

LEGAL

INDUSTRY DIGITAL PLAN (IDP)

A guide for Singapore Law Practices (SLPs) to uplift their digital capability and adopt digital solutions to support their business needs.



SECTOR LEAD:

MINISTRY OF LAW
SINGAPORE

SUPPORTED BY:

CSA
SINGAPORE

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SKILLSfuture SG

IN SUPPORT OF:

SG: DIGITAL

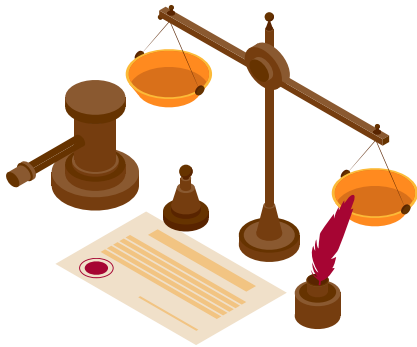
Contents

1	Landscape of Law Practice Entities in Singapore	3
2	The Personas	4
3	Digital Solution Roadmap	5
	3.1 Solution Guide	6
	3.2 Legal Technology Platform (LTP)	11
4	AI in LegalTech	12
5	Cybersecurity and Data Protection Roadmap	13
6	Digital Skills Training Roadmap	14
7	Get Started with Chief Technology Officer-as-a-Service	15
8	Additional Information	16

1

Landscape of Law Practice Entities in Singapore

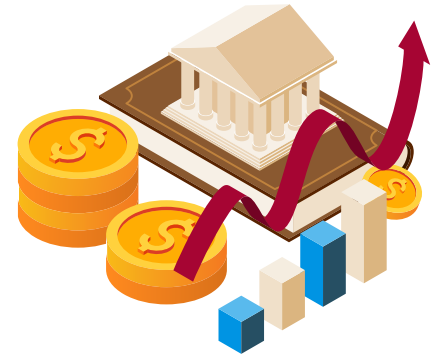
Singapore Law Practices (SLPs) account for ~85% of all law practice entities in Singapore. Most of them are small and medium SLPs with up to 30 lawyers.



~1,200 law practice entities



Over **7,000** lawyers



\$2.75 bn in nominal value added (VA) (2022)

Law Practices Entities in Singapore



2

The Personas

The profiles of small and medium SLPs can be broadly represented by three archetypes of SLPs with four personas. Each law practice faces unique business and technology challenges.

Traditional Law Practices

For SLPs looking to build their foundational digital capabilities.



Traditional Lawyer
Thomas Lim
 Founder and Partner, LP Legal

"If there's no problem, there's no need to change."

Growing Law Practices

For SLPs looking to improve or expand their business with digital solutions.



Unrelenting Leader
Usha Lakhori
 Managing Partner, L3 Legal

"Everything is my responsibility."



Rising Time-strapped Senior
Rita Tan-Samuels
 Senior Associate, Jack & Jill Legal

"There's only so much time in a day."

Tech-savvy Law Practices

For SLPs looking to exploit emerging tech.



Young Trailblazer
Yogesh Thampi
 Founder, Trailblazer LLC

"I'm going to do things faster and cheaper than the old ways."

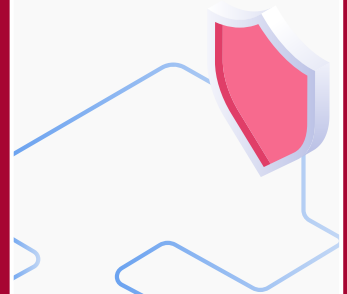
Business Challenges

- Rising client demand and changing lawyer-client relationship
- Rising costs pressures

- Time-consuming processes
- Rising costs pressures

- Limited access to data-driven insights such as contract performance

Technology Challenges



- Multiple communication channels, including email, chat and WhatsApp
- Constant disruptions due to technological developments, such as those introduced with the use of AI
- Need for digital services from the government to be integrated with legaltech solutions
- Heightened impact of cyber attacks



3

Digital Solution Roadmap

This digital solution roadmap outlines solutions for your firm to adopt at each stage of growth. Where relevant, data analytics and artificial intelligence (AI) are incorporated into the solutions.

