



# 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.

An initiative by



Sector lead



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# 1. Landscape of Law Practice Entities in Singapore

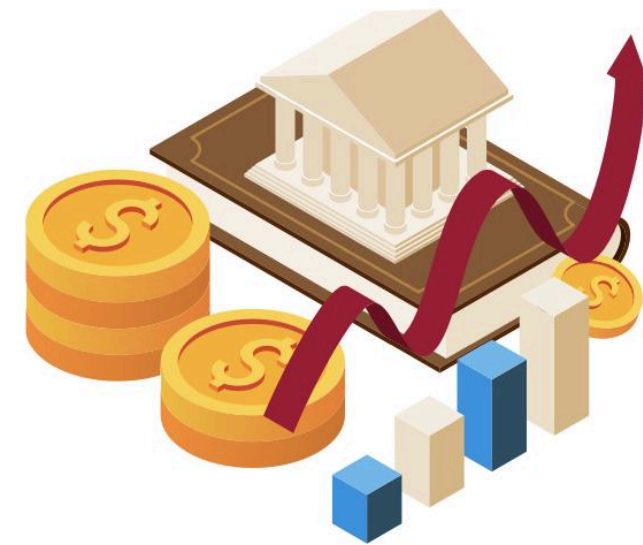
Singapore Law Practices (SLPs) account for ~85% of all law practice entities in Singapore. Most of them are small and medium SLPs with up to 30 lawyers.



