



Legal IT Insider

aka

'The Orange Rag'

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Hi and welcome to the March edition of The Orange Rag!

Yes, it's another month where the biggest story is legaltech M&A, BUT we also bring news of the first social event of the legaltech calendar, our very own Bring Back Boring Ball (and awards)!

Dominating our front page (and holding up the release of the Orange Rag, but it's worth it) is the news that Litera has acquired its former arch-rival DocsCorp. We speak to Litera's CEO Avaneesh Marwaha and DocsCorp's founder and CEO Dean Sappey to find out how the acquisition came about and what it means for customers. See the newsletter for all the details. Be sure to take a look at our M&A section, where we have exclusive data from legalcomplex.com showing that the amount of legal and regtech VC investments in Q1 2021 exceeded \$6bn - albeit that includes GRC deals.

Hot off the press is the news that Legal IT Insider is hosting a real-life ball in July as we ease out of lockdown. The Bring Back Boring theme is both a tongue in cheek statement to celebrate the easing of the COVID-19 lockdown in the UK and across the globe, and an opportunity to recognise the legal sector's innovations and successes in the face of adversity throughout the pandemic. Before our evening's festivities, there will be opportunities to share knowledge and best practices with your clients and peers. Email Ball2021@bringbackboring.tech for more information and to reserve your space.

Keep checking in each day with us at legaltechnology.com for all the latest breaking stories and send your news to caroline.hill@legalitlexicon.com



Caroline Hill, Editor-in-Chief

A full-page background image of a city skyline at sunset. The sky is a deep orange, and the city buildings are silhouetted against it. The text "Top Stories" is centered in white.

Top Stories

Breaking news: Litera acquires DocsCorp

Litera has acquired document drafting rival DocsCorp, in an acquisition that dramatically accelerates Litera's platformisation play and brings the three main legal document productivity vendors under one roof, following Litera's acquisition of Workshare in 2019.

DocsCorp will sit in Litera's drafting business unit headed by managing director Jody Cosgrove, and all of the DocsCorp staff are joining Litera, including DocsCorp founder and CEO Dean Sappey.

While Litera and DocsCorp were historically bitter rivals, things have thawed since a change of guard in 2016/17, when Litera was acquired by private equity house K1, which merged together Microsystems, XRef, Litera and the Sackett Group. K1 sold to Hg in 2019, since when the company has acquired Doxly (transaction management); Foundation Software Group (law firm intelligence); Allegory Law (litigation management); and Bestpractix (contract drafting).

Speaking to Legal IT Insider, Litera's CEO Avaneesh Marwaha, who was previously president at Microsystems, said:

“Dean and I have chatted over the years but never seriously until the opportunity came up recently. We have always had an interest in DocsCorp: we're looking to grow our geographical presence and product base and Dean and DocsCorp have great solutions and products, so it feels good to bring them together for all our customers to engage with.”

Sappey added:

“We're bringing together all of our technology so that

“customers have a whole suite of applications to choose from and don’t have to decide which vendor to go with. Right now, one vendor has that, and the other has this, and we’ve talked for years about bringing things together, but things have happened quickly because the timing was right, and it was too good an opportunity to miss.” Sappey said that DocsCorp has also been talking to other vendors “interested in doing similar things” but said: “There wasn’t the synergy, and it didn’t make as much sense as it has evolved.”

The two companies have little geographical overlap aside from in London.

The combined business has 15,000 customers: Litera has 10,000 and DocsCorp around 5,000. It will cover the US, UK and EMEA, India and Australia. The combined business will grow from 400 globally to just north of 500.

According to Marwaha, the first priority is to

“focus on customers and giving them a better experience globally.”

Litera will be looking at opportunities to cross-sell their products, including bringing DocsCorp’s PDF and binder capability into the Litera fold and Litera’s transaction and litigation management platforms to DocsCorp’s customers.

While there is overlap in product categories and products such as compareDocs and Workshare Compare, Sappey said:

“Even our products that on paper do the same thing are very different. Litera has been successful with top 100 firms but their requirements are very different to smaller firms and we can offer that choice depending on what their needs are.”

DocsCorp has made significant inroads in Europe and Sappey said: “Firms work differently in different countries. They work very differently in France or Germany, and it’s really important that the software operates in French or German, and that’s a real differentiation.”

The acquisition represents a complete U-turn on Litera’s stance under the helm of founder Deepak Massand, who took legal action against both DocsCorp and Workshare for patent infringement. However, Sappey said:

“The culture is very different now, and the personalities involved are not there anymore.”

For customers, Marwaha and Sappey say the acquisition means they will still have complete choice over what they subscribe for.

“We try to help guide customers in a certain category or type and say, “This is what we're seeing across your segment size” and help them to mirror that. But we have plenty of customers that have a single product,” Marwaha said.

Due to the confidential nature of the discussions, clients largely haven't been consulted on the acquisition, and while many will welcome having greater choice under one roof, some might be concerned over the lack of competition in the market. Marwaha said:

“We are routinely seeing new start-ups with great UI and even better UX and we are focused on driving value and really good products to our customers.”

In a release out today (31 March) Marwaha says:

“We constantly listen to our clients to understand their needs and they expect us to drive digital transformation for legal teams through a comprehensive, unified desktop experience. This acquisition delivers on that expectation.”

The banner features a blurred background image of a person's hands holding a smartphone and interacting with a laptop. Overlaid on the right side of the image is a circular network of icons representing various legal and business concepts, such as a scale of justice, a document, a building, and a person. On the left side, the text 'Lexis® Create' is displayed in a bold, sans-serif font, with 'Lexis' in black and 'Create' in red. Below this, the tagline 'The perfect legal document at your fingertips.' is written in a smaller, red font. At the bottom left, there is a black button with the white text 'Find out more' followed by a red right-pointing triangle.

Lexis® Create
The perfect legal document
at your fingertips.

Find out more ►

Sa.global launches ‘true SaaS’ ERP in the US

sa.global, which acquired ERP LexisOne from LexisNexis in 2019, has this week (30 March) launched in the United States its fully developed Microsoft 365-based legal ‘solution set’ evergreen and empower.

Evergreen is a SaaS product that incorporates financial management; matter management; time and billing; and budgeting, with ethical walls and role-based security built in. empower includes a set of front-end applications and tools based on Microsoft Power Apps.

sa.global, which before acquiring LexisOne was a relatively unknown name in the legal space, has also in recent months hired Thomson Reuters heavy hitters Vinnie Scarinci as vice president of sales and Val Reese and vice president of delivery to expand their North America footprint. At TR, Reese’s claim to fame was handling all clients branded as ‘complex’.

While it started out life as LexisOne, evergreen is now a very different product, and speaking to Legal IT Insider, Scarinci said:

“evergreen is now a truly SaaS model that can update by itself but allows you to put in customisations. We use the term true SaaS cloud.”

He adds:

“sa.global have really invested heavily into the attorney experience. We have built an attorney hub; built time entry capability from Microsoft Power Apps; and we can have built in approval workflow, which are all native within the Microsoft stack. Then we have introduced a

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new legal assistant, which is a bot that allows attorneys to interact with the finance system.”

Watch out for a demo of evergreen, coming up soon on legaltechnology.com

In a statement out this week, sa.global CEO, Stephen James, comments,

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“sa.global applications, evergreen + empower, are designed to work on their own or together. The product family provides law firms one version of the truth allowing firms to deploy evergreen or empower independently, fully integrated, or integrated to the finance, billing, or CRM solutions they currently have. sa.global products inspire law firms to be better law firms rather than just a better business through efficiency, control, productivity, and quality.”

The banner features the Prosperoware logo on the left, followed by the text "Provision & Govern Microsoft Teams with Prosperoware CAM". Below this text is a button that says "Watch 3-min ONLY demo". To the right of the text is a diagram showing the integration flow: a box for "iManage" and a box for "nd" (likely NetDocuments) are connected to a central box labeled "CAM" (Prosperoware Cloud Application Manager). The "CAM" box is then connected to a box for "Microsoft Teams". The Prosperoware logo is also present in the bottom right corner of the banner.

Wolters Kluwer corporate legal report shows significant drop in outside counsel in 2020

A new report from Wolters Kluwer's ELM Solutions concludes that 2020 saw the biggest shake up in the outside legal services market since the 2008 crisis: 90% of corporate legal teams reduced their active providers, and around 16% of attorney-client relationships were put on hold – although Am Law firms doubled down on strong relationships.

Compiled by director of legal operations and industry insights Nathan Cemenska, the inaugural LegalVIEW Insights report focuses on corporate legal department (CLD) law firm vendor usage, applying insights garnered from its eBilling data.

Cemenska told Legal IT Insider:

“Almost all CLDs reduced their total supplier relationships in 2020, and a substantial number reduced their supplier count dramatically. Ninety percent reduced their suppliers in 2020, but 20% of them reduced those suppliers by 30% or more.”

He adds in a statement out today (31 March):

“Last year, a significant number of relationships between law firms and their clients went dark—not a

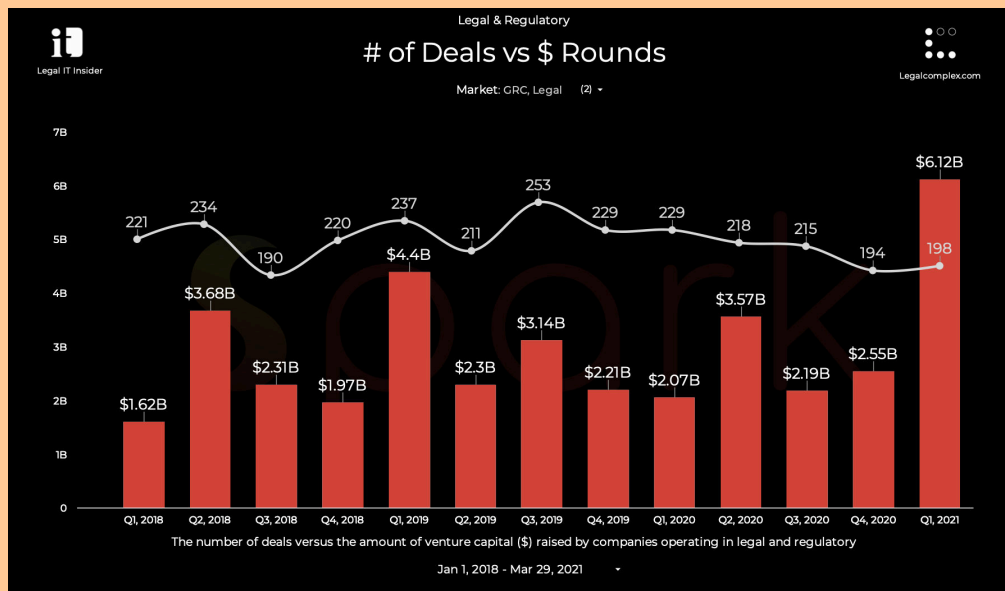
“single legal invoice was sent in these cases. With the economy coming back, those gaps are going to be filled, but it won't always be by the firms that lost the business,” said Cemenska. “Alternative legal service providers, the Big Four and competing law firms are hungry for that business as are in-house legal teams, which continue to get better at doing the work themselves.”

You can read the full article here: <https://legaltechnology.com/wolters-kluwer-corporate-legal-report-shows-significant-drop-in-outside-counsel-numbers-in-2020/>

A stack of books with a red cover and a yellow bookmark, with a blue pen and a notepad in the background.

Legaltech M&A

Legal and GRC funding hit record high in Q1 2021



Legal and governance, risk and compliance (GRC) venture capital funding reached a record high in Q1 2021, breaking through the \$6bn barrier, according to data shared exclusively with Legal IT Insider by data analytics company Legalcomplex.com. VC funding totalling \$6.12bn was raised by companies operating in the legal and regulatory sectors. This compares with a figure of \$1.62bn in Q1 of 2018, and \$4.4bn in Q1 of 2019.

Big deals included PatSnap (\$300m) and Fadada (\$138m). PatSnap is included because of its IP and patents capability, which Legalcomplex co-founder Raymond Blijd points out "does a job traditionally performed by lawyers." Fadada is an eSignature provider, which Blijd has included because it falls within GRC.

This quarter GRC raised \$4.01bn while legal managed half at \$2.11bn. Blijd, who previously worked for Wolters Kluwer, commented: "It is natural for GRC to be twice the size of Legal since prevention is always cheaper than litigation. Yet, both broke the previous record for a single quarter by doubling the haul."

A person's hand is raised in a gesturing motion, palm facing up, with fingers slightly curled. The hand is in the foreground, and the background is blurred. In the background, a person is sitting at a desk, looking at a laptop screen. On the desk, there is a laptop, a notebook, and a smartphone. The word "Litigation" is overlaid in white text on the person's hand.

Litigation

Jersey Court selects Thomson Reuters Caselines to underpin digital transformation

The Jersey Court Service has selected CaseLines (now owned by Thomson Reuters) as its cloud-based court exhibit and evidence sharing platform, underpinning what is described as a complete digital overhaul of its Courts. Following a successful proof of concept in 2020, Jersey is now rolling out the system across all courts and tribunals on a phased basis, beginning later in March.

