



Knowledge and Strategy Forum

18 October 2016

## WELCOME TO THE FUTURE OF LEGAL SERVICE

Welcome to the 7th annual VQ Knowledge and Strategy Forum at the Grand Hôtel in Stockholm on Tuesday 18 October 2016.

VQ Forum brings together thought leaders and champions of change in the legal profession to discuss strategy and key developments in the legal market. During the day you will gain interesting, practical and visionary insights from internationally renowned speakers, as well as great networking opportunities with your fellow peers.

The theme for the 2016 event is reinvention and disruptive innovation.

The impact of the current technological advances and the need for innovation and business development to prepare for the potential disruption of the legal market will be explored, with case studies and examples of successful reinventions in practice.

Special focus will be given to in-house innovation versus law firm services and the need for both companies and law firms to adapt to the new digital legal future.

Learn also about the new blockchain technology and how it will drive the development further with smart contracts and support for automated processes.



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## CONFIRMED SPEAKERS



**Dr. Christian Sandström, Associate Professor, Chalmers University of Technology and the Ratio Institute**

Dr. Christian Sandström is associate professor in Disruptive Innovation at Chalmers University of Technology and the Ratio Institute. His research concerns technological change and the challenges they present for established firms. Among other things, he has studied the transition to digital photography, 3D Printing's impact on established industries and how the sharing economy is affecting professions. Christian Sandström also serves on the board of Medical Innovation Design AB and AAA Certification AB.



**Håkan Broman, General Counsel and Executive Vice President, NCC Group**

Håkan Broman is General Counsel, Executive Vice President of the NCC Group and member of the NCC Group's Executive Management Team. The position General Counsel of the NCC Group involves e.g. the management and the development of Legal Affairs, NCC Insurance, Group Security and Group Property Management. Håkan has served the Swedish and the German export industries in numerous countries. He holds experience from a vast number of international civil engineering project boards in Asia, Europe, Africa and Central America and is a co-author to publications on international standard forms of contract.



**Max Hübner, General Counsel, PGGM N.V.**

Max Hübner is General Counsel at PGGM N.V. as well as lecturer at the Amsterdam University of Applied Sciences, strategic advisor for law firms and legal departments and executive coach for legal professionals. He has for more than twenty years contributed on legal matters in the field of law enforcement, governance, environment, housing and spatial planning and financial markets. As a deputy director legislation with the Dutch government he introduced in 1999 document assembly and legal work flow management. At USG legal professionals, being Director private markets, he introduced new concepts for legal services and pricing already in 2005. Based on his failures and successes he developed an approach for the transformation of legal departments. By introducing this approach in the public and private domain he proved that change can be made. In the 2013 FT Innovative Lawyers Report, Max Hübner and his team were recognised for their Innovation in Operational Change, overhauling the approach to external spend.



**Gerard Neiditsch, Research Associate, St. Gallen University**

Gerard Neiditsch has been CIO at three major law firms in Australia: Allens Linklaters, Norton Rose Fulbright and King & Wood Mallesons. He is currently a Research Associate at St. Gallen University in Switzerland researching the impact of new technologies on the professional services sector. Gerard Neiditsch has a track record of transformation management at large professional services organizations. For more than two decades, he has been working in applying innovative technology and leading large-scale work practice changes at first tier legal, advisory, and accounting firms. He was also the cofounder of a leading eDiscovery software company, and is the co-inventor of a new electronic filing technology. Gerard Neiditsch has a reputation for building high-performance teams and for enabling sustained change in industry-leading firms. He has worked in Switzerland, the United States, Asia and Australia in local, regional, and global roles.



**Peter Danowsky, Partner, Danowsky & Partners**

Peter Danowsky is one of the founders of Danowsky & Partners. His practice area is mainly litigation in commercial matters. Peter Danowsky has represented a.o. publishers, film producers, IT-consultants, banks, organisations and governmental bodies both as counsel and litigator. He has served as arbitrator and as a member of various boards. He is co-author of several books and has published numerous articles in the legal field.



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**Paula Röttorp, Managing Partner, Hannes Snellman**

Paula Röttorp is Managing Partner at the Stockholm office of Hannes Snellman, a leading Nordic law firm with 300 employees and offices in Stockholm, Helsinki, Moscow and St. Petersburg. Paula works with banking, finance and insolvency law. Projects she usually gets involved in are large international projects in the fields of acquisition financing (including for private equity), project financing of infrastructure, real estate financing and restructuring of existing loans and assets within and outside insolvency situations. Prior to joining Hannes Snellman in 2010, Paula worked at Advokatfirman Vinge for almost a decade. She serves on the board of Centrum för Rättvisa (Centre for Justice) a foundation providing pro bono legal representation and advice to clients to defend and advance the legal protection of individual fundamental rights and freedoms.



