legal it insider

▸ Slater and Gordon in world Microsoft first

Slater and Gordon has become the first company in the world to deploy Microsoft Managed Desktop, as the hedge fund-owned UK firm also ousts dedicated legal technology in favour of the Microsoft stack, we can reveal.

MMD was launched in September 2018 and brings together Microsoft 365 Enterprise, device as a service and cloud-based device management.

All of Slater and Gordon's circa 1,450 staff now use Surface Pros, and Microsoft automatically manages, updates and protects the devices, including taking care of patching. Access to Surface Pros is through facial recognition, reducing the risk of security breaches.

The tech giant uses AI to determine which devices are ready for feature updates or, conversely, whether a specific app is blocking the device's ability to update. It can isolate and shut down a single device where a security risk is established.

While Microsoft said at the launch of MMD that it was partnering with the likes of Lloyds Banking Group, Dell, HP and Accenture, Slater and Gordon is understood to be the first company anywhere in the world to deploy it.

The 18-office firm is being supported by Insight, a leading UK-based Microsoft partner that has a leasing agreement with Slater and Gordon to help fund the project. The plan is to refresh its tech every three years.

Approved in October 2018, the new offering is part a raft of changes being led by chief technology and transformation officer Yvonne Ferguson as part of a £30m, three-year technology investment drive by the firm as it aims to transform the way consumers receive legal services.

The firm is one of the best-known names in the legal profession thanks to being the first to float in 2007 and a well-trailed subsequent decline.

Having launched in the UK in 2012, Slater and Gordon's disastrous £1.3bn acquisition of Quindell's legal division in 2015 led to a dramatic share price drop and a High Court battle. In 2017 the UK arm was split off and control handed to Slater and Gordon's senior lender, hedge fund Anchorage Capital, with £386m in secured debts being written off.

▸ DACB to shift 3E to Azure

DAC Beachcroft is set to shift its Thomson Reuters Elite 3E practice management system into the Microsoft Azure cloud, becoming one of the first large law firms to do so, we can reveal.

The UK top 20 law firm stood up its development and test servers for Elite in Azure at Christmas time.

Speaking to Legal IT Insider about the move, IT director David Aird said: "It's been a lot of hard work but this is the right thing: we'll be more secure and we don't want to be in the business - especially as we get bigger - of having our own data centres all over the place. It's not scalable."

▶ Slater and Gordon in world Microsoft first

CONTINUED FROM FRONT COVER

Anchorage has over the past 16 months put in place a strong leadership team led by experienced chief executive officer David Whitmore, who was a partner at Anderson and a senior executive at Compass Consulting and ISG.

Ferguson, whose CV includes senior management positions at Transport for London, Royal Mail, Ministry of Defence and WPP, joined Slater and Gordon in 2018 tasked with digitising and broadening out legal services at the firm.

Slater and Gordon, as part of a broad shift away from dedicated legal technology, has stopped using BigHand digital dictation and switched to Microsoft's speech recognition and digital dictation tool Cortana, through which users can dictate onto their Surface Pros. Some use Siri to dictate into their iPhones.

Slater and Gordon are consolidating around Tikit P4W - Thomson Reuters MatterSphere will be out by the end of the year - but the firm will also consider whether it can use Microsoft Dynamics 365 for its case management needs.

Elsewhere, QlikView has been replaced by Microsoft Power BI for reporting and analytics.

The firm, which is moving all its data to Azure, has moved into new premises on High Holborn, London, downsizing from five floors to one - fee-earners now work in an agile way, including hot desking and working from home. Previously all of them worked from a desk in the office and were not able to work remotely. It is understood that Slater and Gordon have reduced the number of support staff they employ, largely through not replacing employees when they leave.

New follow-me printing has resolved one of the biggest gripes in the firm - that the printers didn't seem to work, and users now have the same pass card for the office and printers.

Slater and Gordon are an Aderant client and it will be interesting to see what the outcome will be of their PMS review, when it eventually gets there, given the drive away from legal technology.

So far this year the IT team has cut 10% of its costs due to rationalising what is not used and duplication. Whitmore said: "If legal service providers are to meet the demands of consumers in the years to come, we have to continually look for ways of being more flexible and innovative. That way of thinking also applies to how we as organisations work. That's why we are looking to harness new technology, such as Microsoft Managed Desktop, to enable us to work smarter and more efficiently for our clients."

The market will watch with great interest whether Slater and Gordon and their high level, but non-legal senior executive is successful in its mission to replace legal technology with in-built Microsoft functionality. It is certainly not the first to come up with the idea: many firms have tried and struggled to, for example, use SharePoint as a document management system. SAP has proven difficult without the legal wrapper of Fulcrum GT.

But within Office 365 Microsoft's offering is becoming more compelling and what is certain is that Slater and Gordon's corporate culture - away from the constraints of the partnership model and driven by a heavyweight hedge fund - means that the decisions being made now are driven by commercially minded, experienced managers who are motivated only by efficiency gains. It is going to be fascinating to see how far they get.

▶ DACB to shift 3E to Azure

CONTINUED FROM FRONT COVER

DAC has over 2,500 staff in offices across Europe, Latin America, North America and Asia-Pacific.

Aird, who joined DAC in October 2013 from leading facilities management company Mitie Group, told Legal IT Insider: "The first thing was explaining to the executive team that this is the right way to go and then working with marketing and our risk teams in formulating the plan and going out to clients. They were very supportive. While we obviously worried, those clients we spoke to were sending out their own case studies about their use of the cloud, so by the time we came to discuss it they had moved on a lot themselves."

Despite the inexorable march towards infrastructure and software as a service, the legal sector has been slow to adapt, and one of the biggest fears among firms is that hosting core data in the cloud will mean they are precluded from taking on certain client

work. However, Aird says: "People have moved on and are more intelligent about what they say - we're not seeing so much about 'is it in the cloud?'. Ours is Microsoft Azure but our data is hosted in the UK. People are more concerned about where their data is - historically using some cloud services you couldn't have been sure, but we can supply all of that information about third parties through the Microsoft Trust Centre. These days it's not so much about 'is it cloud?' but 'what are the safeguards?'"

He adds: "Sometimes IT people, rather than finding a solution, only see the problem. It doesn't seem to be a huge issue for us."

DAC selected 3E in 2018 after an extensive review. However, Aird says: "I wouldn't underplay the importance of the fact that we had Enterprise and that relationship with Thomson Reuters and we liked the product."

While TR is in the early stages of launching a SaaS version of 3E, that move came after DAC had already begun looking at IaaS. Aird says: "It's all quite new so we had lots of conversations with Thomson Reuters about supportability and things are looking good."

He adds: "For me and some of my team this is not new but it's newer for Thomson Reuters and law firms generally - but we just need to plan and do it properly."

While cloud used to be seen as a way to keep costs down, Aird says: "Gone are the days when you used cloud because it's cheaper - it's the flexibility. 3E can be thirsty on disc space and memory so you're faced with waiting a week for a new hard drive. The way we're doing it now, you can immediately scale up as and when the firm grows. We don't have to keep going back to the drawing board. We also avoid that every three-to-four years hardware refresh - that's all down to Microsoft, we don't have to tool down."

A survey conducted in the run up to #GlenLegal19 revealed a dramatic increase in cloud adoption rates, with well over three quarters of law firms saying their HR and payroll systems will be in the cloud next year and just under three quarters saying it will be SaaS.

However, the only exception was PMS, where just under three quarters of law firms said they will still be on-premises next year and very few said they were looking at SaaS or IaaS.

▶ The UK eDisclosure Guide is out!

This year's version of the most definitive Guide to UK eDisclosure systems is out now, as Andrew Haslam and Legal IT Insider publish the 2019 edition of the "industry bible".

There have been 43 modifications to the entries, with the Guide showing 98 (the same as last year) suppliers and 68 (down from 73) products.

Though the overall number of suppliers has stayed the same, there have been 12 companies leaving the Guide and 12 joining, with three name changes.

Some of the departing companies have been as a result of mergers, others have not supplied updated details and have been removed to keep the content current. The software figures reflect the removal of 11 applications and the arrival of 6 entries into the marketplace.

Haslam tells us what's behind the changes:

"The changes in the Guide reflect the two main themes from the last year of eDisclosure in the UK. On the one hand a consolidation of third party suppliers, and on the other the arrival of cloud-based software suppliers intent on challenging Relativity's market dominance.

"In a flurry of news in March 2018, Consilio and Advanced Discovery announced they were merging, to form the second largest eDiscovery company behind Epiq, whilst CloudNine bought all of the Lexis Nexis eDiscovery toolset, including Concordance and Law. In September Nuix bought the Ringtail software from FTI Consulting, thus giving them an "end to end" functionality capability across the EDRM model. In October Consilio acquired DiscoverReady, further consolidating the US marketplace. Finally, in January 2019 potentially the most interesting of the consolidations took place as OpenText acquired Catalyst in what might be more of a purchase to remove competition rather than to continue the Catalyst product lines.

"As far as the UK was concerned, the interesting news in the eDisclosure area were the arrival of both CS DISCO and Everlaw into the marketplace. Both now have UK offices, employees and clients, including formal partnerships; DISCO with Kennedys and Everlaw with Macfarlanes. They join OpenText in offering cloud-based, fast-moving and keenly-priced "not-Relativity" alternatives.

"The move by law firms to more structured formal arrangements with suppliers also continued, with RPC partnering with Anexsys, and Linklaters with (the mainly unknown) Servient product. The current Disclosure Pilot, with its emphasis on using technology, means that law firms are more than ever realising they need to have a more strategic approach to the provision and use of eDisclosure. It's hoped the Guide will assist them in their efforts."

For all the detail **download** the 13 MB, 447 page PDF from the Legal IT Insider website.

▶ Clients demand DMARC is set to reject

But outside the top ten, few law firms have fully implemented the email accreditation

Clients are increasingly demanding that law firms have fully implemented email authentication protocol DMARC before they send them instructions.

DMARC is a protective barrier for a firm's email correspondence, sheltering staff and clients from the most common form of cyberattack, phishing.

While no cyber solution is a silver bullet, DMARC is a global industry standard widely recognised as essential to protecting an organisation's email, brand and reputation. It does this by preventing third parties from impersonating email domains.

It is estimated that 6.4 billion spoofed messages are sent every day, according to email security company Valimail. And 15 per cent of all business email compromise ("BEC") attacks involve exact domain spoofing.

Maximising use of DMARC might appear, therefore, to be a "no-brainer". But successful implementation can take time. If firms go straight to a full "reject" policy, legitimate mail will be lost. It is necessary first to monitor traffic, looking for deviations in reports, then move to quarantine mode, analysing results in spam catch and DMARC reports. Only then can firms confidently progress to "reject".

Reject or be rejected

Government bodies in both the UK and US, as well as a number of financial institutions and major corporates, understood to include Lloyds, are ramping up the pressure, however, by telling law firms they must reach "reject" or risk losing their business.

"Since DMARC's inclusion in the British Minimum Cyber Security Standard, the frequency that we're seeing clients include DMARC compliancy as part of their information security auditing is astounding," says Joseph Hedegaard-Ganly, information security adviser at Saepio. "With the FTSE 100 stepping up their supply chain security, law firms are increasingly the first to be asked to reach policy level reject, the highest level of DMARC."

"A number of top UK financial institutions have requested their legal partners implement DMARC in a bid to secure their supply chain," adds Dr Rois Ni Thuama, head of cyber security governance at Red Sift. "Organisations are waking up to the reality that while their own digital infrastructures are well defended, the threat is still lurking on the periphery due to a weakness in the cyber defences of third-party suppliers - in many cases, the law firm."

Furthermore, Ni Thuama believes it is only logical that other corporates will follow suit in demanding DMARC of their suppliers.

"If DMARC is one of the Minimum Cyber Security Standards required by the British Government of all departments and their contractors, surely all organisations operating in the UK should follow suit and not only implement these defences to protect their own clients, but also mandate that the organisations in their supply chain also adhere to this fundamental cybersecurity standard."

Slow progress

Both Saepio and Red Sift have been monitoring DMARC uptake amongst law firms. When Red Sift first conducted its survey in August 2017, only one firm had full protection in place, revealing critical vulnerability for the remaining firms and representing an open-door opportunity for scammers.

"Twenty months on, 10 additional firms have implemented DMARC at full protection - clearly in response to increasing pressure from clients, suppliers and government," says Ni Thuama.

But while firms including DLA Piper, Hogan Lovells, Linklaters, Norton Rose, CMS, Herbert Smith Freehills and Eversheds Sutherland have all reached "reject" status, many other firms have yet to progress beyond "report", putting them at risk of losing clients.

"Reputation is not a new concept to law firms, but the reputation of one's domain has previously not been seen as an area of consideration," says Hedegaard-Ganly. "The race to reach reject is not a box-ticking exercise, but rather the result of firms getting visibility into what use of their domain is taking place through reports. There's little doubt that, by this time next year, the percentage of the top 100 in reject will be significantly higher."

