VENDOR VOICE

Justly's Plan to Improve Legal Services Pricing

The company's new Legal Experience product helps law firms merge court and internal information to obtain a big-picture view.

During the four years that Laurent Wiesel worked as a law firm litigation partner, potential clients repeatedly requested he propose budgets and task-based, non-hourly fee arrangements to win their business. Without any available tools—or well-organized firm data at hand—to use to help estimate the time involved in matters, Wiesel found the process involved too much guesswork and was too often unprofitable.

He had noticed, however, that a number of other industries had begun using analytics to inform the way they worked. Convinced big data could be a game changer for the legal sector, Wiesel, who'd by then been a lawyer for 15 years, left his practice behind and launched Justly in 2015.
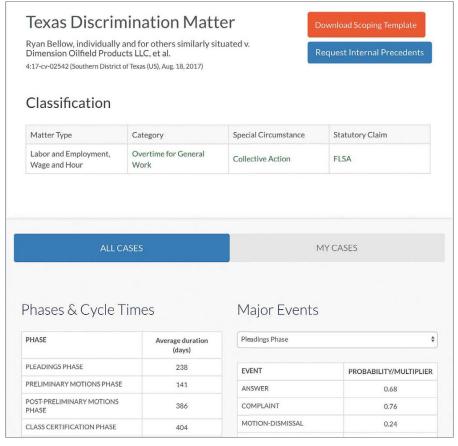
"I was inspired by the needs of my clients and unmet demands on the practice to jump on this data analytics bandwagon," Wiesel says. "It seemed to be critical for the future."

Law firms now use the company's web-based data analytics platform to track their litigation experience. Justly's case assessment features let law firms forecast a timeline for new litigation, allowing them to manage client work more effectively and price their services competitively to win business.

We recently spoke with Wiesel, Justly's founder and CEO, about the company's value proposition, why gathering information from different courts can be difficult, and the types of analytics use cases the legal industry can expect to see in the future.

What was your initial goal when launching Justly?

The original and enduring mission is to leverage data and externalize legal expertise on our platform, specifically to support pricing and delivery model innovation for all stakeholders in the legal industry.

Texas Discrimination Matter

Ryan Bellow, individually and for others similarly situated v. Dimension Oilfield Products LLC, et al.

4:17-cv-02542 (Southern District of Texas (US), Aug. 18, 2017)

Download Scoping Template

Request Internal Precedents

Classification

Matter Type	Category	Special Circumstance	Statutory Claim
Labor and Employment, Wage and Hour	Overtime for General Work	Collective Action	FLSA

ALL CASES	MY CASES

Phases & Cycle Times

PHASE	Average duration (days)
PLEADINGS PHASE	238
PRELIMINARY MOTIONS PHASE	141
POST-PRELIMINARY MOTIONS PHASE	386
CLASS CERTIFICATION PHASE	404

Major Events

Pleadings Phase

EVENT	PROBABILITY/MULTIPLIER
ANSWER	0.68
COMPLAINT	0.76
MOTION-DISMISSAL	0.24

Users can access standard case assessment and automatic timeline capabilities for scoping any matter.

How did Justly's Legal Experience product, which debuted in March of this year, come about?

Aggregating and analyzing data that informs legal business operations is central to Justly's mission. Court records are difficult and expensive to access and analyze, especially in large volumes at the state level. Even when you can actually get the data, you still need experienced lawyers to understand what a case is about and how it contrasts with others.

This makes litigation experience very difficult and costly to track. It has entailed getting lawyers to fill in forms and code matters and apply a standard set of tags or classifications. This approach usually does not go well. All law firms struggle to maintain good, clean, actionable data in their systems; historically, data has not been kept well, especially for large firms with a lot of lateral transitions.

Legal Experience leverages Justly's proprietary taxonomy, which is applied to our comprehensive and continuous litigation data. The product offers a complete and accurate representation of any law firm's experience.

Justly's broad coverage, combined with analytics run on the data, is ideal for benchmarking and, we believe, essential to standardizing the way legal services are delivered and priced. This public data can be blended with a firm's billing data or a client's historical legal spend to get a much deeper understanding of how prior similar matters have been priced.

Who uses your product?

We are focused on delivering value to law firms. Our primary entry points have been knowledge management professionals and the law library; CIOs or data analytics teams in large firms and COO-types, CMOs and pricing directors are also key people for us.

Law firms can retrieve insights by logging into the site and exporting and incorporating data into their existing systems. We make systems and software that firms are currently using more efficient because they're able to function more effectively with better data.

How do law librarians use the product?

Law librarians have a broad range of stakeholders who need state and federal court data to do their jobs. In Justly's case, we have information nobody else has. Law librarians who found us early on and supported us have been able to deliver something they weren't able to before.

Have law librarians helped you develop Legal Experience in any way?

