



The Law
Society

Introduction to LawTech

A practical guide to legal technology



Navigating LawTech

Welcome to the Law Society's guide on legal technology.

This guide is designed to steer your consideration of technology by focussing on some key questions, the answers to which you can then use to plot your legal business on its innovation journey.

It aims to help lawyers consider the merits of new technology for their practices, provide clarity on the type of products available in the market and assist in how to make investments in LawTech as effective as possible.

LawTech can seem a journey of a thousand miles but this user-friendly guide will break it down for you.

Good luck, and let's get going.

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Foreword

The emergence of LawTech provides powerful tools to change the way in which legal services are provided. Coupled with the coming of age of generations whose aspirations in life are shaped, at least in part, by technology, legal businesses need to adapt to retain market share and attract and retain talent.

At the Law Society we have a key role to play supporting our members in adapting to this changed environment. We want to ensure that practitioners have the necessary information to make informed choices about whether to adopt new technology and how to go about it. Our research showed that small firms had less information available on LawTech than large ones. Therefore this guide aims to provide information and advice to smaller firms and sole practitioners, who may lack the resources of larger legal businesses when considering the adoption of technology.

To complement this guide, we are running a series of events in England and Wales to bring our members into contact with LawTech providers and colleagues who have adopted relevant products. We will be doing more of these in coming months, as well as continuing our popular Tech Talks series of podcasts focusing on particular issues relevant to adoption:

<https://www.lawsociety.org.uk/support-services/lawtech/techtalks/>

I am delighted to commend this guide to those of you who are new to considering the role of LawTech in your businesses. I hope that you will take the time to look through it and plot your business on our grid (page 23).

Finally, if you have comments on the guidance, or on any other aspect of the Law Society's work on LawTech, please get in

touch with my team. You can reach us at:
lawtech@lawsociety.org.uk.

I wish you every success in discovering how LawTech can help
you achieve your goals.

Simon Davis

President

How to use this guide

As you work through the guide, you will be prompted to consider nine different questions and think about what they mean for your practice.

We have provided a variety of tools for you to use as you consider the questions. You will see a number of links in our *toolkit box* in each section which will point you to text, Web links, audio from our *Tech Talks!* podcast series, and video, which will help you to consider each question posed.

The Law Society's position

The adoption of LawTech will have significant implications for the future of the law and the legal profession, with new skills, new delivery models and a new competitive environment slowly entering the sector. As such, and particularly at a time when the market for legal services is facing pressure from a number of sources, the Law Society is supporting solicitors to consider the merits and implications of LawTech in response to this changing environment.

To be clear, the Law Society does not believe that LawTech will ever replace lawyers. The provision of legal advice requires a solicitor to best meet the client's needs. Technology can enable lawyers to spend more time practising law, rather than engaging in more routine or less efficient tasks, and this is to be welcomed. There may, however, be profound implications for the future of legal training and education, and the types of tasks new lawyers undertake, with effects on both the types of careers available to them and the nature of the law firms of the future.

We know from our research¹ that while there has been a significant rise in the number of LawTech providers since 2016, the legal sector has been slow in adopting new technology. This guide is designed to ensure that Law Society members are well placed to consider whether LawTech is appropriate for their legal businesses and, if it is, how they can implement it most effectively.

¹ The Law Society, 'Lawtech Adoption Research', February 2019: <https://www.lawsociety.org.uk/support-services/research-trends/lawtech-adoption-report/>

The Law Society aims to tackle impediments to, and identify catalysts for, growth.

This will enable us to:

- encourage technological innovation in the legal sector
- make sure the ethical issues surrounding LawTech are fully considered
- make sure lawyers have opportunities to learn about and use LawTech in their work

Brian Bannister, the Law Society's Executive Director of Strategic Insight and Influence, recently spoke about his experience of technological innovation in accountancy and the importance of the legal sector embracing new technology. You can listen to Brian here: <https://www.lawsociety.org.uk/support-services/lawtech/articles/law-tech-live-recordings/>

Q1. What is LawTech?

The LawTech Delivery Panel (an industry-led and government backed group to promote legal technology) has defined LawTech as: ‘broadly, technologies which aim to support, supplement or replace traditional methods for delivering legal services, or transactions; or which improve the operation of the justice system’.

The LawTech sector consists of law firms delivering legal services through technology, and the vendors that develop and supply technology solutions to those firms or businesses.

