

# ALPMA SUMMIT 24

SUMMIT PROGRAM

EMPOWERING PEOPLE  
ENABLING TECHNOLOGY  
EVOLVING TOGETHER



**PRINCIPAL  
PARTNER**

BRISBANE | BCEC | SEPTEMBER 11 - 13

**ALPMA SUMMIT - PRE-SUMMIT WORKSHOPS - WEDNESDAY 11 SEPTEMBER 2024**

	P9	P10
8.05 - 8.50am	<b>BREAKFAST HOSTED BY INFOTRACK</b> (INVITATION ONLY)	<b>BREAKFAST HOSTED BY AUCYBER AND LEXVERITAS</b> (INVITATION ONLY)
		 
8.00am	<b>REGISTRATION OPEN</b> Drop in early to print your name badge at one of the registration kiosks.	
	WORKSHOP 1 - P7	WORKSHOP 2 - P8
9.00am - 12.30pm  (morning tea provided)	<p style="text-align: center;"><b>Cyber Security Workshop - Walk out more secure than you walked in</b>  <i>Annie Haggart, Founder &amp; Principal, Cyber GC</i>  <i>Artem Feroulev, AUCyber   Lloyd Evans, LastPass</i>  <i>Meena Wahi, Cyber Data Risk Managers   Gemma Hicks, Business Development Manager, Coalition</i></p> <p>This hands-on workshop will provide attendees with the practical knowledge and skills to improve their own and their firm's cyber security right there in the room. The 3.5 hour deep-dive cyber security workshop will cover:</p> <ul style="list-style-type: none"> <li>• Cyber security for lawyers and law firms</li> <li>• Managed Security Services: understanding your outsourced IT and if they are keeping you secure</li> <li>• Password Hygiene: your first line of defence</li> <li>• Insurance: your lifeline in a breach</li> </ul>	<p style="text-align: center;"><b>The Great Recharge! A refreshingly different take on wellbeing at work</b>  <i>Kathryn Jackson, Director, Careerbalance Ltd</i>  <i>Sharon Kilmartin, Director, Step In Coaching Ltd</i></p> <p>It's time to stop waiting until we hit rock bottom before we look after ourselves, and our teams because wellbeing is no longer an optional extra, it's a strategic differentiator.</p> <p>But it must go way beyond food, fitness, and a conversation about simply being OK. It must build a culture that has health at its core.</p> <p>If you're serious about building the personal and professional capability to remain competitive into the future, then this workshop is the one to attend.</p>
12.30pm	LUNCH	
	WORKSHOP 3 - P7	
1.30 - 5.00pm  (afternoon tea provided)	<p style="text-align: center;"><b>Mastering Marketing with AI</b>  <i>Leanne Shelton, CEO, HumanEdge AI Training</i></p> <p>An interactive, informative, and creative session featuring both AI training and implementation with International ChatGPT Trainer and Human Copywriter, Leanne Shelton.</p> <ul style="list-style-type: none"> <li>• Focus on marketing strategy (internal purposes) and content creation (external)</li> <li>• Limitations and opportunities - and how to keep it legal</li> <li>• ChatGPT basics - free vs paid</li> <li>• Training GenAI (like ChatGPT) to understand your audience, company background, and brand voice</li> <li>• Effective ways to develop strategy and content for websites, articles, emails, webinars, and more</li> <li>• Group work on mock company projects</li> </ul>	
	EXHIBITION HALL	
5.30pm	<b>Happy Hour</b> Celebration of ALTACON and Welcome to ALPMA Summit	
		

