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Fact, opinion and prophesy. What's next for law, from the brightest in the business.

Frazer: Talk to me about your decision to focus on the U.S. market. How's that going?

Jenna: The U.S. healthcare market is very segmented, and the insurance industry follows suit. In Canada, this work was all being done manually. In the U.S., there were so many variations. That fragmentation allowed us to enter the market with a true tech-driven solution because there wasn't only one way to do the work, and there wasn't already a tech company offering a solution comparable to ours. We leaned into that heavily and invested in our early customers' success and used that to grow.

Frazer: Once a company has traction and momentum and wants to accelerate that growth, one of the toughest decisions they face is how to select appropriate investors. How should high growth companies think about this challenge?

Jenna: Founder-investor fit is just as important as founder-market fit. Our investors understand the insurance industry, they understand legal, and they understand how financial institutions work. My advice is to lean into that, rather than a going with a generalist. We can clearly see and measure the value our investors have added to Wisedocs.

Frazer: Any final advice for tech startups or founders?

Jenna: Lean in, even when it's scary. I think one of the biggest lessons we've learned along the way came from one of our advisors who told us to not operate from a place of anxiety. You're always going to feel a little afraid but don't show up in a place of fear, show up in a place of confidence. Playing it safe won't create momentum. But also, take moments to breathe and reflect. Even if sometimes you forget to breathe. Or reflect. Or sleep.

Connor: With the right co-founder, the sky is truly the limit. Choosing carefully can make all the difference, becoming one of the best decisions you'll ever make. The timing and pace may not always align, but what matters most is building a team that shares your vision.

Selecting dedicated investors and ensuring that your executive and senior leadership are just as committed to your mission, sets the foundation for success. These are the people who will stand by you through every challenge, and building that foundation is what fuels true, lasting growth.


BLG's Future of Law series captures the perspectives of industry leaders on the biggest issues facing law and business over the next decade and beyond with the goal of starting conversations and supporting action in organizations across Canada. The year-long series was created in honour of BLG's 200th anniversary in 2023-2024.


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