

# legal*i* insider

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## ▶ Coca-Cola tech transformation plan

Coca-Cola Enterprises' (CCE's) European in-house legal team has formalised a five-year strategy plan in which the first step will be to look at what technology is available in the market to help it stay ahead of the competition.

The strategy plan follows a consultation with leading legal management consultants Jomati over what the future of the in-house market in Europe will look like in five years' time in conjunction with research by CCE's own legal team.

One of the conclusions of that report was that there will be an increased use of technology in the delivery of legal services in the next five-to-ten years. Vice president, legal and company secretary Paul van Reesch said: "With the 'more for less' culture not going away, the question is how do we maximise the personal growth of our people and leverage technology to do more with the resources we have."

As a result, the CCE team, which is responsible for the European manufacturing, distribution and consumer-facing business of Coca-Cola, has updated its five-year plan around three pillars: how to use technology to stay ahead; how to enable staff to fulfil their career ambitions; and how the change in the wider environment will affect the way they work.

The first pillar will include looking at what technology is available to usher in greater efficiency and help flatten out the peaks and troughs in workflow experienced by many in-house legal teams.

Van Reesch said: "We are using technology to leverage our fixed resources. We want to make choices about how we maximise the impact we make and use technology to automate/enable others to do the stuff that it doesn't make sense for us to do.

"You can use technology to flatten out the peaks and troughs so you are focussing on the core business."

This is not the first time that the CCE European legal team has signalled its willingness to invest in technology. Earlier this year it entered into a sizeable document automation deal with cloud-based contract management software company Novatus across Europe.

The in-house legal team, which is 30-strong across Europe, will now automate repeat contracts including sponsorship contracts, trading contracts and non-disclosure agreements, including introducing electronic signatures. Thousands of existing contracts will be loaded onto the system so that they can be viewed digitally.

## ▶ DLA Piper rolls out 'Twitter for enterprise' - your views

Asking yourself what will replace email? The answer is team chat according to our most widely commented-on story of the past month, after DLA Piper rolled out its own version of Twitter for enterprise, called Grapevine.

Using Greets instead of Tweets, Grapevine is an open security model which is being used to send messages; spread news, information and know-how across the firm; and send automated messages to update fee-earners on areas such as matter status and bill payments.

It is envisaged that Grapevine, which is the brainchild of chief information officer Daniel Pollick and his team, will become a replacement for the 'no action required by you' element of email, allowing staff to consume news when they choose.

CONTINUES ON P.3



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## ► The boys are back in town as iManage complete MBO

After 18 months of negotiations, the senior management team at iManage announced it had completed a buyout from Hewlett-Packard (HP) for the purchase of the complete iManage business, including its brand, products and services. iManage co-founder and current general manager Neil Araujo is the CEO of the management-owned company, while Rafiq Mohammadi, also a co-founder and former CTO of iManage, is returning to the company as the chief scientist. The terms of the financial deal have not been disclosed.

In addition to Worksite (rebranding as iManage Work), the HP products in this transaction include LinkSite, Universal Search (rebranding as iManage Insight), and WorkSite Records Manager (rebranding as iManage Govern).

Dan Carmel, the new CMO of iManage, told the Insider that while the company's values would remain the same, iManage would not be complacent and was already engaged in an extensive R&D project – codenamed White Rabbit – to ensure their “work product management” applications evolved to meet the needs of a changing workplace and workforce.

“Never mind New Law, this is the era of New Lawyers. Among our customers, between 40-to-60% of our attorneys are under 35.” To this end White Rabbit is placing a huge emphasis upon simplicity, flexibility, agility and security. “Customers want systems that ‘just work,’ are accessible anytime, anywhere, and are always on, on any platform,” adds Carmel.

The initial industry response has been universally positive, Andy Jurczyk, CIO, Seyfarth Shaw commented “This is very exciting news. We believe an independent iManage will have the ability to have industry focus, scale and agility to drive the innovation we need.”

“Worksite is by far and away the best software purchase I have made in my 16 years at Macfarlanes, I’m looking forward to the return of the original team who I know will be breathing fresh life into the product,” ...Maurice Millen, head of IT, Macfarlanes.

“Over the years, this team delivered innovations that have reshaped how lawyers work with information. We look forward to continued innovations from iManage,” ...Chris White, Global CIO, Clyde & Co. While Nigel Blackwood, BIS Director, Wragge Lawrence Graham & Co (soon-to-be Gowling WLG after its merger with Canada’s Gowlings), added “Welcome back boys, it’s like you’ve never been away.”

**Comment:** The management team owns the controlling interest in the newly independent iManage. HP has no financial interest. iManage counts among its global customers 1800 law firms, including 80% of the top 100, and over 400 corporate legal departments.