The benefits of LawTech may include:

- increased efficiency, productivity and growth
- reduced costs
- better outcomes for clients and organisations

Toolkit

- *Listen:* to the Law Society’s *Tech Talks* podcast, an Introduction to LawTech, <https://www.lawsociety.org.uk/support-services/lawtech/articles/tech-talks-an-introduction-to-lawtech/>
- *Watch:* this short clip from You Tube about why LawTech is about more than Blockchain and AI <https://www.youtube.com/watch?v=QEuvKABOCF8>

Q2. Evolution or revolution?

LawTech will not replace lawyers. Technology can provide a tool for better advice, more effective businesses, and streamlined client engagement. Traditional models of providing legal services will continue to be important, particularly for vulnerable clients.

LawTech remains less mature than other fields of digital disruption like financial tech and is currently (2019) less disruptive to traditional delivery models. While pioneering law firms are beginning to break down barriers to adoption, there remain some, like the partnership model, which are unique to the law.

LawTech is changing, and will increasingly change in future, the types of tasks that lawyers undertake. Machine learning capabilities are already allowing computers to recognise patterns in large data sets, thereby reducing the need for laborious research of the kind previously undertaken by junior lawyers or paralegals.

For the moment, the UK LawTech market is largely focused on delivering efficiencies, rather than offering new types of legal service provision. This may be because, for the most part, the LawTech companies gaining most traction in the market are those 'horizontals' which work in law but also have experience and application in other sectors such as professional services or financial tech.

Our research shows that LawTech is an important component of law firm management, and the work of in-house teams and the not for profit advice sector. However, technology is used in different ways:

- **Private practice:** Research suggests that the technology investment strategies of large firms (top 50) are increasingly focused on key infrastructure, with upgrades to practice management, client relationship management, and HR systems featuring prominently. In particular, document review systems and cybersecurity are priorities.² One of the key drivers for LawTech adoption within larger law firms is pressure from corporate clients and their General Counsel. LawTech is already providing the more advanced billing solutions that corporate clients expect as part of their legal spending, while other professional sectors like banking are driving uptake of machine learning solutions by law firms.
- **In-house:** In-house teams are using technology to be more efficient in their operations and meet business needs. In-house legal teams can nevertheless face internal challenges relating to traditional ideas about functional relationships in organisations which may inhibit the rate of LawTech take-up.
- **Advice sector:** LawTech is being used by the not for profit sector offering legal services to help people with unmet legal needs and increase access to justice. The majority of organisations use LawTech for back-office processes, for instance to improve their practice management systems. However, in the past few years it is also being used to develop technologically enabled frontline services for public legal education, information

² The Lawyer. *What the top 50 law firms are doing with legal tech*. 19 November 2018

and advice. Technology has also been used to increase their reach and improve user interaction to give advice, such as through chatbots, legal aid eligibility calculators and triage tools.

Toolkit

- *Read:* the Law Society's *Technology, Access to Justice and the rule of law* report:
<https://www.lawsociety.org.uk/support-services/research-trends/technology-access-to-justice-rule-of-law-report/>
- *Listen:* to the Law Society's *Tech Talks* podcast, *LawTech and in-house legal departments*
<https://www.lawsociety.org.uk/support-services/lawtech/articles/tech-talks-lawtech-and-in-house-legal-departments/>

Q3. What does the market for LawTech look like at the moment?

There has been an increase in the number of firms offering LawTech products in recent years, but that rise has not been matched by the rate of take-up by legal practitioners. After several years of start-up activity, the sector is now ripe for a wave of consolidation and later stage funding.

Different segments of the legal market are at different stages of maturity when it comes to utilising technology. The business-to-business market is the more mature, particularly within large firms, while the business-to-consumer market is lagging behind.

Our research shows that the legal technology landscape in the UK is made up of two main players: ‘big tech’ providers of technology to law firms; and a host of LawTech start-ups which provide a variety of services to individuals, law firms, and in-house legal departments.

Increasingly law firms, and professional bodies like the Law Society, act as incubators of these start-ups – providing them with resources, including space, capabilities and contacts, to enable these businesses to develop their own technology solutions for legal practice problems.

In the UK we are witnessing two discernible waves of AI in law:

- The first rules-based wave leading to IT solutions such as document automation, legal diagnostics and legislative analysis tools.