An alternative view
Martin Smith, founder of the Security Awareness Special Interest Group, believes that while DMARC is an important tool, it is only a small part of the solution

"DMARC and a host of other technical and procedural tools are all hugely helpful in securing the online B2B environment. I would always encourage their implementation *but within an overall cybersecurity strategy*. Context is everything - simply demanding that a supplier implements tools such as DMARC will do nothing on its own to improve data security and privacy: it just becomes another barrier to doing business, another point solution/sticking plaster, another box to tick, another cost overhead that will quickly degrade in usefulness.

"History is littered with solutions that make people feel warm for a while. The Government's own schemes such as the excellent Cyber Essentials, where Departments insist that suppliers comply before they can do any public sector business with them, remains massively under-subscribed; even then, whilst gaining accreditation shows a degree of conscientiousness in achieving at least some basic levels of security, it's really only like a car's MoT: as good as the day it's issued and the garage that issued it but with no subsequent guarantee to roadworthiness until next year's test.

"Cybersecurity requires a commitment at all levels within law firms from the board member to the filing clerk, and needs to be applied across the whole of the organisation's technology, processes and people. Paying lip service, especially when overseeing suppliers, is counterproductive, it gives a false sense of security to both sides. Issuing arbitrary stipulations in isolation, such as "requiring their supply chains use DMARC in order to work with them", is an important but only very small part of the answer."

▶ Womble swaps out Workshare for DocsCorp

UK top 40 firm Womble Bond Dickinson has switched to the DocsCorp desktop productivity suite as part of its move to Windows 10, we can reveal.

WBD will use pdfDocs for PDF file editing, compareDocs for document comparison and cleanDocs for metadata management and email recipient checking.

Gareth Humberstone, IT services manager at WBD, said the product benefits were a major incentive to switch during the Windows 10 project. "We'd heard through our links to LITIG that a number of our peers are using DocsCorp, especially compareDocs. Having pdfDocs, compareDocs and cleanDocs all in one seemed to make sense," he told Legal IT Insider.

"Having a common interface between products made sense. DocsCorp has a clean Windows10-looking interface."

Humberstone added: "PDF Docs has an excellent 'Binder' feature allowing staff to easily create a bible for a transaction, making the entire process much more efficient and less time-consuming."

WBD had already acquired a limited number of pdfDocs Binder licenses, which proved particularly popular with corporate fee-earners.

WBD has long been a Workshare customer and Humberstone said: "In changing something you've used for so many years we thought long and hard, but we also liked the fact that compareDocs is a raw comparison so it's quicker and, from what we've seen, is very accurate. DocsCorp compares within the document rather than having to convert the file first."

WBD also previously used Nuance eCopy PDF Pro Office which, Humberstone points out, is not yet compatible with Office 2016, meaning the firm had, in any event, to look at new products.

WBD has had a number of users trialling DocsCorp's technology since the late summer/early autumn of 2018 and it will be rolled out with Windows 10.

WBD is currently rolling out iManage Work 10 as part of its desktop upgrade and its core systems remain on premises.

▶ UK Top 50 law firm IT profile: Gowling WLG

UK Top 50 law firm IT profile: Gowling WLG

Team size: 65

Leadership: Tony McKenna, Director of IT

Investment in IT: Circa 4% of turnover

Innovation:
Architecture and Innovation team sits within IT, includes role of Digital innovator

Key priorities:
New tech management system; second phase of new people management system, deploying Lenovo Thinkpads with Office 16 and Windows 10; client-led applications via HighQ and new Mendix platform

Core systems:
iManage; Aderant for practice management; Intapp for integration and conflicts

Tony McKenna, Director of IT, Gowling WLG

How is the IT team at Gowling WLG structured and what is your role within it?
I am Director of IT. I joined the firm a little over two years ago and my remit covers everything to do with technology.

The structure we have implemented is really quite simple. After I joined, we took a step back and evaluated why the department was here, what was its reason to be? Once we had decided that we are here to service our colleagues and clients in the delivery of technology and introduction of change, and to drive the innovation agenda whilst keeping everything secure and reliable, we set about implementing a structure and processes to reflect this strategy.

We realised that there are ultimately three things that we do - plan, deliver and run. So, we split the department into three divisions. The running part is all about keeping the lights on. There is the internal service desk - although we have people called subject matter analysts rather than traditional service desk analysts and second line analysts. They do call answering, desk-side visits, audio visual and user education. That team is led by a head of service delivery, along with three business partners.

The business partners lead the subject matter analysts and are also split by geography in terms of engagement with our lawyers. Their remit is two-fold. First, they drive the team in terms of service excellence, ensuring we are meeting colleagues' needs and, where

we deliver services to clients, ensuring we are meeting clients' needs.

They are also the people who sit in with the business and talk about what their needs are and what change is coming. They are the people who can point out the services we can offer in terms of document automation or due diligence software, for example. They communicate the tools we have to drive process efficiency to the wider business.

What about the delivery function?
The delivery function is, as you would expect, all about the delivery of change. In that team we have project managers, business analysts and change managers. We also have a portfolio office team and what we call subject matter experts. These are people who have subject matter areas, for example unified communication, document management or practice management. There are a set of products that sit within those subject areas that the subject matter experts are accountable for.

The third aspect of the IT department is architecture and innovation. Within that, we have our information security officer and security analysts and we have our enterprise architect. We also have a role called digital innovator.

How big is the team and are there any plans to change the size or the shape of it, or has all the restructuring been done?
In total, we are about 65-strong. We carried out the planning for the restructuring in 2017 and the new organisation took effect at the start of 2018. Throughout 2018 we mapped people to roles. We also brought on board quite a significant number of new people throughout the course of last year. We are in a very different place to where we were two years ago.

What are your key priorities for 2019?
Our number one priority is always keeping the lights on, 24/7, 365 days a year, across the globe, so our colleagues can work anywhere and at any time. Behind that, in terms of initiatives, we have just delivered on a new tech management system, we are closing in on the second phase of delivery on a new people management system and we are currently deploying new Lenovo Thinkpads, with Office 16 and Windows 10. In parallel to that we are delivering a lot of client-led applications, whether it be on a HighQ platform through dynamic delivery or using a product called Mendix to deliver bespoke client solutions.

What core systems do you use?
We use iManage for document management, we use Aderant for practice management and time recording and we use Intapp products to manage integration and conflicts.

Do you have plans to implement new technology?
The introduction of the Mendix platform is a

significant change for us. It is a low code platform that allows us the ability to work dynamically with our clients to create bespoke applications without the overheads that can mount up when you start to build these things.

What level of investment does technology receive within the firm?

It's around four per cent of turnover. Basically, we invest in really good technology to support our colleagues at good value for money. For example, about 18 months ago we implemented Zoom for audio visual conferencing. That was a step change in the quality of the service, at a reduced cost.

What is your biggest challenge, or frustration, as Director of IT?

That's a difficult question because I love my job. We are in a purple patch for legal technology right now. I have been doing this for around 20 years now and the amount of engagement we are getting at the moment is fantastic.

I suppose the frustration is always wanting to do more. Businesses of our size can only accept so much change at any one time. I worked in utilities for 20 years before moving to the legal industry. We really are just starting to catch up with a lot of other sectors in terms of how we run our technologies and how we manage our systems.

If we were toasting your success in five years' time, what would we be toasting?

I think five years is too long a window for anyone to measure success in the role that I have. Success would be to deliver a technology platform that is agile to meet business demand and a changing market. I think we are probably about a year out from actually doing that.

▶ Forsters swaps out Civica for NetDocuments

NetDocuments say that they have seen growth of 400% over the last three years in the EMEA region, reporting a bumper Q1 with international new client wins including Mayfair-based Forsters LLP, which has swapped out its old Civica document management system.

Forsters' 20-strong IT team is led by CIO Anthony Stables, who, as part of a wholesale change management strategy review by Janders Dean, came in last year to help transform the UK top 70 firm's technology capability

Other recent NetDocuments wins include top 20 accountant Saffery Champness and the Council of Europe.

▶ Peppermint's revenue climbs 10%

Peppermint Technology's revenue is up by around 10% for the year ended June 2018, climbing from £5,613,390 to £6,196,664, driven primarily by an increase in recurring revenue.

Recurring revenue represents 80% of total revenue, up from 78% in the previous year, which reflects new customer wins and organic growth in the existing customer base.

The company made a loss of £1,888,481 after taxation - while the loss is fairly considerable, that figure represents an improvement on the figure of £2,114,526 in the 2017 fiscal year. However, its liabilities exceed its assets by £2,692,353 - an increase from last year's figure of £2,413,699. Staff costs remain high but are down almost 5% to £4,115,718, which is around 66% of total revenue.

On 22 June 2018 the company issued £1.5m of deep discounted loan notes for cash of £1m to fund its expansion.

As part of the business review of the 2018 accounts and as we reported near the time, Peppermint observes that on 18 January 2019 the group secured a £7.9m strategic investment from Accel-KKR. The investment comprised venture debt (£5.5m) and shareholder loan stock (£2.4m) and the company repaid in full its existing euro denominated bank loan.

"The investment has considerably increased the cash available to the group," Peppermint says in the review. "This will support management's strategy of growth, further development of our Legal SaaS platform, scaling resources to deliver a brilliant customer experience and solidifying a market-leading position in the legal IT sector."

Notably during the 2018 financial year, eight customers completed their implementation and go-live of Peppermint CX.

Speaking to Legal IT Insider about the results, Gary Young, Peppermint CEO, said: "Our cash position is really strong as a result of our recent strategic investment from existing investors and Accel-KKR and it gives us the capacity and firepower to continue to invest and accelerate some of the things we're doing.

"Since I arrived, we've hired around a dozen people into strategic roles including Nicki Grundy (chief financial officer) and Tony Cox (chief sales officer). We have other new roles to announce soon.

"Alongside the dozen we've already hired, we're recruiting into sales and marketing and have hired two new sales people. We shall look to hire one more."

Young continued: "A number of new clients were brought on in the last financial year and we had a lot of project activity."

Grundy told us: "The increase is really revenue driven, the improvement comes from bringing new

clients on board and from organic growth."

She added: "There won't be any dividend paid: all the investment will be paid into the business and it will be used to drive future growth for Peppermint. We have changed some of our commercial offering and what we expect going forward is for FY19 to be relatively flat and in 2020 we'll start to see a return on investment thanks to the changes we're making.

"We've moved away from our old pricing model so that it builds revenue over a project as opposed to annually in advance - so phased in smaller instalments."

Young said: "That is proving popular with larger clients with lots of legacy systems and multiple migrations," adding, "Strategically we want our software to be easy to buy, easy to implement and easy to consume."

While Young says the approach is still very much to sell Peppermint as a platform and "there seems to be a strong demand for that single platform play", the CRM system is still available separately. "For those who are looking just to implement a new, modern CRM system, we have the opportunity of working with Microsoft and partnering with them to deliver that. We are seeing demand for both."

Young says they are now seeing interest from larger firms than before, including a number of prospects in the UK top 50.

▶ Top stories in April + reactions

You may not be surprised to hear that our TOP THREE most visited stories from April are all about EY's acquisition of Thomson Reuters' legal managed solutions business Pangea3.

We were one of the first two publications to bring you news of the talks, and the highest-ranking article of April is still from 3 April: '<u>EY in talks to acquire Thomson Reuters Legal Managed Services: What we know</u>'.

That's followed by our in-depth analysis of the deal, '<u>Has EY Law bitten off more than it can chew in Pangea3? Quite possibly</u>.'

Closely followed by: '<u>And it's official: EY to buy Legal Managed Services from Thomson Reuters</u>.'

What you need to know:

Thomson Reuters has been undertaking a global restructuring as part of which it is focusing on technology not services;

TR acquired Pangea3 in 2010 and while the business has grown globally from 650 to 1,000, there's a fairly strong consensus that TR hasn't developed the business to its full potential;

At EY, Pangea will be merged with Riverview Law to provide a global legal operations service;

The acquisition brings EY up to 3,400 legal professionals - bigger than all of the Big Four bar PwC, although it is only short of around 100;

As with Riverview, EY is buying people and experience not technology;

With the acquisition, EY is broadening its capacity to serve corporate legal departments around the world;

The plan at EY is to continue to grow.

In the background, the UK government continues to push for a break-up of the Big Four to weaken their stranglehold on the audit market. In April the business, energy and industrial strategy committee said in no uncertain terms that the Competition and Markets Authority should separate the accountants' audit and consulting arms.

<u>Lexis launches InterAction for Office 365!</u>
The next biggest story of April was the news that Lexis is finally moving InterAction into the cloud.

In what is described as a "really important but initial step", legal CRM market leader LexisNexis InterAction on 8 April launched InterAction for Office 365 after an 18-month development project that has involved the entire InterAction team from product management to development and engagement with over 150 law firms globally.

The newly-launched product, which is available for both desktop and subscription versions of Office, embeds CRM data into existing workflows across Microsoft Outlook, Excel and Word.

Speaking to Legal IT Insider, commercial director for EMEA and APAC, Steve Zangari said: "We have been really involved with clients in deep research to understand what law firms are looking for from their CRM solution.

