

**ILTA's Strategic Plan  
for  
August 2020 through  
August 2023**

October 1, 2020





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## **INTRODUCTION**

ILTA has a long and rich history of service to professionals supporting the practice of law with technology. The ILTA Board of Directors (the Board) strives to protect the organization's culture and advance its mission by respecting ILTA's history while focusing on its future.

One of the Board's responsibilities is to develop, implement, and monitor a strategic plan that defines the organization's overall goals and charts a path to achieve them. This document states ILTA's strategic plan for 2020 to 2023. The appendices document the extensive background information that informed the plan.

Before STATING the plan, we must acknowledge the impact that the global COVID-19 pandemic HAS HAD on the organization and the strategic planning process. We entered 2020 with great optimism. Membership renewals and corporate sponsorships tracked ahead of past years. ILTACON planning was a month ahead of schedule. Successful new events had been added to our roster.

Then COVID-19 hit.

The global pandemic has caused rapid and deep economic changes. The uncertainty surrounding our signature revenue-generating events, as well as spending, salary, and staffing cuts among our member organizations and sponsors, required us to make hard decisions that would have been unthinkable in January 2020.

The current crisis has transformed strategic planning from important to imperative. Strategic planning is critical when organizations with limited resources must decide among competing priorities. A good strategic plan provides a compass for navigating change and uncertainty. The global pandemic brings an opportunity for positive change and forces us to focus on the organization's core mission and priority services and structures.

## **THE STRATEGIC PLAN**

ILTA's three-year strategic plan has two parts: first, surviving the historic challenges of 2020, and second, setting a course for 2023.

### The Year to Come

Given the global pandemic's incredible and unanticipated impact, ILTA's foremost priority is making it through 2020, and possibly 2021, until a return to large in-person events – a significant source of revenue and an important element of ILTA's historic strength – may be feasible. To do so, we have cut costs extensively and re-engineered our live events to be virtual, providing value to members and business partners alike. We will continue to monitor the situation closely and do everything we can to ensure that ILTA survives the pandemic and builds a solid foundation for thriving for years to come.



## What ILTA Will Look Like in 2023

Assuming a return to somewhat normal conditions in the next year or so that allows ILTA to move from survival to growth mode, we need to set ILTA's course for the next three years. To do so, we must determine where we want to end. Our target for the ILTA of 2023 is to be delivering a portfolio of educational and networking offerings that each participant can tailor to that individual's particular need at a particular moment in time. Specifically, ILTA in 2023 will...

*Offer more content that is deep rather than wide*

*Provide more just-in-time content meeting urgent needs*

*Deliver content and networking opportunities that are easy to find and match to individual needs*

*Ensure Business Partners feel respected and valued for their expertise as much as their financial contributions*

*Reflect the people (roles, diversity, location) and entities who are driving and supporting technology*

*Partner for success*

*Drive connections as well as create content*

*Leverage technology more fully to fulfill its Mission*

*Lead the conversation and shape the future, along with facilitating the conversation and responding to the present*

## **THREE-YEAR GOALS**

### Overall Program Goal

To reach this 2023 vision of ILTA, we have identified an overall Program Goal that will support every other effort. The Program Goal provides a framework for the development, delivery, enhancement, and sunsetting of specific programs, products, and services.



Branded as **myILTA**, the overall Program Goal is to:

*Provide individually tailored, timely, and actionable content and connections that help participants do their work better, solve their challenges, build their careers, and grow their networks and help member entities and business partners achieve their business objectives.*

ILTA will build and maintain a strong and relevant value proposition for a range of professionals in the ILTA community.

This goal comes with a clear understanding that **myILTA** – even for a single individual – may not look the same every day. In one day, a single person may look for Connections based on location (*e.g.*, Sydney) or business objective (*e.g.*, member participant searching for a particular product or service), Content based on role (*e.g.*, Security), or Conversation based on entity type (*e.g.*, law school).

### Who myILTA Serves

**myILTA** serves legal technologists, including those who select, implement, support, manage, develop, and use technology designed to enhance the delivery of legal services. Geography and entity type are often less significant than role; the common thread is legal technology.

ILTA designs education and networking opportunities, as well as products and services, for a trilogy of stakeholders who expect a return on their investment of money, talent, and time.

<i>Member Entities</i>	<i>Invest dues and volunteer time</i>
<i>Individual Participants</i>	<i>Invest thought leadership and volunteer time</i>
<i>Business Partners</i>	<i>Invest thought leadership, sponsorships, and volunteer time</i>



We understand that ILTA cannot be “everything to everybody,” especially when resources are limited. And an “everything to everybody” model is not scalable as the organization grows. Such a model dilutes the value proposition for core stakeholders.

Our historic strength is serving legal technologists in North American law firms. ILTA leverages that historic strength to provide value to legal technologists in a wide array of organizations and geographies. **myILTA** is about creating and curating content and making it broadly accessible to all those who find it relevant to achieve their specific **myILTA** goals and establishing and maintaining mutually beneficial connections across entity types, roles, and geographies.

### What myILTA Will Deliver

**myILTA** will deliver Content, Connections, and Leadership.

**Content:** ILTA will create and curate relevant, cutting-edge content and leverage partnerships to expose relevant content created elsewhere.

ILTA’s existing content creation engine is oriented toward producing high quality content over a 90-180-day period (or more for conferences) with a well-defined process. This has challenged ILTA to respond quickly with content needed to fill an immediate gap.

**myILTA** will change the mix of content types and creation methods to ensure that we meet the needs of those who consume content in different ways and those who have urgent needs in a rapidly changing environment. When the subject matter requires substantial planning, deep subject matter expertise, or a more formal presentation, we will take the time required to produce a high-quality, carefully produced end-product. Where timeliness is critical, we will focus on informal delivery mechanisms with a much shorter runway. ILTA will also leverage partnerships for content delivery and repurposing, as well as crowdsourcing for just-in-time content.