Caselines, which is hosted in Azure and underpins the British criminal justice system, enables users to prepare, share and present evidence in court. Electronic bundles created using the platform will often be referred to at an in-person hearing, but during the pandemic have also facilitated entirely remote hearings. This is the case in Jersey, where the CaseLines platform was introduced and used in several civil and criminal hearings during the proof of concept, which ran for three months last year. Judges, jurats and advocates tested the use of CaseLines on a range of devices in a variety of different court locations.

One of the firms involved in the proof of concept was Baker and Partners. Speaking to Legal IT Insider, William Redgrave, a partner at Baker and Partners said he welcomes the roll out of Caselines. He said: "We used Caselines for a trial and I was a fan, as was the judge and lawyers on the other side. It was neater and quicker, and a good idea for using less paper." While there were teething problems that mostly revolved around the Court's internet, Redgrave told us that the parties found Caselines easy to use, commenting: "It seemed a very simple, user-friendly system."

Given that all of Jersey's seven Courts are rolling out Caselines without exception, one might wonder if this will present an issue for law firms with clients that are still adamant they do not want their data stored in the cloud, albeit data will be in UK-based Tier 4 data centres. According to Redgrave, this has not been raised as an issue and he pointed out that only

Given the recent nation state cyber-attacks against Microsoft Azure there is more focus than ever before on the need for law firms to vet their supply chain. Speaking to Legal IT Insider, Andrea Kilby, business development director for CaseLines said that security is a paramount concern, commenting: "Because of that we have a number of accreditations and maintain the ISO27001, SOC2 and now CJIS in the United States. Those accreditations are well-established in the industry and we're able to give the assurance that all of the processes and procedures are in place."

She added: "From our perspective we give the customer assurance that those accreditations are robustly enforced on daily basis."

Caselines has expanded the functionality of its platform to include multi-media video and audio and new features include dual panes, where you can compare documents side by side. It has features that are able to ensure that everyone is looking at the same paginated document – which as any litigator will know, can be extremely time consuming in court.

Kilby said: "The proof of concept was really important to be able to test whether the product met the Jersey Courts' requirements and in making sure they have the right infrastructure."

She added: "Sometimes people think they are too small for Caselines, but this demonstrates that the system is flexible enough to be used across all case type and is scalable."

In a statement today (24 March) Timothy Le Cocq, Bailiff of Jersey, said: "We are embarking on a modernisation programme that will help make justice more accessible and efficient. The use of CaseLines in recent hearings has allowed all parties to participate by accessing material online rather than on paper. In one case, the length of the hearing was significantly reduced, finishing half a day earlier than scheduled. The introduction of this software is a major step forward for

evidence that could be referred to openly in court and become public will be stored in Caselines.

Jersey's courts and tribunals."

A case management system, integrated with CaseLines for use across Jersey's courts, is expected to be selected later this year.

Chancellor of the High Court sets out direction of travel for remote hearings

Newly-appointed Chancellor of the High Court of England and Wales, Sir Julian Flaux, has given his preliminary thoughts on the road ahead in terms of remote hearings, including the types of hearings that are likely to suit a remote hearing and those that will not. He also flags the need to guard against 'the unintended consequences of informality' as the court starts to think about the long-term use of remote hearings.

Speaking to the Chancery Bar Association on 10 March, Sir Julian highlighted the Courts' rapid adaption to the changes required by lockdown and commented: "It is difficult to understate the seismic change that occurred, about a year ago, when almost overnight we moved from in person hearings to remote hearings and from predominantly paper bundles to electronic files. It is a massive tribute to the resilience and dedication of our court system – its judges, lawyers and support staff – that this was achieved."

Now that the end of lockdown is in sight, Sir Julian said that it was important to retain the efficiencies but jettison the bad.

He said: "I know that even if a remote hearing is a more efficient way of justly and fairly resolving a dispute, it has its price. The infrastructure – screens, bandwidth, cameras – needs to be in place, and even if it is, conducting remote hearings is more tiring for all concerned. We have, in the past, done it, and done it well, but at some personal cost. The extra mile to which all in the legal system have gone is not something I take for granted, and it is not a price that can continue to be exacted."

He added: "After the experience of the last 12 months, we have a clearer view about the sort of cases that will and will not suit a remote hearing. Committal hearings, those elements of a trial involving an assessment of a witness's credibility and (on occasion) interim applications involving a litigant in person are all examples of matters that are often best conducted live, though even then there are exceptions."

However, he warned that the Court must not lose sight of the benefits of many of the formalities attached to the court-based system that has existed for so many years and said: "We have all experienced the informality that can creep in when we are conducting cases from our kitchen tables or studies. We have had to become tolerant of those interruptions:

bad WiFi connections, rings on the doorbell, noises from others in our family or barking dogs.

Counsel taking instructions via WhatsApp and parties speaking more freely among themselves or litigants in person, perhaps feeling disinhibited and behaving less appropriately, or even on a more mundane level having to remind those who are not speaking to put themselves on mute to avoid feedback, can be distracting for the judge and participants.

"This has been a small price to pay as we worked to keep the justice system in the B&PCs fully operational and we have been able to work with the assistance of practitioners such as you with your accrued sense of what is proper in a courtroom. However, as we start to think about the longer-term use of remote hearings, we need to guard against unintended consequences of informality."

He added: "To talk about the dignity of the court probably sounds self-regarding and maybe even a little pompous. But an element of formality in a courtroom is important, and serves to demonstrate the seriousness of the decisions being taken. Particularly in cases involving individuals and the economically disadvantaged, the outcome of a hearing can, and frequently does, have life changing consequences. When the court is making a compulsory order, it is compelling someone to do something that they do not want to do, and the person who is subject to the order needs to understand the consequences of not complying with that order."

Interestingly, Sir Julian said that going forward, in a fully represented hearing, whether remote or hybrid, there should be an understanding of the minimum level of IT provision for judges and the parties, commenting:

However, Sir Julian said that it has become apparent that there are hearings that suit remote hearings well, where a "speedier less expensive format" seems more proportionate. "Generally speaking, these have been the shorter preparatory and interim hearing that are often a collaborative exercise between parties, like direction hearings."

As we approach calmer waters, Sir Julian said that the time has come to take stock, commenting: "We all want to retain what we see as improvements to the system, and the advantages offered by remote and hybrid hearings. And an open and adaptable approach to remote and hybrid hearings would only enhance the English court's existing reputation as one of the leading centres for international business dispute resolution."

"The experiences and opinions of this audience, and of all B&PC (Business & Property Courts) practitioners and regular court users must be actively sought and taken into account as part of this process."

"You need to know that judges have access to enough screens to allow them to have the video and audio link and multiple documents open at the same time and that judges will have access to sufficient bandwidth to be able to access the e-bundles we have been sent. And there should be a consistency of approach in referencing those bundles, with proper file names and consistent page numbering."

He added: "I hope that the updated AV equipment that has been installed or will be installed in eleven courts in the Rolls Building will go some way towards providing this element of consistency for parties. The new equipment is compatible with the HMCTS' 'cloud video platform' and will be capable of supporting hybrid hearings, making such hearings more accessible to those who have not employed or cannot afford to employ the services of private software providers such as Opus 2."

In a nod to wellbeing, Sir Julian said that the pace and intensity at which we have been working at is unsustainable and raises questions over wellbeing, concluding: "All in all, we must look at our experience in the round. We must remain alert to good aspects of remote and hybrid hearings and constantly refine our approach to ensure it is nuanced, fair for all parties and workable across all levels of the judiciary."

Litigation strategy: LexisNexis Context launches attorney analytics solution

LexisNexis at the very start of March launched a United States-focussed attorney analytics solution – the fifth module of its language analytics platform Context – which enables users to quickly analyse their opposing counsel's arguments based on similar cases.

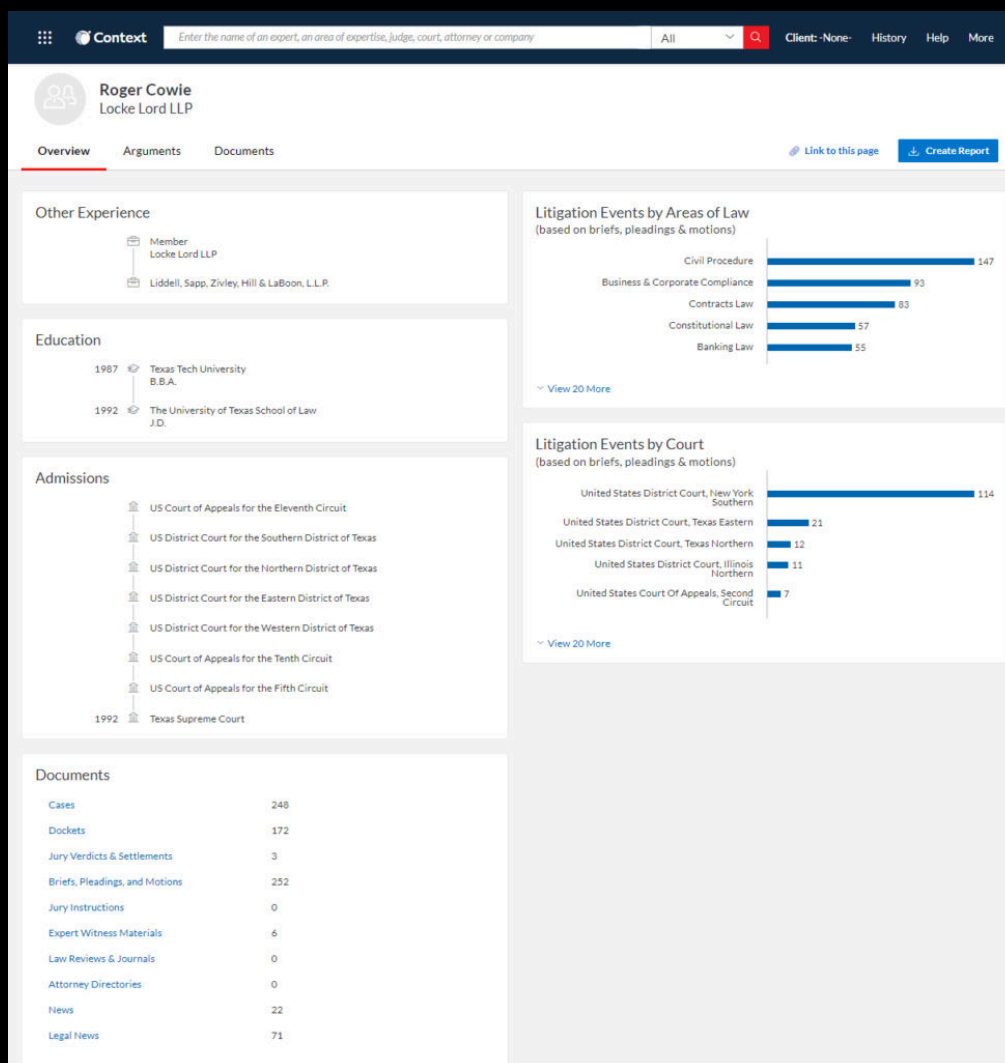
Context Attorney Analytics tracks more than one million attorneys. It extracts and highlights the language an attorney has used in similar litigation documents including briefs, pleadings and motions. It follows earlier modules analysing judges, expert witnesses, courts and companies.

Speaking to Legal IT Insider, LexisNexis senior director Serena Wallen and senior product manager Muthuraman KasiViswanathan demonstrated how Context enables attorneys to better work out how their opponents think. Wallen told editor Caroline Hill: "Our customers need to know who they are litigating against and what their rate of success is. They need to size them up and know how their opponents think in order to construct counterarguments."

LexisNexis also envisages that the new module will be used in hiring attorneys and Wallen said: "Being able to hire the right attorney means you need their background information and data on their outcomes. You can now work out how or why attorney won or lost a case by looking at their own work product."

Current research is done by librarians, professional support lawyers and paralegals and Lexis spent a significant amount of time conducting customer research into the process. Wallen said: "After we pulled together the workflow it was shockingly time consuming." Much of the research starts in Google and on Bar Association websites as well as in case law available in LexisNexis. Wallen said: "What Context does is take this manual, heavy labour process and automates it."

In a demonstration by KasiViswanathan, we looked at the example of Timothy Bear from Bryan Cave Leighton Paisner. A dashboard provides all the important information about Bear and his experience. You can see his previous law firm experience and the Court he was admitted to, all in one place.



On the right of the page are litigation events filtered by areas of law and court. You can enter keywords to find highly granular practice areas and topics, which brings up those cases. KasiViswanathan said: "During our research customers said they want to find cases that are relevant. By finding, extracting and classifying attorney arguments we have achieved that."

"Knowing the language that opposing counsel has successfully used in similar court cases can give attorneys critical insights and a tremendous advantage when preparing for trial," said Sean Fitzpatrick, CEO, LexisNexis North America. "No other analytics offering directly connects legal language argument activity and written judicial opinions for specific attorneys."