"We've contacted and formed engagements with over 150 law firm globally to find out what is important to them. What are the barriers to success? How will we help them to derive the maximum value? We've conducted story mapping; formed a CIO advisory board; and established a global client advisory board. There has been real in-depth engagement with the client.

"The focus has very much been around CRM adoption and what's happening in the background to help us formulate our strategy for InterAction going forward."

The comments on the LITI website are worth a read. One commentator, "Sara G", says: "So it's finally reached the cloud? The CRM story should be cloud-based from Day One. On-premise solutions are only justified if there is a need for them to be, business critical systems which CRM isn't. Having used InterAction it's nice to hear they have finally decided to join the party. A necessary step but other CRM systems who had the cloud advantage have already spent their development time on automation - InterAction just can't cut it against today's players."

iManage RAVN appoints "supremo" Alex Smith as global product management lead

Also featuring in our Movers and Shakers on page 27 Alex Smith features at number five: he has left the role of Reed Smith's innovation hub manager to join iManage RAVN to help drive the vision and roadmap for the product from the client and market perspectives. He will be based in the company's London office.

Smith, who in the commentary surrounded his departure was rather entertainingly dubbed "innovation supremo", has helped Reed Smith to shape its approach to user-centric innovation across the London Innovation Hub programme.

"RAVN is on the cusp of explosive growth and we are delighted to have Alex join us at this vital juncture," commented Nick Thomson, general manager, iManage RAVN. "Alex brings with him the right mix of technical knowledge, energy, collaboration skills and indeed the 'right' experience, all of which will play an instrumental role in enabling us to deliver against our vision. He is a great fit for our organisation."

Prior to Reed Smith, Smith worked for 17 years at LexisNexis UK, where he led numerous projects to develop search, big data and artificial intelligence capabilities for the company.

Commenting on the story on our website, "NC" (who is not Neil Cameron, FYI), said: "If this stops iManage claiming their over-priced enterprise search tool is AI then it will be a great move."

Six new BigLaw firms sign up to Reynen Court

We'd stop at the top five best read stories but it's worth mentioning that services automation platform Reynen Court, in at number six, remains controversial, with many of the brightest minds we know saying they just don't get the model.

Last month six more leading law firms joined to support the development and launch of Reynen Court. The six new members are Cleary Gottlieb; Davis Polk & Wardwell; Debevoise & Plimpton; Simpson Thacher & Bartlett; Slaughter and May and Weil Gotshal & Manges.

They bring the number of firms backing the platform that we christened "the app store for legal" to 18. Co-chairs Latham & Watkins and Clifford Chance have been involved from the outset alongside Paul Weiss (vice chair); Covington; Cravath, Swaine & Moore; Freshfields Bruckhaus Deringer; Gibson Dunn; Linklaters; Orrick; Ropes & Gray; Skadden Arps; and White & Case.

As we first revealed in January, Latham and Clifford Chance have each injected £2m in Series A funding.

Founded by former Cravath, Swaine & Moore associate Andrew Klein and formally launched at the end of September, Reynen Court will audit vendors and offer containerised cloud applications, enabling firms to buy and run the application in their preferred environment.

Commenting on our story on LinkedIn, Beau Mersereau, director of applications, development and support at Fish & Richardson, said: "Still don't understand the point."

Jeffery Brandt, chief information officer at Jackson Kelly and editor of PinHawk added: "I've been writing in my PinHawk newsletter since the inception that I don't get the goal of this. It's not just a matter of support from law firms to be successful. Vendors have to back it and the technology has to support it. So far no one has been able to explain it to me. I've spoken to some of the supporters and I have to say it's telling to me that those supporters aren't sure why or what they are supporting either."

▶ RBRO Lifts and Shifts Simons Muirhead

RBRO Solutions has announced a successful cloud-to-cloud migration for London law firm Simons Muirhead & Burton LLP. RBRO was referred to SM&B by iManage to facilitate a backend iManage Work upgrade, as well as a migration between their cloud-based data centres.
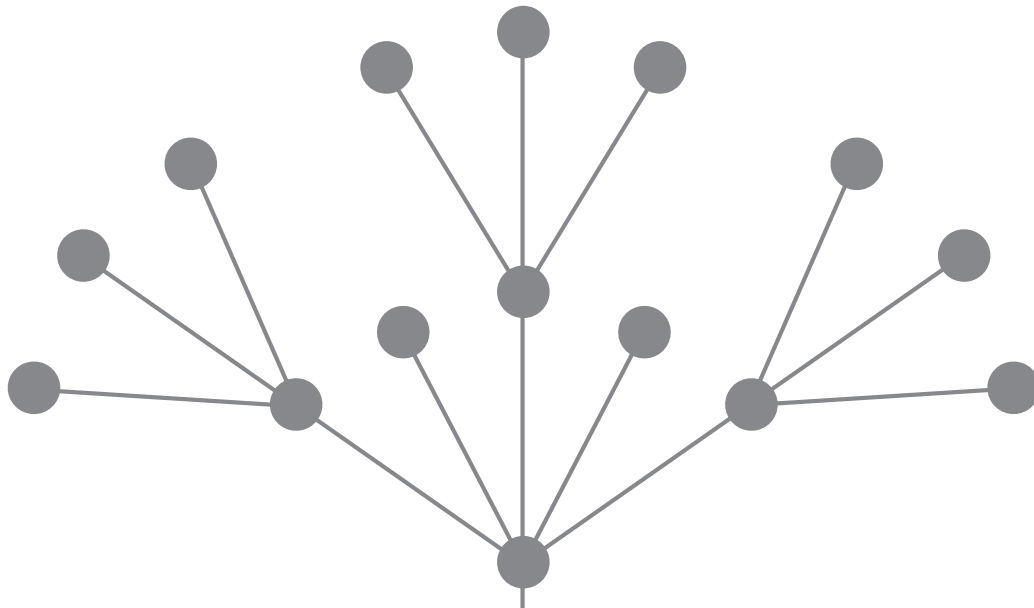
See our wins and deals section on page 25 for more detail.

▸ Legal sector is cyber "soft underbelly"

by Amy Carroll

The legal sector is lagging financial services by a decade when it comes to cyber security, founder of the Security Awareness Special Interest Group Martin Smith MBE told delegates at this year's Legal Leaders IT Forum.

Chairing a panel on managing supply chain risk, Smith declared that law firms are seen as the "soft underbelly" by other parties in the corporate world.

An explosion of technology vendors in recent years has exacerbated the problem, increasing the fragmentation of legal supply chains. But law firms must recognise that they are also central to their clients' supply chains and can be significant risk vectors themselves.

"Banks look after money but law firms look after a business's most treasured possession, it's data," said Wil Rockall, cyber security partner at Deloitte. "It is your reputation at risk and, from my perspective, cyber security isn't the priority it should be in the legal sector."

As head of information security and data protection, Sue Diver of Clarke Willmott has primary responsibility for establishing information security risk governance frameworks and policy and responding to cyber threats. "It is my job to investigate breaches, inform the ICO if necessary and if the breach isn't reported until a Friday, I am the one who works through the weekend to ensure reporting is made within GDPR requirements. Understanding the risks posed by our supply chain is a real concern for me."

Diver recalled an incident in one of her previous roles where an organisation with whom they shared data sold servers without data having first been wiped. That data was published on the internet. "The ICO investigated. They crawled all over our counterpart's practices and investigated our due diligence processes; and the results made the national papers," she remembered. "The Head of Information security at our counterpart's organisation lost their job."

Fellow panellist Daniel Pollick, CIO at DWF, also has direct experience of what can go wrong. He was CIO at DLA Piper at the time it suffered the consequences of the NotPetya attack. The attack vector, in that instance, was a piece of Ukrainian accounting software called MeDoc – the equivalent of Sage in that region.

"You have to ask yourself where do you draw the line when it comes to software that you allow on your network? You can't distrust everything. You have to trust Word, for example," said Pollick. "But, at the same time, what risks do you expose yourself to every time you allow a new piece of software into your operating environment?"

Indeed, supply chain assurance remains a real challenge for law firms, which, like in other industries, are thwarted by a lack of any clear benchmark. "Ideally what we need is a universal and independent rating system, similar to that available for food hygiene at your local restaurant," says Diver. "Until then, we are all going to struggle to keep on top of this issue."

In the absence of a definitive benchmark, organisations undertake their own due diligence on suppliers, and accreditation, such as ISO 20000, has grown in importance as a mark of a law firm's integrity as a supplier.

Nathan Hayes, IT director at Osborne Clark, believes that accreditation offers a useful starting point. "It gives a firm focus," he said. "It is important to hire someone whose responsibility it is to deliver that accreditation and that provides discipline." But not everyone believes that the accreditation available provides much comfort in terms of the level of security it guarantees.

"There is a danger that it becomes about ticking boxes," said Rockall. "There is a difference between security and compliance," added Smith. And Hayes conceded that existing accreditation does provide a great deal of flexibility in terms of defining scope of applicability.

"I would say accreditation is necessary but not sufficient," he concluded. "It is possible to be certified and still be insecure."

▶ LWOW Power!

I realise with hindsight that I had very few expectations of LawWithoutWalls before I accepted the invitation to be a judge in Miami. I said "Yes" because I like founder Michele DeStefano and because some people whom I rate in the industry talk highly of LWOW. Did I mention it was in Miami?

What I most definitely wasn't expecting was to meet former LWOW students who credit the not-for-profit movement with forming their careers, and senior leaders - of which there were many - who say LWOW has changed the way they manage staff and communicate with cross-border teams.

White & Case's chief marketing officer Michael Hertz, who was a judge at LWOW, summed it up beautifully, telling me: "LWOW brings together a lot of things: innovation, cross border collaboration, and then the business skills to put together a business program. Even one of those would be interesting and challenging, but this pulls it all together. Everyone finds it really challenging and you have to work really hard to make it work. Cross-border is hard, the innovation piece is hard, coming up with a plan is hard, and then you have to cram it into four months."

There are some valuable lessons in here for all of us.

Now in its ninth year, LWOW brings together students, vendors, law firms and academics from across the globe to collaborate and find solutions to a mind-boggling array of legal problems or "projects of worth".

In January 2019, 17 LWOW teams were formed during a three day kick off in Segovia, Spain. (It took me a while to realise that "Segovia" wasn't some kind of cryptic code name.) The kick-off includes idea generation, team building and personality profiling.

Led by a sponsor firm or company, the cross-border teams, many of whom speak English as a second language, then have 16 weeks to pull together their project, with iterative (and some say fairly relentless) feedback along the way from DeStefano and fellow LWOW leader Erika Pagano.

Then the 20-minute presentations happen during a two day composium at the University of Miami Law School, where DeStefano and Pagano are lecturers and which supports the programme.

The winning projects this year included everything from an app that provides consumers with information about food freshness to combat waste (sponsored by Accenture) and a blockchain-powered platform that means vital medical information isn't lost in Florida's foster care system (also sponsored by Accenture - Pinsent Masons was the only other sponsor of two teams). A team sponsored by iManage and led by CMO Dan Carmel won best business plan for its AI-driven solution to cut the response time for RFPs. There is a prize for the best accompanying commercial, this year won by Legal Genie, a clause extraction tool sponsored by Link Asset Services and Eversheds Sutherland.

The overall winner was SmartSyndi: a blockchain solution for managing syndicated loans, sponsored by HSBC.

What blew me away is the sheer effort that goes into the projects - as Hertz pointed out, these are not hastily thrown together facts and figures but well researched data put together with reference to a range of experts, in the knowledge that a panel of four judges - who include senior investors - are entitled to pull any of the research apart.

Why do already busy people put themselves through this?

Speaking to me at the event, DeStefano said: "People find us who want to do something different with their volunteering time. It re-energises people - lawyers are given a bad rap for not being creative but LWOW helps us to tap into our creative side and opens the door for diverse thinking. It also opens everyone's eyes to what is happening around the world - over 60% of people taking part speak more than one language."

SmartSyndi was sponsored by HSBC and the word on the street is that the bank may wish to invest in the idea. Is that the ultimate goal?

"That's not the point," DeStefano says. "Ninety percent of people don't want to quit their day jobs. The point is to hone their skills and behaviour and to effect change in our lives."

The change for many surrounds how they communicate with one another, and it is here that there are lessons to take away for all of us.

Tom Lavin, senior marketing manager at White & Case, led an LWOW team of 10 spanning countries including the UK, France, Germany, Switzerland, the US and Chile.

In addition to a weekly call the team - called Rat Race - communicated using Slack, Google Drive and Skype. They engaged with LWOW through Adobe Connect.

While Rat Race didn't win, its presentation and branding was, in my opinion, among the best. According to Lavin, that was a result of breaking away from a stereotypically formal style of communicating and, dare we say, having some fun.

"Our communication style, although very structured, was very conversational," Lavin says. "It had to be to keep people on board. We had several non-English speakers and really adjusted our communication style, relaxing it so that it was more friendly and informal than you would normally be - it really worked in terms of the levels of engagement: we had 100% engagement on every call."

