

legal insider

Top stories in this issue...

- ▶ 2020 Guide to UK eDisclosure systems out now! p.2
- ▶ LITT's COVID-19 survey shows lack of equipment a key regret, p.2
- ▶ NetDocuments welcomes new CFO (and what that means), p.3
- ▶ Mishcon bans Zoom without client consent p.3
- ▶ Webinars: Litera talks business continuity + sign up, p.4 and 16
- ▶ Legaltech AI projects being put on ice, p.5
- ▶ Susskind talks about the leap to remote courts, p.10
- ▶ Plus all the latest wins, deals, moves and news

Intapp lays off close to 50 of its workforce

Intapp has laid off close to 50 people out of its circa 800 workforce, we can reveal, with the redundancies taking place globally and across a range of teams including development, sales, and marketing, the latter of which has been particularly badly affected.

The redundancies were announced by CEO John Hall in a virtual town hall conducted over Zoom on Monday 27 April. Staff were told at the town hall that two emails would be sent out – one to say that they would keep their job or another to say that they were being let go. Speaking to Legal IT Insider, one now ex-employee said: “It was done in a pretty bad way.” However, a current employee told us: “John Hall was obviously heartbroken at the town hall and nearly in tears. HR were in tears, it’s that sort of company.” They added: “The support from HR for people affected has been incredible.”

The redundancies come in response to the COVID-19 driven downturn and speaking to Legal IT Insider, Intapp’s president and chief client officer Dan Tacone said: “Like every firm in every country, in this entire world, everyone is going through and living through this crisis - we’re all in this together and we’ve been put in this situation through no fault of our own.

“Every managing partner I speak to is thinking about their firm and this situation and we’re not doing anything that every other company isn’t doing.”

Intapp has grown significantly in the last few years and its acquisitions include investment banking CRM platform DealCloud in 2018, legal cloud CRM system OnePlace in 2019 and enterprise relationship management solution gwabbit, also in 2019.

Some of the redundancies relate to the integration of DealCloud and OnePlace, where there were overlapping roles.

The Palo Alto-headquartered company has been hiring outside of those acquisitions and Tacone said: “We’ve been growing for the last ten years with a 38% compound growth rate and the company was flying.” But he says: “Our clients have been impacted by COVID-19. You see every day there’s another announcement from another firm regarding reductions to compensation or working a four-day week. Every firm is impacted, and we were building a company for the way the world was eight weeks ago.

“We have to forward-invest in staff for tomorrow. We have to hire in advance. So we overbuilt for what has not happened. We’ve been talking to law firm leaders and CIOs and CMOs and all the functional groups and advisory boards to get a deep understanding of where they are going so that we can serve them the way that we have always done.”

One ex-employee suggested to us that Intapp is using COVID-19 as an excuse for a restructure. “They said they are cost cutting to make sure that Intapp comes out of COVID-19 in good shape,” the ex-employee said, adding: “In my opinion it’s an excuse and they are taking advantage of the opportunity to reorganise the company.”

Tacone, who was clearly upset by the process, strongly denied that suggestion, commenting: “It breaks our hearts that we had to say goodbye to some of our colleagues. It’s not that they did anything wrong. It’s not that there is anything wrong with the company – we are on very solid ground. But we were over built for the circumstances and the fallout affecting our clients so we’re adapting.”

Intapp is early to make cuts of this size and took the same definitive action when the recession hit. Tacone says: “We could sit around and not do anything, but law firms are telling us, 1) we don’t know if our clients are going to pay, 2) we’re conserving cash and 3) we’re delaying projects. So, the whole industry is being affected. We could sit around and refuse to believe it but that’s the reality and we need to do something about it now.”

Continues on page 2



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Continued from the front page:

Tacone concedes that sending an email to notify employees that they were redundant was far from ideal but says: "We had no choice. We had a town hall because we wanted to tell everyone and then what do you do, let people sit around and wait? You have to tell them straight away. In normal circumstances we would never have done that. And after we sent the email, I and other executives talked to every person affected personally."

Intapp has been leading the way in building a platform for the legal industry and one legal technology vendor told us: "This is a sign that the strategy isn't working."

Tacone said: "That's absolutely false. This is a proactive response to a crisis. Our strategy is rock solid and the company was flying. Everyone was doing great and then the crisis hit and the reality is that things slowed down. This is not failure for the people we had to say goodbye to it's a proactive response."

2020 Guide to UK eDisclosure systems out now!

We might be in the middle of a worldwide pandemic, but there is no stopping the irresistible force that is the most definitive Guide to UK eDisclosure systems. Andrew Haslam and Legal IT Insider today (29 April) publish the 2020 edition of the "industry bible", now in its eighth year. There have been 90 modifications to the entries, with the Guide now showing 111 suppliers and 75 products, reflecting an additional 12 companies and seven new applications. Our normal policy is to remove companies that do not provide updated information, but given the circumstances of COVID-19, there are four clearly marked entries from 2019. We will catch up with them next year.

The initial feedback on the Disclosure Pilot will have been released during the first part of 2020: anecdotal evidence to date would suggest that the focus on increased use of technology is having an impact and more law firms than ever are developing relationships with external suppliers and creating in-house eDisclosure roles. If you are thinking about going down that path, it is hoped this Guide will act as a roadmap of your options.

The Guide reflects on the impact of the COVID 19 lockdown, and how that too will impact the use of eDisclosure technology. From the experiences of the 2008 financial crisis, it's fair to say we are looking at a

downstream surge in litigation in the next few years.

There is certainly a greater emphasis on the use of TAR, and some encouraging products that are focused on the "automatic" identification of personal data, linked to easy redactions functionality. Those companies with an eye to the future should invest in people and software now so they are ready for the surge when it comes. It is hoped the Guide will assist you in your deliberations.

Download the guide here: [eDisclosure-Systems-Buyers-Guide-2020](#)

LIT's COVID-19 survey shows lack of equipment a key regret

The results of Legal IT Insider's remote working survey are in and if we had given the market a crystal ball that COVID-19 was coming, the main thing that both vendors and law firms would have done differently is have more kit or be better set up from home - equipment is also a key priority to improve going forward.

While a surprisingly high 40% said they wouldn't have changed anything looking back, of those who would have made changes before COVID-19 hit, 24% said they would have had more or different equipment for home working. By far the most common wish is that there had been a bigger stock of laptops or that all office personnel had already been equipped with laptops, with the head of technology at one magic circle law firm commenting simply: "Laptops for all."

However, there is also a heavy focus on improving the home set up with monitors and extra screens. The IT director at one international law firm said he would have reserved a stock of monitors while the operations director at another said: "Ensure people had a least one screen at home to supplement a laptop." A further 8% said they would have put in place better remote print and paperless arrangements, with the same percentage saying they would have accelerated plans for agile working.

Of those looking to make changes to better support remote working going forward, 11% are improving home equipments including monitors and chairs; 7% said VPN; 7% said broadband/bandwidth capacity and 7% said printing arrangements.