**Henrik Hjelte, CEO and Co-founder, ChromaWay**

Henrik Hjelte is the CEO of ChromaWay, the company built from the open source Colored Coins project. Colored Coins is widely known as the world's first Bitcoin 2.0 implementation, made in 2012. Henrik Hjelte has been developing software professionally since the 80's with a break to earn a Masters degree in Economics from the University of Uppsala in Sweden. Before coming to ChromaWay, he worked on financial software, sports betting applications and a search engine platform.



**Jonas Jeppsson, Chief Legal Officer, Widespace AB**

Jonas Jeppsson is Chief Legal Officer at Widespace AB, an innovative mobile advertising expert company. Prior to joining Widespace in 2013, Jonas Jeppsson worked as a General Counsel in different industries and as a qualified lawyer. He has worked for Sweden's three largest law firms: Vinge, Mannheimer Swartling and Linklaters. Jonas Jeppsson has more than 20 years of experience of practicing law in courts, at leading Swedish and International law firms and as a General Counsel in several business sectors. He holds an LLM in civil law from the University of Lund and an LLM in International Comparative Law/Common Law from McGill University, Quebec, Canada. Parallel to his legal studies, Jonas Jeppsson studied Business Administration and has a background in Natural & Computer Science.



**Annette Magnusson, Secretary General of the Arbitration Institute of the Stockholm Chamber of Commerce (SCC)**

Annette Magnusson joined SCC in 2010, from Mannheimer Swartling Advokatbyrå, where she was a member of the dispute resolution group. Previously she headed strategic planning of knowledge management at Baker & McKenzie in Sweden. Annette Magnusson was SCC Legal Counsel and later SCC Deputy Secretary General from 1998 to 2005. She is the author of several publications on international arbitration, a member of the Research Panel for Arbitration Law at the Stockholm Centre for Commercial Law, sits in the Board for the Swedish Anti-Corruption Institute, and is a frequent speaker in Sweden and internationally.



**Ylva Lindquist, Vice President & General Counsel, EMEIA, Xylem Inc.**

Ylva Lindquist is Vice President & General Counsel, EMEIA, at Xylem Inc, a leading global water technology company listed on the New York Stock Exchange, with operations in more than 150 countries with annual revenue of approx. USD 4 billion and 12,500 employees. Ylva Lindquist heads the EMEIA Legal team supporting all Xylem entities in Europe, Middle East, India and Africa. She also heads the Ethics and Compliance Review Board for EMEIA as well as the Anti-Corruption Oversight Committee for EMEIA. Furthermore, Ylva Lindquist holds numerous board assignments with Xylem companies and is a member of the EMEIA Leadership team. Prior to joining Xylem Inc, Ylva Lindquist was *inter alia* Partner at Advokatfirman Hammarstiöls & Co.



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**Rachel Manser, Global Head of Knowledge & Learning, Linklaters**

Rachel Manser joined Linklaters in 2003, as a Professional Support Lawyer in the Competition practice. She previously trained at Allen & Overy. Since 2009, she has been involved in central K&L and in 2015 she was appointed Global Head of Knowledge & Learning. Her knowledge and information responsibilities include knowledge technologies (InSite, document automation, Se@rch and Dealfinder, for example), the global Information and Research team, as well as the firm's policy relating to and development of Professional Support Lawyers. She is responsible for Linklater's professional development and learning technologies teams and the K&L offerings to clients.



**Zarina Virsholm, Partner and Co-founder, Sharp Recruitment**

Zarina Virsholm is Partner and Co-founder of Sharp Recruitment, a recruitment consultant specialized in Legal, Risk & Compliance, and Tax & Finance. Zarina Virsholm holds an LLM from University of Stockholm. Prior to founding Sharp Recruitment she worked *inter alia* at the European Commission, the American Chambers of Commerce in Brussels, and Rentokil. For the last 10 years Zarina Virsholm has advised law firms in marketing and business development, employer branding, HR, and recruitment. Today Zarina Virsholm works primarily with recruitment of specialized lawyer within different sectors, including partners and General Counsels.



**Patricia Shaughnessy, Director Master of International Commercial Arbitration Law, Stockholm University**

Patricia Shaughnessy directs the Master of International Commercial Arbitration Law Program (LLM) at Stockholm University and teaches and researches in related fields. She chairs the Arbitration and Dispute Resolution Section of the Stockholm Centre for Commercial Law and is the Vice-Chair of the Arbitration Institute of the Stockholm Chamber of Commerce (SCC). Patricia Shaughnessy has acted as an arbitrator and expert, and as a consultant, she has led projects related to commercial law and dispute resolution in many countries.