STAGE 01 Getting ready for the digital economy	STAGE 02 Growing in the digital economy	STAGE 03 Leaping ahead in the digital economy
Front-Office Technology <div data-bbox="188 667 347 824"> <p>Risk Assessment Solution (KYC/AML)</p> </div> <div data-bbox="418 667 577 824"> <p>Online Legal Research System</p> </div> <div data-bbox="188 900 347 1057"> <p>Document Assembly Software</p> </div> <div data-bbox="418 900 577 1057"> <p>Document Review Software</p> </div> <div data-bbox="188 1133 347 1290"> <p>eDiscovery Tool</p> </div> <div data-bbox="418 1133 577 1290"> <p>Matter Management & Collaboration Platform</p> </div>	<div data-bbox="730 609 890 766"> <p>Speech Transcription for Legal Matters (Speech-to-Text)</p> </div> <div data-bbox="960 609 1120 766"> <p>Translation Software</p> </div> <div data-bbox="849 887 1008 1043"> <p>Legal Chatbot</p> </div>	<div data-bbox="1257 609 1417 766"> <p>Smart Computable Agreements</p> </div> <div data-bbox="1206 1146 1476 1639"> </div>
Back-Office & Enabler Technology <div data-bbox="188 1451 347 1608"> <p>Document Management System</p> </div> <div data-bbox="418 1451 577 1608"> <p>Practice Management System</p> </div>	Practice Area-Specific Tools <div data-bbox="730 1200 890 1357"> <p>Conveyancing Software</p> </div> <div data-bbox="960 1200 1120 1357"> <p>Evidence Management Platform</p> </div> <div data-bbox="730 1451 890 1608"> <p>IP Management Tool</p> </div> <div data-bbox="960 1451 1120 1608"> <p>Debt Recovery Software</p> </div>	
Legal Technology Platform (LTP)		

SLPs can also adopt generic solutions such as cybersecurity, accounting management, and human resource management.

Newly incorporated businesses can also adopt foundational solutions under Start Digital, covering areas such as cybersecurity, sales generation, and business efficiency.

- Note: 1. This roadmap shall be updated over time as digitalisation of the industry progresses and new technologies are introduced for the industry.
2. The LTP will be enhanced progressively with more features, e.g. links with more government systems and third party solutions, depending on the use cases identified by and demand from the industry.

3.1

Stage 01

Getting Ready for the Digital Economy

For SLPs looking to build their foundational digital capabilities.

Risk Assessment Solution (KYC / AML)



Tool for Client Due Diligence

Automates the compliance processes, performs ongoing due diligence, and enables law practices to comply with regulations related to KYC (Know Your Customer) / AML (Anti-Money Laundering) / CFT (Combating the Financing of Terrorism).

Benefits:

- Enables secure onboarding
- Improves client on-boarding process efficiency

Online Legal Research System



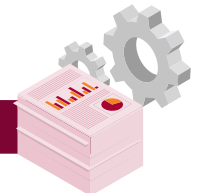
Legal "Wikipedia"

Provides law practices with access to legal research materials, precedents, legal opinions, journals, legislation, and other legal materials that they may harness.

Benefits:

- Increases research efficiency
- Institutionalises and consolidates knowledge within the law practice

Document Assembly Software



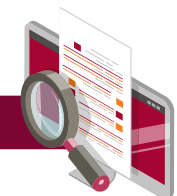
Automated Generation of Template-based Documents

Streamlines the process of creating complex documents by using pre-existing templates and clauses, to auto-generate documents such as contracts, agreements, legal forms, proposals, and reports.

