

# LegalLexpoWorld

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## Heidi Gardner & Mitch Kowalski, Keynote Speakers at Lexpo'19

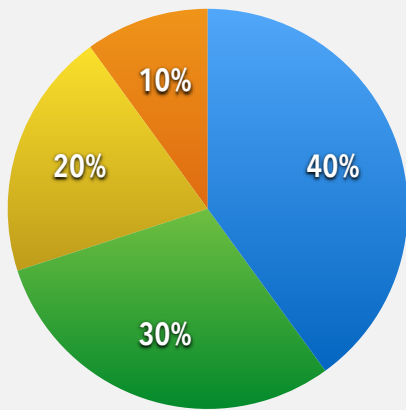
News, Information, Impressions and more



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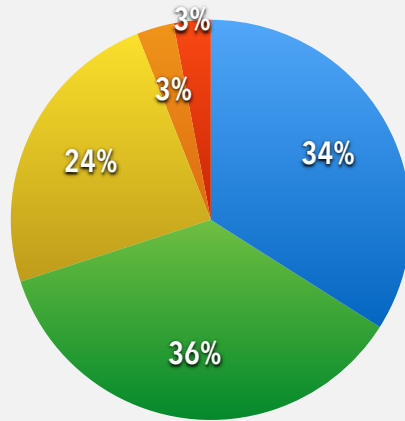
# Legal Lexpo World | Facts & Figures

Visitors



- Lawyers
- Corporate Counsel
- Staff (B.D/Marketing/Etc.)
- Other Legal Professionals

Speakers



- Cont. Europe
- North America
- Israel
- UK
- Australasia

Visitors (countries)



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## Contributing Writer

Lexpo team

## Contributing Author

Heidi Gardner

## Contributing Author

Mitch Kowalski

## Lay-out

Late Night Studios | Legal Business World

## Lexpo

Park Plaza Amsterdam Airport Hotel

Melbournestraat 1  
1175 RM Lijnden, t  
he Netherlands

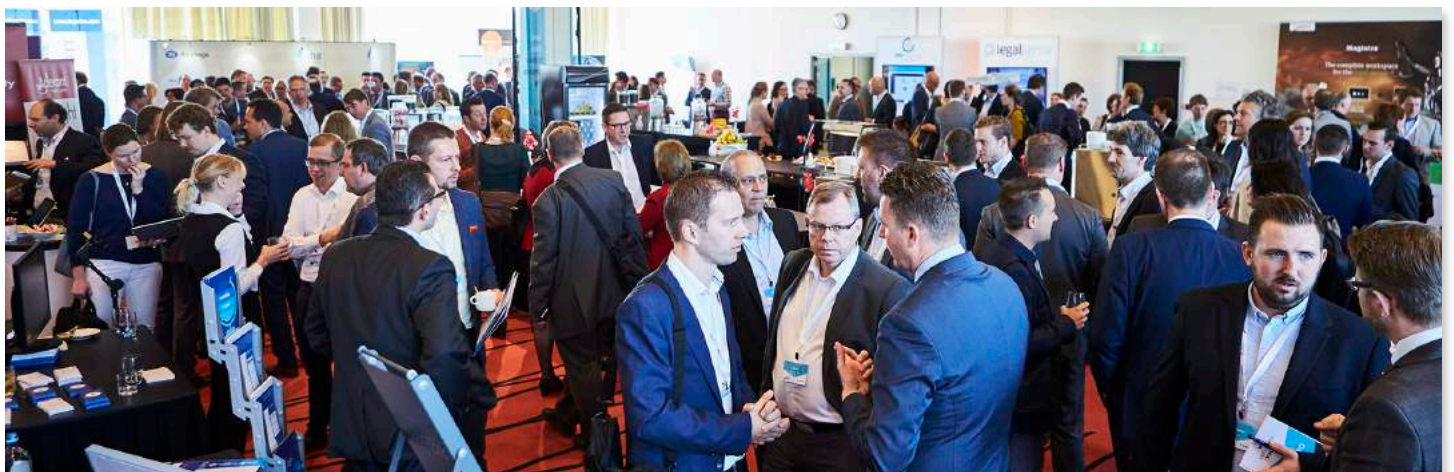
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## Presentations, Panels, Q&A sessions, Round Table Sessions and case studies

### TIM NIGHTINGALE

Tim founded **Nisy Consulting** in 1994 with the aim of helping professional services firms become more client focused. In the intervening (almost) quarter of a century **Nisy** has worked for a wide disparity of law firms both in the UK and abroad, accountancy firms, management and property consultancies and an international engineering business.

He has an MBA from Cass Business School, is a Fellow of the Chartered Institute of Marketing and a full Diploma member of the Market Research Society. Tim is a regular conference and seminar speaker as well as speaking at numerous partner conferences. He is a co-author of

"Strategic Tendering for Professional Services – Win more, lose less", which won the Marketing category of the **Business Book of the Year Awards 2018**.

Outside of work, Tim is a runner, sometime cyclist, retired ski guide, keen cook and daily dog walker.

### JOY HEATH RUSH

Joy Heath Rush is the Chief Executive Officer of The International Legal Technology Association (ILTA), an organization that serves more than 24,000 international legal technology professionals in their support of the practice of law. As Chief Executive Officer, Joy oversees ILTA's operations, a global network of volunteer leaders, and a



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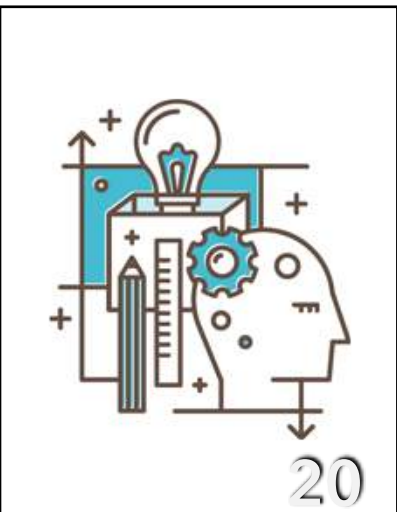
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## Innovation Beyond the Hype



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**SAVE THE DATE**

—  
**APRIL 8 - 9**







# Innovation Beyond the Hype

Leading Innovation Event is more diverse than ever

**In just three years, Lexpo established itself as the number one opportunity in Continental Europe to learn about the latest trends in legal innovation.**

Legal innovation is often perceived as Legal Tech supplemented with the latest hypes. For Lexpo legal innovation is more. Innovation is present at different levels and areas throughout the legal ecosystem. We see innovation in the way professionals work and collaborate with each other, how they market themselves and stand out from the crowd, how they protect their own and the client data and how innovative triggers change and becomes part of the daily business.



*‘Innovation is visible on different levels throughout the legal ecosystem,’*

**Harvard Prof. David Wilkins @ Lexpo 2017**

That’s why Lexpo talks about innovation beyond the hype and offers a diverse program with insights via Keynotes, panel discussions, Q&A sessions, Round Table Sessions and case study presentations.

### **Why visit Lexpo**

Network with the Lexpo speakers and panelists, your peers from the legal industry and dozens of vendors of innovative legaltech products and services. There will be plenty of opportunities to relax and socialize: during the morning- and afternoon breaks, while enjoying the extensive lunch buffets, during the refreshing drinks reception or at the original foodmarket-style networking dinner!

Learn about the latest innovations and find

out how new solutions can bring you and your firm to the next level. Find out what our legaltech startup partners are working on and how their solutions might streamline your operations. Discuss pressing issues during round table sessions and discover how other firms delivered successful projects to the business. Have fun!

Lexpo visitors know they can expect the best experience: top speakers, interactive sessions, timely themes, high-quality catering and more than enough entertainment.

So, if you want your law firm or in-house legal department to thrive in times of unprecedented change for the legal industry, then Lexpo’19 is that one event you can’t afford to miss!

# Keynotes

## Meet the Speakers

Heidi K. Gardner, PhD, is a Distinguished Fellow at Harvard Law School's Center on the Legal Profession and Faculty Chair of the school's Accelerated Leadership Program. Previously she was a professor at Harvard Business School. Dr. Gardner's book "Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos" was published in 2017 by Harvard Business Press, and became a Washington Post bestseller.

Dr. Gardner's research received the Academy of Management's prize for Paper with Outstanding Practical Implications for Management. She has authored more than sixty books, book chapters, case studies, and arti-

cles. The 2nd edition of her book Leadership for Lawyers: Essential Strategies for Law Firm Success will be published in 2019. She has also been awarded an International Research Fellowship by Oxford University's Said Business School.

Dr. Gardner has lived and worked on four continents, including as a Fulbright Fellow, and for McKinsey & Co. and Procter & Gamble. She earned her BA in Japanese from the University of Pennsylvania, a Masters degree from the London School of Economics, and second Masters and PhD from London Business School. She was recently named by Thinkers 50 as a Next Generation Business Guru.

*Heidi K. Gardner, PhD, was recently named by Thinkers 50 as a Next Generation Business Guru.*







*Lexpo 2018, Visitors from over 21 different countries*

## **Mitch Kowalski**

Mitchell Kowalski is a Fastcase 50 Global Legal Innovator and the author of the critically-acclaimed books, *The Great Legal Reformation: Notes from the Field*, and *Avoiding Extinction: Reimagining Legal Services for the 21st Century*.