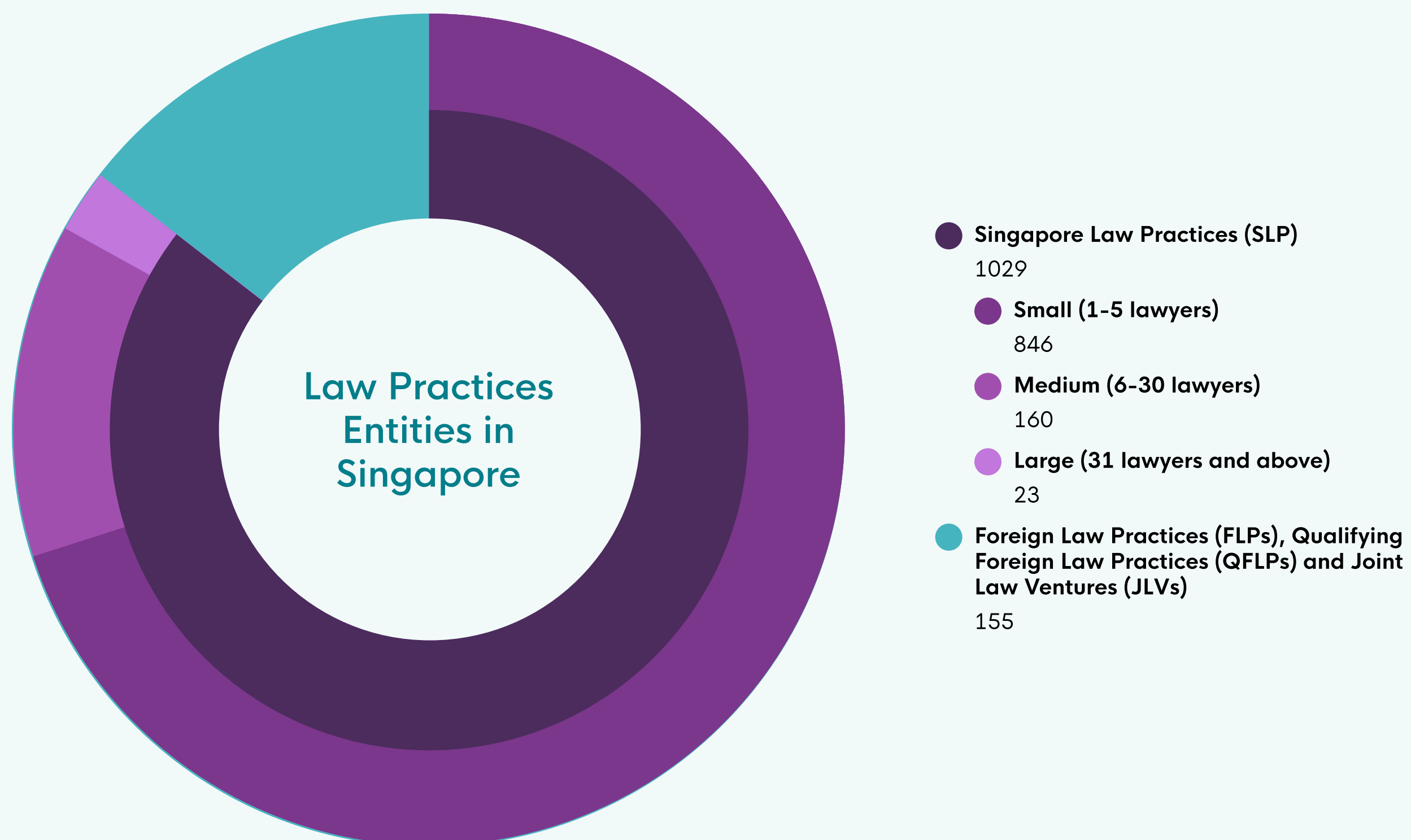
~1,200 law practice entities



Over 7,000 lawyers



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



## 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

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

Thomas Lim  
Founder and Partner, LP Legal



### Growing Law Practices

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

Unrelenting Leader


"Everything is my responsibility"

Usha Lakhori  
Managing Partner, L3 Legal

Rising Time-Strapped Senior

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

Rita Tan-Samuelson  
Senior Associate, Jack & Jill Legal




### Tech-savvy Law Practices

For SLPs looking to exploit emerging tech.

Young Trailblazer

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

Yogesh Thampi  
Founder, Trailblazer LLC





















Note: The names and law practices mentioned in these personas are entirely fictitious and have no real-world counterparts.

Challenges in areas	Traditional Law Practices For SLPs looking to build their foundational digital capabilities.	Growing Law Practices For SLPs looking to improve or expand their business with digital solutions.	Tech-savvy Law Practices For SLPs looking to exploit emerging tech.
Business	<ul style="list-style-type: none"> <li>✘ Rising client demand and changing lawyer-client relationship</li> <li>✘ Rising costs pressures</li> </ul>	<ul style="list-style-type: none"> <li>✘ Time-consuming processes</li> <li>✘ Rising costs pressures</li> </ul>	<ul style="list-style-type: none"> <li>✘ Limited access to data-driven insights such as contract performance</li> </ul>
Technology	<ul style="list-style-type: none"> <li>✘ Multiple communication channels, including email, chat and WhatsApp</li> <li>✘ Constant disruptions due to technological developments, such as those introduced with the use of AI</li> <li>✘ Need for digital services from the government to be integrated with legaltech solutions</li> <li>✘ Heightened impact of cyber attacks</li> </ul>		

# 3. Digital Solutions 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 1 <b>Getting Ready for the Digital Economy</b> For SLPs looking to build their foundational digital capabilities.	Stage 2 <b>Growing in the Digital Economy</b> For SLPs looking to improve or expand their business with digital solutions.	Stage 3 <b>Leaping Ahead in the Digital Economy</b> For SLPs looking to exploit emerging technology.
<b>Front-Office Technology</b>		
 Risk Assessment Solution (KYC/AML) >	 Speech Transcription for Legal Matters (Speech-to-Text) >	 Smart Computable Agreements >
 Online Legal Research System >	 Legal Chatbot >	
 Document Assembly Software >	 Translation Software >	
<b>Practice Area-Specific Tools</b>		
 Document Review Software >	 Conveyancing Software >	
 eDiscovery Tool >	 Evidence Management Platform >	
 Matter Management & Collaboration Platform >	 IP Management Tool >	
<b>Back-Office &amp; Enabler Technology</b>		
 Document Management System >	 Debt Recovery Software >	
 Practice Management System >		
<b>Legal Technology Platform (LTP)</b>		
<div style="display: flex; justify-content: center; align-items: center;">   </div>		
<p>SLPs can also adopt generic solutions such as <a href="#">cybersecurity</a>, <a href="#">accounting management</a>, and <a href="#">human resource management</a>.</p>		
<p>Newly incorporated businesses can also adopt foundational solutions under <a href="#">IMDA Pre-Approved Solutions scheme</a>, covering areas such as sales generation and business efficiency.</p>		

**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 and demand from the industry.

## Stage 1: Getting Ready for the Digital Economy

For SLPs looking to build their foundational digital capabilities.



