



The Digital Lawyer

Law Student Visions for the
Delivery of Legal Services

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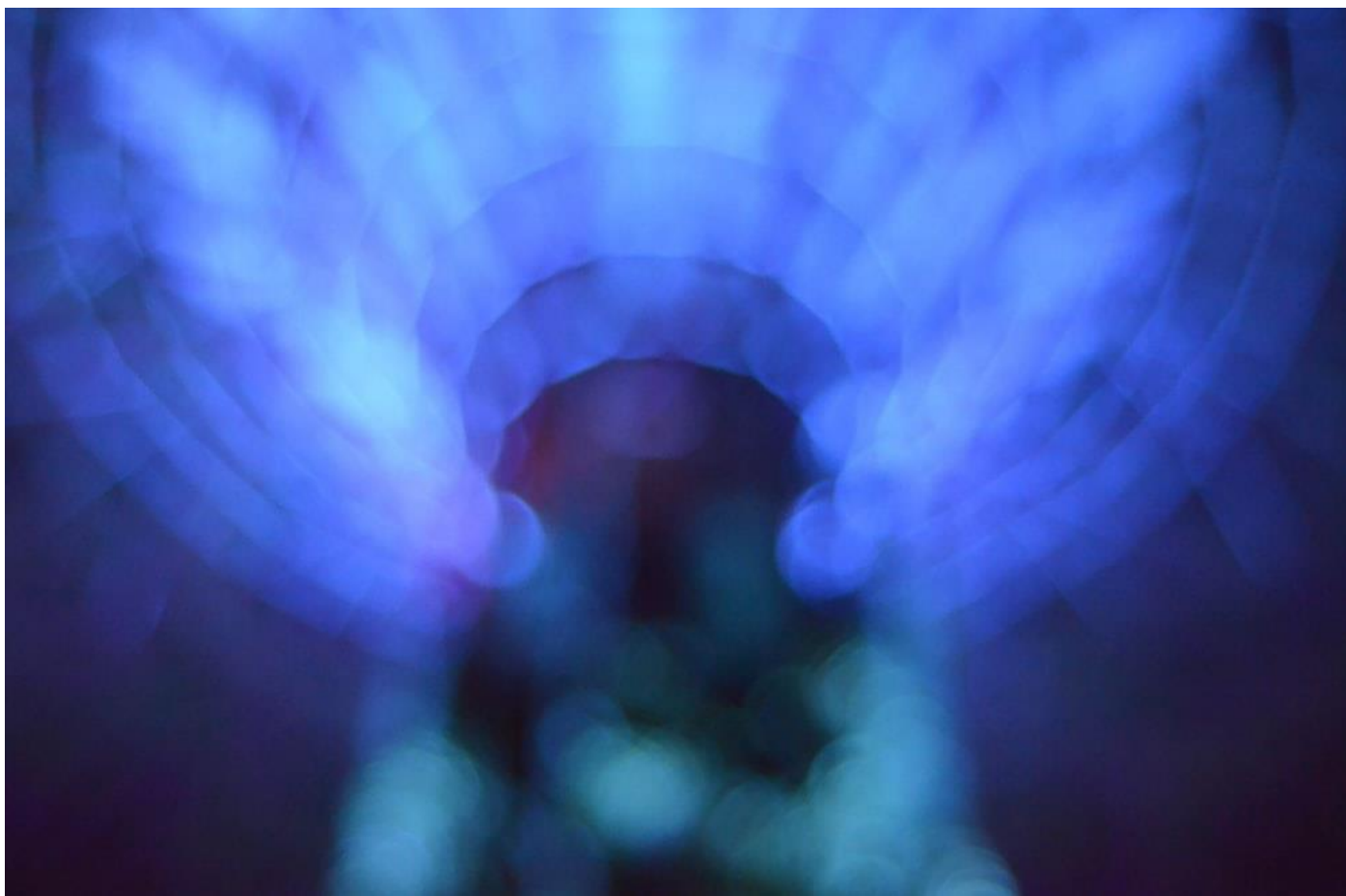
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FOREWORD

Matt Roach and Nick James



In 2015, Matt Roach approached the Executive Dean of the Faculty of Law at Bond University, Professor Nick James, with a proposal. He would draw upon his education at Stanford studying the impact of emergent technologies upon legal practice and his experience as a legal practitioner at a large law firm to develop a subject that focussed upon contemporary and future legal practice in Australia and internationally, with a focus upon ‘digital disruption’.

Nick had recently identified a need to expand the law curriculum at Bond to include just such a subject, and Matt’s proposal was accepted. The new subject, ‘Technology and Legal Practice’ was taught for the first time in 2016. The subject description was as follows:

This subject examines change in the legal services industry and explores a diverse range of ideas about how technology can be deployed in legal practice. The business model of the traditional law firm is under threat by new, technology-driven market entrants. Work traditionally completed by lawyers can be done faster, cheaper and better by increasingly capable smart machines employing techniques such as machine learning, data analytics and natural language processing. Some lawyers and law practices will become less useful, relevant and profitable because of these changes. Others will leverage technology to find new and creative ways to deliver legal services and deliver value, delight their clients and gain a competitive advantage. During this subject, students will develop a technology based prototype to address customers’ legal needs.

Matt and the new subject both received extremely positive feedback from the students who enrolled in the subject.

Since then, Matt has delivered the subject every year to a growing cohort of students. The name of the subject was changed to 'The Digital Lawyer' a couple of years ago, and the content has been updated annually to acknowledge the rapid changes taking place within the legal services sector, but the emphasis upon a topical, practical and provocative investigation into the present and likely future impact – both positive and negative – of technology upon what lawyers do has continued to resonate with students.

The approach taken by Matt to the assessment tasks in the subject has likewise remained practical, authentic and engaging. Matt initially asked students to prepare prototypes of a technology-based solution to delivering legal services. However, the students showed an interest not just in adopting new technologies but also in reforming the business model of law firms from the ground up. Accordingly, in 2020, students designed their perfect 'law firm' for the next five years, incorporating a mix of new technologies and progressive practices encompassing all aspects of legal service delivery.

The quality of the work done by the students in response to this task was so impressive, we decided to draw upon the resources of the Centre for Professional Legal Education to make the five best student projects publicly available.

- **Assistmatch-me** by Dawid Ferensowicz and Julietta Oyediran - A global platform that connects people with personalised professional assistance for all their immigration needs.
- **Virtual Family Law firm for LGBTQ Adoption** by Qiaoyu (Penny) Peng - A virtual family law firm to help LGBTQ couples have a child and build families by adoption.
- **CSRguide** by Tahlia Dimech - An online legal service that makes it easy for small to medium enterprises to start implementing corporate social responsibility (CSR) initiatives.
- **Producers' Cut** by Pierce Wilding - An online service that provides production companies with the tools to streamline their contract management
- **Thrive** by Jason Bartlett - A service to help to simplify the intricate and complex requirements of the NDIS and create a fairer and more accessible NDIS marketplace

We hope that you find the papers published in this resort as insightful and interesting as we did. And if there is anything in this report about which you would like to learn more, please don't hesitate to reach out to us at cple@bond.edu.au.

Enjoy!

ASSISTMATCH.ME

Julie Oyediran & Dave Ferensowicz

“More people have access to the internet than have access to a lawyer.”¹



EXECUTIVE SUMMARY

Assistmatch.me² is a global platform that connects people with personalised professional assistance for all their immigration needs. A multilinguistic, easily accessible and affordable, one-stop shop that delivers more than just traditional legal services. Specialising in citizenship, permanent residency and refugee applications, it offers a multitude of products and practical support for all circumstances.

As individuals who have migrated/immigrated twice, we understand how difficult it can be to plan and execute an efficient and stress-free move. As a result, we know how to provide exactly what's in demand. When immigrating to another country, aside from the preparation of legal forms and documents, there are many other aspects a person has to consider and organise that take a lot of research, patience and time. That is why, no matter what immigration concern an individual may have, everything they may need is accessible in one place. Translation, transportation, accommodation, and counselling are just a few of the necessities that the platform is able to fulfil. It is an innovative tool for all types of professionals to optimise their global reach at competitive rates. By including and encouraging other professionals to join assistmatch.me, the platform is able to dynamically reconfigure the service that is being administered.³ Since collaboration in the development of legal technology has been identified as a major priority,⁴ instead of competing with non-legal professionals that are providing legal related services,⁵ the platform creates an ecosystem of sharing the success.⁶

¹ Susskind, Richard, "Online justice: The way of the future?" *LSJ Online*, January 29, 2020.

² https://www.domain.com/registration/?__token_timestamp__=1606706847&__token_val__=9a3c55eed1543320b5ea108e052ca603&flow=domainDFE&flowid=25&search=assistmatch.me#/domainDFE/1

³ <https://www.bbvaopenmind.com/wp-content/uploads/2015/02/BBVA-OpenMind-Business-Models-Information-Technology-and-the-Company-of-the-Future-business-innovation.pdf> (page 2)

⁴ [https://www.lawyersweekly.com.au/newLaw/29766-what-2021-will-look-like-for-legal-tech-and-innovation](https://www.lawyersweekly.com.au/newlaw/29766-what-2021-will-look-like-for-legal-tech-and-innovation)

⁵ Rhode, Deborah L, 'The Trouble with Lawyers', (2015) *Oxford University Press* (page 10).

⁶ <https://www.bbvaopenmind.com/wp-content/uploads/2015/02/BBVA-OpenMind-Business-Models-Information-Technology-and-the-Company-of-the-Future-business-innovation.pdf> (page 2)

MARKET ANALYSIS

Services Offered

The platform covers all aspects of immigration law, visa, citizenship, asylum, amnesty and any non-legal concerns that may be anticipated during an immigration matter.

Clients have the option to:

- speak with a legal professional 24/7 via chat, email, videoconference
- fill out a survey form to narrow down their legal issue
- upload their case file for further assistance
- have documents composed, notarised and translated
- access free legal guides and translation glossaries
- download caselaw, templates and factsheets
- have documents reviewed and/or redrafted
- retrieve non-legal content and assistance:
 - International Moving and Storage
 - Accommodation Service
 - Settling-In / General Recommendations
 - Departure Service
 - School Search and Application Process
 - Pet Arrangements
 - Licensing Transfers
 - Health Insurance
 - Counselling
 - ESL Courses
 - Career Advice

The Process

Clients can manually choose their options to:

- self-learn, research, translate or download content
- speak with a legal professional, review their profile
- upload their case or conduct a survey to be directed to a solution

When a case is uploaded the platform will connect the individual with professionals that are best suited for the particular matter based on their experience and qualifications. The experts are then notified with a match, and have the option to review the matter, and place a bid by providing a quote if they wish to proceed.

The client then has the option to review the professionals' profile and recommendations, have a consultation, and choose the best fit for them. No pressure, no commitment, no hassle. There is a cooperative advantage for all parties involved.



⁷ <https://www.clio.com/wp-content/uploads/2020/08/2020-Legal-Trends-Report.pdf>



Skills and Tools

Verified Experts

The platform encourages a variety of verified professionals to join, create a profile, and offer their services and products. Bilingual experts with accreditations in their respective fields and translation such as NAATI⁸ (Australia), ATA⁹(United States), CTIC¹⁰ (Canada), and any other translator qualifications are preferred. Everyone is accepted so long as their services or products are relevant to immigration, and they provide supporting credentials which are then verified by the platform. Eligible applicants will consist of lawyers, paralegals, immigration agents, accountants, real estate agents, consultants and counsellors, just to name a few.

Artificial Intelligence

The automated legal analysis of computational law is a fairly big aspect of the platform as many immigration applications do not involve a lot of inductive reasoning.¹¹ AI will conduct most of the preliminary survey analysis, drafting standardised forms and factsheets, as well as execute research and recruitment of non-legal information and support. However, in a situation when deductive reasoning in a preliminary survey is not sufficient, AI will request further information or direct the client to a professional that will be able to assist more adequately.

In a case where a client is applying to emigrate/immigrate to another country and requires information for flight prices, accommodation, how to transfer money and/or assets etc, all of this information is available at assitmatch.me. This digitally mediated activity is available through other websites like Google and Bing, but assitmatch.me will utilise AI's computational resources¹² to extract the most relevant information for the client about the specific jurisdiction, without the client needing to access any other website for further information. Taking it a step further, if an individual requires contact with an expert in any specific field, that connection is made with the most appropriate travel agent, accountant, real estate agent etc.

⁸ National Accreditation Authority for Translators and Interpreters, www.naati.com.au.

⁹ American Translators Association, www.atanet.org.

¹⁰ Canadian Translators, Terminologist and Interpreters Council, www.cttic.org.

¹¹ <https://law.stanford.edu/2016/01/13/michael-genesereths-computational-law-the-cop-in-the-backseat/>

¹² <https://law.stanford.edu/2016/01/13/michael-genesereths-computational-law-the-cop-in-the-backseat/>

Translation Glossaries

Aside from connecting clients with accredited multilingual legal translators, the platform also has Translation Glossaries, accessible by clients and legal professionals. AI might not be programmed at a high enough level to sufficiently determine the exact technical terms required for all the nuances, ambiguities and double meanings that law linguistics entails. Similarly, bilingual legal professionals or even clients themselves may want to improve their translator skills to satisfy the legal standard of various countries legal terminology. In order to maintain accuracy and avert mistakes that can further complicate the legal process,¹³ this systemic tool is available as another aid for both the service providers and the consumers. Utilising different databases like Lawlinguists¹⁴ and TransLegal,¹⁵ as well as our own first languages, the platform will commence with 7 language glossaries, which we intend to grow organically over time: Russian, Polish, English, Spanish, French, German, and Norwegian.

Target Audience

The platform welcomes and caters to all sorts of clientele. Individuals who migrate/immigrate under a Skills Visa, intend to study abroad, or sponsor a family member or spouse, tend to come from middle to upper class, therefore they are better equipped to finance such a big expense. However, those seeking asylum, waivers of re-entry bans, and visa cancellation reviews are not always individuals who can afford to pay a \$200+/hour retainer. This is why our aim is to accommodate the need for more affordable services. By anticipating and focusing on client needs and delivering a valuable service, the platform is able to provide an efficient solution to any individual faced with an immigration concern, creating a viable business model.¹⁶ Thus, our target audience will range in demographic, location and occupation. Including families, young professionals, and students from around the world. What they all have in common is the demand for immigration assistance at an affordable price.