It was more of a time-commitment than Lavin expected but he says: "The fact that so many people put in so much time shows what an emotional feeling it engendered. I felt really responsible for my team."

The result is that Lavin is trying to introduce more informal ways of communicating back in the office and he says: "At the end of the day there has got to be a connection between people so that they really want to help each other."

LWOW gives people license to think differently about the delivery of law in an age when there has never been so much demand for creative thinking.

Felix Schulte-Strathaus is a senior legal engineer at Wavelength.law but also a legal technology officer at LWOW. He supports teams with the techy side of their project, such as helping them to build a chatbot or develop an app, should that be necessary.

Having studied at UCL under lecturers including Dr Anna Donovan and Professor Richard Moorhead, Schulte-Strathaus completed LWOW in 2016 and it's clear that it lit a fire in terms of career path.

"At UCL I was interested in the stories of the likes of Alex Hamilton at Radiant Law, and the LWOW community allowed me to ask how, at my junior level, I get involved without having to go through the first 15 years of legal practice. LWOW gave me the resource and the network."

"It has 100% shaped my present and future career," he adds. "Law school can be so conservative but LWOW provides that open invitation to play around and move forward in that entrepreneurial spirit."

The same applies to Amir Dhillon, UK marketing manager at Axiom, who took part in LWOW in 2015 and is now its brand and community officer, helping with applications, social media and photography. DeStefano and Pagano helped Dhillon to get the job at Axiom and he takes his time at LWOW as holiday.

"As a law student I didn't know about the business of law or legal technology or anything of innovation in the industry, it was a whole other world," Dhillon says.

"People might do now but back then it was novel. Through LWOW there was a tangible change and I thought 'how do I get involved in that?'"

LWOW has created a community that adds up to more than any of the big names involved. If it teaches us anything it's that, as the demands of the legal profession change, we need to find ways to escape from the old ways of working and thinking.

LWOW X WINNER

▸ **Sophie Tversky: student at Monash University, Australia, and part time Janders Dean analyst**

Team: Komorebi - winner of the entirely virtual "LWOW X" team competition, sponsored by The Ferraro Law Firm. Komorebi is a virtual reality training programme for police officers that helps them to acknowledge and recognise the harmful effects of their implicit biases.

Team make up: Two from Guatemala; one from London; two from Melbourne, Australia

Tversky says: "By comparison to other teams we didn't meet at kick-off or have the opportunity to have face-to-face connections, but our team really used mechanisms like singing songs and sharing stories to break down barriers.

"We communicated over Skype and Facebook - it was a way to talk through our ideas before we presented them to our mentors. We added each other as friends on Messenger and chatted on Skype twice a week.

"What was fantastic was the rapid prototyping, which makes you very agile in your thinking. 'This is the feedback from our mentor team and Michele and Erika, how do we take it on board and adapt?' As a result, you gain confidence in your product and don't get stuck on the same ideas.

"My university isn't a signatory, so I applied under my own steam. I read Michele's book and I knew about LWOW through Janders Dean. I used to run The Legal Forecast and

wanted to be part of the community. I identify with bringing creativity to law and I want to learn from people who are pushing for change."

LWOW OVERALL WINNER

▸ **Stacey Quaye: Senior legal counsel, global retail banking & wealth management at HSBC**

Team: SmartSyndi

"I've really enjoyed the entire LWOW experience from the kick-off in Segovia, through the weekly Skype calls and regular LWOW live sessions to the big reveal with all the teams at ConPosium in Miami.

With my HSBC team comprising me in London, the other two lawyers in Vancouver and Singapore and our students based in the US and Germany, time zones were definitely not on our side, but we managed to make it work. By the end, we had a pretty efficient tag team process in place whereby the Europe team tagged out and then the Americas team tagged in, with our Asia division straddling both time zones as best he could.

Our topic was neither simple nor sexy - it's hard to get people excited about syndicated loans and blockchain - so the key for our ConPosium presentation was trying to make the content relatable to the average audience member who likely knows (and cares) little about both.

I've been listening to, and delivering, presentations for more years than I dare to remember, but in the past 14 weeks I have learnt so many invaluable tips about the best way to make an impactful presentation and I will genuinely be a better presenter for having taken part in LWOW. One of the things I think makes LWOW so successful is the fact that not only does it challenge students (and team leaders/topic experts) to create a meaningful Project of Worth, it also provides teams with the tools to ensure that they are able to present their final in the best way possible.

I was amazed by the confidence and clarity of so many of the student presenters - especially those whose first language is not English - you'd have thought they were seasoned presenters, not university students.

I have also been struck by the amazing power of LWOW to connect and unite people in the common goal of striving to find a solution that will really make a difference. I spent a lot of time knocking on a lot of (metaphorical) doors during the process to connect the students with people who could help them understand and frame our Project of Worth and, without exception, I was met with open arms and a real willingness to help the students succeed, with countless people offering to give up their time to join calls, answer questions by email or put us in touch with others in their network.

I was unbelievably lucky with our team of students, alumni advisers and mentors who all worked so hard to make our final presentation what it was. Whilst I can't pretend it was plain sailing throughout, despite a few bumps in the road, the genuine commitment to coming up with a truly unique Project of Worth meant that we were able to get on the stage at ConPosium with a viable solution to a real problem that I was proud to say I played a part in creating."

legal insider | **TOP 200 UK LAW FIRMS FOR 2018**
DOWNLOAD THE LATEST CHART HERE

▸ SDLT.co.uk in cyber first

Electronic legal forms provider SDLT.co.uk, and sister application FormEvo.co.uk, have achieved Cyber Essentials Plus accreditation, it announced in April.

The accreditation means that both applications and everything to do with the company infrastructure have been independently assessed and passed the challenging tests set by the National Cyber Security Centre (part of GCHQ).

In a mailout to clients SDLT said: "What does this mean to you? - you have confidence that security of the data you store in SDLT.co.uk & FormEvo.co.uk platforms is at the heart of everything we do. You should ask your other legal tech digital providers whether they are accredited against Government backed security standards as it affects your supplier chain, your GDPR compliance capability and P.I. insurance risk.

"Successful accreditation adds a further benefit to you, that your legal tech supplier, has as a result, Cyber Liability Insurance for your peace of mind."

Ask away and let us know.

Responding to SDLT's email announcement of its accreditation, Neil Whitehead, systems analyst at GWlegal said: "Congratulations on the CEP, very difficult to obtain and very prestigious when you do. Bravo!"

According to SDLT's managing director Archie Courage, the company is the first legal tech provider in the conveyancing space to achieve CEP.

"Cyber insurance is very expensive in this area, but with an accreditation like this it's much more affordable because the legal tech supplier has gone through the effort and challenge to obtain accreditation."

▸ LMS selects CTS

LMS, which manages the legal panels for a vast number of UK lenders including NatWest, HSBC, RBS and TSB, has selected Converge TS (now rebranded as CTS) to provide a managed security service to protect against cyber-attacks, we can reveal.

CTS managed detection and response (MDR) undertakes threat hunting, monitoring and investigation via its security operations centre. LMS required an advanced security service to enable them to meet the stringent security requirements of their clients.

MDR, which supports compliance with GDPR, ISO 27001 and Cyber Essentials Plus, is particularly

focused on improving the firm's mean response time: how long it takes to detect, analyse and mitigate a threat.

It brings together detection and incident response technology including security, information and event management (SIEM), intrusion detection and behavioural monitoring.

Nick Chadbourne, chief executive officer for LMS, said: "The increasing cyber threat means that data and cyber security is of paramount importance to us. We're proud of our market-leading approach to compliance: it is the bedrock upon which our service is provided. With the support of CTS we can be confident in developing solutions which exceed our clients' expectations, enhancing our ability to quickly identify and eliminate potential threats and maintaining our competitive advantage."

Nigel Wright, CEO for CTS, added: "Research shows that almost three quarters of the UK's leading law firms are seeing an increase in clients requesting a security audit. The rising cost of a breach, or of non-compliance with new legislation, means that firms are recognising the need for more advanced security measures to remain competitive."

▸ Quote/Unquote

"Thanks for covering the release! I spotted that it has quite a light-hearted end with the link to Etsy and the photos – is this usual or do you have an intern on the loose?!"

One PR company questions our decision to include links to the following image after "unicorn" boss Rodney Rogers joins UnitedLex as chairman. We thought it might be a good welcome present, but what do we know? Available from the MagnificentMugShop.
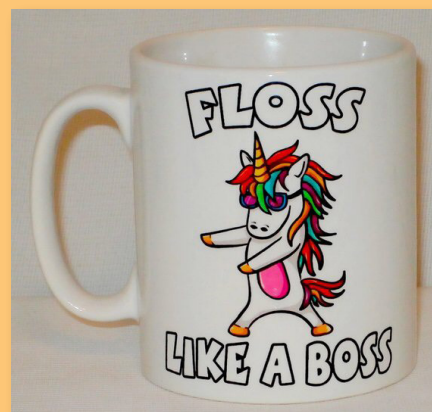
Byte Night

Sign up to sleep out.

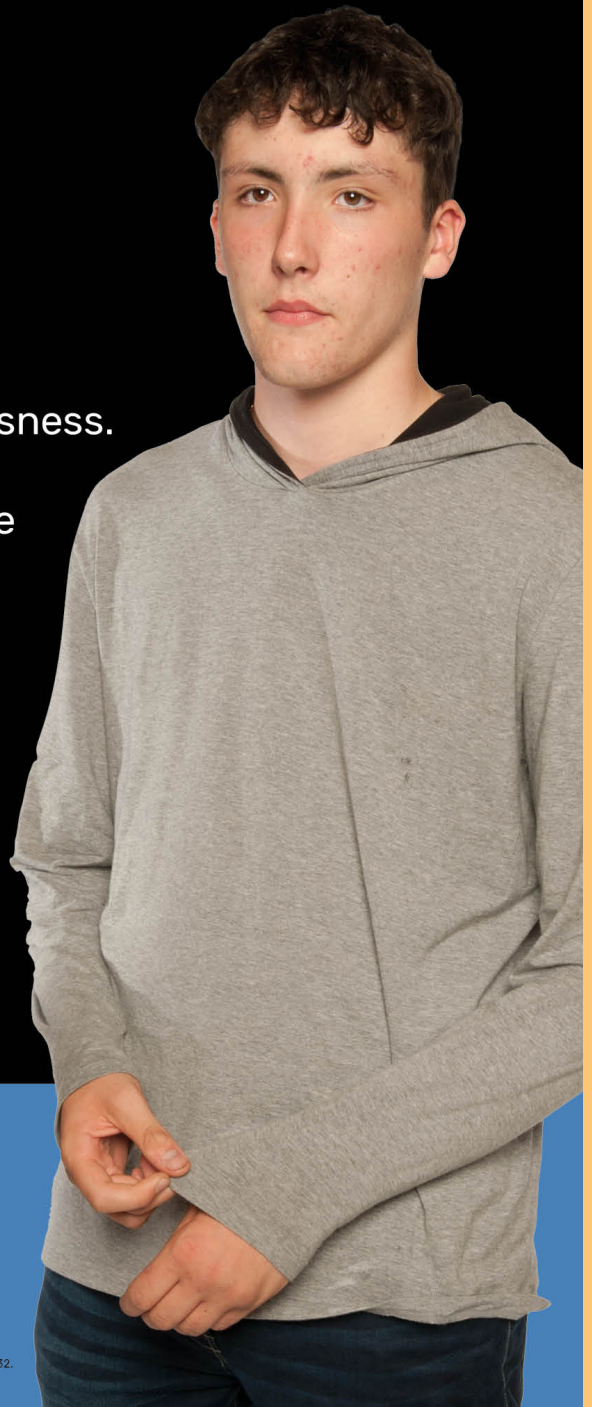## Before their home becomes a park bench.

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Sign up for the UK's biggest corporate sleep out on Friday 4 October 2019.

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▶ Document Automation: All that is Old is New Again

By Dera Nevin

Although document automation technology has been around for decades and cannot be said to have "gone away", it has been enjoying a resurgence in the legal technology press and as a conference topic. Why might this be, and what does it mean?

"Document automation" generally refers to technology that facilitates document assembly: it will house and organise templates, clause libraries and packages of documents and forms and permit sharing and recycling of content considered "best practice" or "standard". Most examples of this technology started to embed "smartness" many years ago by enabling auto-population of certain types of information, such as from an associated database (such as a CRM). Much of this technology will integrate with both the Microsoft Suite, particularly Word, and with a DMS. These integrations facilitate document lifecycle management by ensuring the assembly features are accessible through Word and that the document can be saved into a common repository such as a DMS. Lifecycle management of document assembly products becomes even more powerful when combined with naming conventions for documents; thus, documents which are built from a common template can be easily searched within a DMS or even in a file share.