Benefits:

- Reduces time taken to consolidate and produce documents

Document Review Software



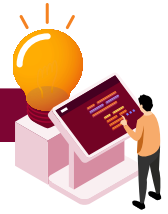
Automated Review and Analysis of Electronic Documents

Enables law practices to manage, search, and review large volumes of electronic documents with advanced search and analytics features (e.g. concept searching, email threading, and anomaly discovery).

Benefits:

- Quick retrieval of relevant information, identification of patterns and access to insights, including the uncovering of key provisions, inconsistent clauses, risks and critical information

eDiscovery Tool



e-Documents Scanner & Analyser

Scans and analyses large volumes of electronic data, such as emails, documents, databases and more, to identify information relevant to a case or contract via intelligent search functions.

Benefits:

- Reduces time and effort in the evidence review process

Matter Management & Collaboration Platform



Matter Management Tool for SLPs

Consolidates all documents and matter correspondences, including documents, emails, and notes, across different communication channels from both internal and external sources, into a single channel for correspondence.

Benefits:

- Streamlines workflows with automation of routine tasks and enables enhanced collaboration with internal and external parties
- Enhances communication with secure messaging
- Improves case visibility and task management

Document Management System (DMS)



A "Secure Cloud" for Documents

Stores, organises, and manages legal documents of various formats that can be accessed and shared securely with intended parties. Features include version control and audit trail.

Benefits:

- Minimises time spent on manual categorising of files
- Ensures proper archiving and ready access of documents
- Facilitates secure collaboration across users

Practice Management System (PMS)



Back-Office Tool to Manage the Practice

Integrates and automates various administrative, operational, client-related tasks, including billing, accounting, invoicing, time tracking and client contacts.

Benefits:

- Improves accuracy and consistency in billing and accounting practices
- Enhanced data handling with secure storage of client and case information, thereby improving client trust
- Allows monitoring and analysis of practice key metrics performance

3.1

Stage 02

Growing in the Digital Economy

For SLPs looking to improve or expand their business with digital solutions.

Speech Transcription for Legal Matters



Productivity Tool for Transcribing Speeches

Transcribes speeches that include legal terms and lexicons which allows for creation of accurate timely records and references. May include sentiment analysis features to classify sentiments of the transcribed speeches.

Benefits:

- Reduces turnaround time and errors in manual transcriptions
- Enables better understanding of the spoken context, and improved citations for transcribed text

Translation Software



Tool to Grow Internationally

Enables law practices to translate legal documents and other materials easily.

Benefits:

- Improves accuracy and quality of translation for legal lingua franca, thereby supporting cross-jurisdiction operations

Legal Chatbot



An e-Concierge for SLPs

Provides basic legal information, compiles information on the client's queries, and automates conversations with clients using natural language. This tool facilitates the collection of client data, arrangement of client appointments, and generate emails using information captured in conversations.

Benefits:

- Provides 24/7 support to clients, with accurate and timely responses to clients' queries
- Enables clients to have instant access to information
- Streamlines rote work for lawyers and support staff, freeing up staff's time for higher value-add work

Practice Area-Specific Tools: Conveyancing Software



Tool to Keep Track Of and Manage Property-Related Transactions

Automates property transaction tasks, such as document preparation, data entry, and information gathering. Tool may include built-in validation checks.

Benefits:

- Improves compliance by helping conveyancers stay up-to-date with regulatory requirements
- Streamlines processes with the automation of property-related transaction tasks

Practice Area-Specific Tools: Evidence Management Platform



Evidence Hub

Concentrates evidence and court documents into a single hub, creates an audit trail that tracks and records changes in court documents.

Benefits:

- Improves work efficiency by consolidating case workflow, simplifying file access, and facilitating file sharing
- Provides an accessible and accurate audit trail

Practice Area-Specific Tools: IP Management Tool



IP Docketing & Analytics System

Manages and protects IP through an IP's lifecycle. Utilises docketing systems, data visualisation, and patent analytics, enabling users to search for existing patents, trademarks, or copyrights to avoid duplication and infringement.