- A second wave more focused on data-based prediction to identify outcomes of disputes, analyse documents and perform legal risk assessments.

Our research into the status of the LawTech market has revealed a number of important findings:

1. **There is increased pressure for firms based in the UK to use or enhance the use of LawTech.** Some of the main reasons for this pressure are the need for greater efficiency; increasing workloads and complexity of work; the changing demographic mix of lawyers, with younger, 'tech savvy' staff becoming more prevalent; and, most importantly, greater client pressure on costs and speed.
2. **LawTech is still nascent and less 'disruptive' than other types of technology.** In the UK, current forms of LawTech are still more focused on efficiencies and automation (the first wave) than on delivering 'new types of law'. This field is still less mature than other fields of digital disruption such as Fintech where there is more funding and regulatory alignment.
3. **New skills are required.** LawTech adoption will have significant implications for the future of the law and legal profession with new skills, new delivery models and a new competitive environment all slowly coming into the sector.

Toolkit

- Read: the Law Society's *Capturing Technological Innovation in Legal Services* report:
<https://www.lawsociety.org.uk/support-services/research-trends/capturing-technological-innovation-report/>

Q4. What LawTech products are currently available?

LawTech aims to support or supplement:

- practice management
- case management and analytics
- legal research
- contract management and analysis
- knowledge management
- business development
- compliance and risk management
- and many other processes in law firms or in-house legal teams.

LawTech covers a wide range of tools, some of which are to support functions such as:

- document automation
- e-discovery software
- data analysis and extraction
- smart legal contracts
- chatbots
- And many others.

For smaller law firms, questions about cost, flexibility, and leverage will be particularly pertinent to considering investments in LawTech.

Systems are already available that can draft documents, undertake legal research, disclose documents in litigation,

perform due diligence provide legal guidance, and resolve disputes online.

Some examples of types of LawTech products currently available are³:

- **Common platforms.** Core technologies common to all businesses are applications such as CRM, document management. Microsoft, IBM, Samsung and Oracle are a few providers. The aim is to make their back-office systems more effective.
- **Document review.** The *Luminance* technology reads and understands contracts and other legal documents in any language, finding significant information and anomalies without any instruction. Trained by legal experts for use in practise, this technology is founded on pattern recognition and machine intelligence.
- **Machine learning and Artificial Intelligence tools.** Some of which enable firms to detect patterns in data and then apply them to new data, to ‘learn’ what the outcome should or should not be – something which is particularly useful to due diligence and has the potential to save thousands of human hours on a single project. *Leverton*, uses AI to extract relevant data, manage documents and compile leases in real estate transactions. The cloud-based tool is capable of reading contracts at speed in 20 languages. IT firm Atos sought the help of real estate firm Colliers International, which

³ Where particular products are mentioned this is for illustrative purposes only.

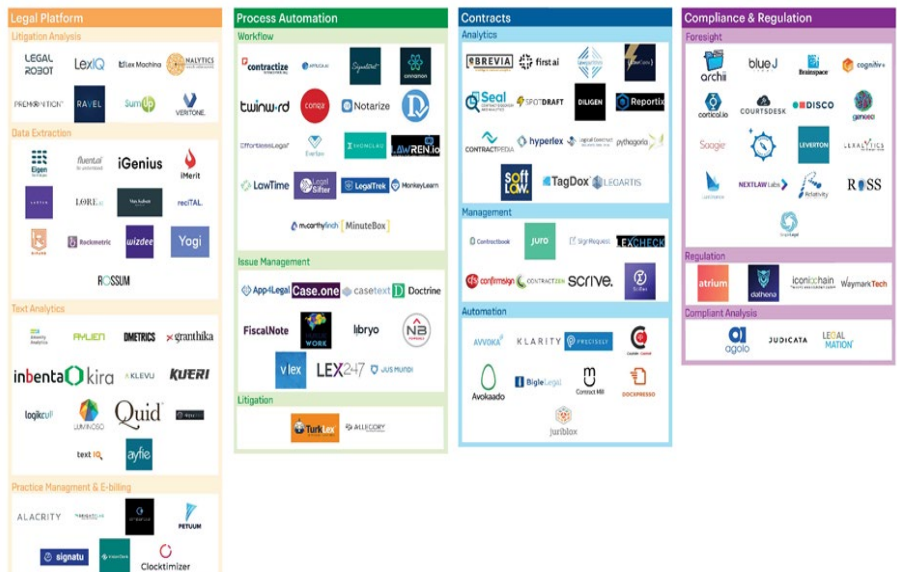
used Leverton in performing due diligence of a company that the former was about to acquire. Information such as rent payable, maintenance costs and expiration dates were then extracted from thousands of documents and organised on a spreadsheet.

