

The Democratization of Legal Technology

Introduction

Technology disrupts. It can take a small company like Amazon, that started with Jeff Bezos shipping books out of his garage, to the \$1,740 billion anything-store it is today. And as much as we love bookstores and album covers for that matter, the old-school ways simply cannot compete with the marvels of technology.

Today, even the scrappiest little startup can serve millions of clients around the globe. That makes disruption a factor for many businesses. Can the type of disruption we've seen in other sectors happen in the legal industry? Admittedly, the law firm business model is different. Even the largest law firms don't serve millions of clients (with the exception of class action lawsuits). And world-class firms have the biggest and best clients because of their reputation.

Still, tech companies have made significant inroads. What makes the legal sector attractive to these companies? Is it because they see the opportunity to offer more value? In their classic book, *The Discipline of Market Leaders*, Michael Treacy and Fred Wiersma outline three value disciplines. Borrowing from this concept and from the Harvard Business Review definition of customer intimacy, we define these disciplines as:

- Customer intimacy: Developing deep, long-term relationships by providing a unique range of services tailored to address the differing needs and requirements of its clientele
- Product leadership: Creating a customer experience and carving out a niche with clients who might not otherwise have their needs met
- Operational excellence: Streamlining work process and minimizing expenses to deliver high volume products and services at reduced cost

Traditionally, white shoe law firms excelled at customer intimacy. They hired cream-of-the-crop lawyers and carefully cultivated relationships with blue-chip clients for several generations. Of course, not every law firm considers customer intimacy their top value discipline, but many do, even among smaller firms. Other firms may compete in specialty niches or as boutiques (product leadership), or through discounted services (operational excellence).

Regardless of which competitive strategy a law firm pursues, as technology advanced, there was an opportunity for stratification in the legal sector. This stratification gave birth to new business models. Firms began to reexamine roles within the profession. Other professionals, like paralegals, legal secretaries, and paraprofessionals, could do some of the work. External forces were paying attention, as well, particularly tech companies. Alternative legal service providers (ALSPs) emerged, initially performing low-value, repetitive tasks at reduced costs, and later pushing their service offerings even further. That's where the transformation begins, but it certainly doesn't end there.

Law firms were at a disadvantage when it came to leveraging technology in the most strategic manner. Although many have deep pockets, few want to be technology companies. Although ALSPs gave the legal sector a bit of a scare, technology that was part of the problem could eventually become the solution.

Low-code and no-code platforms provide technology that supports new ways of legal service delivery. Application development used to be the domain of a learned few. That's no longer the case. The options for those who can do the work are broadening thanks to macro trends in technology. These trends include low-code and no-code platforms. NLC platforms put technology in the hands of those who are closest to the work, supporting new ways to legal service delivery. That's what we'll explore in this chapter.

A language disclaimer: This chapter is written for lawyers, legal professionals and technology leaders in law firms, law departments, legal companies, alternative legal service providers (ALSPs), and technology companies. It can be cumbersome to include every category when applicable. Take whatever applies to your organization and use it.

You Are Here: Changing Environment

Equal Access for All

Technology has been conspiring in the favor of the small and nimble for over a decade. There was a time when world-class technology solutions demanded an army of IT professionals and million-dollar server rooms, but today the most advanced technologies scale to small businesses and solo practitioners. Technology continues to evolve with no-code and low-code options as well as Software as a Service (SaaS) platforms that allow small firms to do things that were previously the exclusive domain of the AmLaw 500 and other prestigious firms.

These changes have the ability to democratize Legal Tech, providing the accessibility that allows legal and business subject matter experts to build and iterate quickly. Tasks that previously required elite IT professionals no longer do. The power and the control is in the hands of SMEs, those who best understand the processes and their nuances. These changes will transform the legal services business model even further, underscoring the importance of continued innovation and collaboration.

Innovate or Die

Lawyers tend to be risk averse. But, then, so are most people. There's a reason that not too many folks take up base jumping. Lawyers, however, are paid to manage risk for others. One might even say that risk aversion is inherent in the job description. Still, this generalization isn't very helpful. Beyond risk, the argument to adopt technology or embrace innovation has to make good business sense. The question that firms must ask is whether the risk of change outweighs the risk of staying the same. Risk aversion should not stand in the way of strategic change. When outcomes are suboptimal, it's best to course correct rather than wait and see.