As a former in-house counsel, and partner at one of the world's largest international law firms, Mitch provides a seasoned and practical perspective on the redesign of legal services delivery which makes him a sought-after

speaker around the World. Mitch is the Gowling WLG Visiting Professor in Legal Innovation at the University of Calgary Law School where he spends part of the year researching and teaching innovation in the global legal services market.

He puts all of this experience to good use by acting as a strategic advisor to in-house legal departments and law firms on the redesign of legal service delivery. He has also been a member of the board of directors for innovative legal service providers in Canada and the UK.

*Mitchell Kowalski is a Fastcase 50 Global Legal Innovator and the author of critically-acclaimed books*





# Presentations, Panels, Q&A sessions, Round Table Sessions and case studies

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‘Strategic Tendering for Professional Services – Win more, lose less’, which won the Marketing category of the Business Book of the Year Awards 2018.

Outside of work, Tim is a runner, sometime cyclist, retired ski guide, keen cook and daily dog walker.

## **JOY HEATH RUSH**

Joy Heath Rush is the Chief Executive Officer of The International Legal Technology Association (ILTA), an organization that serves more than 24,000 international legal technology professionals in their support of the practice of law. As Chief Executive Officer, Joy oversees ILTA’s operations, a global network of volunteer leaders, and a



professional staff of more than 30 employees. Joy has spent virtually her entire career supporting lawyers and technologists in the practice of law, and she has deep familiarity with the complexities our member firms and organizations face in today's vastly shifting and dynamically changing marketplace. She has worked at global law firm Sidley Austin LLP as well as Litera Microsystems in executive roles. She has a long history of leadership in peer networking groups associated with legal technology. Joy has had the opportunity to speak and write on a wide array of technology sessions, in CIO and leadership roundtables and talent management topics at legal events, including ILTACON, ABA Tech Show, Legal Tech NY, Legal Tech West Coast, ABA Law Practice Management, DRI, ALA, NALP, and ARMA, among others.

### **RICHARD BURCHER**

Richard Burcher is a former New Zealand practicing lawyer and managing partner with over 35 years' experience.

Following masters-level post--graduate study in pricing--related disciplines in 2000/2001, Richard has been based in London since 2012 as the Managing Director of Validatum (UK) Limited. Richard now devotes all of his time to legal services pricing consultancy work. Having worked with over 300 law firms in 22 countries, he is widely regarded as the leading international authority on pricing legal services. His pricing consultancy services and speaking engagements take him throughout the UK, Asia, India, Europe, Australasia and North America.

Richard is a regular speaker at national and international conferences including IBA global conferences (Dublin, Ireland and Seoul), the Commonwealth Law Conference (Hyderabad), the VQ Virtual Intelligence Knowledge and Strategy Forum (Stockholm) and the Canadian Bar Association Managing Partners Forum (Calgary). Richard a Teaching Fellow (Pricing) on the faculty of the Australian College of Law, Master of Legal Business

(MLB) qualification and a senior Fellow of the US College of Law Practice Management.

His legal services pricing research and commentary have been widely published or cited in Commonwealth Law Journal, Global Legal Post, Managing Partner, Legal Marketing Association, The Times and the Pricing Journal amongst others.

### **ASTRID ALTMANN FORBES**

Astrid has more than 20 years experience in strategy, business development, client relationship management





and marketing gained in an international environment (18 of which in the professional services sector).

She started her career in professional services with Freshfields Bruckhaus Deringer in 2000 in London, worked for Amlaw-20 firm Covington & Burling as Head of Europe, was Director Strategy and Business Development at Gleiss Lutz before she joined Linklaters last year as Head of Strategy, BD & Marketing. She has developed and implemented systems and processes to increase the efficiency of her departments and to help gain greater BD insight.

Astrid is a regular speaker at industry conferences, with a particular focus on innovation in BD and is a contributor to “Marketing für Kanzleien und Wirtschaftsprüfer”, a leading reference guide for the professional services sector in Germany.

Astrid is married and has two children. She is further spokesperson and member of the strategy group of WorkingMoms, a network for

women in leadership positions in Germany.

### **ARUP DAS**

Arup Das is the Founder and Chief Executive Officer of New York-based Alphaserve Technologies, a Digital Transformation Advisory and Managed Services technology service provider to Legal, Financial, Healthcare and Global multi-nationals.

Recently, Mr. Das won ILTA’s Thought Leader of the Year award and Alphaserve was named in the inaugural list of AI Leaders by the National Law Journal.

Over his 20+ year career as an entrepreneur in the technology services industry, Mr. Das has founded three successful venture capital and private equity backed IT services companies serving global enterprise clients. He is a thought leader in the industry of digital transformation strategy and technologies and has domain expertise in asset management, legal & media industries, as well as deep technical knowledge in AI/ML, Automation, Web Development & DevOps, and Cloud & Cyber technologies.

Mr. Das holds an MBA from Cornell University with a concentration in Finance & Marketing. Additionally, he has a Masters from SUNY Stony Brook in Computer Engineering, as well as a Master of Science in Analytics, Machine Learning | Artificial Intelligence from Villanova University.

### **MARCUS WEINBERGER**

Marcus Weinberger is an ethical hacker who, in his spare time, enjoys finding vulnerabilities in technology. Despite his young age, he has achieved a level of knowledge, skill, and understand-



ing that enables him to execute sophisticated penetration testing, security assessments, and audits.

Marcus also is a self-taught programmer and has written various programs and tools which he leverages in his work. Many of his projects are available on GitHub. In June 2018, he presented an educational session at the International Legal Technology Association (ILTA) 2018 LegalSEC conference in Arlington, Virginia, where he gave a live demonstration of various security vulnerabilities. He was subsequently invited to deliver an encore presentation of that session to a significantly larger audience in August 2018 at ILTA's annual conference, ILTACON; it was one of the most popular and talked about sessions at the conference and received significant press coverage.

Marcus recently attended a dedicated cyber security training program delivered by the UK government's National Cyber Security Centre. He lives in the United Kingdom where he currently attends secondary school and

is a recipient of the Duke of Edinburgh Award.

### **KARL CHAPMAN**

Karl is Strategic Advisor at EY Riverview Law and has a long pedigree in starting, growing and managing successful companies. In 1987 was Money Observer's top-performing UK unit trust fund manager. In 1989 he set up CRT Group plc which grew to a market capitalisation of over £600 million.

Karl set up AdviserPlus Business Solutions in 2001 and remained as owner and non-executive until its sale in 2016. He joined Riverview Law with effect from 1 June 2011 and remained as Chief Executive until its sale to EY in September 2018. Karl is Chairman of the Board of Kim Technologies, a Knowledge Automation and Workflow Platform applicable to all sectors and functions.

### **JENNY JONES**

Jenny Jones FCA is a co-founder of Metis, where using tangible culture metrics she focuses on converting organisational culture into a competitive advantage. With

25 years' experience in senior management, including eight years at leading legal sector consultants Jomati and seven years at Linklaters, Jenny advises international organisations on strategic mergers, profitability, culture, and change management. She has set up many offices across Europe for leading law firms. She often presents at retreats and seminars, and delivers mentoring and training. One of her projects received a commendation in the FT Innovation awards. Jenny has an arts degree and is a qualified chartered accountant.





Her first board role was for a high-end international fashion design company. As well as working with law firms Jenny works with corporates, where culture is becoming an increasing priority at board level. People and creativity have always been at the centre of Jenny's work. Jenny can be contacted at [jenny@metisllp.com](mailto:jenny@metisllp.com).

### **OZ BENAMRAM**

As the Firm's first Chief Knowledge Officer, Mr. Benamram provides White & Case strategic direction on knowledge management and technology and leads the Knowledge Management department in developing and implementing the systems and processes that enable the Firm to use its collective knowledge to benefit its clients worldwide.

Prior to joining White & Case in late 2008, Mr. Benamram was Firmwide Director of Knowledge Management and Head of the Israel Desk at Morrison & Foerster. He formed and led the Firm's knowledge management department and helped represent Israeli businesses in the United States and Asia, as

well as global investors in Israel.

Mr. Benamram received his BA in Economics from Tel Aviv University Faculty of Social Sciences, magna cum laude, and his LLB from the Tel Aviv University Law School in 1995. He served as Chairman of the Law School Student Council, helped to establish and volunteered in the Tel Aviv University Civil Rights Clinic and received the Law School dean's fellowship for his social involvement. Mr. Benamram was a Major in the Israel Defense Forces, where he served as a Tank Company Commander.

partments and law firms on the redesign of legal service delivery. He has also been a member of the board of directors for innovative legal service providers in Canada and the UK.

### **ALEX HAMILTON**

Alex Hamilton is the CEO and founder of Radiant Law, the UK-based award-winning NewLaw firm.

Alex is focused on improving the contracting process for

clients, leading product and tech development. Alex also regularly talks and writes on improving contracting, Law-Tech and the changing legal industry. He has led a number of projects that have been recognised by the FT's Innovative Lawyer Awards. Alex is qualified to practice law in England and New York and specialises in outsourcing, technology and commercial contracts. Before founding Radiant Law, he was a Partner at Latham & Watkins and co-Chair of Latham & Watkins' global Technology Transactions Group.



