legal profession but a general concern for all professions.**

EXACTLY! YOU HIT THE NAIL on the head. I think some lawyers believe their work is too complex or requires too much judgment. My response to that is that most of the legal work you are doing is rule based. You are applying some general legal and commercial principles and if you can program a system to apply those; that's effectively what the brain is doing already anyway! Might be my own naivety but I think we'll see more and more areas of commercial legal practice moving under the remit of technology as time goes on. Also, it just might be that the role of the human lawyer will change, rather than lawyers be out of jobs completely. Whatever the case, we'll see.

**What would you say are the biggest challenges of tech in the legal practice?**

I WOULD SAY, there are really high-level law firms who are really risk averse and risk aware businesses. This makes sense because as lawyers our role is also to identify and mitigate risk. I think one barrier is the fact that law firms are too risk averse and often when they look at the value of a piece of technology, they want to know what the technology can change and how they can quantify value. I would invite law firms like this to consider the value of not changing. I think that might help with their appetite for risk. There's also a value for doing nothing and an opportunity cost associated with that.

Beyond that I would say, that there are also lots of gatekeepers in law firms especially big law firms who have really slow sales cycles. In such firms, there are a lot of people that need to say yes to get through a buying decision and if one person says no then all of a sudden, the deal can fall apart. I think the structure of law firms is inherently a challenge for vendors and I think that's why you see that sales cycles are like 12 to 18 months in some firms before buying tech.

Finally, I would say the third barrier is change management. The lawyers are super busy, often very stressed and so it can be a challenge to get people to learn new processes and change the way they were working because obviously, that requires time, commitment and effort from the user. I would say those are possibly three of the biggest challenges for tech in the legal industry.

You already have a few competitors. If not legal tech competitors, then maybe non-legal tech competitions. How do you intend on handling such competition?

Yeah. The other technologies that are being used are not as customized for lawyers as Capacity. We've built a piece of software on the basis of modern science and patterns used by the lawyers and we've designed a methodology which we call SAM: The Smart Allocation Methodology. It's specific to the legal corporate environment, and it effectively appreciates the nuances of legal work. We are highly focused on developing only features that directly solve the main pain points experienced by lawyers, which enables us to create a very simple product that is very effective without all the bells and whistles that can confuse people and restrict adoption. Our advantages in the marketplace are how we can ensure that we can compete in the marketplace by being very targeted and focused on the pain points that we're willing to solve in the industry that we're addressing. There are only a small handful of products that are focused on law firms in this space. What firms have found when going to the market for products that aren't law firm specific is that those products are sometimes inadequate. At that stage there's only a few options out there.

I think for us it's a bit of luck around right place, right time and bringing something new to the markets at the time the market is looking to solve these problems.

Do you have any question for us?

I would like to know about your

plan for the magazine and what your role is. You seem like a very intelligent man so it would be nice to hear about what you do from day to day if you're happy to share.

Sure. Glad you asked. So I'll start with the Lexquiry magazine and the drive behind it. We may be in an early adoption market, but there have been tremendous improvements with legal technology. Lexquiry believes that the achievements and innovations of legal technology companies like Capacity are grossly underappreciated especially on a global scale. The key reason for this underappreciation is the lack of global awareness on the existing legal tech solutions. We want to change that as much as possible. Our driver is simple; impressive and functional legal technologies deserve to be recognized for their achievements and the global market deserves a chance to know of the existence of these wonderful products. Lexquiry aims to be the first truly global legal technology magazine creating awareness on the available legal technologies and happenings in the space, while giving legal tech companies their well-deserved visibility. We also want to build a legal tech community along the way. Our magazine is quarterly, with new issues releasing every three months. Our next issue would be on the 1st of March 2022. We also have a legal marketing and research product in the offing. As for my day-to-day activities, I'm a tech lawyer working with Technology Advisors. As you've probably figured I'm really enthusiastic about technology. It's really nice to have you with us today and I personally would really love to hear more from you as time goes on.

Yeah, that would be fantastic. Sounds like you're creating a market to connect businesses and clients. What I understand is, your product is probably more between organizations and people whereas we are focused on within organization.

Exactly.

Sounds great I'm looking forward to seeing it. If anything else pops up, do let me know and I look forward to hearing from you.



# Smart Contracts, Unicorns and Expansions

2021 was an impressive year. More impressive, if you kept track of the many moves that were made in the legal and tech industry. Just in case you missed them, here's a few among the many highlights that took place over the past few months.