- **Robotic Process Automation solutions.** This technology automates standard and repetitive processes and burdensome work by removing the risk of human error. It improves compliance and can bring a business' service level agreement close to 100%. The "RAVN" robot helped analyse 30 million documents in the Serious Fraud Office's (SFO's) investigation into Rolls Royce. It helped the SFO identify material covered by legal professional privilege, which they could not use. It allowed the authorities to use technology to help identify this material and made the process much faster and cheaper. It saved the SFO 80% of the cost of reviewing it manually. This investigation resulted in the largest ever fine for criminal conduct in the UK.
- **Dedicated diagramming software.** This technology can be applied to legal processes, offered by companies like *VisiRule*.
- **Legal documentation technology systems.** This technology is for in-house teams in capital markets such as that provided by *D2 Legal Technology*.
- **Natural Language Processing (NLP) techniques.** It is used to analyse legal documents and produce legal process maps, used by companies like *ThoughtRiver*.

Toolkit

The following maps set out the different types of LawTech products and providers:

Deloitte: <https://www.legalcomplex.com/wp-content/uploads/2019/02/tnw-deloitte.jpg>



Q5. How do I evaluate if LawTech will make my legal business more competitive?

There is no one-size fits all model of doing this. However, there are common features that are likely to contribute to any successful procurement of legal technology, regardless of the size of your business, or the legal sector you inhabit. These are:

- Defining your organisation's strategic priorities
- Understanding market drivers and technology trends
- Creating an organisational roadmap
- Monitoring and review

1. Defining your organisation's strategic priorities

Successfully introducing new technical solutions to your organisation will probably require significant change management to align people, technology and processes. You will want to start by determining the skills you need – both technical and legal - to meet your business goals. Given the pace of technological change, you might consider a three to five-year window.

2. Understanding market drivers and technology trends

Taking a three to five-year approach to the (client) expectations and (economic, regulatory and social) changes affecting your market(s), should enable you to evaluate these against emerging LawTech trends and innovations. You may want to consider working with a legal engineering business who can provide data and technological expertise to help organisations.

3. Creating an organisational roadmap

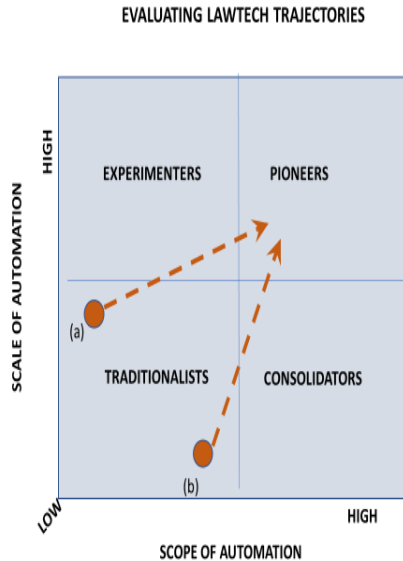
This can be a tool that both highlights the relationships and dependencies involved in procuring LawTech, but also explains the business case for new technology in terms of organisation-wide prioritisation and shared outcome(s).

4. Monitoring and review

You will want to regularly re-consider and, possibly, re-prioritise your use of technology in light of emerging products and services. In particular, the technologies and products which are current today may well reach the end of their useful lives before the end of your business cycle. Regular review will ensure you are forewarned of the potential impacts of this for your business.

Exercise: Aligning technology and business strategy

Plot your business on this LawTech grid:



In evaluating how LawTech might make your legal business more competitive you may wish to use of a strategic quadrant to think about your current situation and your strategic goals.

The example above plots the scale of an organisation's automated business processes against the scope of those processes:

- Firm (a) has a relatively high level of automation across a fairly narrow field of its operations. An example might be a law firm that has automated much of its back-office conveyancing process but not any other areas of practice. If its strategic goal was to

extend the scale and the scope of its automation and move into the top right quadrant (pioneers) a sensible trajectory might be to intensify the scale of its automation and learn from this (an 'experimenter') whilst also gradually extending the scope of its automation.