## ARI KAPLAN

Ari Kaplan, an attorney and legal industry analyst, is an inaugural Fastcase 50 honoree, a fellow of the College of Law Practice Management, and a finalist for the International Legal Technology Association's Thought Leader of the Year award. He is the author of *Reinventing Professional Services: Building Your Business in the Digital Marketplace* (Wiley, 2011) and *The Opportunity Maker: Strategies for Inspiring Your Legal Career Through Creative Networking and Business Development* (West Academic, 2nd Ed. 2016).

Kaplan serves as the principal researcher for a variety of widely distributed benchmarking reports, has been the keynote speaker for events worldwide, and is the founder of the Lawcountability® business development software platform and iPhone app.

He is an avid swimmer and a two-time Ironman triathlon finisher.

Ari will be the Lexpo'19 Master of Ceremonies.

## BRIAN INKSTER

Brian Inkster is the founder of the Scottish law firm Inksters. Brian obtained the distinction of being named Solicitor of the Year at the Law Awards of Scotland in 2006. He was called "a one man Scottish legal institution" in the Recommended Law Firm Guide 2010. At the Law Awards of Scotland in 2014 he was recognised as Managing Partner of the Year.

Brian is actively expanding Inksters' reach throughout Scotland with the aim to make his firm a pre-eminent force in the Scottish legal market. Technology is an important part of this drive with Inksters being completely cloud based and having a Legal Process Engineer to make the firm a very process oriented one.

However, Brian is a legal realist who knows the limitations and actual usefulness of technology. He expresses his views in this regard on his blog about the Past, Present and Future Practice of Law: [thetimeblawg.com](http://thetimeblawg.com).

## PETER LEE

Peter Lee is a co-founder and CEO of Wavelength.law, the world's first regulated firm of Legal Engineers, using technology, data science and legal design to improve how people interact with the law. He is responsible for all aspects of Wavelength's business and strategy.





Peter is an experienced commercial lawyer, having trained and worked in the City of London and at various in-house legal teams in the mobile security, professional services, financial services and IT outsourcing sectors. The Legal 500 has recommended him as “a particularly good engineering specialist” with “a first-class City background”. Along with his legal qualifications, Peter is also a British Army veteran, scientist and MBA.

### **MARGARIDA SARAGOÇA**

Margarida Saragoça has 25 years of experience in the legal market. She graduated in law from the Portuguese Catholic University (Lisbon, Portugal), achieved her LLM in European Law, from the College of Europe (Bruges, Belgium) and more recently obtained her master’s degree in Law Firm Management from The George Washington University (Washington DC, USA).

Margarida is a member of the Executive Committee of VdA and of the firm’s Innovation Forum. She coordinates

4 departments: Business Development, New Frontier Business, Knowledge Management and Billing and Collections. She has been a featured speaker on BD, pricing and innovation topics at international events and conferences, having lectured at Harvard Law School, European Pricing Platform, Professional Pricing Society, the Legal AI Forum and Association of Legal Administrators. Her pricing work has been recognized in the UK by LegalWeek Innovation Awards and The Lawyer Business Leadership Awards.

### **MAURUS SCHREYVOGEL**

As the Chief Legal Innovation Officer of Novartis, Maurus Schreyvogel drives peak in-house legal department performance and accelerates functional innovation. He focuses on corporate legal department best practices and future needs, and application of technologies to increase value to the business while driving down cost and fostering a globally connected culture. His responsibilities also include Legal operations, global processes and systems. He is a member of the

Group Legal Leadership Team.

Maurus began his legal career at a Zurich law firm in 2002 and joined the Corporate IP department of Novartis in 2004. In 2007, Maurus transitioned to a two-year rotation in Finance and Audit and in 2009 he joined the Corporate Legal department as Program Manager. In this role Maurus led strategic, cost-saving Legal and IP initiatives such as the implementation of a global spend management program, the establishment of preferred law firm panels and the



introduction of legal knowledge and matter management. In 2013 Maurus assumed responsibility for legal operations and operational excellence. Between 2015 and 2017 he served as Chief of Staff to the Group General Counsel.

Maurus received his law degree from the University of St. Gallen, Switzerland in 2002 and holds a Global Executive MBA from IE Business School in Spain.

### **CHRISTIANE MULLER-HAYE**

Christiane is Director of Continental Europe at Phoenix Business Solutions, based in Frankfurt. As a successful entrepreneur, she has been working with legal tech solutions for the DACH market for almost 20 years. Christiane and her team are supporting law firms, legal departments and various professional service firms to manage, structure and govern their information with support of the most sophisticated AI and machine learning technologies in the market.

### **MATHEW CROCKER**

Mathew is a co-founder and

current CEO of Phoenix Business Solutions and is responsible for the commercial performance and strategic direction of the business. He has a deep understanding of the Legal industry, working as a Consultant leading large Document and Email Management deployments, before putting this experience into practice in a commercial role. Mathew's primary focus was the account management of large, global customers, building excellent C-Level relationships at firms such as Clyde & Co, Herbert Smith, Norton Rose Fulbright and Barclays. Mathew was responsible for the launch of Phoenix' APAC business, converting the region's largest Law firms such as Freehills and Blake Dawson to Phoenix customers. In February 2018 Mathew was appointed CEO.

### **ASHKHAN CANDEY**

Ashkhan Candey is the Managing Partner of the London-based boutique corporate litigation firm, CANDEY. CANDEY is one of the UK's leading disputes-focused firms and specialises in high value global commercial

disputes in the High Court and in International Arbitrations in technology, financial services, international trade and hospitality.

Ashkhan is also Managing Director of a fintech consumer enterprise, hence his interest in capitalising on legal technology and speaking



at Lexpo. "Technology is revolutionising the way corporations, entrepreneurs and consumers do business. In the same way that we see the law as our sword and our shield in litigation it can also through technology transform lives for the ordinary person." Ashkhan has full rights of audience as a Solicitor Advocate of the Supreme Court in England, is called to the Bar in England and is admitted as a Solicitor Advocate (non-practising) in the British Virgin Islands (Supreme Court of the Eastern Caribbean).

### **MAGDALENE STEUP**

Magdalene is a principal associate at Freshfields Bruckhaus Deringer. She advises her clients on a broad range of corporate law matters, with a particular focus on (multijurisdictional) internal investigations and compliance matters. She has also experience in international arbitration. Prior to joining Freshfields Bruckhaus Deringer as an associate, Magdalene worked as deputy counsel at the ICC International Court of Arbitration in Paris. Magdalene has

a keen interest in the potential of modern technology for the legal industry and is currently seconded to the Freshfields' Innovation team in London. She is also a member of Freshfields' Global Associate Innovation Group.

### **ALEX G. SMITH**

Alex is Reed Smith's Innovation Hub Manager leading the Innovation Hub programme at the firm. He heads up a physical and virtual programme of client-centric ideas-generation and rethinking of legal service design.. Based in London, he manages activities in the Innovation Hub, Reed Smith's unique space for co-creation with clients using service design and innovation techniques. He then looks at using this insight to generate new concepts for changes to delivery of legal services, new legal products, and delivery of more collaborative experiences leveraging Reed Smith's legal and business services resources. Alex has two decades of experience interacting with lawyers in law firms and in-house teams to design new products and technologies, primarily as

Innovation & New Product Lead at LexisNexis.

### **LAURIE JACOBS**

Having worked in a number of IT positions at Taylor Wessing, Laurie is now responsible for the continuous improvement of business systems and solutioning new initiatives through the





innovations pipeline or business requirements. Laurie has implemented technology to make business processes more efficient through product and workflow design. He has worked with all areas of the business including Client Matter Intakes, Staff On Boarding, Financial Operations & the setup of the firm's Legal Support Services.

#### **PETRA ZIJP**

Petra Zijp, graduated from Amsterdam University in 1992 (English and Italian) and in 1994 (Law) and joined NautaDutilh in 1995. In 1999 and 2000 she was based in the London office, after which she returned to the Amsterdam office at the beginning of 2001. She became a partner of NautaDutilh in 2002. At present, she is managing partner of our firm, leads NautaDutilh's Capital Markets Group and is active in the firm's Investment Management Group. She has acted as special Dutch counsel to companies, underwriters and investors in a variety of public and private equity and debt offerings and listings on Euronext Amsterdam and abroad (New York Stock

Exchange and Nasdaq National Market) of both Dutch and foreign stock.

#### **STAFFAN HUGEMARK**

Staffan Hugemark is Director of Private Sector Business Area at Formpipe Software. Formpipe offers a portfolio of Content Services products, including Document and Email Management, Archiving, Data Input and Output Management. Staffan has over 15 years of experience in developing, implementing and integrating software applications for the legal market.

#### **JONATHAN BLAIR**

Jonathan is Co-Chair of Womble Bond Dickinson and UK Managing Partner. With Betty Temple, Jonathan co-chairs Womble Bond Dickinson and leads the strategic direction and decision making of the UK LLP. Jonathan is also responsible for the operational management of Womble Bond Dickinson UK. Jonathan splits his time between London and Newcastle, England and the US.

