

legal*i* insider

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▶ UK Top 30 websites still unsecure

A brand new quarterly legal sector benchmarking report has found that several of the top 30 UK law firms by revenue still have unsecured websites and that few of the top 20 firms by revenue make it into the top 15 digital rankings, based on metrics including optimized content, audience engagement across the four main social media platforms, security and a strong "off-site" strategy. Many of the UK top 50 by revenue are in the bottom half of the table.

The report, by law firm marketing agency TBD Marketing Ltd, finds that Leigh Day is at number one of the overall Digital 100 rankings, we can reveal. Irwin Mitchell is at number two, Mishcon de Reya at three, Forsters at four and Linklaters at number five. Lewis Silkin is at number six, equal with Simpson Millar, with Freshfields Bruckhaus Deringer at number 8, Shoosmiths at number 9 and Michelmores at number 10.

In the bottom 10 of the report are Harbottle & Lewis; Charles Russell Speechlys; Sackers; Weightmans; DAC Beachcroft; Penningtons Manches Cooper; Ince & Co; Wedlake Bell;

Cripps Pemberton Greenish; and Dickson Minto.

Leigh Day is a top ranked London and Manchester firm specialising in the biggest and highest profile employment and personal injury disputes. Perhaps unsurprisingly, it has an excellent social media strategy and is described by TBD founder and CEO Simon Marshall as "well-loved on YouTube", which is still rare even among firms with the best digital strategies.

Leigh Day's marketing director David Standard told Legal IT Insider: "We get a lot of traffic because of the size of some of the stories we deal with. We're high profile and have to have a coordinated and consistent digital strategy to manage that and help our clients."

He adds: "The key really is consistency and having a great digital marketing team."

Irwin Mitchell also handles high profile personal injury claims and is known to invest heavily in its digital presence, including in adverts on television, which are amplified on the firm's YouTube channel. It has invested in lead generation and if you type "personal injury" into www.google.co.uk Irwin Mitchell features at number two, after Slater and Gordon. The firm wasn't immediately available for comment.

At Mishcon, we spoke to head of communication, Hayley Geffin, who told us: "It's something that has moved on so quickly from 'you have a website to read what work people do or to find their phone number' to creating content that is engaging and says something about you."



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"On our website we have all the directory information you need but we want to give people a feel for what we're about and show we have personality. We've been working with The Economist and have created a series of short films that link to our brand campaign about the ways in which we are looking at what comes next, not just now, as part of the bigger picture."

And at Linklaters, which appears ahead of the firms that generate more revenue - DLA Piper; Clifford Chance and Allen & Overy - head of digital marketing, Nick Andrews, said: "The firm has made a big investment in our digital strategy over the last couple of years. We want to drive the client experience and maximize the value clients get across our whole site and all channels." Linklaters' digital team has grown by a third over the past few years.

You can hear more from Geffin and Andrews below. Here are some wider key findings in the report:

- Several of the top 30 firms by revenue still have unsecured websites. We are aware of the firms, but TBD has made the decision not to publish the names. It has written to the firms. Each firm has its own "dashboard" and the security vulnerability has been flagged;
- None of the firms in The Digital 100 rank in the top 100,000 websites globally, whereas three of the Big Four accountants are ranked in the top 10,000 - a considerable order of magnitude higher in terms of total web traffic;
- Only one-quarter of the firms in the top 200 are ranked in the top one million places for web traffic, globally;
- The mean average ranking for a Digital 100 firm is 1,590,947. The median is 1,128,965th place;
- The mean ranking for the next 100 law firms is 4,547,620, over 3 million places down on average. The median for the 101-200 firms is 3,507,812th.

On average, firms have dropped 300,000 places in global traffic rankings over the past quarter.

Simon Marshall, founder and CEO of TBD, said: "Managing partners and marketing directors or CMOs need to be having conversations about how to use digital marketing to win greater market share."

Thoughts from the market

Hayley Geffin, head of communications and PR, Mishcon de Reya

How has your digital media strategy changed/evolved?

"It's something that has moved on so quickly from 'you have a website to read what work people do or to find their phone number' to creating content that is engaging and says something about you."

"On our website we have all the directory information you need but we want to give people a feel for what we're about and show we have personality. We've been working with The Economist and have created a series of short films that link to our brand campaign about the ways in which we are looking at what comes next, not just now, as part of the bigger picture."

Do you post a lot of content on YouTube?

"We don't do a lot on YouTube. One of the main concerns is security. But we're in talks to maximize our digital coverage."

Do you encourage lawyers to have a strong social media presence?

"It has to be a personal choice but we do encourage people that want to and we have a platform called Clear-view where we can share posts with everyone: you get a curated email once or twice a week. You get the email and you can use it to post things. We have a friendly competition about who is sharing the most: we go down the encouragement rather than requirement route. Privacy is obviously incredibly important."

You obviously handle high profile deals, does that help?

"A natural consequence of being in the media means more people will search for you online but there is more to it than that, and being in the media can also be a negative thing. If someone Googles you because you're in the news, when they get to where they're going what you're saying has to be interesting."

Have you invested in your digital team?

"We have invested in our digital team. On one side we have our digital marketing team led by Michelle Morgan that is seven people strong. And we also have a tech team led by Nick West that works with all our law firm technology and the two do meet because the way we market ourselves requires both to work together."

Nick Andrews, head of digital marketing, Linklaters.

Have you invested a lot in your digital strategy lately?

"The firm has made a big investment in our digital strategy over the last couple of years. We want to drive the client experience and maximise the value clients get across our whole site and all channels."

"The website is our hub - we relaunched linklaters.com and have worked hard on delivering engaging content. Our lawyers are changing and building capability so they understand how better to showcase their experience and we are driving a really good digital experience in spite of the fact that our

client base is very global. We have offices and lawyers around the world and our business language is English. The team in London work with our teams across the regions to deliver great content both locally and in their own area."

Have you invested in growing the digital team?

"Yes, I joined Linklaters a little under four years ago and the team has grown by about a third in the last few years. We have brought all the digital strands into one place - social, client subscription products and the website."

Are you big users of YouTube?

"It's not something we're massively focused on, in spite of the fact that it's the world's second biggest search engine. We have a video portal that we push videos through and stream. Some remain internal and some can be exposed in different places."

"It just makes it easier. We're already hosting a lot of content and rather than having an inefficient multiple publishing model we're harmonizing it all so we can go out to market quickly."

Do you encourage your lawyers to use social media?

"We give lawyers advice and talk about their public profiles and how they present themselves. They have the ability really to show case what they can do and we know clients find them on line."

Presumably you also do or try to do lots of TV/ thought leadership activity?

We've got a very strong press offering and are always speaking to the likes of the Wall Street Journal or Financial Times and we pull that content back to gain some of the engagement that that will drive. The whole thing is about how do we get our clients to understand what we can do for them, and we can amplify that through our digital channels.

► TRE, MW and Fusion launch conveyancing portal

A secure online portal for the residential property market has been developed as a result of a three-way collaboration between Fusion IT, Thomson Reuters Elite and the UK's largest high street law firm, McMillan Williams (MW) Solicitors.

The portal dramatically reduces time spent on the conveyancing process for both the client and the firm and means that client no longer have to come into MW's office to complete the on boarding process. Fusion has made a significant investment into the project, which was developed over the course of 18 months and works "seamlessly" with TRE's case management system MatterSphere.

MW's director and chief information officer David Fazakerley said that while other online portals allowed buyers to scan in documents, they were unable to enjoy the same trusting relationship that qualified, local,

solicitors were able to establish with clients.

However, gathering identification documents and other confidential data is often a difficult and lengthy process. Not only does the purchaser have to bring documents into the office in person, the potential for inaccuracies exists if information is typed in incorrectly.

The new system enables clients to key in everything they have to provide in their own time, without needing to come into the branch. Fazakerley said: "From a business point of view, this has dramatically reduced the time spent logging client details to the system, in addition to being completely secure and accurate. What once took two weeks to complete now takes just two hours."

He adds: "The portal integrates with the entire conveyancing process, enabling us to offer the latest technology while retaining the quality of service a qualified solicitor brings. It's a revolutionary development among high street law firms and without doubt, the best IT project I have worked on in the six years I have been at MW Solicitors."

Jamie Watson, managing director of Fusion IT, commented: "As the biggest MatterSphere consultancy practice outside of Thomson Reuters Elite, we were able to develop a bespoke solution for MW Solicitors that enabled them to enhance their client offering while reducing the amount of business hours spent inputting data."

Patrick Hurley, vice president, customer advocacy for Thomson Reuters Elite, described the project as "a perfect trifecta of collaboration between our teams. MW Solicitors has always sought to use our solutions in new and innovative ways, and we are thrilled to have Fusion IT as a certified Implementation Partner for 3E MatterSphere helping them achieve such ground-breaking success."

► New head of legal sales at Microsoft London

Gabriella Gradden has taken over from Matt O'Callaghan as sales manager, heading the sales team for the legal sector within Microsoft's London-based professional services team.

Gradden was account manager for the top 30 largest law firms (before Microsoft hired in two more account managers to split those top firms three ways) and had been working closely with O'Callaghan prior to his departure for Peppermint Technologies.

While at Microsoft, O'Callaghan did a good job of growing the team and engaging with key figures across the legal sector. There has been some recent flux in the team but it's back to a full comp now and, right before he left, O'Callaghan told us: "There's a great team now. Microsoft has put more investment into the team this year, and



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another head."

We've not yet caught up with Gradden yet but on LinkedIn she says: "My day-to-day focus is to help businesses across professional services to understand and realize how Microsoft technologies can enable them to digitally transform their offerings, engagements, operations and employee experiences."

► LDM makes double London hire

LDM Global has appointed two senior employees in the United Kingdom in the last couple of months. The Colorado-headquartered, London-founded eDiscovery consultancy has appointed Davide Migali from OpenText as solutions consultant, supporting clients with their eDisclosure and digital forensics projects. Russell Geraghty from Lighthouse eDiscovery has been appointed business development manager, customising solutions to clients' specific needs. Geraghty joined in July and Migali in August.

Migali is an experienced eDisclosure project manager and qualified lawyer, having worked for eDisclosure service providers Recommend/OpenText as a senior manager and Kroll Ontrack as a case manager.

"What fascinates me about the industry is that, through the intelligent application of different technologies, it is possible for a very small team of subject matter experts to quickly find fundamental evidence for their case," Migali said. "Review and analytical tools augment the capabilities and effectiveness of legal professionals and, essentially, help them focus on the legal component of a case instead of having to spend hours manually working on low level tasks."

Geraghty started his career as a police officer with the Metropolitan Police before moving into fraud, cybercrime and eDisclosure, latterly with Lighthouse eDiscovery.

Both Migali and Geraghty are based in London.

The hires coincide with LDM's expansion into Ireland, for which it has hired ACEDS Ireland Chapter founder Greg Deane as director of its EMEA operation.

LDM has offices in the United States, the Caribbean and Australia, with operational hubs in the United States and Australia, and an ISO 27001-certified service center in India.

Make sure you regularly consult Andrew Haslam's eDisclosure Systems Buyer's Guide, co-published with Legal IT Insider, which is ram-packed with facts (and contact details) about this sector: legaltechnology.com

► Anthony Collins selects Vectra

Anthony Collins Solicitors this summer selected the Cognito threat detection and response platform from Vectra. We speak to head of transformation, technology and improvement, Paul Harker, and Matt Walmsley, head of EMEA marketing for Vectra.

Paul, tell us how you came to select Vectra and why?

"We started penetration testing a number of years ago and last year looked at intrusion detection. We came up with lots of vendors and did a proof of concept but came across Vectra at the last minute. We did a proof of concept and after the last penetration test, we knew immediately that they were in.

"Vectra listens in on the network itself - it's quite unique. It's not about a set of rules 'you must do this or that' but 'this looks different' or 'I'm not familiar with that.'"

"Having been victims in the past of a rules-based system letting you down, it's impossible to rely on one anymore. No product is 100% watertight but having the mix of both products together is what gives you confidence.

"The issue with some systems is false positive. The primary reason we chose Vectra is that it stops you looking for a needle in a stack of needles. We are a medium sized law firm and, while we have people who have a security role, we don't have the resources of the big firms so we needed something with less noise than the other PoCs. Vectra seemed to be the least noisy: it does the analysis for you and comes preloaded with the common threats out there. With one click you can say 'this is normal' and it does its own learning. It also has a very long memory. Threats don't always happen close together but it will remember a similar alert risk from long ago.

"It can detect internal lateral movement - preventing insider trading is not one of the drivers and I hate to think that's a risk, but some people can be compromised and not know they have been.

"I don't have time to get involved in all the day-to-day nitty gritty, but I always have an overview of any threat and Vectra gives you an idea of trends. We were recently alerted to someone trying to attempt an SQL injection attack on products that don't even have SQL. I get a top-level overview and know my guys are utilizing the product in a way that doesn't require

much of my time.

"Romeo Monkam [infrastructure engineer at Anthony Collins] has a passion for cyber and risk and we work very closely together.

"In terms of the culture of the firm and our users, we're a lot better than we've ever been. The frequent penetration testing shows that. Attacks are getting more intelligent and realistic, and so I don't think we'll ever be all there, we'll always need to be on our guard, which is why we're investing in a product that protects our IP and our client data. We have to stay ahead.

"Most of our data is in the cloud and we've been live on iManage Cloud for a year. We're one of the many firms replacing sunsetted PMS Thomson Reuters Elite Envision.

"We've been with Vectra longer than we've been with iManage and don't have Threat Manager or Security Policy Manager."

Matt tell us a bit more about Vectra?

"Vectra is headquartered in Silicon Valley and is a

high growth technology business. We've been present in Europe for four years; I was one of the initial team here and we're all home workers. We have a roster of professional services clients, but many are not in the public domain.

"We're VC backed and just closed our Series E funding round for \$100m. Our R&D team is in Dublin. There are around 10 staff in the UK and around 60 in Dublin, which is expanding and will hit 100 people in the next year.

"There is no question that law firms and their people are the 'soft cyber underbelly' and a big risk for any type of organization. The documents that lawyers are using are valuable data and if I wanted to go for an organization, I would look at their supply chain to see what opportunities there are.

"If you are a more bespoke professional services provider you don't have a gazillion dollars to spend and you have to take a reasonable proportionate approach to risk."

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► FloSuite Money Management

September saw Infographics launch the FloSuite Money Management solution for law firms, which automates and manages forecasting and pro forma billing, and integrates with leading practice and document management systems. We caught up with Russell Wood, commercial director of Infographics, about the launch.

We haven't written about FloSuite for a long time, where have you been?

Infographics have continued to develop and deploy the FloSuite professional service delivery platform in closely aligned markets outside of legal over the last seven years. This has included various regulatory and risk-based case and process management requirements. Examples include complex data and workflow driven audit, enforcement and prosecution solutions. Over the last couple of years we have actively re-entered the legal market, working with some of the largest law firms in the world to develop new specialist solutions that are underpinned by the latest FloSuite platform. Our new pro forma billing management and forecasting suite has just being announced.

We have also been upgrading and supporting key clients with their existing FloSuite applications in areas such as client/matter intake, case management implementations and other areas.

How does this product fit in strategically and technically with your existing case management product suite?

We have reinvested in and re-written a lot of the underlying technology within the FloSuite platform over the past few years and have utilised that to enable a further shift of focus towards standard reusable products with shippable legal specialist solutions and processes, rather than purely adaptable case and BPM platform capabilities.

In the example of proforma billing, essentially it's almost irrelevant to the customer that it runs on FloSuite other than what the platform gives us in terms of the workflow, CRM, case management, data integration and other elements that have enabled us to deliver that solution and continue to adapt and develop it with our framework and tools.

It is not clear, in this context does 'forecasting' mean –

- a. forecasting an individual matter's fees against budget, or
- b. forecasting the firm's future total fee income from bills?

The forecasting tool includes:

- An automated workflow that requests partners submit a rolling six month forecast of predicted revenue/cash flow

- It pulls live matter, WIP and AR data, from the PMS so that realistic forecasted revenue can be submitted linked to each of those real matter and value records
- Percentage weightings can be applied to each matter estimate
- Real-time graphical dashboard views update and compare forecast, actual and target to provide visibility and help drive billing and payment
- Review and approval by revenue/partner cluster managers are then triggered
- Comment dialogues/threads can be managed between the parties involved in the process

As per above, it's about enhancing the predictability of cash flow for large disparate law firms and improving both the accuracy of that forecasting as well as faster collection and increased revenues. This process sits alongside the pro forma billing solution which can then be used to generate relevant bills.

