“Automatic to Serve the ‘Latent Legal Market’”

By Dorna Moini

Agenda Description: Low-income Americans receive inadequate or no professional legal help for 86% of the civil legal problems they face in a given year. And that doesn't even begin to describe the problem for the middle class. How can automation and systematization help more people vindicate their legal rights? This session will educate, inspire, and provide practical advice on the history of document automation, the shifting legal landscape, and the planning process for building your own legal product.

I. Who are Modern Legal Consumers? What do they need from Law Firms?

   a. What Clients need from Law Firms

      i. Engagement
         1. What is it?
            a. Some kind of give-and-take interaction
            b. More than just submitting form and waiting
            c. Give them an interaction, a next step, they can hang their hat on
         2. Is there a way to interact and give clients more engagement without a human being involved?
            a. Yes, this presentation will give the tools for that.
         3. 89% of the time if a client got a response of some kind, choose that law firms. So 9/10 will choose that law firm

      ii. Price Certainty
         1. Consumers want information about total cost of representation, can be difficult to provide

      iii. Subject Matter Expertise

      iv. Information about Legal Process
         1. Modern consumers do research on their own – provide more information about legal process

   b. Supported by: https://www.clio.com/resources/legal-trends/2019-report/

II. Characteristics of Modern Law Firm Consumers

   a. Rely on Research
      i. Consumers will aggressively look for options and research answers to their legal questions

   b. DIY Mindset
      i. Modern consumers want to do stuff on their own if they can

        ii. You have to show them that you will be their guide

    c. Leverage Options
        i. How do you reach these DIY clients?

    d. Power Shift
        i. Consumers are in the driver seat less so than lawyers

III. Commoditization of Legal Practice

    a. Consumers of legal services want *more for less* money

    b. *Commodization creates opportunity* to lawyers who are willing to make products, instead of solely providing services

    c. Move/trends within legal services towards automation:

        i. Started with <u>Bespoke</u> services
            1. Traditional legal services have always been provided – you meet with lawyer, they find your specific needs, and tailor document to your needs. Recreating the wheel with each client

        ii. Then moved to <u>Standardization</u>
            1. Clients expect some standardization
            2. Having Checklists and Processes, and templates (ex: for motions)

        iii. Then, moved to <u>Systemization</u>
            1. Turning those checklists and processes into workflows
            2. Ways Systemization can be used to benefit law practice
                a. Charge Online
                    i. Can turn your workflows online and essentially becoming a tech company
                    ii. For example, becoming the "Turbo Tax" for a particular area of law
                b. No-Charge online
                    i. Courts and legal aid services turn their workflows into free online
                c. Commons
                    i. Sites that provide some legal analysis for free
                    ii. Ex: Cornell law site

        iv. Two changes that have led to this shift:
            1. Lawyers can capture and re-use know how
            2. In using online legal services can use content to benefit many legal users. Making guidance deliverable to more people.

IV. BEFORE you Build a Document Automation Product…

a. Define the Project
   i. Idea is DOABLE
   ii. Narrow in scope - Better to start something small
   iii. Know your Pain Points
   iv. Features – have them scoped out before you build it out
   v. Analyze and Ensure Cost and Sustainability

b. Due Diligence
   i. Who are your users?
   ii. Status Quo?
      1. Why are you going to better/do things differently than others?
   iii. Market size
   iv. Alternatives
   v. Define benefits

c. Engage Your Users
   i. Don't think you know what's best..
   ii. Get users on board and interview them
   iii. Manage expectations
      1. Scope and Timeline
   iv. Unique problems

V. Once you build out Product…

a. Testing & Feedback
   i. Create user profiles and continually testing them
   ii. Functionality

b. Launch
   i. Support
   ii. Documentation
   iii. Services
      1. Sometimes the products doesn't meet all the needs of your consumers. A more complex case, you may want to send it through more traditional routes. Can provide for this through product.

c. Marketing
   i. Credibility
   ii. Stakeholders
   iii. Updated
      1. Constantly have an "update date" in workflow
      2. So when people use your product or visit your website, they know when it was last updated