A close-up photograph of a person's hands signing a document. The person is holding a black and gold pen in their right hand, writing on a white sheet of paper. Their left hand is resting on the paper. The background is blurred, showing a person in a blue shirt. The text "Wins and Deals" is overlaid in white, bold font in the center of the image.

Wins and Deals

UK & EMEA

UK top 20 law firm **Herbert Smith Freehills** has launched a cloud-based eDiscovery platform with **Epiq**, in a move that will unite its eDiscovery teams globally and introduce new workflow capability.

Led by **Stephanie Barrett**, head of eDiscovery & legal technology in Herbert Smith Freehills' alternative legal services (ALT) team, HSF has designed the platform to help support its international litigation clients, applying the 'follow the sun' approach that it uses to good effect across its entire alternative legal services offering.

Speaking to Legal IT Insider, Barrett said: "What we have done with Epiq is something quite special for Herbert Smith Freehills. Yes, we wanted to move to the cloud but what we really wanted was to tap into how best to support our clients globally and apply the follow the sun piece. We have eDiscovery all over the world and wanted to design a platform where we can be properly connected. Sitting on the cloud platform is a landing page and we can all connect to each other's data centres, so it's a truly seamless global platform, while obviously underneath Epiq manages that jurisdictional element that most people don't need to worry about."

UK law firm **Goodman Derrick** is transitioning to **3E Cloud** from **Thomson Reuters Elite**, becoming the second firm in the UK to do so after Fox Williams.

Founded in 1954 by Lord Arnold Goodman, **Goodman Derrick** is a leading commercial law firm based in the City of London. The firm has 20 partners and a team of 90 people and is recognized by the Legal 500 as one of the top 10 firms in the UK in their Client Service Awards.

The firm, which currently uses legacy Thomson Reuters solution Envision, says it chose 3E Cloud as a key component of its innovative cloud-first technology strategy. "We look forward to working with Thomson Reuters to implement 3E Cloud to help us improve operational efficiency and support our strategic objectives of solid, sustainable, profitable growth," said Mark Jones, chief operating officer at Goodman Derrick.

London-headquartered B2B SaaS platform **Legl**, which digitises law firm onboarding and KYC processes, today (12 March) announces a \$7M Series A led by **Octopus Ventures**, with participation from existing investors Backed, **Samaipata** and **First Round Capital**, and high profile angels including **Carlos Gonzalez-Cadenas** (ex CPO and COO GoCardless), **Al Giles** (ex CRO of legal business Axiom) and **Hayden Brown** (CEO of Upwork).

Legl was launched in October 2019 by **CrowdJustice** founder **Julia Salasky**. Hosted in **AWS** and now used by 12 of the UK top 200 law firms, it streamlines onboarding, compliance and payment tools, as well as providing analytics into client behaviour.

Speaking to Legal IT Insider, Salasky said that through her work with CrowdJustice, it became apparent that there were significant opportunities to help law firms digitise the way they run their business. She said: "A lot of legal tech focuses on how to make legal services better but we saw an opportunity to make the delivery better including digitising the admin around onboarding, collecting payments, and understanding your client."

The no-code platform helps to avoid multiple emails and creates an audit trail and system of record. It also introduces a replicable digital workflow that can be made client, practice, or risk specific.

Salasky told us: "Firm can onboard clients faster but also look at the analytics to work out what time of day they are paying and make better business decision to speed transactions up."

iManage on 10 March announced the native integration of **S&P Global Market Intelligence** data into iManage conflicts manager and iManage business intake manager, key products within the iManage security,

risk and governance portfolio.

Available immediately, the integrations allow customers a faster, more streamlined approach to onboarding new clients, and identifying and addressing risk posed by ethical and business conflicts.

The combination of iManage and S&P Global Market Intelligence data will accelerate conflicts searching across complex corporate structures and provide embedded intelligence surrounding the corporate relationships of relevant parties.

iManage says that the integration to iManage conflicts manager and business intake manager will help its clients to form an effective strategy to support know-your-customer (KYC) requirements and regulations globally.

LOD and SYKE announced on 5 March a strategic partnership that brings together the flexible resource and managed services capability of LOD and the tech development capability of fast-growing UK legal engineering company SYKE. LOD has invested in SYKE and while the sum is undisclosed, SYKE founder Alistair Maiden told Legal IT Insider that it is enough to double in size to 200 people by this time next year.

While the partnership will start with engaging SYKE as required by LOD clients, and Maiden and his team will be helping LOD to develop their managed services offering, it is envisaged that it will develop over time, including potentially creating shared workflows. However it is not exclusive and Harper said: "We are not blocking out other relationships; it's important that neither of us do that and that the ecosystem is evolving."

In terms of why the pair are tying up, Maiden told us: "We have over 100 people and are growing incredibly quickly – we had 40 this time last year – but what we don't have is market reach. LOD has been telling us over a period of time that their customers are asking for our services and this is a no-brainer."

He added: "Right back to my days at ASDA I have had a vision of people and tech working in harmony. For something basic like a service request maybe you can use routine tech to deal with it but say it requires people? You can imagine how we can plug in the LOD people and have a properly end-to-end solution."

Capital markets SaaS ecosystem **ScribeStar** has raised over £1 million, of which £865,000 was raised by 726 investors on **Crowdcube**. The sum raised on the crowdfunding platform is nearly 75% more than its target of £500,000. ScribeStar says it will use the funds to further its expansion in the capital markets digital document production market, and to help traditional and blockchain-based stock exchanges digitise their platforms for the non-trading processes related to fund raising and compliance.

ScribeStar has now had almost 60 equity, debt and public takeover transactions on its platform and is continuing to work with law firms such as CMS, Taylor Wessing and Travers Smith.

Linetime has been selected by London based firm, **Streathers**, with the objective of consolidating the London-based firm's systems, procedures and processes into one solution.

Linetime was recently acquired by PracticeEvolve, which provides practice management, document management and accounts management to over 115 mid-tier firms across the UK.

Lee Kirby, chief operating officer at Streathers said: "Streathers continues to enjoy significant growth but, like many firms, we are looking for technology to be smarter. For us, it is crucial that any system is flexible, efficient but also provides commercial awareness across our firm. Having carried out a thorough review of the market, the selection of Linetime was unanimous across the board due to the usability and the excellent features."

He added: "Throughout the selection process, it was clear many providers offer similar functionality but Linetime demonstrated how software can empower improvements in performance with a transparent view of ROI. Ultimately, the solution will refine the way we manage our business which has to be our focus for the future. We selected Linetime as we believe they will continue to evolve the software to align with our own long-term

growth objectives.”

Larkin Hoffman, has chosen to convert to **BigHand’s** full legal workflow management solution.

The decision was made as part of an internal initiative to introduce Legal Administrative Assistant (LAA) teams. Mark A. Brauch, director of information services explains, “We saw the market trend of law firms teaming support staff for more efficient lawyer and client service and wanted to accomplish it at our firm.

“Certain tasks needed to be delegated more effectively so that the right people were working on the right tasks at the right cost to the business. Lawyers still have their designated LAA but they are now part of team, and we needed a reliable legal workflow technology to underpin the changes and enable the flexibility to reassign and manage the work.”

BigHand Workflow Management will provide the LAAs with a centralized task hub and an effective way to move work around. Previously, tasks could be sent via email, via a phone call, or a physical note – all of which could easily be lost and were difficult to monitor.

The project was accelerated thanks to COVID19.

Elsewhere, **Roythornes** has converted its **BigHand** Voice licenses to the full legal workflow solution.

Jonathan Swan, IT director and partner at Roythornes said: “When enforced remote working came into place, we needed a way to capture and track the work that our lawyers sent to our support staff in order to streamline and optimise the process. We were already users of BigHand’s digital dictation and could see how the full workflow solution would help us to gain visibility over all types of support tasks including copying, bundling, archiving and document amendment – most of which have traditionally been handed to the support staff whilst in the office.”

The legal-specific workflow tool allows tasks to be sent to a central workflow with all the required instruction upfront. Tasks are then automatically routed to the right skilled resource, at the right cost to the firm. The centralised view of work can be accessed by desktop or mobile devices to allow lawyers to check on the progress of their work at any time. Team managers have a clear view of outstanding work and resource capacity, and can easily move work between teams to maximise service and utilisation.

Advantage Consulting and **Clio** have formed a strategic partnership in the UK. As part of the deal, Advantage Consulting will offer Clio’s legal software solutions as a premium case management solution to its clients, including the Advantage 365 platform and the Advantage Legal Network member firms.

Advantage Consulting is a leading provider of business consultancy services to law firms in the UK, with over 500 clients across its technology, consulting and insurance divisions. This unique legal sector expertise and knowledge of the legal marketplace will be available to Clio’s customers worldwide.

“Through this partnership, Advantage Consulting and Clio will help law firms accelerate growth and find new ways to drive innovation in the legal sector in the UK using Clio’s innovative product suite,” says Clio’s EMEA manager Colin Bohanna.

“Advantage Consulting, with its recognised expertise in the legal sector, is now a strategic partner for Clio in the UK, and together we will help solicitors across the British Isles address their most critical practice management and remote working challenges.”

“The goal here is to give Advantage Consulting’s clients access to one of the best practice management software platforms in the world,” said Mev Dzihic, Technology Director at Advantage Consulting.

Morae Global Corporation has entered into a strategic alliance with legal spend management platform **Apperio**, which provides corporate counsel with a live view of their legal spend.

Morae, which last year acquired legal management consultancy Janders Dean, says it will combine its own market knowledge with Apperio's data. Founded in 2015, Morae is a Texas-headquartered, fast-growing legal consultancy that, through a series of acquisitions since 2017, is now providing a wide range of strategic advisory and managed legal services. Its acquisitions include Clutch Group in 2017, Phoenix Business Solutions in 2019, Janders Dean in 2020, and Trinogy in 2021.

"Morae combines the data from Apperio with an expert layer of market knowledge and intelligence to arm corporate legal departments with insights into their external relationships. This includes identifying trends and opportunities for process and profitability improvements," said Justin North, founder of Janders Dean and now managing director at Morae.

Apperio's clients include Network Rail, Royal London, Monzo, Farfetch, Epiris and Finastra. Founded in London, it announced last year that it was expanding its sales operation in the United States, initially targeting corporates with a legal spend of \$5m and over.

Following an announcement in November 2020 that it has entered into partnership with eDiscovery leader Reveal to create a 'suite of ground-breaking AI solutions' DLA Piper announced on 15 March the launch of Aiscension, a service designed to find cartel risks within corporations by analysing large volumes of disparate data. The service combines DLA Piper's legal know-how with technology from Reveal, which last year acquired NexLP. NexLP's artificial intelligence platform turns disparate, unstructured data – including email communications, business chat messages, contracts and legal documents – into structured insights.

Despite many companies having compliance systems in place, there remains a constant risk that any business (or its subsidiaries) can become involved in cartel activity.

Ilan Sherr, legal director at DLA Piper and executive director of Aiscension comments: "The consequences of being proven to be involved in cartel related activity are very serious. An infringement can involve large fines, criminal sanctions and lasting damage to a firm's brand and reputation. An investigation alone can have serious consequences, so prevention is much better than cure. The efficiency and reduction in cost that Aiscension brings to the market opens up a whole new way for companies to view and mitigate cartel risk. Aiscension provides our clients with the ability to identify, at an early stage, whether they are at risk of being involved in potentially illegal activity. This can enable them to take appropriate action at the earliest opportunity, and even prevent any damage from being done."

LexisNexis Legal & Professional has entered a content sharing partnership with digital legal media company and community, Crafty Counsel, which has become known for its growing practical guidance video library for in-house counsel.

This partnership will grant in-house lawyers and other subscribers access to the Crafty Counsel video library from within LexisPSL, an online legal practical guidance and intelligence database.

Selected guidance from LexisPSL will then supplement the material on Crafty Counsel's website offering viewers clear next step guidance.

Lexis hopes that by embedding the Crafty Counsel's video content alongside LexisPSL's practical guidance, it will become easier for in-house teams to move from insight to understanding and to action.

Ellis Jones Solicitors have selected PracticeEvolve as their new legal business management system to ensure their practice takes advantage of integrations, an agile development approach and is cost effective.

Ellis Jones Solicitors has been recognised in "The Times Best Law Firms 2020", ranked in the Legal 500 and listed in the Chambers & Partners UK and High Net Worth Guide. With offices in Dorset, Hampshire, Bournemouth, Poole (Canford Cliffs), Christchurch, Ringwood, Swanage, Wimborne and London, Ellis Jones are a 170 strong firm with

specialist departments providing a full range of services.

PracticeEvolve have signed a number of mid-tier law firms in recent months, including Setfords, and continue to build their presence within the UK market, further to success in Ireland and Australia. In the last year, PracticeEvolve have acquired both Linetime and SOS into the group.

Legal outsourcing company, Bluebird Support Services, has chosen Zylpha software for its e-bundling service to clients. Alongside the company's secretarial and administrative services, the demand for outsource e-bundling facilities has grown exponentially - as more practice staff work from home and as more courts accept electronic files.

The Bluebird service is also ideal for busy practices or for those where a rapid turnaround is essential. Zylpha was chosen as it is the UK's recognised Market Leader for 'Pay-As-You-Go' bundling systems.