**Law  
Commission**  
Reforming the law

## UK Law Commission

### OK's smart contracts

Following a request by the UK Ministry of justice, to undertake a detailed analysis of the current law as it relates to smart legal contracts, the UK Law Commission, on the 25th of November said that smart contracts are enforceable under the current legal dispensation of England and Wales. In their own words:

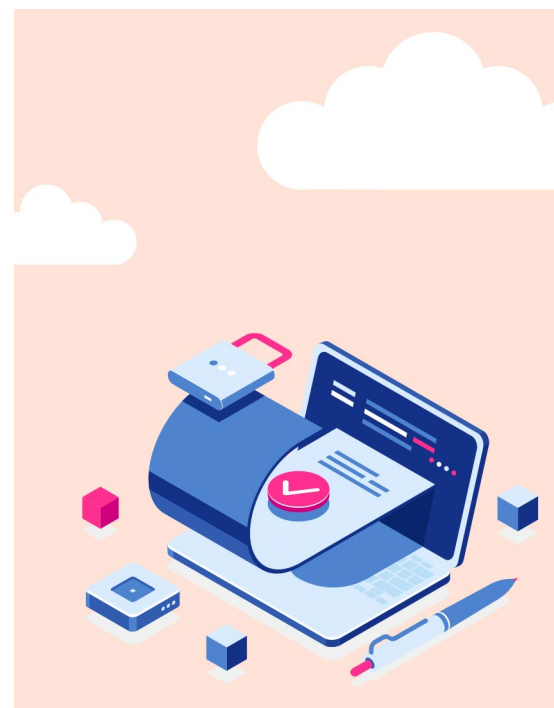
"...the current legal framework in England and Wales is clearly able to facilitate and support the use of smart legal contracts, without the need for statutory law reform. The flexibility of our common law ensures that the jurisdiction of England and Wales provides an ideal platform for business and innovation. Current legal principles can apply to smart legal contracts in much the same way as they do to traditional contracts, albeit with an incremental and principled development of the common law in specific contexts."

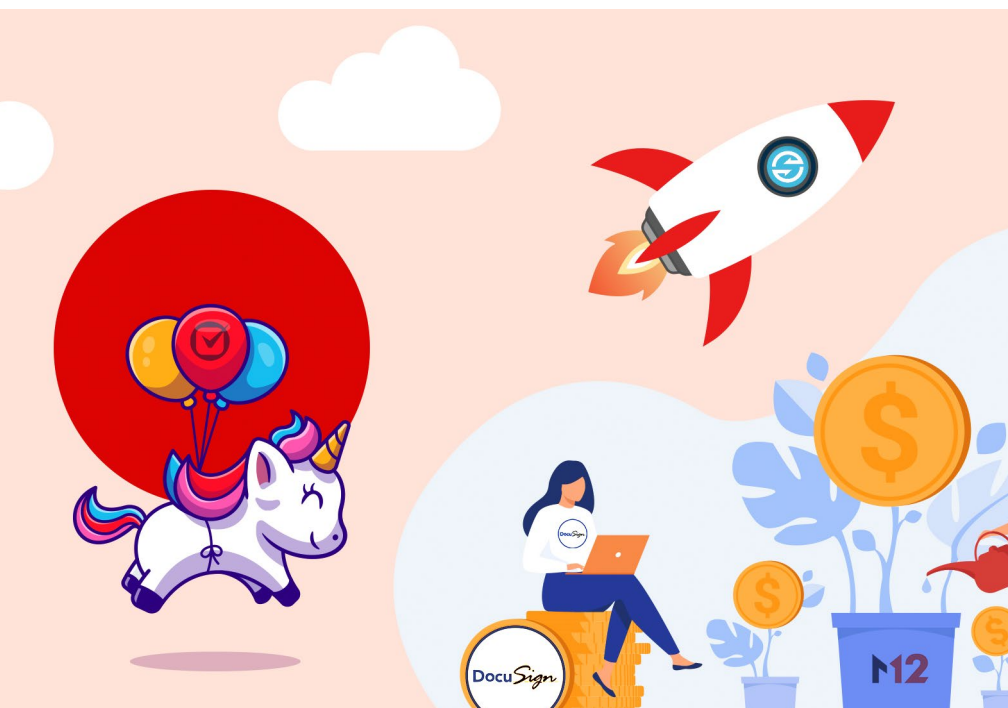
## World's first Legal Practice

### Management Unicorn

Earlier this year, Clio, a legal practice management and cloud based platform became the world's first legal practice management unicorn, following its Series E funding of \$110 million led by T. Rowe Price Associates Inc. and OMERS Growth Equity. Currently, the company is currently valued at \$1.6 billion.

With over 600 employees, 150,000 users and presence in more than 100 countries, Clio currently ranks among the top three best players in legal technology on the Lexquity rankings. The company offers a myriad of solutions including CRM tools, cloud storage and a legal payment platform. Clio's recent acquisition of Lawyaw, adds a document automation solution to its arsenal and further improves its likelihood of becoming an operating system for lawyers.





## Microsoft shows interest in Nigerian led Legal Tech Startup

Definely, a document drafting and review software, founded by Nigerian-born Nnamdi Emelifeonwu who currently serves as its CEO and Feargus Macdaeid in 2017, announced this year, its £2.2 million funding round.

The funding round was led by Microsoft's M12 Venture Fund with support from CRE Venture Capital. The £2.2 million funding plus Definely's seed round in September of 2020, brings its total funding to about £3.4 million. Definely excels in interoperability, and can be seamlessly integrated with word processing soft-wares like Microsoft Word.