VI. Law Firm Products v. Law Firm Services

a. What's a **Service**?
   i. Law firms are traditionally service-based business
   ii. Problem with this is service based is "high-touch" – Requires a person to manage
   iii. Can't clone more people or clone yourself

b. What's a P**roduct**?
   i. Can build a. product out of a law firm that doesn't necessarily require people intervention
   ii. Product is more morphable and scalable than "service"
   iii. Item that you can sell, doesn't necessarily require attorney intervention

c. *Products are valuable* because they hit all the checkpoints for Modern Legal Consumers
   i. Can sell ancillary legal services on top of product
   ii. Products give you access to part of market you maybe weren't able to tap before
   iii. This is how to sell products that would otherwise be DIY clients

VII. What can you build with Document Automation workflows?

a. Internal Tools – for your firm
   i. Two kinds of Internal Tools
      1. First → Internal automation workflows – Traditional way that people think of document automation

         a. *Three main things* that make document automation platform able to do what you need to make documents:

            i. Simple Variables
               1. Ex: Ask clients name and populates

            ii. Conditional logic
               1. If consumers answers question in one way, five or ten more questions will populate based on that original answer.
               2. Or based on answers, can populate items in document.

            iii. Repeating Items
               1. Good for situations have indeterminate number of items

      2. Second → Expert Systems

a. Internal documents could be a decision tree that guides you to the right decision based on inputs
   i. Good for training staff and ensuring using right templates
b. Can be used to determine if your firm is the right fit for a client

b. External Facing – for other attorneys or consumers

i. Type #1 - Intake application to gather client data
   1. Gathering client data and reusing it in firm to generate new docuemnts
   2. One of the first ways people generally start w/ document automation
   3. Ideally, want to intake and connect with clients before they walk through the door so that you have a set of documents prepared

ii. Type #2 - Free to public
   1. Can create tools or content for public that is free, gets them in the door for assistance, so when you go more complicated, go back for more
      a. Ex: https://www.cooleygo.com/

iii. Type #3 - Subscription-based forms
   1. If you have individuals coming on a regular basis to ask for forms, you can provide a subscription to a form site where they can see the most updated version of a document
   2. Gives clients price certainty
iv. Type #4 - Legal tech co.
   1. Can be applied to any area of law
   2. Can become the "Turbo tax" for a specific legal area

VIII. How do you build a legal product without Code on Documate?
   a. Steps:
      i. Set up your questions to gather client data
      ii. Connect questions to your templates (add complex logic and calculations)
      iii. Your legal product is ready

IX. Underview: Document Products in Law Firms + their Effect on Law Firm Revenue

   a. Reduce Rates
      i. Can sell more products without hiring more people
      ii. Gives you a way to answer client question – as to transparency behind pricing and price certainty

   b. Acquire DIY Clients

c. Limited Scope Representation

i. Gives lawyer options to get out of the representation versus traditional agreement
ii. Of course, be clear about scope
iii. Can provide initial document through automation and set-up hour meeting to tweak – way to do products plus services

d. Project Revenue

e. 'Super' Delegation

i. Delegating to clients work that otherwise would have been done by individuals working in firm

f. The Bottom Line = Revenue Gain

i. Efficiency + Larger Customer Base

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How to Build a Legal Intake App

Book a Live Demo of this Tutorial

So you've thought about building your own "TurboTax for law", but you don't want to hire a developer? Well, this is your guide on how to build a powerful intake workflow on Documate to gather data and generate documents at every phase of your case. You'll learn how to create an online intake survey (like you'd create on Typeform or SurveyMonkey). It will collect data, store the data for you, and automatically populate into your case documents and agreements at your command. Then, you can even add a paywall to your publicly-facing workflow to charge clients for access.

All of this – gathering client data through a questionnaire, storing the data, and generating complex documents – can be done without using any code.