**TOMASZ DABROWSKI** (next page) Tomasz Dabrowski is a

partner and the Europe Chief Executive Officer of Dentons. He previously co-chaired the Dentons Europe Corporate Group (and was co-chair of the legacy Salans Global Corporate Practice Group) and managed the Central and Eastern Europe region. He has more than 23 years' experience in representing



international companies, private equity funds, banks and other institutional clients in acquisitions, equity investments, corporate restructurings, privatizations, real estate, greenfield projects, structured finance and large asset finance transactions.

### **ANDY MILES**

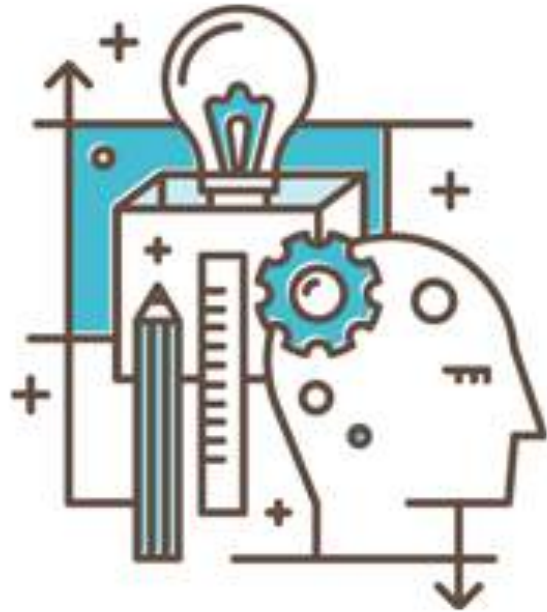
Andy is the founder & CEO of ThinkMarble – a world-class, component-level, end-to-end Cyber Security Operator, offering an all-encompassing security service designed to protect organisations from the latest threats and vulnerabilities - monitored 24x7 from a European Security Operations Centre. ThinkMarble is made up of highly skilled digital security experts. With a lawyer-led team specialising in regulatory compliance, and deep IT Forensics capability for digital evidence gathering and

recovery everything is covered. Andy advises at board level, ensuring that businesses have the right information technology and strategy in place to succeed

### **TONY MCKENNA**

Tony McKenna has been the IT Director at the global law firm Gowling WLG (UK) LLP for over two years. Under his tenure, Tony has completely restructured the technology function to embrace the challenges of the changing legal market. Prior to Gowling, he was the Head of Regional IT in London for Freshfields Bruckhaus Deringer. Prior to his time at Freshfields, Tony held various senior global technology and change roles over a seven year period with Allen & Overy. Tony Chairs the International Legal Technology Association's (ILTA) Program Planning Council.





# 4 Theme's

## across the event

### **Collaboration**

Collaboration is key, not only between lawyers and their clients, but also between the professional experts working in different practice areas. Partners might recognize the need to change, but their buy-in doesn't always translate to a change in behaviour.

At Lexpo'19 we explore different perspectives and let key stakeholders take the stage!

### **Differentiation**

Innovative legaltech solutions are hitting the market at an ever-increasing rate, thereby facilitating the creation of level playing cre-

ation of level playing fields for all involved parties. How can law firms differentiate themselves to demonstrate competitive advantage to their clients?

There will be multiple sessions at Lexpo'19 that will help formulating your strategy.





*Innovation is production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets*

### **Valuation**

What is legal advice really worth to clients? Does the means of delivery affect the value? How to work out the right price on the right deal? Can pricing and client service strategies help to differentiate a law firm from its competitors? How to define what customer-focused really means. And how can technology play a role?

At Lexpo'19 prominent subject matter experts will share their views.

### **Cyber Security**

The news is full of stories about law firm hacks and ransomware victims. Cybersecurity remains a top priority for law firms, the reality is often disappointing: expensive security projects that do not necessarily offer a return on investment tend to be pretty unpopular with CIOs! At Lexpo '19, we won't just stress the importance of cybersecurity—we'll try to find ways of improving security while keeping **everyone happy**.



# The Business Case for Smart Collaboration in Today's Law Firms

*Article Published in eMag LegalBusinessWorld 2018, Original Article; New insights by the author is not processed in this article.. Goal is Food for Thought and to inspire.*

Professional service firms face a serious conundrum. Their clients increasingly need them to solve complex problems – everything from regulatory compliance to cybersecurity – that only teams of multidisciplinary experts can tackle. Yet, most firms have carved up their highly specialized, professional experts into narrowly defined practice areas, and col-

laborating across these siloes is often messy, risky, and costly. Even as partners recognize the need for greater collaboration in their firm to drive revenues and growth, their intellectual buy-in doesn't translate to behavioral change. Unless you know why you're collaborating and how to do it effectively, it may not be smart at all.

But before we move on, let's clear up some confusion. One reason that smart lawyers might resist collaborating is that they are getting mixed messages. Firm leaders are often pushing partners to "cross-sell," but clients hate to be cross-sold. Specifically, they hate when their lawyer who handles one domain "offers" introductions to other partners in the firm who can provide service in their own narrow domain. It's the legal equivalent of "Do you want fries with that?"

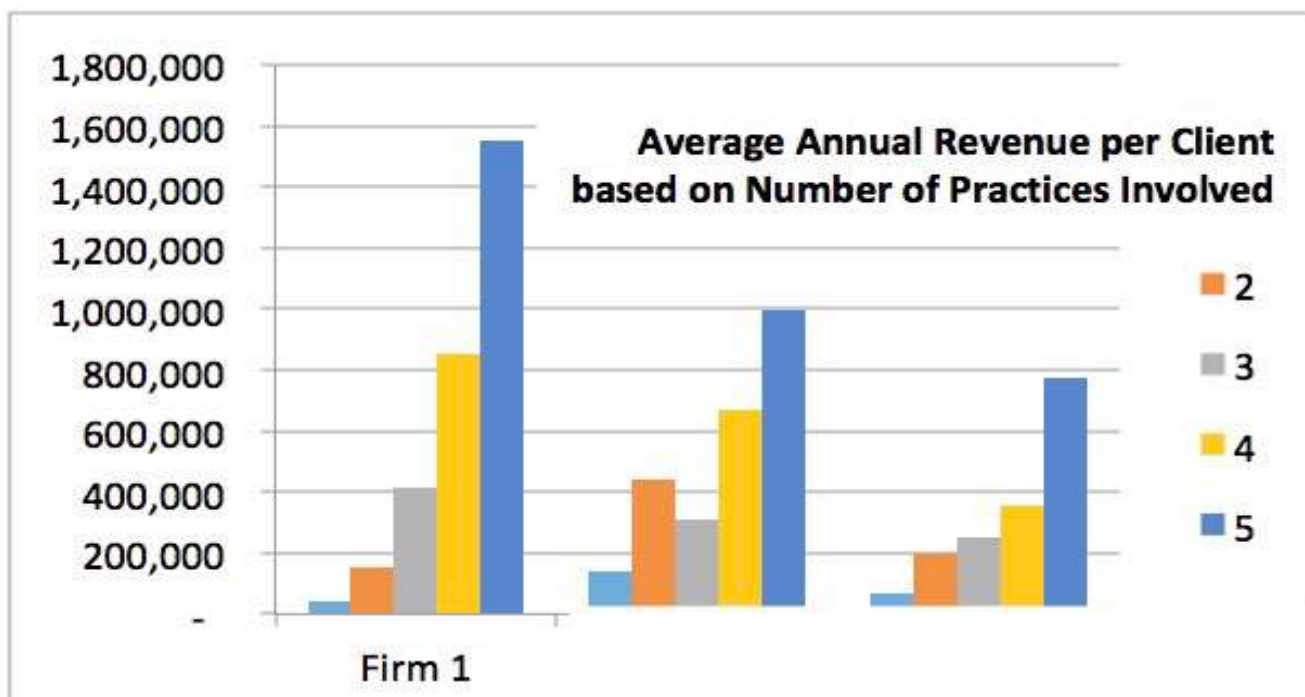
My research shows that when firms get collaboration right – that is, do complex work for clients that spans practices and offices within the firm – they earn higher margins, inspire greater client loyalty, gain access to more lucrative clients, and attract more cutting-edge work. This form of integrated client service that often crosses practice groups and other siloes is what I mean by "smart collaboration,"

and it's the kind of client service that leads to the benefits detailed in this article.

## The Benefits of Collaboration

### More Revenue and Stickier Clients

Just like Managing Partners predict, the financial benefits of multi-practice collaboration are clear: the more practices that serve a client, the more revenue the client generates for the firm each year. As the figure below shows, moving from one to two practices serving a client triples that client's revenues, and the addition of each subsequent practice continues to grow fees. Clearly, if  $1 + 1 = 3$ , then the lawyers who are involved in cross-practice service are doing more than just referring their colleagues to provide their own siloed work.