Benefits:

- Reduces patent process complexity, enabling lawyers to give better and faster renewal decision advice to clients

Practice Area-Specific Tools: Debt Recovery Software



Collection Activities Dashboard

Provides an automated workflow and a dashboard of collection activities and creditor-debtor interactions, including generating and sending collection letters, tracking payment histories, and managing follow-ups, with features to adapt and switch strategies across cases, geographical locations, and debt types to improve performance.

Benefits:

- Streamlines debt recovery process
- Maintains an audit trail of all communication and actions, increasing transparency and accountability

3.1

Stage 03

Leaping Ahead in the Digital Economy

For SLPs looking to exploit emerging technology.

Smart Computable Agreements

Parametric Contracts

Automates execution of legally binding contracts using contractual terms that are programmatically defined with the occurrence of pre-determined triggering events (e.g., release of funds to respective parties).

Benefits:

- Reduces errors and disconnect of terms and clauses in contracts
- Reduces manual overheads in contract management



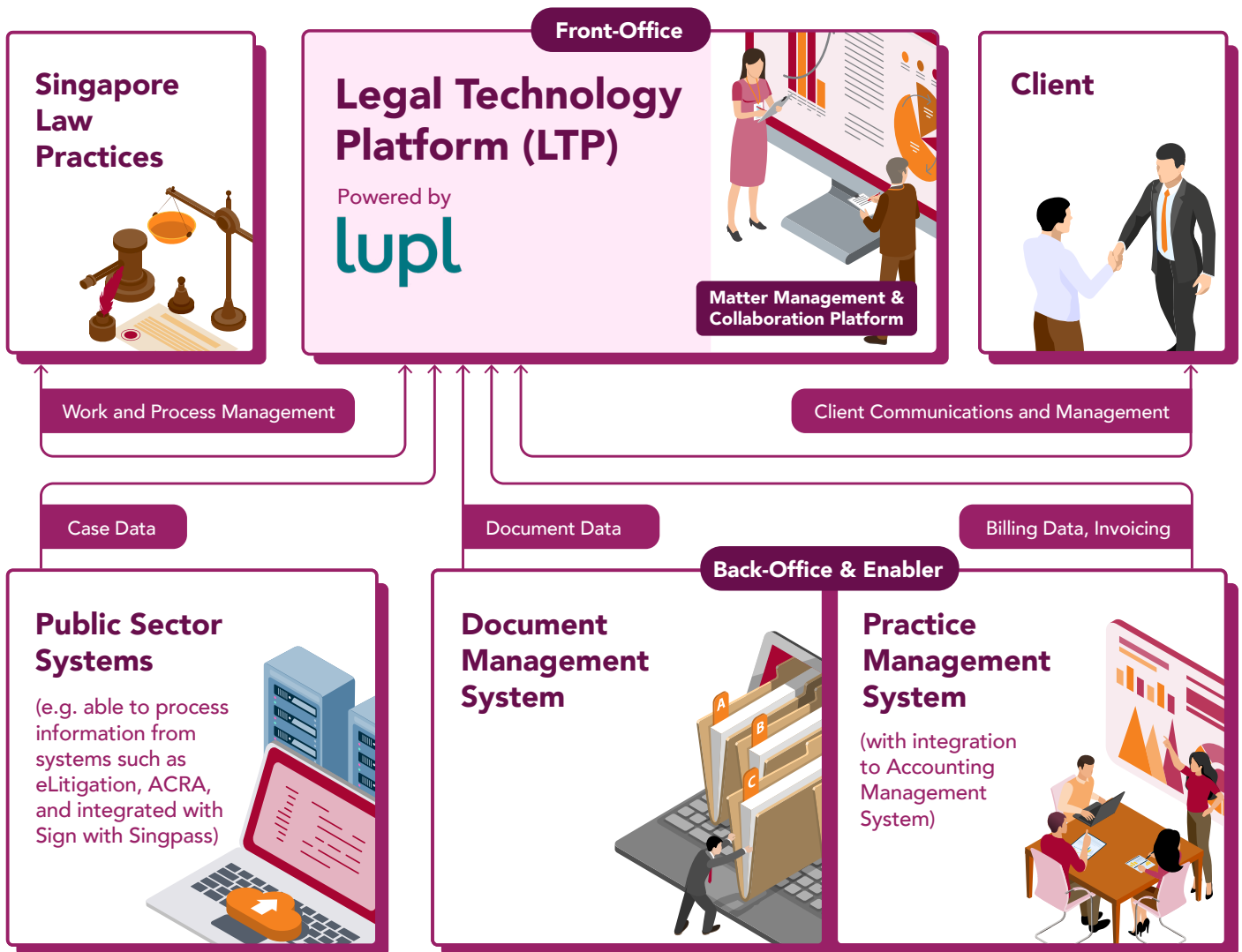
3.2

Legal Technology Platform (LTP)

The LTP is a matter management & collaboration platform that consolidates users' legal workflows in one place, including information from public sector systems and the Judiciary that the legal industry commonly interacts with.

Key Benefits:

- **Access to starter solutions for SLPs to address common daily challenges, i.e.:**
 - a. Communicating and consolidating information related to a matter within a team, with clients, and from different information sources (WhatsApp, email, chat, etc.);
 - b. Jointly reviewing and commenting on documents using the in-built document edit and management tools;
- **Consolidated view of practice related info** for DMS and PMS solutions integrated with the LTP;
- **Able to process information from public sector systems** such as eLitigation and ACRA, and integrated with Sign with Singpass for ease of working on Singapore-related matters.



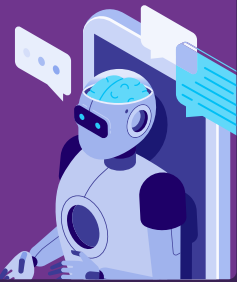