Is the new technology a combination of the Billing Management and Revenue Forecasting modules of FloSuite as listed on the current web site?

Yes, those solutions have been built with FloSuite tools and technology and run on the framework. We will sell and market them as licensed applications in their own right as part of a suite of complementary money management applications.

Does it include any elements of matter budgeting / forecasting?

It is about forecasting the money you are going to bring in as a partner and firm rather than the costs associated with a matter.

Please expand on what 'automated rules and workflow, and embedding a detailed understanding of matter status and client data' means?

The pro forma application includes:

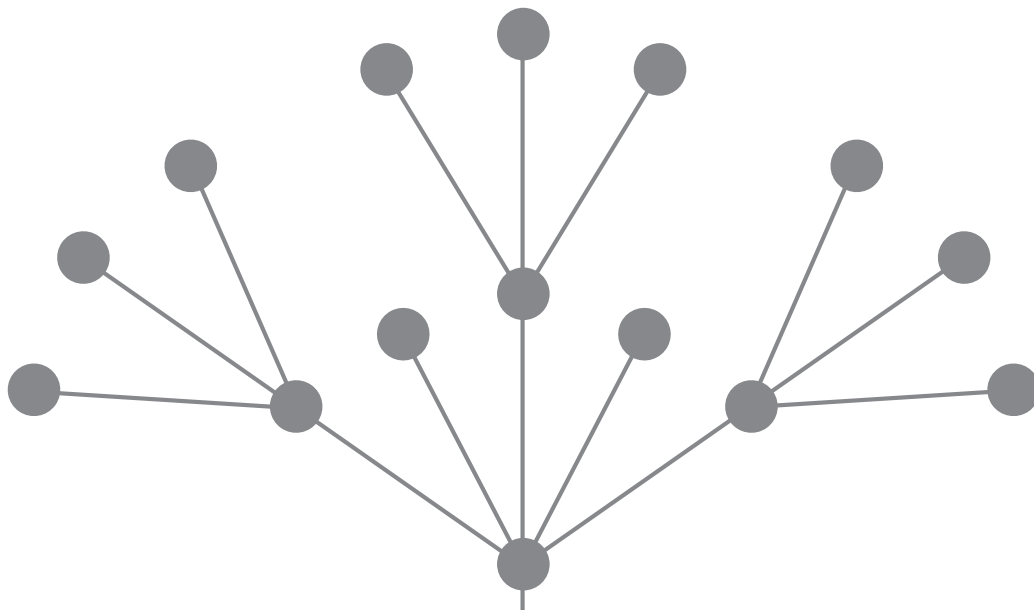
- Workflow to enable the front-office resources, who know the information, to directly generate and edit their pro formas and for that to then go through a controlled workflow approval cycle that may vary based on the edits made, values involved, specific rules for that office/location and many other automated factors
- Joint pro forma bill edit and creation
- Batch creation of pro formas by a user
- Auto-billing creating a batch of pro formas on an automatic schedule
- Variable approval levels based on office/location/write-off
- Calculation of automatic mark-up
- The ability to perform proportional adjustments
- Ability to configure email task content based on templates
- Manage included and excluded time and costs
- Ability to transfer costs and time between matters
- Automated VAT number validation with web service

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Yes, the approval cycles mean that the workflow and business rules will automatically route a pro forma bill for varying levels of approval either via partners and/or central finance teams based on values written off and other factors. It will also highlight any issues such as with the company VAT number using the VIES web service, discrepancies in company and billing address, where edits have been made to key/important financial data and other elements so that the approver is aware.

Can the workflow support the drafting of a bill be an associate, review and approval by a senior associate, and final approval by the matter partner?

Yes. When the system generates a pro forma bill there is the option to draft it directly or assign it to a fee earner or secretarial staff member. It can then be approved by a partner and finance based on the changes made and the route the workflow takes. A full audit trail is recorded for any changes made and as tasks are completed. The system includes graphical and directly actionable dashboards to enable users to see at a glance key metrics and also where processes need to be escalated or who they are sitting with to improve throughput and efficiency.

► Design thinking: Effecting behavioural change

Legal design has been discussed on the fringes for years but within the past year to 18 months, insiders say that they are finally seeing meaningful progress, with major law firms and corporate teams starting - just starting - to apply the concept of design thinking to reconstruct their legal processes and effect behavioural change.

If you're not at all familiar with the concept of legal design, a) read more and b) read more Margaret Hagan, director of Legal Design Lab at Stanford:

<http://www.lawbydesign.co/en/legal-design/>

Margaret was present at the recent Legal Design Summit in Helsinki, which brought together lawyers, techies and designers to bash heads and exchange ideas. Thank you to sponsor Janders Dean for inviting me (and for the after-party karaoke - who knew there was such talent in legal?).

Led by ebullient CEO Pilvi Alopaeus (who, as of August, is a legal trainee at Google), the Legal Design Summit - now a not-for-profit event to open it up to a wider community - was an eye-opening experience.

You can read my live coverage of the first couple of speakers here: <https://www.legaltechnology.com/latest-news/legal-design-summit-in-helsinki-from-strategy-to-culture/>.

They include Marco Imperiale, lawyer and innovation officer at Italian law firm LCA, possibly the most popular speaker of the day, who provided the audience with ripostes to the 10 most common excuses for law firms not innovating/engaging in legal design. For example:

"Excuse: When the content is good, the form it's done in doesn't really matter.

Riposte: BUT have we tried a comparison between a normal engagement letter and one where legal design has done its work? Once you see the difference, you won't go back. So, the way forward is to introduce the comparison."

Personally, rather than dwelling on the theory of legal design I find it more helpful to point to some of the (albeit still rare) practical recent advances in the industry, such as the work that Linklaters is doing with legal design consultancy Observ. Over the summer the Magic Circle firm, led by head of innovation Shilpa Bhandarkar, launched a new training contract based on the principles of design thinking and we'll be bringing you more on that next month. Suffice to say, the process is easier for trainees, all conducted online and is now being used to differentiate Linklaters from its peers.

What has been picked up on is the new look and feel of the training contract, but that's less than half the story.

After the conference, I ask Shilpa over email what she thinks of my analogy: "What legal design is not, is just adding daring pink and possibly a picture or two into your contracts. Spotting those details is like noticing changes to the icing on a cake that now takes half the time, half the ingredients and, ergo, half the cost to make."

She replied: "I really like the cake analogy (I like cake!). However, it isn't now costing us half to produce these letters - it is less but not half - so that feels a little misrepresentative of our results. Having said that, it's taking us half the time to bake (much more efficient process), tastes better (excellent feedback) and everyone seems to be coming back / asking for seconds (much faster response times, I'm drowning in design requests internally)."

So, on balance I declare the cake analogy to be an outright success!

Someone who knows first-hand infinitely more than most about legal design is Meera Klemola, co-founder of Observ, who I interviewed during the conference. An ex-K&L Gates lawyer, Meera is clearly both very bright and benefits from speaking legal + design. Asked if Observ is working with legal teams on client facing contracts, she told me: "I can't say who but, yes, we are working with law firms and in-house teams on core contracts and I'm excited to start. Maybe people have thought of this but this is the first time they are taking action - in the last 18 months we have seen more commitment. That's something to do with changing client expectation, this recognition that law cannot go on as it has. The best experience wins. Consumers have so much choice now, and if you don't deliver, they can just switch." You can read the rest of that conversation here: <https://www.legaltechnology.com/latest-news/law-cannot-go-on-as-it-has-meera-klemola-from-observ-agency-talks-legal-design>

One attendee at the conference who has a great story is Marie Potel-Saville, former VP for legal, EMEA at Estee Lauder, who, after the Legal Design Summit in 2017, felt inspired to leave her job and found her own legal design consultancy. You can read more about her here: <https://www.legaltechnology.com/latest-news/why-legal-design-is-in-house-counsels-new-best-friend/>.

Amid all the excitement, one thing that is worth remembering is that design thinking may be new to legal, but it's not new, and at LDS I also sought the counsel of someone who has an inside perspective going back years. You can read that interview below.

Simon Rhodes, ex-global director of knowledge and learning at Herbert Smith Freehills

Simon has held head of thought leadership roles at EY and Credit Suisse and was a strategy and change consultant at Credit Suisse. Here we hand it over to him to tell us about his experience of design thinking stemming back years, including what is required to make it a success.

"I did my MBA in 1989. We didn't call it design thinking, but we used it at EY with customers and it was around 'Think of something big and if we had all the time and money in the world, what would we do or what are our problems?' You'd then put parameters around it and say, 'In fact, we have three months and a million pounds.' You put lots of ideas down and say, 'What can we do right now to prove the concept?' And you normally do a small, medium and big pilot.

"The reality is that you need to have the right people in the room to have the conversation. When it works really well is when you have the people to do it - whoever the customer or stakeholder are and the people who are actively doing it, so within thought leadership you might have partners, customers and your marketing team. That's what we did at Herbert Smith Freehills for our Brexit strategy, which there has been lots of stuff about in the likes of the Financial Times.

"We ran a workshop in order to decide what we wanted to focus on for Brexit and it was a toss-up of hundreds of ideas. We then worked out what fits with our brand and budget and we fixed on trade. We narrowed it down. That's design thinking. It's a question of identifying the more important things and getting the right people in the room.

"What's important is that you're not chopping people off at the knees - everyone's ideas are encouraged.

"The first step of the process, once you have the right people, is to work out what problem you are trying to solve. People often say, 'The problem is that contracts are rubbish.' But you're not identifying the problem - better questions equals better results.

"Marks and Spencer did an exercise where they followed shoppers around asking them why they didn't buy certain things. The shoppers often said that it was the price but when you watched them, it might be that the veg was too soft. The problem that M&S was trying to solve wasn't price but perceived freshness. When you kick off the process of working out what you're trying to fix, get the right people in the room and then it's the art of the possible.

"What are your prototypes and what are the pilots? You need to have something that you can fail in; pick an area where you try doing it this way and if it doesn't work, no one cares.

The antithesis is that you put a load of money and time in and pick a big universe, then smaller universe and then the pilot - the big universe tends to be how you get the human brain to work outside of its parameters. If you have tech people in the room with a bunch of lawyers and marketeers, you need to have the ability to get them working at the same pace.

"Design thinking is very new for law but not for professional services. It is starting to gain traction because the legal sector has been attacked over the last few years and needs to change.

"But forget design thinking: you need to have behavioural change before you have systems and processes change. Before we try to put in new technology, we need to change people's perception. Design thinking is just a methodology.

"We are going to have to go back to become the lawyers of thirty years ago, who used to be very commercial but, due to changes in regulation, became drafters. We have a whole generation of high IQ low EQ lawyers and now we need the old-style lawyers back again.

"Design thinking is just a methodology to have better client conversations. It stops lawyers from immediately jumping to conclusions; they have to think and brainstorm. And to build the solution very slowly."

For further coverage of LDS, you can read the reflections on the conference of Joe May from Janders Dean here: <https://www.linkedin.com/pulse/reflections-legal-design-summit-2019-joe-may/?trackingId=wYHvA0gPQWyrzxDmPA59sQ%3D%3D>

► Hogan Lovells: Elevated Lawyers a year on

Without a doubt one of the most enjoyable meetings I've had recently was with Stephen Allen at Hogan Lovells, in which we discussed the global firm's alternative delivery solutions (ADS) capability, in particular the progress that it is making with Elevate in effectively reimagining the delivery of a portion of its client services.

With Elevate's president and co-founder John Croft dialling in to the meeting in Atlantic House, London; Hogan Lovells' now officially appointed ADS head Rachel Dabydoyal joining us after a mad dash from a delayed train journey; and PR supervision from Sarah Downey, who used to work in my team while I was news editor at Legal Business, we spent an inexplicably jovial hour drinking tea, laughing (a lot), and discussing Hogan Lovells' global flexible lawyering programme, which has grown exponentially since its launch in 2018 and looks set to morph into a wider than anticipated client offering.

Hogan Lovells launched the programme, as you would expect, as part of a growing arsenal to help deliver its services more efficiently and cost-effectively.

It falls within the wider ADS function that Dabydoyal officially took over - with little fanfare, as I'm guessing is her style - on 1 May. FYI, in addition to Elevate, Dabydoyal's remit also includes Hogan Lovells' legal services centre in Birmingham and its new flexible resource offering with Cognia Law and FTI Consulting. Allen tells me with a grin: "Rachel is queen of it all."

Completing the wider alternative delivery picture is Erica Godwin who, in March this year, took over as head of an expanded legal project management team, reporting to Allen.

Allen retains his role as global head of legal operations and innovation lead but will, he says, be focussing more on building the firm's data science and more cutting-edge capability.

It's probably relevant here to point out that in September Allen won the FT Intrapreneur Award 2019 precisely for having "expanded the legal project management team, created a legal delivery centre in Birmingham and formed partnerships with legal services companies to expand the firm's delivery options and technology capability."

Back to Elevate (John Croft has understandably gone on mute as those of us in the room chat intelligently about biscuits) and Allen says: "We fundamentally believe in the economics of collaboration - one plus one equals more than two. In terms of scale and resources, we need to have capacity. We're not just using Elevate in the UK, we're using them in Asia and in the US."

Croft, the voice from the table, adds: "Lots of firms will show you the map, but what Hogan Lovells has done with Elevate's help is to put a proper team in place around the world."

Hogan Lovells has engaged 35 'Elevated Lawyers' of mixed seniority around the world and the engagement has grown much faster than was first envisaged. The plan originally was for Elevate a) to service Hogan Lovells clients in the UK and b) to expand if the arrangement went well. Suffice to say that a) has naturally morphed into b).

Lawyers generally don't fall over themselves to change their working practices and Hogan Lovells is no exception, but Allen says, "Partners are asking for it."

The growth is also explained by Elevate's own recent expansion, which has made it easier to service international demand. "We've had a busy year," says Croft. "We've acquired Halebury and Cognatio Law, so we are able to start rolling out in Hong Kong and Singapore far better than in the past. Plus, in Continental Europe and North America, we have our first couple of Elevated lawyers out there."

He adds: "We set out to build a flexible lawyer platform but, because of the success of that, other things have followed, such as a follow-the-sun document review offering, which is different to where we started."

It is this type of 24/7 alternative services offering that Dabydoyal is building with Elevate for Hogan Lovells' clients.

Allen adds: "The benefit for clients is that this is part of a holistic service based on collaboration rather than building our own separate business."

Lovells (as it was pre-merger) is certainly no stranger to collaborative ways of working - perhaps if you're old enough, you'll recall the at-the-time revolutionary Mexican Wave that it introduced in November 2002, in which it outsourced the more routine work in a transaction to regional law firms using an extranet called MexNet.

Areas of collaboration for Hogan Lovells and Elevate now include work for financial institutions engaged in repapering exercises in preparation for the end of Libor as the inter-bank rate of exchange.

Allen says: "The client needs secondment cover and it doesn't matter how big you are, inevitably they will want that resource which you don't have available at that time. We have Libor coming up and last year it was GDPR. Having access to pre-screened and vetted people is essential and is incredibly cost-effective because they are paying cost plus rather than the cost of a law firm."

Dabydoyal adds: "It also means we can ensure that they are of the right quality."

So why, I wonder, have Hogan Lovells partnered with Cognia if the relationship with Elevate is so good?

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"It's to ensure we have capacity," says Dabydoyal. "If you just take Libor, institutions are potentially repapering their entire loan portfolio%and having capacity is key because the quality is so important. We need to ensure that we have options and Cognia is in one of the few places we are not: South Africa."

"It comes back to the idea of collaboration: the three organisations are aligned."

The partnership comes as firms look at how they can best compete with ALSPs, including increasingly launching their own independent offerings, is that not the right way forward I ask? I, myself, have very mixed feeling on the subject.

Allen says: "My favourite statistic as to why this is a better thing for the client is that to set up and operate a commercial 'flexible' lawyering offering we would have to place 9,000 lawyer days to run a profit. We're not paying for that because Elevate has that in place already."

Croft adds: "Law firms, by their nature, try to do things themselves but that is changing."

Allen adds: "It is seamless. We did a pitch where the client said they couldn't tell who was from what organisation. Rachel is awash with flow charts and playbooks."

Is the ambition to profit from the partnership itself? "No, it's in the client's interest that we partner with Elevate so we can focus on delivering high quality legal services," Allen says.

"We're in a new reality - whenever there is disruption in the industry you get a whole series of models, but this way we can do the work we want to do that's in the best interests of our lawyers."