It's hard to argue with the benefits of document assembly software, not only within legal but, more generally, where readily available information (such as names, addresses, titles of proceedings, court information, etc.) can be introduced into a pre-formatted document template. This kind of technology saves time and reduces errors during document creation. However, a drawback of document assembly technology is that human time and skill is often required at the outset: in creating forms, in curating document and clause repositories, and in preparing structured data systems from which the document assembly technology draws. These can be tedious processes that take time and skill to maintain, and often are discontinued once the document assembly technology has been implemented. The failure to maintain the quality of the data over time

erodes the utility of the assembly software: there is no point quickly pulling inaccurate information into a standard form.

Document assembly technology, therefore, is best viewed as a process tool: one that requires both the software and the human resources to maintain the data. Failure to budget for both within the implementing organisation will, over time, degrade the performance of the system. Perhaps this is the reason that this technology has failed to become pervasive despite its ubiquity: there has been under-investment in the human side of maintaining the content within it.

I have seen examples, too, where document automation takes on an extended meaning and refers more generally to the automation of processes that depend on textual inputs. For example, expert system or decision tree software may be referred to as document automation technology, even though such systems instead automate a process that depends on known and repetitive patterns and inputs (largely textual). Expert system technology has also been around for decades and serves to gain efficiencies and improve consistency of outcomes. It also is a tool relied on in process mapping. Perhaps technology that maps decision trees (such as expert systems) is achieving a resurgence because these can help develop maps of conversation flows for chatbots.

A core distinction between document assembly and expert systems is that the former are intended to lead to a textual (document) outcome, whereas the latter can be used to arrive at a decision or awareness of information, but not necessarily a document. It is helpful to understand this distinction so that one can select the right product category for what the intended outcome of its use will be.

Each of document assembly and expert systems can be important starting points (or re-invigouration points) for more sophisticated offerings, including the use of more advanced technology that incorporates artificial intelligence and analytics.

For example, a curated clause bank within a document assembly system can be used to help identify proprietary or typical critical clauses that might not be contained in an out-of-the-box transactional due diligence tool, and can form a bespoke training set. Using materials gained from document assembly curation, contract management tools can be calibrated to spot atypical and anomalous clauses from standard form documents, and send for review – including through a decision matrix created within an expert system. Moreover, the process of preparing data in structured systems such as CRMs, or of reducing or refining the taxonomy in DMS systems (or adding a naming convention) can lead to greater ability to mine existing systems with analytics and search technologies.

Overall, the human processes involved in preparing document assembly and process workflow using expert systems can form the basis for more complete and complex knowledge management,

data architecture and inventory programmes that can yield tremendous downstream benefits beyond the efficiencies and accuracy management gained from implementing document assembly. However, the ongoing human participation of curating and cleaning data, policing naming conventions and updating and enhancing templates remains critical. And where the artefacts from document assembly and expert systems underpin the data feeding artificial intelligence scenarios and use, ongoing budgeting for maintenance of the data is even more critical.

Dera J Nevin practices Information Governance and eDiscovery at Baker McKenzie LLP and is affiliated with its WhiteSpace Collab Innovation Hub. Opinions expressed in this article are the author's alone. In this space she proposes to address common questions from readers about the evaluation and implementation of legal technology. You can contact the author at dera.nevin@bakermckenzie.com

Foundation launches client management app

Experience management software provider Foundation Software Group in April launched a new client management application, as client insights are pushed up the value chain from "nice to have" to "mission critical".

The new application leverages the related experience, expertise and relationship information stored in Foundation's firm intelligence platform to provide a full picture of a firm's relationship with their clients, including related matters and associated lawyers.

Client analytics provide insights and relationship indicators to assess health and inform client strategy.

The application lays across all core systems and users are able to search for information using natural language, searching, for example, for relevant parties or to find who has billed the client what.

The application can help with staffing by looking at representative matters and who has worked on them.

It also shows how many practice groups and partners a matter touches - it's "sticky" if it touches more than three - and can be used to create a report of what a firm is doing with clients across all of its practice areas or, perhaps more interestingly, highlight the "white spaces" where there is no activity.

Catherine Zinn, chief client officer at Orrick, said: "We take a broad view of CRM, looking at it as a process best supported through multiple perspectives and technologies. By using Foundation Client Management as the top layer in our CRM technology stack, we can get a full 360° view of a client's relationship with our firm, enabling us to improve client service and identify potential".

Foundation counts among its clients around 21 of the Am Law 100 firms, including Akin Gump, Baker Botts, Blank Rome, Duane Morris, Hunton Andrews Kurth, McGuire Woods, Orrick, Pillsbury, Seyfarth, Sidley Austin, Skadden, and Troutman Sanders.

Speaking to Legal IT Insider about the new application, co-founder Nate Fineberg said: "Competition among legal service providers has never been greater and clients are demanding proof of experience - saying 'if you're going to do this work I want to know you've done something similar before.' They want to see the last five deals. Who were the lawyers and what were the outcomes? And you need to access that information easily or you can't compete.

"Foundation has become mission critical. I can't take any credit for the market, but the rising tide is good for us and demand is there. We also have a really good product."

In terms of whether the new client management application means that Foundation now competes as a CRM tool, Fineberg says: "Is CRM a strategy or a tool? We say it's a combination of process and tools. In legal there's a lack of understanding of CRM and it's a challenge for law firm management. There's also a lot of overselling being done.

"The challenges that firms are facing are the same as 15 years ago. It doesn't matter if your software is in the cloud or on-premises, you still have the same challenges. We think CRM is a combination of strategy, process and products. We don't feel like we compete with other CRM tools, we complement them. We see ourselves as bringing it all together."

▶ Legal IT Intelligence

CMS Round Table & Report

On 25 April we co-hosted a roundtable with DAC Beachcroft to discuss the state of the case management systems market. Our thanks to DAC's IT director David Aird for helping to facilitate the conversation, which centred on what the current state of the CMS market is in terms of leading vendors; what the roadmap looks like; and where, if at all, innovation is coming from. There was also a heavy focus on law firm culture.

Legal IT consultant Neil Cameron helped to chair the meeting as part of an extensive report he is writing for Legal IT Insider on the case management system market (including workflow and business process management) which is now underway - a survey has gone out to interested parties. If you wish to get involved as a spokesperson (law firm or vendor), please contact neil.cameron@liti.co.uk.

To view and be included in the CMS Market survey, please complete the following questions which can be found at this link: https://www.research.net/r/HD7W8JL

If you wish to advertise in the report (which will be entirely independent in its findings), please contact our sales team by emailing sales@liti.co.uk.

CRM Report

We are publishing our forthcoming CRM feature as a supplement out on 8 May. To feature your advertisement in the supplement contact our sales team by emailing sales@liti.co.uk.

The CRM report will involve conversations with leading CRM providers and several users to gauge:

- Who are the leading providers;
- Who are the challengers;
- What is the direction of travel in terms of innovation and change;
- What are the current issues with existing technology; and
- Where do users see progress being made

Legal IT Insider Top 200 Directory

The Legal IT Insider team are also about to begin updating the following Top 200 directories. So, if you have any updates on firms you have signed or suppliers you have selected, please can you let the Legal IT Insider team know by emailing t200@liti.co.uk:

UK Top 200 Directory:
1. Update of the UK Top 200 - Case Management, Workflow & BPM Suppliers
2. Update of the UK Top 200 - CRM Suppliers
3. Launch of the UK Top 200 - Electronic Disclosure Suppliers

US Top 200 Directory:
1. Update of the US Top 200 - Document Management Suppliers
2. Launch of the US Top 200 - Practice Management Suppliers
3. Launch of the US Top 200 - Case Management, Workflow & BPM Suppliers
4. Launch of the US Top 200 - Electronic Discovery Suppliers

The above directories will also include a detailed report on each of the markets and the related suppliers and why the law firms are using these technologies.

If you wish to advertise in the reports (which will be entirely independent in their findings), please contact our sales team by emailing sales@liti.co.uk. The cost of advertising is as follows:

1. Full-page colour advertisement and full-page supplier profile (written by our editorial team): £6,495 + VAT
2. Full-page colour advertisement: £4,995 + VAT
3. Shared sponsorship of a Top 200 directory report (maximum four sponsors for any one report), including branding on the digital version and downloadable Excel spreadsheet for a year: £15,495 + VAT
4. Headline & sole sponsorship of a Top 200 directory report, including branding on the digital version and downloadable Excel spreadsheet for a yea: £40,495 + VAT

Please note - as with all of the Legal IT Insider editorial content we will not be accepting any paid for or sponsored content. If you wish to be considered for inclusion within the editorial content, you will need to arrange to speak with our editorial team. Please contact the following for:

1. Reports - neil.cameron@liti.co.uk
2. Top 200 - t200@liti.co.uk
3. Sales - sales@liti.co.uk
4. Anything else - Jeremy.hill@liti.co.uk

► ICYMI

A digest of the more important disclosure / discovery news from industry veteran Jonathan Maas' BONG! email updates over the past month

Discovery Diktats

The Business and Property Court has just published a helpful note to clarify whether the UK's Disclosure Pilot Scheme applies to Part 8 claims
https://maas-bong.io/2HVtw7L

It's great to see that the pilot disclosure rules are living and breathing and not just lying stagnant for the next two years. It would be even better to hear of strong judicial project management.

The rules they are a-changing: New rules on bundles from 6 April 2019
https://maas-bong.io/2WJR3wm

No-one likes to file documents incorrectly so note, in particular, the presumption that, unless the court directs, pages in bundles should now be double-sided. I presume one document shouldn't run into the next, otherwise how would we deal with inserts???

New Civil Procedural Rules: Open hearings & copying in opponent on communications with court
https://maas-bong.io/2WOf85v

"Accessible legal tips, know-how and news for anyone with a complaint or legal issue from Stephen Gold, ex-judge and author of Breaking Law, the book."

Discovery Decisions

Don't ask for everything in eDiscovery...
https://maas-bong.io/2WklJUR

In this US case, litigants are reminded that an appropriately tailored production request doesn't ask for "all" of anything. When making such requests, be sure to ask for specific data. If you do ask for "all" of something, make sure you have case precedents or a clearly defined reason for doing so.

Private data stored in mobile devices may lead to production concerns
https://maas-bong.io/2WHJS80

In this US case "the court reminded attorneys that appropriately accounting for the proportionality concerns of Rule 26(b)(1) includes scoping production requests in a way that reduces the potential for the production of irrelevant private data".

US court denies plaintiff's motion to compel production of ESI
https://maas-bong.io/2Idovrj

This motion related to "34 search terms proposed by the plaintiff during meet-and-confer with the defendant, based on the extrapolation from a single search term that, the plaintiff's production request would require 170 hours of attorney and paralegal time and would produce little, if any, relevant information".

Disclosure pilot applies even if order made before January 2019
https://maas-bong.io/2VOuc2K

"The disclosure pilot applies to all Business and Property Courts proceedings, including cases where a disclosure order was made before 1 January 2019, the Chancellor of the High Court has ruled. Sir Geoffrey Vos said the newly published White Book was wrong on this point."

Fish in a barrel - evidence on social media sends claimant to prison
https://maas-bong.io/2PgE2rF

"Last week saw yet another case where evidence on social media contradicted a claim made by a party to litigation. You have to wonder when people will catch on to the public nature of such posts and their implications when they conflict with other evidence."

California Federal Court rejects GDPR as a means to block discovery
https://maas-bong.io/2IMWI10

"US courts have long held that foreign data protection regulations cannot be used as a shield against discovery in US litigation. This instalment of The eData Guide to GDPR examines a recent case from the Northern District of California that makes no exception for the GDPR, ruling that the regulation does not outweigh the United States' interests in the requested production, and that the GDPR does not provide a total ban on data transfers but instead requires that such transfers be protected."

UTB v Sheffield United - interpreting PD51U in a way that makes it work
https://maas-bong.io/2IUEuuS

In this case report you will find "helpful observations in relation to the thought needed in relation to extended disclosure under PD51U, and to the principles on which privilege can be claimed. Lastly, there are serious strictures aimed at parties and lawyers who 'permit their mistrust of their opponents to become the driving force behind the litigation'. Court proceedings, the judge said, are not 'a stage for a grudge match'."

Discovery Demystified

eDisclosure data processing: Providing cost clarity
https://maas-bong.io/2WmxdqV

The context and the relevance of this piece by David Cavanagh are both obvious from the title.

De-duplication: What is it and why should I use it?
https://maas-bong.io/2U6BwtO

A useful explanation of one of the common eD processes applied to reduce the volume of documents in play before expensive legal review begins.

Tips for paralegals and litigation support professionals
https://maas-bong.io/2WK72uE

For the hard-core eD techies: Litigation support professional Sean O'Shea lists a series of Top Tips to make life a bit simpler at the dataface.

Taking advantage of advanced analytics: Beyond first level document review
https://maas-bong.io/2ImvWwy

"Your team has completed the first level and quality control reviews. Your documents have been produced, your privilege log is out the door and you have just received the incoming document production from the opposing party. Now you have a universe of documents with the potential to be used as deposition exhibits, in expert reports and as trial exhibits. How do you find the most important documents that either support or damage your position?"