We will also focus on curation as well as creation. We will prioritize ILTA’s content creation efforts where a real gap or urgency exists, where content can be accredited, and/or where the experience and insight of ILTA members is uniquely required. Partnerships which leverage business partner expertise and thought leadership will become increasingly important.

**Connections:** ILTA will provide platforms where peers can forge connections and nurture relationships, participate in conversations, and build dynamic communities based on role, entity type, and location. ILTA will also adjust its volunteer model to facilitate these connections and reflect increasing legal industry globalization, diversity, and generational change.

Until in-person meetings become more feasible, we will deliver virtual local meetings, webinars, socials, and conferences that bring people together even though they cannot be together physically. We will also provide new e-group conversations in areas of emerging interest (such as Diversity and Inclusion and #CreatingTheFutureTogether).



We will provide opportunities to connect based on geography, organization type, role, or other affinity group, so that each participant can tailor their **myILTA** connections.

**Leadership.** ILTA will help lead the global conversation and both start and advance the discussion around #CreatingTheFutureTogether with legal technology. We will leverage thought leadership across the legal ecosystem, using our strong industry reputation to bring the best and brightest minds to the table.

ILTA volunteers will also continue to benefit from the skill enhancements available via volunteering. Volunteering provides a safe and practical mechanism for acquiring and honing business and leadership skills. We will evolve the volunteer structure in such a way as to deliver on **myILTA** and to make the volunteer experience more directly applicable to the workplace.

As our community emerges from the global pandemic, ILTA will both provide directly and enable access to the thought leadership needed to help our member entities succeed.

### Strategies for Delivering myILTA

ILTA's three-year strategy for delivering **myILTA** is "the four Cs": we will develop appropriate Capacity, Community, Capital, and Context to deliver **myILTA**.

**Capacity.** ILTA will build and maintain a strong, nimble, sustainable organization with a talented staff, committed and effective volunteer structure, industry-leading business partners, strategic Board, and solid infrastructure capable of achieving our mission and goals in an uncertain economic climate.

Specifically, ILTA's capacity strategy includes:

- Serving core legal technologists well – allocating resources to those things that ILTA does best
- Managing with a data orientation – gathering, disseminating, and analyzing data that informs industry insights and operational excellence and communicates the value of ILTA to members and business partners
- Evolving the volunteer structure – providing volunteer opportunities that support the Mission, developing skills our participants want, matching changing time commitments, and including more opportunities that recognize the diversity of our members, business partners, and participants
- Evolving the staff structure – ensuring we have sufficient staff in appropriate roles with the skills to support **myILTA**
- Delivering value throughout the year – serving all stakeholders with a more well-defined, year-round value proposition





**Community.** ILTA will forge and nurture a community within the legal ecosystem that shares ILTA's vision of the critical role technology plays delivering legal services.

ILTA will employ two primary strategies in this area.

- Partnering for success – establishing and leveraging strategic alliances with business partners and other entities in the ecosystem to provide ILTAns with access to the best Content and richest Community and to diversify revenue sources
- Evolving the community composition – adapting ILTA's membership model and offerings to deepen the conversation, provide more perspectives, enhance diversity and inclusion, and promote equity

Our philosophy is to cooperate with organizations that fill a niche in the legal ecosystem. When one of ILTA's stakeholders, for example, business partners, can enhance education and networking, ILTA will highlight and promote those opportunities.

**Capital.** Over its 40-year existence, ILTA has been highly dependent on large-scale, in-person events – including business partner sponsorship and attendee registrations – for a significant component of its revenue. The economic downturn of 2008 and the global pandemic of 2020 demonstrate that the traditional revenue model is not sufficiently diverse and recession-proof to support delivering a year-round value proposition.

Specific Capital strategies include:

- Adopting a more diversified, sustainable, and recession-proof revenue model – decreasing reliance on ILTACON
- Thinking carefully and strategically about what existing products and services can and should be monetized instead of being included for free in memberships and sponsorships (part of the core value proposition) – pricing our offerings based on value and delivering value for the investment
- Evaluating potential ILTA-delivered products and services in the context of a more diverse revenue model – using data and objective criteria to drive priorities
- Altering the mix of events to deliver value and enhance revenue – delivering small in-person events and exploring more virtual event opportunities and communities
- Evolving the organization's financial management sophistication – including expense management and prioritization of dis-investment by examining the services we provide, the associated cost, and how our stakeholders leverage them

We currently have a critical, overarching, and compelling goal of sustaining the organization through this challenging time.



**Context.** ILTA will operate within the context of key philosophies of organizational management and positioning within the broader ecosystem.

In conjunction with the Core Values, the themes below represent key core or emerging strengths that will help guide how ILTA carries out our strategies and operates.

- Focusing on the future – respecting the past but prioritizing the future
- Seeking opportunities to lead rather than follow – helping direct the course of conversations in a rapidly changing environment
- Tracking and remaining attuned to changes in our ecosystem - identifying and bringing to the forefront those issues critical to our stakeholders; raising stakeholder awareness
- Serving as a resource for others in the ecosystem – providing leadership, information, and expertise for the legal community at large and connecting others in the broader ecosystem to people and information
- Evolving our approach and structures – remaining relevant across locations, organization types, individual characteristics, and other demographics
- Being open to experimenting – providing low-risk opportunities to learn and nurture new skills
- Acting on opportunities to be socially responsible – where feasible

## **BEYOND THE PANDEMIC**

In 2020, we have already established some programs to carry us through 2020 and into 2021. The staff has operationalized these efforts.

As we move through 2021 and into 2022 and 2023, the staff will work with ILTA’s volunteers and Board to identify individual initiatives and operational goals that together achieve **myILTA**. The number and scope of individual initiatives will be driven by ILTA’s financial and organizational capacity. In crafting these plans, ILTA will also consider the global economy and its impact on the legal community – on both ILTA member entities and business partners.