Elevate now competes with law firms though, surely? Should they not be regarded in a similar way to the Big Four?

"We exist to bring efficiency," Croft says diplomatically. "Firms like Hogan Lovells are looking at how we can help to deliver flexible reviews or document reviews and we hope there will be other things. They say, 'Let's work together.'"

Allen says: "You have to know where you are. Everything is a threat and an opportunity."

It's at this point that we got the giggles and according to my notes we talked about Iceland (the supermarket), which I don't think we did.

What is interesting (and relevant) is that Dabydoyal and her team, which already use technology including Relativity and Kira Systems, are developing multi-faceted playbooks in which they weave in legal project management; Birmingham's services; Elevate and/or Cognia.

They are not the only ones, but Croft says: "For years and years clients have asked law firms to deliver work more efficiently and law firms didn't. Then law companies like us came into existence. Whether its Axiom and LOD or Kira or the Big Four - it's now gone from just law firms to a mixed offering."

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"We see the law firm market bifurcated and firms like Hogan Lovells get that and have leaned in. Stephen has gone down the economics of collaboration route rather than building their own centres and technology. But there are a whole bunch of firms we could name that see us as a threat and, over the coming five years, there will be changes in the market."

Allen adds: "A lot of firms are terrified of not making a good decision so they're not making any decision. It's about asking your clients probing questions to find out what they want. Then boring hard work to make sure you deliver it."%

caroline.hill@liti.co.uk

► BCLP Cubed hires Jody Jansen as CTO

BCLP Cubed has hired Gowling WLG's respected head of architecture and innovation Jody Jansen. Jansen will join the homegrown ALSP as its chief technology officer.

You'll recall that BCLP Cubed is the firm's new service for high-volume, business-as-usual legal work, which formally launched on 24 September. The initiative brings together some 150 people across the global firm for the first time.

The ambition is to provide clients with a one-stop-shop for their high-volume work integrated with complex advice and legal operations support.

Jansen said of BCLP Cubed: "It is an exciting new concept that will deliver significant benefits for clients and establishing a state-of-the-art technology platform on which to operate will be critical to its success. There's already been a huge amount of progress in developing the new approach and I look forward to working with the team to maintain the momentum they have created."

Senior partner Neville Eisenberg added: "The hiring of Jody Jansen as the chief technology officer is very exciting and we anticipate further hires in the near future. Jody brings with him a wealth of experience and will help lead the team as we continue to develop new solutions to meet our clients' legal and business needs."

Gowling WLG's IT director Tony McKenna told Legal IT Insider: "Jody has had a great two years with Gowling WLG and we wish him well as he takes the next logical step in his career."

► Whose Line Is it Anyways?

The rise of complex textual analysis technologies for law

By Dera J Nevin

Possibly as a result of my background in eDiscovery and investigations, I have taken a particular interest in textual analysis technologies that have been adapted to the legal vertical. Over the past year I have noticed a significant increase in the number of technologies focusing in this segment and in their increasing sophistication. Some of the earliest examples of textual analysis technology specific to the legal vertical relied heavily on machine learning and statistical models, but increasingly the available technology also incorporates linguistic techniques and models. Consequently, the range of potential applications is broader, both within entrenched segments, such as eDiscovery and investigations, and to new problems that emerge within legal.

Let's take a look at what the market activity in more sophisticated textual analysis might mean for practicing lawyers and their clients. I'm excited about these developments, and am cautiously optimistic this development may unlock creativity in workflows.

I group technologies that analyse the content of communication, rather than just their structure, as textual analysis technologies.

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These technologies are usually described using words that mimic how humans interact with text: they “read” and “understand” or “classify” text. Since we are generally talking about computational machines, it is not exactly correct to anthropomorphise them (yet), but tools for textual analysis do generally focus on manipulating textual content, and classifying or grouping this textual content according to the application and algorithm used.

Among the most prevalent textual analysis tools in legal are those that convert unstructured textual data into more usable structured forms. These usually work by taking unstructured text, such as the contents of a word document like an email, letter, report or billing time entry narrative, and bucketing this content into structured forms. The technologies used in the legal vertical usually use one of two common techniques for getting this work done.

First is in the application of unsupervised learning clustering, which involves discovering inherent groupings in the data, as the computer reviews the total data corpus and puts like content with like, based on the words used in the text. The second is the use of supervised learning classifications (such as identifying contract clauses or structuring the narratives of bills) for which a computer has been trained using exemplars to find items having text similar to the exemplars.

Let's start with supervised machine learning. This is where a computer system is trained using labelled examples; for example, many eDiscovery systems are trained by a user classifying documents as responsive or non-responsive, so that the system learns how to classify the balance of the documents. Supervised learning is also used in other contexts in legal: specific applications widely used for due diligence assistance have been pre-trained to recognise clause contents of contracts, for example.

Supervised machine learning applications are increasingly incorporating linguistic modelling and training to improve algorithmic performance (and the applications themselves incorporate a second layer of training in which the machine is trained on the language, as well as in the use of that language in context). The more that textual data is broken down into its component parts (words, phrases) and each component labelled (including as a part of speech, as an entity such as a personal noun, or as an example of an emotion or sentiment), the better the analysis of what that part of the text is doing to create meaning. This type of training of machines enables better, more contextual understanding by the machines of words used in context. This enhanced nuance may improve performance of the machine in retrieving items intended by the training. In lay terms, lawyers may “perceive” the results to be better because they incorporate nuanced linguistic meaning in the return results; the results will “feel” more like ordinary speech or writing.

When it comes to the use of unsupervised learning clustering, the quality of these groupings depends on how the machine “groups” the text. Some of the first technologies to be marketed within the legal vertical relied extensively on statistical groupings, involving computations around the prevalence of specific words and their proximity to other words to create models of how words were related to others within a document and across sets of documents. These techniques can generate surprising groupings – both because they can be accurate, but also because the groupings can occur without any linguistic context, and therefore “match” or “create” unexpected groupings.

Among the more noteworthy and frequently cited groupings were those in the Enron data set, that correlated documents involving special purpose vehicles (SPVs) with those containing the word “football”. While many of the grouped documents involved an office pool for the NFL, a substantial portion related to an SPV designed under the project name “Football”. This case is often cited as an example of statistical correlation without linguistic content: the grouping was correct, but the machine wasn't smart enough to exclude the documents actually addressing football games from the use of the word in the context of the SPVs.

Increasingly, textual analysis technologies that incorporate unsupervised machine learning are including linguistic analysis capabilities, in which the algorithms are better able to “understand” words in context, because of the more sophisticated underlying technologies being used (i.e. deep learning). Consider, for example, that “court” can refer to nouns relating either to basketball or the judicial process or to a verb involving a romantic interest. When the computational process can distinguish these different contextual and linguistic meanings, more nuanced groupings and associations can occur.

Linguistic textual analysis capabilities are more frequently being combined with further computational analysis processes, such as sentiment analysis. Sentiment analysis is the process of computationally identifying and categorising opinions expressed in text in order to identify the attitude of the writer or speaker towards the subject content, such as positive, negative or neutral. Compliance and investigative technologies are increasingly incorporating both nuanced linguistics and statistical unsupervised learning with natural language processing. This helps investigators find text of interest that may be negative, or relate to a type of content or issue, without needing to come up with comprehensive keyword lists.

The increasing sophistication of textual analysis tools arises not only because the textual parsers are adopting linguistic as well as statistical modelling. It is also arising because, increasingly, tools combine multiple functions: supervised and unsupervised learning as well as natural language processing.

Textual analysis tools that bundle entity extraction and sentiment analysis, too, are more common.

In short, these tools are increasingly less single-function point solutions as they evolve to multi-functional analytic powerhouses. A single lawyer may be able to perform more nuanced work discovering what is in their data, but may have to adapt their workflows to get the most and greatest value use out of these tools. Those who invest time in exploring what these tools can do might find their efforts rewarded with detailed insights into their data.

Dera J Nevin is a lawyer and legal technologist based in New York City. Opinions presented in this article are her own.

► Biggest stories of August and September

Travers' email management tool

The biggest story in terms of traffic since the Orange Rag last came out at the end of July, is that UK top 50 law firm Travers Smith has formally launched matter centric email management tool MatMail, which it has open-sourced for the legal market on the basis that the source code is not sold or used for profit but only "to give busy people their time back."

MatMail replicates good filing behaviour by scanning a lawyer's mailbox and comparing their emails to those already filed in the firm's document management system. When a match is found, rather than simply filing the email in the DMS, it creates a client/matter folder in the lawyer's mailbox. Matched emails are automatically filed into the matter-centric mailbox folders, avoiding multiple people in an email chain having to undertake the same, time-consuming exercise.

First unveiled during a demo that became a talking point of ILTACON19, Travers has created an Azure DevOps environment through which it has so far given access to the source code to around 20 law firms, enabling them to replicate and introduce similar tools to their email filing systems. The ambition is to create a community and facilitate cross-legal team collaboration within the DevOps platform for the benefit of the end user. The license specifically stipulates at the end: "The design of this Software was inspired by a desire to give busy people their time back and so it should always be free to everyone."

Speaking to Legal IT Insider, head of legal technology, Shawn Curran, who at ILTA was twice given a round of applause during the demo mentioned above,

said: "Thanks to open source technology, banks aren't competing on payments now and you can move money at the click of a button. Collaboration really works to improve the experience for the customer, and we don't believe that law firms should compete on email – we want the whole community to benefit.

You can read that story in full here: <https://www.legaltechnology.com/latest-news/travers-launches-open-source-matter-centric-email-management-tool/>

The one question raised since we published the article is whether ILTA should allow law firms to unveil a tool at the conference that will dent the income of sponsoring vendors. We can debate that over social media anon.

Reynen Court launches

Yes, we know you can't believe that Reynen Court hadn't already launched given the amount of column inches about the platform over the past year, but in fact, its beta platform launch came just before ILTA and on the Legal IT Insider website at the start of September we brought you our thoughts. 'We' being LITI editor in chief Caroline Hill and industry analyst and consultant Neil Cameron, who at ILTA caught up with Reynen Court founder Andrew Klein and sales head Rich Rifkin for a demo.

At the time of our meeting in August, Reynen Court had 48 apps live with a total of around 100 suppliers signed up and Klein told us that the platform is "well ahead of where we hoped we would be." Participating vendors include the likes of Hubshare; Doxly; Neota Logic; eBrevia; Ping and Avvoka.

Starting with the very basic cost structure, the model, as you would expect, will see law firms paying to use the platform to access vendor product offerings. "Think about an app store in the most comprehensive sense: it's a place you can find apps to buy," Klein told us.

Reynen Court is positioning itself at the outset as an auditory function where Klein says: "We help the buyers get a sense of should the app work – they are not going to blindly trust what we say, but we help them to move to the middle of the field. Essentially, we do the work and publish the score – we use lots of grading methodology to help law firms evaluate the technology according to their own standards: the point of having a consortium is that they have put their standards in. We provide a curated score of useful information for the buyer."

For the rest of that interview and our assessment click here: <https://www.legaltechnology.com/latest-news/reynen-court-under-the-microscope-the-beta-launch-and-road-map/>

Comment: The rise of the eDiscovery professional

A comment from Integreon's VP of legal services Clare Chalkley was the third most popular article of the past month in terms of traffic and reaction on social

media and the LITI site.

For many years, the perception of eDiscovery was that it was something that happened in the background, Chalkley observes. "Techy" people took emails and MS Office files and turned them into document databases for paralegals and lawyers to review.

Now, due to the proliferation of data types which need to be interrogated for disputes and investigations, the expertise required to navigate the collection, processing and analysis of this data has never been more in demand. So, what does it take to succeed?

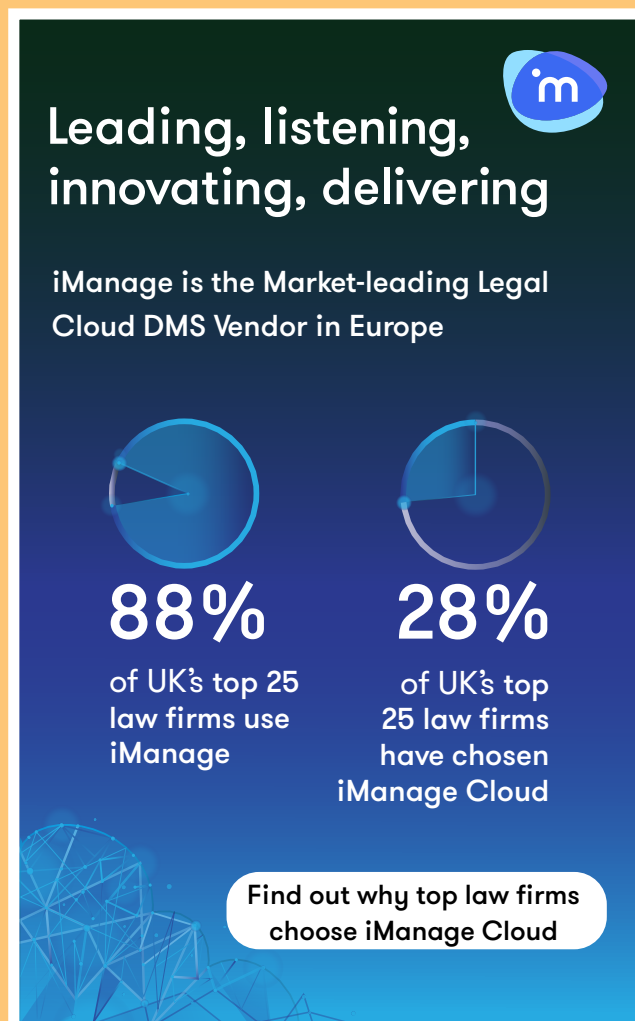
If you missed it first time round you can read Chalkley's views here: <https://www.legaltechnology.com/latest-news/comment-the-rise-of-the-ediscovery-professional/>

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

UK & EMEA BigHand has acquired Iphelion to bolster further its document creation capability. Iphelion has 30,000 users, largely located across the UK and EMEA, with 20 of the UK Top-100 firms utilising their template management system, Outline. This solution will complement BigHand's existing template management solution, BigHand Create, ILTA's number one provider for template management. The acquisition also includes Iphelion's proposals automation solution, PitchPoint, which will extend BigHand's product suite and will support linking both the template management and matter pricing solutions, to streamline the business development process within law firms. Andy Driskell, Iphelion managing director and Simon Ashby-Crowe, Iphelion CTO, will join BigHand as full time employees and members of the senior BigHand team. Before co-founding Iphelion 13 years ago, Andy spent several years working within law firms and at OpenText, while Simon built his professional services experience working at KPMG. Dan Speed, managing director of BigHand in the UK, commented: "We were aware of Iphelion's success in the Top-100 with their template management solution and the great reputation they have built in the market. With this acquisition we can now start to consider the value of making the whole proposals building process more seamless - one that inevitably includes business development content, templates and pricing. It is a very exciting concept and will bring another exceptional offering from BigHand to the market." Andy Driskell commented: "The Iphelion team is thrilled that our products and services have been so well received by our clients over the years and we

are proud to be a part of their continuing success. Iphelion's growing customer base and our own ambitious plans for the products gave us the challenge of shifting the business up a gear, while trying not to lose the personal touch we have tried to cultivate. Our clients had always been very positive about their experiences working with BigHand, so, when Dan and the team contacted us, we were excited to see where it might lead. As the discussions progressed and we got to know the BigHand team a bit better, we got a greater insight into their strategy and growth plans and it quickly became apparent they had the infrastructure, resources and experience to help us deliver the next generation of our products."

UK top 200 law firm **Howes Percival** has selected **Aderant Expert** as its legal time and billing software. The firm sought a solution that "matched its size, values and vision and was an adaptable platform in order to further their level of client service and help them reach their goals. Aderant's innovative and sophisticated solution was the differentiator after a rigorous comparison across several practice areas." "Our main aim is to provide an excellent service for our clients, and we are constantly looking for new ways to improve their overall experience," said Stuart Maggs, tax partner and head of IT at Howes Percival.





"We are confident that our partnership with Aderant will help us to do this and will provide the capacity and access to information we need to continue to grow." "At Aderant, we strive to provide modern and comprehensive solutions for law firms across the globe," said Eric-Jan van Alten, Aderant's EMEA director of sales. "We are delighted to partner with Howes Percival to help them realise their vision for future success," he added.

