



## HOW A DIGITAL TRANSFORMATION ENHANCES THE EXTENDED LEGAL ENTERPRISE

Legal managed services is positioned to move up the value chain by leveraging a suite of digital technologies. Advanced legal technology enables law firms and in-house legal departments to automate case preparation, accelerate legal research, manage document review, and undertake detailed precedents and case analysis.

Digital technology is a catalyst that augments human judgment with 'machine assisted' processes across the legal value chain. It includes extraction or abstraction capabilities, intelligent clustering, as well as intuitive querying, and information discovery. Further, it enhances accurate classification and contextualization of legal research via headnote and summary creation/interpretation. A combination of AI, ML, and NLP technologies shapes the 'future is now' digital legal enterprise.

When Covid-19 disrupted the judicial system, diverse constituents responded with a Plan D – a digital approach to conduct business as usual. The Departments of Justice in countries around the world began to dispense justice online. The Supreme Court in the United States allowed teleconferencing for hearings, Britain admitted digital evidence, and the Supreme Court in India heard cases on an app.

The legal services community adapted to work-from-home and used digital tools to collaborate while working remotely. Lawyers and counsels at law firms and in-house legal departments maximized the use of online whiteboards and videoconferencing. Moreover, team members adopted cloud-based platforms to share research and files for case preparation.

The disruption caused by the pandemic provides legal managed services with an opportunity to move up the value chain. A suite of advanced legal technologies allows domain professionals to streamline, automate and add value to key functions, while safeguarding privacy and ensuring regulatory compliance. When legal technology is blended with machine-assisted processes, it increases accuracy, accelerates outcomes, and eliminates human error.

## Augmenting human judgment with automation

Automation is the starting point for this digital journey. At an elementary stage, the extended legal enterprise provides legal professionals with robust digital workflows and regular communication.

It boosts their productivity and enhances efficiency while saving human effort and time. At an advanced level, robotic process automation (RPA) undertakes the heavy lifting required for deep background research and analysis.

Legal robots can be trained to perform niche specialist functions. A legal enterprise can deploy regulatory robots to mine and distill information about statutes. Such robots have the ability to monitor updates in regulations across jurisdictions and ensure regulatory compliance, be it KYC for customer onboarding, Form I-9 for employment eligibility verification, or the California Consumer Privacy Act.

Robots also share the latest judgments as well as past precedents of privacy-related litigation. Similarly, a law firm can implement contract robots to automate the search of agreements, compare terms of procurement contracts in an open tender, and remediate discrepancies in finance and accounting so that executives can promptly review and finalize contracts.

## Making a case for factual and contextual information

In a traditional law firm, it is estimated that a legal team invests up to 80% of its time undertaking research and 20% of its time analyzing results. After this time-consuming and human-intensive activity, the information is reported to be only 65% contextually accurate. On the other hand, a digital legal enterprise manages a growing knowledge repository while customizing it to the context of future cases and requirements of diverse users.

Big data combined with artificial intelligence (AI) maximizes the scale, accuracy, and velocity of knowledge discovery. Advanced legal tech drives robust questioning, establishes underlying correlations, and understands the intent and context of a search. Further, natural language processing (NLP) makes sense of earlier searches to deliver context-rich results. A legal team can perform at an optimal level only when knowledge systems mine insights from a huge repository of information. AI enables accurate research results, which facilitate the creation of contextual headnotes and summaries.



The convergence of advanced legal technologies enables robust decision support capabilities for a legal team representing clients. For instance, the Stanford Legal Design Lab, in partnership with the Suffolk LIT Lab and Pew Charitable Trusts, has developed the Learned Hands application, which combines human expertise with legal technology to boost accessibility to justice. Legal experts label and classify issues in social user stories; these labeled datasets are used to train ML models to automatically identify legal issues in published articles. Similarly, the University of Liverpool undertook rigorous research in AI and law to extract knowledge from complex cases. The researchers developed a computational model to provide decision support for lawyers on arguments and informed actions .



## The truth, the whole truth, and nothing but the truth

The next-generation legal enterprise can adopt smart and agile ways of working with blockchain technology. It allows the law firm to authenticate legal documents in a digital format while saving human effort and time associated with paperwork. A blockchain framework ensures transparency while safeguarding the legality of sensitive documents and legal rights of users.

Blockchain provides a convenient use case for smart contracts. A contract entered into by parties after incorporating legal provisions, validated by lawyers and signed digitally, is uploaded and stored on a blockchain network. This platform can be used, for instance, to safeguard a musician's catalog or the patents of product companies.



The modern legal enterprise demands a digital ecosystem to function efficiently. It should empower knowledge workers to complement legal professionals and enable seamless collaboration. It should foster 'Lego-ization' of knowledge and break it down into contextually relevant bite-sized information. Such a digital workplace is a zero-code environment where IT systems function smoothly in the background while employees perform key functions.

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