- Firm (b) by contrast has fairly low-level deployment of LawTech across a greater range of its services. Its trajectory might involve deepening the scale of automation whilst gradually extending its scope.

One of their benefits of devising and using quadrants is that they facilitate strategic conversations within organisations. You may wish to develop a number of your own strategic quadrants using dimensions of particular relevance to your firm.

Q6. What are the barriers to adoption?

The Law Society's research has identified a number of barriers that may tend to discourage or make the adoption of LawTech difficult. Senior decision-makers should consider whether the medium and longer-term success of the firm or the organisation is best secured by seeking to overcome these barriers now. The answer may well be different for different firms and across different practice areas, but a strong argument can be made for being aware of the barriers and considering their relevance to your own strategic analysis.

The main barriers to adoption we have identified are:

1. Billable hours

The billable hour model remains the most common charging mechanism in firms. It can prove a challenge as active lawyers have minimal time to explore adoption of new technology and learn new tools. For those firms with billing targets, it makes it even more difficult for fee earners to have the necessary time.

2. The partnership model

Money invested on LawTech usually comes from the partners' profit pool. This can create a high bar to adoption. It is often difficult to gain support of all partners for the introduction of new technologies.

3. Manual processes

A significant number of law firms still have a number of manual processes in place. Historically, law firms' higher gross margins have had the effect of dampening the need to standardise processes, automate or offshore these processes. Automation has often had the greatest success in high volume, low margin industries.

4. Market confusion

There is significant confusion about the LawTech products currently available and the providers. Some smaller LawTech vendors with little brand recognition have also experienced difficulties in gaining access for their products to large firms. For busy lawyers, it can also be difficult to keep up with developments in technology.

5. Security and technical

Historically, law firms have built and run things internally rather than rely on external providers. For this reason, firms (and their clients) have been wary of cloud-based solutions that may now be more robust than they once were. Firms are also concerned about client confidentiality (and GDPR compliance).

For these reasons the quality and security of any system used in a law firm needs to be high. A perception of risk (that may or may not be justified) may slow early adoption of new products by law firms.

Toolkit

- *Read:* the Law Society's *LawTech Adoption Research report*
<https://www.lawsociety.org.uk/support-services/research-trends/lawtech-adoption-report/>
- *Listen:* to the Law Society's *Tech Talks* podcast, *Due diligence products*
<https://www.lawsociety.org.uk/support-services/lawtech/articles/tech-talks-due-diligence-products/>

Q7. What are the drivers for effective adoption?

The main driver of LawTech tech adoption by the larger law firms is demand from their (also larger) clients. Typical clients of high street law firms are not imposing a similar demand, but many would welcome greater opportunities to contact their solicitor via video conferencing and instant messaging.

Many of the other drivers of LawTech adoption are similarly reactive. Irrespective of what the actual drivers of LawTech adoption by law firms currently are, many law firms will wish to consider whether or not LawTech adoption is something that should be a part of their future business strategy.

Our research has showed the following drivers for effective adoption:

1. Clients

Clients are pushing law firms to adopt legal technology in order to gain the benefit of:

- *lower cost* – for example by using e-discovery using document review technologies
- *greater efficiency* – for example by demanding new ways of working
- *legal cost transparency* – for example by e-billing systems.

There is some evidence of latent demand for high street firms to provide online services. Generally buying behaviours have

changed with consumers comfortably interacting with service providers and consumer brands digitally to improve efficiency, decrease costs or to get immediate answers to questions.

2. LawTech hype and publicity

The hype and publicity associated with LawTech have raised awareness and driven some firms to adopt. However, at the same time, it often makes LawTech sound much more advanced than it actually is.

3. Regulation and compliance

Some LawTech can help with regulatory compliance like Know Your Customer (KYC), General Data Protection Regulation (GDPR), and Anti-Money Laundering (AML) checks, with a view of reducing the unbillable hours with fast, automated policy checks speeding up client onboarding. For smaller firms, in particular, these tools may provide one way to level the playing field with other larger firms.

4. Legacy systems

Law firms have a myriad of legacy systems including document preparation, document retention and a range of finance-related systems to record time and billing. It is often the case that very few of these systems currently 'talk' to each other.