Howes Percival has also signed a multi-product deal with **Tikit** that includes Tikit's own IP products, Tikit eMarketing and Tikit Connect, as well as key partner solutions NetDocuments and Introhive. Howes Percival was previously on Elite Envision, which had built-in DMS functionality. Tax partner and head of IT at Howes Percival, Stuart Maggs, said: "Our primary objective is to provide an excellent service for our clients and we are constantly looking for ways to optimise our service delivery. We are confident that Tikit's integrated solution will enable us to do this while supporting our growth ambitions at the same time."

Southwest legal practice **Kitsons Solicitors** has become the latest UK firm to deploy one-stop-shop legal practice management solution **PracticeEvolve**. Peter Creber, director of ICT at the Exeter, Plymouth and Torquay-based firm said: "We were not actively in the market for a new solution but a fortuitous meeting with the PracticeEvolve team highlighted the opportunity that this product offers to really turbo-charge our use of technology within the practice and from there it was relatively easy to make a strong business case for the move." PracticeEvolve CEO David Boland said: "The engagement with Kitsons is particularly pleasing as, unlike many of the firms we are working with, their existing Visualfiles and SOS platforms are not under end-of-life notices and thus this was a decision based on the desire to make a positive move to leverage the use of our technology within the business."

Transform Data International has announced that **Repstor** custodian has been selected by Dutch tax law firm **Atlas** for client, matter and project management. Atlas had for some time been seeking a solution to collaborate in their client and project structures in a user-friendly and secure manner. A key driver was to integrate and store both email and documents in the same system. Atlas has been working with Office365, SharePoint and Dynamics for quite some time and was looking for a solution that integrates seamlessly with their existing ecosystem. Apart from that they needed the new system to provide a very deep but intuitive Outlook integration, because that is the application that is most used as well as being the users' preferred place to work with emails and documents. Repstor custodian brought Atlas a very secure, affordable and scalable solution that provides online and offline

access to content. By leveraging Office 365 and SharePoint, the required IT effort is minimal, and the implementation is easy and fast. Repstor custodian will be connected to Microsoft Dynamics using Transform Data's Qconnector to reduce the administrative activities to a minimum. Dennis Ruzius, operations manager at Atlas, commented: "We had five applications on our shortlist and decided to create a top three, for each of which we have seen demonstrations. Repstor custodian surprised us in a positive way on both the technical level and its ease of use. After a successful proof of concept with several users, we started the implementation. The relationship with Transform Data has proven excellent and we look forward to the go-live of the complete solution." Rob Kubben, managing partner at Transform Data, added: "We are delighted to work with Atlas. It's great to see how our solutions are selected by users based on ease of use while we have a perfect fit on a technical level with the existing Office 365, SharePoint and Dynamics environment."

In a major new release for **Juro**, its contract collaboration platform can now read uploaded PDF contracts in order to extract and store key data within the platform. The new contract reader, which is out of beta with customers including **Skyscanner** and **Deliveroo**, opens up Juro's workflow to legacy contracts as well as those natively created by its machine-readable editor. The contract reader uses machine learning to parse and extract data such as key dates, party and company names and addresses, meaning they can be managed in terms of the likes of renewal reminders, approvals and further negotiation. Speaking to Legal IT Insider about the release, CEO and co-founder Richard Mabey said: "Contracts are designed not to be easily managed - they are built by lawyers for lawyers and are largely uncollaborative, siloed and unstructured. We're about rebuilding contracts for the end reader so that they are modular and machine-readable. Rather than being in unstructured PDF form that you then have to pay people to read, why should they not be machine-readable from the get-go?" He added: "We think of Juro not so much as contract management but as a contract data platform where everything is machine-readable. The result of that is better collaboration and users don't have to be lawyers." **Advokatfirmaet Steenstrup Stordrange DA**, or SANDS, a Norwegian full-service business law firm, has selected Estonian legal technology start-up **Avokaado** to automate its contract drafting process as well as to start offering clients a self-service drafting experience. SANDS is Avokaado's first client in the Norwegian market. "We are committed to improving our services to clients by bringing them new digital solutions. As part of that, we're proud to partner with Avokaado to provide intelligent

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Avokaado to provide intelligent contract automation services to our clients.

This will enable us at SANDS to focus on using less time on contract drafting and repetitive tasks and more time on the reason clients hire us: for our professional experience and advice," said Cato Haukeland, the firm's CDO. Mariana Hagström, founder and CEO of Avokaado, said that cooperation with SANDS is a milestone for Avokaado as it complements its mission to transform the traditional law firm model from trying to get more billable hours to being more focused on client value and results. "We are thrilled by the broad interest we are getting from both law firms and legal practitioners to our DIY offering. It will provide law firms that are already using our contract automation back-office with the possibility of collaborating with and serving their clients digitally. A DIY contract portal is a great opportunity to fuel the growth of the legal practice, give more value to existing clients and win their loyalty," added Hagström.

Slater & Gordon is the first legal services client of digital workplace provider **Unily**, an Intranet-as-a-Service based on the Microsoft Azure platform. Unily, which was founded in 2005 in the UK by entrepreneurs Will Saville and Richard Paterson, is a content management solution that includes ownership assignment, approval workflows, content targeting and automated publishing. Its clients include many of the best household names including McDonalds, Hershey's, Shell, British Airways and Tottenham Hotspur. It currently employs 130 people across the UK, America, Australia and the Middle East. As far as Slater & Gordon were concerned, one of the big factors in Unily's favour is that it complements Microsoft Office 365 and brought the suite together using the Unily interface. Lauren Parker, Unily's digital workplace consultant said: "The Unily platform will be instrumental in improving the way Slater & Gordon are able to communicate, collaborate and share information across their business. Working with such a forward-thinking company means that we will work closely to provide an innovative technological solution that will benefit every employee." Alicia Alinia, chief people officer at Slater & Gordon said: "Communication is fundamental to our success as a business and by adopting new technologies like this it enables everyone to work smarter and provides efficiencies which will ultimately benefit all our people, colleagues and customers. Unily's bespoke platform allows our staff to embrace agile working environments where they can safely access all the information and data they need and collaborate with colleagues all over the country.

Cloud legal practice management system provider **Clio** has raised US\$250m in Series D funding from TCV and JMI Equity, in one of the largest private transactions in the legal technology sector. (Just as an interesting FYI, this sum is more than the total sum invested by private equity in the legal tech sector in 2016 according to Forbes.) Founded in 2008, with their European headquarters based in Dublin, Clio says it will use these funds to amplify efforts to support access to legal services

across Europe. Clio is (we say controversially) the only legal case management software endorsed and approved by both the Law Society of England and Wales and the Law Society of Scotland. "At TCV, we partner with innovative companies that are leaders in their industry and offer superior value propositions for their customers," said Amol Helekar, principal at TCV and a member of Clio's board of directors. "Clio has had long-standing success in transforming a vast industry that has been lagging in technology adoption and we are confident the company will continue to lead on a global scale. We are committed to supporting Clio with TCV's resources and network in order to help them capitalise on their significant growth opportunities," added Jake Reynolds, general partner at TCV. TCV and JMI have been investment partners to innovative technology companies such as Adaptive Insights, Airbnb, Eloqua, Expedia, Facebook, Netflix, PointClickCare, ServiceNow and Spotify, and have helped these businesses achieve their growth objectives. "We believe the legal software space presents significant opportunities for continued disruption, and Clio is the clear leader," said Matt Emery, general partner at JMI Equity who has joined Clio's board of directors. "Clio is not only solving some of the biggest pain points for the legal profession, it is creating a platform for the future of legal services, and we look forward to partnering with the team in the company's continued growth and success," added Sureel Sheth, principal at JMI. Mark Britton, former Expedia executive and founder of legal marketplace Avvo.com, will also be joining Clio's board of directors to provide his own industry experience as the company brings its vision for the future of legal to market.

MRI Software, a provider of global real estate software solutions, has acquired **LEVERTON**, an AI-powered data extraction solution for real estate and corporate documents. The acquisition bolsters MRI's offering and gives property owners, service providers and corporate occupiers broader access to LEVERTON's automated lease abstraction application. With LEVERTON, organisations are able to turn unstructured information in leases and other corporate and legal documents into data sets that can be mined for actionable insights, leading to better business decisions and improved operational efficiencies. "The acquisition of LEVERTON brings a true innovator and global PropTech leader into the MRI family, with expertise in the application of AI to real estate data collection, management and analytics," said Patrick Ghilani, MRI's CEO. "Going forward, we will incorporate AI-driven LEVERTON intelligence into the very fabric of MRI's DNA, enhancing our singular customer experience by enabling clients throughout the world to tap into data across the MRI ecosystem. The result: smarter business solutions that generate fresh and powerful insights." Using proprietary optical character recognition technology and AI-based, deep learning algorithms to "read" and capture thousands of data points from multiple sources in up to 25 languages - which can

include scanned paper, PDFs and processable documents with inconsistent standards - LEVERTON creates searchable, structured data sets that provide a clear and accurate picture of a business' real estate assets. The cloud-based AI engine positions real estate owners, operators and occupiers to optimise their handling of contracts, run operational teams more efficiently and process transactions faster - enabling them to more effectively manage revenue and expense streams across property portfolios. The ability to create transparent, accurate and auditable lease portfolios has become critical for companies with real estate assets working to comply with global accounting standards such as IFRS 16 and ASC 842. "LEVERTON leverages AI to successfully tackle the problem of virtual - and even real - filing cabinets full of leases and other key documents trapped as unstructured and unsearchable data," said Russ Butler, MRI's CTO. "Put simply, it provides easy access to difficult data, saving companies time and money."

Clark Willis, a fast-growing law firm in the North East, has chosen **BigHand's** subscription-based digital dictation solution, **BigHand Professional**, to bolster its flexible working practices. Tanya Bloomfield, a partner at the firm, said: "As a firm, we recognised the need to modernise some of our working practices and knew that being able to work flexibly whilst out of the office was a good place to start. With **BigHand Professional**, fee earners can now dictate work to our support staff whilst they're at court, or at home, meaning there's no time wasted catching up when they get back to the office." **BigHand Professional** also ensures that there is an audit trail for every piece of work and dictations can be given different priorities, or assigned a due by date, to ensure deadlines are met. Bloomfield added: "The **BigHand Go** app is so easy to use and has some great functionality. I was recently stuck in a traffic jam for four hours and was able to dictate some urgent work through to the office and mark the priority as 'high' to ensure it was picked up straight away."

Meanwhile, **Myerson Solicitors**, an award-winning, independent Cheshire-based law firm, has invested in **BigHand's** task delegation and management solution, **BigHand Now**, as part of the optimisation of its legal support function. Gordon Harper, IT Manager, said: "We have quickly grown our headcount to meet client demand and an increase in new instructions, which has meant further need to deliver work quickly and efficiently, whilst maintaining visibility of the live status of a task. With **BigHand Now**, we are able to ensure the continued smooth running of the practice, allowing the firm to utilise support staff effectively, ensuring that work is sent to the right resource and costed accurately. With this level of insight, the firm's management can make informed business decisions to ensure resources are

continuously optimised and delivered to an exceptional standard every time, setting the firm apart from its competitors." Fee-earners currently use a variety of methods to delegate work but, with **BigHand Now**, tasks can be created quickly and effortlessly by completing a pre-configured online form that gathers all the relevant information first time round, saving time and cost across the board. Myerson chose to implement **BigHand Now** after a successful project deploying **BigHand Speech Recognition**, which increased efficiencies significantly, no longer requiring secretaries to transcribe dictation. This, in turn, resulted in more time available to dedicate to higher value, billable matters and further new clients. The implementation also led the firm to change the secretarial role to that of a personal assistant, with more responsibility for more varied legal work. With **BigHand Speech Recognition** in place, the implementation of **BigHand Now** was the obvious next step for the firm to ensure its support resource is fully optimised and cost efficient. Harper added: "Myerson prides itself on its outstanding people, who enable the firm to provide an enthusiastic and unrivalled high-quality service to clients. The firm's people strategy has always been an important focus, whilst aiming to deliver consistently quality service."

The image shows a badge from Legal Insider. At the top is the 'legal insider' logo. Below it, the text 'THE UK' is in black, 'TOP 200' is in large orange letters, 'LAW FIRMS' is in black, and '2018' is in large black letters. The entire text is enclosed in a thin orange rectangular border. At the bottom, there is an orange button with the text 'DOWNLOAD NOW' in white, and a yellow button with a white cloud icon and a downward arrow.

London-headquartered litigation and cybersecurity support provider **Lineal** has begun licensing **ayfie Group's** text analytics engine **Inspector** to improve their technology-assisted review process. Lineal has been using ayfie for around a month. Described as a partner (and part of ayfie's new and growing partner programme) Lineal is using ayfie within Relativity to enhance entity extraction, email threading and predictive coding. "We evaluated a number of alternative text analytics providers and came to the conclusion that ayfie's use of natural language processing provides superior results in the disclosure process," said Martin Pollard, managing director of Lineal. "What we like about ayfie's technology is its precision in entity extraction, key terms, PII data, monetary values, etc. found in datasets. We are using their platform for use cases ranging from Data Subject Access Requests and financial fraud to the standard eDisclosure review process." ayfie Inspector allows the extracted text from files within Relativity to be rapidly analysed by ayfie's linguistic engine with all results provided in fields within Relativity. All workflows occur in real time within Relativity, and there is no need to log into other systems. "Lineal has a fair bit of disclosure work with foreign language documents. Hence, it is essential for us that ayfie's technology works across 13 languages, including their active learning which can code on a language-by-language basis," says Pollard. "Essentially what we are seeing is

accelerated review from a number of angles. One feature we particularly like is their predictive search, which is breaking down search results into entities extracted within the dataset. This feature makes it much easier to uncover insights."

More from ayfie: **Fenwick Elliott** has announced its adoption of ayfie's AI technology to transform their knowledge discovery in its contracts and disputes practice. ayfie provides Fenwick Elliott with an avenue to build on their already strong practice areas. The software, ayfie Locator for Knowledge Discovery, pulls all relevant data into a Universal Index then breaks down data silos and makes the content accessible anytime, anywhere, across all teams of the firm. By combining computational linguistics with enterprise search, the firms' data is turned into a knowledge resource. Fenwick Elliott will leverage that functionality to connect information and increase transparency to reveal valuable insights quickly and allow its teams to find data which otherwise would have been extremely time-consuming to locate. "We were looking for a textanalytics and search platform that could assist us with early case assessment, the disclosure process and knowledge management," said Dr Stacy Sinclair, head of technology and innovation at the firm. "With the implementation of ayfie Locator we now can process large data sets faster and more efficiently, either to get a better, more holistic understanding of our client's case at an earlier point in

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the dispute, or to reduce document volumes before we put them into a full review platform", added Sinclair. Rob Wescott, chief strategy officer at ayfie, said: "We are extremely pleased to have Fenwick Elliott as our first UK business partner leveraging our linguistic capabilities to deliver greater value to their litigation clients." Fenwick Elliott will be expanding the use of ayfie's technology across the firm and its data sources, providing a federated and intelligent search for knowledge discovery, disclosure and early case assessment. "Insights can now surface from within a much wider, real-time data set, than simply curated knowledge found in the company's intranet and precedent database," added Simon Tolson, senior partner.

International law firm **Hill Dickinson** has selected cybersecurity company **Tessian** to prevent accidental data loss caused by misdirected emails and data exfiltration to non-business email accounts in order to protect sensitive client data. With a number of clients in the financial services and healthcare sectors, data security is a number one priority for Hill Dickinson. The firm's health practice works with some of the UK's largest healthcare providers, and the team proactively sought out an email security solution that could ensure the safety and privacy of sensitive data, such as patient records, while not impairing productivity. Keith Feeny, director of IT & operations at the firm said: "Data breaches are a huge concern from a client perspective. Having big directories of contacts with similar names can increase the chance of an email containing sensitive data being accidentally sent to the wrong person. This could have serious consequences. We wanted a solution that could stop people making a potentially costly mistake without restricting business as usual." Using machine-learning technology, Tessian is able to predict whether an outgoing email is about to go to the wrong person. The solution sits quietly in the background and automatically alerts an individual only when a mistake is about to be made. Hill Dickinson is also working with Tessian to stop sensitive information from being exfiltrated to unauthorised, non-business accounts. The firm's IT team found that, despite each employee being issued with a company laptop, staff were still sending documents to personal email accounts in order to work on them at home. While some companies opt to blacklist all freemail domains to solve this problem, this approach can impede productivity and stop the firm engaging with private clients, small businesses or contractors that use freemail domains. Hill Dickinson, therefore, required a solution that would pose minimal disruption to business as usual but that could automatically prevent unauthorised emails. Feeny added, "We needed our staff to understand that data was at greater risk if sent outside the network.