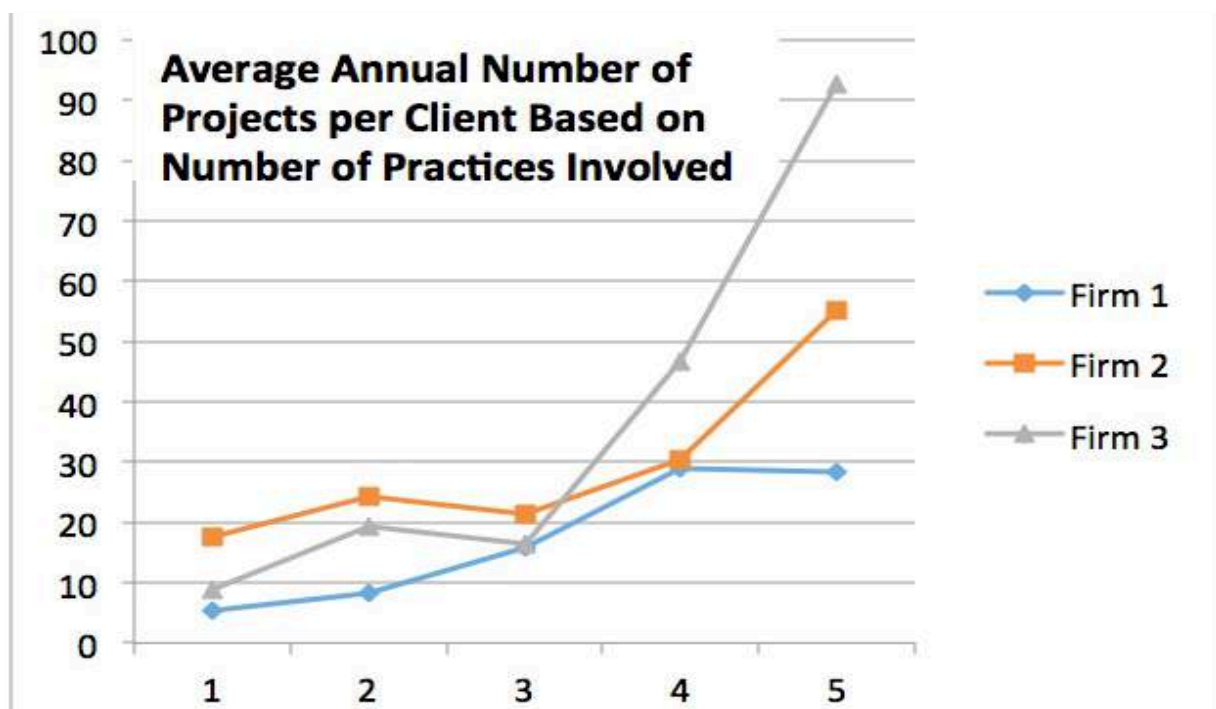
Cross-practice collaboration allows lawyers to gain access to senior executives who have broader responsibilities, larger budgets, and more sophisticated needs. This complex work commands higher margins, revenues, and hourly rates, as one partner said: “The clients are much more generous on fees because if it’s so big, the deal’s got to get done, and they cannot waste time negotiating or nit-picking.” While single-specialty is often viewed as a commodity awarded to the lowest bidder, cross practice work is less subject to price-based competition.

Done right, cross-practice collaboration makes clients stickier in the long run by creating switching barriers. As the general counsel of a Fortune 100 company explained, “Despite what they think, most individual lawyers are actually quite replaceable. I mean, I could find a decent tax lawyer in most firms. But when that lawyer teamed up with colleagues

from IP, regulatory, and ultimately litigation, I couldn’t find a whole-team substitute in another firm.”

### Rewards for Rainmakers

The far more difficult and prized task for an established rainmaker involves integrating others’ specialized expertise into one’s own client work – for example, the IP lawyer who identifies an opportunity to work with regulatory, real estate, and tax lawyers on retail client’s mobile commerce issues. Professionals who work collaboratively benefit significantly: The more colleagues in other practices that a partner involves in his own clients, the more the rainmaker’s origination revenues grow in subsequent years from their existing clients. Once partners learn how to sell the more complex, multi-expert work, they are better equipped to repeat and enhance their later success. Plus, as one partner said, “The more brains we have inside the



client, the more we can spot opportunities to sell additional work.”

### **Perks for Grinders**

The rewards of building “someone else’s client” might not be obvious, but working as someone else’s “grinder” allows lawyers to become a better “finder,” too. My data show that working on cross-practice matters significantly predicts a lawyer’s rainmaking in subsequent years: the average attorney grew his book of business with existing clients by tens of thousands of dollars just by working on a couple extra multi-practice matters in a year. Interviews with partners and clients suggest multidisciplinary projects help lawyers learn how to sell more sophisticated work to their own clients with the confidence that their partners will help them deliver high quality work. Interestingly, delivering high quality work for others’ clients equates to more colleague-generated, word-of-mouth referrals. On average, one in six partners you work with for the first time will refer you more work in the next year. For example, one lawyer’s high-quality contributions to two extra partners’ deals led to a brand new contact which produced upwards of \$40,000 in incremental billed revenue the following year. Clever partners can boost collaboration’s reputational effects by strategically choosing whom to work with because some partners’ opinions carry a lot more weight than others.

### **The Pushback against Collaboration**

Considering the sort of value-added, sophisticated collaboration that clients want, why do rational lawyers find it so difficult to see

the potential benefits? As mentioned before, one reason is that lawyers confuse cross-selling with collaboration, and clients hate that approach. Moreover, many professionals are simply not used to working in teams; most of the lawyers I meet have had far more experience working in competitive, individualistic settings.

Distrust of other partners is another root cause, including concerns that colleagues won’t uphold high enough levels of quality and responsiveness. Every law firm seems to have some doomsday story like, “I spent decades building a deep client relationship, but the first time I took Joe along he screwed up and we were kicked out for good.” In some firms, lack of interpersonal trust is even more pressing; some partners worry that a colleague might steal a client when switching firms, deliberately undermine the originating partner’s relationship, or take undue credit for success.

Another hurdle is that collaboration takes time. The financial rewards of collaboration, such as referrals from colleagues after working together, accrue slowly over time. But most of the costs and risks, such as locating an expert and accessing whether she’s trustworthy, available and conflict-free, are borne right away. Fortunately, as professionals gain more experience with collaboration, the costs tend to fall because people discover how to collaborate more efficiently and effectively as they construct a set of reliable collaborators. However, many lawyers give up before reaching the point where the investment pays

off, which creates a negative feedback loop that reinforces the perception that “collaboration wasn’t worthwhile.”

### **Action Call for Partners and Leaders**

How can partners practically establish promote collaboration among colleagues in their firm?

Stop hiring jerks. As long as you compromise on a candidate’s character to get the one with the biggest book of business, you can’t build a firm where people widely trust other partners enough to invite them along on client work. Even if you hire carefully, rapid growth makes it tough for partners to know, let alone count on, their colleagues.

Build relationships. Coordinate regular face-to-face meetings and events such as partner retreats, family gatherings, and practice group off-sites to allow people to develop interpersonal connections that foster trust and collaboration. While these community-building activities are expensive, they can more than pay out if done properly.

Manage your talent at all levels. A robust, firm-wide talent management system, particularly for firms grown through mergers and international expansion, gives partners more reliable indicators of expertise and skill, which fosters competence trust across diverse educational backgrounds, degrees, and cultural norms. Further, secondment programs between offices designed for very senior associates or junior partners are some of the best ways to build bridges and establish net-

works of trust. Firms need to invest in developing their senior partners, through formal programs and informal coaching, so they can understand their clients’ larger business needs and be able to offer services that go broad and deep.

Showcase collaboration. Distribute “latest wins” to highlight big and little cross-practice success stories via email bursts or stage 20-minute “road show” presentations to allow lawyers to highlight their expertise and potential cross-practice collaborative opportunities. One firm set up an internal “swat team” of highly experienced rainmakers to accompany other partners on client lunches to help them probe for opportunities, with the understanding that the team members wouldn’t fill the openings they helped to unearth.

### **No Time to Waste**

Smart collaboration is an investment that takes time to generate returns. The evidence is now clear that those benefits do accrue for partners, their firms and their clients when specialist lawyers collaborate across silos to tackle sophisticated issues. What clients want is for their lawyers to understand their issues deeply enough to offer sophisticated advice and to line up the right legal team to deliver it – no matter where in the firm the needed experts reside.