UK law firm Anthony Collins Solicitors LLP has chosen Aderant Drive to replace their existing legal client portal, a move critical for their property practice.

"Providing Anthony Collins' clients with a secure solution that automatically updates matter and financial status was the top priority in their search to replace their in-house system," said Jane Trombly, Sr. Director of Sales for Aderant Drive. "With Drive, ACS is now able to create individual client sites that share matter tasks, financial and legal team information in minutes, utilizing the automated features of Drive to build a more transparent relationship with all their clients."

The Jersey Court Service has selected CaseLines (now owned by Thomson Reuters) as its cloud-based court exhibit and evidence sharing platform, underpinning what is described as a complete digital overhaul of its Courts. Following a successful proof of concept in 2020, Jersey is now rolling out the system across all courts and tribunals on a phased basis, beginning later in March.

Caselines, which is hosted in Azure and underpins the British criminal justice system, enables users to prepare, share and present evidence in court. Electronic bundles created using the platform will often be referred to at an in-person hearing, but during the pandemic have also facilitated entirely remote hearings. This is the case in Jersey, where the CaseLines platform was introduced and used in several civil and criminal hearings during the proof of concept, which ran for three months last year. Judges, jurats and advocates tested the use of CaseLines on a range of devices in a variety of different court locations.

And Nordic law firm Thommessen has implemented TIQ's time registration software firm wide. 300 of Thommessen's lawyers and staff adopted TIQ Time when the firm updated its existing ERP to include more specialised and more modern tools.

Trine Melsether, chief digital officer at Thommessen: "Time tracking is at the core of the legal business model. You don't want your lawyers to spend a lot of time tracking their billable hours, you want them to spend it adding value for clients. From the first moment, our lawyers were very engaged with TIQ Time, and understood the value the service would deliver. The fact that TIQ is focused fully on the legal market creates trust and made it a safe choice for our firm."

TIQ Time was rolled out on top of the ERP installation and iManage Worksite.



North America

Akin Gump, an AmLaw 50 firm with 20 offices around the world, has expanded its partnership with client relationship management provider LexisNexis InterAction. Akin Gump has used InterAction in its marketing department since 2007 but has selected the solution as its firmwide business development platform after a competitive market review.

It will transition to the hybrid cloud interface and chief marketing and business development officer Aleisha Gravit said: "We will be leveraging advanced integrations with leading solutions in areas such as email marketing, alumni management, experience management, and more. Our goal is to build a streamlined interface that provides our lawyers with insight on every current and potential client from a holistic view with centralised data."

HBR Consulting has acquired Keno Kozie Associates, we first revealed in March, in a move that will form the largest technology consulting firm in the sector, with over 700 legal professionals.

The acquisition is in response to the recent growth and anticipated further growth in the need for legal technology advice and support, plus the managed services that HBR and Keno Kozie have already been collaborating on. Keno Kozie, which is best known for its helpdesk outsourcing capability, will increase the scale and flexibility of HBR's managed services — including IT, procurement, and research and information (library) services.

Speaking to Legal IT insider, HBR's executive chairman, former CEO Chris Petrini-Poli, who has been leading the acquisition for HBR alongside incumbent CEO Nick Quil, said: "We've been working with Keno Kozie a long time and have alignment on client strategy. We have built our IT managed services offering leveraging their managed helpdesk, so this acquisition is a natural evolution." HBR has been building its managed services client base over the past few years, including multi-year deals with international firms such as DLA Piper and Shearman & Sterling, although Keno Kozie is not involved in those deals.

In terms of the Keno Kozie executive, Petrini-Poli said: "We're keeping the entire team. Barry Keno and Jay Kozie will remain in very similar roles. We're keeping the Keno Kozie name for the time being. It will be 'Keno Kozie, part of the HBR family.' Clients and partners know that we've been operating together and sharing resources and goals for a long time, and it's important to keep the leadership in place."

DocsCorp has entered the Reynen Court Solutions Store, becoming one of the largest vendors to do so, leading with compareDocs, which streamlines legal document comparison.

Aside from a raft of far smaller companies, including many startups, DocsCorp joins rival Litera (Transact) and NetDocuments on the 'app store for legal' platform.

Reynen Court is creating in effect a three-prong marketplace, in which law firms and corporate counsel can find, evaluate, test, and in some cases implement legal technology. The first prong is a fully-hosted environment in which end users can deploy the solution; the second gives users what is in effect a 'try before you buy' option; but for larger vendors, perhaps the most interesting offering is the Solutions Store.

DocsCorp's director of partnerships, Joe Combs said: "The Solutions Store means that firms can see you have the right security, and they get assurances about the product without having to do a big infosec exercise each time."

For DocsCorp, much of this first step is about visibility, and Combs says: "The strategy is the same as we use for legal publications: we try to be visible to the widest audience possible."

DocsCorp also in March announced that Stuart Kane LLP, a specialized real estate, employment, and litigation law firm in California, has chosen compareDocs and cleanDocs for legal document review and security.

Josh Grushkin, real estate attorney and founding partner at Stuart Kane, said the firm was already using a document comparison solution but found compareDocs to be an "upgrade."

"We are really enjoying the ability to quickly re-run comparisons without having to start over from scratch each time. Plus, the smooth integration with our document management system makes comparison really easy."

cleanDocs will work alongside compareDocs to prevent leaks of sensitive information during the document review process. It integrates with Outlook to strip email attachments of metadata and alert users to potentially risky or incorrect recipients.

"The ability to quickly convert Word documents to PDFs once attached to an email is another great feature of cleanDocs," said Grushkin.

OpenText in March announced that Phillips Lytle LLP has chosen the OpenText Axcelerate™ eDiscovery Cloud Platform to standardize the full-service law firm's eDiscovery process.

With cloud-based hosting and OpenText cloud services support, Phillips Lytle has reduced infrastructure costs, while improving security, reliability, accessibility, and the ability to scale. Cutting-edge analytics and machine learning capabilities from OpenText also help dramatically reduce the time required to review and analyze large digital datasets, providing a significant competitive advantage.

"Prior to using OpenText, we had an on-premise solution hosted by our own servers, and also used external platforms, all of which were at varying levels of sophistication," said Phillips Lytle LLP Partner, and Leader of the firm's Data Security & Privacy and E-Discovery & Digital Forensics Practice Teams, Anna Mercado Clark. "We recognized the limitations of hosting data on our own servers in terms of accessibility, productivity and scale, as well as the expense commitment of the law firm to maintain the infrastructure. Similar challenges existed when using a variety of different platforms. Standardizing eDiscovery operations on OpenText Axcelerate helped us address these issues."

Epiq has adopted Intapp OnePlace Risk & Compliance as part of its ongoing efforts to become a fully cloud-based enterprise. Epiq says it will use the Conflicts module to streamline automate conflicts clearance, improve efficiency, enhance data hygiene, reduce risk, and centralize its business processes.

Epiq has more than 80 offices across North America, Europe, Asia, Australia, and New Zealand. As the organization has grown, the volume of manual conflict checks grew with it, surpassing 128 conflict checks every week. "Automating our business process with a robust, best-in-class solution like OnePlace Risk & Compliance is a critical step in the evolution of Epiq's Client Conflicts Program," said Kate Stark, Manager of Conflicts and Compliance at Epiq. "Centralized, cloud-based data isn't the future; it's a requirement for success. With Intapp, we're deploying a smarter, faster, and more accurate approach to our workflow, which helps us continue our pace of growth while ensuring that we continue to deliver world-class service to our internal and external clients."

Other factors in Epiq's choice of OnePlace Risk & Compliance as a key component of its digital transformation include the ability for the solution to integrate with major enterprise technology platforms, third-party data integrations from partners like Dun & Bradstreet, and the option to implement complementary OnePlace solutions down the line to increase its connected enterprise footprint.

AbacusNext acquired by Thomas H Lee Partners

Professional services SaaS compliance provider AbacusNext has been acquired by growth equity law firm Thomas H. Lee Partners from PSG (Providence Strategic Growth). AbacusNext will continue to be led by its chief executive officer, Scott Johnson, and the other members of the company's senior management team.

Johnson said: "This partnership with THL will enable us to accelerate our investment in innovative SaaS products with integrated payment processing, allowing us to continue to offer a market-leading software suite."

Mark Bean, a director at THL said: "The shift to cloud-based software is well underway and has accelerated in the current 'work from home' environment. Scott and the management team at AbacusNext are leaders in capitalizing on this growth opportunity. We are excited to see AbacusNext continue to develop best-in-class technology and pursue strategic acquisitions that will further enhance their product offering."

Canadian cloud-based legal entity management platform, Athennian, has raised \$7M CAD in a Series A extension, adding to an initial \$8 million CAD round in September 2020

Athennian's SaaS platform manages critical entity data and automates corporate secretary documents. The extension brings Athennian's total financing to date to \$17 million CAD, which includes a \$2 million seed financing round from Q3 2019.

We spoke to founder and CEO Adrian Camara about this latest raise, including why the Series A was extended, and you can read that interview here: <https://legaltechnology.com/athennian-raises-7m-in-series-a-extension/>



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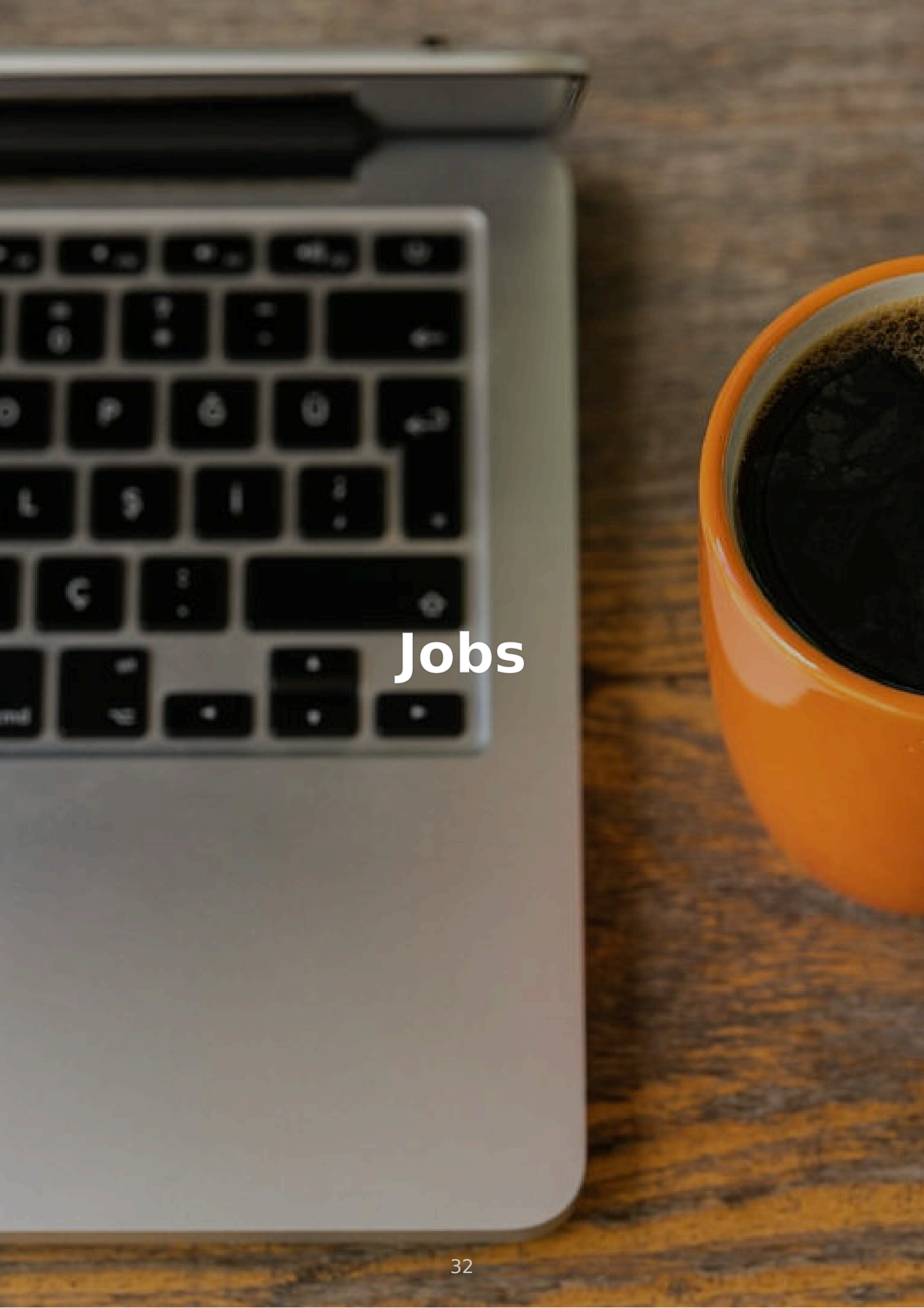
VIDEO: JEFFREY CATANZARO, INTEGREON

In March we spoke with Jeffrey Catanzaro, who leads the contracts, compliance and commercial services business unit at Integreon, about what corporates are doing to make the contract lifecycle management processes sing. What are the biggest challenges and how are the forerunners overcoming them (or not). And is Integreon a law firm friend, or foe?