With Tessian in place, we are able to control better the flow of data in the firm and we can ask people to think twice before sending potentially sensitive information to their personal accounts." Tim Sadler, co-founder and CEO at Tessian, said: "With high client expectations and a stricter regulatory landscape, there is no margin for error in law firms when it comes to securing the data they hold and process. But that doesn't mean security should restrict the way partners and employees want to work. Hill Dickinson can ensure its people are able to work effectively and efficiently, without putting client data at risk."

Specialist immigration lawyers **Peer & Co** have chosen Zylpha's online Pay-As-You-Go document bundling solution. The product will be used in conjunction with the firm's LEAP case management system. As an OISC (Office of the Immigration Services Commissioner) level 3 firm, Peer & Co have been practicing solely in immigration for the last 14 years. Pay-As-You-Go electronic bundling software for LEAP contains everything that Peer & Co need to create their document bundles. It can be accessed from a single-view, dashboard-like screen, which makes it clear, concise and easy to use when creating even the largest, most detailed bundles. This is because the system's digital approach streamlines and simplifies the arrangement and pagination of documents, saving time and removing any complexity involved. Senior lawyer Shiraz Peer said: "The impact

The graphic features a dark blue background with a network of white dots and lines. Several stylized, translucent butterflies are shown in flight. On the left, there is a circular logo with a green and blue design.

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Zylpha will have on our practice cannot be understated. It is a highly affordable route to transforming our legal document bundling, saving us considerable amounts of time compared to manual methods. It also reduces costs such as stationery, document storage and postage. Most importantly, the time Zylpha saves allows us to spend even more time representing our clients - and that really is fantastic news."

More Zylpha news: Family law specialists, **Ann McCabe Solicitors**, have also chosen Zylpha's digital document bundling software to use in conjunction with their LEAP case management software. Zylpha's secure system enables the firm to produce digital bundles in a fraction of the time and cost it would take to compile them manually. Based in Newcastle under Lyme, Ann McCabe Solicitors chose Zylpha's digital bundling solution as the Pay-As-You-Go software contains everything that the firm needs to create its document bundles. Ann McCabe said: "Zylpha's integration with our LEAP case management software works very well, allowing us to create bundles quickly and professionally. The significant time and cost savings can be passed on to our clients which is great news for all concerned."

Autto, the simplified automation provider, has announced that it has raised \$1m USD in funding, its second significant round since the company launched in February 2018. The finance has been raised from existing angel investors, a UK government grant, and new investment from **Tangible**, a corporate legal platform in the US. The funding will be used to evolve Autto's platform to deliver the next generation of simple automation, as well as to conduct further research, in partnership with the University of Exeter, into lawtech adoption. Autto offers simplified automation capabilities via its SaaS-based platform. Organisations use Autto to create workflows to automate routine tasks, enabling staff to spend more time doing the jobs that they love. It is targeted at professional sector organisations that are keen to embrace emerging technologies but struggle with the cost and complexity of current high-end solutions. With Autto's intuitive and easy-to-use automation platform users can start creating and automating workflows within an hour, with initial starter plans free of charge. Co-founders Ian Gosling, Max Cole and Krisztián Kerék have sustained interest from angel investors led by serial technology angel Sean Phelan, demonstrating a continued confidence in the success of Autto. New investment from Tangible, and private investment from Tangible's founders – lean-law advocates and seasoned investors Robert Reynolds and Denise Barnes – was secured after the company trialled Autto's solution on existing Fortune 500 clients with impressive results. Tangible provides the highest level of legal service delivery to clients through technology and teams and focuses on replacing time with tech wherever possible. Using Autto Tangible will be building out workflows in core

areas and will make them available via self-service or customised service, removing the need for customers to build their own workflows and increasing the adoption rate.

Start-up law firm **Integral Law** is implementing the **Proclaim** practice management solution from **Eclipse**. Established in 2019 as an alternative business structure, the London-based firm specialises in conveyancing services, and has chosen to deploy Proclaim to help deliver its services to clients throughout the UK. As a new firm, Integral Law required a scalable solution that could facilitate growth in the business - and determined that Proclaim was in the best position to meet their needs. The software will be used throughout the firm, enabling the smooth processing of conveyancing. The additional resource this creates will permit new business opportunities that will prove crucial for the growth of the practice. Jon Carroll, Integral Law's managing director, said: "Proclaim has proven to be the stand-out practice management solution on the market, and we're extremely pleased to be experiencing the benefits of the system within our business since its implementation. As a new law firm it's important for us to deliver an excellent service to our clients, distinguishing us from the established competition whilst still processing each property transaction efficiently. Proclaim is the tool we need to enable this."

iManage, the company dedicated to transforming how professionals work, has announced that **Linklaters LLP**, a London-headquartered global law firm, has launched **MatterExplorer**, an AI-powered search and knowledge management system, reducing search time across the firm's 750,000 legal documents from hours to seconds. Since MatterExplorer launched Linklaters has run more than 185,000 searches. If each of those searches saved just five minutes of time, more than 15,000 hours have been saved across the firm in the last 6 months alone. Linklaters developed the knowledge management system to enable simple and secure access to all matter and deal data, and related documentation, across all practices and offices. **iManage RAVN** consultants worked closely with the firm on the design and implementation. The new system uses AI to identify which documents are most relevant to search criteria and then to classify documents by type, including legal opinions and share purchase agreements, making it more efficient for Linklaters' lawyers to find precedents. Lawyers can now find information about past matters from a variety of perspectives, including sector, jurisdiction and area of law, access the full-text documents and explore their connections to data in multiple sources - matter details, financials, people data, client data and time recording. This capability has resulted in a 400 percent increase in search utilisation compared to the system that MatterExplorer replaced. "It's all about getting our arms around the knowledge that we possess, which, next to our people, is the greatest asset that we have," said Sophie Mathur, partner and co-head of the innovation steering group. "Our aim is to access our expertise and

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deliver it to our clients with greater efficiency in an era when the world is demanding a much more empirical approach to data. The individual experience of one lawyer is no longer enough. MatterExplorer, using iManage RAVN Insight, allows us to be rigorous in the way in which we exploit what we know.” “We are delighted to have launched MatterExplorer as part of our innovation and data work streams,” said Rachel Manser, global head of knowledge & learning. “MatterExplorer supports our strategy to invest in our clients and empower our teams by integrating know-how and marketing information with financial information, so our lawyers can find, store, explore and report on high-quality data, all at the click of a button. We are excited to further leverage iManage RAVN's AI capability to mine and extract data from our documents.” Going forward, Linklaters is continuing to work with iManage to further expand its use of iManage RAVN within MatterExplorer, focusing on automatically reading and extracting business-critical information from documents and unstructured data to create content for marketing and business development, further enhancing new client engagements. “Linklaters’ use of iManage RAVN is a textbook example of how firms can harness the power of AI to solve specific business problems,” said Nick Thomson, general manager at iManage RAVN. “The firm has astutely recognised that embedding an AI engine at the foundation level and exploiting its power incrementally and across practice areas will not only deliver success in knowledge management but also enable the firm to logically and intuitively extend its use into other areas, thus optimising ROI over the foreseeable future.”

Finally, Swedish law firm **Wesslau Söderqvist Advokatbyrå** has selected cleanDocs from DocsCorp for its recipient checking and fast metadata cleaning capabilities to protect the firm against accidental data leaks.

North America Global law firm **Hogan Lovells** has selected **Foundation Software Group's** experience management platform to capture, search and leverage its global experience data, in the first half of a two-stage CRM review process. The Foundation Firm Intelligence platform aggregates data from across business systems, including time and billing, HR and generic CRM systems, to enable marketing and business development functions to complement each other more effectively and expand existing client relationships. It is replacing a bespoke experience management system. Speaking to Legal IT Insider, Foundation's executive vice president Barry Solomon said: “I was so impressed with how knowledgeable Hogan Lovells are. What

they are trying to do is approach CRM as a strategy. They initially thought they might be able to go with a single CRM solution to do both traditional CRM and experience management, so they used a two-phase process: the first phase to determine whether one solution can do it all. They started with what their needs are, not just what technology they need and, in the end, decided to use the Foundation Firm Intelligence Platform for phase one and wait to select a generic CRM solution for phase two.” A key factor in its selection was that Foundation is able to integrate with other CRM systems as Hogan continues to “execute their CRM strategy.” The transatlantic firm currently uses CRM systems **LexisNexis InterAction** and **OnePlace** (now part of **Intapp**). “For us it bodes well because often people look at this in silos and Hogan Lovells was the exact opposite: they had the right people from across many different departments and geographies and are really taking an agile approach,” Solomon said. “It's unusual in that they are training the implementation team on agile methodology - the idea is to do things iteratively and course-correct along the way, and that helped in the selection process because Foundation is a platform that is really configurable. They don't have to come back to us to make tweaks and changes: the team will be able to iterate needs as they arise.”

ayfie Group, a provider of advanced big text analytics solutions, has announced a funding round of \$10 million to accelerate its growth and extend its product offerings, building on its reach in the legal tech sector and financial tech markets. This is the second investment round after the initial funding in June 2017. The funding will be invested in growing the North American commercial team in the new Denver office and raising ayfie's global market awareness with additional marketing and sales activities. Equally important, ayfie continues to release innovative adaptations of its products: ayfie Inspector and ayfie Locator. Building on strong growth in the legal sector, ayfie looks to solve more business problems complicated by ubiquitous unstructured data sets. With the recently announced SaaS application for analysing mortgage documents, ayfie is seeing rapid adoption of its unique approach to text analytics. This enables companies to extract granular data in context from complicated sets of documents for structured analysis. ayfie's legal offerings include sophisticated solutions for knowledge discovery, eDiscovery, identification of personally identifiable information and content insights. The company's linguistics-based information retrieval and text analytics solutions help more than 500 companies worldwide to extract valuable insights from vast amounts of data. “We are very proud of ayfie's excellent development since the initial round of funding. ayfie is solving problems that other, less

sophisticated, systems cannot," said Erik Baklid, CEO of ayfie. Baklid added: "The funding supports the achievement of our next business milestones taking full advantage of the momentum we've created."

The Corporate Legal Operations Consortium (CLOC) has announced the launch of a new community for legal operations professionals at law firms. Having long-considered how best to welcome law firms into the CLOC stable, the organisation points out that law firms have invested in their own legal operations staff and technology and are now experiencing the same challenges as their in-house counterparts. Recognising the need for increased collaboration between law firms and corporate legal operations, CLOC says it has responded with the new law firm community. According to Mary O'Carroll, CLOC president and director of legal operations at Google: "We believe CLOC has a huge role to play in aligning firms and legal departments and in driving better understanding between the two worlds. One of CLOC's core tenets is to drive change at scale, and engaging with law firms will continue to drive that change." Participation in the new community is open to legal professionals who devote the majority of their focus to legal operations, or business management, and who are employed in a private law firm defined as a business entity whose primary purpose is the practice of law. Those employed by entities that provide goods and services to the legal market are not eligible to participate in the new community.

Debevoise & Plimpton LLP has chosen **Aderant Expert** for its practice management software. A premier law firm with over 700 lawyers in nine offices on three continents, Debevoise sought a reliable business partner to support its market leading global practices. After a comprehensive evaluation of offerings, Aderant Expert was the firm's choice for improving efficiency and long-term success. "We are thrilled to welcome Debevoise to the Aderant family. We have earned the business of many top law firms over the years. With this decision we are pleased to announce that since 2015 more than 40,000 fee earners have now made the decision to switch from their current vendor to Aderant Expert, 30,000 of which have come from our main competitor" said Aderant CEO, Deane Price. "We are committed to pushing the envelope and innovating in the legal space." Aderant Expert's software continues to evolve to meet the needs of law firms. Over the last few years, significant investment has been made in areas such as billing, mobility, WIP management tools and the overall front-office experience. "Anytime you can welcome such a well-respected firm as Debevoise to the Expert family, it is great news for all of our employees. We are excited to begin this partnership and look forward to serving the

firm for many years to come. We believe the brilliance of Aderant's software development is that it builds on itself and is future-proof," said Chris Cartrett, Aderant's executive vice president. "This allows Expert firms to continue to get the most current, fresh and innovative products across a wide array of financial and practice management areas."

Bellefield Systems, a provider of time entry solutions, has announced that Canadian law firm Cassels Brock has implemented iTimekeep as its firm-wide time entry solution. Cassels Brock is one of the largest business law practices in Canada, serving multinational, national and mid-market entities with a particular strength in the mining and natural resources sector. "iTimekeep provides a simple and secure way for us to put time-keeping in the hands of our attorneys, where it belongs," said Mitesh Velani, director client, credit, billing & collection at the firm. "With iTimekeep attorneys have a convenient and consistent way to enter time, regardless of location, device or time. As we continue to execute on planned technology upgrades, we can move forward with the confidence that our attorneys will have access to time entry without disruption." "As one of Canada's top firms, Cassels Brock understands the need for a consistent, convenient and engaging time entry solution for its attorneys to conduct accurate time entry. Today's top firms prioritise time entry as a strategic mechanism to deliver for their clients," said Gabriela Isturiz, co-founder and president at Bellefield Systems.

Thomson Reuters Elite, part of the legal professionals division of Thomson Reuters, has announced that US law firm **Arent Fox** will transition from Enterprise to 3E. An Elite customer for more than two decades, the firm will also be adopting 3E Workspace, 3E Templates, 3E Financial Reporting, 3E Budgeting and Forecasting and 3E Data Insights. Arent Fox, with more than 850 lawyers and support staff across five offices, provides strategic legal counsel and multi-disciplinary solutions to a global roster of corporations, governments and trade associations. The firm chose to implement 3E after a rigorous evaluation of market options. With 3E, Arent Fox will be able to significantly enhance its financial management capabilities and enable greater flexibility to build more efficient processes and improve client service. The advanced architecture of 3E will allow the firm to connect critical areas of the business and drive operational efficiency. The firm will also benefit from more functionality in managing billing rates. "We are thrilled to continue our partnership with Thomson Reuters Elite," said Arent Fox's CFO Beth Munno. "The technology behind 3E will allow us the flexibility needed to build more efficient processes and to provide more data and service to our partners and our clients. We are

extremely excited about 3E's point-in-time reporting using modern database thinking."

Diligen, a machine learning and contract analysis business, has announced the availability of **Diligen Prodigy**, a new self-training system that will enable law firms and legal departments more rapidly to train Diligen to recognise new clause types in contracts. The system learns to recognise new concepts in minutes. If, for example, you want to teach the system to look for recital "now, therefore", you can start with a keyword search and a simple "yes" or "no" to the data points presented. In the demo we were given, it was fairly effortless. Rather than having to dig painstakingly through documents and highlight the relevant text, Diligen Prodigy volunteers the data for the user to classify. Affirmed clauses appear under "yes" on the left of the screen and discarded "no" clauses on the right, complete with who worked on them. The clauses can be dragged and dropped from one pile to the other.

Vancouver-based law firm **Clark Wilson** has selected email management solution **ZERØ**, a 2014-founded California-headquartered company. With over 85 attorneys, Clark Wilson says it will use ZERØ to transform its email management workflows on mobile and desktop. Email management is one of the most significant operational challenges facing lawyers today. ZERØ for Mobile and ZERØ Desktop Companion predictively and automatically file emails into iManage and NetDocuments, capture time spent emailing from mobile devices and generate draft time entry narratives. They also detect potential wrong recipients on emails in real-time, and offer additional productivity features designed to help lawyers identify the information that matters most to them in their inboxes. "Email filing has been a significant productivity drain on our lawyers," said Don Kerr, director of information technology at Clark Wilson. "Until now, we had not been able to find a technology solution that could streamline the process of filing emails to iManage on both desktop and mobile. ZERØ's automatic and predictive email filing capabilities are extremely accurate - and completely unique. Implementing Zero will allow our lawyers to gain time back in their days to focus on client-related work."

iManage has announced that **Keker, Van Nest & Peters LLP** - a San Francisco-based litigation firm - has selected them to meet its current and future needs for work product management and document security. Delivered through the iManage Cloud, the iManage platform tightly integrates a set of applications around document and email management, artificial intelligence, security, risk and governance. Keker's move to iManage was initially driven by a need to replace its existing document management system, which was starting to show its age and lacked some of the key features and

functionality the firm now needed. At the same time the firm also needed additional products to support records management and ethical walls. During the evaluation process, Keker was considering moving forward with three separate vendors to address these areas. However, after viewing a demo of the iManage platform, the firm realised it could get all of that functionality from a single company. "iManage was the total package. It just made more sense to get integrated functionality in one place rather than having to deal with multiple third-party vendors," said Steven McCue, the firm's CIO. "Its advanced Work 10 capabilities also will help our attorneys work the way they prefer, by being able to search and receive all the documents they require, even if they have been previously misclassified." Work 10 will provide the firm's professionals with document and email management that provides an easy-to-use, consumer-like user experience and puts search front and centre, making important files easier to find. Additionally, iManage Records Manager will provide a central interface with advanced capabilities to manage both physical and electronic records for Keker. "iManage will give us a single source of truth for all our documents and emails," added McCue. "For our professionals, that means one search across both the DMS and records. If we were using different vendors for the DMS and records management, they'd need to perform the same search separately on each system." To better enhance security, Keker is implementing iManage Security Policy Manager, which makes it easy to implement need-to-know security policies and manage ethical walls, and iManage Threat Manager, which uses AI and adaptive behavioural modelling to detect internal and external threat actors. Both products tightly integrate with the rest of the iManage platform. "Today's law firms don't want to spend time managing multiple vendors - they want to obtain the best possible results for their clients," said Dan Carmel, CMO at iManage. "By selecting the iManage platform, Keker has gained the advantage of all the functionality the firm needs today, as well as what they might need in the future as the firm's needs evolve - from one vendor."