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## PROGRAM VQ KNOWLEDGE AND STRATEGY FORUM 2016

Tuesday 18 October 2016, 8.30 – 17.00

### Registration and Coffee

### Welcome Remarks

Welcome by **Ann Björk**, Co-founder, Virtual Intelligence VQ, and opening remarks by moderator **Patricia Shaughnessy**, Director of the Master of International Commercial Arbitration Law Program, Stockholm University.

### Block 1 – Disruption in the Legal Sector?

#### Disruptive Patterns affecting Different Business Models

How does the digital economy affect established industries? What challenges do established firms encounter when a mature, well consolidated industry is subjected to disruptive innovation?

**Dr. Christian Sandström** is associate professor in Disruptive Innovation at Chalmers University of Technology and the Ratio Institute. Based on his own research concerning technological change and the challenges they present for established firms, he will describe disruptive patterns and associated problems.

The potential for a digital disruption in the legal sector will be discussed with comparisons to the Kodak Moments and the Collapse of Nokia.

#### In-house Innovation vs Law Firm Services

**Håkan Broman**, General Counsel and Executive Vice President, NCC Group, will share his view on in-house innovation versus law firm services and the importance of proactivity. He will take the client perspective on legal services and discuss issues such as lack of scalability and the need for both companies and law firms to adapt to the new digital legal future.

Ideally, law firms should provide more proactive services, such as the development of models to prevent the arising of legal problems, rather than offering reactive services when problems have already arisen. With such new innovative models, law firm services could be more scalable and profitable, while clients would receive significantly more value from the services.



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## Coffee

### In-house Innovations Changing the Legal Market

**Max Hübner**, General Counsel, PGGM N.V, will share his experience how transformational change in providing legal services can be achieved.

In the 2013 FT Innovative Lawyers Report he and his legal team at PGGM N.V. were ranked as most innovative in operational change in-house for overhauling the approach to external spend and the significant cost savings achieved through encouraging high performance from the team through smart management, cutting costs and making the legal department one of the most respected in the company.

Max Hübner has for more than twenty years contributed on legal matters in the field of law enforcement, governance, environment, housing and spatial planning and financial markets and early introduced new concepts for legal services and pricing. Already in 1999 he introduced document assembly and legal work flow management.

Based on his failures and successes Max Hübner developed an approach for the transformation of legal departments. By introducing this approach in the public and private domain he proved that change can be made. By now it saved the pension funds quite some millions.

### Impacts of the Changing Legal Profession

The legal profession is by tradition based on personal relations and trust, and typically the client-lawyer relationship has lasted over a long period of time. This is now changing, due to new ways of procuring and structuring legal services.

**Peter Danowsky**, Partner, Danowsky & Partners, will discuss the integrity of the lawyer when the scope of the client matter is reduced due to specialisation, digital development with standardisation, automation and overall efficiency.



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## Panel Discussion: Different Perspectives on Disruption

**Paula Röttorp**, Managing Partner at the Stockholm office of Hannes Snellman, will provide a short introduction to the changing legal marketplace and how it is affected by the current digitalization.

**Dr. Christian Sandström** will then continue by addressing different perspectives on digitalization and disruption with a panel of legal professionals. How does digital technology affect the legal market? What challenges and opportunities are currently facing legal practitioners? Will there be a potential disruption of the legal market or can legal services transform into a new business model to meet the new digital reality? How can we adapt to the current trends, while yet preserve the typical client-lawyer relationship based on personal relations and trust?

Panelists include **Dr. Christian Sandström**, Associate Professor, Chalmers University of Technology and the Ratio Institute, **Håkan Broman**, General Counsel and Executive Vice President, NCC Group, **Max Hübner**, General Counsel, PGGM N.V, **Peter Danowsky**, Partner, Danowsky & Partners, and **Paula Röttorp**, Managing Partner, Hannes Snellman.

The panel will address the aspects of digitalization and disruption from their different perspectives; from a forward-focus to a more traditional approach, from an in-house counsel to a legal service provider perspective, and from both an international and a local point of view.

## War For Talent

**Zarina Virsholm**, Partner and Co-founder of Sharp Recruitment, will share her insights on the need for consolidating and streamlining the recruitment process in law firms by using a systemized, digital method that facilitates control over talent drain from law firms and personnel costs at large.

## Lunch



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## Block 2 – New Possibilities with Blockchain Technology

### Blockchain Technology and Smart Contracts

Learn about the new blockchain technology and why this technology will matter to legal services providers, to their clients, to intermediaries and to regulators.

**Gerard Neiditsch**, Research Associate, St. Gallen University, will provide an introduction to blockchain and smart contracts and how it enables a third kind of party to transactions. He will explain the business drivers for blockchain projects and how the technology enables disruptive innovation by entirely new business models, user experiences and cost structures.

Furthermore, Gerard Neiditsch will analyse whether the disruption of the role of banks, stock exchanges etc. as intermediaries of transactions will affect the role and need for lawyers in the financial sector, or if lawyers will be compensated by other types of legal work, e.g. regulatory and dispute regulations of automated transactions. He will also explain more about how the smart contracts technology can support and change internal processes such as anti-money-laundering processes.