Technology-assisted review at a glance
https://maas-bong.io/2VP0hHN

"Rule 1 of the Federal Rules of Civil Procedure calls upon courts and litigants to 'secure the just, speedy, and inexpensive determination of every action and proceeding'. And so it comes as no surprise that technology-assisted review is being widely embraced by the legal profession."

Why does production have to be such a big production?
https://maas-bong.io/2PgbX3Q

Tom O'Connor on discovery challenges and what to do with them, in this case on redaction (yes, Manafort does get a mention).

Objectifying the subjective: Evaluating eDiscovery vendor viability
https://maas-bong.io/2IRAYRV

The indefatigable Rob Robinson has updated his article that describes one approach to "evaluating the selection of eDiscovery vendors that may help decision-makers by providing an objective framework useful for the competitive comparison and contrasting of subjective evaluation elements."

Reducing ESI preservation obligations with proportionality and metrics
https://maas-bong.io/2ISkjh8

"If a preserving party wishes to invoke proportionality to decrease its ESI preservation obligations, it must develop actionable information (i.e. metrics) to help quantify the preservation burden at issue. Detailed metrics should reflect the resources a party would invest to preserve the requested information."

Discovery Distractions

What you can tell without even reading the Mueller Report: 13 ideas for investigating documents
https://maas-bong.io/2Pjdsyp

Following the recent Manafort redaction fiasco it looks like Martin Nikel decided to see what he could tell about this latest report from a technical perspective. We both agree that this is simple eDiscovery 101 but Martin gives us a beautiful example of how eDiscovery tools and skills have a place way beyond eDiscovery (something I have been saying for ages). It turns out the Mueller Report is an absolute Frankenstein of a document.

Mueller? Mueller? More eDiscovery lessons from Bill and Bob
https://maas-bong.io/2IYxsVA

Want more expert thought on this debacle? Craig Ball brings his considerable authority (and guns) to bear on the technical fiasco that is the Mueller Report and its "dumbed-down data". (And no, I don't know who Bill and Bob are either.)

Discovery Diversions

10 practical tips from federal judges for eDiscovery lawyers
https://maas-bong.io/2Ft3HJa
Tim Rollins on the findings of Exterro's 2019 federal judges survey...

Translation, participation and education are the keys to successful eDiscovery collaboration
https://maas-bong.io/2OBPyO4
Collaboration in eDiscovery has its own special challenges. First, communication between lawyers and technologists often requires translation. Second, participation is a prerequisite - but not a given. Third, continuing education and professional development improves collaboration.

Exterro/EDRM judges survey 2019 series: Part 1, failure to comply with federal rules
https://maas-bong.io/2I8cgfp
The first in a series of posts in which George Socha (of EDRM fame) evaluates "the results of Exterro and EDRM's 2019 survey of federal district court and magistrate judges. With information from over 250 judges, the survey data offers a rich trove to mine."

How Walmart is pioneering a fundamentally new approach to discovery
https://maas-bong.io/2I9kzaX
Although obviously a case study of a Logikcull success story, Casey Sullivan's tale of Walmart's journey is nevertheless of interest.

What American judges want: Guidance from the University of Florida eDiscovery conference
https://maas-bong.io/2Ify34V
David Horrigan: "In addition to ... cooperation, proportionality and sanctions the judges stressed the importance of everyday issues such as privilege logs - and they weren't sure those 2015 amendments to the Federal Rules of Civil Procedure had made things more cooperative in eDiscovery."

eDiscovery and beyond: Facing change in the age of AI
https://maas-bong.io/2IkZk6d
"The volume of electronic information that has been creating risks in eDiscovery for more than a decade is ripe for renewed attention in the era of artificial intelligence and advanced analytics. Experts share their experience and insight on the evolving acceptance and use of AI and advanced analytics tools for eDiscovery - and beyond."

The 2019 EDRM TAR Guidelines: Recognising the evolving role of the subject matter expert
https://maas-bong.io/2KO9y1A
"While the Guidelines maintain the role of the SME in ensuring reviewer accuracy and assisting in training the model, they also acknowledge the emergence of new technologies which can reduce the burden on the SME."

Discovery Divinations

Consilio survey: Increasing corporate investment in detecting bad behaviour
https://maas-bong.io/2VMyRm3
"Discovery remains important, of course, but it has become increasingly important also to identify behaviour which is likely to lead to litigation or regulatory intervention, is likely to generate poor publicity or is in some way contrary to the policies and ethos of an organisation."

Investments in eDiscovery & data management ramp up
https://maas-bong.io/2IOKe9n
Corporate counsel survey: "Because good eDiscovery and information governance can create a virtuous cycle - with insights from eDiscovery helping improve the efficacy of information governance policies and practices, and information governance helping make eDiscovery more effective, efficient and inexpensive - many legal departments are investing in both areas." Makes great sense: I have long said that IG is the umbrella over all.

Is business booming? eDiscovery Business Confidence Survey results
https://maas-bong.io/2IUgF6n
The tireless Rob Robinson strikes again: "The eDiscovery Business Confidence Survey is a non-scientific quarterly survey designed to provide insight into the business confidence level of individuals working in the eDiscovery ecosystem."

Discovery Digest

eDiscovery mergers, acquisitions, and investments in Q1 2019
https://maas-bong.io/2WoFWZL
Rob Robinson again! Here he notes that this quarter has been the most active since he started recording M/A&I movement in this area in late 2001.

Incidentally, and for those outside the UK (or in the UK but without televisions), BONG! is a reference to the main evening TV news in the UK, on which headlines are read out between strikes (bongs) of the now-silent Big Ben, the bell in the Elizabeth Tower (renamed from the Clock Tower in honour of the Queen's Diamond Jubilee) at the Palace of Westminster.

▶ What's Hot & What's Not: Wins & Deals

UK & EMEA   North West London firm **Thirsk Winton LLP** has selected **Linetime's Liberate** solution as its firm-wide practice management system. Headquartered in Woodford Green, with another office in Mayfair, Thirsk Winton provides a range of commercial and private client services with a focus on property-related work. Liberate will be used to support the firms' fee earners, providing time recording, ledger enquiry and matter management. The Liberate Outlook add-in will provide access to matters, matter history and emails / document production, all without the need to leave Outlook. The firm is an established iManage user and the Liberate iManage interface will enable them to continue their use of the iManage DMS and gain new functionality through its integration with Liberate's matter management system. **Jason Winton**, partner, commented: "We selected Linetime Liberate because we recognised this to be a leading solution adopted by firms from small to large across the legal sector and leveraging the latest technologies. We see this as a further milestone in Thirsk Winton's rollout of advanced technology, with the central aim being to support our continued growth whilst continuing to provide excellent client service."

Two Danish firms, **Kromann Reumert** and **Bruun & Hjejle**, have selected **contentCrawler** from **DocsCorp** to ensure all documents in their repositories are text searchable.

Six more leading law firms have joined **Reynen Court** to support the development and launch of its services automation platform. The six new members are **Cleary Gottlieb**; **Davis Polk & Wardwell**; **Debevoise & Plimpton**; **Simpson Thacher & Bartlett**; **Slaughter and May**; and **Weil Gotshal & Manges**. They bring the number of firms backing the platform to 18. Founded by former Cravath, Swaine & Moore associate Andrew Klein and formally launched at the end of September, Reynen Court will audit vendors and offer containerised cloud applications, enabling firms to buy and run the application in their preferred environment. **Klein** commented: "We are on target to launch a first version of our platform in the third quarter 2019 and more than 70 third party application developers are currently working towards integrating products into our solutions store."

HighQ has announced the following sales of their **HighQ Collaborate** product to the following organisations for collaboration and productivity: City of London firm **Ingram Winter Green LLP**, Mayfair-based **Grosvenor Law** and digital and business process solutions providers **Capita Business Services**.

Føyen Torkildsen, a leading Norwegian firm within the specialist fields of real estate, technology, media & telecom and employment, has selected the **DocsCorp** productivity suite to help their lawyers be more efficient when working with their documents. The suite includes cleanDocs for metadata management, compareDocs for document comparison and pdfDocs for PDF file editing and bundling, all managed by one-click workflows within the firm's iManage DMS. Føyen was advised by **PSA Consulting**, which was assisting the firm in its transition to iManage. "When we began assessing products, we were encouraged by the fact that so many other firms have recently adopted the DocsCorp suite" explained **Sabine Hovland,** the firm's head of IT&KM. "Streamlining the number of technology vendors the firm deals with will simplify invoicing, product training and support."

Cirio, one of Sweden's leading business law firms, has become the first Swedish firm to implement **Workshare Transact** for their online transaction management.

Workshare Transact runs deal checklists through a secure online workspace, allowing all parties to access them, removing the pain of multiple e-mails. The checklist provides online access to the latest version of all transaction documents and simplifies the process of collecting conditions precedent and reviewing progress. Participants can connect to the workspace at any time, which makes the management of cross-border transactions, over several time zones, much smoother. "When choosing Workshare Transact, we looked at the needs of our transactional lawyers and our existing technology to assess where the gaps were" said **Dennis Luttropp Hansson**, head of banking and finance at the firm. "We then looked at technology that would enable efficient collaboration between all parties. Now we can securely control and organise deal documents, spending less time on low-value work while bringing more value to our clients."

In a three-year, six figure deal, Newcastle law firm **Muckle** has chosen to invest in three of BigHand's solutions: **BigHand SmartNote** to automate the production and storage of routine documents; **BigHand Now** for task delegation and management; and **BigHand Evaluate** for matter planning and pricing. The investment comes as BigHand looks for firms to help it showcase its ability to increase efficiency within the support function as it continues to build out from its digital dictation roots. For Muckle, the investment is part of a larger business project to streamline its administrative processes and

optimise client service delivery. Historically, there is said to have been a lack of visibility of how work was delegated or moved around the firm, as well as how tasks were progressing. Low-level administrative work was often performed by fee earners, or highly skilled PA resources. **Andrew Black**, director of IT, told Legal IT Insider: "All three BigHand products do something different but all of them are about efficiency and utilising what we've got in a smarter fashion. BigHand Now helps us to give our support function the resources to help manage their day. Evaluate benefits you by looking at time recording information so you can call upon previous matters of a similar type in order to provide accurate costs estimates when you're pricing for work. In addition, as the matter progresses, assuming we win, we can set alerts in that workflow so if the costs suddenly go off the chart we'll be alive to that more quickly. The more data we can put in front of the right people the better." He adds: "Since the day dot lawyer time has been closely scrutinised and accounted for but not support time. Now you can not only measure that time but look at whether we're recruiting the right people and, if we decide a work stream is going to personal assistants but ought to be going elsewhere, we can redirect it and can look at up-skilling others."

Bowmans has become one of the first South African law firms to acquire document automation tool **Thomson Reuters Contract Express** as part of a wider drive to embrace legal technology and legal process improvement, which has been hindered in the jurisdiction by the weakness of the rand. Contract Express is used by some of the world's largest law firms to drive document drafting efficiency, reduce risks associated with legal drafting and enhance client relationships and experience. "We shall be collaborating with Thomson Reuters to up-skill our knowledge management, legal process improvement, innovations and technology teams to independently code and automate fit-for-purpose documents - all aimed at further enhancing our client-centric service offering," said **Tammy Beira**, talent partner at the firm. Bowmans, which is headquartered in Johannesburg, is one of South Africa's "Big Five" law firms and Beira says: "We are actively embracing legal technologies as part of a broader investment in general legal process improvement to ensure that we continue to focus on delivering the solution-driven, sophisticated legal advice synonymous with our firm, while seeking ways to optimise overall efficiencies and process enhancements."

Advanced has acquired **Oyez Professional Services**, increasing the UK software vendor's stronghold on forms for the legal profession. Oyez Professional Services specialises in legal forms, the digital submission of data, dictation and transcription technologies and professional document reproduction. Its OyezForms division provides over 1,500 forms that integrate with most case and document management systems and includes a powerful search facility. Advanced will now embark on a 90-day onboarding and integration process

and the company has plans to shake up the forms space. The Oyez deal is one of a number of recent acquisitions for Advanced. The company bought Cheshire-based Kirona, which specialises in workforce management and resource scheduling software, earlier this month. A further deal is expected.

Wiersholm, one of Norway's largest law firms, has selected Workshare Transact as its new transaction management platform. **Workshare Transact** enables legal teams to run complex transactions through a secure online platform. Participants can connect to the workspace and interact directly with the files needed for the closing, review their status and check the deal progress from a central online checklist. The deal closing is more organised, transparent and efficient for all parties compared to traditional closings, run fully through email. The implementation of the Transact technology shows Wiersholm's innovative approach towards its clients, providing them with the highest quality service. The firm has a strong drive for ensuring efficiency across its practices, with high-value transactions being a major component of the firm's portfolio. "Our goal is to maximise the amount of time our lawyers spend on the value they can add to the deal as lawyers. Reducing the administrative burden of managing the CP documents allows our lawyers to use their time more effectively and provide high-quality service to our clients," said **Atle Gabrielsen**, partner.