LexisNexis Legal & Professional has announced the integration of its **CourtLink** court docket and document solution into **Lexis Advance**, the company's flagship legal research platform. LexisNexis CourtLink enables users to search, profile, track, alert and retrieve US federal and state court dockets and documents, with access to over 1,250 state courts online. CourtLink's

integration with Lexis Advance delivers faster, easier search, alert and docket tracking capabilities, improved workflow tools and an enhanced, familiar user interface that saves time and increases productivity. As part of the integration, users will have a unified sign-on to simplify the use of CourtLink and other LexisNexis products

Litera Microsystems has announced its acquisition of **Doxly** in a move that underscores the company's commitment to its goal of becoming the leading supplier of transaction management software. The deal brings together two of the leading solutions from the US and UK markets, with the aim of creating a best-of-breed solution with global appeal which will allow organisations to manage transactions successfully in a more efficient, scalable and collaborative environment. Doxly provides tools for managing legal transactions primarily for the Am Law 200 law firm market, offering a collaborative environment for users to coordinate closing checklists and signature management, and execute copies of their agreements. Litera recently acquired Workshare Transact as part of the Workshare deal, giving them a foothold in the transaction management space. The product has already experienced significant traction in the UK large law firm market over the past couple of years. Avaneesh Marwaha, Litera CEO said: "As an organisation which firms around the world rely on for document drafting, we have a deep knowledge of the lawyer's workflow and are looking to extend the key attributes of our products to the transaction space. We understand our customers' pain points and see a real opportunity to leverage technology and help simplify the complex area of transaction management. By bringing together these teams, with expertise in the US, UK and EMEA markets, we're able to further strengthen our offering and become the leading provider of transaction management software." Haley Altman, CEO of Doxly added: "We are excited to have the backing of a company that shares our same core beliefs around providing an end-to-end solution to solve our customers problems. Litera's products are in use daily in firms across the world, and we believe the same opportunity exists for our software. We believe that access to Litera's world-class support and service will be great news for our customers and we're very excited to be joining the team."

Axiom has announced that it has taken a "significant investment" from **Permira**, albeit the sum is as yet undisclosed. The Axiom management team, led by CEO Elena Donio, will continue in their current roles. Permira is already active in the legal tech sector having taken a controlling stake in LegalZoom in 2014.

The new investment is said to support Axiom as it continues to expand in the US and internationally, launch new service delivery capabilities and leverage the legal industry's ongoing shift to flexible talent models. Donio said: "Our industry is in the early days of a complete transformation, away from the historical law firm paradigm toward nimble, technology-powered solutions. Axiom has been leading that transformation, and this partnership is about preparing for faster innovation, more disruption and extending our lead. We are thrilled to have the backing of an experienced partner like Permira. They have a tremendous track record of supporting tech-enabled, services-led businesses like ours, and together we can accelerate growth, deepen our service proposition for clients and provide even greater career opportunities for the lawyers on our platform and our teammates." Mark Harris, Axiom's founder and executive chairman, added, "This is a powerful union, perfectly timed. The work that Elena and the team are doing to take Axiom and the industry into the future is now on turbo-boost." The Permira funds' investment will support Axiom as it "pursues growth opportunities arising from clients' increasing need for legal talent that is flexible yet integrated with the enterprise." Areas of likely support include further investment in Axiom's technology platform, which helps to identify, match and engage companies with talent, and continued expansion of Axiom's sales force to better meet the needs of current and potential clients, particularly within the Fortune 500. Permira will also leverage its international footprint to support Axiom's continued expansion, through investment and business development, in the US and globally.

ThoughtRiver, a contract pre-screening company, has announced integration with **Tableau** in a move that it hopes will take it from being a point solution to a contract review platform. The new integration offers users dashboards of data analytics and helps to visualise the risks and positions taken in the client's contracts and legal documents. By combining their pre-screening software with this new data analytics capability, ThoughtRiver is extending their usage from mainly pre-signature contracts into the exploration of legacy contracts for business insights. The new integration follows the company's recent unveiling of Lexible contract knowledge tree that underpins much of the ThoughtRiver intelligence, and has the standardisation and digitisation of all contracts as its goal. ThoughtRiver says it is winning several marquee clients, and has several company announcements to make in the coming weeks. Tim Pullan, founder and CEO, said: "It's a real time of momentum for us, since our launch of Lexible earlier this year, as well as partnerships and customer announcements with companies such as

Eversheds Sutherland and G4S. We've seen so much demand for simplification in the contracts space - and I am sure, drawing on Richard's experience, we are about to see an even more significant take-up of our solution among global organisations. I'm proud of what the team has achieved to date, and happy to welcome someone of Richard's profile to support us going forward."

After what we're told was an extensive review of alternative providers, ZERØ's AI-powered email management solution was chosen by Texan firm **Munsch Hardt Kopf & Harr** based on its "superior user experience, seamless integration with NetDocuments and productivity features that have proven to help attorneys drastically reduce administrative drag while capturing more billable interactions with clients." "For quite some time the legal industry has needed a more efficient and reliable solution for email management. After conducting extensive due diligence and initiating conversations with several service providers, Munsch Hardt felt confident ZERØ showed the strongest potential to offer a fully integrated and user-friendly platform that will ultimately streamline administrative responsibilities for our attorneys," said Mike Furr, Munsch Hardt's director of information technology. "Throughout this pilot programme, we have been impressed by ZERØ's team and the product they have worked so hard to develop. We are looking forward to formally rolling out this technology to our attorneys in the near future." Ryan Steadman, ZERØ's chief revenue officer, added: "Consider the cognitive effort it takes to manage email on a daily basis. Lawyers must first review the content, then prioritise responses, move emails into folders and then revisit it - and find the time somewhere to reconstruct hygienic time cards. The cumulative effect of these micro-decisions and manual tasks, daily, results in a substantial erosion of productivity, realisation rates and a meaningful loss of billable time. With ZERØ's predictive AI-powered email management solution, the administrative activities that typically cause productivity leakage are seamlessly automated. What used to take hours now takes minutes or even seconds."

Husch Blackwell has selected BigHand's task delegation and management solution, BigHand Now, to help optimise its legal support team processes. The leading US law firm, with over 700 lawyers and 19 offices nationwide, was in the market for a solution to provide better ability to manage legal support team projects from the point at which requests are made, all the way through to the final deliverable. The firm needed a proper workflow to help manage the large volumes of requests, across geographically dispersed teams, and to replace manual and inefficient tracking logs. Bret Chapman, the firm's chief administrative officer, said: "Currently, requests come into our legal support

teams a number of different ways, including email, face-to-face meetings and by telephone. This makes it virtually impossible to report accurately on the volume, type or status of tasks in progress at any one time. To optimise our service delivery, we want to ensure that our legal support teams and their team leads have the right technology, technology that allows them to remain as efficient and productive as possible. Team leads and managers need technology that allows for project requests to be worked on locally or nationally, as volume dictates. You can't manage what you can't see, so gaining visibility of these fundamental aspects of the support function is key for us to take our customer service and service delivery to new heights."

CloudNine, a provider of eDiscovery software, has announced that software company **Rational Enterprise** has purchased CloudNine Explore early data assessment technology. Headquartered in Albany, New York, Rational offers an end-to-end technology platform for information management, security, governance, compliance, retention, analysis and eDiscovery. CloudNine Explore presents a combination of indexing speed, power and flexibility for fast and comprehensive early data insight. With an intelligent multi-core processing ability, Explore scales to manage large data sets by leveraging existing resources without requiring additional infrastructure. Rational's VP of forensics and strategic operations, Robert Conley, said: "Explore's processing is lightning-fast and it doesn't require moving or copying data. Therefore, we quickly get the essential, early data insight we need. The faster we can provide accurate, reliable results without the waste of loading GBs of useless data, the greater degree of trust and confidence we earn and Explore makes that possible. We've been conducting discovery searches for decades and, as our projects and case requirements evolved, the most common tools available could not provide a reliable level of accuracy. We just needed a simple answer to a simple question. In our evaluation process, we tried every scenario to break Explore but nothing else had its power to handle complex culling and speed to reach reliable results."

NetDocuments, a secure cloud-based content services platform for law firms, corporate legal teams and compliance departments, has announced that **Swift, Currie, McGhee & Hiers**, a 150+ attorney, nationally recognised litigation firm, has selected NetDocuments as its services platform. The firm, with offices in Georgia and Alabama, will transition to the cloud-based integrated platform for document and email management. Swift Currie previously engaged Affinity Consulting to conduct a comprehensive practice analysis, including recommendations to explore

NetDocuments for cloud-based document and email management. "Based on our conversations with firm staff and leadership, we quickly realised that the biggest pain point among most, if not all, of the firm members was constantly asking 'Where is it?' when it came to documents and content overall," said Steve Best, partner, Affinity Consulting. "The most compelling aspects of NetDocuments for Swift Currie included improved workflow, ease of access and streamlining how documents and emails are stored. The firm is focused on modernising an aging technology infrastructure to prepare for future growth and the NetDocuments cloud platform will help deliver." Swift Currie, having recently undergone major firm growth, was challenged with the limited capabilities of its existing DMS. The needs of the firm dictated access anytime, anywhere, on any device, an intuitive design and user interface as well as seamless integrations with existing financial and practice management applications. "We are very excited to have Swift Currie join NetDocuments and provide a vastly improved and highly functioning document management experience, ideally positioned to accommodate future firm growth," said Shelby Onthank Crotty, senior account executive at NetDocuments. According to Wallace Saunders, Swift Currie's director, IT, a key factor in selecting NetDocuments was the platform's ability to handle the ever-increasing cyber-security requirements for the protection of data, a critical component clients expect and require as more and more data and security breaches occur. "Cloud migration, as well as off-loading some of the security requirements to a cloud-based provider like NetDocuments, was an important focal point for us," added Saunders. "The native, cloud-only delivery is one of the key drivers of our IT initiatives going forward." Saunders is a firm believer that the NetDocuments platform will deliver much more than "just" DMS. "From integrating with our time and billing system, practice management system and providing redundant disaster recovery functions as well as filling the role of access anywhere, anytime on any device - we expect NetDocuments to be one of the cornerstones of the firm's technology strategies both now and for the foreseeable future." Infinnium LLC, a global technology company that develops solutions to improve information governance and business decision-making through effective use of artificial intelligence, has announced the release of 4iG Suite for information governance, compliance and eDiscovery. 4iG uses advanced technology to gain visibility across structured and unstructured enterprise data. Some example data sources include Office365, SharePoint, Microsoft Exchange and File Shares. It

is designed to be used within an enterprise's existing digital ecosystem and can be deployed on premise, in the cloud or as a hybrid model. It helps find, collect, categorise and illuminate important patterns in data, for example IP or competitive information, sensitive data such as PII and privileged content, as well as people, places, ideas and communications. Included in the suite is the industry's first ever toolset for redacting native documents of any file type. Nirav Avaiya, co-founder and CIO, said: "The fundamental problem with data management and information governance lies in understanding where data is, who is accessing it, how it's being used and the document context. Traditional means of identifying data are generally a laborious process and involve manual review, which we know takes more time and can cause big delays or, even worse, regulatory non-compliance. Our technology provides visibility into enterprise data and allows users to take control and act on their data. Most importantly, it provides intelligence that lets users make quick, defensible decisions and mitigate risks." ZERØ, provider of artificial intelligence email management technology, has been selected for a pilot programme by Neal, Gerber & Eisenberg, a Chicago-based law firm providing clients with legal business solutions. Neal, Gerber & Eisenberg selected to pilot ZERØ after a rigorous evaluation process. The firm recognised the need for a secure email management solution that could predictively and automatically file emails into iManage, the firm's document management system, from desktop and mobile and capture from mobile devices the time spent by its lawyers on billable work. ZERØ's integrations with iManage and Intapp Time were key factors in Neal, Gerber & Eisenberg's decision to pilot the software. "ZERØ occupies a unique space within our tech stack," Clint Kehoe, Neal, Gerber & Eisenberg's director of IT, said. "We were impressed by their ability to file emails into iManage predictively and automatically from desktop and mobile while also capturing the time spent on these emails from mobile devices". Security was also a major factor for the firm: "Our financial services clients have very strict security and auditing requirements," Clint said. "It is imperative that every technology solution we implement meets the highest standards of safeguarding firm data and the data entrusted to us by our clients."

Fastcase, the legal publisher, has acquired **NextChapter**, a cloud-based bankruptcy software for attorneys and paralegals. NextChapter, often described as the TurboTax for bankruptcy cases, was founded by former bankruptcy paralegal Janine Sickmeyer, who developed best workflows and practices for preparing bankruptcy cases and implemented them into an easy-to-use, full circle solution. Sickmeyer taught herself to code and built NextChapter from the ground up, without funding,

launching in 2016. Using her management expertise and industry experience, Sickmeyer grew NextChapter to an industry-leading software, serving several thousand law firms in every district of the United States. Fastcase CEO, Ed Walters said: "NextChapter is a textbook legal tech success story. Janine has created a smart, disciplined, and creative team, and we just can't wait to work more closely with them. This is a star team - I wish that Phil [Rosenthal] and I had mentors like them when we started Fastcase!" Walters continued: "We're looking forward to investing in NextChapter, which has really proven out the forms and workflow market for bankruptcy lawyers. Bankruptcy is one of the most complex markets for forms, with lots of local variation and frequent changes and updates. Together, we can't wait to create even better products that integrate legal research, dockets and news, for bankruptcy and beyond." Sickmeyer added: "This acquisition is a dream come true and a natural progression of everything NextChapter has built so far. I have been personally inspired by Ed and Phil Rosenthal's leadership and the Fastcase team for years, and it's invigorating to collaborate and continue to build NextChapter's company and products alongside them. Fastcase and NextChapter share the same core beliefs on customer-focused products and I know this opportunity will allow us to continue serving our mission of 'Helping people get to the next chapter of their lives'."

A final **DocsCorp** round-up: Californian law firm **Stris & Maher LLP** has selected cleanDocs and compareDocs for metadata cleaning/recipient checking and document comparison. Pennsylvania based **Pion, Nerone, Girman, Winslow & Smith, PC** has chosen cleanDocs. British Columbian firm **Harper Grey LLP** has taken pdfDocs for their PDF creation and editing. **Kaufman & Canoles PC** in Virginia and **Wilkinson Walsh + Eskovitz** in DC have both selected contentCrawler to ensure every document in their iManage DMS is fully text searchable.

APAC **ZERØ**, provider of an artificial intelligence email management technology, has also announced that it has been selected for a pilot programme by **Johnson Winter & Slattery**, an independent Australian law firm focused on complex transactions and disputes. JWS recognised the potential revenue and productivity gains that adopting ZERØ offers and selected to pilot ZERØ after another rigorous evaluation process (see above). "ZERØ's products offer an unparalleled host of features that could make a meaningful difference to our firm," said Ross Forgione, JWS's chief information officer. "ZERØ's mobile and desktop applications will enable improved email compliance and give our lawyers more time to focus on delivering an outstanding service to our clients. The seamless integration with iManage and Intapp Time was a key factor in our

decision to pilot ZERØ."