From the very beginning, after we got the database together, the question was what market to target. For a little more than a year, we offered case assessment and matter scoping capabilities, or litigation timeline analytics, to corporate legal departments, the largest consumers of legal services—in particular, legal operations and procurement types.

Big changes started happening in February 2017, when AALL President Greg Lambert, who heads up knowledge management for a preeminent Texas firm, discovered us through a referral. His support and influence over the ensuing months led to a significant pivot from corporate legal departments to law firms last spring.

Justly would not be faring as well today if not for the pivot. It was the right move, made easier by Greg's encouragement and word of mouth through the law librarian community. Greg and his peers were an initial source of feedback. It's hard to overstate the influence that knowledge management professionals and law librarians have had on the company. For this reason, we decided to exhibit Justly's wares in person for the first time at the 2018 AALL Annual Meeting & Conference.

Justly offers information from various types of courts. Does the process of obtaining data from any of the courts differ?

There are almost 2,900 courts in the United States. Much ink has been spilled over frustrations with obtaining state court data in particular, due to the large number of courts and non-standardized data. On the federal side, you have about 190 trial-level courts and a couple dozen other courts, including the circuit courts and Supreme Court. There are some 215 courts on the federal side.

On the state side, about half have unified court systems where you can actually go to a single website and interact with a state's court in that one space. States without unified systems generally require us to obtain records county by county.

How do firms use the information Justly provides to win business?

We're a silent partner to law firm business development teams who are responding to client requests for proposals. If you're a law librarian and the business development team comes to you and says, "We have a huge meeting with Exxon Mobil this week; we're going to talk to litigators there and we will be pitching to join their litigation panel—it could be $5 million of business annually for the firm if we get on that panel," it's the law librarian's job to arm the team with the information it needs to demonstrate the firm's

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JUSTLY FACTS

Year founded: 2015

Current number of employees: 6

Justly provides data from:
- All 121 U.S. federal courts
- All 92 U.S. bankruptcy courts
- 2,680 state courts (all state courts, except for those that aren't online or restrict the newest filings to in-person review)

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competitive advantage and understanding of the client's needs.

If you can't access state court records and the insights they contain that are relevant to client caseloads, then you're flying blind. No client will be impressed by that. Most clients are no better at tracking budgets and internal matters with help from historical data. With Justly, law firms can go into client meetings and actually deliver differentiated value by providing insights about clients' litigation experience and trends. It's exciting when that happens.

What elements have customers told you are big selling points for Legal Experience?

The state court data and taxonomy—when we ask our clients, "How would you track all of your firm's litigation matters if you weren't getting this data from us?", they shrug their shoulders; they don't know.

We track cases across all courts for law firms; there's efficiency in that. Law firms no longer need to rely on the workarounds of the past and accept dodgy data in areas that Justly now covers better.

How have you marketed the product to industry members?

At this stage, we've found that direct sales to innovative buyers—individuals, often law librarians—is the way to go, rather than spending money on digital marketing campaigns and the like. Where we've been succeeding is by selling directly to the most innovative people in the industry, who then become referral sources.

Do other industries use Legal Experience?

We're very happy to have found the best potential customer segment: law firms appear to need what we offer the most and are willing to pay for it. But we recognize that our current data and other data we are aggregating can support functions across the legal industry and peripheral industries, such as insurance.

The court records we aggregate contain not only data about the legal process, but about people and

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relationships between people and what goes on in a particular county and state. We constantly discover new applications for our data.

Has the landscape for legal analytics specifically changed since Justly's launch?

Lex Machina is the godfather of legal analytics. Many of the analytics tools in the market when Justly launched in 2015 are off the market today or don't seem to be taking off. There are some startups that are offering similar insights to Justly's, but they are limited to a few courts or practice areas. More are coming, definitely, but beyond Lex Machina, which seems to be gaining in prominence, the field is pretty wide open.

What's next for Justly?

Our Legal Experience product is Justly's first scaled offering to U.S. law firms. From here, we intend to develop our case assessment and matter scoping tools for pricing and project management, as well as client and competitive insights for marketing and business development. We consider these additional features—which have been in continuous development and are in use by early adopters on the platform today—to be add-ons that enhance a law firm's core experience, which is the foundation of client value.

What do you think the future of legal analytics in general will involve?

The future will be Justly! (*Wiesel laughs.*) We're aiming to be the future of analytics.

In legal analytics today, including new releases from Lexis and Westlaw, the main application is in traditional legal research, with visual representations of how judges decide cases. That stuff is great; but it's essentially better research.

We've been focused on incorporating legal analysis into the legal business. In the future, we believe the $500-billion-and-growing U.S. legal market will run on data like every other industry. We are trying to build the analytics platform that will support the legal industry of tomorrow.

R+A Research + Analysis