Front-Office Technology

### 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



Front-Office Technology

### 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



Front-Office Technology

### 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



Front-Office Technology

### 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



Front-Office Technology

### 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



Front-Office Technology

### 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



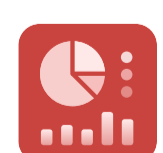
Back-Office & Enabler Technology

### Document Management System

- 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



Back-Office & Enabler Technology

### Practice Management System

- 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

## Stage 2: Growing in the Digital Economy

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



### Speech Transcription for Legal Matters (Speech-to-Text)

- 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



### 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



### 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



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



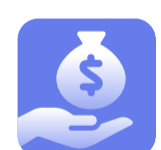
Practice Area-Specific Tools

### 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

## Stage 3: 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

## 3.1 Legal Technology Platform (LTP)

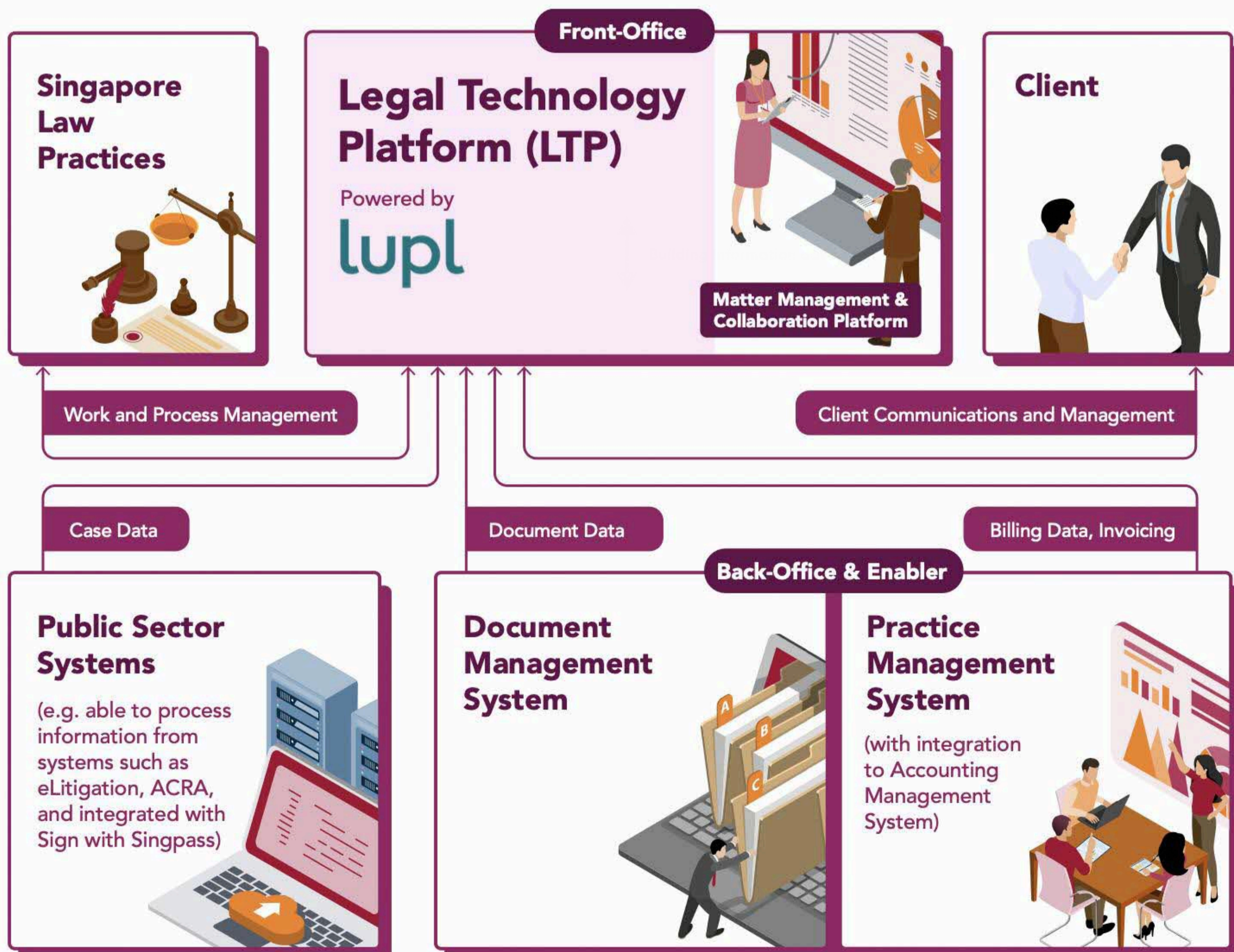
The LTP is a matter management & collaboration platform that consolidates users' legal workflows in one place, including information from public sector systems and the Judiciary that the legal industry commonly interacts with.