Here, we're going to teach you how to build an intake app. This guide is comprised of three parts:

- **Part 1:** Building the Intake Questionnaire (including practical tips and common mistakes)
- **Part 2:** Setting Up Your Documents (including complex conditional logic, calculating numbers and dates, and special formatting)
- **Part 3:** Launching Your Legal App and Using the Data to Generate New Documents

You can choose to display the documents to the client, review and send them to the client later, or store the data for use in future document sets.

Part 1: Building Your Intake Questionnaire for Your Legal App

Today, we'll automate a basic application for an estate planning questionnaire. You'll start in the Documate workflow builder interface, where you'll see two tabs: (1) the ***Interview Questionnaire*** tab, and (2) the ***Output Documents*** tab:

The first screen on your workflow, where you'll be able to create questions and load your templates.

Draft Your Questions (the "Interview")

The first thing we're going to do is create all of the questions that are relevant to our documents (the data we want to enter about the client, or that we want the client to enter). As you can see, we have a variety of different questions to choose from:

Question types we can use in our workflow.

Since we're gathering information for an estate plan in this example, we'll start with a ***Text*** question-type on **Page 1** that asks the person's first name. This means that when we launch this legal app, the user can free-type the response in the box, with no limitations.

Add your first question asking the user's first name.

Each question we add as we're building our legal app will also get its own ***Variable Name***. You can choose whatever variable name you want. However, we recommend using something that matches the question. In the example above, we gave the question the variable name **firstname** because it closely matches the question, and it's understandable for us.

What are we going to do with the variable names? Several things:

1. Set **question** logic (deciding which questions in the workflow do/don't show up);
2. Set **page** logic (deciding which *pages* in the workflow do/don't show up);
3. Set **document** logic (deciding which *documents* in the workflow are generated);
4. Set logic ***inside* your document** to determine the flow of your documents and which paragraphs/phrases/etc. show up in your documents;
5. **Calculate** numbers, equations, and date calculations in your documents.

Build Question Logic

Let's start with question logic. Let's say we asked a multiple choice question about the user's marital status, like in Question 2 below. Then, immediately afterwards we want to ask the user's spouse's name. However, we ***only*** want to ask the user's spouse's name if the user is married, not if they are single or divorced.

So, we'll toggle over to the branching logic arrows on the left of the question (you can switch between Edit and Logic). Then, select *Show if … maritalstatus … is … Married.*

Now, when we run our workflow, we will only see the question about the "spouse's name" if the user selects that their marital status is married.

Build Page Logic

When you are asking the end-user multiple questions, you will want to break up the questions between multiple ***pages***. Each page can have questions dedicated to the topic of that page. For example, you might have a page about identifying information, another page about the spouse's information, and others about children, stepchildren, executors, alternates, etc.

Page logic will be set exactly like question logic, but at the very top of the page. Page logic will allow you to dictate conditional logic for entire groups of questions in your legal app, like this:

Page logic allows you to show or hide entire sets of questions in your app based on conditional logic.

Part 2: Setting Up Your Documents

Now, we're done setting up the questions we want to ask to gather the relevant client data for this legal app. But we don't just want to gather data – we want to generate smart documents. In this case, since we're building an estate planning legal app, perhaps we want to automate a Will, a Power of Attorney, and a Health Care Directive.

We'll set up our documents directly in Microsoft Word, where we already have our templates. To do so, we'll use the Documate Word Add-In (which works on all versions of Microsoft Word – online, for PC and for Mac). Because we're in Microsoft Word, formatting we already have in our documents (e.g., pleading paper, logos, headers, field codes) will all remain intact in the final version.

What can you do in your documents? Several things, which we'll show you below, including:

1. Set **Simple Variables**. This is the most basic level of automation and simply means that the data entered in response to your questions will be directly inputted into a specific location in your document (like mail merge).
2. Set boolean **conditional logic** to specific phrases and paragraphs in your document. This allows you to set conditions based on which certain phrases or paragraphs will appear in your document. Such conditions could include gender (his/her/its) or entire clauses or pages that you want to remove from your documents. Any numbering in your document will also automatically adjust to account for removed paragraphs.
3. Set **numerical calculations** to perform equations on number variables that you gathered in your questions.
4. **Calculate dates** to calculate the number of days, months or years between two dates, or calculate a date that is X number of days, months, or years from today.
5. **Format** words or numbers. You'll be able to set special formatting, like capitalizing certain instances of a company name, setting your numbers to appear as currency, or

formatting dates in a specific format, among other customizations.