	P7	P9
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7.45 - 8.30am	<b>Breakfast hosted by ALPMA</b> (Invitation Only)		<b>Invitation Only breakfast hosted by Actionstep</b> (Invitation Only)	
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7.45am	<b>REGISTRATION OPEN</b>			
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<b>AUDITORIUM</b>				
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8.45am	<b>Welcome to Summit</b>   <i>Stephen Van Dorp, ALPMA President and COO / CFO, SLF Lawyers</i> MC: <i>Tessa van Duyn, CEO, Moores</i>			
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8.55am	<b>2024 Changing Legal Landscape Research Report</b>   <i>Tobi Heskett, Head of Product, Dye and Durham Australia &amp; and Mike McKell, VP Sales, Australia, Dye &amp; Durham Australia</i> As the legal industry continues to evolve and change in the face of disruption, join us as we unlock the strategies at the forefront of law firm leaders' agendas for the next 12 months.			
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9.15am	<div style="background-color: #004a7c; color: white; padding: 2px; display: inline-block;"><b>OPENING KEYNOTE</b></div> <p style="text-align: center;"><b>A Quest Beckons... beyond the default</b>  <i>Dr Jason Fox, Wizard-Philosopher, Bestselling Author and Leadership Futurist</i></p> <p>Are your people "too busy" for meaningful progress? Are you so swept up in the demands of the operational and the immediate that you have not had the time to lift your gaze to the horizon and ask: what is emerging? Over time, it's natural for our efforts to gravitate to safe and familiar patterns. A comfort zone that consists of activities that are predictable and easy to measure. Patterns that feel productive. But could it be that these default patterns are contributing to a rich delusion of progress? It takes a pattern-disrupting event like this to find out. In this session, the wizard Dr. Fox will take us on the beginnings of a quest. Together we shall venture beyond the default to ask: what does meaningful progress look like? Where might we be succumbing to rich delusions of progress? And how might we ensure we stay relevant into the future? Come, let's venture—beyond the default.</p>			
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**DYE & DURHAM**  
DISCOVERY STAGE

10.15am	<b>MORNING TEA</b>			
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**Discover Dye & Durham's Industry-Leading Practice Management Solution**  
*Tobi Heskett, Dye & Durham*

10.40am	<p style="text-align: center;"><b>How Can We Ensure the Ethical Use of AI?</b>  <i>Rhonda McGrath, LEAP</i></p> <p>Join us for an engaging seminar on how lawyers can navigate the ethical use of AI. We'll unpack the fear and resistance around AI and explore practical steps to incorporate AI into your practice while preserving confidentiality, accuracy, and data security. You'll leave this session feeling confident in your ability to use AI responsibly, ensuring it supports your commitment to your clients and your profession.</p>			
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10.50am	<p style="text-align: center;"><b>Australian Legal Industry: 2024 Navigating Cyber Threats Report</b>  <i>Peter Maloney, AUCyber</i></p> <p>AUCyber presents the latest cyber security research into the Australian legal industry. The launch of the Australian Legal Industry: 2024 Navigating Cyber Threats Report is the result of extensive research conducted by ALPMA, in partnership with leading cyber security and cloud solutions provider AUCyber</p>			
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11.00am	<div style="background-color: #004a7c; color: white; padding: 2px; display: inline-block;"><b>KEYNOTE</b></div> <p style="text-align: center;"><b>Unmasking Imposter Syndrome</b>  <i>Alison Shamir, Imposter Syndrome Expert, Global Speaker, Certified Coach</i></p> <p>Alison unlocks the secrets behind why talented, qualified &amp; intelligent individuals often discount their own achievements despite clear evidence of their success. Unmasking this fear whilst navigating fast pace, fast changing and often highly competitive workplace dynamics puts the control back in your hands, empowering you to own your voice, negotiate your worth, and embrace the success you truly want and/or have earned.</p>			
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Most sessions in the **Auditorium** will be recorded for Summit On-Demand.