The unbundling of the service delivery model started over two decades ago as law firms increasingly saw lower-cost competitors chip away at their client base. There were strategic choices to be made: bet-the-farm vs. commodity work. It became clear that, while clients were price insensitive when it came to high-stakes matters, they were unwilling to pay top dollar for little value. So a market need arose, giving way to the emergence of alternative legal services, law companies, tech firms, even artificial intelligence. These companies could and would deliver the high volume, low-value work for less. The days of captive corporate clients came to an abrupt end.

Meanwhile, the role of alternative legal service providers (ALSPs) and law companies continues to expand. Through a myopic lens, these entities are competition. Many would argue that ALSPs have already disrupted the legal industry. But, arguably, the biggest changes have yet to materialize. Most law firms still have billable hours and partners with little time to invest in innovative technology. Change does not happen quickly in the legal sector. In fact, many corporate clients might say that not much has changed in the way firms deliver services over the past three decades or more. But for the firms that are paying attention, there is a golden opportunity in the inertia of others.

ALSPs Entrenched in the Value Chain

ALSPs are an important part of the value chain for both firms and clients. They provide contract management, document review, investigation and litigation support, legal research, flexible staffing and more. To date, ALSPs have been in the business of helping law firms and in-house counsel do what they've always done, only faster and cheaper. One would expect ALSPs to encroach upon law firm territory. But these days, it's the law firms like Orrick, Herrington & Sutcliffe, Latham & Watkins, and Clifford Chance that are knocking on the doors of, not to mention funding, some of the most promising legal technology companies. They are crossing over into ALSP territory with advanced data analysis, consulting services and more.

With technological advances, the type of sophisticated tools and fancy programming that enable not just improved workflow efficiencies but that facilitate digital transformation are no longer the domain of those with the deepest pockets. It's not just talented ALSPs that are capable of disruption. And it's not just world-class firms that can claim a piece of the action. Anyone with access to the internet and a little ingenuity could disrupt the disrupters.

Low-Code, No-Code?

What Does it Mean

Low-code and no-code applications (NLC) are not new. Early versions of Lotus 1-2-3 for example, brought the power of complex calculations into the hands of the masses in a what you see is what you get clickable interface in the 1980s. Microsoft Excel appeared soon after. Its powerful tools required no coding or programming experience. Although Excel doesn't have the most intuitive graphic interface, today nearly a billion people organize complex data using Microsoft Excel's pivot tables, data and forecasting tools. Those with the most basic knowledge of Excel's programming language, VBA, could do incredible things.

Just as with most other knowledge dependent sectors, much of the work lawyers do requires technology. But technology cannot be an impediment to doing things better and faster. Rather it should be a facilitator. In addition to security concerns, there are compliance issues, document retention requirements, tons of repetitive and menial tasks, demanding clients, and the ever-expanding need for collaborations and transparency. The sheer volume of data law firms must handle make code-heavy approaches to matter management unsustainable. These approaches can no longer keep up with the pace of business, let alone outmaneuver the competition.

Early Promises of Reduced Reliance on Programmers

In the 1990s, IT pitched fourth-generation programming languages and an early iteration of rapid application development (RAD). These were precursors to true user empowerment that placed development in the hands of the non-technical. The solutions, however, felt short. The technology simply wasn't there.

The earlier tools were limited. Building scalable applications that supported security needs, teamwork and data from multiple sources was difficult, if not impossible. As web applications became the standard, it was clear that businesses could benefit from cloud-based digital solutions rather than old-school legacy systems.

Today's NLC is that technology. NLC platforms make it possible for non-technical users to design, build and launch applications and create innovative solutions.

Is No-Code Better Than Low-Code?

NLC allows lawyers and other professionals to streamline business processes using drag-and-drop functionality, negating the need to deploy a team of engineers to write lines of code. But which is better... low-code or no-code?

The no-code approach will be responsible for [65% of application development](#) by 2024. Why such enthusiasm? Because when businesses require rapid application development, it's usually in response to a market imperative. No-code overcomes the hurdle of technology barriers. Even a handful of basic SQL commands required by some low-code applications would discourage a serious technophobe.

On the other hand, low-code offers unprecedented speed over traditional application development along with more options for customizability. It incorporates robust security processes, facilitates data integration, and cross platform support. For relatively low risk and minimal investment, low-code returns high ROI.

Both no-code and low-code are a boon for small firms and even sole practitioners, allowing them to compete with the technological capabilities typically found only in well-funded large firms. Lawyers are subject matter experts in law. Business analysts and legal professionals in compliance, security and ediscovery have specialized knowledge, as well. They shouldn't need

to be programmers. With NLC, they can develop basic apps using an intuitive interface without writing a single line of code. This reserves the business critical IT work for dedicated engineering resources.