For a copy of the free survey including what all the priorities are going forward contact lucy.cheesewright@legalitlabs.com



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NetDocuments welcomes new CFO

NetDocuments has hired former investment banking head Hugo Doetsch as its chief financial officer in a hire that appears likely to precede further acquisitions, as the document management and collaboration vendor eyes strategic growth and a focus on end-user productivity.

Doetsch, who replaces Pete Childs following his retirement, joins from Ping Identity, which helps enterprises achieve Zero Trust identity defined security. Before that he was at Citi in the role of global head of services and investment banking. He has also held the role of vice president of Citadel Investment Group.

Speaking to Legal IT Insider, CEO Josh Baxter said: "Pete decided to retire and I started to think about what the things are that NetDocuments needs for the next stage of our journey. The business has grown 250% since I showed up and we've invested in engineering and go-to-market and customer success resources. I felt that this was an opportunity to bring in somebody with Hugo's background. He has experience of preparing companies for IPO. There is so much that goes into being a fast growth native cloud software business and you need the same maturity as a business going public. It felt like a leader like Hugo can bring real pedigree and I'm pumped about how well he's fitting in."

Doetsch was recruited by Vista Equity to join Ping to facilitate an exit. He told Legal IT Insider: "We could have sold it or taken it public but we took it public in 2019 and it was the sixth-best performing software vendor of 2019, so a great outcome. I really enjoyed taking a company to that next level of operational maturity and I saw that same opportunity at NetDocuments. It's an industry that largely has a duopoly and NetDocuments has a world-class multi-tenant SaaS platform, which is extremely attractive. There's a lot we can do."

Doetsch said that COVID-19 is expected to be a catalyst for firms to invest in cloud technology and commented: "We will continue to lean in and to invest to drive growth."

While the legal market is fragmented and law firms typically use a matrix of point solutions, Baxter said: "A key focus area for us in the coming months and years will be M&A. We're going to be a safe home for some of these small legal tech vendors with great solutions. You're going to see a focus on acquiring technology to drive end-user productivity. For the longest time we were the best at helping legal professionals to store and organize their content and the market has shifted to be about end-user productivity."

NetDocuments acquired Chapman & Cutler's Closing Room solution in 2018 (now SetBuilder); ThreadKM in 2017, and Decisiv Email in 2015.

The Utah-headquartered company is private equity-owned – it was acquired in 2017 by Clearlake Capital, who divested a minority stake to Cove Hill last year. It is unlikely that either will be looking for an exit yet and Baxter said: "Our private equity group is extremely strong and we're lucky to have two firms supporting us." He added: "Cove Hill has longer cycles – they have a long dated fund and go beyond 10 years. They are excited about this investment."

Mishcon bans Zoom without client consent

UK law firm Mishcon de Reya has taken the decision not to use video conferencing app Zoom for client communications unless they receive express consent.

As we first revealed on 27 April, the decision comes after an extensive four-week review, and speaking to Legal IT Insider, head of IT operations and security, Ned Stevanovski said: "We use Teams but often get invited to Zoom. So, we've done a lot of analysis and come to the conclusion that unless a client understands the risk and consents to that risk it should not be used."

He adds: "If the client insists on using Zoom, we have a written statement to say that the risk is for them. It's not our recommendation and they need to understand the risks if we do use it."

Since the COVID-19 lockdown, Zoom's daily users have jumped from 10 million to over three hundred million. But the security flaws and criticisms that have emerged over the past weeks range from the fact that Zoom's encryption is not end to end, as it initially claimed; to the fact that its default settings mean meetings have a generic ID that can easily be discovered and 'Zoombombed' by anyone ranging from bad actors to people uploading pornography; to the fact that it allegedly passed on data to third parties such as Facebook without notifying users (leading to a class action); to fears that Zoom calls could be vulnerable to Chinese surveillance.

One of the concerns for law firms is that Zoom has a lot of developers in China, which is a red flag for some UK and US clients.

On 23 April Zoom released Zoom 5.0, which includes better encryption and new privacy controls as part of its 90-day plan to raise security standards. The new version allows hosts to report suspect users and introduces a waiting room, meaning that participants have to be let into the meeting. All meetings now need a password.

Zoom 5.0 will now use the AES 256-bit GCM encryption standard, which while still not end to end, is a significant improvement. Zoom is also giving account managers the ability to control which data regions it avoids.

A spokesperson for Zoom said: "All Zoom source code is stored and versioned in the United States. Zoom's software developers in China are largely managed by our engineering team in the United States and they carry out their responsibilities in accordance with the design and architecture decisions made by Zoom's U.S. Engineering group. These developers in China do not have any access to Zoom's production environment, the power or access to make substantive changes to our platform or the means to access any meeting content. And, importantly, across all of Zoom engineering, regardless of location, our engineers only have access to the source code required for their particular function."

To read our extensive analysis of Zoom in the context of the legal sector click here: <https://legaltechnology.com/?p=48858>



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Webinars: Litera talks business continuity

On 17 April Legal IT Insider's editor Caroline Hill hosted a live webinar with Litera's CEO Avaneesh Marwaha, in a thought-provoking conversation looking at the shift among law firms to home working, including what has worked well, what has presented more of a challenge, and what the top priorities should be for leadership now.

As a whole the legal industry is relieved that the shift to working from home has been fairly seamless. But over and above productivity it's employees' mental health that leaders need to worry about. How are staff coping with working from home and making that giant adjustment?

While M&A work has gone down, other work such as restructuring and refinancing is up and it's interesting to note that productivity in some areas has increased. Marwaha told us: "If you're just doing litigation it might slow down but in Chicago for example, we're seeing a lot of Zoom court meetings and they are finding ways to keep that moving." At Litera, despite the fact that sales is inevitably down, the company is seeing up uptick in productivity. Marwaha said: "Developers and product teams like being able to focus on work without interruption and we anticipate certain areas will be more productive than they were before."

What's interesting is the acceleration among law organisations of the adoption of collaboration tools. Two months ago, Microsoft Teams was only largely used internally but we're seeing firms using it externally to collaborate with client. Marwaha said: "We're seeing more document management system integration with Teams so you can maintain consistent communication. We are looking at how to bring our own tool set into the collaborative space – it's on the roadmap that but that's being accelerated. The question will be, does the industry narrow down the vehicles used for communication? The legal industry is good at going broad and then settling on a smaller number of tools."

He adds: "The question is how any provider competes with Microsoft when it develops software so quickly and securely. If I'm a law firm, I'm already paying for Teams and it's already part of my ecosystem, so it's hard to imagine why you would use anything else."

It is key in managing expectations for people to understand remote working isn't short term. Marwaha said: "People need to understand they aren't going to back to work on 1 May. We are going to end up somewhere else and that may be two years away. Some time in the next 90 days we will go to a situation where one day a week critical people will be in the office and then we'll sanitise."

To listen to the webinar [click here](#).