**REC**

12.00pm	CONCURRENT SESSIONS - 5 MINUTE ROOM CHANGE				
	AUDITORIUM	BREAKOUT 1 - P9	BREAKOUT 2 P10	BREAKOUT 3 - P11	 <b>DYE &amp; DURHAM DISCOVERY STAGE</b>
12.05pm	<p><b>Rate of Change - Are you keeping pace?</b>  <i>Isabella Manning, Head of Organisational Change Management, Virgin Australia</i>                      Chair: <i>Anthony Palella</i></p> <p>In the past 100 years, the pace of change has accelerated rapidly leaving many business owners and executives feeling overwhelmed- or in denial! Join Isabella for an engaging and interactive session that delves into the speed of change and the importance of staying ahead. Are you keeping up with the pace of change and innovation? Explore some practical tips on how to embrace and empower ourselves for the inevitable disruptors of the status quo that are already knocking on our doors</p>	<p><b>What are the key trends to focus on for your People &amp; Culture Strategy</b>                      Chair: <i>Nicole Anderson</i>                      Panelists:  <i>Jenn Little, Insource, Caley Zingerle, LODLaw and Joel Barolsky, Edge International</i></p> <ul style="list-style-type: none"> <li>Trends that will impact P&amp;C strategy</li> <li>How to be proactive and not reactive</li> <li>Employee Value proposition</li> <li>Talent management strategies in a tech enabled world</li> </ul>	<p><b>Tragic to Magic: How to differentiate your Business in a Sea of Sameness,</b>  <i>Jason Malouin, Superpower Portraits</i>                      Chair: <i>Justine Fletcher</i></p> <ul style="list-style-type: none"> <li>Learn how to differentiate yourself and your business in a crowded marketplace</li> <li>Examine the process that will allow you to communicate exactly why working with you or your business is any different or better than all the others out there</li> </ul>	<p><b>Strategy Discovery and AI: The Essential Shift you need to Thrive</b>  <i>Dr Graham Kenny, Strategic Factors</i>                      Chair: <i>Begonia Silvestre</i></p> <ul style="list-style-type: none"> <li>How to embrace strategic thinking for improved results</li> <li>How to engage with AI for better firm strategy</li> <li>How to employ collaboration to stay ahead of the competition</li> </ul>	<p><b>Motivate, not Mandate: : How to build resilient legal workplaces for the future?</b>  <i>Garry Slater, Axiom</i>                      Chair: <i>David George</i></p> <p>What does the future look like for legal workplaces and what environments should we be designing now to attract the next generation? Innovative workplace design can be distilled into seven foundational pillars, join us as we outline the seven principles of effective workplace design.</p>

12.50pm	<b>LUNCH</b>				
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	CONCURRENT SESSIONS				
	AUDITORIUM	BREAKOUT 1 - P9	BREAKOUT 2 P10	BREAKOUT 3 - P11	 <b>DYE &amp; DURHAM DISCOVERY STAGE</b>
1.50pm	<p><b>Crafting your Firm's Collaboration Agenda - Making the most of being together</b>  <i>Joel Barolsky, Edge International</i>                      Chair: <i>Nicole Anderson</i></p> <p>This presentation will cover the five areas of a typical collaboration agenda including case studies and relevant frameworks:</p> <ul style="list-style-type: none"> <li>Major client and pursuits</li> <li>Cross-firm growth areas</li> <li>Wicked client problems</li> <li>Productivity gains</li> <li>Capability build</li> </ul>	<p><b>Redefining Value</b>                      Chair: <i>Tony Bleasdale</i>                      Panelists:  <i>Stephen Spencer, DLA Piper</i>  <i>Tessa van Duyn, CEO, Moores and Emiliya Peneva, CEO, Jackson McDonald</i></p> <ul style="list-style-type: none"> <li>How is technology affecting pricing practices?</li> <li>The evolution of packaging services</li> <li>Value adding services</li> <li>How will technology impact price?</li> </ul>	<p><b>CoPilot in Action: From Bot Building to Legal Luminary</b>  <i>Amanda Fajerman, Barhead Solutions</i>                      Chair: <i>David George</i></p> <p>Gain actionable strategies for integrating Copilot seamlessly into legal practice;                      Give confidence to legal professionals to tinker with Copilot; Understand when to use, and when not to use Copilot</p>	<p><b>Emotional Intelligence in Leadership</b>  <i>Rebecca Niebler, Mind Cultivation</i>                      Chair: <i>Shantel Reid</i></p> <p>Identify core emotionally intelligent leadership behaviours, understand the tangible impact emotions have on workplace performance, and how to increase your self-awareness to enhance overall Emotional Intelligence (EQ)</p>	<p><b>No-Cost Hacks you can Implement TODAY to Make Your Firm More Successful (with no AI!)</b>  <i>Emily McCarthy, Duncan Little, Alex Grace, and Luiz De Almeida, LexVeritas</i>                      Chair: <i>Leanne Alfonso</i></p> <p>Our experts will focus on Finance, IT and People &amp; Culture to provide you with practical and tangible take-aways (and a downloadable PDF checklist) that will make your firm safer, more profitable and more successful (and make you look good!)</p>



Most sessions in the **Auditorium** will be recorded for Summit On-Demand. REC



2.45pm	AFTERNOON TEA
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**So They Can - 1 in a Million**  
*Anthony Bleasdale*  
So They Can is a charity that empowers children living in poverty in East Africa through education