The Case for NLC in Your Organization

Significant Business Impacts

Technology has, despite our worst fears, helped us to be more productive and capitalize on market opportunities. The same is true for NLC. No and low-code technologies have the power to revolutionize the way businesses work. The impacts for companies are threefold:

1. **Reduce costs:** Allows more revenue to flow through to core businesses, thereby funding further business expansion, spurring innovation, and enhancing the economy overall. When companies have more money to invest in building sustainable organizations, entire industries benefit.
2. **Exploit new and emerging opportunities:** Nimble organizations are those that are able to scale quickly and cross geographic boundaries without significantly expanding staff. NLC can help companies become more agile, adapting to ever changing business and client needs. These organizations are better able to react to crisis situations while identifying and capitalizing on market opportunities that other companies may miss.
3. **Create leadership opportunities to retain key talent:** Programmers and developers are not going away. Neither are lawyers. Rather, they will be put to the highest and best use. This means more strategic work and less of the daily grind. An NLC platform enables IT and business leaders to work together, creating opportunities for effective collaboration and improved communication. There will be richer leadership opportunities for both lawyers and IT professionals, changes that enhance job satisfaction and retain the essential talent needed to propel the sector forward.

Business Drivers

ALSPs are not the only reason why NLC makes sense in the current environment. Firms that expect to maintain competitive advantage must consider many factors. They include:

Clients demand (and define) value: Law firms, indeed many businesses, can be inward focused in how they deliver services. For clients, however, it's not about what the law firm has to sell. Rather, it's about what the client wants and needs. All firms want to deliver value. But there may be a distinct difference in perception between firm and client definition of value. Value is a rather complex issue. It's not about price. But it's not *not* about price either. Value is, above all, client driven. This may include how matters are managed, timeliness of delivery, the quality of services, or how important the matter is to the business, or some other concern entirely. Excellent service and high fees on a relatively insignificant matter or resolution that is outside of the client's timeline will not match with the client's perception of value. When you understand

what your client needs and wants and how they succeed, you can create the technology that supports those needs.

Show me the money: Competition stiffens as businesses increasingly compete in a globalized economy. Corporate boards want to know where the money goes and shareholders demand a return on their investment dollars. Its management by the numbers in the world's most powerful corporations and those numbers don't include billable hours or profits-per-partner. In-house counsel can no longer afford to be the department of "no." They are called upon to facilitate, rather than hinder strategic business objectives. This means greater accountability for expenditures, the largest of which may well be outside counsel. The pressure on law firms to provide greater transparency and predictability of outcomes has intensified. The hourly billing model, teetering on the brink of obsolescence for nearly two decades, is still alive and kicking, while corporate law clients proactively seek ways to cut expenses. The rallying cry to prove your worth gets louder. Firms that openly share information will solidify trusted relationships and secure their future viability.

Not every problem requires a lawyer: Legal services, assisted by technology, changing business needs, and increasing price sensitivity, have stratified legal services. Corporations are no longer willing to pay top hourly rates for business-as-usual and commodity tasks. Law firms have recognized and responded to the overutilization of costly lawyers through implementing measures such as legal project management and process improvement initiatives. These measures help firms manage their internal costs and provide visibility into how the work gets done. But the fragility of the lawyer-does-everything model has been exposed for everyone to see. Turns out lawyers don't have to do everything after all. Lawyers represent just a portion of the pros who can tackle legal issues.

Micro firms and sole practitioners: To complicate matters even further, technology has given rise to independent lawyers who, through the magic of technology, can replicate what the big guys do at a reduced price. New multidisciplinary legal service models are driven by automation, data, scalability, and collaboration.

Clients need greater control: As margins tighten, clients want predictability. It not only helps them manage their own expenses, it underscores a trusted lawyer client relationship. The new corporate business models are operationally savvy. Expenses are tightly controlled even when the competitive strategy is customer-centric. The digitalization of entire industries means that services can—and should be—delivered for less. This means building processes that are replicable and consistent wherever they occur in the value chain.

Disruption caused by the pandemic: Data security, privacy concerns, attorney-client privilege and other regulatory and compliance issues make moving sensitive data to the cloud a risk that lawyers were understandably slow to embrace. But the Covid-19 crisis changed everything. Thomson Reuters reports that nearly half of the 100 largest U.S. law firms reduced pay or furloughed employees during the pandemic. Moreover, the disruption wreaked by the crisis exposed vulnerabilities and hidden problems of inefficient and inflexible processes that only

functioned because people forced them to. SaaS and cloud applications enabled speed, flexibility, and, most of all, remote accessibility when law firms needed it most. The possibilities for more innovative uses of technology suddenly become real.