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Jobs

DISCO

DISCO is looking for someone to head managed review in EMEA, responsible for running and scaling its managed review delivery model in the region. According to the job spec, "critical to the success of this role is having the know-how and desire to build and run a highly scalable legal review operation whilst possessing the appetite to perform hands-on management of review projects as it grows."

This role will also advise DISCO case teams on how to optimally align features and workflows within the context of case-specific constraints, leveraging well-established best practices.

The job is open to an experienced leader with 10+ years of experience as an attorney and 5+ years of experience leading documents review teams. See here for more details: https://www.csdisco.com/careers-listing?gh_jid=5145581002

TO PROMOTE YOUR SENIOR ROLES IN THE ORANGE RAG CONTACT JEREMY.HILL@LEGALITLEXICON.COM

A close-up, shallow depth-of-field photograph of a person's hand gesturing while speaking. The hand is in the foreground, with fingers slightly curled. In the background, a person's face is blurred, and a laptop is visible on a wooden desk. The overall tone is professional and collaborative.

Movers and Shakers

UK & EMEA

Allen & Overy's former global managing partner **Andrew Ballheimer** is joining the board of **Factor** in the latest big name hire for the alternative legal services provider rebranded from Axiom Managed Solutions.

Factor will be leveraging Ballheimer's knowledge and experience of the legal sector: he stepped down as managing partner in April 2020 after 35 years in private practice, including 15 years in senior management roles at A&O.

During Ballheimer's time in management, A&O launched its Belfast shared services centre; it's flexible resourcing arm Peerpoint; and its legal innovation lab Fuse.

Speaking to Legal IT Insider, Ballheimer stressed that Factor works in partnership – not competition – with his previous firm and he said: "The proof of the answer is that A&O has a captive in Belfast and still works in partnership with Factor: it's a complimentary offering."

DWF has hired **Jordan Owen** to lead its Global Entity Management service. Owen joins DWF from **KPMG**, where she spent the last five years as a senior manager in the Global Entity Management team, which she helped establish. Prior to that, she was at Eversheds for five years.

The new service will allow clients to outsource the day-to-day management of their global entity portfolio, with complete assurance of compliance with local laws and regulations and price certainty. Owen will work alongside DWF's existing and established UK Company Secretarial team, led by Laura Forbes.

Commenting on her appointment, Jason Ford, CEO of DWF Connected Services division, said that Owen will help establish DWF's new global entity management service, working alongside our existing UK team, and further expand its range of regulatory and compliance services. "With Jordan on board, we will be looking to rapidly expand the team so that we can quickly help fulfil our client needs," he said.

Owen said: "DWF's strong identity and a clear global presence is definitely a key attraction to joining the business. My experience and drive, together with DWF's reputation in the market, will allow me to create a thriving global offering for clients. I look forward to getting started and working with the team."

North America

After over 20 years with Thomson Reuters, legal software veteran **Scott Norby** has joined **ECFX**, the leader in electronic court filing (ECF) notice management for law firms, as Director of Sales. Scott Norby and ECFX founder Dan O'Day are former colleagues from Thomson Reuters Elite.

In a post on Medium called "hello, world", Arruda said: "We give superpowers to medical professionals by transforming messy medical data into useful insights." The newco, which has raised a 2M USD pre-seed round, is founded by Arruda and COO Tom Hamilton (both ex ROSS). The CTO is Josh Kelly, who was previously CTO at DIY ticket platform Universe.com.

Norby said: "When Dan showed me how ECFX Notice can streamline the entire electronic court notice process with workflow and flexible options for document delivery, I knew this was an opportunity I couldn't pass up. There are very few solutions in the legal technology market that are unique and will benefit every size law firm, government agency, and corporate legal department in the country."

Prior to joining ECFX, Scott Norby led the ProLaw Sales Team as director of sales. At ECFX he will lead sales in the midsize law firm, government agency and corporate legal department sectors.

Andrew Arruda, co-founder of legal research startup **ROSS Intelligence** has entered the medtech arena with the launch of Automate Medical, which is building software to achieve better health outcomes through the use of diagnostic lab reports.

In the latest turn of events in ROSS's litigation with Thomson Reuters – which led to ROSS shutting down – TR has asked the Court to dismiss ROSS's counterclaim that TR is maintaining monopolistic and anti-competitive control.

Cristin Traylor has moved to **Relativity** as senior product strategy manager. Traylor was previously an attorney with **McGuireWoods**, representing individuals and corporations facing investigations and enforcement actions by State and Federal Government agencies.

Ryan Ladisic has joined **Datolite Solutions** as head of global sales. Ladisic was previously director of sales for eBillingHub and DTS at **Thomson Reuters Elite**. His hire follows the arrival of **Dan Wales**, who has joined the Datolite team as UK sales and growth advisor through a partnership with his legal tech accelerator **Oliella Partners**.

Litera sees raft of senior departures as it eyes \$250m in revenue

Litera has seen a raft of senior departures over the past few months, as the North Carolina-headquartered company eyes a target revenue of a quarter of billion dollars.

While the circumstances behind the departures are varied and one senior leader is understood to be leaving largely for personal reasons, around seven others are leaving or have left since May last year.

Separately, as Legal IT Insider already flagged towards the end of 2019, Litera is due to make a number of Workshare engineers redundant due to duplication with existing roles, having acquired the document comparison rival in that year. It put the engineers on

Since then, it has acquired Workshare; Bestpractix; and Foundation Software Group, in a bid to deliver on its platformisation strategy.

Speaking to Legal IT Insider, one law firm leader and Litera client who is aware of the departures said the internal flux isn't cause for concern, commenting: "They are growing really quickly and it's not surprising that there are departures, it's probably to be expected."

Litera's CEO Avaneesh Marwaha told Legal IT Insider: "Litera continues to achieve growth in our global business and as a company continues to scale it tends to experience transitions for a variety of reasons. We

notice of the redundancy over a year ago.

The senior departures come as Litera, which is backed by private equity company Hg, continues to scale up: two years ago, its revenue was \$40m, and it is now around \$100m. Litera has been on the acquisition path since Hg (then Hg Capital) in 2019 invested \$42m to acquire Litera Microsystems from K1.

are committed to our people and customers in that journey."

Microsoft



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Microsoft warns law firms of attacks on Exchange users

Microsoft in March warned its customers about a “state-sponsored threat actor” that they are calling Hafnium, which operates from China and is focused on exfiltrating information from industries including the legal sector. It has been engaged in a number of attacks using previously unknown exploits targeting on-premises Exchange Server software.

Microsoft says that Hafnium primarily targets entities in the United States and conducts its operations from leased virtual private servers in the US. It warns specifically that law firms are being targeted, alongside “defense contractors, but also infectious disease researchers and policy think tanks.”

In a blog post in March Microsoft said: “In the attacks observed, the threat actor used these vulnerabilities to access on-premises Exchange servers which enabled access to email accounts, and allowed installation of additional malware to facilitate long-term access to victim environments. Microsoft Threat Intelligence Center (MSTIC) attributes this campaign with high confidence to HAFNIUM, a group assessed to be state-sponsored and operating out of China, based on observed victimology, tactics and procedures.”

The attacks included three steps, as described here in Microsoft’s words: “First, it would gain access to an Exchange Server either with stolen passwords or by using the previously undiscovered vulnerabilities to disguise itself as someone who should have access. Second, it would create what’s called a web shell to control the compromised server remotely. Third, it would use that remote access – run from the U.S.-based private servers – to steal data from an organization’s network.”

Microsoft adds: “We are focused on protecting customers from the exploits used to carry out these attacks. Today, we released security updates that will protect customers running Exchange Server. We strongly encourage all Exchange Server customers to apply these updates immediately. Exchange Server is primarily used by business customers, and we have no evidence that Hafnium’s activities targeted individual consumers or that these exploits impact other Microsoft products.”

And it warns: “Even though we’ve worked quickly to deploy an update for the Hafnium exploits, we know that many nation-state actors and criminal groups will move quickly to take advantage of any unpatched systems. Promptly applying today’s patches is the best protection against this attack.”

This is the eighth time in the past 12 months that Microsoft has publicly disclosed nation-state groups targeting institutions critical to civil society; other activity disclosed has targeted healthcare organizations fighting Covid-19, political campaigns and others involved in the 2020 elections, and high-profile attendees of major policymaking conferences.

Microsoft stresses that these exploits are not connected to the SolarWinds-related attacks. “We continue to see no evidence that the actor behind SolarWinds discovered or exploited any vulnerability in Microsoft products and services,” Microsoft says.

A close-up photograph of a person's hands signing a document. The person is holding a dark pen with a gold-colored clip and is in the process of writing on a white sheet of paper. Their left hand is resting on the paper to the right. The background is blurred, showing what appears to be a patterned shirt. The text "Legal Entity Management" is overlaid in white, bold font across the middle of the image.

Legal Entity Management

Athennian raises \$7m in Series A Extension

Canadian cloud-based legal entity management platform, **Athennian** at the start of March raised \$7M CAD in a Series A extension, adding to an initial \$8 million CAD round in September 2020.

Athennian's SaaS platform manages critical entity data and automates corporate secretary documents. The extension brings Athennian's total financing to date to \$17 million CAD, which includes a \$2 million seed financing round from Q3 2019.

We spoke to founder and CEO Adrian Camara about this latest raise, including why the Series A was extended.

Athennian raised \$10m towards the end of this year, was it not anticipated that you needed further funds or what is the reason behind the extension a few months later?

We chose to extend our Series A funding to support Athennian's growth during the pandemic. Extending the round also gave us the opportunity to bring in new investors, including Touchdown Ventures and Clio CEO, Jack Newton.

What has happened since we caught up at the last funding round, what key developments can you highlight? Revenue? Hires?

It has certainly been a busy, few months. Our revenue and headcount have more than doubled since September.

There is no doubt that the current business climate has caused the workloads of in-house legal teams and paralegals to increase dramatically, driving the need for more automation, and, as a result, driving increased demand in our market-leading cloud-based legal entity management platform.

To support that growth, we have needed to expand the team and we saw the pandemic as an opportunity to hire wherever the best talent is located. The result is that half of our team now resides outside of our headquarters in Calgary, Canada. In fact, we will be shifting to an agile office model that looks more like coworking than traditional office space from now on.

Have there been any product updates?

We will be releasing an open API in Q2. Legal departments and law firms hold tens of millions of data points on the ownership, control, and identity of business entities, which need to be integrated into other systems and workflows

Last, but not least, one of your new investors is none other than Jack Newton, Clio's CEO. How did that come about?

Jack has been a personal friend and mentor of mine for several years. I have learnt a lot from him, particularly around scaling a business, as he has done with Clio. Jack took the decision to invest in Athennian on the back of our rapid revenue growth, and we're delighted to have him on-board.

What can we expect to see from Athennian in the next few months following this further funding extension?

We are focused on expanding our customer base in the United States and Canada. We are finding huge volumes of the market are very excited to upgrade to Athennian's cloud from very old software like Diligent Entities, CT, CSC and Computershare GEMS.

Tells us one fun fact that no-one knows about Athennian?

We aren't from Athens.

Mendix underpins new legal entity automation platform

Belgian legal tech scaleup [Legal Studio](#) has used the Mendix low-code platform to create its new Klea, "Knowledgeable Legal Entity Automation," platform. Klea helps legal companies and departments digitalize workflows and repetitive legal work. The platform is currently being used in more than 50 countries worldwide at companies such as Levi Strauss, Imerys, and Carrier. We're told Klea has helped legal departments realize savings of 60% in time and 40% in operational costs.

"For complex legal matters, it makes sense to pay a lawyer a considerable hourly rate," Legal Studio co-founder Filip Corveleyn said. "But for repetitive legal work, this didn't seem logical or necessary. Also, the processes for drafting and validating standard shareholder or board resolutions were inefficient and took up a lot of resources."

At fashion brand Levi Strauss, the first company Corveleyn looked at, he discovered that the paperwork even around the basics, such as formally appointing a new director or calling a shareholders' meeting, was a time-consuming and expensive challenge.

"The issue in the legal industry is that there is no process-based thinking for repetitive processes involving different people," Corveleyn said. "There's no uniform way to efficiently manage documents and processes. Also, we discovered that there wasn't proper insight into the legal costs within companies. Large companies have their own legal team but also work with external lawyers. This means that the total costs involved in repetitive legal tasks are not always clear, either."

Klea is developed by Mendix partner Apronto on Mendix' low-code platform. It can handle tasks including officer changes, annual meetings, and powers of attorney.

Corveleyn founded Legal Studio together with former Allen & Overy colleague Anthony Verhaegen.



UK Government-led Initiatives

UK Sandbox pilot ends with “accelerated growth” for all its startups

The pilot stage of the UK’s first Lawtech Sandbox came to an end on 25 March, after what is described as a successful three-month trial period in which all participants saw accelerated growth. The pilot, which is an R&D initiative for lawtech scaleups, is run by LawtechUK – the government-backed initiative within Tech Nation to help transform the UK legal sector through technology.