Webinars coming up PLUS sign up

Make sure you keep a look out for our forthcoming series of webinars, where we will be addressing a range of important subjects and bringing together the legal community on issues including security; collaboration tools; and process management and workflow. The webinars below are already in the diary but there are several options still open, see below for details. Webinars coming up:

7th May: Security, with NetDocuments - How do you ensure that security is not compromised in light of the wholesale shift towards remote working?

w/c 11th May: Collaboration Tools, with Repstor - How to best use tools such as Microsoft Teams, Google Hangouts, Zoom and Webex.

w/c 18th May: Process Management & Workflow, with Adobe - How are you ensuring that your staff are following the most efficient processes? What ought you to be automating?

w/c 25th May: Printing, with Wilson Allen - Paperless vs printing and how to adapt to a remote working environment.

To find out what webinars are still available to sponsor see the back page.

\\Collabor8.IT CIO Series

In conjunction with Prosperoware we are conducting a series of interviews with CIOs across multiple jurisdictions and sized firms to map the changing ways that lawyers are working and firms are accommodating that work.

It's an exciting project and we'll be having short on camera chats with CIOs and lawyers.

To get involved please contact editor
caroline.hill@legalitlabs.com

Quote/Unquote

In our remote working survey (see the second page) there were lots of suggestions as to what people would have done differently if they had a crystal ball ahead of COVID-19.

But credit is surely due to the person who put quite simply: "Quit." And to the person who said: "Stockpiled more toilet roll."

Legaltech AI projects being put on ice but startups proving to be “agile”

Complex legaltech startup projects involving AI or generally requiring access to data are in many cases being put on hold as law firms and corporate teams freeze their legal technology spend, with many downgrading funding on innovation to ‘discretionary’. But the startup market is proving to be agile and after a three-week complete dearth of communication, conversations are reportedly starting to happen again.

Speaking to Legal IT Insider this week as the Government announced a new \$1.25bn coronavirus package including a £500m Future Fund, Chris Grant, lawtech Director at Barclays Ventures and head of lawtech innovation at Barclays Eagle Labs, said: “The more complex tech startups such as AI and those that need access to key legal data continue to be challenged as the data access difficulties have not been resolved. We are working with startups, firms and others in the industry to seek solutions. Firms have to balance immediate restrictions with long term goals, they should still be investing in innovation, but they are furloughing people and super cautious in the way they spend, so it’s a challenge they can’t immediately get over. So, we’re seeing start-ups work out how they can pivot or do something else.”

But as a more general observation he told us: “Startups are still holding up. They could respond much quicker and were already agile and working in a more flexible way.” By the time Barclays officially shut Eagle Labs it’s interesting to note that it was already empty.

Grant says: “Initially start-ups have struggled to maintain sales and conversations weren’t happening, but they are getting through it. There is a real interest in firms doing things differently and with COVID-19 they are being somewhat forced to do it and forced to do it at pace.”

As law firms increasingly focus on how to manage their transactions process better online, and automate the way legal queries and requests come in, those are two areas that startups will be encouraged to look at with Grant commenting: “A couple of startups have been able to quickly deliver more automated services that lawyers are typically burdened with and those have been nice, easy, quick wins. Others have looked at how they can provide their services for free.”

However, he adds: “The worry is that firms will default back to their original way of working. Some firms view innovation spend as ‘discretionary’ and everyone has to stop discretionary spend. I would not say anything about innovation is discretionary: it’s investing in your future to drive down costs.”

At Ayfie, which focuses on search and text analytics solutions, senior vice president of business development, Peter Richards said: “In the first three weeks of the UK lockdown everyone’s sales fell by 80%. The focus shifted to setting people up from home, figuring out their schedule and their children.”

However, several weeks in the mood is starting to shift and Richards says: “Now it’s just starting to feel like firms are open to calls or WebEx or they are responding to emails saying ‘there is a lot going on, contact us mid-next month.’ For three weeks the world was frozen as firms set up from home. What if you don’t have two rooms and you’re sharing a table with your children? Then it’s Easter and the children are around all the time. But I think things will pick up in May after people find their own rhythm and the reorganisation falls into place.”

Much will depend on where you are in the sales cycle and Richards says: “If you’re late in the funnel those sales will probably continue. If you’re mid in the funnel meaning you’ve met them once or twice and had one face to face conversation, there is a wait and see approach. Firms have changed their buying attitudes. Not from any reason other than how long are we locked down for, is it one month or three months or five. There’s an obvious slowdown of everything as people learn to work differently.”

While some firms may be hunkering down, for others COVID-19 could be a catalyst for innovation and Richards says: “I was talking to one of our customers about renewal and they said, ‘This crisis is making us use the software we have better, adopt the software we should have adopted earlier and focus on efficiency.’”

In the short term things are naturally incredibly tough for all startups and Ayfie and other startups are weathering the storm by taking salary cuts. Richards says: “You want to keep your team intact. If you’re growing you had to hire and train people and you have a community and you don’t want to damage that.”

Fundraising has naturally been hit but the UK Government on Monday (20th April) launched a £1.25bn coronavirus package including a £500m investment ‘Future Fund’ for high growth companies impacted by the crisis.

The fund, delivered in partnership with British Business Bank, will offer startups convertible loans between £125,000 and £5m, however each investment will need to be matched by private investors, ensuring at least a £500m capital injection to eligible businesses.

The second part of the announcement is £750m in grants and loans for smaller businesses focused on research and development. The support will be available through Innovate UK’s grants and loan scheme.

Barclays Ventures, which has been singled out for praise for the amount of help it is giving startups, has written a review of the scheme on its Support Hub. Richards says: “Barclays Eagle Labs has started running different webinars two or three times a week on different topics for startups such as how to sell or raise capital in a crisis. They are trying to support us with access to people who can help. The way they have stepped in and leaned forward in this crisis has added real value.”

Wins and Deals

EMEA

In a timely strategic partnership aimed at helping law firms and corporations to stay in control of their content across a growing number of systems including Microsoft Teams, **Phoenix Business Solutions** (now **Morae Global Corporation**) has partnered with Prosperoware to sell and support its CAM enterprise privacy management platform.

Phoenix' Workspace Control – which provides administrators and end-users with a centralised console for iManage – now integrates with CAM.

CAM adds a governance layer over content systems such as Teams, **SharePoint** Online, **HighQ** and **Kira Systems** along with integration into the firm's document (DMS), practice or matter management systems.

Speaking to Legal IT Insider, **Prosperoware's** founder and president **Keith Lipman** said: "Law firms and corporates are now dealing with multiple systems including **Teams** and **HighQ** and there is a huge need to manage and govern all these different systems."

Repstor, a content services and **Microsoft 365** matter management specialist, at the end of April announced a partnership with **Panoram** - a new digital transformation business led by former **Neota** executives Rick Seabrook and Greg Wildisen as well as former **Epiq** director Martin Bonney. It will see **Panoram** implement **Repstor Custodian** for Legal as its default document management system for corporate legal departments and law firms.

"We are establishing Panoram at a time of great disruption, from which a 'new normal' will quickly emerge: one in which old rulebooks are torn up and new ways of working are adopted," Seabrook said. "To survive and stay relevant and agile, law firms and in-house legal teams have no choice but to embrace digital technologies and new delivery models."