For now, smart collaboration is a clear differentiator between firms: those that provide joined-up advice across disciplinary boundaries to help clients on the highest-value



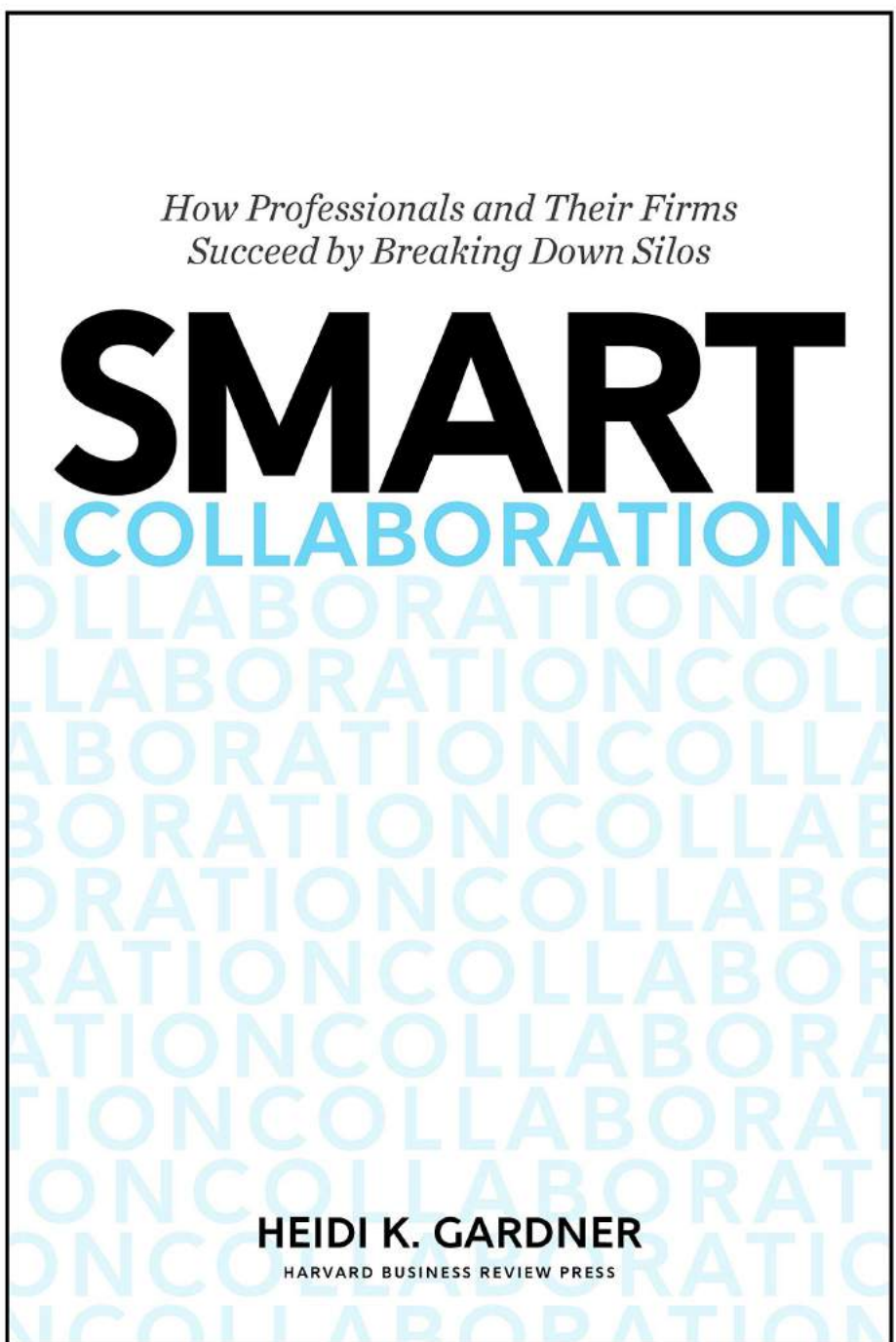
problems are clearly ahead of competitors. But clients are increasingly demanding. As one General Counsel told me, “For now, collaboration is a point of distinction. But I see a

time, not long off, when it’ll be mere table stakes. Lawyers who can’t collaborate simply won’t be tolerated.” Now is the time to learn smart collaboration—before it’s too late.

**Not all collaboration is smart. Make sure you do it right.**

**In this Washington Post bestseller, Heidi K. Gardner shows that firms earn higher margins, inspire greater client loyalty, attract and retain the best talent, and gain a competitive edge when specialists collaborate across functional boundaries.**

**Order it here**





# Entity-Driven Legal Services: The Great Legal Reformation's Ultimate Legacy

*Article Published in eMag LegalBusinessWorld 2018, before The Great Legal Reformation: Notes from the Field was published. Original Article; New insights by the author is not processed in this article. Goal is Food for Thought and to inspire.*

2017 is a special year for many Europeans as it marks the 500th anniversary of what is generally accepted as the start of The Reformation. According to legend, on October 31, 1517, a former law-student-turned-obscure-monk by the name of Martin Luther, strode confidently up Wittenberg's Schlossstrasse and nailed his now famous 95 Theses to the door of the Castle Church. His ideas quickly spread across Europe and the world was never again the same.

Five hundred years on, we see the beginning of a new reformation; a reformation that once again seeks to change the seemingly unchangeable; a reformation that seeks to create a profound and lasting change within a venerable, ancient profession; a reformation

that is beginning to reverberate around the globe via a new set of social networks and media.

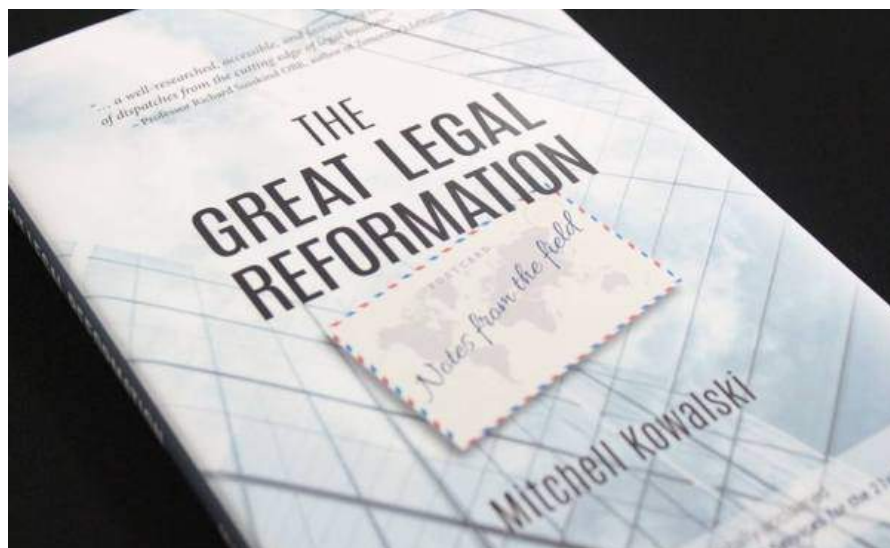
## **The Great Legal Reformation.**

We now live in a time when many are questioning the time-honoured method of delivering legal services; a time when the legal profession is increasingly being forced to justify its methods - and perhaps even its existence; a time when dissent against the old order is becoming normalized and circulated globally; a time when newcomers are re-writing the script and challenging the old ways.

As a result, the road ahead for traditional law firms is no longer straight, smooth or predictable. A growing body of evidence suggests that demand for legal services from tradi-



tional law firms is flattening. The “more for less” challenge that corporate clients face is often resolved by building internal legal teams to avoid sending work to law firms, or by disaggregating legal work among different, non-law firm players in the marketplace. Legal technology continues to show promise at eliminating some of the work that lawyers have traditionally



*The Great Legal Reformation*  
*It's the dawning of a new era of legal services as a team sport.*



done. And technology combined with growing consumer confidence in internet resources, is creating a generation of legal do-it-yourselfers among every day people. And so it goes.

Yet, despite it all, the law firm delivery model has seen little change. It remains lawyer-centric and heavily-laden with expensive talent that is not terribly loyal. Advancement among lawyers in this model is based upon a ridiculous duel to the death, aptly named, the “tournament”; an expensive process where firms continuously hire, train and then terminate associate lawyers. On the other hand, advancement opportunities for other employees of many law firms are virtually non-existent. This is an operational model whose success rests almost entirely upon three pillars: a perpetually high desire for legal services to be provided in the traditional manner; a marketplace wary of non-traditional providers; and clients that aren’t cost-sensitive.

The Great Legal Reformation is eroding all three of these pillars and ratcheting up stress on the existing law firm model. We can already see that stress in a variety of metrics; partners are no longer permanent, associates have little chance of becoming partners, contract lawyers and paralegals continue to replace full-time lawyer hires, and there is a higher than average rate of depression and addiction among lawyers. Factor in growing client unhappiness, not with quality, but with service delivery and complete model breakdown is no longer a question of if, but when.

Forward-thinking law firm leadership will see the stress fractures and will embark upon a course of long-term transformation from the old lawyer-centric model to an enterprise or entity approach to providing legal services - Law as a Team Sport. These leaders will seek to deliver service through a proprietary mix of people, process and technology, seasoned by a culture of continuous improvement, all of which will create competitive advantage through unique experiences that clients will be unable to find elsewhere.

A law firm that takes an entity approach will scale, not by hiring more lawyers, but by increasing the number of opportunities for team members who have no interest in taking bar exams. These firms will see lawyers as just one piece of the puzzle, instead of the entire puzzle. Just as economists spoke of the “jobless recovery” from the Great Financial Crisis, forward-thinking law firm leadership will embrace “lawyerless growth”; the ability to grow revenue and serve more clients with the same number of lawyers. This scale will be achieved in part by understanding the value of continuous improvement; a disciplined approach to critically and continually assessing what is being done and why, to reduce timelines, improve quality and provide more cost-effective legal service. This is not a cost-cutting measure - it’s a smarter and better use of talent. A philosophy of continuous improvement also supports growth in another way. It inevitably causes team members to improve workflows and training so that select team members can perform higher value work - work that used to

be done by lawyers - at reduced cost to the firm and with greater personal benefit to the team member; which also frees up lawyers to do other more valuable work. But continuous improvement goes even deeper than that.