## **CONCLUSION**

This strategic plan will provide the direction and establish the priorities required to achieve **myILTA**. Management oversight of progress against the strategic plan will ensure the discipline to follow that direction and stay focused on those priorities.

The immediate priority is to navigate the pandemic and come out whole.

But this alone is not enough. For the next year specifically, we will focus on providing essential support to help ILTA participants steer their entities as those entities navigate to emerge from the pandemic. ILTA will also help participants enhance their skills and grow their careers. ILTA will curate existing content to surface the materials most relevant to the present and create



timely, highly relevant content that fills critical gaps. All of this will occur within the context of COVID-related global economic challenges.

ILTA must also prepare for the legal ecosystem of 2023 by delivering a **myILTA** experience built on timely and relevant Content, Connections among peers, diverse and inclusive Conversation, and a trusted, supportive Community – all tailored to each participant’s individual needs.

ILTA’s focus on its Mission, willingness to redefine value, ability to choose correctly among competing priorities, and commitment to leading a global conversation will ensure that ILTA remains relevant – in fact, indispensable – to every one of its stakeholders.



## APPENDIX A: BACKGROUND WORK TO PRODUCE THIS PLAN

ILTA launched the strategic planning effort at ILTACON 2019. At that time, a new Board of Directors had been elected and seated. The initial strategic planning sessions included both the outgoing (2017-2019 term) and incoming (2019-2021 term) Board members.

ILTA also engaged Hedda Rublin (the “Consultant”), a consultant specializing in strategic planning for non-profits. Bringing over 30 years of experience in the non-profit space and deep knowledge of ILTA’s strategic planning processes since the early 2000s, the Consultant has informed the process throughout.

The CEO and ILTA staff played an important role in developing the plan as well. The CEO worked alongside the Board and the Consultant on all aspects of the plan. The ILTA senior leadership team attended important planning sessions, and the full staff had the opportunity to review the strategic plan throughout the drafting stages. The leaders of ILTA’s formal volunteer groups also had the opportunity to review the strategic plan before its completion.

The process started with developing “The Plan for the Plan” – essentially a blueprint for building the new strategic plan. To organize its work, the Board applied the Association for Strategic Planning’s three phases in the life of a strategic plan, namely **Think**, **Plan**, and **Act**.

In the **Think** phase, ILTA sought input from a variety of stakeholders through focus groups, individual interviews, and hack-a-thons. The Consultant conducted and reported on impartial third-party research and spoke with 204 stakeholders, 131 employees of member organizations, 35 employees of business partners, and 38 ILTA staff members. Stakeholders were encouraged to be candid and all conversations were conducted in confidence. In addition, more than 50 volunteer leaders participated in hack-a-thons at ASCEND in January of 2020. Each hack-a-thon team explored a specific problem, evaluated potential approaches, and brainstormed solutions. The issues were identified by the Board as critical for the strategic plan (see [Appendix H](#) for a list of the hack-a-thons).

In the **Plan** phase, the Board undertook several high-level activities associated with the information gathered during the **Think** phase, including the following:

- Documenting critical market trends around the general business and technology landscape, the landscape specific to the practice of law, and ILTA’s competitors and collaborators;
- Preparing a Strengths, Challenges, Opportunities, and Threats (SCOT) analysis for the Plan period;
- Reviewing ILTA’s cultural foundation (Mission and Core Values) and adjusting, as needed;
- Aligning the work of the Board Election, Diversity and Inclusion, and Membership Task Forces with the processes around the strategic plan;
- Reviewing ILTA’s revenue sources, allocation, and diversification, and developing targets for each, and



- Developing overall goals and strategies that carry out the Mission and Core Values in the context of the evolving marketplace.

The **Act** phase consists of four primary activities, beginning with this document. Most of the activities relate to Plan implementation and execution. The four activities are as follows:

- Documenting the strategic plan for discussion with and presentation to members, participants, business partners, and other constituents;
- Developing the operational goals and associated metrics to support the strategic plan;
- Communicating the strategic plan, and
- Monitoring and reporting progress against the strategic plan.

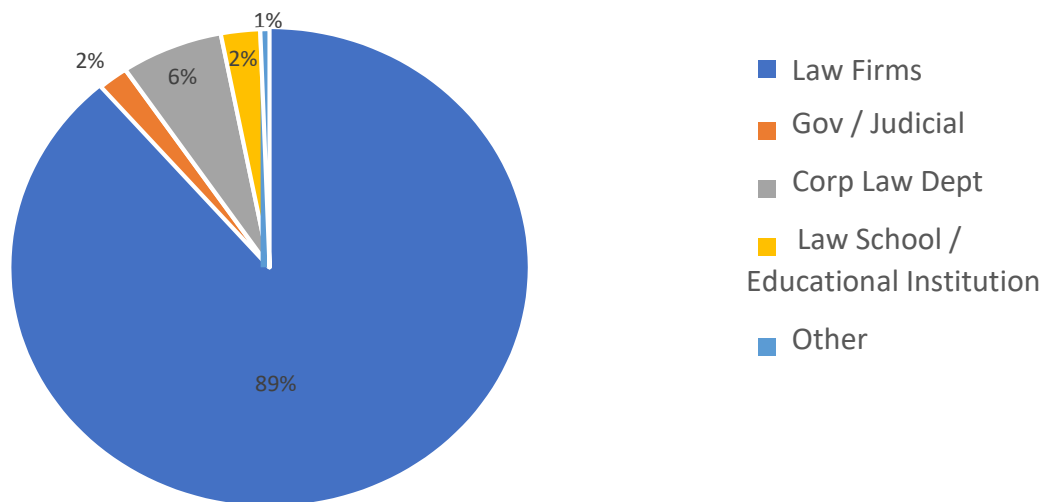
## APPENDIX B: ILTA'S CURRENT STATE

As of June 30, 2020, ILTA had 1,200+ member entities, 24,000+ participating individuals, and nearly 200 sponsors. Details appear below.

