

Internationalisation Solutions Overview

Hackathon for a Better World 2026

Internationalisation & Improving Competitiveness

The following 10 solutions were developed in response to the Internationalisation & Improving Competitiveness challenge statement of Hackathon for a Better World 2026. The summaries reflect the proposals as submitted and provide an overview of the issues identified and approaches proposed by participating teams. They do not constitute recommendations or endorsements by SAL.

Overview of Solutions

No.	Team	Solution
1	General Counsel Honorary Team	Strengthening Singapore Law Firms as Trusted Regional Advisers
2	Nexus Sparks	Cross-Border Legal Control Tower
3	Lex Orchestrata	ASEAN Capability Development Pathway
4	ReThink@RT	LexiNavi
5	KrishMan	Anchor
6	Infinite Possibilities	Jurisdiction Intelligence Centre
7	Team A&G Asia	Mid-Career Cross-Border Capability Framework
8	Beyond the Red Dot	Regionalisation Playbook
9	NAKAthoners	Regional Referral and Trust Network
10	Fearsome Foursome	ALREE: ASEAN Legal Readiness & Expansion Ecosystem

1

General Counsel Honorary Team**Strengthening Singapore Law Firms as Trusted Regional Advisers**

Issue addressed: Singapore law firms have strong domestic legal expertise, but translating that strength into sustained regional presence and competitiveness requires more than legal knowledge alone. Firms need deeper familiarity with ASEAN markets, stronger cross-border delivery capabilities and clearer regional positioning if they are to compete effectively for regional work.

Proposed approach: The team proposes a broad strategy to help Singapore law firms evolve from local legal specialists into trusted regional advisers. Firms would strengthen ASEAN-focused expertise through greater exposure to cross-border work and improve the delivery of multi-jurisdictional matters through stronger project management, service delivery and strategic use of technology and AI. The proposal also emphasises clearer market positioning and thought leadership, together with greater engagement with Singapore's in-house legal community, particularly lawyers in multinational corporations who can help strengthen awareness and use of Singapore law and Singapore firms for regional work. Rather than prescribing a single programme, the proposal brings these elements together as a longer-term competitiveness strategy that can be adapted by firms of different sizes.

2

Nexus Sparks**Cross-Border Legal Control Tower**

Issue addressed: Singapore lawyers advising on multi-jurisdictional matters need reliable access to foreign-law information and local expertise, but repeatedly obtaining and coordinating advice across jurisdictions can be costly, fragmented and difficult to scale. Building regional capability does not necessarily mean that Singapore counsel can, or should, become experts in every jurisdiction.

Proposed approach: Nexus Sparks proposes a Cross-Border Legal Control Tower that separates reusable foreign-law knowledge from matter-specific advice. A living jurisdiction matrix would maintain verified baseline information, while AI-assisted comparative analysis would support comparison and issue spotting across jurisdictions. Where local-law advice is required, a coordinated service desk would connect Singapore counsel with local counsel to verify or apply the law, allowing the resulting advice to be consolidated into an execution-ready cross-border product. The proposal also addresses the commercial architecture needed to sustain the model, including freshness windows for stored knowledge, licensing and liability arrangements, fixed-fee verification and capped deal-specific advice. The underlying model positions Singapore counsel as the orchestrator of trusted regional expertise rather than requiring them to replicate local expertise in every market.

3

Lex Orchestrata**ASEAN Capability Development Pathway**

Issue addressed: Lawyers seeking to develop genuine cross-border capability need more than familiarity with foreign laws. Effective regional practice also depends on cultural fluency, relationships and the ability to work effectively with clients and practitioners across ASEAN. Opportunities to develop these capabilities can be uneven, particularly where lawyers do not have access to overseas postings.

Proposed approach: Lex Orchestrata proposes a lifelong ASEAN-focused development pathway through which lawyers can progressively build regional expertise while remaining based in Singapore. The model combines modular professional learning with recognised credentials and practitioner networks, covering both technical familiarity with regional legal systems and the cultural, interpersonal and relationship skills required for cross-border practice. Rather than establishing an entirely separate infrastructure, the pathway would draw on existing institutions and programmes where possible. Lawyers could therefore accumulate relevant learning, credentials and professional connections across different stages of their careers, creating a more accessible and repeatable route to regional capability than relying primarily on overseas postings.

4

ReThink@RT
LexiNavi

Issue addressed: Formal statements of foreign law do not always tell a lawyer how rules operate in practice. Cross-border lawyers also need current market and procedural context, confidence in the provenance of information and an understanding of where uncertainty remains before relying on unfamiliar jurisdictional information.

Proposed approach: ReThink@RT proposes LexiNavi, an AI-powered regional legal-intelligence platform designed to turn fragmented jurisdictional information into practical cross-border decision support. It combines cited jurisdiction snapshots with curated market and practice intelligence, provenance and confidence indicators, verification flags and context-specific recommendations, including suitable local counsel. The model also incorporates adversarial testing and customised briefs to help users interrogate rather than simply accept generated outputs. By surfacing the source, recency and limits of the available information, LexiNavi is intended to augment professional judgement and help Singapore lawyers navigate unfamiliar jurisdictions more confidently, rather than present AI-generated information as definitive foreign-law advice.

5

KrishMan
Anchor

Issue addressed: SMEs expanding overseas can encounter legal and dispute risks without having ready access to sophisticated cross-border legal support. At the same time, the smaller Singapore law firms that already advise these businesses may have limited opportunities to develop regional capability through actual cross-border matters.