AUDITORIUM	
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3.10pm	<p><b>Transforming Family Law: Exploring Technological Advancements</b> <i>Yogesh Patel, InfoTrack</i></p> <p>Discover how technology is revolutionising family law as this area of practice adapts to the evolving dynamics of modern families. Delve into the latest technological advancements and their influence on family law practices. Gain valuable insights into how legal professionals are harnessing technology to boost efficiency, enhance client communication, and effectively manage the complexities of today's family law landscape.</p>
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3.20pm	<p><b>Modernising Your Law Firm: Embracing Technology for Success</b> <i>Zahn Nel, Regional Vice President, Sales, Australia and New Zealand, Actionstep</i></p> <p>Discover the necessary steps law firms need to take to modernise their law firm and gain a competitive edge in the legal industry. Adopting the right technology and managing change is key. Join us for an insightful session where we will share the benefits and challenges of change management as well as strategies on implementing innovative technology that elevates efficiency, client satisfaction, and overall firm performance. Don't miss this opportunity for key insights on transforming your practice and leading your firm into the future.</p>
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3.30pm	<p><b>KEYNOTE</b></p> <p><b>Everyday Creative: A Dangerous Guide to Making Magic at Work   Mykel Dixon, Award Winning Speaker &amp; Author</b> <i>MC: Tessa van Duyn, CEO, Moores</i></p> <p>What's really stopping us from being creative at work? The boss? The boredom? The bureaucracy? Nope. It's the story we tell ourselves about who we are and what we're capable of.</p> <p>We all have a dysfunctional relationship with creativity. We love it, value it, and want more of it, but we can't find the time or resources to give to it. And despite desperate calls for more innovative thinking in every industry, the systems and processes that hold most organisations together don't allow or enable anything like it.</p> <p>This keynote is for anyone who feels like they have more to give but struggle to get it out. Packed full of powerful, practical tools, this inspiring, interactive presentation will help you cut through the barriers that prevent creativity at work, giving you the clarity and confidence to unleash your wild ideas and quirky self into every pocket of your personal and professional life.</p>
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4.30 - 5.15pm	<p><b>ALPMA Awards Winners</b></p> <p>Meet the firms who are leading the way with innovative initiatives that are changing the game and improving their firms. Awards include: Excellence in Business, Excellence in People, Excellence in Innovation &amp; Technology and Excellence in External Impact Initiatives</p>
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7.00 - 10.30pm	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;"> <p><b>"Viva Bris Vegas!!" Cocktail Party</b> <i>Howard Smith Wharves</i></p> </div> <div style="text-align: center;">  </div> </div>
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P7

8.00 - 8.45am

**Breakfast hosted by Dye & Durham**  
(Invitation Only)



Australasia's leading  
Legal Practice Management  
Conference

8.00am

**EXHIBITION HALL OPEN**

Most sessions in the **Auditorium** REC  
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AUDITORIUM

9.00am

**Exploring Autonomous Agents**

*David Diamond, MatterX*

Take an exploratory look at Autonomous Agents—where we are now and where we might be heading. We'll explore what these agents are, the technology behind them, and their potential applications to legal.

9.10am

**KEYNOTE**

**Freedom is an Attitude | *Stephen McGown*, International Keynote Speaker and Author**  
MC: *Tessa van Duyn, CEO, Moores*

10.10am

**MORNING TEA**

**Designing with Canva (for non-designers)** *Lesley Hays, CXS, ALPMA*

10.40am

**Scaling Expertise: From Old Family Recipes to AI-Enhanced Law Firms**

*Rob Aitken, NetDocuments*

Explore how AI can transform your law firm's unique expertise into a national brand, similar to how secret family recipes become household names. Learn how AI can enhance client outcomes, increase high-value work and boost client advisory and recruitment efforts, making your expertise the "secret sauce" that sets your firm apart.