Definely currently boasts of an annual growth rate of 500% and is on track to become a huge player in the document review industry. Definely has

coveted a few accolades, including being recognised as one of the Top 20 Legal Technology Solution Providers 2021 by Enterprise Viewpoint, and also being one of the 10 most exciting early stage scale-ups in the UK during the 2021 Tech Nation Rising Stars competition. Definely also won the Most Promising Mature Business award during KPMG's Black Entrepreneurs' Awards.

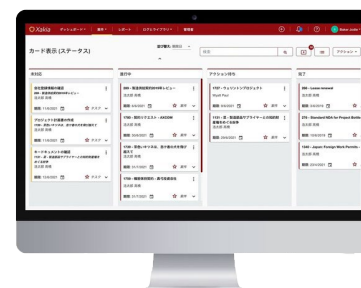
## SKYE launches in Australia

Founded in 2016 and a subsidiary of the Lawyers on Demand (LOD) group, SKYE, one of the world's fastest growing independent legal tech consultancies that helps corporate customers to transform their legal teams, is expanding into Australia in furtherance of their goal to drive digital transformation across the legal industry. The Australian operation will be led by James Kenney who has been with LOD for over 6 years.

## Docusign shows

## interest in Legal Tech

Docusign, a world leading contracts and e-signature platform, on October, launched an investment arm called Docusign Ventures, which promises to focus on growing startups "that are changing the future of how we all will agree". These categories of startups no doubt includes Legal and compliance automation technologies, AI and smart contract technologies, agreement process automation and work-flows platforms. Docusign already has a handful of investments in various enterprises including The Legal Tech Fund, an early-stage investment fund, focused on legal tech startups.



## Xakia goes to Japan

Xakia Technologies, a world famous matter management company, announced on the 14th of October, its entry into the Japan legal technology market with the launch of Xakia, its dedicated in-house legal hub, in the legal department at JERA Co. Inc (JERA), one of Japan's largest energy companies.

Xakia currently has a presence in almost all the continents, with a very strong presence in the Australian and North American market.

# LEGAL-TECH DISCUSSION

with

**Kevin Miler**

In one of your past interviews, you mentioned that one of your products “Legal Sifter Concierge” was made by mistake. What did you mean by that?

WE HAVE TWO PRODUCTS. We have a SaaS product, legal sifter review that reads contracts and gives advice and that was always the point of the company. I got involved because we built something that read contracts and gives advice. That’s a big deal, but while we were building that product, we needed data. You can’t build algorithms without data. We did and still do extraction work for clients on a project basis. Our first client in that space was BNY Mellon. We were extracting tons and tons of data from stacks of contracts and giving it back to them in an excel spreadsheet using NLP, machine learning and people. What happened was, we really didn’t want to keep doing that sort of cumbersome work, but we just really liked the data and we liked clients who needed that service, because we were able to introduce Legal Sifter review to them and seal deals. Eventually, clients kept coming back to us, in need of similar services. What we kind of realized from the market was how unhappy people and organizations were with contract life cycle management databases. The reason for that was, clients couldn’t keep track of these databases or keep them organized. In march 2019, we invented a subscription to make it simple for our clients.

Our clients all build various things and deliver services, but they didn’t organize contracts for a living and were never going to give it the attention it deserves. That’s why despite the fact that there’s great software in the market place for many database companies, those implementations are failing every day. The clients seldom put the labour and the leadership into it. When we deposit money in a bank we don’t really care how the money gets into our phones, we just want to manage the data, that’s how contracts

should work. So we just invented this really simple solution that said “just send us your contract into our databases, we’ll extract the data using NLP, Machine learning and our people and we’ll organize it in our database for you and we’ll be your contract librarians”. I tell you, it’s been a big hit. People are really thankful for it. The clients’ problem is: ‘I can’t organize my contracts’, not ‘I can’t learn how to manage my contract database’. They don’t want to do that and they don’t care. Our solution solves their problem and it’s not anything magical. We’re just combining expertise, labour, AI and software to solve that problem. From a business perspective that product is very good, our clients are very happy and then they also buy our main product, Legal Sifter Review. It’s been a really a good platform for us to make our clients really happy and that’s why we did it. Also, it was a complete accident. If anyone had asked me earlier, I never would have predicted we’d be doing it. Now we’ve embraced it, we’re building around it and people love it.

I notice that most of your clients are businesses. Do you have any plan in the future of expanding your clientele to the average individual. Can Legal Sifter become a sort of Grammarly; like spell check but for contracts. Is that your vision?