Proposed approach: KrishMan proposes Anchor, a two-sided programme intended to create demand for Singapore-seated alternative dispute resolution while simultaneously building the cross-border capabilities of smaller law firms. On the client side, an SME entering an overseas contract would undertake a simple legal health check and be supported in adopting a pre-vetted Singapore-seated ADR clause. On the supply side, the SME's existing Singapore law firm would progress through a structured capability pathway to equip it to support the resulting cross-border work. The intended cycle is that regional business activity generates real cross-border matters, those matters provide practical capability-building opportunities for smaller firms, and those firms become better equipped to support their clients' future international expansion.

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Infinite Possibilities
Jurisdiction Intelligence Centre

Issue addressed: Cross-border legal risks can emerge too late in a transaction, after commercial expectations have hardened or investment decisions have already been substantially made. Decision-makers also need legal advice to be presented in a consistent form that makes material jurisdictional differences, gating issues and execution dependencies visible.

Proposed approach: Infinite Possibilities proposes an AI-powered Jurisdiction Intelligence Centre built around an organisation's or firm's own precedents, policies and transaction experience. The tool would convert deal inputs into a structured cross-border risk report, identify gating legal issues before commitment, apply a consistent analytical framework across relevant jurisdictions and show the sequencing of steps required for execution. Outputs would be structured for use in investment-committee or board-level decision-making, bringing legal risk into the commercial decision process earlier. The proposal therefore positions AI as a decision-support layer grounded in institutional knowledge, rather than simply a tool for summarising foreign law.

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Team A&G Asia

Mid-Career Cross-Border Capability Framework

Issue addressed: Early-career lawyers may have access to structured training programmes, but regional capability development can become considerably less systematic at the mid-career stage. Lawyers may acquire international experience largely according to the matters, networks and financial resources available to them, creating uneven pathways to cross-border expertise.

Proposed approach: Team A&G Asia proposes a structured framework for mid-career cross-border capability development. The framework would first assess whether and how international capability is relevant to a lawyer's particular practice, identify the capabilities required, provide a deliberate development route and then support the lawyer in keeping those capabilities current as markets and work evolve. This shifts international development away from an ad hoc model based on individual opportunity towards a repeatable process that can be applied across different career and practice contexts. The aim is to make regional capability development more accessible and sustainable rather than dependent on luck, personal means or the international platform of a particular firm.

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Beyond the Red Dot

Regionalisation Playbook

Issue addressed: Mid-sized and boutique Singapore firms can have strong legal expertise and established client relationships but face practical barriers to developing a deeper regional footprint. Cross-border competitiveness requires not only knowledge of other markets but also the ability to coordinate multi-jurisdictional work, manage overseas counsel, deliver matters efficiently and build a recognisable regional profile.

Proposed approach: Beyond the Red Dot proposes a practical regionalisation playbook aimed particularly at mid-sized and boutique Singapore firms. Drawing on an in-house client perspective, the model combines regional training and exposure with stronger cross-border project-management practices, more deliberate coordination of overseas counsel, technology-enabled service delivery and regional branding and thought leadership. Implementation could begin through phased pilots using existing infrastructure rather than requiring firms to establish a physical presence throughout the region. Progress could then be assessed through measures such as secondments, referral activity, regional matters and revenue. The longer-term ambition is for participating Singapore firms to operate as effective one-stop coordinators of regional legal work.

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NAKAthoners**Regional Referral and Trust Network**

Issue addressed: Cross-border legal work is heavily relationship- and trust-driven. Overseas clients and counsel frequently refer work to lawyers they already know, while the time spent developing international relationships can be difficult to recognise and access to established networks is uneven. This can make capable Singapore lawyers less visible internationally, particularly where they do not already belong to established referral networks.

Proposed approach: NAKAthoners proposes a mechanism to widen access to regional referral and trust networks and make capable Singapore lawyers more discoverable and referral-ready. Rather than treating international business development solely as an individual networking exercise, the proposal seeks to create a more systematic route through which lawyers can establish visibility and credibility with overseas clients and counsel. By broadening access to professional relationships beyond established firms and senior practitioners, the model aims to translate trust-building and visibility more consistently into cross-border referrals and mandates.

10

Fearsome Foursome**ALREE: ASEAN Legal Readiness & Expansion Ecosystem**

Issue addressed: Singapore lawyers handling cross-border matters must navigate fragmented legal systems across ASEAN, including differences in regulatory frameworks, enforcement standards, legal traditions and restrictions on foreign lawyers. This can increase the time and cost involved in researching unfamiliar jurisdictions and finding appropriate local expertise. The team also identifies broader barriers to internationalisation, including limited regional exposure, a predominantly domestic mindset and insufficient organisational readiness for expansion.

Proposed approach: Fearsome Foursome proposes ALREE (ASEAN Legal Readiness & Expansion Ecosystem), a unified platform combining legal intelligence, AI-assisted comparison, cross-border collaboration and capability development. Lawyers would be able to access a shared ASEAN legal database containing jurisdiction-specific information, AI-generated legal summaries and regulatory updates; compare legal frameworks across countries to identify differences and potential risks; and connect with verified ASEAN legal professionals through a shared digital workspace. The technology component is complemented by ASEAN legal bootcamps, regional workshops, cross-border simulations and overseas secondments or attachments, so that lawyers can build practical regional capability alongside access to information and professional networks. The team proposes starting with Singapore and Malaysia, initially focusing on areas of high cross-border demand, before refining and expanding the ecosystem based on pilot experience.