Australian firm **Colin Biggers & Paisley** has invested in BigHand to gain an understanding of their financial data and profitability drivers. As part of their three-year IT transformation project, the firm made the decision to invest in two of BigHand's software solutions: BigHand Quantum and BigHand Evaluate. BigHand Quantum is a financial business information solution with self-service, role-based dashboards and BigHand Evaluate is a matter pricing, budgeting and tracking solution that focusses on maximising profitability. The solutions leverage the data from the Colin Biggers & Paisley's practice management system, Elite 3E. The partners and CFO, Graeme Walsh, spent time looking at the products available in the market to find a solution that suited the firm's strategy and technology needs. "BigHand provided a solution that we could configure to the practice's current needs and scale up for future development. A key driver was the local product support backed by the experience of BigHand's global team," Graeme Walsh said. "We wanted to ensure our lawyers had access to leading business intelligence, matter planning and profitability data, to make more informed, data-driven decisions. BigHand were consistent throughout the sales process and ensured they understood our aims for the practice, as well as the key objectives of the partners." The investment in technology was largely driven by a focus on future strategic planning. With BigHand Quantum, the firm will gain visibility of real-time financial metrics to expose operational costs and business capacity for future strategic planning. In addition, the solution supports their commitment to a culture of financial awareness. The customisable dashboards encourage responsibility across the business to underpin educated client-focussed decision-making based on real-time financial data. BigHand Evaluate will provide the practice with the means to develop a pricing strategy to help drive profitability and reduce costs. The practice will be able to plan, manage and monitor all matters from both a financial and client perspective. The software will help increase the practice's financial recovery by building on its profitability, insight and thinking in regard to pricing. Key financial information is presented whilst the progress of matters can be tracked against budget throughout the life of a matter. Anthony Bleasdale, Asia Pacific managing director at BigHand said: "There is huge pressure for firms not just to improve their financial insight, but also to start putting that information into the hands of their lawyers and management. With our BI and matter pricing tools we can help firms understand their costs and capacity, drive profitability, make decisions based on real-time data and move from the practice to the business of law."

Latin America **Rocha, Marinho e Sales**, a corporate and litigation law firm with 12 offices and 900 legal professionals throughout Brazil, has selected

NetDocuments' cloud-based platform for improved security, mobility and productivity. The firm will leverage NetDocuments as part of its broader technology strategy. "We view technology as a critical piece to enable our professionals to continue to deliver exceptional service to our clients," said Anastacio Marinho, managing partner. "Our team ran a very comprehensive evaluation of all available and relevant technologies and concluded that NetDocuments is the most modern, mature and trusted cloud platform for delivering the security, mobility and productivity tools our organisation needs." The evaluation and selection process began with key legal professionals across practice areas taking part in demonstrations, formal evaluations and surveys. "By having our legal professionals participate in the evaluation and selection process, we are able to ensure the selected solution would be accepted and adopted firm-wide," added Bárbara Gondim da Rocha, head of knowledge management and innovation at the firm, and a member of the DMS selection committee.

Last but not least, Melbourne based law firm **Madgwick**s has swapped out their legacy document comparison and PDF creation software in favour of compareDocs and pdfDocs from DocsCorp.

► Movers & Shakers

UK & EMEA BPP Law School's head of innovation technology, **Adam Curphey**, has joined **Reed Smith** as its innovation engagement manager. Curphey will collaborate with firm's lawyers, clients and technologists and will work closely with the practice innovation group headed by David Pulice. Curphey said: "For the past two years I have been working full-time in an innovation role implementing new technologies and working daily with the PM, architecture, IT and faculty teams and I am very much looking forward to applying these skills to a new challenge. I really think Reed Smith are doing innovation right, and can't wait to get started working with Lucy Dillon, the internal teams and with clients to help people think differently and find solutions." Dillon, who is chief knowledge officer at Reed Smith, said: "Adam's background from his time at BPP will be a real asset in further embedding an innovation mind-set across our business."

Browne Jacobson has announced that it has appointed **Abby Ewen** as its new director of IT. Working closely with **Iain Blatherwick**, managing partner, and the Firm's executive board, Ewen will head up the firm's award-winning IT team. The role will see her utilising her extensive strategic and operational expertise in developing and driving forward the firm's technology strategy and spearheading an effective IT service,

focused on delivering business efficiencies, technology driven solutions and exceptional client service for both end users and clients. Ewen will be the firm's first female IT director, following on from Caroline Green's recent appointment as the firm's first female senior partner. Ewen's appointment increases the number of women on Browne Jacobson's executive to five of the 11 members. She joins from law firm BLM where she was IT Director for more than six years. Prior to her time at BLM, Ewen held various senior IT and change management positions over 10 years with law firm Simmons and Simmons. As well as being a regular speaker at high profile industry events, Ewen actively promotes the technology sector as an attractive career option to school children in her role as a STEM ambassador. She is also a Director of LITIG (Legal IT Innovators Group) and a member of the advisory panel at DELTAS - a group that promotes diversity and excellence in legal technology and security. Speaking of her appointment Iain Blatherwick said: "We are delighted to have someone with Abby's experience join us. She will play a crucial role in helping us to deliver our vision and strategy, drive business performance and create a high-performance culture and environment where talented people from diverse backgrounds are motivated and thrive. Abby's appointment is a real coup for the business. She has an impressive track record and she will be joining a strong team that has been core to helping to meet the current and future commercial needs of the business." On joining Browne Jacobson, Ewen commented: "It is a really exciting time to be joining Browne Jacobson. I have been really impressed with the investment the firm has made in recent years and their vision for placing IT at the heart of their strategy for future growth. I am looking forward to using my experience to develop a best-in-class IT team and take advantage of the technological developments in the market to provide a truly unique experience for both its people and clients."

DocsCorp has announced that the new role of director, partnerships and alliances is to be filled by **Joe Combs**, who previously worked for iManage as director of EMEA channel partners. As director, partnerships & alliances, Combs will be responsible for growing mutually successful relationships between the company and its network of partners and resellers to help them sell, deploy and service DocsCorp solutions. Combs will be based in Paris and will report to the VP of global commercial operations, Ben Mitchell. "Joe has over a decade of experience in managing global partner relationships, most of which was spent working for two of our technology partners: iManage and OpenText," said Mitchell. "This is a very exciting time to be joining DocsCorp as the company has just experienced the best sales results in its 15-year history in 2018-19. Joe is going to be a huge asset to the business, helping us launch and develop strategic relationships

with our global partners to promote DocsCorp across multiple sectors around the world.” Combs commented: “DocsCorp already has a very loyal and engaged partner network and having a dedicated management resource will help this to grow. Our partners can expect to see a more structured programme, with active enablement tools and timely communications to stay current with product developments and new opportunities. I’m also looking forward to developing new strategic alliances as DocsCorp expands its technology offerings into new markets.” Combs has significant experience in managing partner relationships and driving sales opportunities.

Eigen Technologies has appointed **Dr Ashley Fidler** as its new chief product officer. Fidler joins Eigen from MDR service provider **eSentire** where she was also CPO. A natural language processing specialist, Dr Fidler previously led and built the product function for Versive, an AI start-up that was subsequently purchased by eSentire. Before moving into tech start-ups and scale-ups, Fidler held both data science and product roles at Microsoft, working after graduate school on the Xbox and Cortana language system. Dr Lewis Liu, co-founder & CEO of Eigen Technologies said: “A rigorous, client-focused approach to product is essential for any serious technology business, so I’m delighted to welcome Ashley to the Eigen team. I know that her expertise in building best-in-class product functions from eSentire, Versive and Microsoft will take us to the next level and deliver for our rapidly growing client base. Eigen is a research-led business and I’m looking forward to working with the leaders of our Product, Engineering and Science teams to continue to use our machine learning technology to build great products for our clients.” Dr Fidler added: “Building and leading great product teams at rapidly growing companies like Eigen has been the most rewarding and fun part of my career. I’ve joined Eigen because I believe it has all the attributes necessary to do great things, from amazing core technology to brilliant people, all while addressing a clear business need. I’ve been incredibly impressed with what I’ve found in my time with the team so far and I’m really excited about the opportunity in front of us.”

QuisLex, an alternative legal service provider, has announced the addition of **Meena Heath-Meade** as chief marketing officer. Heath-Meade, who trained as a solicitor with Slaughter and May, made the decision to move into strategic business development at a time when marketing was still a relatively new concept in the legal profession. Now with 20 years’ experience in business-to-business marketing in the legal sector, and a proven track record, she is one of the acknowledged leaders in global legal market. Heath-Meade was the founder and CEO of Global Leaders in Law, the world’s leading general counsel group. “We are very pleased to have Meena join QuisLex.

Having had the opportunity to work with her over the past year, we know she will be an outstanding addition to the QuisLex team” said Ram Vasudevan, CEO at QuisLex. “I am delighted to join QuisLex, a pioneer in the legal services industry. The legal industry is developing at an unprecedented rate and it is very exciting to be involved with a company that is at the cutting edge of such innovation,” added Heath-Meade.

Following the launch in July of **OpenText’s** dedicated legal tech vertical, two new account executives have this month started with the London team. **Joseph Howlett** has joined from **Varonis** and previously held roles at **Bloomberg** and **MessageLabs**. He will be responsible for corporate legal sales in the UK & Ireland. **Tony Armstrong** has joined from **D4 Special Counsel** and will be responsible for law firm sales in the UK & Ireland. The legal technology division is headed by **Serge Savchenko**, who joined from **Survalent Technology**, where he was the chief revenue officer. The division is the only dedicated industry vertical in the Nasdaq-listed, 12,200-employee company. Savchenko heads a team that includes **Simon Price**, VP of sales, who was formerly managing director of **Recommind**. The team will look after the development of eDOCS and OpenText’s eDiscovery business (including EnCase, Axcelerate and OpenText Insight Predict, which stems from its acquisition of Catalyst).

Following the recent injection of US\$250m in Series D funding from **TCV** and **JMI Equity** (see above), **Mark Britton**, former **Expedia** executive and founder of legal marketplace **Avvo.com**, will also be joining **Clio’s** board of directors to provide his own industry experience as the company brings its vision for the future of legal to market. Legal engineering company **SYKE** has brought in **Adam Dessurne** - formerly head of client lifecycle management at **4C** - to head and build its enterprise CLM practice. Dessurne has a strong Salesforce background and his hire is key to SYKE’s plans to bag more large, corporate enterprise work. Speaking to Legal IT Insider, SYKE’s founder and CEO **Alistair Maiden** said: “This hire is a big deal for us. Adam is our first proper technologist: he hasn’t got a legal but a Salesforce background, which reflects our move into new, bigger projects in which Salesforce integration is key. A lot of businesses have Salesforce as their platform and the legal document automation piece is on the back of that.” At 4C Dessurne was head of the SpringCM practice, running a multi-million pound business. At SYKE, which has grown to 35 staff, he will have equity and has been given a mandate to make further hires to build a CLM

team. Maiden told us: "What we're realising is that, as things stand, while we shall remain the legal tech experts and have been able to do well at that, increasingly clients want a full enterprise solution. The legal team is not our only point of contact: we might be working with the procurement function and with systems like SAP and Salesforce. Bringing Adam on board gives us a different string to our bow in that we have that technical expertise, and he's hiring other non-legal people to support him." Dessurne said: "I'm excited to join the fastest growing legal tech consultancy in the world and look forward to accelerating our enterprise CLM practice by bringing a commercial focus to contracting."

Following Eversheds Sutherland's launch in May of alternative legal services business Konexo, the new division has appointed as head of regulatory response Brett Aubin, who is a founder of Gordon Dadds Financial Markets LLP. Aubin, who before Gordon Dadds was at Deloitte, will be responsible for leading and developing Konexo's regulatory response managed services - focusing on LIBOR instructions and building on Konexo's experience in large-scale managed services MiFID 2 and GDPR mandates in the financial services sector. He will help Konexo challenge an area traditionally dominated by the Big Four and heavily targeted by the new ALSPs and his appointment is with immediate effect. He has over 18 years' experience in City institutions and his areas of specialism include managed services, alternative delivery mechanisms, change management and high priority governance, data, risk and control reviews. LIBOR is being phased out as the index rate index at which banks lend to one another, resulting in an enormous repapering exercise by financial institutions, with a deadline of 2022. The routine and volume nature of the exercise means that financial institutions are looking for efficient, tech-led services and Konexo will provide managed legal services that aim to combine advisory and contract management project work. Aubin will work closely with financial services specialist lawyers at Eversheds Sutherland to provide comprehensive multi-disciplinary support, including both legal and consultancy advice for clients. Aubin said: "I am very pleased to be joining Konexo, which is a really exciting proposition in the growing alternative legal services sector, where there is huge demand born of regulatory requirements such as the LIBOR transition. I look forward to bringing my experience in this area to bear as we evolve and grow our offering to meet the client need in the range of regulatory challenges facing the financial services sector." Konexo launched with the merger of three well-established teams at

Eversheds Sutherland - ES Consulting, Corporate Secretarial and Insolvency - into a new division. The appointment of Aubin is said to be the first in a number of planned strategic hires in the coming months.

ThoughtRiver, a contract pre-screening company, has announced the appointment of Richard Cobb as vice-president of sales - he joins from Intralinks, where he spent 11 years, latterly as sales director EMEA. With this hire, ThoughtRiver says it has grown its headcount across the business by 100% over the past year. Cobb brings legal and SaaS go-to-market experience to ThoughtRiver, as the company targets expansion in the UK and wider EMEA corporate market. Cobb said: "The deployment of AI tech in the legal sector is going to accelerate and be key to unlocking new efficiencies in global business. ThoughtRiver is at the cutting edge of developments in this space and I look forward to building upon existing success by forging great customer relationships and helping the company scale by adding significant brands to their portfolio."

Ascertus Limited, the document and information lifecycle specialist, has appointed Chris Davies as head of training & change management, ahead of launching a new Customer Success Programme at the company's inaugural Ascertus Client Forum in October in London. Ascertus provides services to law firms and corporate legal departments in the UK and across Europe. Driven by the objective of ensuring smooth technical delivery and, ultimately, a superior end user experience, the Customer Success Programme will focus on best practice-led, end-to-end change management, starting from pre-sales engagement through to post-implementation support. Explaining the rationale for this new programme, Roy Russell, CEO of Ascertus, said: "We don't have an 'off-the-shelf' type mentality to delivering solutions. As trusted advisors, it's imperative to understand the business reasons for which customers are deploying our solution, alongside the personal drivers of the end users for the technology at the organisations. Davies has 20 years of experience in training and the legal sector in law firms including Brabners, SJ Berwin, Pannone and DLA Piper. He also co-founded iTrain Legal, an organisation focussed on delivering training to professional services organisations. "Often, organisations see training as a one-off 'event' but, in reality, the bulk of this activity is about change management," Davies elaborated. "A new technology frequently also represents a new way of working. Our approach will be to gain a deeper understanding of the business goals and working practices of our customer organisations, what their end users are expecting from the

solution - and, indeed, the gaps in their appreciation of what the solution can do for them." LDM Global has expanded into Ireland and appointed Greg Deane as director of its EMEA operations. LDM Global is a 23-year-old, Irish-owned, global consultancy focusing on eDiscovery, digital forensics, document review and cybersecurity. The expansion into Ireland further strengthens their operations in EMEA, including its existing office and associates in London. With the implementation of the GDPR in 2018, coupled with the current uncertainty over Brexit, the company decided to take a proactive approach by expanding its operation into Ireland, where it will also host clients' data. LDM also has offices in the United States, the Caribbean and Australia, with operational hubs in the United States and Australia, and an ISO 27001-certified service centre in India. "As our clients' data needs continue to grow, we felt it was important to expand our presence in the EMEA region," said LDM Global CEO Conor Looney. "Greg's expertise and relationships across the eDiscovery community will be a benefit for all clients in this region." With more than 15 years' experience in legal technology and business transformation, Deane has worked in three of Ireland's top five law firms and has worked on high-profile investigations and disputes across Europe. Deane was part of the largest in-house eDiscovery team in Ireland, assisting on many notable projects, including the Bernie Madoff Ponzi scheme litigation. In addition, he is a founding member and president of the Association of Certified e-Discovery Specialists' Ireland chapter. "I am excited at the prospect of leading the expansion of LDM Global's operation in EMEA. It is well known that our company already has a strong base in Europe with a growing roster of global clients. Our objective over the coming years is to strategically build our brand regionally by continuing to improve on our already best-in-class, consultative approach to complex matters across the globe. "As an Irish-owned company, we are very proud to be now opening in Ireland. Our global presence, suite of technology solutions and team of experienced expert advisors all mean that LDM is well positioned to further strengthen its reputation as a market leader in the field," Deane said.