Legacy systems can drive adoption of LawTech. This can be done through Robotic Process Automation technologies which can be adopted to extend the life of existing legacy systems and allow for disparate systems to talk to each other. It can also happen as legacy systems come to the end of their life and law firms come to market for new, more advanced systems.

5. Flexibility

Hot desking, remote and mobile working in firms or in-house teams enabled by technology is also driving adoption.

6. Supplement lack of lawyers

Research from the Law Society suggests that there will be fewer solicitors working in the business to consumer market. Some small firms offering services in family law and conveyancing are struggling to hire staff and therefore, are looking for technology to help them do more with the same staff teams.

7. New skills

Current generation of lawyers now entering the workforce is in the main "digital native". Supporting this is an increased focus on LawTech within law schools and legal education. New courses have started teaching the next generation of lawyers how to use these platforms and speak to people building them. The University of Swansea, the University of Manchester and others are offering courses on LawTech.

TOOLKIT:

Read: The Law Society's report on future skills

<https://www.lawsociety.org.uk/support-services/research-trends/horizon-scanning/future-skills-for-law/>

Read: about why LawTech is important from a member of the Law Society's Junior Lawyers Division

<https://www.lawgazette.co.uk/commentary-and-opinion/lawtech-give-yourself-the-edge/5068925.article>

Q8. How do I successfully implement LawTech products or services?

Having made the decision to invest in technology, you will want to ensure you maximise its potential in helping deliver your business goals. In particular, you will want to know:

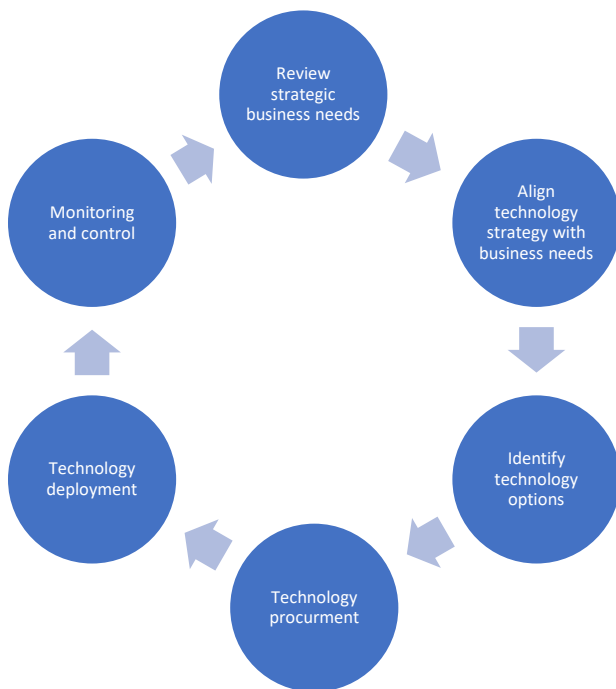
- That cyber security and GDPR provisions are in place
- How the solution you are considering, and its support process survives testing in your organisation
- The extent of support from the vendor for your user environment
- What happens to your data at the end of the contract?
- The training your staff will require
- How to measure the Rate of Return (ROI) on your investment.

The challenge of successfully implementing and achieving the full benefits of even a relatively modest LawTech project should not be underestimated. IT-supported business change is notoriously difficult and plagued with cost and time overruns and, in occasions, disappointing returns.

Clear goals, senior level sponsorship and good project management are often the keys to success. A range of well-known project management systems and tools are available. Viewing the adoption of LawTech as a 'change' project, beginning with setting out the case for change and the benefits it will deliver is important. As is making it 'real' for individuals in your organisation.

Employing a LawTech ‘champion’ with a remit for clear communications, and committing to training and support for staff, are central to effective implementation.

It is also helpful to remember that LawTech implementation projects should be seen as part of a wider and ongoing cycle of strategic review, implementation and review.



TOOLKIT:

Read: the Law Society’s GDPR guidance:

<https://www.lawsociety.org.uk/support-services/practice-management/gdpr/>

Q9. What is the future of LawTech and legal services?