The imperative is to enable new digital ways of working immediately, and without disruption to everyday activity, he adds. It was this ethos that made Repstor the obvious technology partner for matter lifecycle management. Repstor's Custodian for Legal platform – designed to run natively within Microsoft 365 – harnesses the investment legal teams have already made in the Microsoft 365 platform whilst transforming matter use cases such as document & email management, collaboration and matter lifecycle management.

Manchester-based **CKE Law** is implementing the **Proclaim Practice Management** solution from **Eclipse**, the Law Society Endorsed legal software provider.

The firm specialises in a range of legal areas, including personal injury, probate and debt recovery, and so required a solution that would enable the effective management of different case types in the most efficient way possible. **Proclaim's** tailored workflows for these particular areas of law will prove to be massively beneficial to the firm.

The Practice Management solution includes an accounting toolset that allows seamless billing procedures, so the software can be used throughout the practice by each department – further boosting efficiency.

Charles Edwards, Solicitor at **CKE Law**, comments: "We firmly believe Proclaim will enable growth at our practice over the next few years."

He adds: "The time-saving nature of the inbuilt task automation toolsets, and the increased efficiencies it will bring, are certain to open up more opportunities for us to service a higher number of clients."

"It was important for us to have an accounting toolset so everything can be run through one system, and the Proclaim Accounts solution was exactly what we were looking for. We're very excited about how this solution will help us deliver an even better service to our clients."

UK firm **Capital Law Ltd** bought **compareDocs** from **DocsCorp** to help them compare documents for changes quickly and accurately; and **pdfDocs** for PDF creation and editing. Jersey-based firm **Mourant** purchased **cleanDocs** for metadata cleaning and recipient checking to help prevent information leaks. Dutch firm **Kennedy Van der Laan N.V.** also purchased **cleanDocs** in addition to **compareDocs**, and **pdfDocs**. **Stephens Scown** based in the UK and French firm **LPA-CGR** chose **pdfDocs**.

In its first integrated law firm partnership of this kind **Factor** (formerly **Axiom Managed Solutions**) is working alongside **Allen & Overy** to provide clients with a comprehensive, tech-led approach to **LIBOR** repapering.

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The new partnership is designed to help the financial services industry manage the complexities of transitioning from LIBOR to new replacement rates, which despite the mass disruption caused by Covid-19 will go ahead at the end of 2021.

Speaking to Legal IT Insider, Factor's head of strategy, **Chris DeConti** said: "In the context of Covid-19 with all the distractions and burdens on our clients the LIBOR transition isn't going away and it's been confirmed a couple of times that the schedule isn't changing."

At the heart of the solution is **A&O's** Libor Matrix solution **IBORMatrix** of which DeConti says: "It's a really clever tool that facilitates the review of documents in a way that is informed by A&O's know how and data model but also takes what you've extracted to populate a remediation document. It's half about the tech and half about the legal market knowledge."

Factor uses its own proprietary tool for client outreach, making contact with thousands of contract counterparties and keeping track of that communication. It then uses **Power BI** to underpin a series of client dashboards.

BT has cut its legal advisor panel down from over forty firms to just fifteen following a competitive procurement exercise. The new panel focus will on "stronger and deeper" relationships. Law firm culture also featured highly in the list of priorities.

The fifteen firms appointed to BT's new legal panel are **Addleshaw Goddard; Allen & Overy; Bryan Cave Leighton Paisner; Bird & Bird; CMS; Covington & Burling; DAC Beachcroft; DWF; Freshfields Bruckhaus Dering; Lewis Silkin; Osborne Clarke; Shepherd & Wedderburn; Simmons & Simmons; TLT and Winckworth Sherwood.**

TIQ announced that Roschier is now working firm-wide with **TIQ Time** to improve its time registration. Approximately 500 staff members, of which more than 300 lawyers and practitioners, use **TIQ Time** as time entry solution.

Jan Willamo, Chief Digital Officer at Roschier: "One of the main drivers to select **TIQ's** best-of-breed solution was related to the uncomplicated implementation process. **TIQ Time** was implemented quickly without affecting our existing practice management system. Since then, time tracking has become a lot easier for our fee earners."

North America In a double win for **ZERØ**, Florida's largest law firm **Cole, Scott & Kissane** has signed up for its email management and time capture tool as has Montreal law firm **Spiegel Sohmer**.

Based in Quebec, **Spiegel Sohmer** has around 55 lawyers and is best known for tax and corporate litigation. IT and innovation partner **Neil Oberman**, who is a litigation lawyer, told us: "Initially this wasn't about time capture but filing emails to the document management system. People work from portable computers and their phones all the time and then have to spend time filing emails when they get back to the office. We limit the email space they have and so when **ZERØ** said it has an offsite mobile filing application I

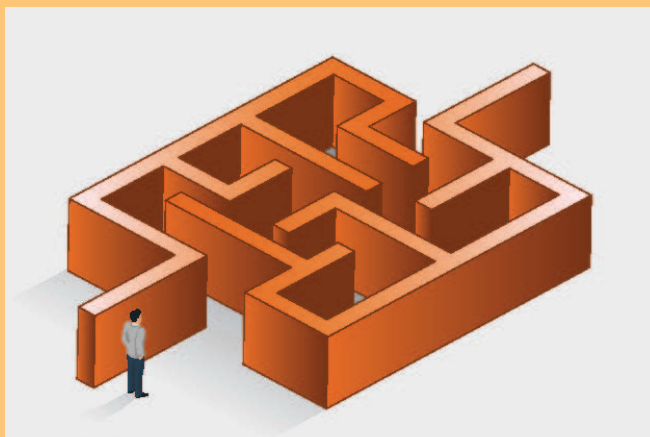
thought 'Fantastic, am I missing something?' But I'm not. The product can also capture time which is doubly attractive."

Dallas law practice **Kane Russell Coleman Logan, PC** has engaged **Reveal** as its preferred provider of eDiscovery services.

KRCL selected **Reveal's** eDiscovery solution because it allows for the self-performance of eDiscovery processing, data analytics, utilization of sophisticated artificial intelligence models for technology-assisted review and a cloud-based document review platform that can be used at any time and from any location.

U.S. law firm **Conner & Winters** will be transitioning from **Thomson Reuters Elite Enterprise** to **3E**, we can reveal. As part of the deal, the firm also will be adopting **3E Workspace** and **3E Data Insights**.

Headquartered in **Tulsa, Oklahoma**, **Conner & Winters** has more than 120 lawyers who specialize in practice areas such as litigation, health care, banking and finance, and energy, and work across its six offices located in **Oklahoma, Arkansas, Texas, and Washington, D.C.** After a competitive review, the firm chose **3E**, which the firm says will be a key component of its effort to update and modernize its internal systems to better automate and streamline operations, improve responsiveness, and increase profitability.



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Rutan & Tucker LLP (CA), Allen Matkins (CA), and Sirote & Permutt P.C. (AL) purchased cleanDocs from DocsCorp to prevent unintentional data breaches by removing metadata from all attachments upon send and ensuring emails are sent to the correct recipient every time. Sirote and Permutt also went with compareDocs as did Henein Hutchison LLP (ON) to quickly compare documents for changes between versions.