Technology scales; people not so much: You can grow your firm with people. But bringing on resources can be disruptive, decrease productivity and possibly damage employee satisfaction. With a lean team, particularly in the handling of commodity work, you'll have greater adaptability to react timely to changing market conditions and future economic fluctuations. Of course, the right technology investments are supported by streamlined processes that reduce the risk of human error. Better technology enables further differentiation from competitors. When you do require additional people, technological standardization supports best practices, helping new employees onboard more quickly. The workflows, standard procedures, and rules-based protocols inherent in the technology guide them through integrated processes, preventing errors and empowering firms to make more accurate, data-based decisions.

Unprecedented demand on limited IT resources: There is a growing need for programmers even as technology shifts to NLC applications. Experienced software developers can optimize the results from low-code applications. But more importantly, these resources are critical for the creation of sound IT strategies. Every law firm faces broader technical challenges including the management of cross-platform data and ensuring enterprise wide security for sensitive information. Although NLC platforms have security measures built in, programmers and engineers are critical to providing an extra layer of insurance. A robust NLC platform allows firms to leverage the most skilled IT professionals where they are most needed: for innovative and mission-critical initiatives.

Renewed commitment to diversity: There is research-backed evidence that diverse perspectives increase profitability, boost creativity and facilitate better problem solving. Companies that spawn next generation ideas value diversity. Further, most corporations, seeking to reflect the complex and interconnected communities they serve, support diversity in their own businesses and look for the same values in their partners and suppliers. It's not just about statistics. And it's not about looking good. Technology works better when it reflects how many types of people think. This can increase profitability, innovation and lead to better problem solving. When you include the perspectives of many different types of people through your communication, your work processes, and how you deliver services, you'll create a culture where everyone feels free to contribute, putting you one step ahead of the competition. NLC allows everyone to participate in developing and improving applications.

Benefits of Low-code, No-code

According to the [American Bar Association](#), lawyers reach for their mobile phones every day to access technologies such as Google Docs, iCloud, and Clio, without recognizing that these services are actually cloud-based applications. IT departments in every business cannot keep up with the demand for proprietary application development. Seems there's little resistance to using technology that simplifies lives. An NLC platform not only provides tremendous benefits, but affords IT greater control. The benefits include:

Support faster development time: Applications built on the NLC platform greatly reduce or eliminate coding and testing. Take a concept from development to launch in a fraction of the time required for traditional coded applications. Generally firms can expect a 50 percent reduction in application deployment time.

Reduces barriers to entry: Those who are closest to the work process can create applications and even deploy cutting edge AI technologies with little or no IT knowledge or programming experience.

Reduces errors and inefficiency: Logic-based applications reduce manual errors, system workarounds, and inconsistencies in the most tedious and repetitive work processes.

Facilitates digital transformation: Digital transformation offers significant competitive advantage, allowing firms to innovate their service offerings or quickly respond to changes in the organizational structure or the environment. The question is: how fast can they go? Because NLC delivers apps much faster than hand-coding, NLC speeds the transformation to digitalization.

Provide seamless scalability across platforms: Today's applications must operate across various platforms, such as web, mobile, email, and chat. The number of platforms that require support can slow traditional development efforts. But, that's not the case with NLC.

Supports agile and mobile workforce: The pandemic created an overnight need to duplicate legal functionality beyond brick-and-mortar business while continuing to protect sensitive data. Cloud-based NLC technologies enable global reach and worldwide visibility, allowing employees to work any time, anywhere.

Saves money: Development costs can run \$100,000 and up for basic applications, depending on complexity. Considering the popularity of applications, this is not an insignificant expense.

Facilitates higher-quality outputs: Fine details often get lost in translation between a legal subject matter expert and a coder. Work products produced by SMEs can provide more innovative, effective, and usable workflow solutions that an IT expert may overlook.

Support self-service solutions: Firms are increasingly called upon to empower clients to help themselves without lawyer assistance. Clients, whether internal or external, want sophisticated technology solutions that allow them work faster and cheaper, reducing the amount of time and money spent on routine and repetitive tasks, while increasing the money available for higher-value strategic work. Templates and processes using chatbots, AI and other technologies increase profitability for all parties.