Amplified Global, Legal Utopia, Clausematch, Deriskly, and Legal Schema were the five UK lawtechs selected to join the pilot, and we’re told that through the three-month period, they all saw accelerated growth. The metrics as to how that conclusion was reached have not been disclosed.

The sandbox gives startups access to tailored tools and services; access to regulators; connections to LawtechUK’s network to help drive collaboration, commercial opportunities and development of lawtech products; and access to legal data by matchmaking with data sources.

The success of the pilot paves the way for a second phase of the Lawtech Sandbox in the summer and Lawtech UK is currently looking at how its benefits can be provided to the wider market.

As a result of the pilot, the Regulatory Response Unit will launch a tool over the coming weeks designed to help lawtech pioneers navigate legal services regulation in the UK, developed by LawtechUK and the RRU. The tool takes a UK-wide approach and demonstrates that despite different regulatory regimes, lawtechs and regulators can work cohesively across the different jurisdictions of the UK.

Jenifer Swallow LawtechUK director at Tech Nation, said: “The Lawtech Sandbox Pilot was designed to help bring transformative lawtech to market faster and help reinvent the service of law. The success of the pilot has been fantastic to see, playing a crucial role in the development of several early stage scale-ups and demonstrating the value and knock on effects of the burgeoning lawtech sector. As we saw with fintech, the Sandbox has the potential to propel lawtech into the mainstream – that is an incredibly exciting future many can help to build.”

Scotland’s AI Strategy: The roadmap

Scotland’s AI Strategy was formally launched on 22 March. While it is not yet clear what the strategy means specifically for law firms, at leading Scottish firm Brodies, IT director Damien Behan observed that the formalised strategy can only be a good thing in the wider business world.

Brodies has already published a blog looking at what the strategy means for the development of AI in Scotland. You can read that blog [here](#) and the key points are below.

- The strategy was developed by the Scottish Government and local innovation centre The Data Lab.
- AI is an area where Scotland ‘punches above its weight.’ A number of Scottish universities are recognised as global leaders in AI plus Scotland is home to a number of start-ups and high-growth companies focussed on leveraging AI across a range of sectors, including health and financial services. FYI: Professor Burkhard Schafer, lecturer in computational theory at the University of Edinburgh spoke at #GlenLegal: <https://legaltechnology.com/gleneagles-thanks-for-all-the-snow/>

- Development of the strategy was directed by a steering committee chaired by the Scottish Cabinet Secretary for Finance, Kate Forbes, and comprised of members from across various industries. It was informed by five working groups of data experts.
- Under the strategy, the 'AI Alliance' will collaborate with other groups worldwide, and publish an AI Playbook to share best practice and effective uses of AI.
- Alongside the strategy, a new funding programme has been announced to support AI and data-driven innovation.
- The roadmap is divided into the first 100 days, the first year, and the second year and beyond. The first 100 days will see the AI Alliance established and begin work on the AI playbook. The Alliance will spend the first year auditing Scotland's AI 'ecosystem'. It will formulate a plan to engage talent, businesses and investors in Scotland and beyond with an interest in AI. This is where law firms can no doubt get involved. In the second year it will aim to provide access to data for use in research and innovation. In the public sector, we're told it will accelerate use of common digital and data standards, and create a register of trusted algorithms for use. It will encourage 'innovative procurement' to increase the uptake of AI in this sector.
- The strategy can be found in full at the Scotland's AI Strategy website: <https://www.scotlandaistrategy.com/scotlands-ai-strategy-the-actions-we-will-take>

KennedysIQ and DWF launch new client tools out of Manchester funded partnerships

Kennedys' tech arm Kennedys IQ continues to build on its partnership with the University of Manchester, now offering clients the ability to apply machine learning to assess medical evidence and recommend a damages figure for insurance claims in the MoJ Portal.

The Portal Manager can be used for claims made through both the MoJ Portal and the new Official Injury Claim portal that is due to go live in May for road traffic accident injury claims valued at less than £5,000. Following a two-year project with the University of Manchester backed by the Innovate UK Knowledge Transfer Partnership, the Portal Manager also now employs fraud detection technology.

KennedysIQ says that the system is the first of its type to help compensators manage Road Traffic Accidents and Employers Liability/Public Liability claims from the moment they are submitted via the portal all the way through to a stage three damages hearing at the end and any recoveries, if necessary. In the majority of cases where lawyers would traditionally have been instructed, compensators are themselves empowered to resolve disputes within the system using this powerful solution, designed by lawyers.

Medical reports are machine read and each injury identified along with evidence of prognosis and recovery detail. We're told that in cases where a pay out is due, the Portal Manager "calculates a compensation figure for each injury, based on Judicial College Guidelines, the client's own compensation matrix and many years of Kennedys' data and insight."

Richard West, partner and head of the innovations group at Kennedys and a director of Kennedys IQ, says: "Portal Manager shows what can be achieved when deep legal experience and expertise is combined with cutting-edge technology – a solution that is designed to enable our clients to be more self-sufficient, reducing their reliance on lawyers for attritional claims."

Mike Gilpin, Kennedys IQ's commercial director, adds: "Our aim is to empower our clients with the ability to handle common legal tasks themselves, reducing legal costs and improving efficiency as well as outcomes. The management information the system provides enables compensators to manage their resources with greater accuracy."

Elsewhere, DWF today on 19 March launched its latest insurance intelligence tool, Ivy, as part of a 30-month Knowledge Transfer Partnership with Alliance Manchester Business School.

Ivy draws on DWF's historic data, based on previous settlements and strategies, to assess the recommended value of an insurance claim and tailor a case plan for how best to achieve an optimal outcome. This is shown through Ivy reducing the length of the claims lifecycles and the time it takes to reach a settlement, which generates savings for clients.

DWF partnered with Alliance Manchester Business School in the development of Ivy to help identify data features that could potentially support Ivy and define data logic, making it easier to eliminate incorrect data.

David Robinson, operations director for insurance at DWF, commented: "We all hear references to big data and the insights it can give us and this is a real example of a partnership between our people and data science expertise. Our partnership allowed us to shape a tool that will drive the best settlements for our clients and also return even further value so our clients can then go on to further shape their own strategies. This has been a hugely exciting project for DWF which will allow our people to do what they do best, deliver great outcomes for our clients."

Dr Nadia Papamichail, senior lecturer in information and decision systems at Alliance MBS, and Knowledge Transfer Partnership supervisor, added: "The project contributed to DWF's operational performance internally by improving claims handling efficiency and effectiveness while enhancing the company's value proposition to clients externally.

"Project Ivy augmented lawyers' abilities to make quicker and more accurate decisions by integrating current and historical data to optimise settlement cases both in terms of value and time. Most importantly, the benefits of utilising good quality data and shifting DWF towards a data-empowered culture are expected to be long-lasting".

DWF's partnership in the KTP scheme was part-funded by Innovate UK, a public body which aims to increase the UK's economic strength and competitive edge by helping organisations gain access to skills and funding.

A low-angle, upward-looking photograph of several modern skyscrapers with glass facades. The buildings are dark, and some windows are illuminated from within. The sky is a pale, overcast blue. In the foreground, a dark metal frame of a staircase or walkway is visible, with a glass panel showing a grid pattern. The overall composition is dynamic and architectural.

Women In Tech

ILTA Announces the 2021 Influential Women in Legal Tech List

International Legal Technology Association (ILTA) in March announced its 2021 Influential Women in Legal Tech List.

This annual list recognizes five outstanding women-leaders in the legal technology community, based on their mentorship history and overarching level of impact on Legal Technology.

They are:

Rosemary Koech-Kimwatu, *Public Policy Manager, Safaricom PLC (Nairobi, Kenya)*

Andrea Markstrom, *Chief Information Officer, Taft Stettinius & Hollister LLP and Founder & CEO, i.WILL - Inspiring Women Igniting Leadership & Learning (Minneapolis, Minnesota, USA)*

Farrah Pepper, *Chief Legal Innovation Counsel, Marsh & McLennan Companies (New York City, New York, USA)*

Shannon Salter, *Chair, Civil Resolution Tribunal (Vancouver, British Columbia, Canada)*

Kristen Sunday, *Co-Founder, COO, Paladin PBC (Chicago, Illinois, USA)*

Congratulations to all of the nominees. The winner will be announced this summer.

IBA launches nine-year project to address lack of gender parity across the legal sector

The International Bar Association (IBA) has announced the launch of an ambitious, nine-year global project to uncover the root-causes of the lack of gender parity at the most senior levels of the legal profession. The project, which is supported by the LexisNexis Rule of Law Foundation and was announced on International Women's Day 2021 (8 March), will seek to identify whether diversity initiatives are having any impact, and to provide a blueprint to achieve gender parity across all limbs of the legal sector. '50/50 by 2030' is a reference to the aspiration of the 2030 United Nations Sustainable Development Goal No 5 on gender equality.

Research will be undertaken across 15 countries in Africa, Asia, Europe, Latin America, the Middle East, and North America, and will seek to identify the barriers to, and track the progress of, realising equal representation of women in senior legal roles.

IBA president Sternford Moyo said: "We need a global legal profession that not only understands and appreciates the need for diversity and gender equality but will take action to ensure their realisation. We cannot continue to have so few eminently qualified and capable women denied parity in senior roles. I have made understanding and effecting change in these areas priorities of my presidency of the IBA. So, I am delighted by the launch of this important, long-term project and for the committed technological, analytical and employee support from longstanding partners LexisNexis Rule of Law Foundation."

Almudena Arpón de Mendivil, IBA vice president and partner at leading Spanish law firm Gómez-Acebo & Pombo, commented: 'Despite good intentions, despite the merits and talent of so many women, we still don't reach the most senior positions across the legal sector mainly due to discriminatory obstacles placed in our paths. This directly clashes with the principles defended by our profession. The legal sector cannot afford this contradiction and should lead by example. With the

The IBA study – with data collection and analysis in 2021, 2024, 2027 and 2030 – will be the first to provide global information from law firms, bar associations, law societies, government, public prosecution, in-house lawyers, and the judiciary over an extended period. The compiled and detailed information on measures enacted towards gender equality and the tracking of their impact will provide important insight into how the profession is, or is not, changing.

'As a global organisation, we recognise and applaud the IBA in launching this project,' said Ian McDougall, executive vice president and general counsel of LexisNexis Legal & Professional, and president of the LexisNexis Rule of Law Foundation. 'Its potential to drive meaningful change towards the quest for gender equality in the legal profession is an important contribution to this major challenge. We strongly believe diversity and inclusion are critical to our future. Our commitment to diversity and inclusion earned us a top 100 placement in Equileap's Ranking, an assessment of more than 3,000 companies against 19 commitments, including gender balance in the workplace, equal compensation, work-life balance, policies promoting gender equality, and commitment to women's empowerment. So, this IBA initiative aligns, once again, with the aims and ambition of LexisNexis.'

The project is being led by IBA Legal Policy & Research Unit, IBA Diversity and Inclusion Council, with support and input from the IBA Women Lawyers' Interest Group.

Fiona McLeod AO SC, senior counsel and co-chair of the IBA's diversity & inclusion council, commented: 'This landmark global project promises to identify the key inhibitors of women lawyer's advancement and identify the most effective measures undertaken to address this longstanding problem. The IBA Diversity & Inclusion Council is proud to lead this ambitious undertaking and looks forward to working closely with the IBA Legal Policy & Research Unit and LexisNexis in

benefit of raised general awareness around discrimination, it is time for increased action. Through the "50/50 by 2030" global study announced today, the IBA aspires to build global empirical evidence on the barriers causing the disparity in figures between women and men in senior roles and to put forward remedies to rectify the situation in line with the UN Sustainable Development Goal on gender equality. We are committed to developing solutions that will bring about lasting change to reflect the broader profession and society as a whole."

the delivery of this work over the next decade.'

A close-up photograph of a person's face, with only their eyes and forehead visible, peering over a fan of US dollar bills. The bills, including \$20 and \$100 denominations, are held by two hands with metallic, shimmering nail polish. The word "Startups" is overlaid in white text on the center of the image.

Startups

ScribeStar raises £1m and busts through target on Crowdcube

Capital markets SaaS ecosystem ScribeStar in March raised over £1m, of which £865,000 was raised by 726 investors on Crowdcube. The sum raised on the crowdfunding platform is nearly 75% more than its target of £500,000. ScribeStar says it will use the funds to further its expansion in the capital markets digital document production market, and to help traditional and blockchain-based stock exchanges digitise their platforms for the non-trading processes related to fund raising and compliance.

ScribeStar has now had almost 60 equity, debt and public takeover transactions on its platform and is continuing to work with law firms such as CMS, Taylor Wessing and Travers Smith.

Adam Shaw, executive chairman and a co-founder of ScribeStar, commented: "We are delighted to see so much interest in our platform that we raised almost 75% more than we targeted on Crowdcube. We are very pleased to welcome our new investors and to receive the continued support from our current shareholders. The new funding will enable us to continue expanding our customer base in the UK and other regulated markets. It also allows us to further develop our unique technological advantages that lawyers find so useful in making verification and regulatory filings much more efficient than is possible with current methods. With these advances and the interest we are seeing from stock exchanges, we are moving a step closer to realising our vision of building a single digital ecosystem for capital markets."