Colorado firm Otten Johnson Robinson Neff & Ragonetti PC purchased pdfDocs from DocsCorp for PDF creation, editing, and document bundling. Bond, Schoeneck & King PLLC from New York went with cleanDocs from DocsCorp to help the firm ensure all metadata is removed from email attachments and sent to the right person using the email recipient checking functionality. In addition, the firm purchased cleanDocs server to protect their mobile users; compareDocs for document comparison; and pdfDocs for its PDF capability.

Movers and shakers

EMEA

Zylpha Ltd has appointed Greg Williams as chief support analyst for its electronic bundling platform, including its recently launched 'Pay-As-You-Go' software. The move reflects considerable growth in demand for the online range which significantly boosts bundling efficiency without having to be in the office.

Williams brings with him considerable experience of commercial retail and sports finance operations where he held several key positions. In his new role, he will spearhead the company's widely acclaimed customer care strategy for its class-leading electronic bundling platform

A new boutique legal management consultancy formed by former Janders Dean directors Allister Spencer and Natalie Kuebler will formally launch today (20 April), focusing on legal services analysis and design, business transformation and new technology implementation.

Altruistic Ventures takes its name from the desire to provide a holistic approach to legal management consulting and Kuebler told Legal IT Insider: "When we speak to people about how we like to work they often say 'that's a very altruistic view' because we've always had a strong view that the value of a team outweighs any individual. The outcomes we've seen from a highly functioning team are worlds apart from the alternative, where you have people looking out for themselves as individuals and not the ultimate benefit of the business. Altruistic Ventures is about having your heart in the right place."

Kuebler adds: "What we're trying to get to is that at the centre of all of this law is a service, it's a people business, and people come to law firms with problems they need to be solved. Clients want to know what are the outcomes; what's the critical path? Most law firms are poor at that at element but it's really simple stuff. If we weren't all so wound up in going to look at the new shiny thing and talking nonsense about it, we might be able to get it right." The company will include former fellow Janders Dean employees Michelle Wilkie and Jessica Cook in Australia.

The former head of BLM's data science team, Andrew Dunkley, has joined Herbert Smith Freehills as technology solutions lead.

Dunkley will report into head of client and technology solutions, Fleur Kitchingman, and help to leverage technology to reduce client pain points. Kitchingman, who joined HSF in August last year, was previously the general counsel for Canada at Carillion

be tasked with further building out the tech capability of ALT, the firm's alternative legal services arm. In particular part of his remit will involve working with ALT's newly created global technology squad and global client solutions squad and other stakeholders to drive existing legal tech-enabled solutions into real estate, corporate and finance service offerings in the UK, US and EMEA.

He will report to Fleur Kitchingman, head of client and technology solutions at HSF, who he will help to engage with existing clients on technology enabled solutions.

At BLM, Dunkley founded the insurance heavyweight's predictive analytics offering, providing BLM and its clients with forecasts about the length, cost and likely outcome of litigation.

North America

Crowell & Moring is expanding its emerging companies and venture capital practice with the acquisition of a group of senior lawyers from Atrium, including its co-managing partners Matthew Melville and Michel Narganes, and a founding attorney, Jon O'Connell. These partners are joining the firm's San Francisco office.

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The team operates as strategic advisors, connecting the client to the legal experience and business know-how that is required to navigate through formation, capital raising, regulatory compliance, and the evolving stages of commercial growth and maturity.

"We are excited about this acquisition. It aligns with our strategic goals of continuing to grow our practice in San Francisco, deepening our corporate capabilities, and advancing our digital transformation initiative to support clients in a business environment where technology plays an increasingly imperative business role," said Philip T. Inglima, chair of Crowell & Moring. "These partners bring bold ideas, an entrepreneurial spirit, and a deep commitment to delivering the highest level of service to emerging companies and investors."

AdvoLogix, a cloud-based legal matter management solutions for law firms, corporate legal departments and government agencies, has hired Dave Schwab in a newly created role of chief product officer.

In this role, Schwab will provide vision and direction for developing transformative products that leverage emerging technologies to provide innovative ways for legal professionals to deliver services. AdvoLogix added the chief product officer position as a result of the company's recent growth and desire to continue expanding its offerings to best serve the evolving needs of the legal market. Schwab will also oversee ongoing development and support of its core matter management product.

Schwab joins AdvoLogix with extensive technology and product management experience. He spent nearly 13 years with Accenture in various roles, most recently leading digital transformation initiatives with Accenture Digital's Industry X.0, which combines emerging, connected and smart technologies to digitally transform industry. Schwab oversaw the development and deployment of multiple products and services including blockchain/distributed ledger solutions and several SaaS, PaaS and IaaS offerings, and will use that experience to help AdvoLogix continue to create breakthrough products for the legal market.

The International Legal Technology Association (ILTA) is to make eight members of staff redundant and furlough a further five members of staff in direct response to the impact that COVID-19 has had on the legal industry.

The eight staff are all in back office roles while the five who are furloughed are involved in ILTA's events programme, which like all others has been hit hard by the coronavirus driven global quarantine.

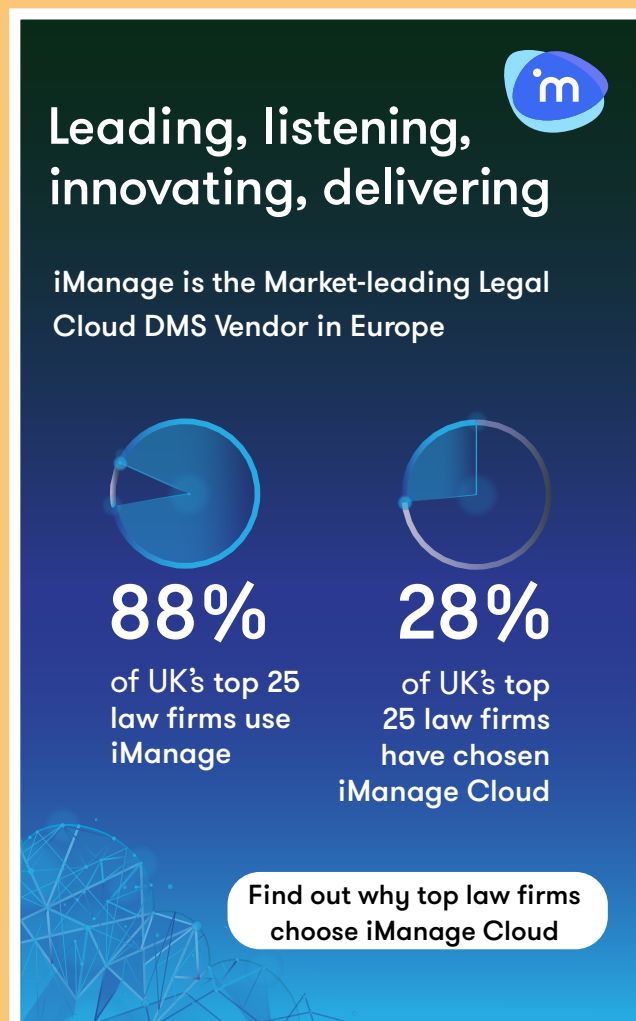
Speaking on 22 April to Legal IT Insider and a number of other respected global legal publications, ILTA's clearly emotional CEO Joy Heath Rush explained that as a trade association ILTA would not benefit from US government loans for non-profits. Heath Rush said: "Rather than using hope as a strategy we've made a decision to do a staff reduction now."