Note: The LTP will be enhanced progressively with more features, e.g. links with more government systems and third party solutions, depending on the use cases identified by and demand from the industry.

4

AI in LegalTech

Artificial Intelligence (AI) is already infused in LegalTech solutions to enhance legal processes, streamline workflows, and provide data-driven insights to improve decision-making in the legal industry.

Examples of AI-enabled LegalTech Solutions



Document Management Systems

Document Search

Learn what is relevant from previous searches to identify relevant documents more accurately

Document Review Software

Contract Review

Using past data, flag missing clauses or insert pre-approved clauses during review of contracts

Speech Transcription for Legal Matters

Speech Transcription

Analyse audio recordings and identify patterns in speech, resulting in more accurate transcriptions

Generative AI introduces additional capabilities to LegalTech solutions.

Examples of Existing Generative AI Applications

Document Generation

- Generate drafts and summaries of legal documents
- Generate contextually-intelligent translations

Contract Compliance

- Compare and analyse contracts against preferred phrasing, relevance, and accuracy
- Generate alternative phrasing and clauses for consideration



Conversational Interface

- Legal research & knowledge access in natural language, without the use of unnatural Boolean terms

Contextual Q&A

- Answer basic legal queries
- Extract relevant information from legal documents and identify potential issues and provide suggestions

In using Generative AI, lawyers continue to be professionally responsible to:

- ensure that the work they produce is accurate, reliable, and meets the standards of their profession;
- comply with ethical and professional standards, including the upholding of client confidentiality, privilege, or other legal obligations.

Some measures to consider:

1. Use labelled/watermarked AI-generated content to allow for remedial actions if harmful content is distributed;
2. Verify outputs from Generative AI tools before submission in official capacity;
3. Exercise caution when entering client data into Generative AI tools.