3 Key Benefits:

- 1 Access to starter solutions for SLPs to address common daily challenges
  - Communicating and consolidating information related to a matter within a team, with clients, and from different information sources (WhatsApp, email, chat, etc.)
  - Jointly reviewing and commenting on documents using the in-built document edit and management tools

- 2 Consolidated view of practice related info for DMS and PMS solutions integrated with the LTP

- 3 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 and demand from the industry.

## 4. AI in LegalTech

Artificial Intelligence (AI), including Generative AI, is already infused in LegalTech solutions, to enhance legal processes, provide data-driven insights and augment legal tasks.

For example, the Legal Technology Platform, co-developed by MinLaw and Lupl, has incorporated Microsoft Copilot capabilities, allowing legal professionals to have access to a virtual assistant that can help them from the beginning to the end of a matter with the use of intuitive prompts, such as:

- Create matters from suggested templates;
- Get real-time status updates on matters, automate task assignments, track deadlines, and prioritise critical tasks for the day;
- Help keep clients updated promptly about the progress of their matters.

### Generative AI Use Cases in LegalTech



#### Document Generation

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

#### Conversational Interface

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

#### Contract Compliance

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

#### Contextual Q&A

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

### Other 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**











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

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.

# 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 \(DPTM\)](#).

Areas	Stage 1 Getting Ready for the Digital Economy	Stage 2 Growing in the Digital Economy	Stage 3 Leaping Ahead in the Digital Economy
<p><b>Cybersecurity</b> As the practice increases its level of digitalisation</p>	<p>Cyber hygiene measures for protection against common attacks</p> <p> <b>Cybersecurity Toolkits</b></p> <p> <b>For Employees</b>     <b>For SMEs</b></p> <p> <b>CYBER ESSENTIALS</b></p> <p> <b>Guide to Cybersecurity for Law Practices</b></p> <p> <b>Cybersecurity Solutions</b></p>	<p>Risk assessment to assess if cybersecurity measures commensurate with enterprise risk profile</p> <p> <b>CYBER TRUST</b></p> <p> <b>Cybersecurity Solutions</b></p>	
<p><b>Data Protection</b> As the practice increases its collection and use of personal data</p>	<p>Basic data protection and security practices to protect clients' personal data &amp; recover quickly from a data breach</p> <p> <b>DATA PROTECTION ESSENTIALS</b></p>	<p>Accountable data protection practices to demonstrate compliance with the PDPA</p> <p> <b>DATA PROTECTION ASSURED</b></p>	