Crowdcube is a British investment crowdfunding platform that connects startups with potential investors. Other similar platforms include Kickstarter and Seedrs. Companies that chose crowdfunding instead of venture capital funding include Legal Connection and, many years ago, Lawbite, which raised £350,000 in 2014/15.

Startup Corner: Della for contract review and data extraction

Augmented intelligence contract review and data extraction tool Della formally launched in 2020 and already has a partnership with Wolters Kluwer and is being used by many of the top law firms in Europe and the UK. We found out why.

How would you describe Della to a friend?

Simple to set up and easy to use, Della offers lawyers an intuitive way to review contracts faster. Using AI, Della allows lawyers to ask questions about their contracts, in plain English (and other languages), and get clear answers. Della learns every time you use it and recognises that lawyers don't think about contracts in terms of 'clause X or Y', they just want to find the answer to their query. Quickly.

And to a techy?

Traditional contract review focuses on clause detection and data extraction, Della focuses on the questions we want to ask of our contracts. Allowing users to focus on legal work, not paperwork or tech. It takes 10 mins for a new user to start using Della. Our models learn directly from any interactions, allowing users to review docs faster every time. Powered by massive language models*, Della reduces time-to-value, while ensuring the use of a sophisticated tool is achievable for smaller firms.

Contracts are the foundation of any business relationship, but they are increasingly complex and vary between industry, jurisdiction and language. While traditional contract review focuses on clause detection and data extraction, Della focuses on the questions businesses really want to ask of their contracts. Della aims to get users to the point where they can make the decision that sent them looking at their contracts in the first instance. Quickly

and simply.

* What do we mean by a 'massive language model'? Della's AI is built on a 'massively pre-trained language neural network', which understands how real people speak, taking into account how syntax and grammar of a query interact. Instead of many small models trained to detect specific clauses or data points, Della uses a single model, which has been trained on hundreds of thousands of questions and answers in over 100 languages, to date.

When were you founded?

Della was founded in 2018, and the contract review platform launched in 2020.

By who?

Christophe Frerebeau, CEO, and Nicolas Chauville, CTO

Who are your key managers/senior execs?

Hugo Seymour, COO – <https://www.linkedin.com/in/hugo-seymour/>

Who are your target clients?

Our target clients include law firms, both big and small as well as legal, compliance and data privacy departments. Our mission is to democratise the use of AI for contract review, so that negotiating and managing complex contracts is easier and more manageable.

By creating a secure way to train our AI, we have built a community-based model, which continually improves through increased usage. Allowing firms of all sizes from across the world to leverage our AI at an affordable rate. That makes a huge difference because the use of AI in legal contract review has historically been limited by resource and material requirements. This means, for the most part, only large English-speaking law firms have successfully implemented it. Della is changing that.

Della also helps legal departments on a daily basis by speeding up contract negotiations. Our technology helps in-house teams with compliance or historical contract review, as well as contract negotiation, using user-defined playbooks, enabling general counsel to keep track of the risks and obligations that exist across their contractual landscape.

What is your plan /growth strategy?

Our platform launched in January 2020, and we are already being used by small and large law firms across multiple countries and by several large multinational corporations. Our partners range in size, from top UK and European law firms, to smaller boutique providers and enterprise organisations. This year (2021) we are primarily focusing on expanding our client base in the UK, US and Europe.

We believe that our AI should be available to our users via the solutions they are already using. To do that, we have a number of partnerships and integrations, such as being able to use Della with Microsoft Word. Last year, we finalised a partnership with Wolters Kluwer to provide Della to their contract management platform customers, and we are working with several other legal tech vendors to add Della's AI capabilities to their solutions.

And your key achievements?

We are very proud of our partnership with Wolters Kluwer and the fact that Della is being used by many of the top law firms in Europe and the UK within a year of launching. Even if, in hindsight, 2020 was not the easiest year to launch a product, we are extremely proud to have designed and built a tool that lawyers like and find easy to use. Della is not trying to be 'just' another machine learning platform, we want to provide a smart assistant to help lawyers do their jobs. We want using Della to be the fastest way for a lawyer to read a contract comprehensively

and based on the feedback we are receiving, we are on the right track.

Have you received investment?

We have raised £1.2m so far.

Have there been any key changes in direction since you were founded?

We spent around six months analysing the market after founding the business, which enabled us to gain a much better understanding of what our target users needed. We assessed the myriad of other legal AI capabilities that were available and the limitations of many existing, competitive solutions. At that point we knew that 'dumbing down' contracts into single documents that contained a series of clauses was a mistake, which was limiting many current vendors and was not reflective of the needs of the market.

We decided to move away from the clause analysis we used in our earliest prototypes and focused on answering real questions. This approach, and the technology underlying it, are inherently more scalable and flexible than looking at clauses. The technology enjoys network effects and the flexibility of answering questions addresses common issues like multiple answers in a single document or even across multiple documents.

We believe that by answering their questions, we are providing "augmented intelligence" to the lawyer, and more so than by simply extracting clauses or data points from documents.

What are the key challenges in your market?

The legal sector has often been categorised as being conservative and reluctant to adopt new technologies; however, with the outbreak of the pandemic, digital transformation has certainly been accelerated. The ways in which working from home has, and will continue to, affect the legal sector is yet to be fully revealed, but the use of technology is only going to grow. As a result, the key challenge in the 'new normal' is likely to be finding ways of educating entire teams about the benefits of using our technology, rather than individual stakeholders. Helping teams to collaborate across organisations, rather than enjoying siloed success will also be key. As a result, ensuring our customer success journey reflects that reality will be central to Della's future growth.

Tell us something people don't already know about the company?

There has been a lot of buzz about AI, but it is also no secret that many vendors who brand their technology as being AI are coming up a bit short. There has been a lot of over promise leading to disappointment. At Della, even though we are working on some pretty fancy machine learning algorithms, we prefer to say that AI stands for Augmented Intelligence. That difference is very important to us and it is a great way of setting the right expectations with our users.

It also helps our talented R&D and product team to remember that Della is being used by lawyers and that lawyers hate (and often can't afford) mistakes. AI is a new technology and no-one can guarantee any systems won't make mistakes, but we are always working on ways to improve our feedback loop and help our users spot mistakes. I would say this is a pretty down to earth approach to machine learning and law. So, if you are looking for a fully automated solution with 100% accuracy to review 10,000 contracts, Della may not be the solution for you, but if you are looking for a sensible approach to use modern technology, which helps your team to become more productive, improves knowledge sharing and contract review best practice, we would love to talk to you.

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Comments

Lawyers Embracing Technology: Don't Assume – Communicate

By Vince Neicho, Vice President, Legal Services at Integreon

At the tail end of last year, I poked a bit of fun at lawyers in a piece about the problems we now face as a result of lawyers belatedly embracing technology. All kidding aside, the fact that, lawyers have, generally speaking, adopted and now rely on technology is of course encouraging and beneficial for the industry as a whole.

It does, however, introduce other important considerations when it comes to selecting which technology to use, the methodology around how it is deployed, and our expectations around results and performance. We also have to acknowledge that not all lawyers and legal professionals have the same level of understanding and experience with technology. Some may have a strong working knowledge of what is available in the market; others might still be fearful of what “failings” might result, and many still fall into the mind-set of “a little knowledge is a dangerous thing”, or make the mistake that technology is a “silver bullet”. I do not mean this to be in any way cynical. On the contrary, I propose that we all do what we can to assist lawyers (and judges), whatever their depth of technical knowledge and ability might be. It comes back to one of the most important facets when seeking to advance, defend, or determine legal issues and processes – Communication.

Communication v. Assumption

I have long extolled the virtue of open communication in the legal process. Cooperation within and between legal teams has always been beneficial and is now mandatory – expressly required by Court rules. Cooperation is only possible if there is good communication. All too often, communication is overlooked or limited. Even worse, is when replaced by a far more dangerous concept – the assumption.

There is a real danger, when following some long-awaited case law on use of technology in legal proceedings, that we believe that all lawyers (and judges) are knowledgeable on the in the ins and outs of, for example, TAR (Technology Assisted Review), CAL (Continuous Active Learning) and Predictive Coding. This is both a dangerous and unfair assumption.

The above is an example of a high-level instance of a dangerous assumption. When dealing at a more granular level, making assumptions can cause real problems. For example, it is important to understand the legal team's experience and not assume that each member has previously been involved in a document review project. The reality is, they may have little or no understanding of how the process works, or even how a document review is carried out from a practical perspective. In this instance, it is vital to take matters back to the basics.

Another common assumption and misunderstanding in the document review setting is when the review feeds into a technology's Continuous Active Learning programme. Here, it is essential that the review coding decisions be solely based on what the reviewer sees on the face of the document in front of them. The fact that the reviewer is only paying attention to the document at hand, and is not influenced by other attachments and contexts, is likely to be lost on the instructing lawyers who will soon lose confidence in the process unless the reasoning is explained to them in advance. Again, a dangerous assumption is that they already know that this course of action has been adopted and why.

There are many other such examples — too many to deal with here, but particularly around de-duplication, propagation, and the logistics and consequences of such options for the review and/or production.

Legal Speak and Tech Speak

Another area for consideration is translation. Over the years, I have experienced many instances of lawyers making a request and the tech provider blindly running the requested searches only to result in the requesting lawyer

being frustrated by the documents returned.

While many law firms have the benefit of in-house Litigation Support/eDiscovery teams to help 'translate' instructions from legal speak to tech speak (and vice versa), it would still be remiss to assume all is clear and collectively understood. Rather than blindly accept and action an instruction at face value, a good eDiscovery professional will seek to understand and validate what exactly it is the lawyer is seeking to achieve and then move forward to construct their own searches or actions accordingly. A very basic example of this (and, to be fair, this was many years ago, not long after the introduction of eDiscovery platforms) was when a lawyer did not appreciate the difference between the "AND" and the "OR" search operators. "I want everything sent to X and Y". Instead of requesting the search to be run as an OR search, it was requested as an AND search. Consequently, the results were much smaller than expected. I also recall an instruction from a regulator to run a set of searches across a dataset, "expressly as set out in (their) letter". I could see at a glance that in doing so, we would not catch many of the expected documents. Again, were there to be a line of open and collaborative communication between the law firm and the regulator ahead of the instruction, we could have restructured the searches and the results would have been far more productive.

Communication Within the Team

I have always been a proponent of having the entire team attend the project kick-off or planning call to, I as I like to put it, "ensure we have the right people around the table". This might result in a high-attendance meeting, but the value of each attendee bringing their own skillset and aligning their understandings and strategies across the team early provides context and cohesion that will pay dividends further down the line.

Teams will vary from one case to the next, but should include combinations of:

· Client legal team · Client IT experts (mail and file share systems experts, etc.) · Law firm legal team (partner, senior and junior associates, project manager, trainee, paralegal, etc.) · Law firm eDiscovery expert · External eDiscovery expert/provider · Document Review provider (usually a senior project manager)

Further, some combination of the above should be reconvened at various stages of the proceedings to check-in and address any new and emerging issues.

Suggestions for an Effective Team Meeting:

1. Never under-estimate the value each team member and discipline can bring to the table. If involved early enough in the process, the eDiscovery Provider and Document Review Provider can bring their respective experiences to bear to ensure efficient workflows, ensure data is structured sensibly and advise on analytical processes that can readily bring pertinent documents to the fore. The Review Provider PM will also be able to advise and feed into the structure of the Briefing Protocol, such that it will be of maximum benefit to the review team. They can also provide reassurance as to the complex processes and quality control checks that will be applied to the review task.

2. All team members should be treated as equals when it comes to the value of their contribution. Those at the end of the chain should not blindly accept instruction and "get on with it" if they think it is flawed in some way, or perhaps not doable in the required timeframe; regardless if the person giving the instruction is more senior or higher up the pecking order. All participants should be given the opportunity and supported to speak up and suggest an alternative course or explain any feasibility issues. To do otherwise, would be to assume that the person instructing already knows of the issues when in fact they may be blissfully unaware. Likewise, those making decisions that impact strategy, scheduling, etc., should not commit to them before they have heard from all team members.

3. Always maintain a comprehensive record of the meeting. Obtain sign-off of meeting minutes or notes to reduce the risk of misunderstandings and, dare I say it...assumptions.

Tips to Aid Communication

- Don't walk on eggshells – If you are not sure whether the person you are dealing with (at whatever level) has the same understanding as you, ask the question and be ready to explain your understanding.
- Don't be overly-sensitive and offended – If someone you are dealing with (at whatever level) questions your understanding of a particular technology or process, take the feedback and work together to get on the same page.
- Don't be afraid to ask for clarification – It's ok not to know! It doesn't matter if you think the other person might expect you to know. It is far more important that you fully understand the technology and processes.
- Don't alienate others – Be open and approachable at all times. It's a two-way street and you don't want team members to feel unable to voice their questions, concerns, and need for clarifying information.
- Don't think it's too late in the game to ask questions – Work on the basis of a "clean slate". It is never too late for you to query how something works, what it does, how it does it or why a process or course of action is being taken. It is dangerous not to seek clarification because others assumed that all was already understood.