In Daniel Pink's excellent book, *Drive*, he outlines how, beyond having a satisfactory salary and a congenial workplace, team members crave competence and autonomy. An important part of continuous improvement philosophy is the freedom to question, challenge and experiment without crushing criticism; allowing every team member to suggest changes to how her work is being done. Never has this philosophy been more important for law firms than now, when they are awash in Millennials; the generation most vocal about their desire for autonomy, learning and empowerment.

Another inevitable result of continuous improvement will be the question often raised by Millennials, "Isn't there an app for this?" A question bolstered by a growing legal tech industry that has normalized the idea that technology has a very important role to play in legal services, whether through expert systems, Artificial Intelligence, or simply better use of existing software. There is already a growing appetite and clamour from Millennials for technology solutions or technological assistance for their daily tasks. And so, lawyerless growth will also be achieved through smarter and better use of technology, particularly in combination with workflow and continuous improvement philosophies. How can it not? We have already seen significant produc-

tivity gains with the current crop of legal technology – much of which remains grossly under-exploited. A focus on lawyerless growth and on the creation of unique client experiences will force a change in the role of IT personnel in law firms; they will morph from being someone who simply keeps the system secure and running, to being explorers working hand-in-glove with all team members to create a better client experience. And while there will be some lawyers whose inclination for technology will move them to seek a greater technology skill set than others, in-depth technological skills will remain in the realm of technology subject matter experts who understand what law firms and their clients require. All of this leads to a question that will be distressing to many lawyers. If some legal work can be solely performed by technology, and other portions can be performed by team members supported by technology, process and workflow, how many lawyers does a law firm really need? And who should really be managing and leading such a firm? In an entity-driven model the unique client experience does not revolve around a specific person; everyone on the team is

important, but no one is that important. And so entity-driven models have no place for lawyer-dominated hierarchies and will refer to everyone as a "team member"; law firm marketers for entity-driven firms will make statements like, "we have 500 team members across the country to assist you."

The previously discussed aspects of an entity-

driven model will create a multitude of opportunities for a diverse range of skill-sets, which in turn will attract and retain talent, as well as increase diversity of thought and experience at all levels of the organization; something that management gurus continue to say is the key to success in every industry. As unique client experiences are created by this diverse workforce, so too will a strong and loyal relationship created between the client and the firm, rather than between a client and an individual lawyer; making clients and lawyers, more sticky.

An entity-driven approach will also cause firms to view their personnel very differently. The tournament has no place in an entity-driven approach as it doesn't make economic sense to view personnel as unlimited re-

sources to be hired, trained, then cast aside for a fresher face. Success in an entity-driven approach will be found by investing heavily at the initial hiring stage with an eye to keeping all new hires for a long career.

### **Conclusion**

The current law firm operational model is beyond its "best before" date, and it is demonstrating its inability withstand the stresses brought about by The Great Legal Reformation. Therefore by necessity, legal services will transform from a lawyer-dominated service to an entity-driven service dominated by people, process and technology; a service that is merely augmented by lawyers. It's the dawning of a new era of legal services as a team sport.





The logo for Lexpo 2019, featuring a stylized 'L' icon on the left and the text 'THE LEGAL INNOVATION EVENT Lexpo 2019' to its right.

# THE LEGAL INNOVATION EVENT Lexpo 2019



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 **8 - 9 APRIL**  
**Park Plaza Amsterdam**

# Program Monday 8 April

## **Registration & Light Breakfast**

09:00 - 09:15

## **Opening Day 1** | Ari Kaplan

The global legal community is reimagining the practice of law and fuelling dramatic change through rapid technological advancement and unique process improvement. To help attendees maintain their competitive advantage and optimally navigate the next decade, returning emcee, Ari Kaplan, will cultivate a vibrant conversation and facilitate an energetic exchange to convert ideas into action for 'lextraordinary' results.

09:15 - 10:00 | Heidi Gardner

## **Collaboration**

Smart Collaboration: How Lawyers Add Value by Breaking Down Silos

Collaboration isn't just a buzzword; it's a business necessity. As the legal, technological, trade, and regulatory environments change ever faster, lawyers need to team up with other kinds of experts across disciplinary, geographic, and organizational boundaries to tackle today's complex problems. The payout for "smart collaboration" is significant: in-house and external legal teams add greater value, accomplish work more efficiently, innovate faster and better, and attract and retain higher-caliber talent. Yet, collaborating across silos is often messy, risky, and costly. So unless professionals know why they're collaborating, it may not be smart. True frontrunners quantify the upside, use behavioral change techniques to drive implementation, and hold people accountable for results. Grounded in a decade of Dr. Gardner's empirical research, this session features new data-driven research, case studies, interviews, and practical advice.

10:00 - 10:30 | Alex G. Smith, Jonathan Blai i.a.

## **Collaboration**

Smart Collaboration Panel

Heidi Gardner's keynote session will be followed by a moderated panel discussion with panellists from leading legal organisations who will share their thoughts on the implications of Heidi's presentation.

10:30 - 11:00 | Joy Heath Rush

## **Differentiation**

The changing business landscape for legal: what you need to know and how you can find it. Where does the money come from? If someone asked you that at your organization, how would you answer it? What is happening in the legal business landscape that will affect profitability? In this session, Joy Heath Rush will explore these questions and discuss the general business trends impacting the practice as well as techniques for keeping abreast of these trends.

11:00 - 11:30

### **Morning Break**

After the first Lexpo'19 sessions it's time for a break! Enjoy our morning snacks and other refreshments!

11:30 - 12:15 | Oz Benamram

### **General**

The Uberization of law is coming. Are you ready for "Lawber"?

As virtual marketplaces for legal services begin to take root, how can law firms future-proof themselves to compete in a world where expertise and pricing are transparent and easily compared by clients?

Drawing parallels to other industries that went through digital transformation, Oz will discuss what changes are expected to the way clients will buy legal services (the business of law) and what changes law firms will have to make to the way they work (the practice of law).

12:15 - 12:45 | Jenny Jones

### **Differentiation**

Culture as differentiator: we need a radical overhaul in the way we work

With new technology, increased competition and rapid market changes, the success of organisations in continually re-inventing themselves is now less focused on following a clear strategic plan and more on building a rich, engaging purpose. The better the culture the more agile and resilient the business will be, and a key aspect to this is an organisation's ability to adapt and search for innovation. However, innovation for the sake of it, will not work. Jenny Jones discusses what is needed to help people to do their jobs better, deliver new technology successfully, and improve the customer experience.

12:45 - 14:15

### **Lunch Break**

Enjoy the extensive lunch buffet while catching up with old friends and making new ones!

Explore the innovative solutions and services offered by the Lexpo'19 sponsors.

These five sponsors will organise a 30-minute lunch seminar between 13:15 and 13:45:

Formpipe, Bizzomate, Aderant, Tikit, Iridium Technology.

14:15 - 15:00 | Marcus Weinberger

### **Cybersecurity**

Watch a 16-year-old hack your firm's users

This is not just another typical hacking demonstration. Find-out how easily a 16-year-old learned to assemble and use a variety of tools to avoid the barriers and defenses you have put up. See how he can get to your users in environments over which you have no control. With encouragement and supervision from his father, Marcus will show you how easy it actually is and what you should NOT be doing. Marcus will be presenting actual results of hacking websites, public WiFi, recycling bins and other places where you wouldn't want him to



find your users' or your data, as well as demonstrating live various vulnerabilities.

15:00 - 15:45 | Andy Miles

### **Cybersecurity**

What I don't know about cyber security

Session details to follow soon.

15:45 - 16:15

### **Afternoon Break**

Time to re-fuel for the final couple of sessions on this first day of Lexpo'19. Enjoy the renowned candy buffet and other refreshments.

16:15 - 17:00 | Tim Nightingale

### **Valuation**

Earning trust to deliver value

Clients don't feel they're getting value and law firms don't understand how to put this right. We look at the other side of the equation from price, at service delivery, relationship management and how to add value. Our data shows that clients don't feel they're getting great value. Why not? This session will look at what firms need to do to change the paradigm and increase perceptions of value for money through better service, relationship management and general effectiveness. We will look at: How to measure service and why all law firms look remarkably similar; Which facets of service delivery are actually most important to clients (as opposed to what firms think are most important); Why maxing out on the fee revenue doesn't necessarily provide the highest profit option; Why clients feel they're not being shown the love; Why so-called 'value adds' don't actually add the value clients are looking for; ... And why trust really is the final frontier.

17:00 - 17:45 | Richard Burcher

### **Valuation**

They Aren't Buying What We're Selling!

How innovative legal pricing technologies, behavioral economics and powerful pricing psychology create a winning law firm.

When it comes to pricing and in particular our reaction to price, Homo sapiens is not always Homo economicus, the paragon of cold-blooded rationality assumed by many formal economic models. As buyers, we are all 'predictably irrational'. Why do many prices end with a '9'? Why do we still have a headache after taking an aspirin costing 1p but the headache clears up after taking an aspirin that cost 50p? (New England Journal of Medicine, July 11, 2002) Understanding even a little of how clients 'process' pricing can provide valuable insights.

We will devote a light touch to a few of the concepts including:

Price-anchoring, Price relativity & context, 'Deal effect', 'Goldilocks' pricing, Precise v imprecise (pricing and discounting), Unbundling & the 'de minimus' effect, Decoy pricing.