Auditability: Left to their own devices, some of the options lawyers use can be downright scary. There is greater visibility for IT in cloud-based NLC applications versus traditional desktop tools.

The NLC platform offers the ability to apply governance and rules-based permissions. These NLC solutions are more secure than, for example, homegrown macros in an Excel spreadsheet connected to an Access database.

Data integration has been increasingly complicated by technological innovations. That's not the case for low-code platforms. Low-code provides a dedicated integrated development environment (IDE), allowing users to marry enterprise data, systems and web servers without writing code.

Reduces reliance on third party vendors: Companies can implement low-touch solutions and reduce reliance on traditional software vendors for their-party coding and ongoing IT support.

Optimizes all resources: NLC frees up IT resources to focus on strategy, guidance and support of the business. And lawyers get to do the high-value work that (a) clients are willing to pay for; and (b) they envisioned when they entered the field of law.

Are There Disadvantages?

There are tradeoffs for the technology decisions you make. NLC has many advantages. But you should be aware of the downsides and plan your mitigation strategies accordingly.

Shadow IT: On the popular 90s television series MacGyver, the protagonist of the same name, saved many lives with amazingly unconventional creations he rigged together using common household items. For the MacGyvers in the legal arena, give them access to a laptop, some data, and MS Excel, and they may build something that keeps IT professionals awake at night. [Gartner](#) estimates that roughly 40% of employees outside of IT customize or build technology solutions. Though well intentioned, shadow IT can spell trouble, increasing the organization's technical debt. With shadow IT, there is no rigorous IT testing, no monitoring, and a higher probability of security breaches. At the very least, these systems are resource-greedy and difficult, if not impossible to integrate with existing solutions. They also increase organizational risk by posing integration, security and compliance issues. A day will inevitably come when these cobbled-together solutions need repair or replacing. In theory, NLC could contribute or increase shadow IT. But with robust governance and security guardrails in place, it is safer than the ad hoc development that currently occurs under the radar at many firms and businesses.

Limited Complexity: Customized heavy code software can be configured and customized to meet very specific business needs, limited only by the capabilities of the native language. That's not the case with NLC. While NLC equips non-programmers with the tools they need to quickly meet the critical demands in a dynamic environment, there is a trade-off. Customization options, however, vary widely between vendors. It's important to understand the business requirements vis-à-vis the constraints of the tool. Requirements evolve over time, so you need to select a platform that will accommodate expanding needs.

Ensuring Successful Implementation

Vendor Selection

Before you approach NLC vendors, you'll want to clarify your expectations internally. Ask critical questions about the way work gets done in your organization as you drill down to discover the salient goals. These questions may include, but are not limited to:

- Does the back office or other processes hinder innovation?
- Does the organization struggle to keep up with client expectations or complain about responsiveness, agility, communication, or workflow?
- Do you spend more time updating existing applications than building new ones?
- Are you overrun with shadow IT or have no idea the size of the problem?
- Does your IT department have a backlog?
- Are your digital transformation goals slipping?

As you formulate your NLC strategy, assess your needs. Start by taking an inventory of your capabilities. Push beyond the high-level statements and navel-gazing aspirations to identify where your strengths actually are. What do you do well? What can you do better? What do your clients *really* think? Answers to these questions will help you decide your priorities for vendor selection. All platforms are not the same, but choosing the right provider is equally as important as choosing the right solution.

There are vendors and then there are partners. As with any other trusted relationships, you'll need to find the right company. Your values should align. They should understand your business, and you need to feel comfortable that they have the expertise you require. The more congruent you are, the more successful the partnership is likely to be.

When you are ready to select your vendor, keep the following in mind:

- Select established companies that are well-funded. New companies launch every month. It can be difficult to discern the stability of a company by looking at a website. Ask for case studies and proof of existence beyond flashy online pages.
- Look for enterprise-wide solutions. You need more than departmental low-code or point solutions that solve just one problem. These cannot be integrated and will not scale for future needs.
- Ask about legal industry knowledge. The legal sector is unique. Ask for solutions and proven templates designed for lawyers and for legal technology.
- Inquire about the availability of the vendor or a community of users to answer questions and provide long-term support.
- Ensure that the platform can handle the level of complexity you require and the growth you anticipate.
- Do your due diligence. Ask for references and follow through by contacting these people. Ask tough questions and listen for candor.
- Expect to answer some questions and engage with the vendor. Be wary of vendors who seem to not care about your business or make assumptions about what you need.