YES! THAT HAS ALWAYS been our long term vision. Our mission as a company is to bring affordable legal service to the world by empowering people with artificial intelligence and human expertise. Honestly I got involved because of the idea that one day anyone who goes out for an apartment lease for example, could load that apartment lease and get some advice. Same applies to the average every day consumer. We’re actually experimenting with that. We have a partner, in Pittsburgh, a law firm that we’re trying to collaborate with to see if we can get that off the



ground. I'm hoping to do more with that in 2022. To be honest we started appropriately with business clients because we needed to prove that this technology was going to work, that we could actually deliver the advice, refine the algorithms, and get the infrastructure in place. In reality, the individual consumer needs a higher performing product from day one. Whereas a business customer can accommodate certain flexibility in the quality of the AI in the early days. Of course our quality has been really high and has gotten better, but we've waited a little bit to get into consumer. I'm hoping that we'll change next year. And yes, I think in the future, it'll be grammar check, spell check and our tool Legal Sifter on top of every single document in the world.

**What are your plans for the African market, bearing in mind that Africa is still in an earlier adoption period and still having the early conversations of the benefits of legal technology? Do you have any real interest in getting into Africa and getting more partners here?**

YES WE DO. As of today we're in South Africa and Lagos in Nigeria. We need partnerships in the early days there, to expand our business. We have clients in 20 countries today, including multiple in Africa. We are actively inviting and seeking partners in Africa, who can bring our software and our approach to that market. I would imagine at some point, that we would land offices and people there on the ground. Our strategies in 2021 and 2022, is to partner with folks on the ground as we've done already.

**Speaking from a general perspective, how do you think AI is going to affect legal practice?**

I THINK THERE'S a couple of fundamental truths about this technology in the legal profession. So first, start from the legal profession in the past. I've been a part of every function in enterprise and all those other functions have hard tools, hardware or software, that gets into the heart of that work-flow. Manufacturing, marketing, engineering, product management, sales, finance and so on. They can do things and bring tools to bear on their work that helps them scale and do ten things instead of one, in the same hour. They've had that for many years. It's the nature of the work and it's the nature of the work-flow. That has not been by any stretch, to the same degree, in legal. The primary reason is that lawyers think and write and advocate for a living. It's what we mostly do, and so you have

to get into the heart of that work-flow. While you can certainly give them tools to manage their workload, like product management tools, matter management tools databases, email, and research tools, the heart of the work-flow of a lawyer is in between his or her ears: It's thinking and reading and writing. Until you deliver to them something that thinks and reads and writes, they can't scale. That's why from our perspective, they haven't scaled and why they're so behind in general and why it's mostly a full service heavy, expensive, and slow process, for most transactions. Natural process learning, machine learning and components of AI changes that. We exist because our algorithms which we call Sifters can read or respond to new or novel language that the algorithm has never seen before. That's just like a human! So now, I can give lawyers, would be lawyers or people who are doing contract reviews a tool which does a little bit of what they do and that gives them an opportunity to scale. Our point of view is that this is an opening; that NLP and machine learning is different than the software that has been put forth to the legal profession in the past. Lawyers will behave just like marketers and manufacturers and engineers. They will take these tools and they will invent new ways of delivering their services, cheaper faster and safer. This includes self service legal services, partial service legal services as well as full services. The market really wants self-service. They don't want to have to call their lawyer; they don't do it anyway! They like to use tools just like they use in every other part of their lives, but the legal profession hasn't been able to do that because our tools have to be able to react to novel language and situa-



tions. NLP and machine learning can do that. It's an enabling tool and the entrepreneurs in the profession are waking up to this and they are inventing new ways of delivering services cheaper, faster, safer and more consistently.

What are some of the challenges you've faced in the course of building Legal Sifter? That's assuming you've had any to begin with.

OH WE'VE HAD PLENTY! Our first challenge was "is this thing going to work well enough?". Now, I have helped build software tools for 20 years. The difference between these softwares and NLP and machine learning is even though I've been around this tech since 2008, I wasn't quite sure if this was going to work well enough to create a product that actually could deliver enough value. I remember vividly the first time I sifted a document. When I sifted it, I was really nervous, and when it worked, I was like "holy cow! We have something!". I think that was our first challenge and that is a never ending challenge. We roll out new algorithms every single week to attack new parts of contracts. We have quality standards. They cannot get out the door unless they hit these standards. Think of them as new paralegals or new lawyers. They make mistakes earlier in their tenure, and as we train them they make fewer mistakes over time.

We are trying to always raise the bar; that's our second challenge. It's "now that we know we can create the quality bar and have proven it, can we raise the quality bar?" Eventually you start to run into technology barriers. So can we ultimately break through these barrier? This is the second challenge.

The third challenge is change. Honestly, now that we have technology that works, we've proven it, we have clients that love the stuff, we still have some clients that are scared of change. They don't know how to implement it. They don't see what it can do for them. They don't give it more than 30 seconds. What they do is like riding a new bicycle, falling off and just quitting. It's just generally change management. We need people who are willing to take on little risks whenever they are adopting a new technology. Eventually as more people use this kind of tech it will become the normal and the markets will flow, but this hasn't happened yet. We run into those kind of sceptics and people who don't know how to implement tech.

Finally, the 4th one and this is just totally related to Legal Sifter, is that there are a lot of people out there promising to solve the problem of contracts and so cutting through that noise with solutions that really work is a little challenging.

Speaking of noise, how do you manage the competition?