Heath Rush, who must be commended for being so transparent about the decision to eliminate roles, said: "This is a very emotional day but we have to make sure we are running the organisation well and as I told my staff today we need to create the ILTA not of the last 40 years but of the next."

David Curle, Thomson Reuters' respected director of enterprise content – technology and innovation has joined Kira Systems as legal content and research lead. Announcing his move on LinkedIn Curle said: "I'll be helping Kira tell its story with research insights and other forms of content and analysis. I have admired Kira since its early days, starting the day I saw co-founder Noah Waisberg introduce what was then called Diligence Engine at ReInvent Law in 2014. Since then Kira has taken off and I'm looking forward to joining the really strong team that Noah and his co-founder Alexander Hudek have put together."

APAC

Clarilis has appointed Grace Loh as head of business Development for its growing South East Asian operations. Loh will be responsible for developing business growth across the region, with plans to take the company into new markets as Clarilis expands from Singapore into a wider ASEAN region. Loh joins Clarilis from RHT People, the corporate training arm of RHTLaw Asia where she was Chief Operating Officer. As COO Grace was responsible for providing leadership and vision to grow the business, including product development and strategic partnerships.



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"The technology barriers have been surmounted"

Richard Susskind discusses the COVID-19 driven leap to remote court hearings with Legal IT Insider

Professor Richard Susskind has been a driving force behind the modernisation of the Courts for many, many years and change has been slow to come. But with the onset of COVID19, the shift to a technology-based and remote way of working has been accelerated from years to weeks, in an admirable global effort to keep the justice system running.

Despite an ongoing £1bn modernisation programme by HM Courts and Tribunals Service (HMCTS) and the Ministry of Justice, the UK courts were not yet culturally or technologically close to facilitating fully remote hearings and have had to swiftly improvise, with entire trials already conducted over Skype. I can't resist the comment: "I bet you're saying, 'I told you so!'" Susskind replies: "A lot of people have been saying that and it's not how I feel. Nonetheless, the effect of COVID19 is an acceleration of the use of technology."

We are speaking as Susskind launches the Remote Courts Service, a website to help those involved in justice systems across the world share their experiences and best practice, as judges and lawyers race to develop remote alternatives to traditional court hearings.

While you wouldn't wish for COVID19 in month of Sundays, it is fascinating to see how very real and enduring barriers have been shattered, almost overnight.

To date, Susskind says there have been three primary obstacles to transformation of the courts. The first is cultural, the second procedural and the third technological.

"My conclusion is that the main obstacle is cultural, so resistance from lawyers and judges to changing their traditional ways of working," he says. "What we've seen with this crisis has been a change of mindset to, 'We have to keep some kind of courts service going' and 'offering access to justice and the rule of law depends on our system.' The level of scepticism has gone from high to low as a result."

As far as the second barrier is concerned Susskind says: "The procedural side fascinating. Courts are subject to detailed procedure and that depends on people coming together in a courtroom. The whole process is having to be rewritten. What is amazing in this country is that senior judges have got together in a short space of time and solved that problem by producing detailed practices and protocols in literally a fortnight.

"It would normally take years to agree these protocols. Academics would say innovation under constraint, but the other way of looking at it is that necessity is the mother of invention. Immense credit is due to the judges and HMCTS."

When it comes to the tech side, it should be pointed out that what Susskind has been advocating for the most part is online courts, where evidence is submitted online, and cases are reviewed and decided through an online platform. What we have ended up with in light of COVID19 is remote hearings, where many hearings and cases are now being conducted via audio or video conference technology, particularly Skype. Susskind says: "In the last few years we've had hearings where the defendant or witness connects by video but it's a partial video hearing – the court is physically sitting but someone connects by video. The huge change is that they are now becoming fully video or audio – not someone dialling in but everyone connecting remotely.

"One reason technically that this has worked so well is that people have had to use industry-standard technology that everyone has on their iPad. It was not anticipated that the reform would start with full audio and video. We've had to accelerate and the only technology that's realistically been available has been the mainstream technology, so the technology barriers have been surmounted. Across the world whether you're using Zoom or Skype the anecdotal evidence is pretty positive." I should note here that I recently spoke to Graham Smith-Bernal, founder and CEO of Opus 2, which to date has been associated with high-value paperless trials such as *Berezovsky v Abramovich*: Opus 2 is collaborating with partners such as the International Arbitration Centre and International Dispute Resolution Centre to facilitate virtual hearings.

While the courts have been criticised for their lack of modern technology and infrastructure Susskind says: "We're sidestepping that."

If witnesses don't have the ability to connect or there are connection issues, that will have to be noted on the record and Susskind says: "To a large extent we are relying on judicial discretion. If a witness is not being heard because of a technology issue the judge can clearly say, 'We need to reconnect, or this case can't be held in this way. Judges are going to have to apply a lot of common sense. In the future people might want to say, 'I didn't have a fair hearing'. But for many participants, it may be less intimidating."

What is fascinating is that COVID19 could have acted as either a catalyst for change or caused catastrophic disruption, and it appears to have done the former. So what impact will that have when the courts begin to sit as normal? Susskind says: "My prediction is that we will find that many more cases can be handled remotely, and we will be clearer that cases are suitable for remote treatment. If our experience confirms that for certain categories it's safe to use these technologies I'd be surprised if policymakers don't support their continued use." Further analysis of the data including how successfully trials were delivered will be critical."

Online conferences

Towards the end of April both Rocket Matter and Litera pulled off successful online conferences with the proceeds of both going to charity.

Litera Changing LIVE! 23 April provided a packed agenda topped off by a keynote from US entrepreneur Molly Bloom, author of Molly's Game, which has been made into a major film starring Jessica Chastain, Kevin Costner and Idris Elba.

Bloom, who ran high stakes poker games, talked about the circumstances leading up to her arrest by the FBI. Turning her story into a number of 'plays' that each had a lesson such as 'determination' or 'integrity', her story - told over Zoom from her home - was utterly fascinating and made for a glamorous end, topped only by Joe Borstein hosting virtual happy hour.

Meanwhile after Rocket Aid, which took place on Monday 20 April and raised over \$22,000, speakers including LITI editor Caroline Hill received a 'thank you' from John Ratzenberger, who played Cliff from Cheers. The thank you was forwarded to us by founder and CEO Larry Port and Ratzenberger said: "Larry asked me to say thank you for your efforts and preparing speeches and talking about this that and the other to raise money."

He added: "I don't know why Larry didn't ask me to join with you, cos I read a book once and I know some stuff."