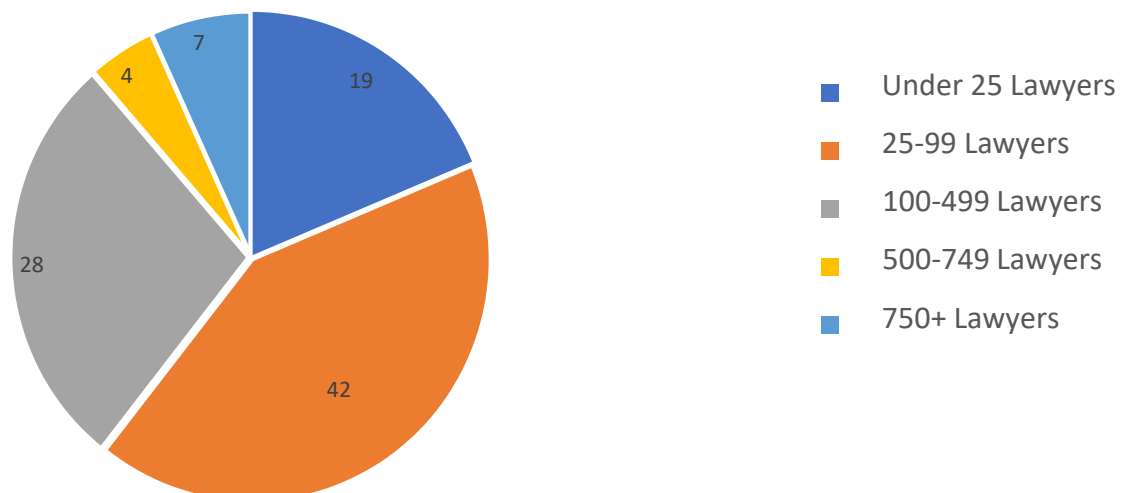
### Members

ILTA's membership is entity-based. Member entities predominantly represent North American law firms, although 2019 saw significant growth (17%) in member entities outside of North America. Corporate Law Departments and Law Schools remain a small but vital component of the ILTA community.

#### Entity Type (1,219 Total)



#### Entity Size



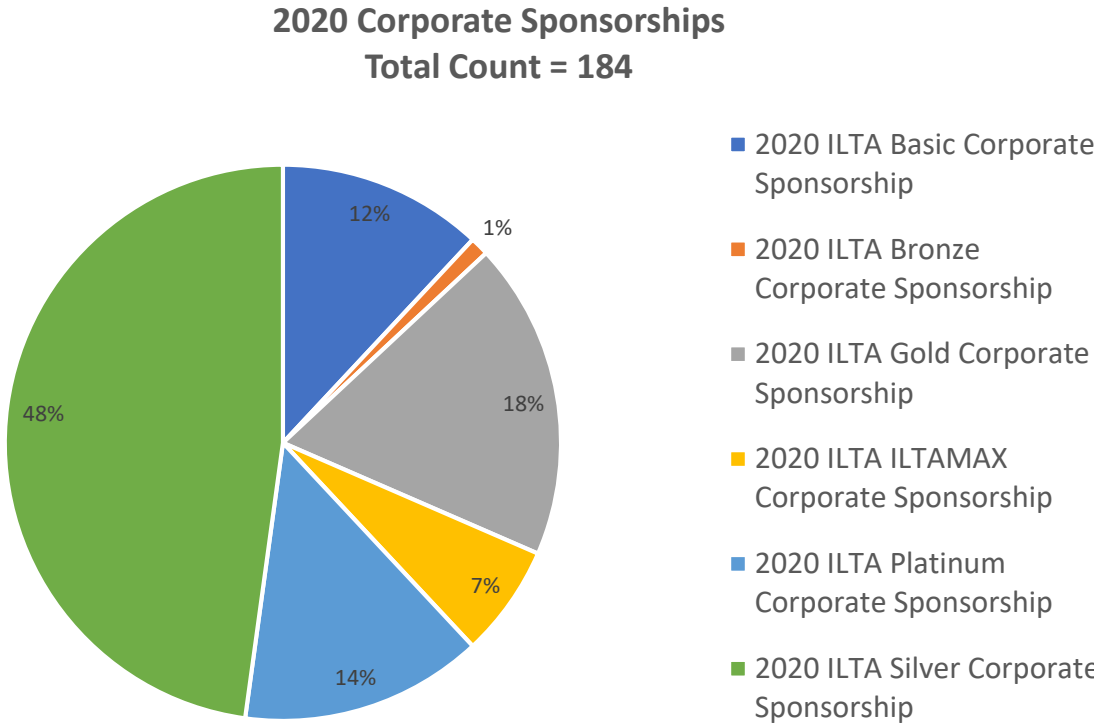
Please note that the above charts show membership by entity type and size. In the Annual Report, ILTA will also show data relating to volunteers and dues with respect to entity type and size.

As noted above, member entities contribute dues and volunteer time.

In 2019, membership dues accounted for approximately \$1.6m in (or 15% of total) revenue. By the end of 2019, member entities supported the contributions of approximately 400 volunteers in a variety of roles from “micro-volunteering” opportunities to long-term volunteer commitments. In 2019, members also contributed approximately \$2.7m in (or 25% of total) revenue in event registrations.

**Business Partners**

ILTA offers a Corporate Sponsorship program providing a variety of thought leadership, educational, networking, and lead-generation opportunities to organizations and individuals marketing technology products and services to the legal sector. The sponsorship program offers levels of benefits based on sponsorship type.





As noted above, business partners contribute sponsorships, thought leadership, and volunteer time (starting in 2017). In 2019, sponsorships – including both the annual corporate sponsorships and event-specific sponsorships – accounted for approximately \$2.8m (or 27% of total) in revenue.