10.50am

**KEYNOTE**

**Beyond Busy: Redefining Legal Work Culture | *Mollie Tregillis*, ex-Litigation Lawyer, Facilitator, Mentor and Strategic Advisor**  
MC: *Tessa van Duyn, CEO, Moores*

Busy work and burnout are increasingly common in the legal profession. "Beyond Busy: Redefining Legal Work Culture" delves into the connections between busy culture and burnout, identifying root causes and presenting five key cultural elements to reshape legal team dynamics. This session will challenge perceptions of productivity and inspire attendees to break free from the busy cycle. The discussion will cover the history and current state of busy culture in the legal field, uncover cultural gaps, and provide practical steps to foster a more effective, productive, and sustainable work environment. Attendees will rethink how legal work gets done and learn how to start creating a culture that truly allows legal teams to thrive.

11.50am	CONCURRENT SESSIONS - 5 MINUTE ROOM CHANGE				 <b>DYE &amp; DURHAM DISCOVERY STAGE</b>
	<b>AUDITORIUM</b>	<b>BREAKOUT 1 - P9</b>	<b>BREAKOUT 2 - P10</b>	<b>BREAKOUT 3 - P11</b>	
11.55am	<p><b>Empathy &amp; innovation: Powering Law with Tech and Heart</b>  <i>Talya Faigenbaum and Laura Vickers, Nest Legal</i>                      Chair: <i>Nicole Anderson</i></p> <p>In an era where the speed of change is unparalleled, the legal profession stands at a crossroads. The confluence of rapid technological advancements and the imperative for human-centric skill development presents both formidable challenges and unprecedented opportunities. Future-ready lawyers need to develop key personal and professional skills to remain relevant and competitive as the industry continues to evolve.</p>	<p><b>How do we upskill and reskill for the workforce of the future?</b>                      Chair: <i>Ann-Maree David</i>                      Panelists include:  <i>Andrea Tham, Gilbert + Tobin, Lior Nickig, Minter Ellison, Mary Hockaday, MBH Consulting Pty Ltd</i></p> <p>What impact is technology disruption having on Learning &amp; Development?</p> <p>How do we build capacity and capability through upskilling and reskilling our teams?</p>	<p><b>Elevating the Client and People Experience with the Transformative Power of AI</b>  <i>Carl White, and Sam Auty, PwC NewLaw Australia</i>                      Chair: <i>Anthony Paella</i></p> <p>In this workshop you'll embark on an immersive and practical journey that explores the strategy and building blocks in realising value from GenAI solutions as a law firm. You'll discover how the exponential development of AI is now offering a shift from efficiencies and productivity gains toward opportunities to enable and reimagine both the clients' journey and the experience of your people. If your objectives include the need to understand the current reality and emerging promise of AI and ensure the right investment decision and implementation plan is in place for your firm, this session is for you.</p>	<p><b>It all begins with batteries – building a practice upon the science of wellbeing</b>  <i>Kathryn Jackson, Careebalance and Sharon Kilmartin, Step in Coaching</i>                      Chair: <i>David George</i></p> <p>Just imagine a legal practice filled with people who understand how and why to stay fully charged. Would you see improved decision making and judgement? Enhanced productivity and engagement? Stronger client relationships? Increased creativity and innovation? More ethical practice? For too long, we've normalised flat batteries within our profession and it's hurting us and those we care about. Join our workshop and begin your journey.</p>	<p><b>How to attract and retain the 4 generation workforce</b>  <i>Remi Marcellin, Mary Savova, Leanne Lazarus, People2People</i>                      Chair: <i>Justine Fletcher</i></p> <ul style="list-style-type: none"> <li>• Key reasons for staff turnover and key levers to retain staff</li> <li>• What employees expectations are in 2024</li> <li>• How to approach the four-generation workforce and more specifically that new generation that is now joining the workforce - Gen Z.</li> </ul>
12.55pm	<b>LUNCH</b>				<b>Exhibition Competition Winners and Partner Prize Draws</b>



Most sessions in the **Auditorium** REC will be recorded for Summit On-Demand.