To use the add-in, you'll highlight your paragraph in the document and then select the conditions you want to set around it. In the example below, we are setting a conditional paragraph, which means that the paragraph will only appear in the document when the conditions in the sidebar are met. These are variables that we used in our questionnaire:

We'll highlight the paragraph with our cursor. Then, we'll set the conditions to the paragraph. In this case, this paragraph will only appear in our end document if *childrenspecialneeds* is yes & *ownrealproperty* is yes.

Now we've set up our first document. We will set conditions, nested conditions, calculations and formatting to **all** of the documents we want to generate at the end of the workflow. Then, you'll load the documents to **Output Documents**.

Part 3: Launching Your Legal App Into the World and Reusing the Data

Ok, now comes the exciting part. You've set up your questions, you've set up and loaded your documents. Now, you're ready to launch your legal app into the world.

Click "Run," and here you go:

Our web-accessible workflow is ready as an online form.

When you click "Run," the legal app you built will open up in another tab. You can share the link to your legal app internally, send it out to your clients, or embed it on your website. Every entry will then be stored in your **Data Manager** on the Master Dashboard.

As you can see below, the Data Manager stored an entry by our client Jane Doe on 1/10/2020:

Select the client's data from your *Intake Interview* and populate it directly into any other set of documents. Here we've selected *Case Documents Set 1*. Your document will process all conditional logic & formatting.

The entries from our clients are flowing in. Using Data Manager, we have several options. We can:

1. Open the client's **existing session** to pick up where they left off and finish questions that were unanswered by the client.
2. Change the client's answers and regenerate the documents.
3. Open a client's answers into a **different workflow** to generate another set of documents. Their answers are stored as a virtual "answer file" that can be used for future documents in the case.

Final Thoughts and Other Reading

What Are Other Attorneys Building?

How have other law firms built legal apps in various areas of law? Check our our case studies page to read more.

Want to Hire Someone To Build Your Workflow?

Now that you've gone through this tutorial, you know how to build a legal app. Most lawyers think Documate's document automation software is easy to use and intuitive. **But you don't *have* to do it yourself.** If you don't have time or just have too many forms to automate yourself, let us know! We can connect you with a developer (one of the Documate Automation specialists – or "Documaters" – on our platform). They'll take over and build everything for you.

Automating to Serve the "Latent Legal Market"

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Agenda

- **Educate:** why automate?
- **Plan:** practical advice on framework
- **Inspire:** real world examples
- **Do:** build your own workflow

Why did we start Documate?
Reach & impact.

> “More and more legal services will be enabled by the support of new technology. You can say ‘that is for the technology industry to sort out,’ or you can be part of the technology industry.
>
> - Richard Susskind

Commoditization

bespoke

standardization

systematization

charge online

no-charge online

commons

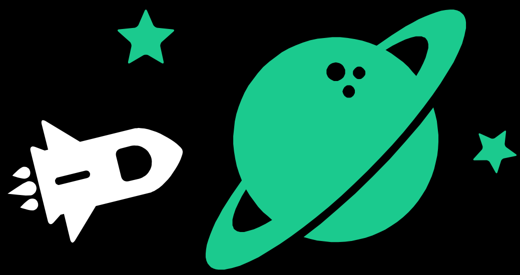
What's possible?