5

Cybersecurity and Data Protection Roadmap

This roadmap serves as a guide to introduce Singapore law practices to cyber security and data protection measures at each of the three stages of growth. For more information refer to [CSA SG Cyber Safe programme](#), [Guide to Cybersecurity for Law Practices](#), [Data Protection Essentials \(DPE\)](#) and [Data Protection Trustmark \(DPTM\)](#).

STAGE 01

Getting Ready for the Digital Economy

STAGE 02

Growing in the Digital Economy

STAGE 03

Leaping Ahead in the Digital Economy

Cybersecurity

As the practice increases its level of digitalisation

Cyber hygiene measures for protection against common attacks.



Risk assessment to assess if cybersecurity measures commensurate with enterprise risk profile.



[Cybersecurity Toolkits](#)



FOR SMEs FOR Employees

[Cyber Trust](#)



CYBER TRUST

[Cyber Essentials](#)



CYBER ESSENTIALS

[Guide to Cybersecurity for Law Practices](#)



[Cybersecurity solutions](#)



[Cybersecurity solutions](#)

Data Protection

As the practice increases its collection and use of personal data.

Basic data protection and security practices to protect clients' personal data & recover quickly from a data breach.



Accountable data protection practices to demonstrate compliance with the PDPA.



[Data Protection Essentials \(DPE\)](#)



[Data Protection Trustmark \(DPTM\)](#)





Digital Skills Training Roadmap

The digital skills training roadmap serves as a guide to equip law practices and legal roles with the necessary skills (including change management) to adopt digital solutions at each stage of growth.

STAGE 01

Getting Ready for the Digital Economy

STAGE 02

Growing in the Digital Economy

STAGE 03

Leaping Ahead in the Digital Economy

Digital Economy and Emerging Areas

- Digital dispute resolution
- Digital economy
- Intellectual Property



LegalTech Tools and Platforms

- Court technology
- Electronic evidence
- Legal technology and innovation



Knowledge Management

- Knowledge management

Use of Legal Data and Analytics

- Data protection
- Legal data science
- Legal technology and innovation



Legal Services Automation

- Online contracts
- Legal services automation
- Legal operations
- Legal technology and innovation

Cybersecurity and Data Protection

- Cybersecurity and data protection

Law Practice Transformation and Change Management

- Legal design thinking
- Legal operations
- Legal technology and innovation
- Legal transformation and change management



Regulatory & Ethical Issues about Technology

- Ethics in technology
- Regulatory issues about technology
- AI for Legal



For assistance in company-led upskilling of existing employees in tech capabilities, including job redesign and redeployment, contact [IMDA's Jobs Transformation Map \(JTM\) Training Partners](#).

Note: Course directory can be found at [MySkillsFuture Course Directory](#).

7

Get Started with the Chief Technology Officer-as-a-Service

CTO-as-a-Service is a one-stop self-help platform that allows your law practice to identify digitalisation needs, access market-proven solutions and engage digital consultants for customised advice.



Bring your practice to the next level!

- 1 Is your practice digital-ready?**
Find out using the Industry Digital Plan (IDP) for your sector.
- 2 How do you get started?**
Search for digital solutions, grants and resources based on your practice needs.
- 3 Where can you get advice?**
Get free digital consultancy and project management services.

Go digital today with CTO as-a-Service



go.gov.sg/CTOaaS



CTO-as-a-Service

Take your digital health check to assess your digital readiness, explore digital solutions and request for digital advisory and project management services.

Start Digital

Foundational digital solutions for new SLPs to get a head start in going digital.

Industry Digital Plans (IDP)

Step by step guide on digital solutions and training required at each stage of your practice growth.

Grow Digital

Leverage Business-to-Business (B2B) and Business-to-Consumer (B2C) ecommerce platforms to go international, without a physical presence overseas.

Pre-Approved Solutions

Proven off-the-shelf digital solutions pre-approved by IMDA to meet your practice needs. Government grants, e.g. Productivity Solutions Grant (PSG), are available for the adoption of these solutions.

Advanced Digital Solutions

Advanced and integrated digital solutions to help you strengthen practice continuity and build longer term resilience.