A COUPLE OF THINGS: You are going to find our product, Legal Sifter Review is the only one with expertise inside of it. There are just a couple of companies in the world that are actually doing AI contract review and also trying to provide the expertise out of the box. Also, many of the AI contract reviewers out there appeared in the last 18 months. When we first got started there was nobody, now you see more software out there, which is great. It is a good validation for what we sell.

Do you think the pandemic had anything to do with this proliferation?

YEAH, MAYBE. We were the first. We had our demo product in August of 2014, but that's a different story. It's actually OK. We welcome the competition. We differentiate from those folks that you're mentioning in a few ways. They have some good products out there, but what we do differently is provide in context expertise out of the box. We are not just giving you something that can read a SaaS agreement. We are asking you to use our tools, while also giving you in context advice on the SaaS agreement, that you can simply use or modify if you want. I think that's important. People buy these products for fast advice. The software, NLP and machine learning give you fast while the humans give you the advice. We are sourcing expertise from around the world and currently have a world-famous content leader called Ken Adams. Ken is our chief content officer and we are very fortunate to have him. We're surrounding him with other experts and are going to have about a hundred expert brains in our box before too long. I think that's going to differentiate us.

The second piece is on the after you sign side. That's the Legal Sifter Concierge. We are their contract librarian. There are now a lot of good extraction tools out there but they are software only. We provide services for organizations who do not have the people or horsepower to actually operate the software. We're

largely differentiating on these two elements. Our AI is further along than most. We have more Sifters and concepts than almost anybody else in the world out of our box. At the end of the day the technology will be somewhat of a commodity in the long term. Frankly, we think that the combination of the service on the after you sign side and expertise on the before you sign side will make the difference. It's also a really big market.

We've talked about your mistakes and strategies, but are yet to talk about the positives. What are a few things you've done right? A few of our audience are young lawyers who are legal tech founders or aspiring to be. What advice do you have on things you did right that helped you scale?

NUMBER ONE, is for those that are a tech company like us and most companies these days. It has to do with the development side of things. We are an actual development shop and we ship code every single week. We haven't missed a release in 3 years. This fosters a continuous improvement mindset that you must have as a start-up. Most of the time, your day one ideas are going to change within the first 90-180 days. At least, that's what happened to us. Although our core central idea: that we can build a product that reads contracts and gives advice, has never changed, but as I already mentioned, we invented a second product that we never saw coming. You have to have a KAIZEN mindset. A continuous improvement mindset. It's a mentality out of Japan, in the early Toyota days and it's something I have used in past positions. One of my investors once told me: "just improve 1% every day and do the math on how incredibly better you would be a year or two years from now". I read a quote that said you should be embarrassed by your first product on the marketplace. I wasn't embarrassed of our first product, but it wasn't very far from embarrassment. We had all kinds of flaws, but if you set the tone early you are going to improve things every week and every day. Whatever your strategies are, work on your plans and you'll be setting your organization up to pivot into new things. You've got to have that mindset. I've seen this in the past when I was with larger companies: smaller companies get excited about their ideas and then they walk in, present it and see that it doesn't really work. Then, they're not flexible enough that they can handle the early days until they have strong product market fit. That's number one; a continuous improvement mindset, tac-

tically built around a "ship code every freaking week". We did that right.

Second bullet is in AI specifically. I've been around this tech for a while. I was in Pittsburgh born out of Carnegie Mellon University. It's one of the greatest cities in United States, North America for this kind of tech. Also, in my past life, I was the COO of a couple of 100 million dollar businesses. We had technologies coming into the business and people presenting it to us. I always felt like the pitch was mostly: "we can come in, look at all your data create a bunch of algorithms and help you get better". Legal Sifter took a different approach. We said: "You know what? We don't think most of the market is going to have the tolerance or the money to develop algorithms. We need to show up on day one with the algorithms they need to actually change and solve the problems that they had". Clients do not care how much AI or how little AI we use. What they care about is: "I have a problem, and can you solve it? If AI is the enabling tech, terrific! If not, I don't care. Can you do it? Can you do it quickly? Can you do with quality and can you do it at cost?". So, I think the second thing is, you have to show up with a product that actually solves the problem and doesn't just enlighten me to a problem I already knew existed. These are part of the two things I know we've done well. We've made a few mistakes, and I like to say this to entrepreneurs because having been in three hockey stick companies in the past, this type of mindsets has really helped us.

What advice do you have to anyone who is interested in starting up legal tech?