North America Beau Mersereau has been promoted from director of applications, development, and support at Fish & Richardson, to director of legal technology solutions. He will lead the firm's newly formed Legal Technology Solutions Group, which was spun off from Fish's IT Department and includes application specialists, business analysts, data scientists, QA analysts and software engineers at the firm. Mersereau will report directly to Richard Anderson, the chief

operating officer at Fish. Mersereau will be responsible for overseeing the creation of new tools to enable the firm to work better, smarter and faster. Fish said that his team will be responsible for innovations in creative technology aimed at keeping Fish in the forefront of change, and anticipating emerging technologies and market trends to meet competitive threats and opportunities. "We created this new group and role for Beau to reinforce our ongoing commitment to be the technology and innovation leader in our industry," said Anderson. "Technology and innovation are evolving rapidly in the legal profession, and clients expect us to find novel solutions that create value for their businesses while improving the quality and delivery of legal services. Innovation is at the core of who we are and what we do, and we will continue to invest in new, solutions-based technologies to support our clients at the highest levels."

Aurora North, provider of IP prosecution software, services and consulting for law firms, has announced that Aimee Spirlin has joined the company as director of sales. Spirlin will be responsible for leading business development and client success. Spirlin brings more than 25 years of experience in legal software sales and customer service, including five years as managing director at Intapp and eight years at Nuance Communications (formerly Equitrac). "Aimee Spirlin is tremendously respected within the law firm technology community for her ability to build strategic relationships with key stakeholders and her insight into the critical issues they face. And, given her experience with Intapp, she also has a unique understanding of the value their solutions offer and how our consulting services enable firms to achieve the greatest ROI with them in practice," said Chris Kave, founder and principal, Aurora North. "We're thrilled to have Aimee as part of the Aurora North team, working across both our IP prosecution software and Intapp implementation practices. "Aurora North is well known as a trusted implementation services partner for Intapp, and an innovator in IP prosecution software," said Spirlin. "I am delighted to be part of the next stage of growth for Aurora North, and look forward to working with firms to ensure they're getting the most from all the expertise that we have to offer."

Consulting services firm InOutsource has announced that Tom Streeper has joined as director of business development. Streeper brings 30 years of experience in delivering technology solutions to law firms, with expertise in improving business processes and workflow efficiencies across a wide range of areas including document management. "Law firms today are more actively embracing technology as a core part of their client service strategy. InOutsource has an excellent reputation

for advising firms of all types and sizes, defining and implementing solutions that truly fit the specific needs of each firm," said Streeper. "I'm thrilled to have the opportunity to join the InOutsource team." Streeper joins InOutsource from Kofax (formerly Nuance Communications), supporting over 200 law firms with document scanning workflows, cost recovery and PDF solutions. Before that, he worked with several document outsourcing and managed services firms, including Pitney Bowes where he served in various operations, analyst and sales roles over 24 years. Over the course of his career, Streeper has been an active member of the Association for Legal Administrators, serving in several roles including executive director of the Philadelphia chapter for four years. He has also regularly participated in ILTA events including regional seminars and international conferences. "Tom Streeper is well respected in the legal industry for his professionalism, his integrity and his genuine commitment to clients. His knowledge of enterprise information management and his dedication to the needs of law firms make him a perfect fit for InOutsource, and we're delighted to welcome him to the team," said Nancy Beauchemin, president, InOutsource. Streeper will initially focus on business development for InOutsource's information governance practice, including consulting and implementation services for FileTrail.

Reynen Court, the single platform for legal technology, has made a number of senior hires recently. Tim Klem, a veteran product manager with decades of experience in and around complex enterprise software systems, has joined to lead its efforts to drive greater interoperability between and among third-party legal tech software applications. Klem was most recently practice lead at TruQua, a SAP consulting partner, leading solution architecture of hybrid cloud and on-premise SAP solutions for Fortune 100 customers. Previously, he managed an enterprise consulting business for SAP in South-East Asia and has worked as an enterprise technology product manager at various start-ups which were subsequently acquired by companies including Citibank, Amazon and Alibaba. "I am thrilled to work again with Andy [Klein, founder and CEO] and become part of the incredible team he has assembled," said Klem. "I have seen how much time and money large enterprises burn trying to integrate technologies through bespoke development. The innovations under development and planned for the next stages are exciting and, with the support of the leading firms and so many influential vendors, we are well placed to drive real change." Kathy Willing has joined

role in the company's corporate and strategic development. Willing was Nike subsidiary Cole Haan and, before that, a vice president at Goldman Sachs. Willing began her career at Credit Suisse and is a graduate of Trinity College. "As a finance executive with over 20 years of experience in VC/PE-backed as well as public companies, I was actively seeking a position in a fast-paced, start-up environment," said Willing. "I was immediately drawn to Reynen Court's strategy to transform the way law firms and legal departments source, deploy and manage technology. The quality of the team and the extraordinary support of the law firm consortium gave me great confidence. Getting to relocate to Amsterdam is icing on the cake." Finally (for now), Sylvia Khatcherian, formerly head of Morgan Stanley's technology, privacy, IP and e-commerce law group and deputy general counsel at the world's largest hedge fund, has joined its board of directors. "I am delighted to contribute my experience to Reynen Court," said Khatcherian. "By accelerating the adoption of legal technology, they have the potential truly to transform the legal industry for the benefit of law firms, their clients and society. Their timing seems incredibly right. The talent of the team, together with the unique law firm support, gives me high confidence they are on the path to creating an extraordinary company."

Ontario Systems, a provider of enterprise software that automates complex workflows and accelerates revenue recovery for clients in the healthcare, accounts receivable management (ARM) and government markets, today announced that, effective immediately, Jason Harrington, president of Ontario Systems, will succeed retiring co-founder and CEO Ron Fauquher to become the fourth CEO in the company's nearly 39-year history. Harrington has been with the company for 22 years and brings 24 years' experience in finance, marketing, sales, software operations and technical support to his new role as CEO. He also brings a deep understanding of Ontario Systems' customers and markets. Responsible for day-to-day operations as company president, Harrington will now take on additional responsibilities for corporate services including people services, finance, and M&A activity. "With Jason at the helm, I'm excited about our future," said Casey Stanley, vice president of marketing and business development. "I've known and worked with Jason for over 20 years, at Ontario Systems and elsewhere, both domestically and internationally. With Jason's outstanding leadership we will continue to make great strides in the marketplace and serve our customers, employees and communities well." Going forward, Fauquher will serve as an advisor to Ontario Systems' board of directors, CEO, and management team, and will work on special projects and assist where needed.

Litera Microsystems has announced the strengthening of its revenue team with two key industry hires. Ian Kujawa joins as the new VP of partnerships, previously serving as director of partnerships at

NetDocuments. Judy Carter Releford joins as a document lifecycle evangelist, previously serving as director of client development at BigHand. Between them, they represent 40+ years of experience in the legal technology market. "Ian and Judy have already played key roles in shaping how firms draft legal documents," said Avaneesh Marwaha, Litera Microsystems CEO. "As part of our company's rapid growth, and the growing number of law firms we support, it is important that we continue to build on the deep expertise of our team with key hires. Ian and Judy bring with them a wealth of experience, particularly in the document creation space, and we're excited for them to help us write this next chapter in our story." As VP of partnerships, Kujawa will be responsible for leading a new period of growth for Litera's partner programme. Kujawa said: "Building out Litera's programme with new revenue models that increase activity and lead expansion into new markets is the first step in driving our new growth." As a document lifecycle evangelist, Releford will be responsible for pre-sales customer education and aligning their needs to Litera's products. "I have a passion for collaborating with customers and helping them experience greater efficiency and confidence in the work they do," said Releford. "Like our customers, we have high standards for document creation, and I look forward to helping them master that process." Casepoint, a provider of enterprise eDiscovery technology, has appointed 17-year industry veteran Jessica Robinson as vice president of client services. The appointment comes as the company experiences a sustained growth surge following the recent upgrade of its cloud-based software-as-a-service solution, Casepoint eDiscovery, and the release of the new Casepoint Platform, which customers can use to integrate a full range of enterprise applications, documents, legal data and legal workflows within a single, flexible platform and user interface. Robinson will play a critical role as the company continues expansion of its user base and increases the resources it dedicates to client relationships and client needs. Robinson is an expert in legal project management and operations with a focus on eDiscovery and process management through an entire matter's lifecycle. She will focus on promoting user adoption and ensuring the ongoing success of client relationships, and will also lead an initiative to customise Casepoint's products to specific workflow needs, such as responding to second requests. This expansion of the client services department is a direct result of the amplified interest across the industry and the promise Casepoint holds for extending advanced technology to every facet of litigation and legal operations. "We are delighted to welcome Jessica to our team at an exciting point in the evolution of our company," said Vipul Rajpara, Casepoint's COO. "She brings a wealth of experience to our client services function with a deep understanding of the

law firm perspective when it comes to legal technology and operations. Casepoint's culture of innovation has always prioritised client requirements and feedback, and Jessica has the perfect background to develop and sustain meaningful, long-term partnerships with the diverse organisations we serve. This ensures the continued credibility of our products and services. We expect her leadership to play a pivotal role as Casepoint enters the next phase in our growth story." Simpson is a lawyer with more than 17 years of experience in the legal industry, most of which were spent working for Am Law 100 firms including Morgan, Lewis & Bockius, Morrison & Foerster, Crowell & Moring and Paul Hastings. APAC Inspired by the Big Four accounting giants, Melbourne-headquartered mid-tier accounting firm Moore Stephens Australia has rolled out a new legal services division, with the hire of former Dentons partner Alexander Nielsen, a circa 10 years PQE lawyer with experience in corporate, tax, real estate and asset management matters. "The big four financial services firms have proven there is a desire from clients for a more holistic model, and like all good ideas, this eventually trickles down," said Nielsen, who left Dentons' Melbourne office to lead the new division. "It's an exciting opportunity to be one of the first in the mid-market space to evolve into this area, and it's a chance to not only show Moore Stephens' leadership but also create real value for our clients. Our accounting and business advisors have many high-quality relationships and, as a lawyer, it's a rare privilege to become part of a client's core team rather than being consulted on one-off matters. This is a chance for clients to streamline the process while engaging multiple advisors to deepen our relationships with clients. It's a single team, with a single client's best interest in mind." LDM Global, a consultancy focusing on eDiscovery, digital forensics, document review and cybersecurity has announced the appointment of two senior leaders and a new office in Sydney. Bernard Jarroush has been promoted to chief customer officer, whilst Murali Baddula has been named vice president of eDiscovery. Jarroush has 20 years of eDiscovery and litigation support experience in APAC and the United States, including managing large international cases. He is also the founding member of the Association of eDiscovery Specialists' (ACEDS) Australia chapter. In his new role, Jarroush will work closely with clients to ensure they receive optimal value. Having worked on both the operations and client-facing sides of the business, Jarroush is highly skilled at understanding client needs and pain points. "Working with clients to understand their unique needs and then creating a solution that will offer them the best value is my favourite part of my job," Jarroush said. "No two companies have the same eDiscovery needs, and that means that no two days are ever the same." Baddula will oversee eDiscovery operations globally. He comes with a wealth of experience,

having worked in the industry for almost 20 years. His expertise is in eDiscovery, consulting, digital forensics, project management and software development. "I enjoy assisting legal departments, government entities and corporations by offering them strategies and workflows to make their lives easier," Baddula said. "Technology and software are evolving very quickly, and I enjoy finding ways to use analytics and AI to help clients do their work more efficiently." Both Jarroush and Baddula are based in the LDM's new Sydney office. Although this is LDM Global's first physical office in Australia, the company has been supporting clients in the region for years. LDM Global has data centres in Sydney (established in 2014) and China (established this year). "Although we have been supporting clients in Australia in the past, we are excited to be able to further support those clients and expand our on-the-ground support in the region," said CEO Conor Looney. "Bernard and Murali's experience supporting clients across industries will further enhance our technical team's support of clients in the Asia-Pacific region."

► CounselLink report shows AFAs up

LexisNexis CounselLink has published its 2019 Enterprise Legal Management Trends Report revealing that AFAs are up by 3% since 2017 and that the gap between average partner rates at the largest 50 US firms (750+ lawyers) and those below continues to widen. Now in its sixth year, the Trends Report is based on more \$33 billion in legal spend comprised of nearly seven million invoices and approximately 1.7 million matters.

CounselLink is Lexis' cloud-based enterprise legal management solution for corporate legal departments. Its key findings in this year's report include:

- Use of alternative fee arrangements (AFAs) has increased over the last two years, with the percentage of matters that include a non-hourly billing component increasing from 9.2% in 2017 to 12.2%, and the percentage of dollars billed under an AFA increasing from 7.4% to 8.3%.
- The gap between the average partner rates at the "largest 50" firms (those with 750+ lawyers) and those at the "second largest" firms (501-750 lawyers) continues to widen. Firms with more than 750 lawyers have billable rates that are 53% higher than rates at the next tier of firms (501-750 lawyers). This compares to a 45% gap reported in 2017, and a 40% gap in 2016.

- High-rate work is dominated by the largest 50 firms. These firms were responsible for 74% of the billings generated by M&A transactions in the period, 58% of finance, loans, and investment work, 55% of corporate, general and tax work, and 52% of regulatory and compliance work. Combining these types of matters, the largest firms had a 57% share of the work in 2018 plus the first 4 months of 2019 compared to a 50% share in 2016.
- The law firm consolidation trend has stabilized in the last few years. According to the new data, 61% of companies have 10 firms or fewer accounting for at least 80% of outside counsel fees, compared with 60% in 2018 and 62% in 2017.

► Legal tech accreditation

The Law Society of Scotland has launched a new specialism of Accredited Legal Technologist in response to the development of a range of new roles within the legal sector, such as legal process engineer, legal analyst and legal technologist.

Paul Mosson, executive director of member services and engagement at the Law Society of Scotland, said: "This is a tremendously exciting development for the legal sector in Scotland. There has been huge growth in the number of legal professionals diversifying their skills with some taking on specialist technology-based roles. We believe this is a trend that will intensify in the coming years. We want to support and recognise its development through our new accreditation and over time help to build a global community of specialists who are driving excellence in legal technology.

"This voluntary professional status will recognise the expertise of the successful candidates. We hope that as it develops the Accredited Legal Technologist will become a quality marque that anyone working in legal technology would wish to hold as it provides assurance to the public, clients and to their peers in the legal profession."

The new accreditation will initially be open to Scottish solicitors and Law Society of Scotland Accredited Paralegals who can demonstrate a good level of experience in legal technology before being rolled out more widely.

To find out more about the new specialism see the Law Society of Scotland website.

Applicants will be asked to provide evidence of their knowledge, skills and achievements and provide named referees, alongside their CV.

► Martyn Wells completes Cape Wrath Trail

Our congratulations goes out to UK law firm Wright Hassall's IT director Martyn Wells, who despite having stage four cancer, on 9 September completed 'Britain's hardest walk'; the 245 mile Cape Wrath Trail. Wells was raising money for Macmillan Cancer Support.

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His extraordinary fundraising activities have been picked up by the UK national press the Mirror, which noted that Wells completed the walk in "record time", having climbed 150ft cliffs while carrying 17kg backpacks.

Wells was diagnosed with malignant melanoma in March 2017 and has since taken on a number of public challenges, with significant support from the UK legal tech sector. (You can read that Mirror article [here](#))

► Quote/Unquote

"It's the joke of the industry, the concept that we're actually able to break matters apart and understand how time accrued. That's a very immature view."
One vendor bemoans the absence of valuable data to assist pricing.

- Fancy a **#SneakPeek!** of the new Legal IT Insider website (Feedback Expected!)

► #GlenLegal20

#GlenLegal20 - 29-31st March 2020, to book your place email **Count Me In Baby!** The working content themes are:

- **#PPP** - (Not) "P*ss Poor Planning", instead "Practical Privacy Policies"
- **#WTF** - (Not) "W***TheF**k?", infact "What Technology Fits"
- **#XoXo** - (Yes!) "Kiss Kiss from me!"

#HeadsUp!

- **www.T200.directory** - The new home of our Top 200 directory, which offers new editorial commentary, analysis, geographical regions, interactive data visualisations and comparison technology
- **Legal IT Lexicon** - The first ever Lexicon of Legal IT terminology (it's basically a dictionary!)
- To find out more **#AskJez!**

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