Gartner says 42% of CFOs have no plans for wave two of COVID-19

A Gartner, Inc. survey of 99 CFOs and finance leaders taken April 14-19, 2020* revealed that 42% of CFOs are not incorporating a second wave outbreak of COVID-19 in the financial scenarios they are building for the remainder of 2020.

Additional survey data showed that that only 8% of CFOs have a second wave factored into all their planning scenarios, and only 22% have a second wave factored into their "most likely" scenario. The lack of planning comes even as CFOs express a cautious approach as to when they will fully reopen their operations and bring employees back to their normal office routines.

"As CFOs are attempting to project revenue and profits for 2020, it's surprising that 42% are not baking a second wave of COVID-19 into any of their scenarios" said Alexander Bant, practice vice president, research, for the Gartner Finance practice. "Our latest CFO data also reveals that most executive teams are still trying to decide what factors they should use to determine how and when to reopen their offices and facilities."

Non clients can read more here <https://www.gartner.com/en/finance/trends/cfo-responses-to-coronavirus>

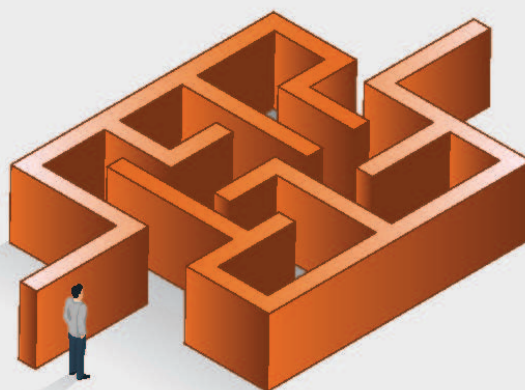
Hogan Lovells launches digital Covid-19 solution

Hogan Lovells has launched a digital Covid-19 solution to help their clients identify triggered clauses in their documentation, as it also launches a digital global map looking at comparative cross border issues.

Hogan Lovells: Engage Covid-19 Solutions is modelled on the firm's LIBOR solution launched in 2019 and can help identify issues such as notices, waivers, payment holidays, extensions and other amendments. Aside from force majeure clauses, immediate concerns faced by businesses include MAC provisions, repayment terms, termination provisions and financial covenants.

The solution has been created in partnership with FTI Consulting, lower cost delivery outsourcing firms Cognia and Elevate, as well as the firm's Birmingham-based Legal Delivery Center.

The firm has additionally launched an interactive digital global map looking at comparative cross border issues. Clients can access the map which highlights materials relating to a particular country and filter by topic. The aim being that they can keep track of all central bank, governmental and regulatory initiatives that are being introduced to address the financial issues caused by the pandemic.



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LMA to launch document automation platform with A&O and Avvoka

The Loan Market Association is to launch a document automation platform in partnership with Allen & Overy and contract automation platform Avvoka in order to help members generate LMA recommended documents.

The significant win for A&O and Avvoka came after a “comprehensive tender process” and in a statement, the LMA, which is the authoritative voice of the syndicated loan market in EMEA, said: “This is a progressive new area of activity for the LMA, and one which we are very excited about being able to offer to our membership in due course.”

The LMA creates standardised ‘boilerplate’ loan agreements that are then not subject to negotiation.

It added: “As technology becomes an increasingly prominent feature in our working lives, we believe that it is incumbent upon us as a leading industry body to continue to find new ways to make delivering the loan product more efficient. Never has this been more important than in the current uncertain environment, where remote working and use of electronic tools is likely to become vital to the successful conclusion of loan market transactions.

“This is an exciting new venture for our organisation, which we believe will benefit a large proportion of our membership, irrespective of institution type, size, sectoral focus or geographical location. We look forward to working with Allen & Overy and Avvoka as well as with our membership to ensure a relevant, valued and highly beneficial automation platform.”

More details about the platform and the services will be made available in the coming weeks.

Baker Donelson adopts BigHand Now to ease transition to remote working

AM Law 200 firm Baker Donelson has accelerated its deployment of the legal workflow solution BigHand Now in order to ease the transition to remote working and ensure optimal client service.

While the firm says its teams were up and running quickly after the office lockdown, it begun the rollout of BigHand Now in March to better enable its lawyers and staff to handle back-office task delegation. Although just a few weeks into the rollout when the crisis hit, it was evident that the technology would aid the challenges caused by the disruption to their traditional working practices, and the decision was made to fast-track the software rollout to lawyers and support staff across North America. Ricoh Consulting Services has played a key part in handling the project management and change management to help the firm realise its vision from the outset.

The solution allows lawyers to send tasks to a central workflow, where they are automatically routed to the right support resource and can be tracked through to completion while adhering to client confidentiality requirements in a secure platform. These tasks include the administrative work that lawyers need actioning on behalf of clients, that they would normally pass to their support teams in the office, such as billing support, calendar management, and document creation.

Utah proposes far reaching regulatory reform

The Utah Supreme Court has proposed far-reaching regulatory reforms that could open up the state's legal marketplace to non-lawyers, including allowing them to invest in or own law firms. The ABA Journal reported on 27 April that the court's proposals would eliminate the prohibition on attorney fee-sharing with non-lawyers and call for the creation of a new Office of Legal Services Innovation.

The concepts put forward stem from the work conducted by Utah's Implementation Task Force on Regulatory Reform. If Utah is allowed alternative business structures it will be at the vanguard of reform in the United States.



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Aderant drives external collaboration with new launch

Aderant on 14 April announced the launch of Aderant Drive, which leverages the key features of Handshake Software and Microsoft Office 365 to enable real-time collaboration with clients.

Aderant began building Drive two years ago. For the past four months it has been in beta with three Am Law firms but is now on general release.

Firms will need Office 365 licensing but speaking to Legal IT Insider, Aderant's executive vice president Chris Cartrett said: "Most firms have SharePoint online, which is part of Office 365, and that's all they need."

Firms can use Drive to create multiple client portals to share the likes of client matter data, billing information and legal team tasks, taking sensitive information out of email and facilitating real-time financial updates.

Handshake as long ago as 2016 introduced support for Office 365 and SharePoint Online with its portal and integration products. While there were attempts to leverage its extranet capability before its acquisition by Aderant in 2017, it has typically focused on helping firms to develop intranets or share knowledge internally. In contrast, Cartrett describes Drive as "an extranet on steroids."

The post-COVID-19 launch of Drive is extremely timely, coming as it does as law firms look to collaboration tools such as Microsoft Teams.

iManage rolls out virtual AI university

iManage has rolled out a virtual Artificial Intelligence University (AIU) as an adjunct to its customer on-site model. Legal and financial services professionals can participate in project-driven, best-practice remote AI workshops that use their own, real-world data to address specific business issues – even amidst the disruption caused by the COVID-19 outbreak.

AIU has received plaudits from iManage's customers such as Paul Hastings, where Nikki Shaver, managing director of innovation and knowledge said: "Participating in AIU was a huge win for us. We immediately saw the impact AI would have in surfacing information we need and allowing us to action it to save time, money and frustration. The workshop gave us deep insight into how to train the algorithm effectively for the best possible effect. And, very quickly, more opportunities came to light as to how AI could augment our business in the longer term."