Leading Bristol-based legal practice **DAS Law** has chosen **Zylpha's** market-leading integration suite for its widely acclaimed personal injury operation. The integrations, which are for use with the practice's LexisNexis Visualfiles case management system, include **Adobe Sign** along with EL/PL (Employers Liability / Public Liability) and RTA (Road Traffic Accident) portal integrations. By using the integrations DAS Law believes that it will have made its lawyers' lives easier and driven enhanced services for clients. As a business within the highly competitive personal injury market, DAS Law knows that to deliver optimum success for its clients it needs to manage their claims in an efficient and timely manner. By leveraging their LexisNexis Visualfiles case management system and the suite of Zylpha integrations, DAS LAW can out-perform the market, delivering real financial savings whilst reducing the time taken to achieve an outcome for their clients. By using Zylpha's electronic signature and digital forms integrations, DAS LAW can achieve significant time and cost savings when handling new client instructions, too. As an established global market leader, Adobe Sign, will enable DAS Law to create and return data without interruption or copy-typing errors. Typically, document signature turnaround times are also reduced from seven postal days to just a few hours. In addition, Zylpha's best-of-breed EL/PL and RTA integrations for Visualfiles help users to significantly speed up claims submission to their respective portals. On average, Zylpha's integration suite reduces the time taken to process each claim by 22 minutes. Says **Russell Levan** group head of IT at DAS Law, "Zylpha is renowned

for making lawyers' lives easier through the smarter use of technology. This is certainly true with their EL/PL and RTA integrations for Visualfiles. Combining these with Adobe Sign works well too as the whole end-to-end process is now fully automated and therefore highly efficient. Ultimately, this will benefit our clients as we can be even more responsive by turning their claims around more promptly."

Essex firm **Birkett Long LLP** has chosen **Zylpha's SmartSearch AML** (Anti-Money Laundering) integration to be used in conjunction with their existing case-management software. The move will enable the firm to process and complete AML checks more easily. Zylpha is a long-standing partner of SmartSearch, the multi-award-winning anti-money laundering verification tool, used by professionals in the legal, accounting and financial services sectors. Birkett Long is focused on its clients, employees and business partners with dedicated teams of specialist lawyers offering clients a full range of legal advice. Effective AML management is a key area of the practice's client matter management and requires a consistently high standard of process automation. By using Zylpha's SmartSearch integration, the firm no longer needs to perform manual searches or copy-type information. Everything is now done within the SolCase case management solution. As **Trudy Hooper**, associate and IT & business operations manager, explains: "By using SmartSearch, in conjunction with SolCase, we not only save a great deal of time but we also find that the results are free from typos and other manual input errors. Better still, we don't have to exit SolCase to carry out the process and the results are then safely held within our case management system for future reference. Zylpha's SmartSearch automation enables us to automate our AML systems fully with all the significant benefits that this brings."

Boutique Italian law firm **Portolano Cavallo** has selected **HighQ Collaborate** for client engagement and digital transaction management.

RBRO Solutions Inc., a global work product management provider, has announced a successful cloud-to-cloud migration for London law firm **Simons Muirhead & Burton LLP**. RBRO was referred to SM&B by **iManage** to facilitate a backend iManage Work upgrade, as well as a migration between their cloud-based data centres. "We are very pleased that iManage recommended RBRO Solutions to us for this important initiative. RBRO conducted our migration in an efficient and effective manner, giving us best practice recommendations along the way," said **Marco Cura**, the firm's ICT manager. RBRO's Lift and Shift product enabled SM&B to simplify the process by eliminating multiple shipments of disks or SFTP transfers between data centres. **Lift and Shift** ensured virtually uninterrupted productivity as they completed their data migration. Simplified management and automation of many of the migration tasks minimised hands-on intervention, reducing costs and speeding up their transition.

ayfie, a global software provider for "big text"

analytics, has announced a partnership with **Thommessen**, one of Norway's largest law firms. Leveraging ayfie's knowledge discovery product, **ayfie Locator**, which is tailored to the legal sector, Thommessen will be able to improve efficiency in all their legal projects and gain a competitive advantage. ayfie Locator for knowledge discovery will pull Thommessen's internal data into a "Universal Index", normalise and structure it and turn it into an expertise knowledge base for their lawyers. The combination of linguistics, machine learning and smart search will ensure that Thommessen's lawyers get the information they need - and even hidden connections between related documents – any time, anywhere and across their local and international teams. ayfie enables rapid document access across multiple systems, file servers and databases, and will extract immediate insight from unstructured data in emails, PDFs and scanned documents. All documents will be automatically classified by topic, case, document type and practice group. "This partnership is strategically important to us, adding yet another valuable initiative to increase the effectiveness and efficiency of our service delivery. We are always looking for new ways to provide our clients with high quality and expedient legal advice. ayfie Locator for knowledge discovery will speed up our processes and give our lawyers a better overview to focus on what really matters to our clients," said **Sverre Tyrhaug**, managing partner. "The implementation of artificial intelligence enables innovative ideas and new business models for Thommessen", Tyrhaug added.

Irish artificial intelligence analytics start-up **Brightflag** has raised more than £6 million in a new funding round. The company's software uses text analysis to read and understand legal invoices. This information can then be used to generate savings for big corporations that typically spend many millions on legal fees. Brightflag, established in 2015 by Ian Nolan and former Matheson associate Alex Kelly, claims its platform eliminates many of the problems associated with old billing systems, such as costly implementation, while also driving savings on external legal spend. Its customers include Uber, Telstra and Rimini Street. The latest funding round was led by **Sands Capital Group**, which has previously backed Docusign, Funding Circle and MuleSoft.

Thomson Reuters Elite has announced that **Hadef & Partners LLC** have selected **3E** and **3E Workspace** following a competitive review process. The firm - based in Dubai and Abu Dhabi - chose 3E because the end-to-end business management solution fitted the firm's requirements for a market-leading platform, and they chose Workspace for its ability to combine information and functionality from core productivity solutions into one single, user-friendly interface. Managing partner **Sadiq Jafar** said: "Being a leading UAE law firm, we, at Hadef & Partners, seek to operate to best international standards. Our talented and diverse team of lawyers require best in class technology and support in order to deliver legal services to our clients' expectations. We

recently decided to review our practice management system and, following a competitive review process, were very pleased to appoint Thomson Reuters Elite as our systems provider and partner."

Seal Software and German legal solutions provider, **TPR Legal** have announced that TPR has selected Seal for its contract analysis business. TPR and Seal also announced a partnership whereby TPR will develop and license custom German-language solutions on the Seal Platform. TPR selected Seal after an in-depth analysis of the contract analytic market in Germany, as well as participation in a Seal hackathon, during which TPR experienced first-hand the power and speed of Seal AI. TPR Legal is a hybrid of a corporate-style law firm and an IT consulting company and is a solution provider of a new kind in the legal market. The firm provides outsourced legal services to in-house legal departments and law firms and supports both in the development and implementation of legal operations. TPR will use the Seal platform to provide contract analytics to its clients, assisting in a variety of transactions ranging from strategic sourcing to complex mergers and acquisitions. In addition to its contract analysis service, TPR will build and license extraction models for the German language. TPR's first solution built on the Seal platform will be a set of extractions designed for the analysis of German non-disclosure agreements. TPR's German NDA Accelerator will complement Seal's existing English language NDA Accelerator. "We have been evaluating the contract analytics market in Germany intensely over the last three years and watched the increasing pace of innovation with interest," said **Felix Rackwitz**, managing director at TPR Legal. "At the end of last year we carried out a Legal AI Hackathon with the Seal team and really got under the covers to see what is possible with AI, in a hands-on, practical way. The power of the technology is impressive and is a game-changer for how contracts will be analysed going forward".

North America **DocuSign**, a provider of eSignature technology, has injected $15m into **Seal Software**, Seal's first corporate investment. The partnership formed between DocuSign and Seal early last year saw Seal's artificial intelligence-based agreement discovery, extraction and analytics solutions offered as a pre-integrated extension of the DocuSign Agreement Cloud. Its partnership with Seal will enable it to offer clients the ability to apply Seal's technology to analyse their agreements. "AI lets organisations analyse their agreements for hidden risks and opportunities in new ways," said **Ron Hirson**, chief product officer at DocuSign. "As we have continued to invest in adding intelligence to our suite of products, this investment in Seal's discovery and analytics is just another step in making our Agreement Cloud offering smarter."

InOutsource, a global legal consulting firm, has announced a services engagement with **Ballard Spahr** that delivers business insights through data analytics. Ballard Spahr - an Am Law 100 firm with more than 650 lawyers

in 15 US offices - selected the **Qlik Sense Enterprise** business intelligence platform for data visualisation, analytics and reporting. "In evaluating ways to make our data more accessible to users throughout the firm, we found that Qlik Sense provided the most intuitive display of financial information, allowing our attorneys and staff to drill-down quickly if they have specific questions about the data," said **Lisa Mayo**, director of data management at the firm. "The InOutsource team worked with us to develop an extensive proof of concept that considered an enormous amount of our historical data. Their understanding of Qlik Sense allowed for the seamless pairing of our data with their technology in a way that allows us to draw insights far more quickly," Mayo added. "Data analysis is a cornerstone of value-based pricing, matter management, budgeting and efficiency improvement," said **Melissa Prince**, chief client value and innovation officer at Ballard Spahr. "The data insights InOutsource is helping us to achieve with Qlik will enhance our Client Value Program, particularly the information we deliver to clients through Ballard360, a suite of applications we developed in-house and something we consider to be a differentiator in the legal marketplace."

Intapp has acquired Introhive competitor **gwabbit**, a West Coast-headquartered enterprise relationship management solution that captures and updates data from emails. gwabbit, acquired to accelerate Intapp's support for marketing and business development teams, is used by law firms such as Skadden, Arps, Slate, Meagher & Flom; Latham & Watkins; Sidley Austin; Jones Day; and Cravath, Swaine & Moore; as well as Boston Consulting Group and Navigant. The acquisition comes as Intapp develops its ability to provide AI-bolstered, zero-entry CRM. While the CRM is very much US-centric right now, the intention is that it will become global. "In the professional and financial services industries a firm's professional relationships are some of its most valuable assets that are not being sufficiently leveraged," said **Thad Jampol**, founder and chief product officer at Intapp. "By combining the high-quality contact and relationship data from gwabbit with the client and engagement lifecycle data contained in the Intapp platform, our customers will be able to leapfrog their peers in data-driven business development and collaboration."

Boutique law firm **Graubard Miller** has chosen **Litera Desktop** from **Litera Microsystems** to simplify their lawyers' document drafting workflow. Litera Desktop, a single toolbar customised to include everything a lawyer needs to draft documents, is making it easier for the firm's IT leadership to manage vendor relationships, software updates and recognise a greater return on their investment through increased adoption. **Steve Heller**, director of technology at the firm said, "Litera Desktop gets work done. If you look at the attorney's desktop now, it's very intuitive. Each product is a time-saver, and those using it now say it makes their lives much easier. With access to more resources in a simplified view, we safely speed up the document review process and better

serve our clients around the world."

In a significant US win for London-headquartered records management company **LegalRM**, Am Law 200 firm **Buchanan Ingersoll & Rooney PC** has joined its growing list of clients, underscoring a focus on the North American legal market. Buchanan has selected LegalRM's **iCompli Records** for its information governance strategy, following what was an extensive selection process which assessed a raft of internationally respected records management and information governance solutions for law firms. While LegalRM is 12 years old, iCompli is new and the company has been working on integrations with leading platforms such as iManage and NetDocuments. LegalRM is continuing to benefit from firms looking to upgrade from OpenText's LegalKEY Records and Buchanan's CIO, **Philip Casale**, said: "Like many firms looking to upgrade from LegalKEY Records, we were looking to invest in a software solution and an organisation which understands our needs to align with our firm's strategic plans and applications, along with our governance process and controls around the care of our clients' information. iCompli Records became our choice after a thorough proof of concept. We are also encouraged with their roadmap and commitment to the US legal market through their recent investments." According to LegalRM's founder and CEO Chris Giles, the tender and proof of concept was run by the entire records & information governance team at Buchanan. It involved practice assistants, attorneys, IT and records & information governance staff from across the business. "This competition was an against-the-odds win for us," Giles said. "But at each stage of the selection process, we scored higher than the other vendors on all areas: functionality, conversion delivery, training, access and intuitive ease of use."