Internal Tools

- *Internal automation workflows*
- *Expert systems*

External Facing

- *Intake application to gather client data*
- *Free to public*
- *Subscription-based forms*



GETTING STARTED

Document Assembly Life Cycle

Before Building

Define Project

- Concept &scope
- Who are users?
- Pain points
- Features

Due Diligence

- Status quo?
- Market size
- Alternatives
- Define benefits
- Cost
- Sustainability

Engage Users

- Interview audience
- Manage expectations
- Unique problems

After MVP

Testing & Feedback	Launch	Marketing
User profiles	Support	Credibility
UX testing	Documentation	Stakeholders
Functionality	Services +	Updated

New legal service models

Informational products (content, checklists)

Internally-generated flat fee services aided by tech

Data collaboration between lawyer and client

Subscription forms sites

TurboTax for … (End to end tech, doc automation, decision automation)

Combination tech & advice

Examples

Membership Options

Installment / One Payment *(Better Value!)*

Starter Membership	DIY Divorce	Divorce Plus	Divorce with Benefits
"Give me access to free resources to support me in my divorce."	"Give me access to the Divorce Navigator so I can do my entire divorce online."	"Handle everything for me. (Prepare and file all of our divorce forms)."	"Handle ALL of my divorce paperwork AND provide me with 2 hours of legal coaching."
FREE	$99/month	$500/month $3,000 payable at $500 per month for six months	$500/month $3,500 payable at $500 per month for seven months
Sign Up	Sign Up	Sign Up	Sign Up

Examples

freshlease

LAWS CHANGE

YOUR LEASE SHOULD TOO

Create an impeccable lease that is continuously updated to reflect current best practices, laws and legal strategies. Each lease is meticulously crafted to ensure ultimate protection. And it shows.

Create Your Lease

PRICING

$250 / year

No hidden fees. Cancel anytime.

UNLIMITED Leases

Monthly eNewsletter

Change log access

Examples

LCNlegal.

Business support services charged on a cost plus basis

For services such as:

- central support services (including finance and accounting services, tax and legal services, HR management services, IT support services, etc.);
- procurement services;
- logistics services;
- marketing services; and
- R&D services,

where the relevant services are charged for on a cost plus basis.

Start Questionnaire Now

Business support services charged on a cost plus basis (bilingual English / Chinese)

As for the questionnaire above, but produces a bilingual agreement (English and Chinese). (Professional translations into other languages are available upon request.)

Start Questionnaire Now

Why work with us?

World-leading legal expertise

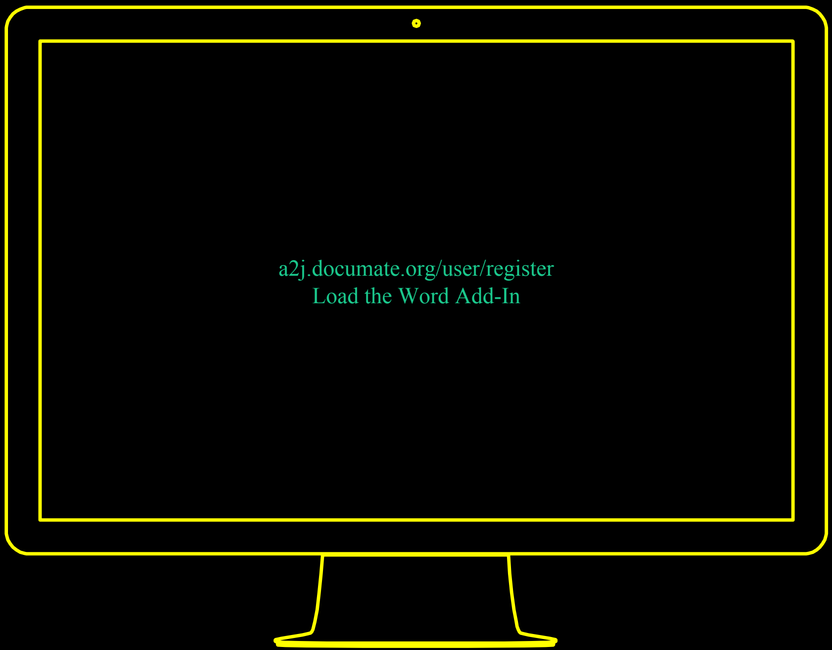
We are the world-leading legal experts and educators on ICAs and related corporate structures.

We understand transfer pricing

No need to spend time teaching us and we complement, rather than compete with, transfer pricing advisors.

Bridging the tax - legal gap

We bridge the gap between tax and legal within the global transfer pricing community.



Let's Build!