Pricing

The current cost for immigration lawyers is not attainable for many. In the US, law firms are charging around \$287 per hour, sole practitioners \$308 per hour, and non-lawyers are just as expensive, charging \$234 per hour.¹⁷ Similarly, in Canada, the cost is between \$217-\$390 per hour. However, it is no surprise that Bureau of Labour Statistics anticipates a 4% growth in demand for immigration lawyers as immigrant populations rise.¹⁸ Even during the Covid-19 pandemic, the demand in Canada did not cease as the number of individuals being assessed for eligibility or attempting to deal with cross border issues continued. The challenge remained as 'the numbers are large, resources are all over the place and there are always political shifts.'¹⁹ However, not everyone can afford the luxury to pay for representation, especially considering the other costs associated with immigration applications. The visa's alone can reach into the thousands, so how can clients justify paying between \$150 to \$300²⁰ per hour for a two-page document on top of everything else they need to finance. Nonetheless, if they forgo adequate legal counsel, one mistake in a form application can cost them up to a five-year ban on the basis of misrepresentation.²¹ Thus, the platform formulates its prices by incorporating the legal client's perspective and attempting to put the client in the best possible position in terms of knowledge, accessibility and transparency.

¹³ <https://www.lawlinguists.com/glossary-lawyer-translator/>

¹⁴ <https://www.lawlinguists.com/glossary-lawyer-translator/>

¹⁵ <https://www.translegal.com/translations/>

¹⁶ <https://www.clio.com/wp-content/uploads/2020/08/2020-Legal-Trends-Report.pdf> (page 11)

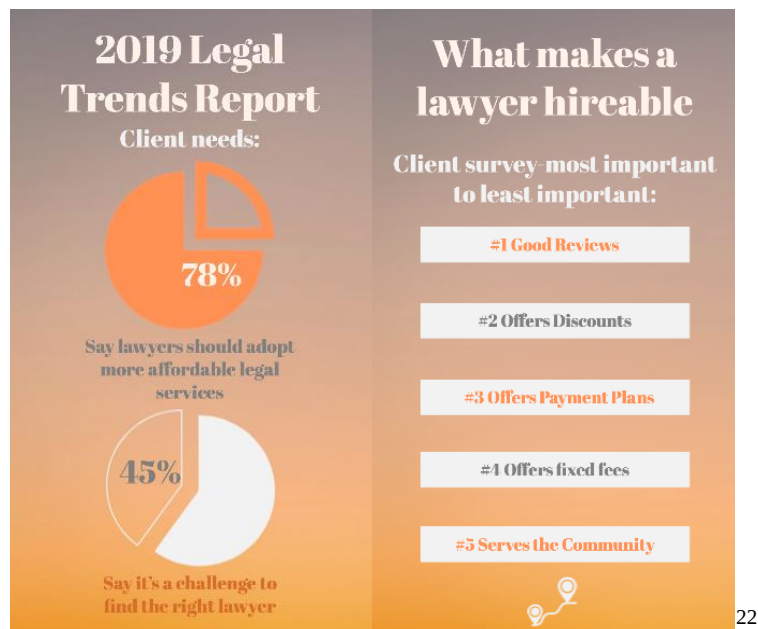
¹⁷ <https://www.clio.com/wp-content/uploads/2020/08/2020-Legal-Trends-Report.pdf> (page 82)

¹⁸ https://www.canadianlawyermag.com/surveys-reports/boutique-firm-rankings/surviving-the-covid-19-storm-top-ten-immigration-law-boutiques-for-2020/334130https://study.com/articles/Immigration_Lawyers_Job_Outlook_and_Information_for_Becoming_an_Immigration_Lawyer.html

¹⁹ <https://www.canadianlawyermag.com/surveys-reports/boutique-firm-rankings/surviving-the-covid-19-storm-top-ten-immigration-law-boutiques-for-2020/334130>

²⁰ <https://thervo.com/costs/immigration-lawyer-cost>

²¹ <https://www.canadianlawyermag.com/surveys-reports/boutique-firm-rankings/surviving-the-covid-19-storm-top-ten-immigration-law-boutiques-for-2020/334130>



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During the initial launching phase, joining assistmatch.me will be completely free for professionals in order to incentivise more participants. In order to become a mutually beneficial and functioning network, this stage will likely last for several months, depending on the speed of signups. Nonetheless, even after the primary phase, a basic free plan will exist.

CLIENTS FREE	LEGAL PROFESSIONALS FREE	LEGAL PROFESSIONALS \$30 per month Upgrade to increase your reach
✓ Fill out a survey ✓ Upload your case ✓ Unlimited access to factsheets, templates & translation glossaries ✓ Research resources ✓ Get matched with a legal professional ✓ Interview the best fit for you ✓ Find a flat rate solution ✓ No pressure, no commitment, no hassle	for lawyers, paralegals, agents and consultants ✓ Get matched with prospective clients ✓ Bid up to 5 cases a month for free (accredited translators can bid up to 7 cases for free) ✓ Manage your online profile ✓ Promote your services ✓ Unlimited access to case law, factsheets & glossaries ✓ No subscription, no hassle but you can upgrade anytime	✓ Receive a priority profile ✓ Bid up to 10 cases a month (accredited translators can bid up to 14) ✓ Receive instant match notifications ✓ Get upfront payments from clients- avoid payment plans ✓ No commitment, cancel subscription anytime!

Affordability is a primary concern, hence why the platform will operate at fixed rates. Although legal experts will be able to place their own bids on individual cases, because this is a fixed rate system, we will have recommended ranges for specific pieces of work in order to impede professionals from overcharging.

- Legal Forms \$30.00 - \$100.00
- Translation of documents \$50.00 - \$150.00
- 1st 30-minute consultation **FREE**
- Subsequent advice sessions \$30.00 for 30 minutes
- NO charging for emails or other correspondence

Financial Plan

In order to create a viable business, the platform will require an initial investment, with a plan to grow organically. Commencing targeted advertisement in the busiest jurisdictions that are more prominent for immigration, such as Toronto (2.6 million), New

²² <https://www.clio.com/wp-content/uploads/2020/08/2020-Legal-Trends-Report.pdf> (page 46)

York (8.6 million), and Sydney (5.3 million),²³ since Canada, Australia and the US are some of the top countries people immigrate to.²⁴ Nonetheless, the platform will accept users from other jurisdictions, as well as the plan is to expand as time progresses, in order to reach a truly global network.

In the beginning, we will experience some losses while we incentivise people to join the network. The first 100 professionals to join will have the advantage of using the subscription package without the subscription fee for the first 3 months. However, we anticipate that if we can attain enough clients to motivate other professionals to subscribe, we can achieve a small income during the first year. The investment capital is calculated by an estimate of \$50.00 per hour, in order to design the necessary features to establish a viable business plan:²⁵

Investment Capital required, for the Cost Structure of the platform:²⁶

Feature	Approximate time (hours)	Approximate cost (\$)
Sign Up	11	\$550.00
Sign In	15	\$1350.00
User Profile	60	\$3000.00
Homepage	89	\$4450.00
Help Screen/Search Function	26	\$1300.00
Resources	165	\$8250.00
Payouts	25	\$1250.00
Admin panel	136	\$6800.00
Security and Data Protection	44	\$2,200.00
Ratings and Reviews	68	\$3,400.00
Custom AI ²⁷	N/A	\$10,000.00-\$20,000.00
Advertisement ²⁸	\$5/per day/3 platforms For 3 months	\$1350.00
Total		\$44,600.00

That is a rough estimate of what it will cost to design and launch the platform. A typical marketplace ranges between \$40,000.00 up to \$120,000.00.²⁹ Additionally, a custom AI solution can reach up to \$300,000.00.³⁰ However, we intend to spend up to \$20,000.00 for AI, and upgrade or improve the tech as the business grows. Of course, we also anticipate some unexpected costs. Although if that were to occur, we still intend to at least break even during the first year, due to the subscription model.

Subscription model

We have chosen to incorporate a subscription model,³¹ due to the fact that it seems to be the primary method that our competitors are using to achieve a successful platform, as subscription-based pricing has the potential to attract more users.³² Since professionals will still receive notifications about matches with prospective clients, even after they have bid on their 5 free cases, there will be an incentive to subscribe to further their business venture, and at the same time create more of a work life balance. As a result, our income will be generated by this subscription plan, which will require at least 200 professionals to subscribe in order to achieve an approximate yearly revenue of \$72,000.00. Once we deduct the initial investment from the first year's expenses, we will likely make about \$27,400.00 during the first physical year.

²³ https://www.researchgate.net/figure/The-Top-10-international-cities-for-immigration-and-population-diversity_tbl1_258177427

²⁴ <https://wowtravel.me/easiest-countries-to-immigrate-to/>

²⁵ <https://www.palodesk.com/how-much-does-it-cost-to-build-an-online-marketplace/>

²⁶ <https://www.bbvaopenmind.com/wp-content/uploads/2015/02/BBVA-OpenMind-Business-Models-Information-Technology-and-the-Company-of-the-Future-business-innovation.pdf> (page 6)

²⁷ <https://www.webfx.com/internet-marketing/ai-pricing.html>

²⁸ <https://www.webfx.com/how-much-does-social-media-advertising-cost.html>

²⁹ <https://www.palodesk.com/how-much-does-it-cost-to-build-an-online-marketplace/>

³⁰ <https://www.webfx.com/internet-marketing/ai-pricing.html>

³¹ <https://www.bbvaopenmind.com/wp-content/uploads/2015/02/BBVA-OpenMind-Business-Models-Information-Technology-and-the-Company-of-the-Future-business-innovation.pdf> (page 5)

³² <https://blog.fusebill.com/advantages-subscription-based-pricing>

Marketing Strategy

In attempt to recruit as many users as possible we will utilise the following methods to attract professionals and clientele:

Search Engine Optimisation (SEO)

To optimise website traffic, we will use key phrases such as 'immigration', 'visa', 'best place to live', 'citizenship', 'study abroad' etc., to appear near the top of search engine results.³³ In order to figure out which variation of keywords or phrases induce the best results, we will integrate data from Google Trends with tools like Moz³⁴ and SEMrush,³⁵ to determine the statistics of what people are searching for and what is the leading competitive approach.

Landing Page

A landing page will prompt visitors to interact with the information on our website.³⁶ Many competitors have already implemented this function, and the results have demonstrated that the clarity and specificity of the design drives more interaction than a normal website.³⁷ The design will feature a split screen, one to attract prospective clients and the other to entice professionals.

Call-to-action (CTA)

A clear button that will lead visitors to the landing page from paid advertisements will be implemented. Insight from Google analytics will be utilised to monitor traffic. The data collected will indicate a systemic arrangement for better advertisement.

Social Media Ads

Paid social media ads will be advertised on the mainstream platforms like Facebook, Instagram and Youtube. However, other jurisdiction specific platforms such as VKontakte, Telegram³⁸ and Nasza-Klasa³⁹ will be utilised as well since Instagram and Facebook are not as widespread in some countries⁴⁰. These advertisements will effectively direct potential clients and professionals to the landing page, where professionals can create their profile to generate business through a broader scope and clients can chat with a professional instantly.

Blogging

Another method of attracting users for the platform is through a social media presence and blogging about relevant topics that are informative for both clients and professionals.⁴¹ Covering topics such as:

- Innovation in the legal field
- How to find a quality lawyer
- Immigration tactics that every wanderlust needs to know etc

This method is also beneficial because it requires zero monetary investment and it is easily achievable.

Overall, the combination of these methods will draw attention to the platform and to capitalise on the gained traffic a landing page will deliver the best results.⁴²

Competitive Analysis

Our competitors stem from four primary areas, legal services, the education aspect, translation and non-legal work. Thus, we anticipate that our direct competitors will come from legal services, education and translation, and indirect competitors' will be those providing non-legal services and those with similar platforms not specialising in immigration law.

³³ <https://www.clio.com/blog/law-firm-marketing/>

³⁴ <https://moz.com>

³⁵ <https://www.semrush.com>

³⁶ <https://www.clio.com/blog/law-firm-marketing/>

³⁷ <https://www.clio.com/blog/should-lawyers-use-landing-pages/>

³⁸ <https://www.pressrelations.com/blog/en/the-main-russian-social-media-channels-you-should-know>

³⁹ <https://businessculture.org/eastern-europe/poland/social-media-guide/>

⁴⁰ <https://www.pressrelations.com/blog/en/the-main-russian-social-media-channels-you-should-know>

⁴¹ <https://www.clio.com/blog/should-lawyers-use-landing-pages/>

⁴² <https://www.clio.com/blog/should-lawyers-use-landing-pages/>

Direct Competitors

Upwork⁴³ is likely to be one of our top competitors, as it is a global platform that provides access to some of the leading immigration lawyers in the world. However, our advantage for clients is that our legal professionals do not charge hourly rates, whereas Upwork still has lawyers who charge up to \$200.00 per hour.⁴⁴ As a benefit to attract legal professionals our subscription rate is \$20.00 less with more viable features such as case law, translation glossaries and factsheets. Justanswer⁴⁵ is another similar establishment, but again, the difference in cost and resources gives assistmatch.me a competitive advantage. From an education perspective Law on Earth⁴⁶ and Legal Translation Solutions⁴⁷ provide the extra resource that our platform intends to offer, however they don't offer anything else and the prices are still higher than ours.⁴⁸

Indirect Competitors

Platforms like Internations⁴⁹ also provide a similar service by delivering visa and work permit advisory, international moving and storage assistance, as well as finding accommodation, schools and transportation.⁵⁰ But their prices are also quite high⁵¹ and at assistmatch.me these services are completely free. Furthermore, there are other platforms such as Enloya⁵² and The Law App⁵³ that we could potentially be in competition with assistmatch.me, however, neither specialises in immigration law and Enloya's primary focus is on business services rather than individual.

Although these competitors are providing robust solutions, there is still an opportunity to gain an innovative advantage.⁵⁴ Since, none of these marketplaces offer a one-stop shop service, our platform is able to demonstrate its true value⁵⁵ by providing extra resources and at better rates than the competitors. As people are rapidly becoming more inclined to DIY where possible,⁵⁶ the platform provides that DIY tool with the option of a check or review with an expert in order to avoid a costly and potentially life detrimental mistake.