CONCURRENT SESSIONS				
	AUDITORIUM	BREAKOUT 1 - P9	BREAKOUT 2 - P10	BREAKOUT 3 - P11
1.50 - 2.50pm	<p><b>When Altruism isn't Enough: The economics of Wellbeing in Law Firms</b>  <i>Renee Branson, RB Consulting</i>                      Chair: <i>Begonia Silvestre</i></p> <p>Investing in and operationalizing well-being as a strategic priority is an investment in law firm profitability. Poor mental and emotional well-being within a firm impacts attrition rates, increased risk of malpractice / misconduct, competency, and various other indicators that affect profitability.</p> <p>Together, we will discuss how to incorporate well-being programming into a firm's strategy, policies, and infrastructure.</p>	<p><b>Managing Client Expectations,</b>                      Chair: <i>Ben Deverson</i>                      Panelists:  <i>Kim Wiegand, Ashurst   Cathy Reynolds, McInnes Wilson Lawyers   Giles Watson, Legal Practice Management consultant, coach &amp; trainer, Giles Watson Pty Ltd.</i></p> <ul style="list-style-type: none"> <li>• Bill squeeze, pricing</li> <li>• Client pricing discussions</li> <li>• Impact of technology/right to disconnect</li> <li>• Client succession planning</li> <li>• Key trends that will impact firm strategy/business operations</li> </ul>	<p><b>Change Managers vs Change Muggles: Why law firms need more wizards and less worrywarts</b>                      Chair: <i>Jo Alilovic, 3D HR Legal</i>                      Chair: <i>Leanne Alfonso</i></p> <p>Amidst the accelerating pace of change in the legal industry, in this presentation Jo Alilovic highlights the folly of solely relying on building individual resilience to combat resistance to change.</p>	<p><b>At the intersection of Legal and Social Responsibility: A new way of looking at DEI</b>                      Chair: <i>Sheetal Deo, Shakti Legal Solutions</i>                      Chair: <i>Shantel Reid</i></p> <p>Diversity, equity, and inclusion (DEI) take center stage in corporate social responsibility and organisational safety, but discomfort around certain, topic or uncertainty on how to approach them, can discourage meaningful discourse. This leads to limited, or incomplete understanding, confusion and controversy regarding DEI and its purported benefits, and initiatives and organisational change that seems to miss the mark.</p>
2.50pm	AUDITORIUM - 5 MINUTE ROOM CHANGE			
2.55 - 3.40pm	<p><b>Summit Wrap Up: Panel discussion of key learnings from Summit 2024</b>                      Facilitated by <i>Tessa van Duyn</i>  <i>Emiliya Peneva, CEO Jackson McDonald   Mark Wiggins, CEO, Hall Payne   Cathy Reynolds, COO, McInnes Wilson</i></p> <p><b>Closing Remarks</b>   <i>Stephen van Dorp</i></p>			



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# Congratulations to our 2024 ALPMA Awards Finalists

Meet the firms who are leading the way with innovative initiatives that are changing the game!  
Winners will be announced and present their projects at 4:30pm Thursday, 12 September - Auditorium.

## EXCELLENCE IN PEOPLE

FINALISTS

**CARTER  
NEWELL**

**HHG** LEGAL  
GROUP®  
Trusted. *Since 1919.*

**SLF**  
LAWYERS

AWARD SUPPORTED BY

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 **LEXVERITAS**

## EXCELLENCE IN TECHNOLOGY & INNOVATION

FINALISTS

**Anthony  
Harper**

 **FAMILY LAW**  
EDUCATION NETWORK OF AUSTRALIA

**moores**

AWARD SUPPORTED BY

 **Actionstep**

## KEY ACHIEVEMENT AWARDS

FINALISTS

**Amanda Fajerman**, Engagement  
Manager, Barhead

**Geoffrey Renton**, Head of People &  
Culture, SLF Lawyers

**Luke Kendall**, CIO, Gadens

**Simon Creek**, Executive Chairman,  
HHG Legal Group

**Zile Yu**, Managing Partner, Quantum  
Law Group

AWARDS SUPPORTED BY

 **Dye &  
Durham**

 **matterx**

**netdocuments**

## EXCELLENCE IN BUSINESS SUCCESS

FINALISTS

**Anthony  
Harper**

 **NEW  
SOUTH  
LAWYERS**

AWARD SUPPORTED BY

 **InfoTrack**

## EXCELLENCE IN EXTERNAL IMPACT INITIATIVES

FINALISTS

**barhead**

**CARROLL  
& O'DEA  
LAWYERS**

**moores**

AWARD SUPPORTED BY

 **LEAP**

## ALPMA VOLUNTEER AWARDS

**ALPMA Committee of the Year**

**Volunteer of the Year**

AWARDS SUPPORTED BY

 **Dye &  
Durham**

# Thanks to all our Partners

## SUMMIT PRINCIPAL PARTNER



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