I HAVE A COUPLE pieces of general advice. No 1, make sure you have a strong home situation. We spend so much time talking about the business, but also make sure you have a strong support at home. By this I mean whatever home is to you: friends, family, religion, social, political, I don't care what it is. This is going to take a lot of effort from you. The world is falling into the trap of watching the Facebook or Google story. Sadly, that is not how it is for millions and millions of founders. We know this intellectually. Emotionally, we fall into that trap and I see this a lot. We get a lot of resumes from people who are trying to escape the normal life. They get excited about the entrepreneurial vision and the excitement. It is exciting, because of the ability to enact change, but it's going to take a lot from you in the early days. It's going to



take a lot of energy and if you're going to expend that kind of energy you need to be ready to make sacrifices in certain parts of your life. If you are going to do that, you better have a rock solid home foundation. The people who are behind you are going to be your rock. This thing is a roller-coaster. You are going to have great days and horrible days. In the last 24 hours I can tell you four things that went really well and four things that went kind of lousy for us. That's the way it is when you are a young company trying to change things. People don't know how to buy what you are selling; they don't know how to implement it. They've never seen this stuff generally. We're trying to change the way they do things and that's hard. So, you better have a strong home foundation.

Number two is, and I've already said it: You need to have a mindset of continuous improvement. You hear things like fail fast, fail agile, pivoting constantly until you get better product market fit, and so on. All of these things are in the same context, which goes back to a *kaizen* mentality. You need to be prepared for rapid continuous improvement because frankly as a small company, you don't have many degrees of freedom. You're going to run out of money so you have to be right early and you better be able to pivot. That's it.

**Last question. How would you define Legal Sifter to the average person and how can the average person find Legal Sifter and use the product?**

YOU COULD FIND us at [www.legalsifter.com](http://www.legalsifter.com). Here's what we do: Contracts are the most important documents in global commerce. They are also universally, a pain. They are a pain to read and negotiate and they're a pain to keep track of

after you've signed them. We've built two products to solve those problems. The first product is called Legal Sifter Review. It is used before you sign a contract. You upload that contract, it reads it, tells you what is there and what's not there and gives you in context advice. It's like having a second set of expert eyes looking over your shoulder at this crazy document that you are trying to negotiate. By using these tools, you'll be cheaper faster and safer. You'll get to better outcomes in your contracts and try not to sign stuff you shouldn't. Also, if you are a mid-size or a larger company you review those contracts, if you have multiple people or one person, safer and faster. This could get you faster buy or sale cycles and faster time to cash. It also lowers your overall risk. That's for legal sifter review. In the not-too-distant future, everyone will be using grammar check, spell check and hopefully Legal Sifter Review to review these complex documents and that would be a natural act. Our second product solves the after you've signed the contract problem. You've signed a bunch of contracts and if you are company for example, you've got to keep track of them. You don't curate contracts for a living, we do. Let us be your contract librarian. Send us your contracts as you sign them. You can do that automatically and we'll extract all the data, organize it, put them in a database for you, give you unlimited users and do it cheaper, faster and better than you can do. We will set up all your alerts so you don't miss dates and so on. We'll be your contract librarian, so you can run your business and not have to worry about where your contracts are. those are our two solutions.

**That's wonderful. Thank you very much.**

Yeah thank you and I look forward to hear more from you guys.

# Regulatory compliance and artificial intelligence

Article By

**Nima Sadeghian, Esq.**

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The core function of a financial institution is to protect assets, identify risks and mitigate losses; a process known as compliance.

The goal of compliance is to protect customers from fraud, money laundering and other financial crimes. Everyone is connected through several degrees of association, and it is the financial institutions responsibility to take an in depth look at transactions and provide proper reporting on unauthorized activity that may put others at risk.

Transaction monitoring was traditionally carried out as a manual review process, which depending on the level of activity within a financial institution, would require between 50-5,000+ analysts at any given time in order to carry out a compliance program.

The process of escalating and deescalating manual review processes and teams has historically been very resource intensive and overly expensive for financial institutions, an unstable environment for analysts, and thus a majority of financial services companies have been unable to comply due to the financial and

operational challenges. Specifically, the reporting process for financial services involves collection of many documents from multiple sources and the execution of repetitive tasks.

With the help of Natural Language Processing (NLP) and Intelligent Process Automation (IPA), compliance teams can take on more complicated review processes for newer and more complicated financial institutions and products. Also, NLP can analyze and classify documents, extracting useful data such as client information, products and processes that can be impacted by regulatory change, thereby keeping the financial institution and the client up-to-date with regulatory changes in real time.

The new age of AI and machine learning has allowed computers to handle most of the manual review work necessary for effective compliance programs.

With the creation of less costly and more efficient compliance programs, newer and more innovative financial institutions and financial products can start to emerge.

# DIRECTORY: ANALYTICS

'Analytics' is such a broad area of technology, mostly because different types of analytical tools serve different purposes. The best way to explain solutions under this category is that they create a certain type of order amidst the clutter of large amounts of data and information. The companies on this list have built soft wares that aid users in decision making processes by identifying patterns and drawing insights from large volumes of data. Many of these solutions utilize artificial intelligence, machine learning, cognitive computing and natural language processing, to do various things ranging from giving advice on the contents of contracts, to predicting future events.