Gerard Neiditsch has for more than two decades been working in applying innovative technology and leading large-scale work practice changes at first tier legal, advisory, and accounting firms. He is currently researching the impact of new technologies on the professional services sector.

### Smart Contracts and Blockchain for the Process of Selling a House

**Henrik Hjelte**, CEO and Co-founder, ChromaWay, will provide a particularly current practical example, where The Swedish Land Registry will be using smart contracts and blockchain technology for the process of selling a house. With the use of the new technology, The Swedish Land Registry, aims for a disruption of the real estate market and the process of selling and buying houses. All steps in the process will be replaced by a new automated platform that allows for digitizing and representing workflows in a secure, private and efficient way.

Henrik Hjelte is the CEO of ChromaWay, the company built from the world's first Bitcoin 2.0 implementation in 2012. He has been developing software professionally since the 80's.



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## Panel Discussion: Blockchain and the Legal Market

**Gerard Neiditsch**, Research Associate, St. Gallen University, will address different perspectives on blockchain and digitalization with a panel of legal professionals. Discussions will focus on the impacts of the new blockchain technology on the legal market.

How will digitalization transform the organization of the clients? How will legal service providers need to adapt to the client's changes and the changing nature and volume of legal work? How will intermediaries be impacted when blockchain and smart contracts technology decrease the need for central authorities? How will the decrease of work in the finance sector affect the role and need for lawyers? Will lawyers be compensated by the increased need for regulatory and dispute regulation of automated transactions and the increased anti-money laundering and 'know your customer' crime prevention provisions? Will the technology even foster new types of legal jobs, e.g. smart contract engineers with a mix of technology, legal and management skills? And how will the legal market be affected by the connected trends including Artificial Intelligence and Machine Learning, big data analytics, smart devices, and virtual reality and advanced collaboration technologies?

Panellists include **Gerard Neiditsch**, Research Associate, St. Gallen University, **Henrik Hjelte**, CEO and Co-founder, ChromaWay, and **Jonas Jeppsson**, Chief Legal Officer at Widespace AB, an innovative mobile advertising expert company.

## Afternoon Tea

## Block 3 – Practical Perspectives on Innovation

### Procedural Innovation in a Complex Legal Environment

**Annette Magnusson**, Secretary General of the Arbitration Institute of the Stockholm Chamber of Commerce (SCC), will speak about innovation in practice and share some of the ongoing initiatives by SCC, specifically addressing means to safeguard the delivery of efficient dispute resolution services on a complex global market.

Annette Magnusson joined SCC in 2010, from Mannheimer Swartling Advokatbyrå, where she was a member of the dispute resolution group. Previously she headed strategic planning of knowledge management at Baker & McKenzie in Sweden. She is the author of several publications on international arbitration, a member of the Research Panel for Arbitration Law at the Stockholm Centre for Commercial Law and sits in the Board for the Swedish Anti-Corruption Institute.



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## Streamlining the In-house Legal Department

**Ylva Lindquist**, Vice President & General Counsel, EMEIA, Xylem Inc, will speak about the use of technology to improve and streamline the in-house legal department. She will share her experience from Xylem's legal strategy work and how the in-house department has changed its way of working in practice by implementing systematized processes, prioritizing legal strategies in the context of business outcomes and using digital tools to support systematization and increase efficiency as well as cost effectiveness.

Xylem Inc, is a leading global water technology company listed on the New York Stock Exchange, with operations in more than 150 countries with annual revenue of approx. USD 4 billion and 12,500 employees. Ylva Lindquist heads the EMEIA Legal team supporting all Xylem entities in Europe, Middle East, India and Africa. She also heads the Ethics and Compliance Review Board for EMEIA as well as the Anti-Corruption Oversight Committee for EMEIA.

## Unleashing Innovation in a Global Organization

**Rachel Manser**, Global Head of Knowledge & Learning at Linklaters, will provide a case study in innovation. She will explain the framework for sparking innovation and how to unleash the imagination of the lawyers to challenge the present and shape the future. She will share the story behind some of the firm's specific initiatives and reflect on the challenges of change in a global organization.

Rachel Manser has been involved in central K&L since 2009, and in 2015 she was appointed Global Head of Knowledge & Learning. She is responsible for the firm's professional development and learning technologies teams and the K&L offerings to clients.

## Closing Remarks

Closing remarks by moderator **Patricia Shaughnessy**, Director of the Master of International Commercial Arbitration Law Program, Stockholm University.

## Cocktail Reception

Complimentary cocktail reception with food, drinks and mingle. Join us for a pleasant closure of the day with great opportunities for networking, further discussions or just socializing.