If innovation is an important part of your strategy, ask the vendor for examples of innovative solutions they have helped to create. Many technological companies can help you do what you already do faster. Fewer can help you blaze a new trail.

Minimize Forced Errors

In addition to the cons, keep these caveats in mind. First, NLC is not a quick fix for non-existent or bad processes and lack of project management discipline. Organizations need to understand best practices around corporate governance, ethics, and compliance. Remember that the goal is not to make bad processes faster.

Second, if you are going to keep people from breaking sh*t, robust governance is essential. In a culture of innovation, people have the freedom to create solutions. Ensure that you are not giving them the freedom to create problems, as well. It is a balancing act, but IT must ultimately have control over the protocols that are put in place to protect the organization and its clients.

Third, NLC doesn't mean no work. As with all new technologies, there is a learning curve. Fortunately, for most, the curve is relatively shallow. But, not every SME will become a citizen builder. The skills needed to develop applications require the ability to break down processes into logical statements. Most people can do it, but not everyone should or will.

And finally, the trade-off between speed, customizability, and risk-reward is a strategic consideration. Avoid picking a solution because it's the expedient choice. There are many options. Invest energy upfront in selecting the right solution for the business objectives. Find the pain points for the business and for the clients. Your NLC platform should drive value, creating sustainable long-term solutions. Companies that use NLC most successfully do the preliminary legwork to ensure that the firm's requirements for people, processes and technology are understood and met.

A Word About Culture

If you have people who are clamouring to create better business outcomes, you already have the underpinnings for a successful technology initiative. The benefit of NLC platforms over other types of technology is that much of the power is in the hands of non-technical staff. There is still work to be done, however. There are entire books written on creating a culture of innovation and rightfully so. Culture includes the company's values and purpose, reflected in how people think and act within the organization. Within the constraints of this chapter, we can't cover everything about culture. But there are some key principles to keep in mind as you develop your NLC initiative.

Communicate early and often. Be transparent about the benefits you hope to gain from NLC. Some will see opportunity; others may see it as just one more gee-whiz technology they have to do or learn. It can't be all about the company or the client, for that matter. What's in it for them? Don't forget to trumpet early successes and outcomes to build momentum.

Get feedback from people at all levels who will use the technology before you purchase it. If there are ad hoc solutions in use, seek out the opinions and involvement of those who created these systems. They are most likely influencers and leaders. You want them inside the tent: recruit them to be evangelizers and mentors. Otherwise, they may become the strongest resistors, continuing to use the MacGyver systems they created, and encouraging others to do so, as well.

Underestimate, rather than overestimate, the technology skills of your people. Support NLC with training to increase the adoption rate and usability of the platform. Avoid overwhelming staff with too much information crammed into a single training session. Augment training with additional help, as needed. Your vendor should partner with you in this effort. Meet people where they are, providing on-demand training. Self-help options are ideal since they allow people to refresh the skills whenever it's needed.

IT must have a critical oversight role. As mentioned, you'll need robust protocols to ensure that the applications built on the NLC platform do not pose organizational and securities risk. At the end of the day, NLC is about empowering non-technical staff to put their knowledge to work. This does not give license to operate outside of established and well-communicated guidelines. Executive leaders should play a key role in creating an environment that encourages and rewards participation that supports the organization's strategic goals, while ensuring adherence to IT rules.

NLC platforms give SMEs the capability to create applications that improve productivity, efficiency, and profitability. In order to do so, citizen builders need to thoroughly understand client needs and develop solutions that address them. It is crucially important to keep sight of the end goal. It's not technology for the sake of automation. It should add value in the eyes of the client.

Future for Legal Tech

The digital age is upon us. With clients moving at the speed of business, law firms and law departments can no longer afford to be slow movers and late adopters. ALSPs and law companies have been automating the way things were done in the past. That's not the future, however. ALSPs did not deal a fatal blow to the traditional law firm model. Rather, it was a wakeup call. It's no longer good enough to be good enough. The need to collaborate, reimagine, and find better ways of practicing the law is stronger than ever.

In the future, innovation is key. Innovation is often a combination of great ideas coming from every level of the organization. The sustainable business models of the future will be those that incorporate multidisciplinary ideas and leverage the power of new technologies. Make no mistake: on the tail end of the pandemic, other existential crises loom. The legal industry must be prepared. NLC applications built in days, not months, empower lawyers and legal

professionals to quickly build the tools they need to respond and to compete in the rapidly changing environment. There are even more transformational business models yet to emerge.

The disruption has only just begun.