COMPANY	LOCATION	DATE FOUNDED	WEBSITE	SIZE
Emérta Legal	Cidade da Cultura, s/n 15707 Santiago de Compostela	2017	<a href="https://www.emerita.legal/">https://www.emerita.legal/</a>	2-10
Beagle.ai	Ontario, Canada	2014	<a href="http://beagle.ai/">http://beagle.ai/</a>	11-50
Legality	10 Dundas Street East, Toronto ON M5B 2G9	2015	<a href="https://www.legali.city">https://www.legali.city</a>	2-10
Arbitrator Intelligence	Port Matilda, PA	2019	<a href="https://arbitratorintelligence.com/">https://arbitratorintelligence.com/</a>	2-10
RiverGlass, Inc.	Champaign, IL, USA	2003	<a href="http://www.riverglassinc.com/">http://www.riverglassinc.com/</a>	11-50
Legal Insights	São Paulo, Brazil	2016	<a href="https://www.legalinsights.com.br">https://www.legalinsights.com.br</a>	
Octimine Technologies	Munich, Germany	2015	<a href="https://www.octimine.com">https://www.octimine.com</a>	11-50
AxiomaVox	Paris, France	2019	<a href="http://axiomavox.org">http://axiomavox.org</a>	2-10
LegalSifter	Pittsburgh	2013	<a href="https://www.legalsifter.com/">https://www.legalsifter.com/</a>	11-50
Ogayar Co.	Valencia, Valencia	2009	<a href="http://www.ogayarconsulting.com">http://www.ogayarconsulting.com</a>	2-10
Prédicite SAS	Paris, France	2016	<a href="http://www.predictice.com">http://www.predictice.com</a>	11-50
Everchron	Los Angeles, CA	2012	<a href="https://everchron.com/">https://everchron.com/</a>	11-50
lawgarithm	Paris, France	2017	<a href="http://www.Lawgarithm.net">http://www.Lawgarithm.net</a>	2-10
RAVN Systems	London, England	2010	<a href="https://www.ravn.co.uk/">https://www.ravn.co.uk/</a>	
Intraspexion Inc.	Sequim, Washington	2015	<a href="http://www.intraspexion.com/">http://www.intraspexion.com/</a>	2-10
ThoughtRiver Ltd.	London, England	2016	<a href="http://www.thoughtriver.com">http://www.thoughtriver.com</a>	11-50
Digital DNA Group	New York	2011	<a href="https://www.digitaldnagroup.com/">https://www.digitaldnagroup.com/</a>	11-50
Apperio	London, England	2012	<a href="http://www.apperio.com">http://www.apperio.com</a>	11-50
Clearlaw Inc.	Stanford, California	2018	<a href="https://www.clearlaw.ai/">https://www.clearlaw.ai/</a>	2-10
CourtQuant	London, England	2018	<a href="https://www.courtquant.com">https://www.courtquant.com</a>	2-10
Compendor GmbH	Frankfurt am Main, Hessen	2015	<a href="http://www.compendor.de">http://www.compendor.de</a>	11-50
MaxVal	Los Altos, California	2004	<a href="https://www.maxval.com">https://www.maxval.com</a>	201-500
Helm360	Poway, CA	1997	<a href="https://helm360.com/">https://helm360.com/</a>	201-500
Risk Genius	Overland Park, KS	2012	<a href="https://www.riskgenius.com/">https://www.riskgenius.com/</a>	
dealWIP Inc.	Brooklyn, New York	2017	<a href="http://www.dealwip.co/">http://www.dealwip.co/</a>	2-10
TIQ	Amsterdam	2014	<a href="https://www.tiqtime.com/">https://www.tiqtime.com/</a>	2-10
Immuta	Boston, Massachusetts	2015	<a href="https://www.immuta.com/">https://www.immuta.com/</a>	51-200
Counterfeit.Technology	Treose, Pennsylvania	2014	<a href="http://counterfeit.technology/">http://counterfeit.technology/</a>	2-10
Gracular	Columbia, Maryland	2015	<a href="http://www.gracular.com">http://www.gracular.com</a>	2-10
MyLawNow	Baltimore	2016	<a href="http://www.mylawnow.com">http://www.mylawnow.com</a>	2-10
Viewabill	Columbus, Ohio	2012	<a href="https://www.viewabill.com/">https://www.viewabill.com/</a>	11-50
Fastcase	Washington, D.C.	1999	<a href="http://www.fastcase.com">http://www.fastcase.com</a>	51-200
Pramata	Brisbane, CA	2005	<a href="http://www.pramata.com">http://www.pramata.com</a>	201-500