In 2017, ILTA established the Partner Advisory Council (PAC), the first significant volunteer structure for business partners. In 2019, ILTA welcomed business partners into some volunteer roles, including positions on the Tech Survey, Awards, and Scholarship Committees, and the Membership and Diversity, Equity and Inclusion Task Forces.

Although strengthening, ILTA's relationship with Business Partners is still hampered by a divide between those who sell products and services to the legal community and those who select, implement, and support those products and services. Business partners have described themselves as being treated like "second class citizens" whom ILTA members "tend to punish because of a few bad apples."

On a more positive note, Business Partners observed a "breaking down of walls" in the past year.

### Partnerships and Affiliations

ILTA maintains cordial and positive relationships with other professional associations serving the legal community. The leaders of ILTA, LMA, ALA, AALL, NALP, ELTA, and ACC communicate regularly and occasionally collaborate. For discrete projects or initiatives, ILTA partners formally with single associations.

In 2019, ILTA established partnerships as a more effective way to recruit and deliver services to members beyond North America. Our members outside North America have stressed the importance of "boots on the ground" to provide support for local education and networking and to facilitate outreach to potential new members. Accordingly, ILTA has entered into agreements with Goya in Brazil and Chilli IQ in Australia.

### Competitors

In January 2019, ILTA conducted several hack-a-thons among active volunteers. One of those hack-a-thons explored ILTA's competitors and the group concluded that ILTA has no real competitors – only opportunities for collaboration.

The concept of competing in the market appears difficult for many ILTA members. One quote from the **Think** phase interviews sums up the view: "Let's form collaborative relationships instead of competing." The Plan embraces the approach of service delivery through partnerships and collaboration. However, given that complacency was identified as a key challenge for ILTA, we need to explore the issue of competition more realistically.

Although we agree with the spirit of the hack-a-thon's conclusion of "no real competitors," our research beyond the hack-a-thon paints a different picture. Many entities compete with ILTA





for a limited pool of participant “attention,” membership dues, sponsorship funds, and volunteer time.

Our interviewees identified a range of competitors. The first category includes ILTA’s “sister associations,” virtually all of whom occupy a smaller space than ILTA with a more focused membership, for instance, legal marketing professionals or law librarians. The second category includes ILTA’s business partners, who support ILTA financially but also provide content and education to ILTA members and the legal ecosystem at large. The third category is broad, encompassing a variety of general sources of technical education, including Internet searches and technical conferences.

We must also note the natural evolution in the competitive landscape. Therefore, our approach to competition must be to understand what other organizations and sources can deliver well and what ILTA can deliver best.

Interviewees noted that ILTA offers unique and significant advantages as compared with competitors. These advantages include ILTA’s peer network culture, history and industry reputation, consistently high-quality content, and entity-level membership.

#### Strengths, Challenges, Opportunities, and Threats (SCOT)

In November 2018, the CEO presented the Board with a SCOT analysis. The Board contributed, and the SCOT evolved through 2019.

During the **Think** phase interviews and focus groups, as well as through hack-a-thons, a SCOT analysis emerged from the stakeholder perspective.

The Board’s full SCOT Analysis can be found at [ILTA's Strengths, Challenges, Opportunities, and Threats \(aka SCOT\)](#). In addition, the Consultant’s findings can be found at [Stakeholder Research Findings](#), and includes an impartial, independent summary of the Strengths and Challenges identified during the focus groups and interviews.

The Plan will play to ILTA’s strengths and address ILTA’s priority challenges in the context of opportunities and threats identified today and through 2023.

#### *Strengths*

Strengths can be both widespread and situational. The strategic plan needs to ensure ILTA remains strong in key areas and leverages those strengths to provide more value to its community.

ILTA’s greatest strengths are education, peer connections, volunteering (including associated leadership development), and industry reputation. Peer Connections is consistently cited as the most valued strength.

Some specific comments on strengths from stakeholders include:

*“I’m able to know what the top folks are doing across the globe and can reach out to any one of 100 CIOs.”*

*“Educational rigor and excellent content in diverse formats that doesn’t exist elsewhere.”*

*“ILTA is unusual in the way it brings different parts of the community together, vendors, IT, KM folks– it is a non-adversarial forum where everyone can get together.”*

### *Challenges*

Challenges can be situational, but more often seem to be structural and cultural. Culture can be both a strength and a challenge; culture can not only sustain an organization, but also obstruct necessary evolution.

ILTA’s greatest challenges are lack of focus, complacency, alienation of business partners, not adapting for younger generations/non-US audience, and financial dependence on ILTACON.

Some specific comments on challenges from stakeholders include:

*“ILTA needs to focus, let’s just do some things well, it will mean hard choices, some things will get left out, but what remains will be quality.”*

*“ILTA preaches change and innovation, yet has trouble figuring out how to make change and innovation a part of the system, there needs to be a method in which experiments can get escalated into the system.”*

*“Business partners get treated like the red headed stepchild but have a lot of content expertise to offer.”*

*“[ILTACON is] ILTA’s greatest strength and its greatest weakness. Too dependent on it...is it anachronistic?”*

### *Opportunities*

Opportunities to evolve ILTA abound, even in the current global situation. ILTA’s staff mantra the first half of 2020 has been “a crisis is a terrible thing to waste.”

The January Ascend 2020 participants considered opportunities in seven strategic areas (see [Appendix H](#)).



ILTA's major opportunities include producing more immediately relevant content, improving access to relevant content, enhancing inclusion of business partners, micro-volunteering, and strengthening existing and building new partnerships.

### *Threats*

The global economic and travel situation creates a unique situational threat to ILTA's existence and viability. The need to address both the short- and long-term implications of the global pandemic of 2020 has surpassed all other threat imperatives.

Again, the January 2020 participants considered threats in seven strategic areas (see [Appendix H](#)).