Having said all that, don't ask questions for the sake of it or solely to demonstrate that you "know your stuff"!

Communication Between Teams

These aforementioned observations, tips, and rules also apply to communication between teams – be they litigating parties, regulator/responding entity, or court/parties. It is always a best practice to open a dialogue with the party or authority that is making a request, rather than simply ploughing on with it. If you are able to give them confidence that you understand what they are seeking and can see a better way of getting to the desired end result, it makes for a far smoother and even more cost effective engagement.

It's worth restating, don't assume that the requestor understands the problems that you might foresee when carrying out their request. Instead, be ready to challenge the request in a constructive way. The requestor might mistakenly assume that technology is a silver bullet" or they may not realise that they are being wholly unrealistic in their expectation. I recall a regulator insisting that a document-by-document linear review be carried out for a particularly large dataset unless a 100% cast-iron guarantee could be given that not one document would be missed. Though we employed a methodology that consisted of analytical processes, validation searches, and sampling, that guarantee was, of course impossible to give.

A key element to gaining mutual understanding is addressing the terminology and sufficiently defining each party's understanding of various acronyms and technologies.

In a litigation context, the need for strong communication and technical, legal speak, and terminology clarification and translation takes us back to a key requirement for the success of the Disclosure Pilot. There are many references in the Practice Direction and associated forms to technology and technological processes. It is crucial that all parties – and the court – have the same understanding of what the words and phrases mean and any consequential effects that might flow from them. In particular, it is important for all concerned to appreciate and acknowledge that there might be restrictions to how different technologies can be applied to certain types of data. It is not a one size fits all – and some data types will need to be analysed separately and by a different means.

Just as a judge might rely on an expert witness to guide him/her on complex specialised issues on which he/she might not have a deep knowledge, it is not unreasonable for him/her to also require litigating parties to better inform him/her on technological processes and abilities that might assist in the collation, production and presentation of evidence. Accordingly, parties should be ready to better communicate how they arrived (or propose to arrive) at their trial bundles and evidence sets.

In Summary

Technology is now soundly established and being efficiently deployed to assist in managing the vast pools of potential evidence in an efficient and cost proportionate manner. We are also beginning to benefit from the Court rules that have now caught up with the technology that allows us to trawl through those data sets, the size of which continues to grow exponentially. To achieve maximum benefit from both, all we need now is for common sense to prevail and for parties, judges, and regulators to engage in productive communication.

Now that we have a profession that has come to not just embrace, but rely on technology, developers will forge ahead with even more impressive innovation and analytical functionality, safe in the knowledge that they have a responsive audience. Success, however, will be predicated on legal clearly expressing their requirements and ensuring developers fully comprehend real world needs and challenges.

Vince Neicho joined Integreon in June 2017 as an expert legal solutions consultant, with a focus on law firms and corporate legal departments engaging in e-disclosure, e-discovery and document review. Prior to joining Integreon, he was with Magic Circle law firm Allen & Overy for 42 years, where he set up and led their global litigation support / eDiscovery teams.

What's up with WhatsApp for the legal sector?

By Steve Whiter, Director, Appurity

Probably the most well-known (and most used) text and voice messaging apps, WhatsApp is beloved by both personal and business users alike. With both end-to-end encryption and relatively robust levels of privacy, it is particularly prevalent within businesses that demonstrate high levels of mobile usage. Indeed, it is used by millions of companies worldwide and saw a particularly strong year of growth last year, largely driven by the COVID pandemic. However, at the start of the year WhatsApp made an announcement regarding its privacy policy which sent ripples amongst its user base. So, what's up?

In its announcement, WhatsApp stated that they reserved the right to share data such as phone numbers, IP addresses, and payments made through the app with Facebook and other Facebook-owned platforms (such as Instagram). In addition, they pointed out that if people were to use WhatsApp to talk with businesses that use Facebook's hosting technology to manage those chats, those messages could subsequently be used by the business to target people with ads on Facebook. Clearly game-changing stuff. Unsurprisingly then, in response to WhatsApp's announcement, the demand for substitute messaging services such as Telegram and Signal has taken off.

However, the appearance of these alternate communications tools gives businesses a new set of challenges to grapple with. New messaging services give rise to the need for IT departments to fully review and comprehend the security features built into such apps. All of this comes at a time when businesses are having to come to terms with the challenges of remote working or working from home (WFH). A different suite of messaging tools being used by an increasingly remote workforce, highlights the potential security gaps or breaches when your people are using apps outside the historical control of IT departments. Therefore, it is imperative that business owners everywhere take stock of their internal processes and practices for optimising privacy and security. This is particularly relevant for the financial and legal sectors who have a uniquely heavy burden when it comes to compliance – monitoring sensitive communications has to comply with global industry regulations. So how can firms guarantee high levels of privacy and security?

Increasingly, people are relying on apps for a variety of business and personal needs – but how is data being stored and shared? Don't forget, even multi-national organisations with sophisticated apps can fall prey to hacking – just look at all the high-profile data breaches from the last few years. You need to have full confidence in the transparency and security of apps that your people are using. As challenging as this might be normally, the WFH landscape we currently live in means that your people need access to a variety of additional apps. In addition, the same people will likely be transitioning seamlessly between business and personal use. Does your IT department have complete knowledge of all the apps (and their potential vulnerabilities) that are being used by your people in every corner of the business?

You should start by conducting an app security assessment. This helps to identify and evaluate the threats and potential vulnerabilities within the apps being used by your people. With an increased level of understanding regarding how your firm is using mobile apps (and associated risks), you are then able to develop a strategy to protect data, secure mobile devices and avert security breaches. Don't forget, you are protecting your brands reputation as well as meeting industry compliance requirements. Understanding any potential threats or vulnerabilities helps you to develop a proactive approach to securing data and devices.

But firms have a number of solutions at their disposal in order to secure their mobile messaging tools, whilst optimising privacy across business communications and operations. Whether or not firms decide to stop using WhatsApp, they still require the flexibility to conduct business matters via messaging apps without compromising

on security. One useful solution is VoxSmart's WhatsApp Capture. This offers a further layer of security to mobile communications by capturing all voice and text messages in real-time. Recording messages via a mobile capture app is especially opportune for the legal sector. And solutions like this highlight the importance of being able to account for business conversations that can be easily retrieved – both for adhering to global industry compliance and for the smooth running of business operations.

If you are looking to ensure that personal information is protected, then investigate messaging apps that require only an email address (without further additional personal details) for sign up. We understand that many firms might be concerned by the impending privacy and security changes to messaging apps. Our App Security Assessment helps firms to allay any such concerns by assessing, understanding, and mitigating the risks associated with all apps used across their organisation.

With WhatsApp's privacy changes on the horizon, a renewed interest in alternate messaging services, and the challenge of how to manage and evaluate the risk of shadow IT, means that firms should be fully equipped with solutions that will protect their best interests, in every way.

Steve has been in the industry for just over 20 years and for the past seven, has utilised his close working relationship with BlackBerry, Samsung, Apple and MobileIron to assist corporate and public sector organisations with their mobility needs.

Optimising resources and time to results during early data assessment and investigations

By Simon Price, European VP, Legal Tech, OpenText

The Covid-19 pandemic has undoubtedly changed the way we work, with many companies forced to re-evaluate their business models and employee working practices. Whilst remote working environments have historically been frowned upon by many companies due to concerns around security and productivity, the continuing business impact of the pandemic has made more flexible working models a must for all businesses.

Despite ways of working having changed dramatically, the regulatory environment in which UK businesses operate has not. Internal legal, compliance and investigations departments still need to ensure that any investigations or disputes – which involve interrogating a large collection of electronic data – are carried out in a way that places their company in the best possible position internally or with the relevant authorities. At the same time, optimising the 'time to results' is critical for the success of any investigation.

However, new research from Gartner has revealed that along with severe cutbacks to mitigate the economic effects of the pandemic, legal and compliance professionals are experiencing a higher volume of work related to labour and employment (44%), government affairs and relations (42%) and regulatory and compliance matters (39%). Unfortunately, the coronavirus pandemic and subsequent economic upheaval does not change the fact that in today's climate, if a compliance or regulatory concern is handled incorrectly – be it a HR complaint or an allegation of insider trading – it can quickly snowball into a costly, reputational crisis for a UK business.

With the UK set to enter its worst economic recession in 300 years, legal, compliance and investigations departments can ill-afford to expose their organisations to additional risk and costs. So, what can these in-house teams do to streamline early data assessments and investigations to avoid this snowball effect? And what role can technology play in modernising processes?

Enabling data-driven decisions

When an external or internal investigation hits, the clock is the enemy. Yet finding critical data that answers key questions is very demanding and has been further complicated recently by the increasing number of employees now spending much of their day using collaboration platforms as well as using their own personal devices to access critical business data. Ultimately, all investigations – whether regulatory, compliance or internal – are driven by data. In a perfect world, an organisation's data would be stored in one place, and would be secure and readily accessible for collection and review. In reality, electronically stored information is often spread across a variety of sources such as email servers and cloud repositories, but most notably in Microsoft systems including Teams and Office 365, where it is estimated that around half of all organisational data resides.

Given today's challenges, early data assessment and investigations require a modern approach to front-load intelligence – and this can be achieved through the strategic application of advanced data analytics. There are three ways in-house teams benefit:

Getting to the facts sooner: Modern investigations solutions with advanced data analytics will empower internal investigations teams to quickly explore any size data sets to find facts, assess risks, weigh up the strengths and weaknesses of their case, make strategic case decisions and, most importantly, take action.

Here are some steps that may help:

Work with your IT and Forensic teams (or external forensic consultants) to understand what data is available and required to be collected for the investigation. This not only includes consideration of which employee data you need to collect and from which sources, but also whether you need to collect deleted data as well as active data stored in inboxes or document repositories.

Use visualisation tools to view communication patterns across the custodians of the data being investigated. For example, being able to see which individuals sent emails or chat messages to who or which organisations or entities exchanged messages relating to the topic being investigated. This can expose individuals that you should investigate as well as organisations, and entities you had not previously realised were relevant to the investigation.

Avoid the need to read every document, email or chat message by using machine learning to quickly identify data that is likely relevant, based on any relevance decisions investigators have made in their initial investigation. Human and machine working together will find the facts far quicker than relying on humans alone.

Optimizing resources: In investigations, machine learning and analytics capabilities, such as predictive cording or TAR (technology assisted review) can help automate the early identification of relevant materials – helping organisations to reduce the timeframes and resources needed to review and produce data for potential litigation or a regulator. Sophisticated eDiscovery platforms allow the team managing the investigation to design a workflow that addresses the unique challenges of that investigation and the data involved.

Starting off right: AI, machine learning, and TAR can be used at any time, but they are most effective when used from the outset. The machine learning can kick in as soon as the investigators have pulled together a small training set of relevant materials. The system will analyse the training set and ‘find more like that’ for the investigators to review. Following their review, the now larger sample of relevant data can be used again to train the system, which will return more potentially relevant material for the investigators to review. This process can be run iteratively until the system can no longer find anything that is likely to be relevant. Other AI and analytics features can be deployed during the process to further assist and speed up the review or investigation.

In most cases companies cannot avoid performing investigations, so buy-in is not required. However, companies do have a choice with regards to who can help with the investigation, i.e. do they let their law firm run the investigation or do they manage it in-house, either way; which external parties can help by providing a platform or resources to support their team. For managing investigations in-house, the buy-in comes from proving the cost savings over giving the investigation to a law firm.

Investigations are not always owned by legal. Companies have internal investigation teams, as well as compliance and audit teams, who often own and manage investigations. IT (or Security) often play a key role in helping to collect the data to be investigated. Furthermore, to manage an investigation the company does not always need IT to deploy software and can instead use cloud-based software and services.

Even though in-house legal, compliance and investigations teams may be a small part of large organisations, they play a vital role in supporting business objectives and guarding reputation – something that has never been more pertinent when dealing with the ongoing Covid-19 crisis. Ultimately, modern investigations solutions will help these teams – and businesses in general – to enable informed decision making. AI and analytics are making it possible to tackle the vast data sets often involved and handle time-consuming tasks more quickly and accurately whilst reducing human error. In the face of increasing workloads and scarce resources, now is the time for the legal, compliance and investigations departments to invest in modern legal tech that will help them to optimise resources and time to results.

Simon Price is vice president of sales at OpenText. He has over 20 years’ experience in software sales and management. He built and managed the UK business for Recommind, which was acquired by OpenText in 2016.

The background of the slide features a professional microphone with a black mesh grille and a brass-colored rim, mounted on a black tripod stand. In the lower-left foreground, a hand holds a Zoom H4n Pro digital voice recorder. The recorder is black and silver, with a small LCD screen and various control buttons. The text is overlaid on a semi-transparent dark grey rectangle in the center of the image.

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Contact Emma at emma.griffiths@legalitlexicon.com for more information.

The Future is Bright, The Future is the Orange Rag

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