There are three main findings from recent Law Society research on the use of technology in legal practice. These are:

1. The future will bring an impact on the number of legal jobs, initially at lower grades of staff. The application of machine learning to the ever-increasing volume of data being produced throughout the world will radically reshape the workforce, with few professions remaining unscathed. Due to automation, we predict that by 2038 the size of the legal services workforce will be 20% less than it would be if productivity growth continued at its current rate. However, we predict that job losses are likely to be offset somewhat by increases in the demand for legal services in the short term and by emerging new roles. Productivity growth will accelerate to almost twice its current rate by 2038, particularly in large firms.


2. There will be a change in the nature of legal jobs. Characteristics such as an entrepreneurial spirit, curiosity, creativity, emotional intelligence and strategic thinking could become far more significant in the education and recruitment of future lawyers. Legal professionals will increasingly find the need to embrace a broader role and we will see more emphasis on the trusted advisor who, in addition to providing core legal services, develops solutions to complex problems by integrating knowledge, expertise, critical thinking and resources from multiple disciplines. We will also see an increase in firms co-creating new types of solutions with clients.

3. The future will bring changes to organisational structures and business models. Forbes Insight's 2019 'Human AI is Here' report records 87% of senior executives as believing that artificial intelligence is important in achieving their

business objectives, while 52% agree it is highly important. Alongside the decline of the partnership model, the rise of the freelance economy will act with technological advances to change the ways in which legal services are delivered, and these changes will require significant adaptation from lawyers and their businesses.

Has any work undertaken by these types of staff been replaced with automated/IT based systems during the last three years?
 (% of firms in survey answering yes)

	Year	All firms	Size of firms		
			Small	Medium	Large
Qualified solicitors	2013/14	2%	2%	3%	3%
	2014/15	2%	2%	3%	8%
	2015/16	3%	2%	5%	11%
	2016/17	3%	2%	3%	15%
Paralegals	2013/14	3%	3%	5%	8%
	2014/15	3%	2%	4%	17%
	2015/16	4%	2%	5%	19%
	2016/17	5%	4%	6%	26%
Non-fee earning staff	2013/14	9%	7%	14%	30%
	2014/15	14%	12%	19%	27%
	2015/16	12%	7%	19%	36%
	2016/17	9%	6%	12%	38%

 - evidence that significantly greater for these firms

Source: Law Society Research Unit Firms Survey 2016/17, 2015/16, 2014/15 and 2013/14

⁶ For these projections, our model was run up to 2050, with our central projections for underlying trend productivity growth based on increasing adoption of new technology in the legal services sector, and without any increase in underlying trend productivity growth. Then comparing these two scenarios, we can quantify the effects on the sector of increasing adoption of new technology.

Toolkit:

Read: The Law Society's Legal Services Sector forecast 2017-25

<https://www.lawsociety.org.uk/support-services/research-trends/legal-services-sector-forecasts/>

Sources

The different sources highlighted throughout the Guide are presented here for ease of reference.

- The Law Society's *Tech Talks* podcast series: <https://www.lawsociety.org.uk/support-services/lawtech/techtalks/>
- *Law Tech Live!*, a recording of one of an ongoing series of events presented by the Law Society to introduce LawTech to its members around England and Wales: <https://www.lawsociety.org.uk/support-services/lawtech/articles/law-tech-live-recordings/>
- The Law Society's *LawTech Adoption Research* report, February, 2019: <https://www.lawsociety.org.uk/support-services/research-trends/lawtech-adoption-report/>
- The Law Society's *Future Skills for Law* report, June, 2018: <https://www.lawsociety.org.uk/support-services/research-trends/horizon-scanning/future-skills-for-law/>
- The Law Society's *Capturing Technological Innovation in Legal Services* report <https://www.lawsociety.org.uk/support-services/research-trends/capturing-technological-innovation-report/>

- Why LawTech is important from a member of the Law Society's Junior Lawyers Division
<https://www.lawgazette.co.uk/commentary-and-opinion/lawtech-give-yourself-the-edge/5068925.article>
- A short clip from You Tube about why LawTech is about more than Blockchain and AI
<https://www.youtube.com/watch?v=QEuVKABOCF8>
- Legal Geek's *Legal Tech Startup Map* to view the profiles of hundreds of European LawTech start-ups:
<https://www.legalgeek.co/startup-map/>
- Legal Services Sector forecast 2017-25
<https://www.lawsociety.org.uk/support-services/research-trends/legal-services-sector-forecasts/>
- The Law Society's GDPR guidance:
<https://www.lawsociety.org.uk/support-services/practice-management/gdpr/>