Beyond the global pandemic, ILTA's greatest threats include an "everything to everybody" mindset, a focus on the past rather than the future, behind-the-curve technology for both operating the business and serving stakeholders, and a reluctance to adapt programming and volunteer models to suit a more diverse, younger, and international membership.



## APPENDIX C: ILTA'S FOUNDATIONAL ELEMENTS

Central to any organization's success is a common understanding of what we do today, the principles that govern our efforts, what we aspire to do tomorrow, and for whom we act.

### Mission Statement

A well-crafted mission statement is a brief description of the purpose of the organization, rather than a detailed list of an organization's products and services. The Mission Statement provides clarity internally and externally on the organization's unique role. In short, the Mission Statement shows why the organization matters.

The Mission Statement also guides choices about organizational priorities.

ILTA's Mission Statement for the 2020 - 2023 period is:

*ILTA is the trusted global resource community for legal technologists, providing information, education, peer connections, and career support that enhances the delivery of legal services.*

Compared with ILTA's most recent Mission Statement ([Appendix I](#)), the revised Mission Statement focuses on career-enhancing information, education, and peer connections and reduces the focus on technology's strategic value because we know that operations are as important as technology to our members.

### Core Values

Sometimes referred to as guiding principles, core values provide the safety rails for an organization. Simply stated, the core values define right and wrong in how we operate and conduct ourselves and give a snapshot of what good looks like.

ILTA's Core Values for the 2020 - 2023 period are as follows:

*Foster a trusted resource community*

*Provide relevant, timely, and accurate information*

*Nurture skills and talents to promote professional development and success*

*Embrace and encourage volunteerism*

*Respect our colleagues*

*Commit to the highest standards of ethics and professionalism*

*Foster diversity, equity, and inclusion throughout the ILTA community*

Although the updated Core Values are slightly revised from the current version ([Appendix I](#)), the major change is the order in which the values appear. ILTA is first and foremost a trusted resource community. Consistent with the Mission Statement, the revised Core Values also focus on professional development (instead of “lifelong learning”) and the relevance and timeliness of information (instead of “unbiased and accurate information”) because ILTA not only welcomes different perspectives and opinions, but in fact, relies on them as well as on data.

### Value Proposition

ILTA plays a critical and unique leadership role in the legal ecosystem with member entities, individual participants, and business partners.

ILTA’s fundamental value proposition delivers a return on investment of money (dues, sponsorships, and registrations) and volunteer time for all stakeholders by providing:

***Connections** – With and among peers*

***Content** – Information, education, data, and insights*

***Conversation** – Access to and opportunity to participate in respectful, professional, career-enhancing dialogue*

***Credibility** – Trusted resource recognized throughout the legal ecosystem*

***Community** – Inclusive, peer-powered, volunteer-led organization codified in the Core Values*

Although specific stakeholders find individual value in their ILTA participation, the broader legal ecosystem benefits when ILTA facilitates community conversation and provides leadership on emerging and critical topics.

Today, ILTA differentiates itself in the marketplace in its peer network, membership base, longevity and industry reputation, consistently great content, and entity-based membership.

## APPENDIX D: ENVIRONMENT IN 2023 (FUTURE STATE)

In developing the strategic plan, the Board asked itself and others (including senior leadership in member entities) a series of “crystal ball questions” designed to expose critical gaps between the ILTA Operating Environment in 2019 and that expected in 2023. The list of questions is included in this document as [Appendix G](#).

The questions concerned Macro/Geo-Political Issues, Law Firm Structure and Operations, Competition in the Delivery of Legal Services, Diversity, Vendors and Suppliers, and Technology and Technology Delivery. Within each of the six categories, we explored important trends and significant areas of uncertainty. Our conclusions are outlined below.

### Key Conclusions: Macro/Geo-political Issues

The global pandemic’s progression, and how quickly and well the global economy bounces back from the associated devastation, represents the biggest area of risk to both the legal sector and ILTA. Organizations throughout the legal sector may struggle to continue their commitment to addressing pressing global social issues, including climate change, access to justice, and income inequality.

### Key Conclusions: Law Firm Structure and Operations

*Business of Law.* Merger activity among law firms will continue and the global pandemic may accelerate the trend. The global pandemic has generated unexpected forms of law firm borrowing with, for example, litigation funding companies providing credit to law firms for general operating expenses. ILTA will need to monitor this activity for impact on services and revenue.

*Emerging and Continuing Roles.* Changes in roles for member participants drive ILTA’s programming. Security will continue to be a focus, with the global pandemic accelerating adoption of cloud technologies. The growth of legal operations is driving roles in data analysis and data science. The trend toward “productizing” legal solutions will see continued growth in legal project management, vendor management, and more non-support IT roles that are lawyer-facing.

### Key Conclusions: Players and Markets

*New Players.* ILTA needs to modify membership and participation criteria and offerings to reflect the presence of emerging players in the delivery of legal services, including the Big 4 and Alternative Legal Service Providers (ALSPs), as well as the continuing trend to bring legal work in-house. These trends represent opportunities for ILTA to increase its value to current members as well as recruit new members.

*New Markets.* Brazil has one of the largest legal sectors in the world and Argentina is also growing. Sub-Saharan Africa has been growing for member entities. These are priorities for ILTA’s business partners and represent growth opportunities for ILTA. On the other hand,

despite continued growth in the legal sectors of China and India, these countries are not priorities for ILTA. For China, ILTA's English content model is not a good fit. For India, ILTA lacks significant knowledge about the market.

#### Key Conclusions: Diversity

*Younger ILTAns.* The global workforce in legal is becoming younger. Younger ILTAns seek volunteer opportunities that develop skills they can readily leverage in the workplace. They also prefer micro-volunteering opportunities. ILTA must embrace these changes and provide these opportunities.

*Diverse ILTAns.* The global workforce in legal is also becoming more culturally and geographically diverse. ILTA must consider the needs of all ILTAns and focus on equity, as well as diversity and inclusion in all areas.