## 6. 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.

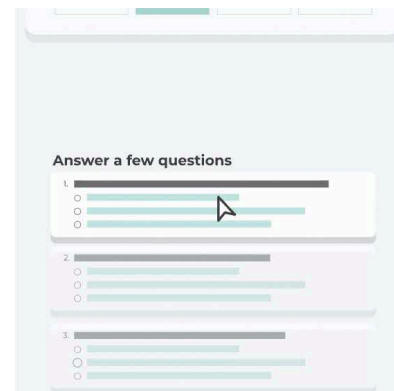
Stage 1 Getting Ready for the Digital Economy	Stage 2 Growing in the Digital Economy	Stage 3 Leaping Ahead in the Digital Economy
<b>Digital Economy and Emerging Areas</b>		
<ul style="list-style-type: none"> <li>✔ Digital dispute resolution &gt;</li> <li>✔ Digital economy &gt;</li> <li>✔ Intellectual Property &gt;</li> </ul>		
<b>LegalTech Tools and Platforms</b>		
<ul style="list-style-type: none"> <li>✔ Court technology &gt;</li> <li>✔ Electronic evidence &gt;</li> <li>✔ Legal technology and innovation &gt;</li> </ul>		
<b>Knowledge Management</b>		
<ul style="list-style-type: none"> <li>✔ Knowledge management &gt;</li> </ul>		
	<b>Use of Legal Data and Analytics</b>	
	<ul style="list-style-type: none"> <li>✔ Data protection &gt;</li> <li>✔ Legal data science &gt;</li> <li>✔ Legal technology and innovation &gt;</li> </ul>	
	<b>Legal Services Automation</b>	
	<ul style="list-style-type: none"> <li>✔ Online contracts &gt;</li> <li>✔ Legal services automation &gt;</li> <li>✔ Legal operations &gt;</li> <li>✔ Legal technology and innovation &gt;</li> </ul>	
<b>Cybersecurity and Data Protection</b>		
<ul style="list-style-type: none"> <li>✔ Cybersecurity and data protection &gt;</li> </ul>		
<b>Law Practice Transformation and Change Management</b>		
<ul style="list-style-type: none"> <li>✔ Legal design thinking &gt;</li> <li>✔ Legal operations &gt;</li> <li>✔ Legal technology and innovation &gt;</li> <li>✔ Legal transformation and change management &gt;</li> </ul>		
<b>Regulatory &amp; Ethical Issues about Technology</b>		
<ul style="list-style-type: none"> <li>✔ Ethics in technology &gt;</li> <li>✔ Regulatory issues about technology &gt;</li> <li>✔ AI for Legal &gt;</li> </ul>		

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 Today

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



## Take a 5-minute Digital Health Check to see if you are digitally-ready

Answer a few simple questions to receive recommendations on the right digital solutions, grants and support based on your business profile.

[Start now](#)



## Digital Consultancy

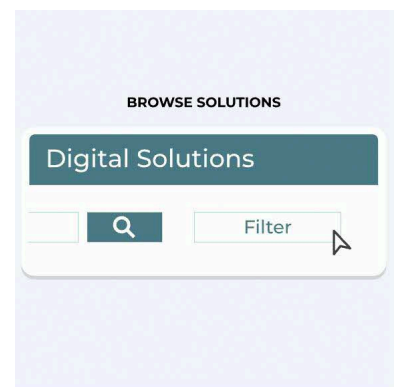
Get complimentary Digital Consultancy and project management support to grow your business.

[Get Started](#)

## Get Inspired!

Check out how some SMEs have successfully grown their business through digitalisation and keep up with the latest updates.

[Learn More](#)



## Looking for digital solutions with grants or support

Browse over 400 digital solutions and software with grants or support eligible for small and medium enterprises (SMEs).

[Start now](#)

# 8. Additional Information

## For Singapore law practices

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### One-stop self-help platform

[CTO-as-a-Service >](#)

### Cybersecurity and Data Protection

[CSA SG Cyber Safe Programme >](#)

[Cyber Essentials >](#)

[Cybersecurity Toolkits >](#)

[Cyber Trust >](#)

[Better Data Driven Business >](#)

[Data Protection Essentials >](#)

[Data Protection Trustmark >](#)

[Guide to Cybersecurity for Law Practices >](#)

### Company-Led Upskilling

[TechSkills Accelerator \(TESA\) & JTM Training Partners >](#)

### Industry Resources

[Law Society's LegalTech Adoption Guide >](#)

### Digital Skills Training

[Skills Framework >](#)

[SkillsFuture Series >](#)

[SkillsFuture for Digital Workplace \(SFDW\) 2.0 >](#)

[SkillsFuture Course Directory >](#)

### Business Advisory and Digital Consultancy

[CTO-as-a-Service >](#)

[SME Centres managed by trade associations >](#)

- Association of Small and Medium Enterprises (ASME)
- Singapore Chinese Chamber of Commerce & Industry (SCCCI)
- Singapore Indian Chamber of Commerce & Industry (SICCI)
- Singapore Malay Chamber of Commerce & Industry (SMCCI)
- Singapore Manufacturing Federation (SMF)

## For ICM Vendors

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[Vendors Self-Assessment Checklist >](#)