Perkins Coie has been ranked among the 2020 Best Workplaces in Consulting & Professional Services for the fourth year in a row by Great Place to Work and Fortune. Perkins Coie ranked #7 overall out of 25 large companies in the annual survey. Congrats to CIO Rick Howell!

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COVID-19 free products

DocsCorp is making two of its software apps available for 90 days to support working from home during the COVID-19 crisis.

compareDocs cloud and cleanDocs server are available for 90 days to those working from home. These applications are designed for mobile and remote workers. They can operate as standalone solutions for new users, or alongside desktop modules for existing users.

Using compareDocs cloud and cleanDocs server, remote teams can continue to:

- Compare contracts and complex documents quickly on any device – including Mac, iPad, and tablet
- Review and approve documents anywhere
- Remove sensitive metadata from email attachments sent from any device

Users of compareDocs cloud will be able to compare two versions of a document on Office 365 for Windows, Mac, iPad, or in the browser.

For existing compareDocs desktop users, the cloud Add-in will ensure accurate comparison is accessible in Microsoft Word on any device – including Mac and iPad – while staff work remotely.

CTS has launched a free COVID-19 response helpline manned by some of its most senior tech consultants to support the legal sector in overcoming the obstacles presented by remote working over the next couple of months.

Delivered via an online live chat service and manned by senior technical consultants, CTS' COVID-19 response helpline has been created to provide answers to practical remote working challenges, together with more in-depth strategic guidance for larger, more complex issues. CTS consultants are said to be on hand to deliver expert advice on a range of areas such as security considerations for an agile working model, remote access and connectivity challenges, infrastructure outage risk mitigation, and remediation guidance around regulatory and GDPR compliance concerns. Like all of the free initiatives out there it is good marketing for CTS but driven by a perceived need in the market.

Responding to the global disruption of 'business-as-usual' for in-house legal departments, Kim Technologies has made its plug-and-play Kim Legal Assistant available at no cost to corporate legal departments until 31 December 2020.

Kim, which is hosted in Microsoft Azure, facilitates remote working and team collaboration, the allocation and re-assignment of matters/cases, resource management, prioritisation of work and matter/case visibility. It is available via the browser in tablet or desktop.

Kim, which is hosted in Microsoft Azure, facilitates remote working and team collaboration, the allocation and re-assignment of matters/cases, resource management, prioritisation of work and matter/case visibility. It is available via the browser in tablet or desktop.

It allows legal teams, in one platform, to allocate matters/cases; attach documents; re-assign matters/cases; track the progress of all work through matter/case statuses; monitor matter/case close reasons; make notes; send emails; and view live and trend matter/case dashboards. While many collaboration tools are being made available for six months Kim exceeds that and at the end of December the company promises that corporate teams can stop using it without paying any licence fees. Those that continue will pay a fixed annual fee from 1 January.

At the time of going to press Kim announced that it was now offering the Enterprise level Kim Global Legal Operations Platform to small and mid-sized corporate legal departments at no cost or low cost.

Founder and director Karl Chapman said: "Our objective is to help legal functions build their Legal Operations Platform module by module, jigsaw piece by jigsaw piece; at pace, at low risk and with high return."

You can request the briefing pack here:
kimlegalassistant@kimtechnologies.com

ScribeStar joins CMS equiP

Capital markets transaction management platform ScribeStar has been selected by CMS to join its accelerator programme, equiP.

CMS' EquiP brings together a network of international start-ups and helps them with their growth ambitions. Srinivas Suravarapu, CEO of ScribeStar, said: "Our track record in the UK in capital markets keeps growing. In the same way that datarooms went online, we are seeking to bring digital benefits to the capital markets documentation process. Our partnership with CMS takes us a step closer to realising that goal."

Charles Kerrigan, Fintech Partner at CMS, comments: "ScribeStar is at the forefront of the digitalisation of capital markets transactions, transforming what was previously a manual process into something much more efficient. We plan to work with ScribeStar in our capital markets practice globally and use its technology in other areas of our firm."

Coronavirus and the N.Y State Courts

Despite being the worst hit region in the US in terms of COVID-19, the New York State Courts remain open for essential business. On 27 April Chief Judge DiFiore recorded a message to say that the court is working every day to improve temporary virtual operations. The court has completed a second week of expand virtual operations wiht judges conferencing pending matters through Skype or telephone. "Becoming more comfortable and efficient using technology, our productivity during the crisis has improved each week, and the data shows that we are, indeed, moving the work of the courts forward," she said.

She added: "Our judges and staff are excited to be working, even in this limited and temporary fashion, and their energy and enthusiasm have inspired us to set an ambitious goal of clearing our statewide backlog of undecided motions."

Chief Judge DiFiore acknowledged the difficulties faced by self-represented litigants in accessing the virtual courts and has put together a group, headed by Judge Edwina Mendelson, the deputy chief administrative judge for justice initiatives, to focus on promoting access to justice to this group.

The court is also working to reduce the hardship faced by new law graduates.

The virus has taken a heavy toll on the US justice system and Chief Judge DiFiore said: "168 of our judges and court staff have tested positive for COVID-19. more than half of them are members of our uniformed forces, underscoring the risk they face, and the courage they show, in reporting to work every day to keep our courts open.

"Tragically, several of our beloved judges and professional staff have passed away from complications caused by the virus. We send our thoughts and prayers to their family members and friends, as well as our promise to honor their memories and hold them close in our hearts."

To read a transcript of that message in full click here: <https://www.nycourts.gov/whatsnew/pdf/April27-Message-Chief-Judge.pdf>

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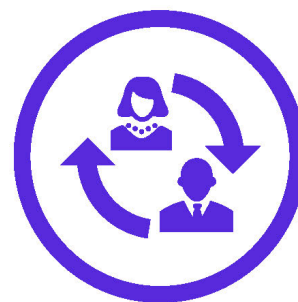
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The Insider View Webinar Series

To meet the demand we're seeing for online interviews we've launched a series of interactive and inclusive webinars. The following webinars are still available to vendors:

Hardware – What are the key lessons from the en masse shift to remote working and what changes do law firms and corporates now need to make to their equipment given that it looks unlikely that our work life will ever completely return to the way it was before?

Communication - How do you maintain effective internal communication within an organisation? How do you ensure not only the smooth running of your organisation but the mental well-being of your staff?

Utilisation and workflow - How do you ensure that all of your people are occupied and working efficiently? Is it time that law firms begin to acknowledge that more of what they do is a process?

Training - How do you train and incentivise employees remotely? What lessons have been learned from COVID-19 and how do we ensure that we are prepared for the future?

HR - Monitoring behaviour, monitoring delivery and remote performance management.

Travel / Meetings / Events - Will COVID-19 permanently change the legal sector's approach to travel? Should meetings and events continue to take place online? Should our world be far more virtual going forward?

Digital Transformation - How do firms keep their transformation plans on track in a world that has been so shaken up by COVID-19? What are the priorities?

Document Management - The killer app – is there a single app that is going to become the single source of data and collaboration?

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