UNIQUE PROPOSITION

The platforms focus is on the needs and motivations of people dealing with an immigration matter. As previously mentioned, the aim is to deliver more than just legal services, the platform is "circumstance based to reduce stress and anxiety"⁵⁷ during a crucial moment in a client's life. That is why assistance is available from the initial phases to the end. From the simple conception of the first idea to migrate, all the way to physically settling into a new home, assistmatch.me alleviates any worries and accelerates a smooth transition into a new life.⁵⁸ By providing the essential contact information that is necessary to avert any complications, clients have access to all the relevant sources for free, and all of the support they need, at an affordable rate. Similarly, professionals will have access to an exceptionally organised resource that will aid them in becoming better advocates. They can

⁴³https://www.upwork.com/ppc/landing/?hl=Top-Rated%20Immigration%20Lawyers&ct=immigration%20lawyers&title=%22immigration%22AND%22lawyer%22&vt_cmp=10772558783&vt_adg=113647057132&vt_src=google&vt_kw=lawyer%20of%20immigration&vt_device=m&utm_source=google&utm_campaign=10772558783&utm_medium=paidsearch&gclid=EAlaQobChMlt4W7n5Ci7QIVMZLBR3YBQZcEAAYASAAEGK-zvD_BwE

⁴⁴https://www.upwork.com/ppc/landing/?hl=Top-Rated+Immigration+Lawyers&ct=immigration+lawyers&title=%22immigration%22AND%22lawyer%22&vt_cmp=10772558783&vt_adg=113647057132&vt_src=google&vt_kw=lawyer+of+immigration&vt_device=m&utm_source=google&utm_campaign=10772558783&utm_medium=paidsearch&gclid=EAlaQobChMlt4W7n5Ci7QIVMZLBR3YBQZcEAAYASAAEGK-zvD_BwE&profile=%7F010ca9a29755563856

⁴⁵https://www.justanswer.com/sip/immigration-lawyer-4?r=ppc%7Cga%7C1%7CGeneral%20-%20Rest%20of%20World%20-%20Search%7CImmigration&JPkW=online%20immigration%20help&JPDC=S&JPST=&JPAD=319222472596&JPMT=e&JPNW=g&JPAF=txt&JPCD=20181214&JPRC=1&JPOP=TM_Top1K_KWs_Set7&r=ppc%7Cga%7C1%7C%7C%7C&JPkW=online%20immigration%20help&JPDC=S&JPST=&JPAD=319222472596&JPMT=e&JPNW=g&JPAF=txt&JPRC=1&JPCD=&JPOP=&cmpid=17685483&agid=1213030713&fiid=&tgtid=kwd-10922375479&ntw=g&dvc=m&gclid=EAlaQobChMljrqfldCh7QIV6iNLBR1XPgs6EAAYASAAEGIsP_D_BwE

⁴⁶ <https://lawonearth.com.au>

⁴⁷ <https://legal-translations.com.au>

⁴⁸ <https://lawonearth.com.au/pricing>

⁴⁹ <https://www.internations.org>

⁵⁰ <https://www.internations.org/go>

⁵¹ <https://www.internations.org/go/request-info>

⁵² <https://www.enloya.com>

⁵³ <https://thelawapp.com.au>

⁵⁴ [https://www.lawyersweekly.com.au/newLaw/29766-what-2021-will-look-like-for-legal-tech-and-innovation](https://www.lawyersweekly.com.au/newlaw/29766-what-2021-will-look-like-for-legal-tech-and-innovation)

⁵⁵ <https://www.lawyersweekly.com.au/newLaw/29766-what-2021-will-look-like-for-legal-tech-and-innovation>

⁵⁶ Ibid.

⁵⁷ <https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>

⁵⁸ <https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>

optimise their reach globally, while working and living anywhere in the world and maintaining a work life balance at the lowest subscription price on the market.

CONCLUSION

Consequently, from first-hand knowledge and experience to acquire all the necessary information and documents to apply for permanent residency, citizenship, refugee status or to study abroad, it requires a substantial amount of knowledge, time, energy and patience. With the assistance of legal innovation, our platform is able to deliver all the required aspects in an efficient, affordable and accessible manor, all in one place.



VIRTUAL FAMILY LAW FIRM

Penny Peng



INTRODUCTION

Using technology in legal professions can create new forms of process and automation, which makes significant changes and brings more benefits to both consumers and business. It can also create a new modern work structure, allowing a lower cost, faster pace working pattern (Buchanan, 2017). Further, due to the nature of law, the process for traditional law firms operate in a 'linear approach' method. Although nowadays it still cannot proceed in an 'asynchronous' way that allows multiple tasks to be done at the same time, using technology can be more timesaving, which can make lawyers' work more efficient (Kev O'Connell, 2020). For this reason, it is essential to build up a law firm equipped with technology, allowing consumers to spend less money and have a stronger competitive strength by providing more specific, faster, and easier legal advice to access by vulnerable people. Therefore, we plan to set up a virtual family law firm to help these couples who identify themselves as LGBTQ concerning having a child and build families by adoption. LGBTQ stands for 'lesbian, gay, bisexual, transgender, and questioning'. It normally is just called LGBT.

THE SERVICE WE OFFER

Diverse areas of law are provided online, such as property law, contract law, which are very common with huge competition nowadays. To make differences and build strengths for the company, we would like to find a more unique and special law area

that is ignored for some vulnerable groups of people. Here, we consider providing legal advice for LGBT couples, who want to adopt babies, by building an online family law firm.

According to the Williams Institute, compared to heterosexual couples, homosexual couples are six times more likely to raise foster children and four times more likely to raise an adopted child (Gurevich, 2020). What is more, in the US by 2019, almost 29% of these LGBT couples report raising children, with an estimated 3 million LGBT individuals with a child and an estimated 6 million children have LGBT parents (Gurevich, 2020). The US Supreme Court granted same-sex marriage be legal from 2015 (Masci, Brown and Kiley, 2019). Only four years after the same-sex marriage become legal, the needs of adopting babies for LGBT couples have largely exceeded the needs for normal couples. In Australia, the same-sex marriage was granted in 2017 (Australian Government website). Based on the situation in the US, it is reasonable to presume that the needs for the LGBT couples would grow dramatically in the future in Australian. Therefore, in the next five years, this need will be in high demand.

To sum up, children adopted by homosexual couples are several times much more than heterosexual couples. This means that there is a great need for LGBT groups concerning adoption. Furthermore, as shown in Figure 1, there is a steadily increasing trend for people to identify themselves as LGBT, with the highest rate in young generation (20s age). Figure 2 states that the young generation of LGBT people have up to 80% possibility to have or consider adopting children (18-35 age). Therefore, in the next 5 years, there will be more and more people will identify themselves as LGBT and they would have even higher possibility to adopt children in younger age, which build the group size even bigger than now. This indicates the adoption needs for same-sex couples parenting will be in very high demand, bringing a very large marketing opportunity.

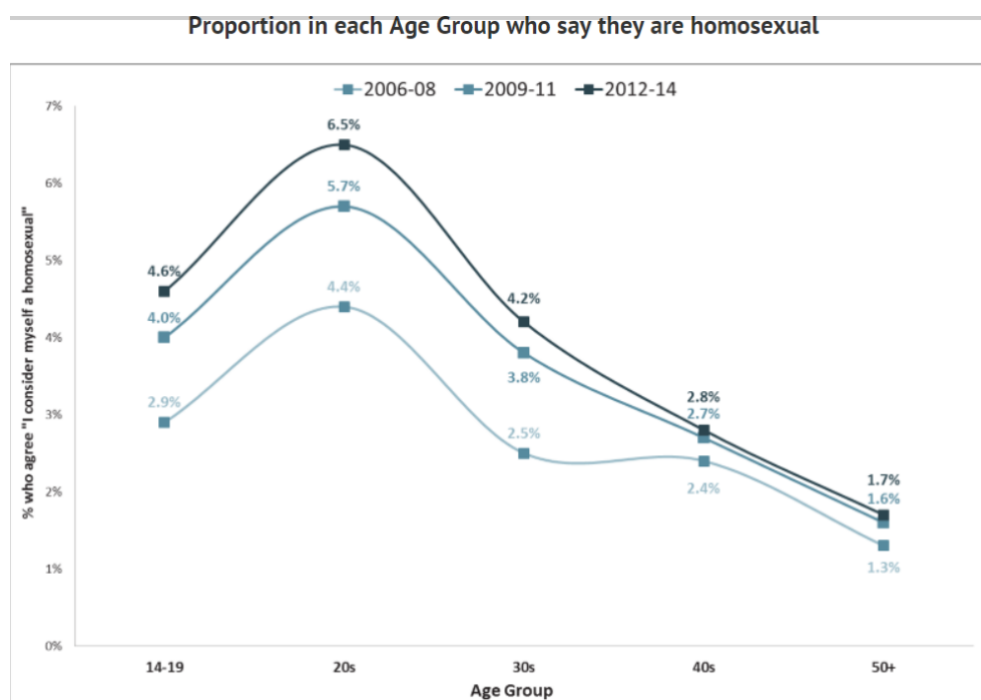


Figure 1. This the figure illustrates that the proportion in each group will consider themselves as homosexual, which is part of LGBT group.

In this graph, the proportion of homosexual group becomes larger and larger every 3 years. The highest proportion falls within 20s age group, which would become the majority part in the society in the future. Therefore, it is reasonable to presume that for the next several years, the amount of population that identify themselves as LGBT group will keep increasing, showing an inevitable positive growing trend (Morgan, 2014).

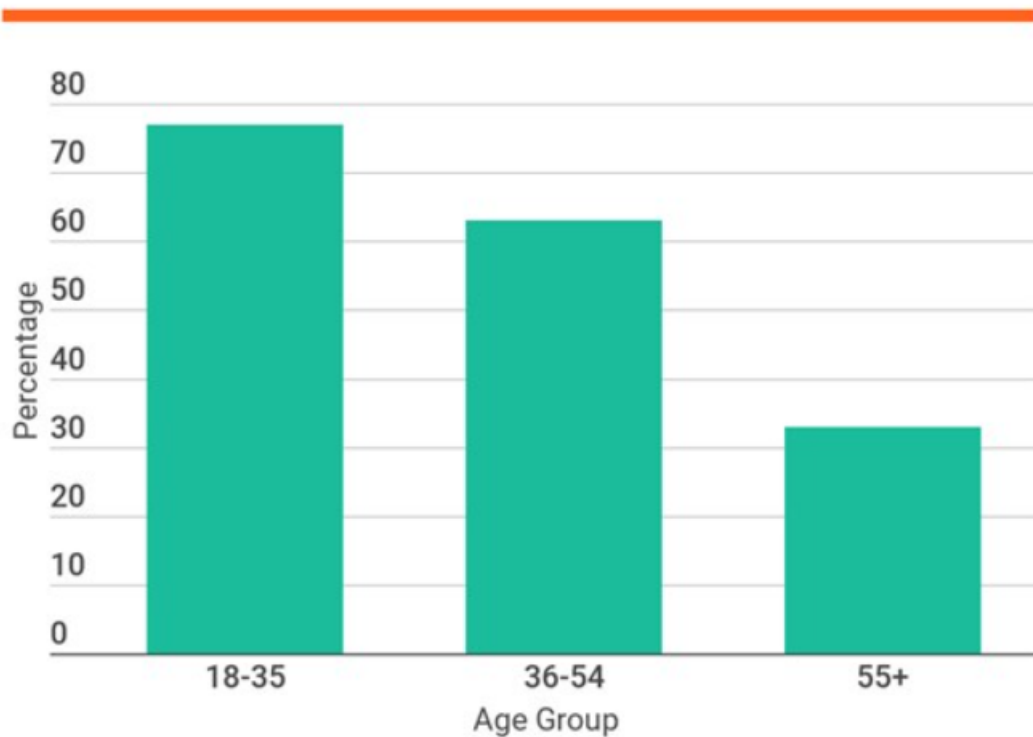


Figure 2. LGBTQ people who already have or are considering having children, by age.

This figure shows that most LGBTQ people who adopt or plan to adopt children falls in the age ranging from 18 to 35 years old, up to nearly 80% (Compton, 2019). Our service will be online with automatic response about what kinds of documents needs to prepare to successfully apply for the adoption for LGBT group. Online system will ensure the service can be delivered faster, more convenient,

Skills and Tools Support

The virtual family law firm online will have automatic response function to ensure our clients can get a fast result for their questions and know what documents needs to be prepared for adopting children as LGBT couples. Therefore, there are two main types of staffs needed. First, professional lawyers will be needed to give different legal advice based on different situations in family law area. Secondly, software engineers will be needed to build an auto response platform via coding the program.

For the first requirement, we need to hire at least two lawyers specialized in family law with solid knowledge about adoption. They need to understand whether there are any differences concerning adoption between same-sex couples and opposite-sex couples. If LGBT couples would like to adopt a child, the lawyers need to know what kinds of documents they need, and what kinds of documents can support their good profile or characteristic, helping them improve the successful rate of applying the adoption.

Furthermore, lawyers need to make a list of the other countries, which allow adoption by homosexual couples and those which do not allow the adoption. Although the adoption by homosexual couples are allowed in Queensland, it does not mean that the other places or countries would recognize the right of adoption by LGBT couples. The lawyers need to provide their legal advice by considering diverse situations, such as LGBT couples want to adopt a child from other state of Australian, or even they want to adopt a child from overseas.

For the second requirement, we need to hire at least two software engineers to build up an auto-run system for the company. The lawyers need to give the basic frame structure of law and highlight essential criteria in law aspects. After outlining the adoption process, the lawyers will hand the advice over to the software engineers. With a well-structure law advice, the software engineers can start to code the program of auto-response system. Regarding different areas, the law can be different. Therefore, before coding the law structure, the first step is to provide diverse option for the consumer to select, including 'What is their nationalities', 'What nationality of a child they want to adopt', 'What state they currently live in'. These questions will function as a filter to

decide which law should be used. Based on this initial answer, the software engineer will provide linear questions with provided options for the consumers to select. All this 'Conditional Options' will lead the consumers to their result about what situation they would face, and what they need to prepare to successfully meet the criteria of adopting a child as they prefer.

To sum up, the lawyers we hire can provide different legal advice about diverse situations in advance. This logically mapped legal advice will be given to the software engineers who will start coding the program based on this logic map, allowing the computer system can answer any relevant questions based on any options clients may select to describe their situations. With a different situation, the engineers need to link the selected options with the proper legal advice based on the logic that the lawyers have given in advance.

MARKETING STRATEGY

Targeting Consumer

Considering the limited initial funds, our service will only focus on adoption issue for LGBTQ group to ensure the quality of service. Generally, socially constructed roles, concerning behaviors and attributes, can be divided into two groups: male and female. LGBTQ people are those who are not aligned with the sex they are assigned at birth, which affects the emotional and psychological sense of their gender. This means their behavior or preference do not fit into these two categories (male and female) (Grinberg, 2019).

Although nowadays society is much more widely accepts the sexual minorities, there are still many biases and discrimination against LGBT individuals only because they are different from the majority in many areas in daily life. This includes schools, workplace, housing, in law enforcement and judicial system, medical care, and accommodation. Although same-sex marriage has become legal, the public still treats them differently in some areas, compared to opposite-sex couples (Strunk and Takewell, 2014). This vulnerable group of people urgently need help from professional legal assistance, which helps them to uphold the right of having a family just like the others. So, our targeting consumer will focus on LGBT people.

Profit

The company will make a profit from the subscribe fee. If LGBT people subscribe our service, they can use the auto-run system for simple and fast results that they are seeking. After they type or select their situations provided in each section on the system, it will automatically give out the most suitable advice with the suggested documents those couples need to prepare for increasing the success rate of adoption. Also, if any problem occurs after they adopt children, they can also use this system for any legal advice. The subscribe is available for 3-months, 6-months and 12-months membership payment options, which provides wide ranges for the consumers to choose the one most suits them.

Position

Concerning LGBT parenting, in Queensland, the process for same-sex couples to adopt a child is the same as for any person who wants to adopt. Even though the process is the same, the criteria needs to consider the homosexual parents' profiles, characteristics, and preferences. As mentioned above, there are still bias and discrimination against LGBT people. Therefore, it may raise some issues that are unfair to LGBT people at this stage. Furthermore, although Australian allows homosexual couples to adopt children, when these couples want to adopt a child from another country, it may raise issue as well (Department of Communities website). This is the place that we would like to provide legal advice improving the successful rate at this stage by suggesting what documents might need to prove a good characteristic and giving advices whether the other country allows adoption by homosexual couples.

Feasibility

To ensure the quality of our service, with limited initial capital, at the early stage the company will only focus on the adoption issues for LGBT group. This specialization can help the company grow faster at the beginning. If the relevant area becomes too broad, the limited funding will be not enough to support the skills and tools that need for the auto system. After several years, when the company grows bigger, then the focus will expand to other issues that LGBT individuals may have.

UNIQUE STRENGTH

Why We Will be Preferred

Based on the research, not many law firms will consider the issues about LGBT groups in Australian. One famous law firm that supports and provides many events and legal advices about adoption is a company located in America named Sullivan & Cromwell (Sullcrom website). Therefore, if we fund a law firm concerning specifically in LGBT issues about adopting babies, which is their needs in high demand, we will have the opportunity to gain the most market shares among all other law firm in this areas because we start this business at the very early stage. This means that the company might have a huge possibility to again huge profit by launching such service when the other competitors not yet realized. The profits can be used to award our staffs and expend our service in the future. Staffs will be awarded by bonus which comes from the profit of the company. Furthermore, helping the LGBT group, which suffers bias and discrimination, will give our staff sense of success and enhance their self-esteem.

For our clients, although the LGBT group is legally accepted, they may not be accepted by moral from the majority. They may be afraid to ask for legal advice from those law firms which face to the whole society. Even though those company may have LGBT network to provide support for them, they may still feel less sense of security. By contrast, our company set at the early stage the only consumers are LGBT people, which can attract LGBT people to come to us for legal advice, because LGBT people will not worry whether our company will treat them differently. Setting our only focus to be LGBT people shows our respect to this vulnerable group, which is what LGBT people want to seek for when they ask for legal advices.

The major competitor would be the company named Pullos Lawyers. This is a law firm located in Brisbane and Gold Coast. Their targeting consumers are also LGBT people. They provide service concerning same-sex relationships and transgender about any unfair treat or tort (Pullos Lawyers website, 2018). By contrast, our company provides service in a more practical area: adoption. LGBT people just like the others that they would like to have their own family with children. Therefore, we think even though the other company's service cover broader areas, our company show a specialization in adoption can be also competitive as well.



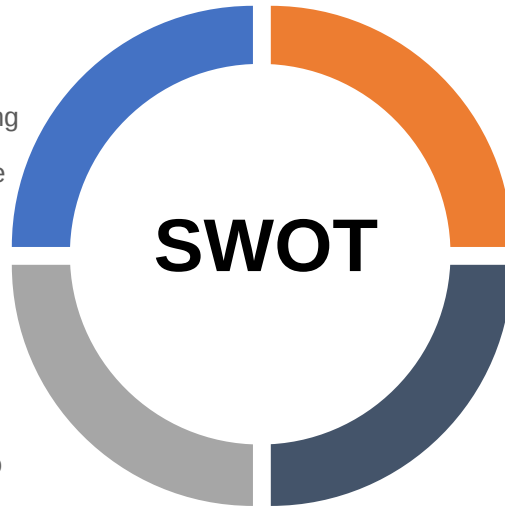
SWOT ANALYSIS

STRENGTHS

- Only focus on LGBT people, giving them 100% respect
- Online platform: faster, cheaper and keep own privacy
- Provide service on the most demand issues for LGBT: adoption and parenting
- Ensure quality by focusing only small group with single area at early stage

OPPORTUNITIES

- New service with new ideas
- Industry trend shows the service will be in high demand
- Not many competitors so far
- Combining tech and law to give new experience to consumers



WEAKNESSES

- Lack of experience, as the company is new, and the business is new
- Some other reputable law firm also have LGBT network to support this group, even though those law firm not only focus on LGBT
- Cash flow at the early stage may not enough

THREATS

- Social impacts, the public may consider us not professional as the service is not for everyone, but specially for LGBT. The majority may feel be discriminated
- Pullos Lawyer Company can be the major competitor as their business focus on same-sex relationship as well with broader areas.

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CSR GUIDE

Tahlia Dimech

CSRguide is an online legal service that was created to meet the specific needs of small to medium enterprises who wish to implement corporate social responsibility (CSR) initiatives. The goal of CSRguide is to provide bespoke and affordable advice on CSR strategies by employing a straightforward user interface to generate simplistic 'how-to' style guides.



BACKGROUND

Modern Legal Services

Despite remaining relatively unchanged throughout history, the legal profession of the 21st century is affronted by technological innovations that threaten to catalyse its redundancy. The key causative technological innovations are improved access to legislation, precedent, and both peer and professional advisory guides for a range of common legal queries. These technological innovations are reshaping the expectations of legal service consumers. Specifically, legal consumers are increasingly seeking faster, more transparent, and cost-effective services that address their current needs and anticipate their future needs.

This consumer demand is driving the modernisation and digitisation of legal service provision (Qian et al., 2019).

What is Corporate Social Responsibility?

Corporate Social Responsibility (CSR) is a self-regulated management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. It involves balancing the associated moral and ethical responsibilities and duties owed to society arising from functioning as a corporate structure in that society. CSR can encompass broad matters, including strategic business management, charity, sponsorship, and philanthropy (Carroll, 1979).

DETERMINING THE MARKET GAP

Why is CSR Important?

CSR is an essential factor for both customers and shareholders. Since businesses will only profit when their goods and services are consumed by society, it is logical that a business must run its activities in a socially acceptable way. This allows the formation and maintenance of long-term consumer relationships.

Aside from generating a functional business model, CSR can also have effects in creating a competitive brand image. As companies and business are emerging at an exponential rate, there is an increasing overlap between the goods and services offered. A proactive and relevant CSR strategy thus functions as a marketing tool and has been indicated to be a valuable and preferable factor for customers (Calabrese & Lancioni, 2008). Brand image affects both the functional and affective dimensions of customer perception, which in turn impacts brand loyalty (Martinez et al., 2014).

Overall, companies engage in CSR for many reasons, including the ability to operate long-term by acknowledging areas of harm, risk or opportunity that affect their well-being. By effectively managing CSR in both internal and external activities, companies can benefit through improved research and development, market position, employee development, government relations, and risk management (Weiser & Zadek 2000).

Who Needs a CSR Strategy?

All companies and businesses would benefit from an appropriate CSR strategy; however, it is small to medium-sized enterprises (STME) who are unable to engage with CSR adequately. This is because CSR strategy costs fall disproportionately on STME who do not have the budget to allocate to CSR. Sprinkle and Lauren (2010) outline the three costs associated with CSR and CSR activities to be opportunity costs, sunk costs and recurrent costs.

Despite these costs, there is significant evidence that the long-term compensation of businesses is positively related to CSR initiatives (Mahonet & Thorne, 2005). Thus, STME must be supported to engage with CSR strategies to facilitate business development as well as generate positive social effects.

An independent survey was conducted in STME to assess the desire for and barriers to implementing a CSR strategy. In the survey, businesses were asked to provide a short answer to the following questions after a brief discussion about CSR.

- How important is CSR to you as a business owner?
- Do you feel well equipped to implement a CSR strategy that aligns with your business?
- Do you think a specialist approach to CSR where you can regularly change your economic and social goals would make you more comfortable engaging a CSR strategy?

These questions were posed to three business, with different services on the Gold Coast: Surfers Avenue Autos (auto repairs and sales), ACPHARM (compounding pharmacy), and QLD Shotcrete Services (spray concrete delivery service).

Each business had varying responses to the posed questions, however, what was consistent across all interactions was a desire for a clear, 'how-to' style guide to CSR that was specialised for the business and aligned with their respective goals. In particular, QLD Shotcrete Services were inquisitive of the concept as they were rapidly expanding due to a new government contract. They noted that if there were an affordable guide that detailed the steps for embarking on a CSR pathway, they would see value in it. The effect of the independent survey provided a basis for what potential customers hoped to accomplish. These 'jobs to be done' were addressed through the genesis of CSRguide (Christensen et al., 2016).

Due to the success of the independent survey, further analysis was performed on the customer reviews for existing CSR technologies. Of the companies analysed, Ecovadis provided the most insight into market gaps. The business model of Ecovadis provides sustainability scorecards to companies which outline environmental, social and ethical risk. The primary function of Ecovadis is feedback on the effects of implementing policies. Superficially, this appears to be a comprehensive model; however, the customer reviews indicated that there was a general desire for consumers to be able to define the contributions and CSR requirements they would be scored on. Using this information, the CSRguide model was further refined.

CSRguide was created to meet the specific needs of STME who wish to engage with CSR to improve brand image. The goal of CSRguide is to provide bespoke, affordable advice on CSR strategies relevant to the business at hand using a clear and concise user interface.



HOW DOES CSRGUIDE WORK?

Our business plan for the first three years focuses on generating revenue through the provision of a novel, high demand, evidence-backed service.

From the perspective of the consumer, our model is incredibly bespoke, and thus it is best to describe the functions of CSRguide from the perspective of a new user.

How Prospective Clients Will Discover CSRguide

In a novel approach to CSR services, CSRguide will advertise our service to both product and service-based businesses as it is indicated that the role of CSR in the service industry is often overlooked (Casado Diaz et al., 2014). This dual approach is employed as research indicates that there is a growing desire from communities for service-based businesses to engage with CSR (Casado Diaz et. al., 2014).

For a business to encounter our services, advertisements would be placed in a focused manner. Specifically, this approach would target the social media of business with small to medium-sized followings.

Prospective clients would then be directed to our website where information about CSR and the impact on brand image and subsequently profit would be conveyed.

A Unique and Easy to Use Value Ranking

Clients will be able to input their objectives and missions or select from a list of common objectives broadly defined as conservation, diversity, labour practices, and volunteerism. After inputting their objectives and values, clients will then be able to use a sliding tool to rank the importance of their values with respect to their profit goals (*Figure 1*).

This step is crucial to the bespoke and evidence-backed aspect of CSRguide. Research has shown that there is a risk that customers do not perceive CSR initiatives as sincere actions; hence, the actions could result in either positive or adverse effects. Numerous

studies indicate that CSR initiatives are most well-received when there is an authentic matching of CSR initiatives with business goals. The relevance of CSR strategies to a particular business not only drives brand image but also establishes consistency and relevance between the incidental associations and intended marketing associations (Sen & Bhattacharya, 2001; Sen & Bhattacharya, 2004; Calabrese & Lancioni, 2008).



Figure 1: A sliding scale as an example of the desired clarity of the user interface.

Primary Report Generation

At this point, clients may elect to generate a report of their company objective inputs for a one-off fee. This primary report will include an explanation of what the input goals generally encompass as well as establishing a link between company objectives and CSR activities.

This report can then be used to set business aspirations and indicate intentions to engage with CSR to stakeholders and the community.

Generation of Specialised ‘How-To’ Style Report

If a company desires to engage our subscription-based service, they will be able to receive specialised support and the generation of a clear ‘how-to’ style report to fulfil the business goals defined in the primary report.

For the yearly fee, clients will receive:

- The ability to change their company focus and goals three times per year. This is crucial for STME as they often are experiencing rapid growth and development. A business will likely undergo several adaptations to their goals throughout their development and expansion; thus, it is necessary that STME can modulate their goals. This also facilitates regular interaction and support for STME
- Clear ‘how-to’ guides. This aspect is in direct response to the needs identified through the independent survey of STME on the Gold Coast.
- Access to a hotline to answer any questions pertaining to the ‘how-to’ guide. From the perspective of legal service providers, the legal infrastructure of providing expensive advice to clients on a single occasion is no longer appropriate. It is clear that clients seek to have a continual and cost-effective stream of communication with legal service providers whereby the changing needs and goals of a business can be contemplated in real-time. This continual and real-time communication is an example of the digital innovation of legal services that make CSRguide so powerful (Killian, 2015; Nylén & Holmström, 2015).
- After the implementation of the CSR strategy, clients will receive a report outlining the trajectory of their initiatives. This report is intended to be shared with stakeholders and the community.

Throughout years 1-3, CSRguide will have generated a sufficient market value through growing client numbers. During years 4 and 5, there is expected to be a further development of CSRguide that will encroach on the existing CSR software. Specifically, CSRguide will offer direct links with environmental, social, and philanthropic organisations. Furthermore, CSRguide aspires to engage regularly senior members of STME and employees in order to assess the use of the program. CSRguide will also offer statistical

analysis of the impacts of our program on consumers of STME through community surveys based on the brand knowledge model proposed by Keller (1993) (Figure 2).

In the years 4 and 5, CSRguide will fulfil complete CSR needs;

- Identification of the most relevant CSR goals for STME
- Generation of a specialised report detailing how to fulfil those goals
- Connection to industry enabling fulfilment of goals
- Statistical analysis of CSRguide's effectivity

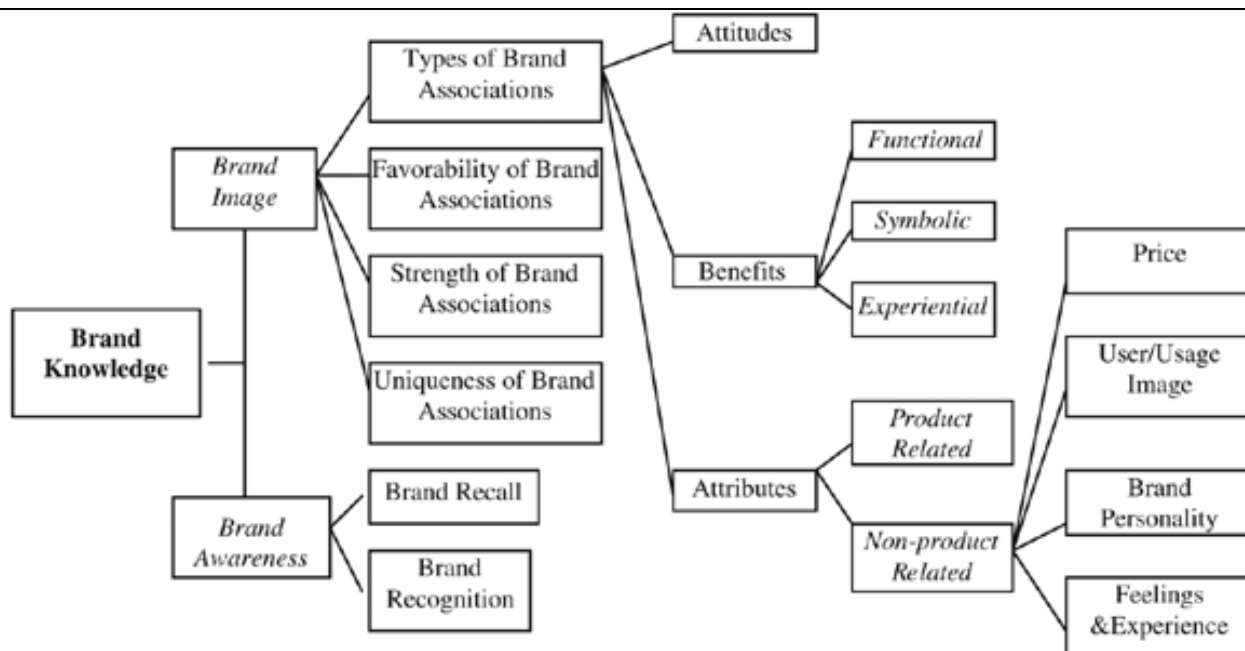


Figure 2: A survey based on these factors will be presented to the community to assess brand knowledge of companies using CSRguide (Keller, 1993)

PAYMENT MODEL

Primary Report

The cost of the generation of the primary report is set at \$200. This is a relatively low-cost option when compared to similar services offering customer relationship report generation. STME enterprises engaging similar software on the market such as Copper and HubSpot can be expected to pay approximately \$350. Our low-cost option is designed to offer insight into the quality of services we offer and facilitate further use of CSRguide. It is intended that STME will feel encouraged by the generation of the primary report to implement a CSR strategy using our supported model.

Specialised 'How-to' Report

Upon completion of the general report, clients are able to acquire the specialised report. This report will be provided on a yearly subscription basis. The cost of this report will be set dependent on the number of goals described in the primary report. The exact size of the STME will also be a factor considered in generating the subscription fee.

Number of CSR Goals	Yearly Subscription Fee (\$)
1	1 000
2	1 200
3	1 500
>3	1 700

The subscription fee aligns with similar market services. For example, SocialSuite offers subscription-based access to a range of CSR-type initiatives and provides feedback of employee uptake of initiatives. SocialSuite is charged monthly and equates to \$1 440 per year.

CSRguide is charged at a similar price and offers significantly more. Unlike existing market software, CSRguide offers personalisation of a CSR strategy and outlines the most appropriate method to achieve specific CSR goals, thus functioning in an advisory capacity.

WHAT CSRGUIDE REQUIRES

Human Capital

The legal guides produced by CSRguide are largely template-based. Thus, once there is a generation of reports with different company goals, the data can be stored and recycled for future clients. As the founder of CSRguide with legal education, the outset costs in fulfilling the advisory role would be minimal.

Conversely, both the front and back end software would need to be facilitated by employing a software engineer. It is anticipated that the time necessary to establish the requisite software for CSRguide is approximately three months.

Investment

Initial business registration for CSRguide is expected to cost approximately \$2 000.

Due to the high costs of freelance software engineers (\$100/hr), it is more cost-effective to hire a full-time software engineer (average salary \$80 000). Hiring a software engineer would be useful, particularly in the first year, to refine the interface and to address any potential faults. Following the development of the software in the first year, it may be possible to transition to a freelance model for software maintenance.

If each client of CSRguide engages both our general and specialised report offered in years 1-3, there would need to be 57 customers with two CSR goals to break-even the cost of hiring a software developer for one year. Due to the novel service provided, demand for such services in STME, and global potential of CSRguide, this is a threshold that will likely be met easily. The costs associated with marketing and advertising must also be accounted for. Targeted advertisements would be available to consumers who met the qualifier of STME. The cost of this is undetermined as social media advertising is generally charged on a per-click basis of between \$0.50 and \$2.00.

Additionally, future goals of providing a statistical analysis of the effects of CSR strategies on STME would require a subscription to statistical analysis software such as SPSS which costs approximately \$1 600 per year.

OUR COMPETITORS

Spark by Benevity

Spark by Benevity is a workplace and corporate charity software that allows business users to manage open choice online giving, gift matching and volunteering.

CSRconnect

CSRconnect is a platform used to engage employees in volunteering, giving, and sustainability initiatives, along with helping grants administrators manage corporate and foundation philanthropic programs.

SocialSuite

SocialSuite uses automated data collection, analysis and reporting tools for organisations that need to monitor and understand the impact of their initiatives.

Competitors Shared Deficits

Spark by Benevity and CSRconnect fail to address the critical purpose of engaging CSR, namely, generating a positive public image. These companies only provide a connection to organisations whereby a business may fulfil their CSR strategy. There is an inadequate discovery of both an appropriate CSR strategy, as well as tailored advice on how to adopt an appropriate CSR strategy.

SocialSuite offers analysis and reporting of the effectivity of CSR strategies. This is an area CSRguide aspires to engage with during later stage developments. It is believed that providing data about CSR effectivity will enhance the tangibility of CSR initiatives.

All CSRguide's competitors lack an advisory component to the provision of services. This advisory role is imperative in assuring transparency within a business. Furthermore, CSRguide is the only existing CSR initiative proposed to target both goods and services STME. To see our competitors' deficits and how CSRguide's business model will develop to fulfil a market need, scan the QR code below.

Unlike our competitors, CSRguide facilitates a novel method of determining and implementing an appropriate and cost-effective CSR strategy to establish and maintain a positive brand image for STME.



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PRODUCERS' CUT

Pierce Wilding



BUSINESS OVERVIEW

Lights. Camera. Action. Sounds simple? However, before the final cut of any movie or television hits our screens, there are often years of work and preparation. From the initial phases of development, shooting, and theoretical release, each production will have a range of cast members, set locations, budgets, and of course, roadblocks.

Role	Number per Production
Visual Effects	330
Other Crew	156
Art Department	140
Sound Department	110
Camera and Electrical Department	100
Stunts	90
Sound Department	74
Special Effects	30
Animation Department	20
Costume and Wardrobe Department	29
Editorial Department	15
Transportation Department	10
Assistant Director	14
Casting Department	9
Writing Credits	4
Production Management	15
TOTAL	1200
<i>Data (Paula Landry & Stephen R Greenwald 2018)</i>	

The term 'development hell' was coined to capture the experience of a production company trying to greenlight a film (make the official financial commitment), review and approve script and production, and of course, organize all the persons on set.⁵⁹ Although each producer's development hell is a different type of beast, one thing is constant; contracting. Production companies have to issue contracts to every person who contributes to the film, from directors to stunt doubles.

Currently, firms will employ expensive law firms to manually complete each contract from scratch and distribute it to each production member. The current process results in:

- Labour intensive formation for each film and television production contract. As there are on average 1,200 contracts that need to be issued for each production, their formation is exceptionally lengthy.⁶⁰ Close to 90% of the contract for each production member (excluding certain 'A-List' talent) is the same, yet lawyers will still individually create complex contracts that production companies don't understand.⁶¹
- Costly legal disputes with all parties, with close to 74% of these disputes related to either misunderstanding of the contract's terms or failure to perform a term on time⁶² (i.e., Payment).
- Inadequate methods in which parties outside of those signed with law firms (i.e., below the line crew) can access legal services to not only dispute the contract yet protect themselves.⁶³

That's where Producers Cut comes in.



⁵⁹ The Business of Film – Paula Landry & Stephen R. Greenwald, page 15.

⁶⁰ Deal making in the Film and Television Industry – Mark Litwak, page 231.

⁶¹ The Business of Film – Paula Landry & Stephen R. Greenwald, page 34

⁶² The Business of Film – Paula Landry & Stephen R. Greenwald, page 35.

⁶³ Web page - <https://blog.ipleaders.in/agreements-related-to-film-production/>

THE SERVICE

Producers Cut is an online service that provides production companies with the tools to create and manage their contracts with the relevant contributor. The platform will be a B2B application which can be split into three clear services:

1. **Contract Construction** → A user-friendly interface that makes the process of constructing a contract transparent and effective. The platform will allow producers to understand the contract documents they require and scroll through templates (which have been gathered from an extensive legal document library) that can be altered to suit their individual needs. Each creator will remove and input the terms of a contract in natural language, which will then be converted into a binding legal contract that the parties can digitally sign. The signing parties will be able to view the binding legal contract and use the translation function to understand what each term means in simple terms.
2. **Contract Management** → Organise and track all current contracts issued under each project through a visual platform that can track status, timeline, priority, and monies owed (Exhibit A). Users can receive a clear high-level view of all the contracts to prioritize what matters must be addressed. The contracts will then be further linked to a distributed ledger base, in which an Oracle can feed in contract triggering event data, to allow for specific actions (i.e., Payment, breach, ETC). All contracts for the producer and corresponding versions will be stored on the ledger.

Exhibit A – Contract Management Concept View

Producers Cut

HOME

CURRENT DISPUTES

MESSAGES (2)

HELP



Producers Cut

COMPANY XYZ

Titanic 2

Name	Supervisor	Priority	Status	Disputes	Timeline - Start	Timeline - End	Money Owed
Stunt Team	J. Clarke	High	Working on it	5 Disputes	2020-11-23	2020-11-30	\$ 45,000.00
Lighting Team	M. Tyson	High	Working on it	3 Disputes	2020-10-01	2020-10-08	\$ 20,000.00
Scene #36 Extra's	J. Clarke	Medium	Done	None	2020-10-14	2020-10-14	\$ 2,000.00
Main Cast	A. Nobody	High	Working on it	None	2020-11-29	2021-03-25	\$ 2,000,000.00
					2020-10-01	2021-03-25	\$ 2,067,000.00

Stranger Things 4

Name	Supervisor	Priority	Status	Disputes	Timeline - Start	Timeline - End	Money Owed
Directors	D. Back	High	Waiting for review	None	2021-03-06	2021-06-18	\$ 1,200,000.00
Sound Crew	Q. Bond	Medium	Waiting for review	None	2021-02-05	2021-06-12	\$ 40,000.00
Scene #21 Monster Extras	A. Lime	Medium	Waiting for review	None	2021-05-07	2021-05-30	\$ 50,000.00
					2021-02-05	2021-06-18	\$ 1,290,000.00

3. **Contract Disputes** → The contract dispute function will be built into the management dashboard and allow firms and their clients to see clearly which term(s) of the contract are being disputed. The disputing party will be required to identify the clause they disagree with by leaving a message alongside the applicable clause. The same process can be completed if the producer feels that a contracted contributor has breached their contract. Both parties will be able to review the areas of dispute, and if required, receive legal advice based on their position through the platform on that specified issue.

SKILLS AND TECHNOLOGY

Skills

The skills needed for the platform will vary on where in the FY21 timeline the company is placed at. The FY21 timeline can be split into three essential parts:

- **Build:** The build period refers to the development of the platform and testing of the technology.
- **Launch:** Advertising of the product and beginning to attract initial users to utilise the service.
- **Management:** The period of on-going sustainable growth and further development of the product.

Skill: WordPress Developers

Description: The developers will be responsible for creating the Producers Cut platform, focusing on a user-friendly interface for all three parts of the platform. The skills required will be an extensive knowledge of HTML5 and JavaScript coding and an ability to integrate the below technologies designed for the platform. Throughout the design phase, the WordPress team will work closely with the Legal team, particularly the film and television lawyers, to understand what the clients are required to have on the interface and work with the marketing team to understand the preferences of the client. The estimated time to develop a platform tends to be 14 weeks, yet with the complexity of the technology, we have accounted for 20 weeks.

Number Required: 5 (3 Contracted for Build and 2 full time for further management)
Phase Required: Build (and minimal help throughout Management)
Estimated Salary: (\$1600/Week X 14 X 3) = 96,000
(57,981/year X 2) = 115,962/year

Skill: Marketing Team

Description: The marketing team will be responsible for generating initial subscriptions to the platform from production companies. Tasked with planning and managing marketing campaigns to promote the platform and our services, the team will use various forms and strategies to not only draw in the larger production companies yet the agencies' as well.

Phase Required: Build, Launch and Management
Number Required: 3
Estimated Salary: \$61,233/ year

Skill: Legal Team

Description: The employment of legal advice will be split into two areas. Firstly, in the build period, the skills needed will be two lawyers with an extensive history in the entertainment industry, who can understand the bounds of the contracts required, and work closely with the WordPress Developers to ensure each generated contract is adequately formed. Throughout management, their role will be to ensure the current processes are continually abiding by the relevant legislation and help in the growth and translation of the contract database. Secondly, an employee with experience in e-commerce law and, specifically, the bounds of contractual e-commerce law will be required. The goal for them is to be able to bridge the gap between cutting edge technology and traditional contract infrastructure to provide a service that compares to a fast-paced FinTech.

Although the platform will offer legal advice to parties regarding the contract and any potential queries they have, this will not be completed by the in-house legal team. The option to request legal services will work similarly to a services marketplace, where verified lawyers can accept a request from the respective party and engage with such a party through the platform. Each potential lawyer who can accept clients will be approved by a member of the in-house legal team, ensuring they have adequate qualifications, as well as successfully completing two case examples with a focus on competency and client relation skills. As the management interface requires specificity in what the issue is surrounding, it eliminates the need to undertake time-consuming tasks and creates an environment where each advisor can understand and advise the client efficiently (Aravind Model⁶⁴). The goal is to utilise the oversaturated entertainment lawyer market to our advantage and allow our users to receive quick and cheap legal services.

Phase Required: Build and Management
Number Required: 3 (Build and Management)
Estimated Salary: \$68,000/ per year

Skill: Data Team

Description: An in-house data team will be tasked with data management and analysis. Data management refers to the storage of the contract templates and contract history of each of the clients. The analysis portion will cover various aspects:

⁶⁴ Web page - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4069777/>

1. Business intelligence analytics: Target areas that tend to be time-consuming or produce the most amount of issues, which can then either be redesigned or referred to the legal team to understand where a transformation is allowed. Continually identifying technologies and processes that can improve the platform for clients.
2. Marketing Analytics: Measuring, managing, and analysing the marketing techniques' performance to understand the mechanisms and markets that optimize return on investment.
3. Investment Analytics: Conduct market research and formulate investment strategies in stocks, bonds, currencies, and commodities to gain a return on excess capital. Utilising the company risk appetite profile to select appropriate investments.

Phase Required: Management
Number Required: 3
Estimated Salary: \$62,000/ per year

Exhibit B - Full-Time Employee Growth

Full-Time Employee Growth					
	FY21	FY22	FY23	FY24	FY25
WordPress Developers	2				
Marketing	3	1+			1+
Legal	3		2+		1+
Data	3		2+	1+	
Total	11	12	16	17	19

Technology

Smart Contract Document Automation: The formation of contracts will be completely automated. The user will utilise an interface similar to Exhibit C.

Exhibit C – Contract Formation Concept View

Producers Cut	HOME	CURRENT DISPUTES	MESSAGES (2)	HELP
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Contract Formation



Role: Stunt Crew

Location: Gold Coast

Daily Fee: \$1,000

Currency: AUD

Duration: 21 Days

Quantity: 20

Independent/ Loan Out: Independent

Additional Comments: Food Allowance

FORMULATE

HELP

The software will then take each user's input and search through a blockchain database containing templates of previous film and television-related contracts. The inputs will help sort the ones of relevance. The database must contain a large number of contracts before the sorting technology reaches a functional critical point. The software not only searches for the type of contract, but it also searches for the relevant terms of the contract which align with the client's goal. The terms are then combined to create a legally binding contract that can then be either sent directly or manually adjusted by the user for individual specifications to align with their project.

Contract Translation: When the parties review the contract, the platform will display two 'versions' of each term (Exhibit D). First, the term in its regular legalize language and below that, a button to 'translate' the term into natural language. A neural machine

translation system will do this.⁶⁵ The system uses a combination of data mathematics and code to predict the most appropriate sequence of words. Using the artificial neural network, the code can be structured in a way that if A (Legal Term), then B (Natural Language). Although the translations may not be perfect, the combination of understanding between both legal and natural, will give both users a greater initial understanding regardless. The more use the platform has, the more the translation will improve, as there are more contracts and translations to refer to.

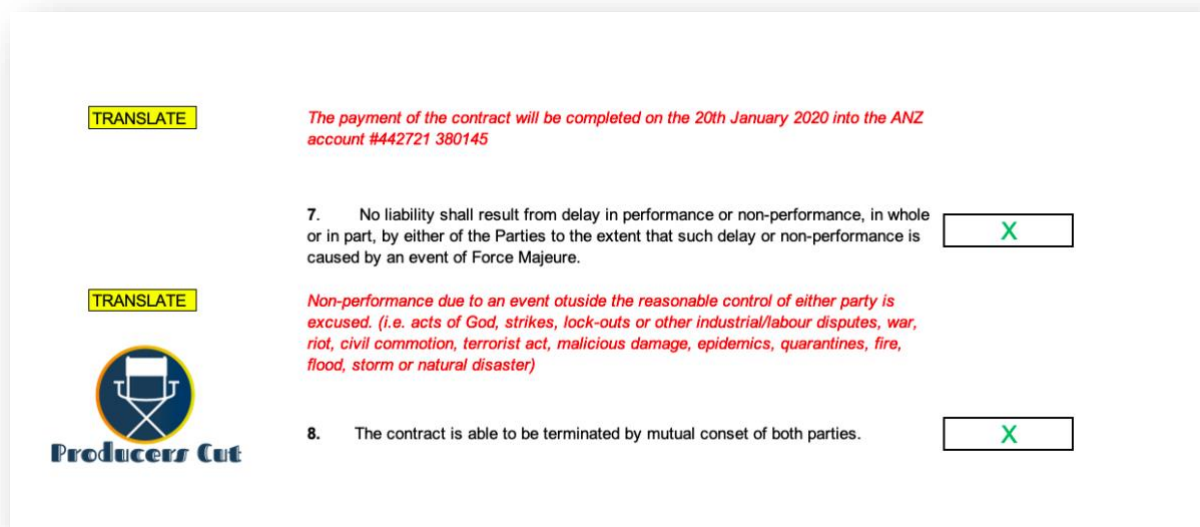


Exhibit D – Contract Translation

Performance Automation: Once the contract is finalised, it will be stored on the database, and the contract management interface will allow both producers and talent to manage and view their existing contracts. Certain parts of the contract that can be encoded (i.e. Payment upon the 1st of each month) will be coded onto a blockchain system. The encoded contract will then execute when information is received from sources (Data Oracles). The technology will use a Byzantine fault-tolerant algorithm to allow the data provided to be kept secure and will cross-verify each submitted data point to ensure validity.⁶⁶ Once the data is validated, and stored on an accompanying digital ledger, the code will then decide whether to execute if its preconditions are satisfied.

FINANCES

There are four different types of customers that the platform will serve, each of which will contribute revenue in their own unique way.

Production Companies

Producer Subscription		
Type	Number of Contracts per Project	Fee
Tier A	1200+	\$ 20,000.00
Tier B	300-1200	\$ 12,000.00
Tier C	0-300	\$ 5,000.00

⁶⁵ Yonghui Wu, Mike Schuster and Zhifeng Chen. 'Google's Neural Machine Translation System: Bridging the Gap between Human and Machine Translation', page 81.

⁶⁶ Pan Hui, 'Analyzing smart contract interactions and contract level state consensus', page 15.

Production companies will be charged on a subscription revenue model. The subscription will work at different tiers; each tier will be divided by the number of contracts per project. The fee will be due before each project begins. Once the subscription fees are paid, the producers will have access to all services for that relevant project.

Exhibit E - represents the estimates for the number of subscriptions over the next five years and the corresponding total contract predictions, using a central estimate method. There were 59 movies and 234 television series produced in Australia in 2019.⁶⁷ The FY21 estimates Producers Cut being able to captivate 5% of those projects in their first year of operation, and then to grow progressively throughout the following four years.

Exhibit E – Subscription Estimates

Subscription Estimates					
Type	FY20	FY21	FY22	FY23	FY24
Tier A	2	6	15	17	20
Tier B	5	12	18	22	24
Tier C	8	15	30	36	41
Total Contracts	8,800.00	22,200.00	44,400.00	52,000.00	59,400.00

Talent

This category of customers includes the artists, directors, actors, production team and any other entity who is contracted on the project. Their revenue model will be of a transactional form, where each contract that is signed, the platform will take a commission of the payment for their services. The estimates have locked the commission at 0.3%, however it may be subject to changes depending on the performance of the platform in the future.

Talent Agencies

Often, the production company will not contract directly with the talent; they will do so by contracting with a talent agency. The company loans out talents services to the required production companies.⁶⁸ Producers Cut will market to agencies to let them offer their client services through the platform. For example, if a production company is looking for a stunt crew, Producers Cut will have an option where a request can be filed through the platform to a potential agency to source the required talent. The agency will pay a 0.5% commission fee on each contract which has been directly sourced from the platform. An estimated 20% of contracts are from agencies.⁶⁹

Legal Advisors

Each entity will operate independently on the marketplace and use Producers Cut to interact and earn time-cost based fees from the parties using the platform. Producers Cut will take a 1% commission fee of a \$100 fixed fee for the advisory services. The fixed fee is 71% lower than the average entertainment lawyer's fixed fee of \$350.⁷⁰

Other Revenue Streams

We have also estimated other possible sources of revenue/income within the first 5yrs:

- \$150,000-\$200,000 from the Queensland Ignite Ideas Fund to assist small start-ups.⁷¹
- Entrepreneurs Infrastructure Program of \$20,000 to help the growth of the business.⁷² The program also provides strategic advice as well as mechanisms to help develop expertise and technology.
- CSIRO Kick Start funding of \$50,000 to help design and develop the technology behind Producers Cut.⁷³

⁶⁷ Web Page - <https://www.screenaustralia.gov.au/fact-finders/production-trends/tv-drama-production>

⁶⁸ The Business of Film – Paula Landry & Stephen R. Greenwald, page 84

⁶⁹ The Business of Film – Paula Landry & Stephen R. Greenwald, page 84

⁷⁰ Web page - <http://lemoinefirm.com/how-much-does-an-entertainment-lawyer-cost/>

⁷¹ Web page - <https://advance.qld.gov.au/entrepreneurs-and-startups-industry-small-business/ignite-ideas-fund>

⁷² Web page - <https://business.gov.au/grants-and-programs/growth-grants>

⁷³ Web page - <https://business.gov.au/Grants-and-Programs/CSIRO-KickStart>

- Investment yield (preference in safe liquid investment such as money market funds). The P&L statement has been prepared to be rather conservative with our investments. The assumption is that we will only invest 10% of our net profit to achieve a yearly rate of 10%; however, this will change depending on our liquidity and potential borrowing capacity.
- Westpac Small Business 10-year start-up loan of 175,000 @ 3.667%.

Assumptions

- Each contract's value has been estimated to be \$3000 to calculate the relevant talent and loan-out commission fees.⁷⁴ Difficult to find a central estimate due to the variation of the contracts.
- An estimated 10% of all contracts will require legal advisory services to calculate our commission fee.
- Full-time employee growth from Exhibit B implemented in employee expenses.
- A salary increase of 5% year on year.



⁷⁴ Web page - <https://www.screenaustralia.gov.au/fact-finders/production-trends/tv-drama-production/all-tv-drama-formats/spending-in-australia>

Projected Profit and Loss FY21-FY25

DIRECTORS CUT P&L FY21-25		FY21	FY22	FY23	FY24	FY25
CASH INFLOWS						
Customer Revenue						
	<i>Subscription Fee's</i>	\$ 140,000.00	\$ 339,000.00	\$ 666,000.00	\$ 784,000.00	\$ 893,000.00
	<i>Talent Comission</i>	\$ 79,200.00	\$ 199,800.00	\$ 399,600.00	\$ 468,000.00	\$ 534,600.00
	<i>Loan Out Comission</i>	\$ 26,400.00	\$ 66,600.00	\$ 133,200.00	\$ 156,000.00	\$ 178,200.00
	<i>Advisory Fee's</i>	\$ 880.00	\$ 2,220.00	\$ 4,440.00	\$ 5,200.00	\$ 5,940.00
Grants & Subsidies						
	<i>Ignite Fund</i>	\$ 100,000.00	\$ 40,000.00	\$ 35,000.00	-	-
	<i>Entrepreunes Program</i>	\$ 20,000.00	-	-	-	-
	<i>CSIRO</i>	\$ 25,000.00	\$ 25,000.00	-	-	-
Investment		-	-	-	\$ 1,148.37	\$ 1,873.46
Loans		\$ 175,000.00				
Total Opertaing Income		\$ 566,480.00	\$ 672,620.00	\$ 1,238,240.00	\$ 1,414,348.37	\$ 1,613,613.46
CASH OUTFLOWS						
Employee Expenses						
	<i>WordPress Developers</i>	\$ 211,962.00	\$ 118,281.24	\$ 120,646.86	\$ 125,472.74	\$ 130,491.65
	<i>Marketing</i>	\$ 183,699.00	\$ 248,605.98	\$ 253,578.10	\$ 263,721.22	\$ 336,270.07
	<i>Legal</i>	\$ 204,000.00	\$ 208,080.00	\$ 348,241.60	\$ 362,171.26	\$ 444,658.11
	<i>Data</i>	\$ 186,000.00	\$ 189,720.00	\$ 317,514.40	\$ 392,214.98	\$ 407,903.58
Rent, utilities, etc		\$ 72,000.00	\$ 72,000.00	\$ 72,000.00	\$ 72,000.00	\$ 72,000.00
Technology Investment		\$ 30,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Interest		\$ 6,422.50	\$ 6,422.50	\$ 6,422.50	\$ 6,422.50	\$ 6,422.50
Total Operating Expenses		\$ 894,083.50	\$ 853,109.72	\$ 1,123,403.46	\$ 1,227,002.70	\$ 1,402,745.91
Net Profit (or Loss)		\$ (327,603.50)	\$ (180,489.72)	\$ 114,836.54	\$ 187,345.66	\$ 210,867.55

MARKET ANALYSIS

The following section will analyse why customers and employees will elect to join the Producers Cut.

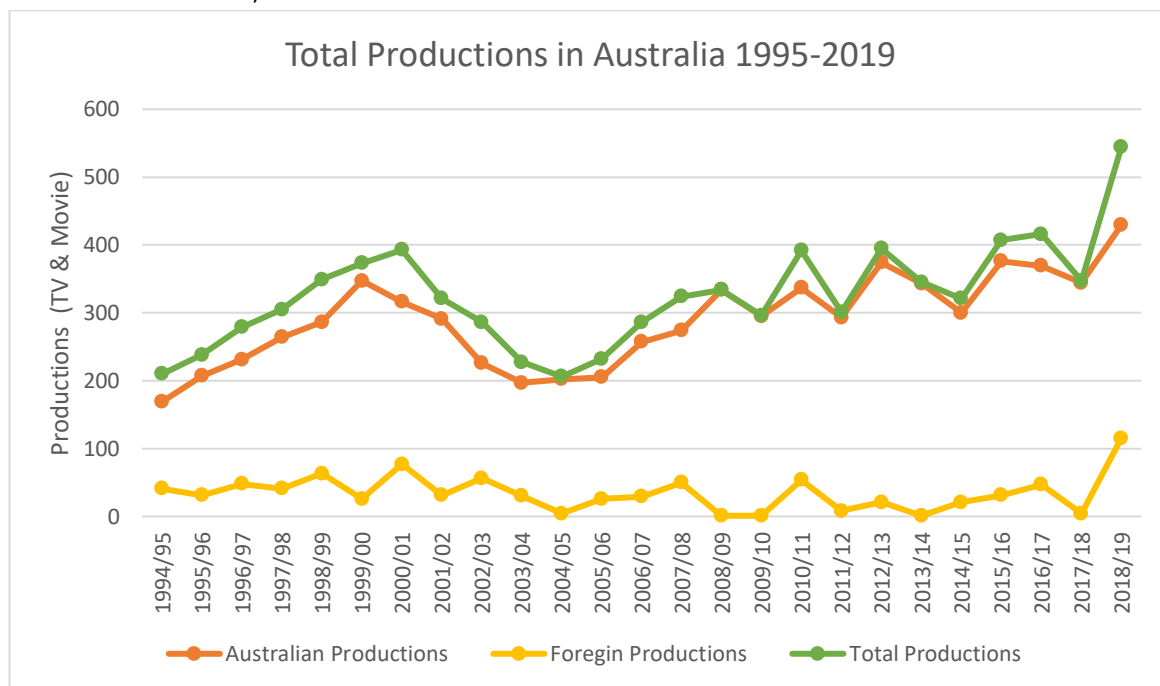
Customer Analysis

Producers

The production industry in Australia has been consistently growing over the past 15 years, with a strong reliance on Australian productions. Furthermore, in late 2019, the Australian Government announced a \$400M boost in the Australian Film Industry to attract foreign investment⁷⁵ and a large tax reduction scheme.⁷⁶ The announcements come after a hike in foreign productions to a record high of 115 in 2019, thus supporting a further upward trend. Additionally, with Australia being one of the few nations after COVID who are resuming production, it provides an additional boost for the FY21 results.⁷⁷

Producers Cut will arrive at a critical time in Australia's production scene and provide a service to both existing Australian and new foreign producers who can simplify contract formation and management while reshaping typical legal fees. The production influx in Australia will align the industry's growth with our platform, thus allowing us to adjust, market, and advise these companies based on their current needs at a fraction of their previous costs. Unlike a typical law-firm, Producers Cut offers services outside of the formation, with management and talent sourcing being done through the platform and helping save time and frustration when completing these projects.

(Data from *Screen Australia* 2019)



Talent

Once the production companies select to use Producers Cut, the corresponding talent will be in a way forced to use the platform as all contractual correspondence will run through it. The government incentives package is expected to create close to 8,000 new jobs, increasing the platform's potential traffic.⁷⁸ Additionally, Producers Cut will provide cheap and easy access to legal services regarding the contract, which is often complicated and expensive to find. Signing talent will also be able to achieve transparency when signing the contract due to the translation technology.

⁷⁵ Web page - <https://www.abc.net.au/news/2020-07-17/australian-film-industry-funding-boost/12465348>

⁷⁶ Web page - <https://www.ausfilm.com.au/news/changes-to-the-australian-governments-screen-production-incentives/>

⁷⁷ Web page - <https://www.ibisworld.com/au/industry/motion-picture-video-production/634/>

⁷⁸ Web page - <https://www.abc.net.au/news/2020-07-17/australian-film-industry-funding-boost/12465348>

Talent Agencies

Agencies will be attracted to Producers Cut as it allows them to receive advertisement of their respective talent through the platform on a large scale. As these companies receive revenue from taking their own commission or fee from the talent, their goal is to maximise signed contracts. Creating an environment where each of their members gets greater exposure increases the chances of offers being made, and in turn, receiving commission on those offers.

Legal Advisors

The legal marketplace that Producers Cut creates allows experienced lawyers who don't have to be tied to a law firm the opportunity to earn direct fees. Although the nature of the platform decreases the legal fees for producers and talent, what it does for legal advisors, is supplies them with flexibility in how and when they work. Once verified, an advisor can view all jobs listed by producers or talent and get paid directly through the platform for supplying advice on these issues. Unlike current legal work where the fees received are divided up amongst the firm, Producers Cut costs go directly into their account, with no further deductions outside of the 1% commission.

Employee Analysis

Employee's will be drawn to Producers Cut as it gives a diverse range of skill and opportunity to innovate with technology in the legal world. Thus, each contribution made by employees is added to bridging a gap in innovation which is quite uncommon. Additionally, it places occupations in a collaborative sphere that is not very common - i.e. marketing agencies working directly with the legal team to understand what frustrates production companies in contracting. Outside of the product's actual formation, the forecasted salary and increase in salary are on par and if not more significant than the market average.⁷⁹

Competition

(Note Baker McKenzie is a representative example of all large legal firms operating in entertainment)

**Baker
McKenzie.**



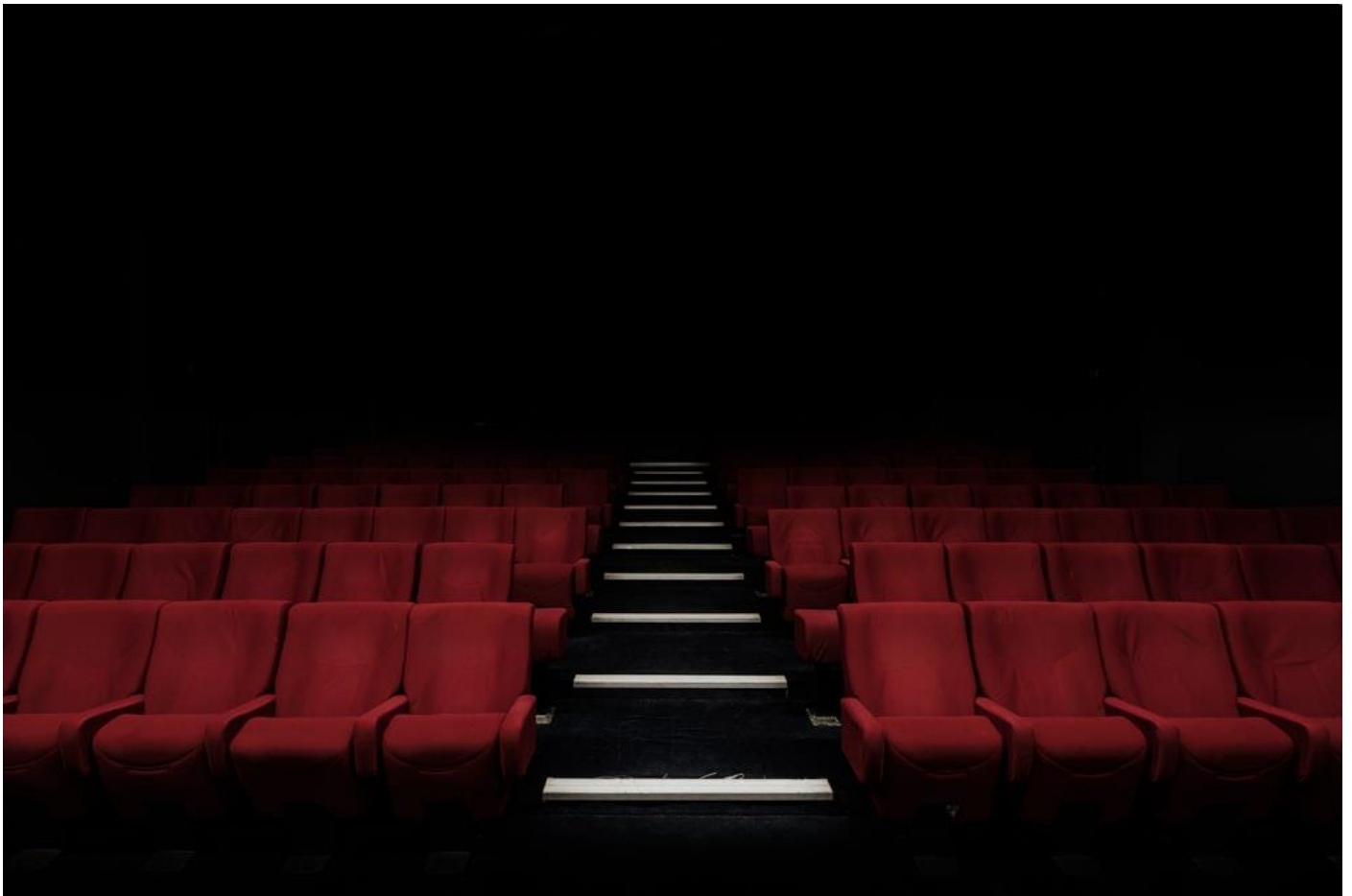
Competitor 2	
Name:	Lawpath
Pros	Cons
Contract formation databases	No contract management services
Transparent for non-legal users	Not Film and TV specialised
Legal advisor marketplace	No Smart Contract Technology (Automation)
Cheap and online	Minimal customisation in formation

⁷⁹ Web page - <http://www.salaryexplorer.com/salary-survey.php?loc=13&loctype=1>



C6NTRACTSAFE

Competitor 3	
Name:	Contract Safe
Pros	Cons
Decentralised contract storage	No formation or agreement services
Contract management services	No advisory services
Cheap	No smart contracting
	Storage only



THRIVE

James Bartlett



EXECUTIVE SUMMARY

The National Disability Insurance Scheme (NDIS) is a program implemented by the Australian Government in 2013 to support people with disabilities live an ordinary life through the provision of flexible plans for 'reasonable & necessary' supports. Over 400,000 Australians living with a disability now have an individual NDIS plan⁸⁰ which can be spent on a range of goods and services from the ever-growing pool of 20,000+ support providers.⁸¹ Despite its altruistic intentions, however, the Scheme has experienced a range of difficulties and received not an insignificant amount of criticism from academic institutions,⁸² public interest advocacy groups⁸³ and users alike.⁸⁴ Complex combinations of legislation make the scheme a difficult landscape for both participants and providers. Introducing, **thrive**...

thrive exists to provide a range services to both users and suppliers of the NDIS with the aim of improving experiences, increasing transparency in decision-making processes & creating a fairer and more accessible market place for participants.



⁸⁰ <https://data.ndis.gov.au/explore-data>

⁸¹ <https://data.ndis.gov.au/explore-data>

⁸² https://socialequity.unimelb.edu.au/__data/assets/pdf_file/0008/2598497/Choice-Control-and-the-NDIS.pdf

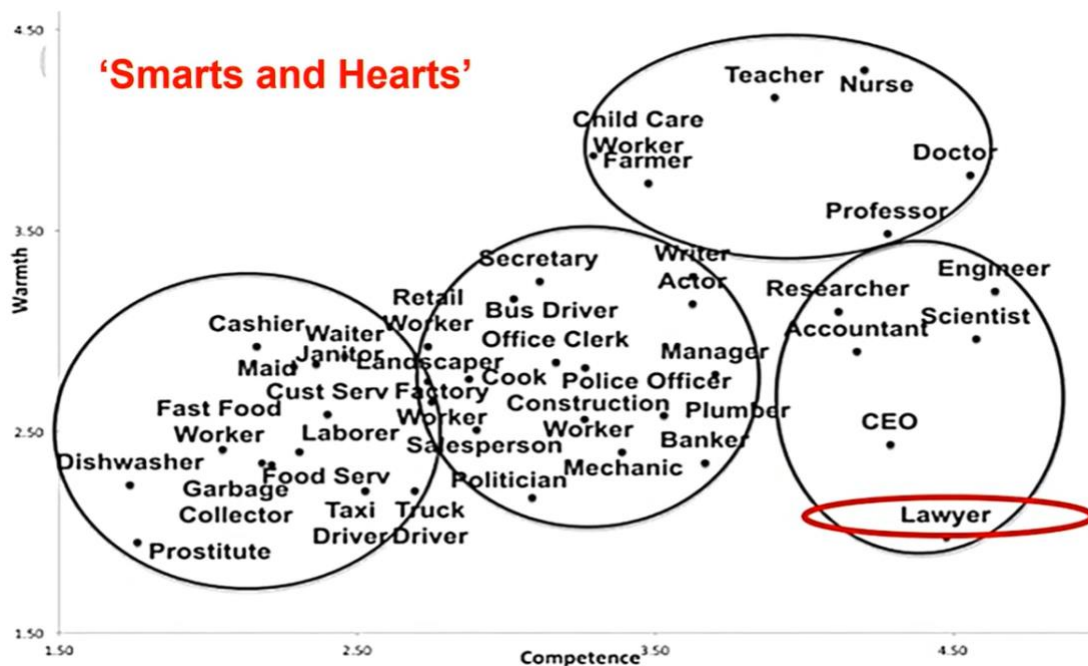
⁸³ <https://piac.asn.au/2020/07/20/submission-to-the-joint-standing-committee-on-the-ndis-inquiry-into-general-issues-around-the-implementation-and-performance-of-the-ndis/>

⁸⁴ <https://onlinelibrary.wiley.com/doi/abs/10.1002/j.1839-4655.2016.tb00363.x>

COMPANY ETHOS

thrive believes that now is the time that the legal profession has a fantastic opportunity to do something, to rejuvenate and revitalise the industry.

Most consumers of legal services view it as “stress” or “headache”, and typically lawyers themselves are characterised as almost the least “warm” of any profession – as this research from Princeton University Shows.



At thrive, we understand that our purpose is to give a great service experience to our customers. We’re less interested in getting a pat-on-the-back for interpreting a piece of legislation like no-one ever before and more interested in making positive impacts in our customer’s lives with the least amount of stress as possible.

Our team values collaborative, creative and problem solving personalities with open mindsets and a drive to seek opportunities and innovation. In short, our team genuinely cares about our customer’s problems and are ever striving to go beyond simply solving them.

SERVICES

Customer Segments

thrive will operate in a dual-sided market composed of “Participants” & “Providers”.

Participants

Participants of the NDIS are eligible individuals who have completed an assessment & planning meeting and subsequently receive an approved NDIS plan to provide funding for supports and services. Participants fall into three types:

NDIA-Managed

A participant who is NDIA-managed has their plan & providers fully or partially managed by the National Disability Insurance Agency. The NDIA may only select supports & services from registered providers, establishes a service booking with them and pays these providers on the participants behalf.

Plan-Managed

Plan-managed participants are similar to those who are NDIA managed but are managed by external, NDIS registered, plan providers. Unlike NDIA managed participants, supports can be solicited from non-registered providers so long as they have the correct qualifications, training & safety checks and their prices do not exceed more than the NDIA set price limit for specific supports.

Self-Managed

Self-managed participants are able to utilise any provider they wish and negotiate their own rate for a support, provided it can be met within the plan funding.

Self-managers are those who are able to take on the additional responsibilities themselves; however, similar to NDIA and Plan managed participants, they had access to additional support to develop the skills to manage the fund.



Providers

Providers are individuals or organisations who deliver care, supports or products to participants of the NDIS. As potential customers for **thrive**, they fall into two categories: start-ups; and existing companies.

Start-ups

These are businesses or sole-traders who are entering the market for the first time due to the funding made available by the NDIS. Most have little to no experience in registering a company, maintaining legislative compliance & risk analysis across multiple areas of law (corporate, employment, tort etc) or business finance.

Existing Companies

Existing companies who are looking to move into the NDIS space and offer their services into the NDIS marketplace. They are experienced in matters of business but may lack the specific knowledge relating to obligations under the NDIS Act.



RESEARCH & INTERVIEWS

Research and interviews were conducted across all customer segments in order to uncover the true pain-points and desired outcomes of our market. This included a consideration and review of the current academic literature; group & one-to-one interactions on Facebook groups of both NDIS participants and providers; and interviews with current NDIS consultants & solicitors.

Included below are some anonymised extracts from our research to highlight key topics, needs and goals used to formulate **thrive's** Value Propositions.

Participants

I find it hard to understand much of the documentation, both from the NDIS and service providers. The NDIS was meant to give us more choice, but I just get confused reading all the documents.

The difficulty I found was that I didn't really know a lot about the NDIS before we actually went to the meeting. I didn't know what we were entitled to get help with. I didn't know a lot about it so I was a bit confused

Patients don't go to doctors and ask what they want; their job is to present them with what the options are, give them a recommendation and then go from there. It would be completely unethical of them to not present patients with the options. But you go to these planning meetings and nothing's presented. It's only what you are prepared to ask for and can convince them you need.

I've been able to gain so much more choice and independence over my life by self-managing with the assistance of a support co-ordinator

Providers

Newbie to plan managed participants, how do I send invoices? Is it to the participant or the plan manager?

As an allied health provider do I have to meet any additional registration requirements to treat kids under the age of 7?

We are keen to educate our support workers about restrictive practices but I can't find any good specialists to put together induction packages

I recently got plan management accreditation but I am struggling to get clients

VALUE PROPOSITIONS

From the data & feedback collected in the Research & Interview stages, it was clear that participants & providers experienced some key issues. Participants had varying capacities to self-manage their funds, identify and justify the range of support they might need, navigate complex service systems and integrate sources of support. On the other hand, most providers are start-ups rather than existing business and lack business experience. It has even been suggested that Centrelink is a source of referrals into the NDIS for many start-ups.

thrive will offer the following value propositions to our Customer Segments.

Plan Management

- Plan-managed Participants
- Self-managed Participant

Managing incoming funding vs outgoing expenses, all whilst remembering to put in claims to the NDIS for reimbursement ... the NDIS Act can be a stressful experience for many when trying to manage their NDIS funding. Having a Plan Manager comes at no extra cost to Participants & existing funds are not compromised as additional funding is provided by the NDIA for this service. Our plan managers work hard to make our customers forget about the ongoing financial management arrangement so that they can concentrate on achieving their goals without the stress.

Support Co-ordination

- Plan-Managed
- Self-Managed

The purpose of support co-ordinators is to assist Participants to get the most of their NDIS plan & funding. Through our unique & proprietary software, **thrive** is able to uncover supports you may not have even considered before & help you advocate these needs to the NDIS. Until now, the NDIS has admitted to keeping the details of recommended packages for each disability secret; in fear of manipulation or exploitation of the Scheme. However, through advances in machine learning techniques, **thrive** will be able to match Participants with all applicable supports for their disability.

Participant Training

- Plan-Managed
- Self-Managed

Our online training packages will empower and encourage NDIS Participants and their families through a series of training sessions, each focused on a key area. The aim is to ensure Participants: understand how the NDIS funding works; understand their rights as they relate to services and plan reviews; how to manage the supports & funding and effectively – be it through support or self-managed; and how to get the most of their plan. It is this last area that is most important as a common issue with the NDIS is that Participants did not know what range of supports were available to them, or how to effectively request them to ensure approval. Therefore, the content in this session tailored as much possible to the individual participants circumstances & disability.

Company/ABN Registration

- Start-ups

The NDIS requires Providers to issue invoices with an ABN for them to be valid and – most importantly – paid! **thrive** will provide start-ups with everything they need for company / ABN registration simply by answering a few easy, conversational style questions with our interactive messaging system. Our business success team are also always on hand should you get stuck. In addition to ASIC registration & ABN for 1 business, start-ups will receive a free initial 1-hour virtual consultation with a **thrive** consultant to prepare them for the NDIS marketplace & iron out any last questions or concerns about their new business they may have.

Service Agreements

- Plan-Managed
- Self-Managed
- Start-ups
- Existing Companies

Service agreements are contracts between Participants and Providers which outline the services a Participant can expect to receive, at what price they will be delivered, how cancellations are dealt with and any other points requiring clarification. Our NDIS service agreements will be specifically drafted to ensure providers are meeting obligations under the NDIS Commission rules. This service also includes a tele-conference consultation with both Provider & Participant, plus a complimentary amendment to the final draft – just to make sure everyone is happy.

Business Development & Consultation

- Start-ups
- Existing Companies

The NDIS Act has a number of significant implications for organizations delivering services to NDIS participants, including the need to ensure that policies and procedures are compliant with the relevant standards, and that NDIS agreements are in place. Our Business Development & Consultation packages come as a mix of online webinar style trainings and 1-to-1 sessions. If providers are looking to grow their business & attract more Participants to their services, our business development & consultation products can assist.

Legal Design

- Start-ups
- Existing Companies

If you really want to stand out as a Provider and show your commitment to improving the lives of your clients, it's important that your documents are people friendly too. Unlike contractual documents of old which only lawyers could understand, our Legal Design team can work with you to reimagine your literature to make your documents more usable for your staff, and more accessible to your clients.

Infrastructure

Channels

thrive 's services will be provided across a range of different mediums however the majority of communication will be online or digital. Our lawyers & consultants are always just a click or a tap away, so you don't have to worry about trying to find time to meet with lawyers in person.

For Participants:

SERVICE	MODE OF DELIVERY
Plan Management	Remote. Phone
Support Co-ordinator	Remote. Face-to-Face
Service Agreements	<i>via Support Co-ordinator or Provider</i>
Participant Training	Online webinar & digital delivery

For Providers:

SERVICE	MODE OF DELIVERY
Company/ABN Setup	100% online. Self-serve, digital delivery
Service Agreements	100% online + remote conference
Business Consultation Service	Online webinar trainings or 1-on-1.
Mastermind Group	Online webinar
Legal Design	Face-to-face consultation followed by digital delivery of documents/graphics

KEY RESOURCES

HR

thrive will be recruitment across 4 key roles required at the launch. These are:

- Plan Managers
- Support Co-ordinators
- Business Consultants

- Developers
- Lawyers (tbc)

Our Plan Managers, Support Co-ordinators & Business consultants must fit the persona outlined in our Company Ethos statement; and developers must have a keen interest to work on innovative & altruistic products which will have a large impact on human welfare. It is unclear at this stage whether any of our services sit in the grey-area between legal advice and legal information. We do not believe our services could be defined as “engaging in legal practice”; however independent confirmation of this fact would need to be obtained to proceed without Lawyers.

TECHNOLOGY

Remote Working

thrive’s goal is to not only improve the lives of those on the NDIS, but also provide a new way of working for those in our industry. Our team will be trained to help our customers from wherever they choose, or need, to work from. Given that so much of **thrive**’s customer base is on Facebook in various NDIS related groups, it seems most appropriate to select Facebook’s Workplace as a solution for remote teams working,

Workplace provides all the standard features and integrations you would expect from such a platform (chat, video conferencing, cloud storage etc); however they also offer a Knowledge Library which allows for easy access and sharing to company knowledge assets both between co-workers and with customers.

Machine Learning Tech

Whilst every disability is unique & every NDIS plan is different, we believe comprehensive modelling with machine learning techniques will enable insights into support suitability and document creation (eg OpenAI’s GPT-3) that will allow **thrive** to excel as a market leader in both ease of use and successful plan requests. Therefore, two fundamental data resources are: feedback data on which disabilities have used & responded best to particular supports; and, transcript data of past NDIA AAT Tribunal cases along with a list of relevant words for the purposes of natural language processing.

Content Delivery & Email Marketing

Podia (www.podia.com) provides all the necessary features required for our team to create, upload, manage and sell digital information. This includes: online courses; digital downloads; membership platform; webinars; email marketing & messaging/live chat.

Physical Office Space

Promoting remote but collaborative team working not only has benefits for staff, but It also helps in providing a more efficient, cost-effective and user-friendly service for customers. Nonetheless, investment in co-working space resources will be made for staff to have a semi-permanent base to collaborate together or meet clients.

KEY ACTIVITIES

Plan Managers

Plan managers require a keen eye for detail will be required to process invoices at speed through a bespoke OCR software system. As the business progresses & more technology is introduced (see 'Technology' above) this requirement will reduce and time can be redeployed where more efficient.

Support Co-ordinators

Support co-ordinators aim to provide as much choice and independence to Participants as possible. They assist Participants to consider what supports may help them achieve their goals in line with the NDIS Act by drawing on knowledge of the local communities and available services. Again, as the business progresses & more technology is introduced (see 'Technology' above) this activity will become augmented with suggestions from machine learning models.

Developers

In order to facilitate the constant collection, processing, anonymisation and utilisation of data collated from staff, Participants & Providers, there will be a need to hire developers to constantly iterate & improve our databases and machine learning algorithms.

As all other platforms being utilised by staff are cloud-based SaaS with support included, our developers & IT team will be focused solely on improving existing infrastructure & seeking to innovate wherever possible. Once established as a brand, **thrive** will seek to conduct meet-ups with Participants & . In a hack-a-thon style, each of our developers will be assigned to a small group of either participants or providers and work together to innovate new features which could be of use to the industry & community of NDIS Participants.

Content Creators

thrive will create relevant and useful material for our customers in a variety of multimedia formats going beyond the traditional long form, text 'blog post'.

In fact, our content generation process will work in reverse and informational blog posts will be a result of transcription of various pieces of video content created. These videos will range from... Poignant quotes, hints, tips & tricks etc will also be converted into images for posting across social media. All content generated for consumption within the *Research* or *Comparison* stage will be produced with a video-first approach and uploaded as a webinar to Podia. This format will provide greater engagement with customers & to build and email/retargeting list at the same time.

Contingent on initial work-load & customer uptake, this content may initially be created by Plan Managers, Support Co-ordinators & Business Consultants as a by-product of their work. As the customer base increases, role-specific content creators may be hired to document & repurpose media created by other staff.

Email Marketing

As part of their software, Podia provides an email marketing platform with the ability to send newsletters & drip-content campaigns segmented down to customer profile levels. Once operational, but prior to opening services up to the public, the **thrive** team will collaborate to produce a suite of informational pieces which will provide value to potential customers & the assistance we can provide.

KEY PARTNERSHIPS

Events & Expos

Our Participant facing roles will be regularly recommending service providers & adding their services into our network & database; and they represent customers for those in a Provider facing role. As such, attending events & expos to meet service providers is a great opportunity to gain an understanding of what the market has to offer whilst also introducing our services to Providers.

Referral Revenue

In order to maximise potential revenue streams, partnerships can be considered with providers of complimentary business solutions who offer a commission for referrals or alternatively may be interested in advertising to our Provider base.

Examples may include:

- Xero & Quickbooks (potential advertisers)
- Website & Marketing solutions (potential advertisers & referral tba)
- Insurance brokers (referral fee tba)
- Squarespace Website - ~\$130/signup

REVENUE STREAMS

Revenue Models

Participants

Services offered to Participants are all covered by the Participants' NDIS funding.

Plan Management:	\$232.25 setup fee + \$104.45 per month
Support Co-ordinator:	\$63.21 - \$100.14/hour
Video Training:	\$100 p/session x 4

Providers

Services offered to Providers operate on a fixed-fee package-style model, as follows:

Register a Company:	\$950 + GST (Inc. gvt fees of \$506)
Service Agreements:	\$1,450 + GST
Online Trainings:	\$250 + GST
Business Consultation:	\$450 + GST
Mastermind Group:	\$150 + GST / month
Legal Design:	from \$950 + GST project dependent

Cost Structures

Due to the heavy reliance on technology to provide automated processes and delivery at scale; investment into IT infrastructure & software is of primary importance. These are the most important resources as the scalability or staff & the autonomy of customers to self-serve is heavily dependent on the bespoke software. The development of these Key Resources will be required prior to launch of the business.

As the corpus of data increases, so too will the accuracy of our machine learning models in determining appropriate services/supports for Participants & creation of review appeals. During this transition, workload of Plan Managers & Support Co-ordinators will reduce allowing for greater economies of scale & the ratio of developers as percentage of workforce will increase.

COMPETITION & MARKETING

Marketing

Prior to purchasing our signing up for our services, there are 3 stages and potential customer will first journey through: Awareness; Research; & Comparison.

Awareness

Customers do not yet know we exist. Need to demonstrate our presence in the market & increase new eyes to our brand. At this stage, when we get potential customer's attention, they do not yet have a goal. So that when potential customers are in the research stage our name seems familiar, an effort to "be present" in other areas & events that are held for those with disability will provide **thrive** with a demonstrated presence in the market and increase brand awareness. Once firmly established, further awareness will be driven to our brand by our meet-ups and hack-a-thon style events.

Research

Customers are researching pain points they are experiencing or how to achieve an outcome they know they want. The customer goal here is a discovery effort and to gain product or service knowledge. Marketing informative guides/videos/images/infographics to both Participants & [potential] Providers on "how to get more funding" and "best way to become an NDIS provider" will not only provide guidance when potential customers require it but also demonstrate authority, gain trust & - if the information is disseminated through Facebook or an email submit – allow for the gathering of leads.

Comparison

Once the Participant or Provider know *how* to solve their issue, they will begin evaluating alternatives and comparing **thrive's** services to our competitors. In order to appear as the most favourable option at the point of conversion, **thrive** needs to demonstrate how our services compare to others and perhaps benchmark to the market as a whole. To this end, wherever possible, permission to collect & reproduce testimonials and case studies in marketing materials should be sought.