Legality/Inventus	Brentwood, Tennessee	2000	<a href="http://www.legility.com">http://www.legility.com</a>	501-1000
Veratech	Gurgaon, Haryana, India	2017	<a href="http://altinfo.com/">http://altinfo.com/</a>	2-10
rfrnz	Munich, Bavaria	2017	<a href="http://www.rfrnz.com">http://www.rfrnz.com</a>	11-50
Kurier	Recife, PE, Brazil	1994	<a href="https://www.kuriertecnologia.com.br/">https://www.kuriertecnologia.com.br/</a>	51-200
Jurimetric	Curitiba, Paraná	2016	<a href="http://www.jurimetric.com.br">http://www.jurimetric.com.br</a>	2-10
Litimetrix Inc	Los Angeles, California, United States	2016	<a href="http://www.litimetrix.com">http://www.litimetrix.com</a>	2-10
Softplan	Florianópolis, Santa Catarina	1990	<a href="https://www.softplan.com.br/">https://www.softplan.com.br/</a>	1001-5000
Solucionare	Belo Horizonte, Minas Gerais	2008	<a href="http://www.solucionarelj.com.br">http://www.solucionarelj.com.br</a>	51-200
ClearstoneIP	Palo Alto, CA	2013	<a href="https://www.clearstoneip.com/">https://www.clearstoneip.com/</a>	2-10
Lex Machina	Menlo Park, CA	2010	<a href="http://lexmachina.com">http://lexmachina.com</a>	51-200
Premonition Analytics	New York, New York	2014	<a href="http://www.premonition.ai">http://www.premonition.ai</a>	51-200
Restructuring Concepts LLC	Chicago, IL	2007	<a href="http://www.chapter11dockets.com">http://www.chapter11dockets.com</a>	2-10
FiscalNote	Washington, District of Columbia	2013	<a href="http://fiscalnote.com">http://fiscalnote.com</a>	501-1000
LegalTech Hub		2020	<a href="https://legaltechnologyhub.com/">https://legaltechnologyhub.com/</a>	
Loom Analytics	Toronto, Ontario, Canada	2015	<a href="https://www.loomanalytics.com/">https://www.loomanalytics.com/</a>	2-10
Moodul	Stockholm, Sweden	2017	<a href="https://www.moodul.com">https://www.moodul.com</a>	
Indexa	Dki Jakarta, Jakarta Raya, Indonesia	2016	<a href="http://indexalaw.id">http://indexalaw.id</a>	
TermScout	Denver, Colorado	2018	<a href="http://www.term scout.com">http://www.term scout.com</a>	2-10
Independent Strategies Digital	München, Bayern	2017	<a href="http://independentstrategies.de">http://independentstrategies.de</a>	2-10
Docket	Sao Paulo, Brazil	2016	<a href="https://docket.com.br">https://docket.com.br</a>	51-200
Blue J Legal Inc.	Toronto, Ontario, Canada	2015	<a href="https://www.bluej.com/">https://www.bluej.com/</a>	11-50
Brightleaf	Brookline, MA		<a href="https://www.brightleaf.com/">https://www.brightleaf.com/</a>	51-200
Syntexys	Pleasanton, California	2018	<a href="https://syntexys.com/">https://syntexys.com/</a>	2-10
Cognitiv+	London, Greater London	2015	<a href="http://www.cognitivplus.com">http://www.cognitivplus.com</a>	11-50
Legal Miner	Beijing, Beijing, China	2016	<a href="https://www.legalminer.com/app/app-official-website-new/">https://www.legalminer.com/app/app-official-website-new/</a>	51-200
Legal Robot	San Francisco, CA	2015	<a href="https://www.legalrobot.com/">https://www.legalrobot.com/</a>	2-10
CourtCorrect	London, England	2019	<a href="https://www.courtcorrect.com/">https://www.courtcorrect.com/</a>	11-50
Intelivix	Recife, Pernambuco, Brazil	2015	<a href="http://intelivix.com/">http://intelivix.com/</a>	11-50
Acaya	Bangkok, Krung Thep, Thailand	2018	<a href="https://www.acaya.ai/">https://www.acaya.ai/</a>	11-50
Legal Labs	Brasília, Distrito Federal	2016	<a href="https://legalabs.com.br/">https://legalabs.com.br/</a>	11-50
myBarrister	London, England, England	2012	<a href="https://www.mybarrister.co.uk/">https://www.mybarrister.co.uk/</a>	
Steinfeld Legal	Cracow, Małopolskie	2015	<a href="http://www.steinfeldlegal.com">http://www.steinfeldlegal.com</a>	51-200
Lex.be	Etterbeek, Brussels Hoofdstedelijk Gewest, Belgium	2015	<a href="https://lex.be/">https://lex.be/</a>	2-10
Vijilent Inc.	Lakewood, Colorado	2015	<a href="https://www.vijilent.com">https://www.vijilent.com</a>	2-10
Yerra Solutions AG	Basel, Switzerland	2013	<a href="http://www.yerrasolutions.com">http://www.yerrasolutions.com</a>	201-500
Doctrine	Paris, Ile-de-France, France	2016	<a href="http://www.doctrine.fr">http://www.doctrine.fr</a>	51-200
HELM360	Poway, CA	1997	<a href="https://helm360.com//">https://helm360.com//</a>	201-500
Courtsdesk	Dublin, Dublin	2015	<a href="http://www.courtsdesk.com">http://www.courtsdesk.com</a>	2-10
Paper Software	New York, NY	2010	<a href="https://papersoftware.com">https://papersoftware.com</a>	2-10
LAWIO	Magdeburg, Sachsen-Anhalt, Germany	2018	<a href="https://www.lawio.de">https://www.lawio.de</a>	11-50



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