17:45 - 18:00

**Announcement StartUp Finalists & Closing Day 1**

Recap of Lexpo'19 day 1 by Master of Ceremonies Ari Kaplan.

18:00 - 19:00

**Drinks Reception**

Relax at the surprising Lexpo'19 drinks reception after a knowledge-intensive day!

19:00 - 21:00

**Lexpo'19 Official Networking Dinner**

All Lexpo'19 visitors are invited to join the networking dinner! Details will be announced soon.

*Monday parallel sessions*

*For the parallel sessions, Sponsor presentation, Round Tables [Click here](#)*

# Program Tuesday 9 April

Registration & Light Breakfast

09:00 - 09:15 | Ari Kaplan

**Opening Day 2**

The global legal community is reimagining the practice of law and fueling dramatic change through rapid technological advancement and unique process improvement. To help attendees maintain their competitive advantage and optimally navigate the next decade, returning emcee, Ari Kaplan, will cultivate a vibrant conversation and facilitate an energetic exchange to convert ideas into action for 'lextraordinary' results.

09:15 - 10:00 | Mitchell Kowalski

**Differentiation**

The End of Scale as Competitive Advantage for Law Firms?

Over the past five years, a new global legal technology sector has exploded onto the scene, taking on great swathes of "lawyer work" and doing it better, faster and cheaper with technology alone or by a combination of people and technology. This is good news for consumers of legal services and - and bad news for lawyers. The 2020's will be a decade in which job creation in the legal services sector will favour those who did not invest in a law school

education. Focus is on tech to allow clients to do work, and on tech that allows people who didn't go to law school to do higher value work. This will inevitably result in lawyers being to law firms what pilots are to airlines – a highly skilled and valuable piece of the puzzle, but not the entire puzzle.

10:00 - 10:30 | M. Schreyvogel, Petra Zijp, Tomasz Dabrowski

### **Differentiation**

End of scale Panel. Mitch Kowlski's keynote session will be followed by a moderated panel discussion with panellists from leading legal organisations who will share their thoughts on the implications of Mitch's presentation.

10:30 - 11:00

### **Morning Break**

Time to relax after the first sessions of Lexpo'19 day 2. Enjoy the morning refreshments and drinks!

11:00 - 11:45 | Arup Das

### **General**

ROI: Return on Innovation

While the term “innovation” has become a buzzword in the legal industry, it has also become an area that many firms have shifted their focus toward. In many ways, investing in innovative solutions will help drive the future of legal service delivery for law firms and legal departments in various functions such as contract management, e-discovery, alternative fees pricing and more. At large, any organization in any industry uses business intelligence to implement the best tools and practices that will improve their bottom line.

What sets law firms apart from other industries is the gap between understanding what their pain points are and creating an innovative solution that can be executed to optimize their efficiency and performance. Through creating a strategic plan for execution that is paired with innovation and business intelligence, firms will be able to understand where they have become inefficient and ultimately enable themselves to have a comparative advantage over their competition. In doing so, the legal community will be able to experience not only a return on their investment, but a return on innovation.

11:45 - 12:45 | A. Altmann Forbes, Andrea Miskolczi, M. Saragoça

### **Differentiation**

Chief Marketing & Business Development Q&A

For this moderated Q&A session we will invite three Marketing & Business Developments executives from leading European law firms.

Each of the speakers will talk for ten minutes about how they make a difference with securing new clients and retaining existing ones.

After their short presentations, Ari Kaplan will moderate the discussion and take questions from the audience.

12:45 - 14:15

### **Lunch Break**

Enjoy the extensive lunch buffet while catching up with old friends and making new ones! Explore the innovative solutions and services offered by the Lexpo'19 sponsors. These five sponsors will organise a 30-minute lunch seminar between 13:15 and 13:45: Formpipe, Bizzomate, Aderant, Tikit, Iridium Technology.

14:15 - 14:45 | Brian Inkster

### **General**

#### The Seven Deadly Sins of Legal Tech Predictions

There is much hype about robots taking over the work of lawyers. In this talk Brian Inkster will guide you through The Seven Deadly Sins of Legal Tech Predictions to debunk the hype and allow you to see the wood from the trees. Expect to hear tales of sensationalism by legal technology journalists, fake and failed robots, unimpressive legal chatbots, AI washing, Blockwashing and the reality of Moore's law today. Blade Runner, which of course was set in 2019, will also feature.

14:45 - 15:45 | Alex Hamilton, Karl Chapman, Peter Lee

### **Chief Disruptors Q&A**

For this session, moderated by Master of Ceremonies Ari Kaplan, we have invited the founders and leaders of three legal service providers that disrupted the legal industry: Each of the speakers will talk about their respective companies, what they wanted to achieve and how they did it. Each of the speakers will deliver a 10-minute presentation and will then be happy to take questions from the audience.

15:45 - 16:00

Recap of Lexpo'19 day 2.

16:00 - 17:30 | Aro Kaplan

### **Startup Award Ceremony**

The winner of Lexpo's Startup Award will be announced and celebrated with a drinks reception. More details to follow!

## *Tuesday parallel sessions*

*For the parallel sessions, Sponsor presentation, Round Tables [Click here](#)*

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# Past Events

## Video impressions

Lexpo always stood out against other legal innovation summits and events because of the line-up of speakers, the quality of their keynotes and other presentations. Here you'll find some video impressions and the keynote 'The Future of Legal Services in the Global Age of More for Less' by Harvard Prof. and Dean of CLP David B. Wilkins. In this talk, Professor Wilkins identifies the key trends reshaping the global market for

legal services, and discusses how the best law firms and in-house legal departments are responding to these challenges. The talk incorporates original research about the practices of firms and companies in both mature and developing legal markets, and will identify concrete steps that can be used to drive innovation and change that provides real and measurable value to clients, to professionals, and to society.





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*Buy your ticket at <https://lexpo.com/buy-your-ticket>.*





Lexpo hotel and venue at one location









# Nice To Know

*Information about the Venue,  
Location and more*

1.

## Venue

Lexpo'19 will return to its original location, the Park Plaza hotel. Ideally situated between Schiphol airport and Amsterdam's roaring city center, the hotel has a track record with Lexpo visitors consisting of first-class customer service combined with extraordinary catering. Earlier this year, the conference part of the hotel has been completely refurbished, resulting in a fresh modern thematic interior and the newest breed of audiovisual equipment in all (break-out) rooms.

Lexpo'19 will have the exclusive use of all twenty meeting rooms, which will be utilized for a combination of keynote speeches and parallel break-out sessions like case study presentations, round table discussions and vendor-organized private demos.

Park Plaza Amsterdam Airport  
Melbournestraat 1, 1175 Rm, Lijnden, The Netherlands

## 2.

### Directions

Park Plaza Amsterdam Airport is located in Lijnden, close to Amsterdam Airport Schiphol and the city of Amsterdam.

From the hotel, you can easily reach Amsterdam using public transportation or the airport using the complimentary shuttle bus.

### From Amsterdam Schiphol Airport

The best way to get to the hotel is via the complimentary shuttle bus. The shuttle bus will leave from the Arrivals area at Schiphol airport.

If you arrive by plane or train, walk outside to Arrivals. Turn to your right and walk to the farthest bus stop (A9 – 13.) Walk to the sign that says Park Plaza Amsterdam Airport and wait for the complimentary shuttle bus to pick you up. The complimentary shuttle bus arrives at the airport every 30 minutes between 5:30 am and 11 pm.

### From Amsterdam Central Station

The easiest way to reach us is by taking the train to Amsterdam Airport Schiphol and following the above directions.

### Getting to Park Plaza Amsterdam Airport by car

Due to recent changes, GPS apps may not reflect the correct route. From Highway A9, please take exit 7 for Badhoevedorp. Once you have exited the highway, make sure to follow the signs for Industrial Park Lijnden, marked in white (instead of the signs for the City of Lijnden, marked in blue). At the roundabout, take the first exit to your right. You will find the hotel on your left side.

## 3.

### Hotel Room Discount

We've arranged a discount for all Lexpo visitors who prefer to stay in the Venue Hotel.

Click the link below and you will be redirected to the Park Plaza website.

Or type the url <https://www.parkplaza.com> Go to destination and choose for Park Plaza Amsterdam Airport. Then choose book a room. Choose the room options and check-in/check-out and insert LEXPO in the field Promotional Code.

[Go directly to the booking page of Park Plaza](#)



## 4.

### Lunch & Dinner

In your registration a light breakfast, Lunch and Dinner is included. The popular Network dinner at the end of day 1 is also open for all registered visitors. More information will

be published at the website [www.lexpo.com](http://www.lexpo.com). Questions, please send an email to [info@lexpo.com](mailto:info@lexpo.com)

## 5.

### ACC Member Discount

Lexpo'19 is taking place in Amsterdam on 8 and 9 April. ACC members are entitled to a €100 discount on tickets for this event that is attracting hundreds of visitors from all over

Europe. Law firm leaders, internationally renowned speakers and in-house legal staff will present and discuss pressing issues that are high on the agenda of both law firms and corporate legal departments.



A Special thanks to the Lexpo sponsors