*Lawyers in Tech.* A key question is whether the legal technology workforce of 2023 will include more or fewer lawyers than it does today. A related question is whether more practicing lawyers will pursue advanced technology skills. ILTA's law school members will play a leading role in shaping that future.

#### Key Conclusions: Vendor/Suppliers

*Existing Vendor/Supplier Consolidation.* Vendor consolidation – which both decreases the number of potential ILTA sponsors and opens the door for new levels of and approaches to sponsorships – has been significant over the past five years. Private equity has played an important role, as well. The global pandemic may accelerate acquisition of smaller, potentially distressed vendors by larger, better-capitalized entities.

*New Vendors/Suppliers.* Despite consolidation, start-up activity in legal technology has been considerable over the same five years. Both government entities and private equity have been investing in legal technology start-ups. ILTA must remain attuned to emerging technologies, while avoiding the distractions of technology hype.

#### Key Conclusions: Technology and Technology Delivery

ILTA must monitor – and stay ahead of – trends in technology and technology delivery to stay relevant. This observation includes both declining areas of technology (e.g., on-site server operations) and growing areas of technology (e.g., machine learning), as well as emerging technologies.



## APPENDIX E: EXECUTING THE STRATEGIC PLAN

The bulk of the work to execute the strategic plan falls to ILTA's volunteers and staff. Our volunteers will plan education and networking opportunities that support **myILTA**. The staff will develop and execute on the operational goals and budgets that enable delivery of **myILTA**. The Board will monitor progress on the strategic plan and report on that progress in the Annual Report and Annual Meeting of the Corporation.

### Risks and Mitigation Strategies

ILTA may face three types of risks as it implements this strategic plan.

- Strategic Risk – Key stakeholders and audiences fail to respond as predicted
- Operational Risk – The organization does not execute as effectively as predicted
- Environmental risk – Changes occur in the larger operating environment

Managing and governing, continuous monitoring, scenario planning, and having financial reserves are the best ways to mitigate all three types of risks. Financial reserves should also continue to be maintained (and grow) to provide support in the event of an unforeseen emergency.

**Strategic Risk.** Many of ILTA's long time volunteers are steeped in the organization's history and tradition. The nature, level, and pace of the changes the strategic plan requires may prove uncomfortable for these key stakeholders, potentially causing withdrawal from the organization.

ILTA can mitigate this risk primarily with transparent communication. Further, ILTA will employ a consultative and inclusive process in developing the strategic plan with significant participation by these stakeholders whenever possible.

**Operational Risk.** Achieving the **myILTA** goal requires a strong organization. Staff capacity, especially in the wake of the 2020 staffing cuts and associated reorganization, is a risk to the organization. Similarly, a risk associated with staff skill sets and operational processes exists. Finally, the organization needs cash to operate.

Mitigating overall staff risks requires a deep understanding of the skills required for each staff role, a focus on quality versus quantity, and deciding carefully among competing priorities. ILTA is currently engaged in a complete review of job descriptions. Documenting processes is also a current priority.

Succession planning, including organizational runbooks and other process documentation, is the key to mitigating the most serious staff risks. The existing CEO has already distributed key administrative responsibilities – or is managing responsibilities jointly – to ensure minimal disruption in case of a change. There is also strong knowledge sharing and role backup within the operations, human resources, and finance areas. The Board will review the Knowledge, Skills, and Abilities (KSAs) for the CEO role, understanding that deep industry knowledge may be





a requirement. Essentially, the organization needs an inventory of those executive skills and attributes that need to exist within the Senior Leadership Team and documentation of associated decisions and processes.

The most important management issue for the remainder of 2020 and into 2021 is managing cash flow and increasing revenue opportunities and diversification to provide the resources to support the organization's mission. The staff is working on this daily with regular reporting to the Accounting, Finance, and Investment Committee (AFIC) and the Board.

**Environmental Risk.** Environmental risks are the most straightforward to identify but are typically outside the organization's control and are therefore the hardest to mitigate.

The 2020 global pandemic is the single largest risk to the strategic plan, affecting revenues and expenditures for both member entities and business partners. The global pandemic has challenged ILTA's traditional revenue model and demonstrates that sometimes the most significant risks are those that may be most difficult to predict and control.



## APPENDIX F: ILTA STRATEGIC PLANNING – FOCUS GROUP PROTOCOLS AND KEY QUESTIONS FOR CONFERENCE ATTENDEES

### Member and Staff Focus Groups

#### August 2019

ILTA has begun a strategic planning process to help determine the direction of the organization for the coming years. ILTA has engaged me, (a consultant with over 3 decades of experience with nonprofits), to facilitate the process. As part of that process, we are conducting focus group discussions with a random selection of members at the conference. The planning process is just beginning; we will also be reaching out again to all members through a survey next spring.

Before we start, let's take a few minutes to review the ground rules for the discussion.

- **There are no right or wrong answers**, only different viewpoints.
  - **Share the stage**: please make room for everyone to speak.
  - **Take turns: the session will be recorded**, please speak one at a time. We will not share any names or identifying information – your responses here will be confidential. If anyone objects to the session being recorded, please let me know.
  - **If possible, turn off cell phones**. Or at least put them on vibrate mode. Please also put away other distracting technology.
1. Please very briefly introduce yourself and tell us how long and in what capacity you have been involved with ILTA. In addition to the conference, do you take advantage of other ILTA offerings? If so, which ones?
  2. What do you see as ILTA's strengths?
  3. Among ILTA's strengths, what do you value most?
  4. What do you see as ILTA's weaknesses?
  5. How can ILTA better engage you as a member and volunteer?
  6. Who do you see as ILTA's primary competitors? What are ILTA's relative advantages and disadvantages compared to its competition?
  7. Beyond the competitors that we've discussed, are there other places that you turn for help with legal technology challenges? How would you compare ILTA to these other resources?