For Singapore law practices

One-stop Self-help Platform

CTO-as-a-Service

<https://services2.imda.gov.sg/CTOaaS/>

Industry Resources

Law Society's LegalTech Adoption Guide

<https://law-society-singapore-prod.s3.ap-southeast-1.amazonaws.com/2023/10/Guide-on-the-Adoption-of-LegalTech-for-Law-Practices-16-October-2023.pdf>

Cybersecurity and Data Protection

CSA SG Cyber Safe Programme

<https://www.csa.gov.sg/sgcybersafe>

Cyber Essentials

<https://www.csa.gov.sg/cyber-essentials/>

Cybersecurity Toolkits

<https://www.csa.gov.sg/leaders-toolkit/>

Cyber Trust

<https://www.csa.gov.sg/cyber-trust/>

Better Data Driven Business

<https://www.imda.gov.sg/bddb>

Data Protection Essentials

<https://www.imda.gov.sg/DPE>

Data Protection Trustmark

<https://www.imda.gov.sg/DPTM>

Guide to Cybersecurity for Law Practices

<https://law-society-singapore-prod.s3.ap-southeast-1.amazonaws.com/2020/03/Guide-to-Cybersecurity.pdf>

Digital Skills Training

Skills Framework

<https://www.skillsfuture.gov.sg/skills-framework>

SkillsFuture Series

<https://www.skillsfuture.gov.sg/series>

SkillsFuture for Digital Workplace (SFDW) 2.0

<https://www.skillsfuture.gov.sg/initiatives/mid-career/digitalworkplace>

SkillsFuture Course Directory

<https://www.myskillsfuture.gov.sg/content/portal/en/training-exchange/course-landing.html>

Company-Led Upskilling

TechSkills Accelerator (TESA) & JTM Training Partners

<https://www.imda.gov.sg/how-we-can-help/techskills-accelerator-tesa/jtm-training-partners>

Business Advisory & Digital Consultancy

CTO-as-a-Service

<https://services2.imda.gov.sg/CTOaaS/Consultants>

SME Centres managed by trade associations

- SME Centre@ASME
- SME Centre@SCCCI
- SME Centre@SICCI
- SME Centre@SMCCI
- SME Centre@SMF

<https://www.enterprisesg.gov.sg/smecentre>

For ICM Vendors

For ICM Vendors

Vendors Self-Assessment Checklist

<https://www.imda.gov.sg/icmvendors>

This Industry Digital Plan (IDP) is part of the SMEs Go Digital programme.

For programme information and feedback: <https://www.imda.gov.sg/SMEsGoDigital>

#IMDigitalArchitect

The Infocomm Media Development Authority (IMDA) leads Singapore's digital transformation by developing a vibrant digital economy and an inclusive digital society. As Architects of Singapore's Digital Future, we foster growth in Infocomm Technology and Media sectors in concert with progressive regulations, harnessing frontier technologies, and developing local talent and digital infrastructure ecosystems to establish Singapore as a digital metropolis.

Ministry of Law

The Ministry of Law (MinLaw)'s mission is to advance access to justice, rule of law, the economy and society through policy, law and services.

MinLaw drives legal reforms, oversees the policy for development, promotion and regulation of Singapore's legal sector, and advances Singapore's national interests through international legal policy and cooperation. The Ministry regulates moneylending and pawnbroking, licenses law practices, registers foreign-qualified legal practitioners, supervises precious stones and metal dealers, and provides community legal services. MinLaw also oversees land policy and administration, and the development of Singapore's intellectual property sector.



imda.gov.sg
mlaw.gov.sg



linkedin.com/company/imdasg
linkedin.com/company/minlawsg



facebook.com/imdasg
facebook.com/minlawsg



x.com/imdasg
x.com/minlawsg



youtube.com/imdasg



instagram.com/imdasg
instagram.com/minlawsg

SUPPORTING ASSOCIATIONS:

