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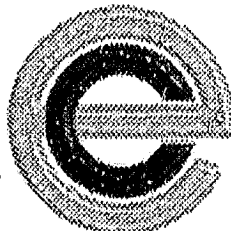
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Author - Industry Canada - Service Industries and Capital Projects

Publication Date - 2000-09-20

E - Commerce in
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Service Industry Profiles

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E-Commerce and Legal Services in Canada:

Meeting the Challenge

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A study commissioned by
Industry Canada,
Service Industries Branch

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By Professor Michael Geist [*]

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University of Ottawa,
Faculty of Law

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Introduction

As the Industrial Age fades into the annals of time, the Information Age appears from the shadows. Industries once built on the blood, sweat and tears of the factory worker have relinquished their predominant role in society by yielding to industries that harness the power of the mind and its capability to conceive new ideas. The initial stage of the Information Revolution introduced society to the potential of the computer and Internet. Society has now progressed to a juncture where these new technologies are revolutionizing many facets of daily life. One of the most dramatic transformations has resulted in the proliferation of e-commerce and the foundation of the new digital economy.

The e-commerce juggernaut is experiencing exponential growth. International Data Corporation (IDC) forecasts that the worldwide Internet economy will reach US\$2.3 trillion by 2003.[1] The Globe and Mail estimated that Canadian online sales climbed to US\$1.14 billion in 1999; a 422 percent increase in just two years.[2] As the estimates continue to balloon, e-commerce is emerging as a fundamental part of the world economy.

"In the 21st century, wealth will flow from knowledge." [3] With information comprising the essential commodity in this new "e-conomy," the practice of law is well positioned to capitalize on its greatest asset. Since the establishment of the profession, lawyers have readily exploited their position as brokers of highly specialized information. Through specific education, training and experience, a lawyer retains knowledge and information that ordinary members of society would not usually possess.

The introduction of new technologies into the legal profession presents both an unparalleled opportunity and challenge for the profession. Lawyers who embrace the opportunities presented by e-commerce will have the opportunity to access new markets and to provide clients with "value-added" services that were previously more science fiction than reality. Lawyers that ignore e-commerce do so at their peril. E-commerce will enable foreign-based firms to access clients within Canada and allow individuals to complete simple legal work without the assistance of a lawyer.[4]

The Potential

The potential for the Internet within the legal marketplace is virtually endless, limited only by the imagination. Recent developments have permanently changed the manner in which many continue to practice law. For example, legal research, a central aspect of any practice, has migrated to the Internet. Former "dial-up" services such as LEXIS (www.lexis.com) and Westlaw (www.westlaw.com), previously based on a proprietary software model, are now Internet-based. These subscription services, along with Canadian counterparts such as e-Carswell (www.ecarswell.com) and QuickLaw (www.quicklaw.com), allow users to search vast online databases of legal material. With a simple click of the mouse, cases, statutes and scholarly articles instantly appear on the screen

The emergence of court and legislative Web sites represent the democratization of legal information and present a new challenge to the fee-based legal information model. Many federal and provincial courts, including the Supreme

Court of Canada,[5] the Federal Court of Canada,[6] and the Alberta,[7] British Columbia,[8] and Ontario[9] court systems are now online, providing users with court information and copies of recent decisions. Furthermore, the Parliament of Canada and the various provincial legislatures maintain sites that provide access to recently tabled legislation, committee work, and other parliamentary business. [10] Provided in a timely manner without cost, the availability of this information presents a new challenge to online information providers and foreshadows a new era of computerized legal research accessible to all.

As the use of the Internet has blossomed, Internet portals have endeavoured to catalog available online resources. Services such as Yahoo! (www.yahoo.ca) and Sympatico (www.sympatico.ca) have become synonymous with this Internet-based service. Within the legal community, FindLaw (www.findlaw.com) has quickly achieved notoriety equivalent to Yahoo!. FindLaw is the central hub for the majority of freely accessible legal information found within the cyberspace realm. In Canada, several new sites have emerged as potential Canadian rivals to Findlaw,[11] though none have yet to distinguish themselves from the crowd.

In Ontario, the impending migration to a fully automated, online real estate system represents the most obvious manifestation of e-commerce.[12] Lawyers now possess the ability to perform title searches online and will eventually be able to close transactions without having to leave their office. The Ontario courts have begun experimenting with an online filing system to expedite the entire civil procedure process. In the foreseeable future, the practice of racing to the court registry office minutes before it closes to file a document will become a memory of a bygone age.

These examples are only a small indication of the transformative effect of the Internet. The medium provides an additional opportunity for the small and medium sized firms to level the "playing field" with their larger rivals. Smaller firms can establish an effective Internet presence regardless of their actual size or location. In doing so, these firms can establish national and international reputations, particularly in specific legal specialties. For example, several e-commerce enabled immigration law firms are attracting individual clients from around the globe through their well-designed Web sites.[13]

The Challenge

The Internet presents numerous opportunities. However, it also poses a threat to those firms that fail to embrace the new medium. The legal profession is voicing increasing concern about the growing incursion of accounting and consulting

every nature use the Internet to access prospective clients who have little regard for whether the services come from a "traditional" law firm.

The borderless nature of the Internet creates an addition challenge as many American and European firms can directly access the Canadian legal market. Deep-pocketed foreign firms are well positioned to directly rival major Canadian firms with the Internet playing a critical strategic role in enhancing their access to Canadian clients and law students.

As society becomes increasingly "wired," there are numerous opportunities for law firms to tap into this potential and provide a wider array of services to their clientele. Basic legal services will not be sufficient in the new "e-conomy" as many of the services that have long served as staples of legal profession will become automated. The ability of individuals to incorporate directly online and to consummate real estate transactions via the Internet are but two illustrations of this growing trend.

The automation of some traditional legal services will force lawyers to identify how they can best add value to the business process. Existing clients may want to collaborate on work, demand access to work in progress, or view their billing status at any time. Prospective clients will want to know as much as possible about the firm before they engage in face-to-face contact. This new degree of openness may create a certain discomfort for some lawyers but it is indicative of the e-conomy where access to information and speed of delivery are essential.

Seizing the Opportunity

Recognizing the need to develop an online presence is only half of the equation. Seizing the opportunity by implementing an effective Internet presence and embracing the opportunities presented by the e-conomy is an even tougher challenge.

This study seeks to assist Canadian law firms of all sizes to address the second half of the equation. First, it provides an assessment of the results of a nationwide survey of 200 Canadian law firm Web sites. The survey was devised to provide an accurate gauge of the types of online initiatives currently undertaken within the Canadian legal marketplace. Second, the results of the survey yield an analytical model to assist Canadian firms of all sizes and practice concentrations to self-assess their existing practices and to develop an enhanced Internet presence and e-commerce strategy.

The study determines that Canadian law firm Web sites typically fall into three categories, characterized as "generations." First generation sites, which feature

only basic information and design, can be classified as "brochureware" since they are typically limited to providing visitors with marketing information about the firm. Second generation sites build on the first generation by increasing the level of interactivity of the site. These sites begin the process of developing a dialogue with visitors and facilitate greater interaction between the firm and its online visitors by establishing online visitor registration services or implementing a client extranet. Third generation sites, which are only now at the earliest stages of development, are the e-commerce-enabled sites. These sites embrace the opportunities of the Internet by providing legal services online or by using the Internet as an integral part of a service delivery strategy.

In addition to the different generations of sites, major differences can be found among law firm Web sites based on firm size and target audience. Although it is trite to suggest that large law firm concerns differ from those of small and medium sized firms, the use of the Internet provides an effective illustration of the stark differences between large and small firms. Simply put, a "one size fits all" solution does not work in the legal marketplace where an effective small firm Web site will not meet the needs of a larger firm. This is not to suggest that large firms will inevitably feature more sophisticated Web sites and e-commerce initiatives. In fact, the opposite is often true, as smaller firms have the flexibility to adapt more quickly in the online environment and thus embrace the latest technologies and e-commerce developments.

Identifying the site's target audience is another critical aspect in the development process. Law firm sites typically target three distinct audiences: existing clients, prospective clients, and law students. Some law firm sites attempt to cater to all audiences, though doing so requires meticulous planning and effective navigational and site design tools.

E-commerce and Canadian Law Firms: A 1999 Study

Two hundred Canadian law firm Web sites were analyzed in the fall of 1999. The sites were categorized by size with four groupings: small firms (under ten lawyers), medium sized firms (10 to 50 lawyers), large sized firms (51-100 lawyers), and extra-large firms (over 100 lawyers). Of the 200 firms surveyed, 47 percent were small firms, 26 percent medium firms, nine percent large firms, and 15 percent extra-large firms. Although it is extremely difficult to gauge what percentage of Canadian firms actually have a Web site, the number of law firm Web sites available for analysis illustrates the growing interest in the Internet among Canadian law firms. With vast majority of the Canada's large and extra-large firms accounted for, only one extra-large Canadian law firm does not currently maintain an active Web site. In addition, the number of smaller and

medium sized firms suggests the overall importance of an online presence.

Sites were assessed on a wide range of criteria, categorized into five main sections:

1. Basic information. This information can be characterized as the bare essentials of a legal Web Site. This would include a firm description, firm directory, contact information and specialty descriptions.
2. Site content. This category refers to the "heart" of the site. Legal information, publications, links and e-newsletters help differentiate a Web site from a simple firm brochure.
3. Site design. The key to any Web site is how the information is arranged and presented. Without effective site design, visitors will eventually get frustrated and leave in search of a better Web site. Considerations include navigational tools, search engine, bilingual content, and a "what's new" section.
4. Legalese. As with any properly designed site, a certain amount of legal text should be present. This would include such things as disclaimers, as well as both privacy and terms of use policies.
5. Innovative content. This category is the "gamebreaker" content such as client-specific areas, online legal services and virtual communities. This value-added content differentiates the best sites from the average ones.

The basic information content of law firm sites is demonstrative of the differences between smaller and larger firms. While firm directories are common among larger firms, 80 percent of small firm sites do not have a firm directory (likely unnecessary since many small firms are solo practitioners or sufficiently small firms that a directory is not needed). Similarly, 46 percent of small firm sites do not have specialty descriptions, also reflective of the different type of practice from that found in larger firms. Surprisingly, some firms still fail to provide even the most basic of information on their sites with 15 percent of sites surveyed missing a firm description and five percent not including full contact information such as mailing address and phone numbers. This figure is stunning considering the importance for Web sites to provide the basic integration of offline marketing practices, communication and customer service in an online fashion.

Site content also varies by firm size. Larger firms tend to provide visitors with original publications such as firm memos or client updates (94 percent of extra large firms do so), while virtually no small firms provide similar content. Interestingly, the cut-off point appears to be the 50 lawyer mark. Firms with more than 50 lawyers tend to produce original publications, while firms with under 50 lawyers do not.

Student recruitment is also primarily a larger firm concern. While most larger firms have sections devoted to their articling and student programs, virtually no small firms maintain similar content. This result should come as little surprise since smaller firms frequently do not recruit students on a regular basis or maintain ongoing articling and summer student programs. However, the successful use of a Web site creates the opportunity for medium sized firms to attract high caliber students without making large expenditures to attend career fairs and articling days. Larger firms, on the other hand, are increasingly finding that top law students are considering U.S. firms for summer and associate positions. This trend has forced larger Canadian firms to compete aggressively for law students with a firm Web site capable of playing an important role.

An important component of many smaller and medium sized firm sites is the use of free legal information. 54 percent of small firms and 56 percent of medium firms provide free legal information (the highest percentage among the firm sizes). Free legal information is likely perceived by these firms as a more cost-effective and useful alternative to original publications and of greater interest to prospective clients.

The survey revealed that many Canadian sites would benefit from a redesign. Although 84 percent provide a site map, only 17 percent include a search engine, 25 percent a "What's New" section, and 15 percent are bilingual. Law firm sites lag considerably behind other service sectors whose professionally designed sites place a premium on user navigation.

Unlike U.S. law firm Web sites, which invariably feature a disclaimer (and increasingly a privacy policy), Canadian law firm Web sites have minimal legalese. Only 27 percent of those sites surveyed contain a legal disclaimer with little difference between larger and smaller firms. Privacy policies are even scarcer in Canada, with only 18 percent advising visitors whether private data is collected and, if so, how it is used.

The most interesting finding was that smaller and medium sized firms maintain the most innovative Canadian sites. For example, only nine of the 200 sites surveyed currently offer online legal services with eight of the nine small or medium in size. Caron and Partners, a Calgary firm of 11 lawyers, provides one of the best examples of e-commerce enabled activity.^[14] The firm's site features an online legal services area where new clients can order corporate and immigration services. Current clients can also use the site to retrieve client information from prior transactions and to pay bills through the site's secure server by credit card.

Client specific areas, including extranets, are also found primarily at small and medium sized firm sites. Nine firms provide client specific areas, with only one of the nine a large firm. Among the remaining firms, Colin Singer's immigration law site provides an excellent example of superior online client service.^[15] This sole practitioner's site features a large online immigration law library, a self-assessment test for prospective clients, a virtual community with an online discussion forum, and an area for existing clients.

As noted above, the study's key finding is that most Canadian law firm sites are used chiefly for marketing purposes featuring little more than electronic brochures. A sizable percentage of larger firm sites fall into the second generation category, however, by providing some measure of interactivity such as online visitor registration or legal updates sent via e-mail. These sites have begun the process of developing a dialogue with visitors and establishing increased interaction between site visitors and the firm. E-commerce enabled sites are largely the domain of smaller and medium sized firms. These sites are at the earliest stages of development with most delivery of online legal services somewhat experimental.

The significant differences between larger and smaller firm sites also highlights the need for firms to self-assess their position in the legal services marketplace prior to developing their online presence. With different clientele and different target audiences, larger and smaller firm sites should not mirror each other, though there is potential for each to adopt the best practices found from both groups.

E-commerce Models: A Framework for Analysis

The 1999 law firm Web site survey illustrates the need for law firms to better understand the potential of e-commerce and the potential for firms of all sizes to benefit from it. The E-commerce models found below provide users with a ready guide to best practices for each "generation" of Web site. The models are grouped by target audience^[16] (one each for current clients, prospective clients, and law students) and by firm size. Best practices are drawn from an international array of law firms including Canadian, U.S., and International law firms.

* - Professor Geist would like to thank Richard Bouche, a consultant with Industry Canada, and Chad M. Bayne, University of Ottawa, Faculty of Law, for their assistance in preparing this report.

[1] Maryanne Jones Thomson, "Forecasters Are Bullish on the Internet Economy", *The Industry Standard* (24 November 1999) <<http://www.thestandard.com/metrics/display/0,2149,1059,00.html>> (date accessed: 24 November 1999).

[2] Mark Evans, "E-shopping trickles into mainstream" *The Globe and Mail* (16 September 1999), online: The Globe and Mail <<http://www.globetechnology.com>> (date accessed: 7 November 1999).

[3] Don Tapscott, *The Digital Economy: Promise and Peril in the Age of Networked Intelligence* (Toronto: McGraw-Hill, 1996) at 307.

[4] For example, the Canadian Corporations Directorate has established an online incorporation and filing programme that allows anyone with an Internet browser to incorporate a federal company without legal assistance.

[5] See *Supreme Court of Canada* <<http://www.scc-csc.gc.ca>>.

[6] See *Federal Court of Canada* <<http://www.fja.gc.ca>>.

[7] See *Alberta Courts* <<http://www.albertacourts.ab.ca>>.

[8] See *British Columbia Superior Courts* <<http://www.courts.gov.bc.ca>>.

[9] See *Ontario Courts* <<http://www.ontariocourts.on.ca>>.

[10] See *Parliament of Canada* <<http://www.parl.gc.ca>>.

[11] See *Jurist Canada* <<http://jurist.law.utoronto.ca>>; *LexPlore* <<http://www.lexplore.com>>; *The Surfing Lawyer* <<http://www.netlegal.com>>; *Canada-Wide Law Pages* <<http://www.wwlia.org/ca-lawof.htm>>.

[12] See TeraNet (<http://www.teranet.on.ca>).

[13] See, e.g., <http://www.singer.ca/>.

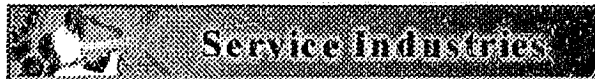
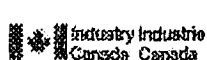
[14] <http://www.majorcaron.com/Online/Online_Services.html>.

[15] <<http://www.singer.ca/>>.

[16] The three target audiences represent the distinct classes of individual that would typically frequent a law firm's Web site.

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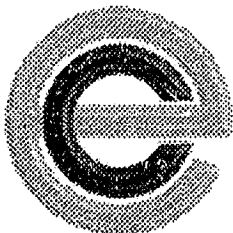
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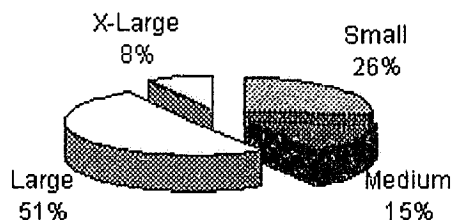
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E-Commerce and Legal Services in Canada: Meeting the Challenge

Appendix One -

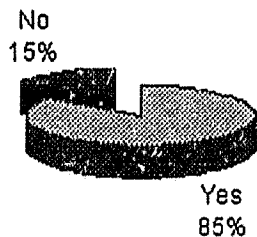
Law Firm Survey Results

FIRM SIZE



BASIC FIRM INFORMATION

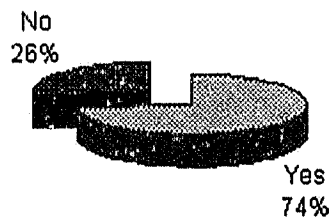
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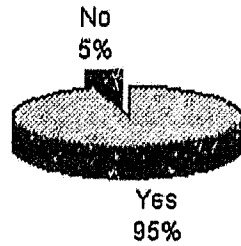
FIRM DIRECTORY



SECTION INFORMATION (highlight areas of specialty)



CONTACT INFORMATION

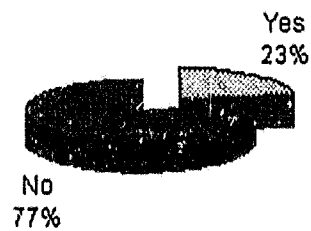


SITE CONTENT

FIRM PUBLICATIONS



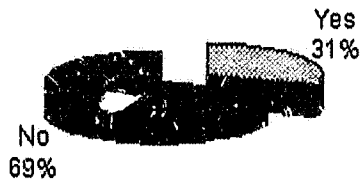
E-NEWSLETTER



LINKS



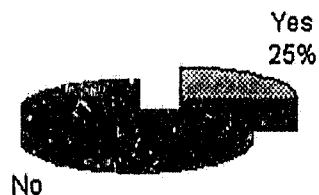
RECRUITMENT



FREE LEGAL INFO

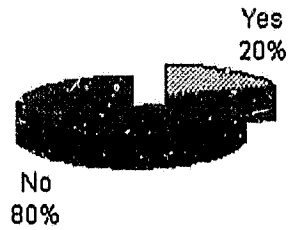


SPACE TO ANSWER UNSOLICITED QUESTIONS



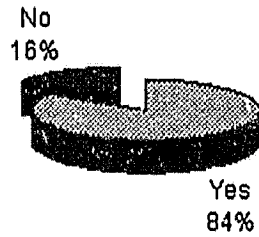
75%

IN THE NEWS/COMMUNITY SERVICE

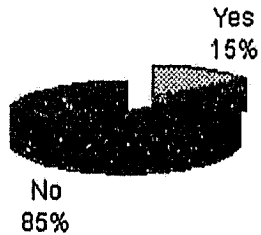


NAVIGATION/DESIGN

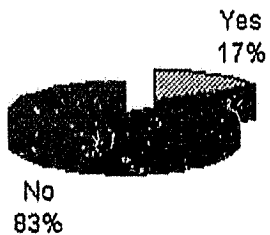
SITE MAP



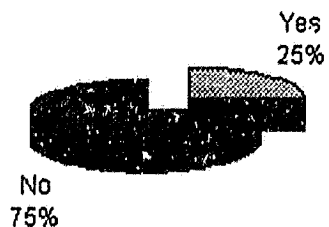
BILINGUAL



SEARCH ENGINE

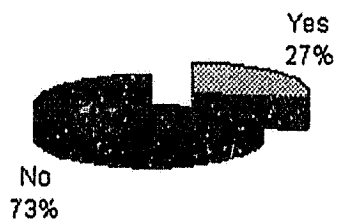


WHAT'S NEW SECTION

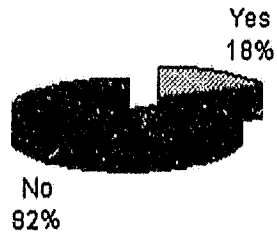


LEGALESE

DISCLAIMER

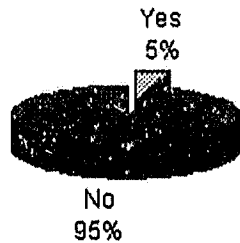


PRIVACY POLICY

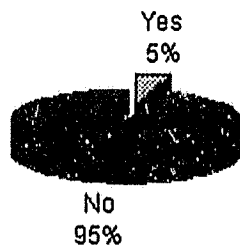


INNOVATIVE LEGAL SERVICES AND CONTENT

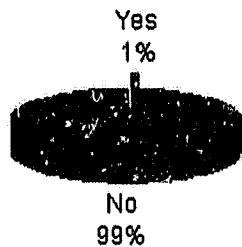
CLIENT SPECIFIC AREA



ONLINE LEGAL SERVICES

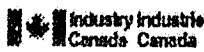


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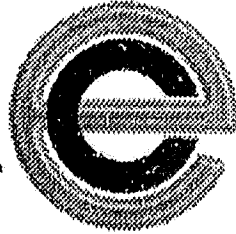
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Appendix Two -

Canadian Law Firms Surveyed

Small Firms

Firm Name

URL

Alex Atkinson

www.cadvision.com/aatkins/index.html

André Lafrance

www.total.net/~lfrance/

Biss, Stephen R.

www.orbonline.net/~biss/

Blakeney Duguay

www.blakeneyduguay.com/

Brownstein..

www.brownsteinlaw.com/

Brunet Arsenault

www.immcan.com/

Bryan R. Dale

www.bdale.com/

Burgar Rowe

www.burgarowe.com/

Burston, Greg Glass	www.burston.com/
Campbell Cohen	canadavisa.com/
Charles D. Liennaux	fox.nstn.ca/~cliennaux/
Charles Drewitz	www.sentex.net/~cdrewitz/
Cheadle Johnson..	www.cheadle.com/
Christopher Caruana	www.interlog.com/~ccaruana/
Claman Peter	www.claman.com/
Colin R. Singer	www.singer.ca/
Creighton Shatford	fox.nstn.ca:80/~dshatfor/csd.html
Dawe & Burke	www.thezone.net/daweandburke/
Dawe Perkins	www.dawe-perkins.com/
Dianne Saxe	www.envirolaw.com/
Elizabeth D. Chow...	www.immigratecanada.com/
Elliott F. Rosenberg	www.canadamalls.com/efr.html
Equine Law	www.equinelaw.com/
Eugene Oscapella	Fox.NSTN.Ca:80/~eoscapel/
Feldman & Rolland	www.generation.net/fr/
Fishman Beley	www.fbfamilylaw.mb.ca/
Gardiner Blumberg..	www.blumberg-law.com/
Gary M. Gillman	www.lawgill.com/
Gene C. Colman	www.interlog.com/~famlaw/
George Geraghty	www.gglawcorp.com/
Gerald D. Kearney	www.kearneylaw.com/
Giaschi & Margolis	www.admiraltylaw.com/work.htm
Gluckstein & Ass.	home.echo-on.net/~gluckstein/
Gold Doron J.	www3.sympatico.ca/doron/doron.html
Grosman & Grosman	www.grosman.com/
Guberman Garson	www.gubermangarson.com/
Harry Jarvlepp	www.inforamp.net/~jarvlepp/
Irv H. Sherman	home.ican.net/~irv/
J. Todd Van Vliet	edmontonlaw.com/
Jacques Gauthier	legal.info.ca/
Jerry A. Dikman	www.mts.net/~jadykman/
Karas & Associates	www.karas.ca/
Key McKnight..	www.keyandmcknight.com/
Koshman & Johnson	www.bizinc.com/woodyj/
Lapointe Rosenstein	www.lapros.qc.ca/quia.html
Lawrence A Rotenberg	www.netaccess.on.ca/%7Eroenberg/
Levine & Associates	www.interlog.com/~levlaw/
Lillico, Bazuk...	www.lillicobazukandkent.com/
Linda B. Alexander	www.orbonline.net/~alexan/
Lofchick, Jones	www.lja.mb.ca/

Lytle Fisher	www.ironclad.com/maclyfi/home.html
MacMillan	www.sgrm.com/
McCourt	www.ualberta.ca/~kmccourt
Michel Lachance	www.microtec.net/~milach/
Morton M. Goldmach	www.interlog.com/~alchemy/
Murphy Collette	www.discribe.ca/murco/MurCo_profile.html
Paul R. Beaudet	www.sarnia.com/beaudet/
Peter Jones	www.webcom.com/~pjones/welcome.html
Peter Sim	www.mbnet.mb.ca/~psim/index.html
Pierre Cloutier	www.cam.org/~cloutip/fr/index.html
Pigeon, Allard	www.maniacom.com/pa/pigeon_allard.html
Pollock & Company	www.telusplanet.net/public/dctlaw/pollock.htm
Pouliot l'Écuyer	www.droit.com/default.htm
R. Frank Llewellyn	www.llewellyn.net/index.html
Rancourt Legault..	www.rancourtlegault.com/
Reid McNaughton	www.vaxxine.com/lawyers/
Renee Miller	www.discovervancouver.com/goundenmiller/index.html
Richard Rogers	www.bcity.com/nfldlaw/
Richardson Teryl..	www.novalawyer.com/
Rick E. Lauder	www.norlink.net/~rlauder/
Robert A. Watt	www.cadvision.com/wattr/
Robert Finta	www.microtec.net/~robfinta/
Robert Kligerman	www.interlog.com/~k/
Roger D. Rodriguez	www.interlog.com/~rdrlaw/us.html
Russell & Dumoulin	www.rdcounsel.com/
Russenberger Jean	www.total.net/~jeanhanh/index.html
Schober & Company	www.islandnet.com/~schober/
Shepherd Mondrow	www.shepmond.com/cover_java.html
Shiller Layton...	www.shillers.com/
Sklar Murray	www.netaxis.qc.ca/fia/law.html
Smith, Byck...	www.nt.net/SBG/SBG1.html
Sotos Associates	www.sotoskarvanis.com/
Sutherland, Mark..	www.solicitors.com/
T. M. Denton..	www.tmdenton.com/
Thomas & Davis	www.thomasanddavis.com/
Thomas H. Latrop	members.home.net/tlathrop/
Thomas J. Gorsky	members.tripod.com/~gorsky/index.htm
Vandor & Company	www.vandor.co.ca/
Victor T. Tousignant	www.cal.shaw.wave.ca/~toyo/toyo/main.htm
Weltman & Breatross	www.interlog.com/~ash/
Wheatley Sadownik	www.wheatleysadownik.com/
William H. Pope	www.powerinn.com/pope/

Medium Firms

Firm Name	URL
Baker Newby	www.bakernewby.com/
Ballem Macinnes	www.ballem.com/
Bassett & Company	www.ogopogo.com/lawyers/
Benson Myles	www.bensonmyles.com/
Bishop & Mckenzie	www.bishopmckenzie.com/
Boyne Clark	www.boyneclarke.ns.ca/
Carr & Company	www.carrco.com/
Chait Amyot	www.Chait-Amyot.ca/
Chown Cairns	www.niagara.com:80/northland/cc/
Cusimano & Cusimano	www.cusimano.com/lawyers/
Duncan & Craig	www.duncanandcraig.com/
Durocher Simpson	www.dursim.com/
Edwards Kenny...	www.ekb.com/
Emery Jamieson	www.emeryjamieson.com/
Emond Harnden	www.emond-harnden.com/
Filion Wakely...	www.filion.on.ca/default.htm
Glaholt & Associates	www.glaholt.com/page11.html
Goldberg, Schinder	www.gsgk.com/lawyers.html
Horne Coupar	www.hc-law.com/
Hughes Amys	www.hughesamys.com/indexns.htm
Kelly Affleck...	www.kag.net/
Lancaster, Mix..	www.lmw.com/
Letellier & associés	www.letellier.com/index.htm
Lindsay Kenney	www.lindsaykenney.bc.ca/
Lucas Broker & White	www.lbw.ab.ca/
Macaulay McColl	www.macaulay.com/
Maclsaac Group	www.com:80/macvic/index.html
Major Caron	www.ironclad.com/maclyfi/home.html
Marusyk Bourassa..	www.mbm-law.com/
Mathews, Dinsdale	www.mdclabourlaw.com/
McDonald & Hayden	www.mchayden.on.ca/
McLennan Ross	www.mross.com/
Meighen Demers	www.meighendemers.com/
Myers Weinberg	www.myersfirm.com/
Nickerson Roberts	www.tgx.com:80/nickrob/nickrob.htm

Perley Robertson..	www.perlaw.ca/
Pink Breen Larkin	www.labour-law.com/
Reynolds Mirth	www.rmrf.ab.ca/
Richard Buell Sutton	www.rbs.com/
Robic Léger..	www.robic.ca/
Rogers Moore	www.rogersmoore.com/
Shapiro Cohen	www.idealaw.com/
Shtabsky & Tussman	www.stlaw.com/
Sim Hughes Ashton	www.sim-mcburney.com/default1.htm
Siskind, Susser..	www.visalaw.com/
Snyder & Company	www.snyder.ca/
Steinberg, Morton	www.the-wire.com/st-law/
Torkin Manes	www.torkinmanes.com/
White Ottonheimer..	www.wob.nf.ca/
Wilder Wilder...	www.wilderwilder.com/
Witten Binder	www.wittenbinder.com/

Large Firms

Firm Name	URL
Aikins Macaulay...	www.aikins.com/contact/index.htm
Barrigar & Moss	www.barrmoss.com/
Blaney McMurtry	www.blaney.com/
Byers Casgrain	www.byers.ca/engl/
Campney & Murphy	www.campney.com/
Cox Hanson	www.coxhanson.ca/
Desjardins Ducharme	www.ddsm.ca/
Goodman & Carr	www.goodmancarr.com/
Joli-Coeur Lacasse..	www.plg-geie.com/canada/fstefoy.html
Keyser Mason..	www.kmblaw.com/
Lafleur Brown	www.lafleurbrown.ca/lawyers.htm
Lawson Lundell	www.lawsonlundell.com/
Lerner & Associates	www.lerner.ca/main.htm
McInnes Cooper...	www.mcrlaw.com/
McMaster Gervais	www.mcmastergervais.com/index_set_e.html
Patterson Palmer...	www.pphm.com/about/
Weir & Foulds	www.weirfoulds.com/

Extra-large Firms

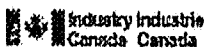
Firm Name	URL
Aird & Berlis	www.airdberlis.com/welcome.htm
Bennett Jones	www.bennettjones.ca/
Bereskin & Parr	www.bereskinparr.com/introbp.html
Blake, Cassels...	www.blakes.ca/
Borden Elliott	www.borden.com/index.html
Cassels Brock	www.casselsbrock.com/index_f.html
Davies Ward Beck	www.dwb.com/
Davis & Company	www.davis.ca/
Fasken Campbell...	www.fasken.com/
Field Atkinson...	www.fieldlaw.com/
Fraser Milner	www.frasermilner.com/
Gowlings, Strathy...	www.gowlings.com/cgi-bin/gow.exe? mode=startpage
Howard Mackie	www.howardmackie.com/
Ladner Downs	www.ladner.com/about.htm
Lang Michener	www.langmichener.ca/
Lavery de Billy	www.laverydebilly.com/
Martineau Walker	www.martineau-walker.com/
McCarthy Tétrault	www.mccarthy.ca/en/default.htm
McMillan Binch	www.mcbinch.com/
Miller Thomson	www.cookdukecox.com/
Ogilvy Renault	www.ogilvyrenault.com/fr/ind_nv.htm
Osler Hoskin..	www.osler.com/
Patterson Palmer..	www.pphm.com/about/
Smart & Biggar	www.smart-biggar.ca/
Smith Lyons	www.SmithLyons.ca/
Stewart McKelvey..	www.smss.com/
Tory & Tory	www.torytory.ca/home.html

Unclassified Firms (5)

Firm Name	URL
Baum Fallenbaum	www.baumfallenbaum.com/
Greenway Legal Ctre	www.greenlaw.com/
Morrie Sacks	www.sackslaw.bc.ca/
Thornton, Grout..	www.tgflegal.com/
Vandervennen..	www.vanlehrer.com/home.htm

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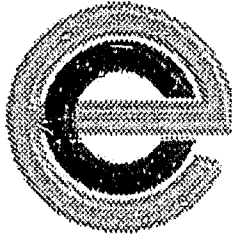
⇒ [Business Information by Sector](#)

⇒ [E-Commerce in Service Industries](#)

Author - Industry Canada - Service Industries and Capital Projects

Publication Date - 2000-09-20

E - Commerce in
Service Industries



Service Industry Profiles

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[Canadian Law
Firms Surveyed](#)

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Appendix Three -

X-Large Web Site Synopsis

Focus Areas

Description

About the Firm / Overview

This section provides a outline of the firm. Information here can include:

- Firm Synopsis
- History of the Firm
- Firm Values
- Commitment to Community Involvement / Public Service / Pro Bono

Practice Areas	This section provides detailed information on the practice areas of the firm.
Attorney Bios/Profiles	This section provides information on the attorney employed by the firm. It frequently includes search facilities to find someone specific.
Offices	This section provides a description of the various offices. It typically includes the contact information for the office and the scope of the work performed there.
What's New	<p>This section provides announcements pertaining to new developments in the firm. It also provides the user with an indication that the Web site is being constantly updated.</p> <p>This is not always its own section as it is frequently combined with Publications/Newsletters. In others instances, it is the main page of the Web Site.</p>
Publications/Newsletters	This section provides a listing of publications or newsletters written by members of the firm. Frequently, it provides a categorized list and search facilities. Less frequently, the section provides for e-mail update registration.

Recruiting

This section is usually directed to new graduate associates, summer associates, and lateral associates. Information here can include:

- Summer Associate Programs
- Campus Interview Schedule for New Graduate Associates
- Life at the Firm
- Lateral Opportunities
- Application Procedures
- Compensation
- Benefits
- Training and Development
- Opportunities at various Offices
- Firm Governance Information
- Contact Information

To a lesser extent, this section is also used for staff recruiting.

Links/Resources

This section provides links to Web sites and can include:

- Client Web Sites
- Government Sites
- Court Sites
- Legal Resource Sites
- Industry Sites
- News Articles
- Search Engines

Search

Facilities to search the Web Site

Contact Us/Guest Book

This section provides the firms coordinates and contact information. In addition, e-mail addresses are provided. Frequently, the section will include a online guest book form.

Disclaimer

Legal Disclaimers

[Help](#)

[What's New](#)

[Sitemap](#)

[Feedback](#)

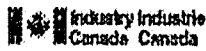
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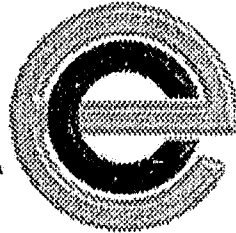
[⇒ Business Information by Sector](#)

[⇒ E-Commerce in Service Industries](#)

Author - Industry Canada - Service Industries and Capital Projects

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E - Commerce in
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Appendix Four -
Best Practices

Small Firms

Target
Audience

Current Clients

Brochureware

- Contact information (most firms)
- Site map (most firms)
- Free legal information (many firms)
- What' s New section (some firms)
- Bilingual
- Disclaimer
- Privacy policy

Interactive Site

- Staff / Client / Supplier Login Section (Linsey Kenney. CAN)
- E-newsletters
- Online questionnaire to determine the user's needs and submit a request for help (Abrams & Krochak -CAN)
- Online form for scheduling a real estate closing with the firm. (Jeff H. Adams - US)
- Online client survey (Charles H. Veigel - US)
- Live video chat with attorneys at the firm (Alan Barry and Associates - US)

E-Commerce Enabled

- Immigration Law Bookstore done with Barnes & Noble (Siskind Susser. CAN)
- Fully e-commerce enabled firm providing corporate and immigration services with secure server payment (Major Caron. CAN)

Target Audience**New Clients****Brochureware**

- Detailed legal information (Aftab & Savitt - US)
- Real Audio introduction to the firm, Read Player media spots (Grosman & Grosman. CAN)
- Firm description (most firms)
- Contact information (most firms)
- Bilingual
- Privacy Policy
- Disclaimer

- Firm directory
- Firm publications
- Site map (most firms)
- Search engine
- Free legal information (many firms)
- What's New section (some firms)

Interactive Site

- International Law updates (The Adriaansen Firm - US)
- Intake registration (Blakeney Duguay. CAN)
- "Know your rights" questioner for labour law (Thomas Gorsky. CAN)
- Discussion group (Colin Singer. CAN)
- Online questionnaire to determine the user's needs and submit a request for help (Abrams & Krochak -CAN)
- Online form for scheduling a real estate closing with the firm. (Jeff H. Adams - US)
- Online client survey (Charles H. Veigel - US)

E-Commerce Enabled

- Full immigration law practice online. assessment questioners, client services extranet (Colin Singer. CAN)
- Wills, incorporation, general consultation online services (Greenway Legal. CAN)
- Live video chat with attorneys at the firm (Alan Barry and Associates - US)

Target Audience

Law Students

Brochureware	N/A
Interactive Site	N/A
E-Commerce Enabled	N/A

Medium Firms

Target Audience

Current Clients

Brochureware

- Contact information (most firms)
- Firm directory
- Site map (most firms)
- Search engine
- Free legal information (many firms)
- What's New section (some firms)
- Bilingual
- Disclaimer
- Privacy policy
- Interesting and original presentation (Bird & Bird - UK)

Interactive Site

- International Law updates (The Adriaansen Firm)
- Extensive links page (The Adriaansen Firm. US)
- Virtual Communities - discussion groups (Colin Singer. CAN)
- E-newsletters

E-Commerce Enabled

- Full immigration law practice online. assessment questioners, client services extranet (Colin Singer. CAN)
- Wills, incorporation, general consultation online services (Greenway Legal. CAN)

Target Audience

New Clients

Brochureware

- Online Brochure (Adelberg, Rudow, Dorf, Hendler & Sameth. US)
- Firm description (most firms)
- Contact information (most firms)
- Bilingual
- Privacy Policy
- Disclaimer
- Firm directory
- Firm publications
- Site map (most firms)
- Search engine
- Free legal information (many firms)
- What's New section (some firms)
- Client roster
- Interesting and original presentation (Bird & Bird - UK)

Interactive Site

- Guest Registration (Adelberg, Rudow, Dorf, Hendler & Sameth. US)

E-Commerce Enabled

- Immigration Law Bookstore done with Barnes & Noble (Siskind Susser. CAN)
- Fully e-commerce enabled firm providing corporate and immigration services with secure server payment (Major Caron. CAN)

Target Audience**Law Students****Brochureware**

- Student program descriptions
- Interesting and original presentation (Bird & Bird - UK)

Interactive Site

- Online distribution list registration for Law School Placement Offices

E-Commerce Enabled

- Online applications

Large Firms

Target Audience

Current Clients

Brochureware

- Business Roundtable with ReadAudio support (Alschuler Grossman Stein & Kahan. US)
- Contact information (most firms)
- Firm directory
- Firm publications
- Site map (most firms)
- Search engine
- Free legal information (many firms)
- What's New section (some firms)
- Bilingual
- Disclaimer
- Privacy policy

Interactive Site

- E-newsletters

E-Commerce Enabled

- Client Extranet (Chapman Tripp. NZ)

Target Audience

New Clients

Brochureware

- Business Roundtable with ReadAudio support (Alschuler Grossman Stein & Kahan. US)
- Firm description (most firms)
- Contact information (most firms)
- Bilingual
- Privacy Policy
- Disclaimer
- Firm directory
- Firm publications

- Site map (most firms)
- Search engine
- Free legal information (many firms)
- What's New section (some firms)
- Client roster

Interactive Site

- Guest Registration (Alschuler Grossman Stein & Kahan. US)

E-Commerce Enabled

Target Audience

Law Students

Brochureware

- Student program descriptions

Interactive Site

- Online distribution list registration for Law School Placement Offices
- Virtual Clerkship. summer students and new associates can work on research before they arrive at the firm (Hughes & Luce - US)

E-Commerce Enabled

- Online applications

X-Large Firms

Target Audience

Current Clients

Brochureware

- Multi-lingual Web site (Clifford Chance. INT)
- Annual Review (Sonnenschein Nath & Rosenthal)
- Client Memos (Brown & Wood. US)
- Firm Calendar (Pepper Hamilton. US)
- What's New with the Firm (Kelley Drye. US)
- Extensive Publication and Resource Centre (Foley & Lardner. US)
- Contact information (most firms)
- Firm directory
- Site map (most firms)
- Search engine
- Free legal information (many firms)
- What's New section (some firms)
- Disclaimer
- Privacy policy
- Comprehensive List of Publications including Archives (Jones, Day, Reavis & Pogue)
- Shockwave Presentations - High Profile Cases Worked On, Day in the Life at the Firm (Akin, Gump Strauss, Hauer & Feld)
- RealPlayer Talk Radio on many different subjects (Morrison & Foerster)
- Educational services listing for clients including a calendar, seminar and conference listing, and speeches (Vinson & Elkins)
- Comprehensive Links Section including International Resources (Milbank, Tweed, Hadley & McCloy)
- Multi-lingual support (Luce, Forward, Hamilton; Steel Hector & Davis)
- Detailed Client List with Links (Buchanan Ingersoll; Squire, Sanders & Dempsey)

Interactive Site

- E-mail or print updates on legal developments (Oppenheimer - US)
- Virtual Library including newsletter subscriptions (O. Melveny & Myers)
- Distribution List (Lavery DeBilly. CAN)
- Sophisticated Search Tools for Attorneys, Publications (Baker & McKenzie)

- Guestbook (many firms)
- Online conference and seminar registration - no payment (Pillbury Madison & Sutro)
- Online Games Arcade (Pitney, Hardin, Kipp & Szuch)
- Interactive "You Make the Call" Fact Pattern (Squire, Sanders & Dempsey)
- Comprehensive Selection of E-mail Delivered Information Services (Fired, Frank, Harris, Shriver & Jacobson)

E-Commerce Enabled

- Immigration Law Center including password protected client services (Sidley & Austin)
- Publication order form (Barlow Lyde & Gilbert. UK)
- Client Extranet (Simpson, Thacher, Bartlett. US)
- Client Extranet (Weil, Gotshal & Manges; Fried, Frank Harris, Shriver & Jacobson; Steel Hector & Davis; Jenner & Block; Devoise & Plimpton)

Target Audience

New Clients

Brochureware

- Multi-lingual Web site (Clifford Chance - INT)
- Annual Review (Sonnenschein Nath & Rosenthal)
- Graphical Firm Time Line (Baker & Botts. US)
- In the Public Eye. firm promos through print, media appearances, seminars, etc. (Kaye Scholer. US)
- Extensive Pro Bono section (Kirkpatrick & Lockhart. US)
- What's New with the Firm (Kelley Drye. US)
- Detailed client listing (Blackwell Sanders Peper Martin - US)
- Firm description (most firms)

- Contact information (most firms)
- Privacy Policy
- Disclaimer
- Firm directory
- Site map (most firms)
- Search engine
- Free legal information (many firms)
- Comprehensive List of Publications including Archives (Jones, Day, Reavis & Pogue)
- Shockwave Presentations - High Profile Cases Worked On, Day in the Life at the Firm (Akin, Gump Strauss, Hauer & Feld)
- RealPlayer Talk Radio on many different subjects (Morrison & Foerster)
- Educational services listing for clients including a calendar, seminar and conference listing, and speeches (Vinson & Elkins)
- Comprehensive Links Section including International Resources (Milbank, Tweed, Hadley & McCloy)
- Multi-lingual support (Luce, Forward, Hamilton, Stearns & Davis)
- Video Brochure (Holme Roberts & Owen)
- Detailed Client List with Links (Buchanan Ingersoll; Squire, Sanders & Dempsey)

Interactive Site

- E-mail or print updates on legal developments (Oppenheimer - US)
- Guest Registration (Sidley & Austin)
- Distribution List (Lavery DeBilley. CAN)
- Sophisticated Search Tools for Attorneys, Publications (Baker & McKenzie)
- Guestbook (many firms)
- Online conference and seminar registration - no payment (Pillbury Madison & Sutro)
- Online Games Arcade (Pitney, Hardin, Kipp & Szuch)
- Interactive "You Make the Call" Fact Pattern (Squire, Sanders & Dempsey)

E-Commerce Enabled

- Immigration Law Center including password protected client services (Sidley & Austin)
- Publication order form (Barlow Lyde & Gilbert - UK)

Target Audience**Law Students****Brochureware**

- Life in Silicon Valley - including RealPlayer promotional video (Wilson Sonsini - US)
- Detailed career opportunity sections including Current Recruiting, Firm Overview, Values, Practice, Departments, Lifestyles, Summer Program, Associate Program (Barnes & Thornburg - US)
- Real-time introductory recruiting video (Orrick Herrington & Sutcliffe - US)
- Shockwave Presentations - High Profile Cases Worked On, Day in the Life at the Firm (Akin, Gump Strauss, Hauer & Feld)
- Multi-lingual support (Luce, Forward, Hamilton; Steel Hector & Davis)
- K&S University - highlighting the important aspects of continuous training the firm provides (King & Spalding)
- Detailed explanation of associate life in their two main offices (Cleary, Gottlieb, Steen & Hamilton)

Interactive Site

- Online distribution list registration for Law School Placement Offices
- Guestbook (many firms)
- Online conference and seminar registration - no payment (Pillbury Madison & Sutro)
- Online Games Arcade (Pitney, Hardin, Kipp & Szuch)
- Interactive "You Make the Call" Fact Pattern (Squire, Sanders & Dempsey)

E-Commerce Enabled

- Online applications
- Online Applications for both Office Support and Associate Positions (Morrison Mahoney & Miller)

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