8. What do you see as the key trends that will shape the future of legal technology?
9. What would you like to see ILTA offer in response to these trends?
10. Do you have any other feedback that you would like to share?

### Business Partner Focus Groups

#### August 2019

ILTA has begun a strategic planning process to help determine the direction of the organization for the coming years. ILTA has engaged me, a consultant with over 3 decades of experience with nonprofits, to facilitate the process. As part of that process, we are conducting focus group discussions with a business partners at the conference.

Before we start, let's take a few minutes to review the ground rules for the discussion.

- **There are no right or wrong answers**, only different viewpoints.
  - **Share the stage**: please make room for everyone to speak.
  - **Take turns: the session will be recorded**, please speak one at a time. We will not share any names or identifying information – your responses here will be confidential. If anyone objects to the session being recorded, please let me know.
  - **If possible, turn off cell phones**. Or at least put them on vibrate mode. Please also put away other distracting technology.
1. Please very briefly introduce yourself and tell us how long and in what capacity you have been involved with ILTA.
  2. What do you see as ILTA's strengths?
  3. Among ILTA's strengths, what do you value most?
  4. What do you see as ILTA's weaknesses?
  5. How can ILTA better engage you as a business partner?
  6. Who do you see as ILTA's primary competitors? What are ILTA's relative advantages and disadvantages compared to its competition?
  7. Beyond the competitors that we've discussed, are there other entities that you partner with? How would you compare ILTA to these other groups?



8. What do you see as the key trends that will shape the future of legal technology?
9. What would you like to see ILTA offer in response to these trends?
10. Do you have any other feedback that you would like to share?

**Three Key Questions for ILTA communities of interest**

**August 2019**

(put up on wall with illustrations and markers for folks to respond)

What I value most about ILTA is.....

The most important change taking place in legal technology that ILTA needs to be mindful of is...

If I could change one thing about ILTA, it would be....

## **APPENDIX G: ILTA STRATEGIC PLANNING - CRYSTAL BALL QUESTIONS FOR 2023 (OR LEGAL SERVICES LANDSCAPE 20 QUESTIONS)**

### Macro/Geo-Political Issues

What responsibility does the legal services sector have in addressing pressing global social issues, including climate change, access to justice, income inequality, etc.?

How likely are we to experience a significant global recession between now and 2023?

### Law Firm Structure and Operations

How many law firms will we see with over 5000 lawyers?

How many countries will permit non-lawyer ownership of law firms? How many states in the US? What will the first non-lawyer-owned firms look like?

Will outsourcing of key technology functions be more prevalent than it is today?

How will the data and reporting requirements for law firms (vis-à-vis the client relationship) change?

### Competition

To what extent will the Big 4 be practicing US law in the US? Other ALSPs?

To what extent will the trend of companies bringing work in-house into corporate law departments change?

What emerging non-attorney legal services roles will grow the most in significance? Which ones will start to emerge?

Which types of traditionally bundled legal services are most likely to become unbundled over the next three years, in the same way that e-discovery, document review, investigation support, and legal research have?

Which ancillary services are law firms most likely to start providing to their clients over the next three years?

How large will non-traditional ILTA legal markets such as China and India become? What will their composition look like?



### Diversity

Does generational change in the workplace fundamentally change the nature of volunteerism?

How will the diversity of the legal technology workforce evolve in terms of gender/gender preference, nationality, ethnic origin, etc.?

Will the legal technology workforce include more lawyers or fewer than it does today?

### Vendor/Suppliers

What percentage of legal-focused business partners will be owned by private equity?

Will the number of legal-focused business partners either increase or decrease more than 30%?

### Technology and Technology Delivery

Which technologies will increase their impact on the provision of legal services the most over the next three years?

Which technologies will increase their impact on the management of legal service providers (firms, departments, ALPS, etc.) the most over the next three years?

To what extent will state bar associations have provided specificity in terms of technology skills requirements for lawyers?



## **APPENDIX H: LIST OF HACK-A-THONS**

### Remaining on the Cutting Edge

How do we ensure that ILTA can move at the speed of technology change and still personalize the experience?

### International Reach

Do we want to make a concerted effort to significantly expand and increase our geographic reach and presence? How do we go about it?

### Integrating Business Partners

How do we best incorporate business partners in ILTA's trusted resource community while recognizing that they have different incentives than legal service providers?

### Deepening Corporate/Government Law Departments Involvement

How do we create an indispensable offering for corporate and government law departments that is reflective of our unique culture and core competencies?

### Diversity and Inclusion

How can ILTA become a beacon of diversity and inclusion in the legal community? How can ILTA ensure that it is a safe place for people to be authentic?

### Implications of Generational Change for Volunteerism

How do we fully engage a younger generation of members in ILTA? How do we maintain the pipeline of volunteers? How do we keep volunteerism relevant?

### Providing Certifications

How can ILTA assist members in achieving and/or maintaining appropriate third-party certifications and credentials? Should ILTA provide its own certification(s) that would be meaningful to members?

We also conducted a Hack-a-thon to explore the SCOT in general as noted below.

### Strengths, Challenges, Opportunities, and Threats (SCOT)

Does ILTA have SCOT areas that have not been identified? Are the SCOT items properly prioritized?



## **APPENDIX I: PREVIOUS MISSION STATEMENT AND CORE VALUES**

### Mission Statement – January 2020

ILTA provides the premier environment for peer connections, education, and collective intelligence to leverage the strategic advantages of technology in the legal profession.

### Core Values – January 2020

Respect our colleagues

Commit to the highest standards of professionalism

Provide unbiased and accurate information

Maintain the highest ethical standards

Nurture skills and talents to promote lifelong learning

Develop and enhance strategic relationships

Provide opportunities to celebrate volunteers and maximize their value to foster a trusted resource community

Foster diversity and inclusion throughout the ILTA community