Beck Redden - a leading Texas litigation and appellate firm - has selected **iManage** to meet its current and future needs for work product management. The iManage platform tightly integrates a robust set of applications, delivering a consistent, integrated user experience for the firm's lawyers and staff. "As we started to look at iManage, we realised they could deliver much more than document and email management," said **Katie Tullis**, executive director at the firm. "The iManage platform seamlessly integrates our documents and emails with robust security and governance applications. Our lawyers appreciate the simple and user-friendly interface, improving productivity. And our IT staff can spend less time on training, upgrades and support, allowing them to focus on more strategic needs for the firm." In addition, the firm is deploying two additional iManage security applications - **iManage Security Policy Manager** and **iManage Threat Manager** - that integrate in the iManage Cloud. This makes it easier for Beck Redden to implement need-to-know security policies, protect sensitive client information from both external and internal threat actors, manage ethical walls and meet client security audit requests. "We see the value in what iManage is doing by creating a single, integrated platform that manages all of our work product and keeps it secure and governed," said **Eric Richard**, director of IT at Beck Redden. "Investing in iManage demonstrates to our staff and clients the firm's deep commitment to providing a real productivity platform while respecting complex data security requirements." iManage partner **Cornerstone IT** is assisting with the firm's implementation of iManage Cloud and iManage's security and governance applications. Cornerstone.IT was chosen for its personal consulting approach and project experience with iManage.

Financial and practice management software provider **Orion Law Management Systems** has announced that its Orion 5 software has been selected by several US law firms, including **Galloway, Johnson, Tompkins**, **Burr & Smith**; **Aronberg Goldgehn Davis & Garmisa**; and **Dowling Aaron**. Orion 5 includes ePrebill Manager, a complete electronic workflow system for managing pre-billing, as well as conflict avoidance/intake enhancements and a cloud-based integration with map and rideshare apps.

APAC   Australian top 10 law firm **Gadens** has selected **HighQ Collaborate** for client engagement and digital transaction management.

Finally, a number of wins for **DocsCorp** in Australia: **Crown Law**, Queensland, have chosen **pdfDocs** to help create court bundles; **Ryan Carlisle Thomas**, Victoria, selected **pdfDocs** to create, edit and secure PDFs; F**inlaysons Lawyers**, Adelaide, have gone with **contentCrawler** to allow them to OCR image-based documents (tiffs, jpegs, PDFs); the legal compliance team at the **Fair Work Commission** in Melbourne will be using **compareDocs** for document comparison; and **Allion Partners** in Perth have taken cleanDocs for metadata cleaning.

▶ Movers & Shakers

UK & EMEA   Reed Smith's innovation hub manager and social media nethead **Alex Smith** is to join **iManage RAVN** to drive the vision and roadmap for the product from the client and market perspectives. He will be based in the company's London office. Smith has helped Reed Smith shape its approach to user-centric innovation across the London Innovation Hub programme. "RAVN is on the cusp of explosive growth and we are delighted to have Alex join us at this vital juncture," commented **Nick Thomson**, general manager, iManage RAVN. "He brings with him the right mix of technical knowledge, energy, collaboration skills and indeed the 'right' experience, all of which will play an instrumental role in enabling us to deliver against our vision. Alex is a great fit for our organisation." Prior to Reed Smith, Smith worked for 17 years at LexisNexis UK, where he led numerous projects to develop search, big data and artificial intelligence capabilities for the

company. "Data, if managed and delivered in the right way, has the capability to genuinely and materially change the way lawyers work," said Smith. "RAVN is at a very exciting phase of its development and, given the rapid advancement in artificial intelligence technology and a legal market that is hungry for insights from data, the platform's potential is huge. I'm looking forward to delivering against RAVN's vision. This move is an exciting opportunity for me and will take me back into the depths of commercial product design, artificial intelligence and breaking down the traditional barriers in the legal ecosystem - all areas that I'm extremely passionate about."

Obelisk Legal Support Solutions has hired former Huntswood CEO and corporate finance veteran **Mark Humphries** as its chairman, as the already fast-growing alternative legal services provider looks to scale up its offering and capitalise on the trend towards flexible working. Humphries was senior partner at Catalyst Corporate Finance before joining financial services resourcing and consultancy firm Huntswood. He will join board meetings and help to mentor and coach the Obelisk management team, led by founder and CEO Dana Denis-Smith. Humphries said: "The business I worked in was a bigger business but we have big aspirations for Obelisk. Huntswood had a similar kind of flexible working model. Clients wanted to buy people to work on projects for relatively short periods of time. We had in that case a pool of around 10,000 people working in banks and financial institutions. I don't think there is the capacity in the legal market for that number but our ambition is to scale Obelisk and to support our clients and consultants as we look to the future of work. The future is flexible working and working in a more agile way, using technology to work remotely while providing the same level of service to the client. Law firms are grappling with this because they are big businesses and change slowly. Obelisk is the right business, with the right model, at the right time."

North America US Department of State legal adviser **Jennifer Newstead** is to join tech giant **Facebook** as general counsel, overseeing the company's global legal functions. She succeeds Colin Stretch, who announced last year that he planned to leave. He will continue at Facebook through the summer to help with the transition. "Jennifer is a seasoned leader whose global perspective and experience will help us fulfil our mission," said **Sheryl Sandberg**, Facebook's chief operating officer. "We are also truly grateful to Colin for his dedicated leadership and wise counsel over the past nine years. He has played a crucial role in some of our most important projects and has created a strong foundation for Jennifer to build upon." Newstead brings deep government and private sector experience to the role. At the DoS she worked on all domestic and international legal issues affecting the conduct of US foreign policy. She was confirmed by the Senate in December 2017 and, before joining the State Department, was a partner in the law firm of Davis, Polk & Wardwell LLP, where she had a global practice representing clients in cross-border regulatory, enforcement and litigation matters. "I'm excited to be joining Facebook at an important time and working with such a fantastic team," Newstead said. "Facebook's products play an important role in societies around the world. I am looking forward to working with the team and outside experts and regulators on a range of legal issues as we seek to uphold our responsibilities and shared values." Facebook has also named **John Pinette** as vice president of global communications, succeeding Caryn Marooney, who in February announced her plans to leave. John brings over two decades of experience working in communications across global health, finance, innovation and technology - most recently as the VP of marketing and communications at Vulcan Inc., the philanthropic, technology and business organisation established by Microsoft co-founder Paul Allen. He also led communications for Gates Ventures, the private office and innovation lab of Bill Gates for five years, served as head of Asia Pacific communications for Google, and held a number of product and corporate communications leadership positions at Microsoft. "John's deep understanding of the technology industry and his experience leading communications teams will be invaluable to helping us communicate the work we do at Facebook every day," Sandberg said.

UnitedLex Corporation has appointed serial "unicorn" entrepreneur **Rodney Rogers** as chairman of its board of directors. Rogers most recently led Virtustream, the enterprise-class cloud company he co-founded in 2009 that was acquired by EMC Corporation in 2015 for $1.2 billion. His arrival follows the recent majority stake investment in UnitedLex by CVC Capital Partners: the value, which was undisclosed but quoted by The Economic Times at $200m, is said to be one of the largest transactions to date for any legal services provider, as a result of which UnitedLex has access to significant capital that bolsters the company's investment in technology. That deal came on the heels of UnitedLex closing business worth $1.5 billion in total contract value over the past 18 months. "Rodney is an inspirational businessman who disrupts the status quo by employing leading-edge technologies with every company he touches," said UnitedLex CEO **Dan Reed**. "His enhanced role on our Board of Directors, on which he has served since our formation in 2006, will undoubtedly help us expand our Enterprise Legal Services model, which demands a unique combination of consulting, technology and process to maximise value capture - performance gains, risk reduction and cost savings - for our clients around the world." "UnitedLex continues to innovate the market with game-changing engagements with the world's leading companies," Rogers said. "I am honoured to take on the role of Chairman of the Board and to work closely with Dan Reed and the talented UnitedLex leadership team, as

well as the investors at CVC, as they radically transform the legal industry through leading-edge technology, unique process know-how, disruptive service delivery models, scalable human capital and financial strength."

Ivionics, a technology and consulting company serving businesses, has hired **Christopher Zegers** as director of consulting – legal to strengthen its Legal Intelligence team, the company's burgeoning legal consulting practice. He will work closely with customers to educate, advise and implement best practices for managing their information and technology operations. Zegers has held leadership positions at many law firms. He is a notable industry speaker and has written extensively on issues germane to law firms, focusing extensively on issues that are now disrupting the legal profession, including technology, innovation and competitive intelligence. Before joining Ivionics, Zegers most recently was CIO at Lowenstein Sandler LLP, a national law firm of 300 attorneys where he was responsible for Lowenstein's technology, data security, knowledge management and legal research strategy and execution. Zegers managed a full staff of technology, innovation, legal research and competitive intelligence professionals which supported Lowenstein's 600 users across six offices nationwide. Ivionics CEO **Paul Sperry** remarked, "We're really excited to bring Chris in to lead our Ivionics Legal Intelligence division. His intelligence, knowledge and experience will bolster our legal consulting practice and further distinguish Ivionics as a true thought-leader in legal technology operations. It's rare to find someone who understands the real inner-workings of a law firm, how to support the demands of attorneys and how to leverage technology to maximise productivity, and Chris can do all three. The Ivionics team looks forward to working with Chris on many successful projects that will greatly benefit our customers." Zegers commented, "Ivionics truly understands law firms. The company's substantial cloud and operational experience provides resources to greatly enhance what I can offer law firms and corporate legal departments strategically. Having spent over 20 years working in-house at law firms, I look forward to sharing my knowledge and experience to help Ivionics' many law firm and corporate law department customers succeed."

▶ White & Case blockchain PoC

Blockchain technology provider Integra Ledger has announced it is working with White & Case to develop a proof-of-concept to streamline the time-consuming process that is the exchange of environmental, sustainability and governance ("ESG") procurement questionnaires.

ESG questionnaires have historically been a manual task that involves a high degree of repetition and duplication as law firms or vendors repeat the same exercise multiple times to authenticate their vendors. Law firms have long been trying to find ways to reduce the level of repetition and White & Case say that using Integra's Blockchain Smart Document technology will streamline the ESG questionnaire process to authenticate and validate the firm's vendors in order to meet client requirements.

White & Case is now inviting member firms and technology vendors to participate in the PoC.

Blockchain has become a surprisingly divisive and emotive topic in the legal industry, with some questioning why, particularly where there are already established technology and processes to achieve the same or similar end, the technology needs to be used at all.

In terms of where blockchain fits – or doesn't fit – in the legal industry, we canvassed the opinion of Dr Anna Donovan, who is vice dean of innovation for the faculty of laws at UCL; a member of the Law Society's Lawtech Delivery Panel; and a member of UCL's Centre for Blockchain Technology. She told us this:

"Whilst the truly unique use cases for distributed ledger technology ('DLT') might currently be narrower than early speculation suggested, it is nevertheless the case that this technology can bring significant efficiencies to (and increase the effectiveness of) existing processes for the benefit of both businesses and consumers. In due course, particularly if supported by the right ecosystem, DLT does have the potential to genuinely disrupt (rather than simply augment) current practices.

"It is clear that this is a technology that the market is embracing, offering exciting possibilities for innovation. As with any new technology, DLT can be subject to bold claims as to its current disruptive capabilities, but that doesn't undermine the fact that it provides opportunities in how we facilitate innovation. From a legal perspective, pertinent questions therefore arise as to how we capture and realise these possibilities whilst protecting against risks where they arise.

"One significant emerging use case is the automation of compliance obligations, including client conflict rules and reporting requirements. In this regard, what's particularly interesting is how DLT allows regulated entities to transform their relationship with regulators by including nodes that give regulators (such as the Guernsey Financial Services Commission in the Northern Trust example) access to the ledger. Of note is that this does not provide a regulator with any additional information when compared to off-chain systems but rather, in this case, gave the GFSC access to real-time information. This raises the possibility of developing new relationships of cooperation and co-creation between regulators and the entities that they regulate. Thus, whilst we commonly describe DLT itself as a 'trust' mechanism, it is also a tool that facilitates the increase of trust between the parties off-chain, as well as on."

▶ The first 'innovation' partner!

In April we reported that Shruti Ajitsaria, head of Allen & Overy's innovation hub, Fuse, was promoted to partner. She is believed to be the first lawyer focused exclusively on innovation to be made up but it's worth highlighting that Pinsent Masons made up Lucy Shurwood three years ago on a legal tech/innovation business case.

Shurwood, who has been recognised by the FT as a 'Young Legal Innovator' is an innovation and tech specialist and banking and finance partner. At Pinsents, Shurwood led the development of TermFrame ERA, a proprietary data extraction tool.

It's been a great month for these sorts of promotions: Kerry Westland, now head of innovation and legal technology at Addleshaw Goddard, was also made partner in April. Ajitsaria and Westland are amongst a growing number of legaltech leads to be invited to the top table, which has traditionally been reserved for practising lawyers.

In addition to Ajitsaria and Westland, Jane Challoner, head of tech innovation at CMS Legal Services EEIG was made director of innovation and knowledge in April. Libby Jackson, former disputes lawyer and now global head of practice, alternative legal services at Herbert Smith Freehills was made partner back in 2017, the first time a partnership promotion had been made in the division.

Caryn Sandler, chief knowledge and innovation officer at Australian firm Gilbert + Tobin, was one of nine lawyers to make partner last year and the only one not actively practising law.

"What is driving these promotions is the fact that technology and innovation are becoming part of the DNA of law firms and as much a part of what they do as actual law," Ajitsaria told Legal IT Insider.

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