All the most recent inhouse legal deals have been for hybrid cloud/hosted implementations. The iManage team first came together as NetWrite in 1995, with the original iManage corporation founded in 1998. It was subsequently acquired by Interwoven, then Autonomy and, finally, HP.

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## ► DLA Piper rolls out 'Twitter for enterprise' - your views

CONTINUED FROM FRONT COVER.

Pollick said: "I'm convinced that the newsfeed model is partly the successor to email; a lot should happen in the Twitter way where you are consuming optional news and can go on when you feel like it."

More than that, Grapevine provides matter-centric spaces to share documents and collaborate.

According to DLA Piper's application architect Carl Boyes, who worked with Pollick and his team on the project, Grapevine's "Twitter-like" engine was built in just under three weeks, leveraging open source technologies including Ember, Node.js, CouchDB and Java.

In reply to a comment from Jay Guiliano, founder of Patdek software, who asked why DLA Piper didn't use an existing team chat platform such as Slack, HipChat or ThreadKM, Boyes said: "[Grapevine is] more than just Twitter. Its intelligent integration with WorkSite, Elite and various additional information systems enables powerful yet simple to use matter-centric collaboration.

"For example, due to the performance restrictions of WorkSite, DLA Piper have 50+ WorkSite servers across 30+ countries around the globe, Grapevine abstracts away this complex topology and for the first time allows fee earners at DLA Piper quick and easy access to share documents across the globe – and from mobile devices too."

Team chat has to date had little penetration in the legal sector but according to Dan Hauck, a former litigation lawyer at Bryan Cave who co-founded team chat and project management platform for lawyers ThreadKM, that is set to change.

He said: "As the past year has shown, the answer to 'what comes next after email' is team chat. Tools like Slack, HipChat and others have shown real-world business value of team chat.

"We built ThreadKM for this exact reason: to give law firms the power of team chat but with the security, integrations, and matter-centricity required by law firms. It's exciting to see the legal community embracing this kind of technology."

ThreadKM enables lawyers in groups broken down by, for example, matters or practice groups, to enter discussions, share files and plan the work going on behind the file. Hauck calls it: "a place to go where they enjoy going," rather than having to sift through hundreds of emails. By limiting the group to rightful members, it reduces unnecessary noise and like Grapevine, ThreadKM is compatible with WorkSite.

Once a relevant document has been created in Worksite a notification will be pushed into the thread so everyone can see and read it if need be. Hauck said: "You don't need to send it, it's just there. You can click into it and have the conversation right there."

A big question hangs over how quickly lawyers will move onto a new system, even a better one.

Guiliano, a partner at IP firm Novak Druce Connolly Bove + Quigg who uses Slack at Patdek said: "At my law firm Slack adoption is dismal. Email remains a giant dumpster for so many different types of communication; so email remains the primary communication channel despite how terrible that mechanism is."

Pollick added: "The problem with email today is that it is a horrible mashup of stuff I don't need to see, stuff I need to see but which requires no action by me, and stuff that I need to act on, with no way of distinguishing between these elements without reading each one. No wonder people hate it!"

At DLA, hate email or not, uptake of Grapevine has so far been slow. But with the world's third largest law firm by revenue backing change, others are sure to follow.

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## ► Howard Kennedy unveils new road map

Merged twice in the last two years, Howard Kennedy is now focussing its attention inwards by updating its outdated systems with a significant investment in technology; implementing a new three-year roadmap; and hiring former Magic Circle IT trainer Maria Allo-Fernandez as business project manager (BPM).

Led by Clive Knott, Olswang's former IT director who joined Howard Kennedy in April 2014, the top 75 UK firm has bought Thomson Reuters Elite's (TRE's) matter management solution Mattersphere and client relationship management solution ContactNet, as it prepares to upgrade to TRE's Enterprise 3.11 practice management solution.

In a series of further investments, the firm has moved from using HighQ's online deal room on an ad hoc basis to taking the whole solution, and it is in the process of rolling out BlackBerry Enterprise Service 12 (BES12).

The investments are part of a three-year IT strategy plan put in place at the start of this year. The end of this year will see the simultaneous upgrade of Enterprise and roll out of Mattersphere, which need to go live at the same time because Enterprise does not talk to Howard Kennedy's old Adobe workflow solution. Knott said: "They both have to go live at Christmas but we may finish some parts in the New Year."

Knott and his team chose Mattersphere because of its easy integration with Enterprise and has been adapting it for the firm, including building in conflict checks that can be kept from other parts of the business where the work is confidential.

Enterprise users have been expecting TRE to announce that the system, which was built in 1998, will be sunsetted. In a statement TRE said: "The official end date for Enterprise has not yet been announced, but we are actively planning for the future. We will be communicating with our clients regularly as product and support decisions are made. It is our commitment that we will provide clients with at least four years notice prior to stopping support for Enterprise."

Next year will see Howard Kennedy roll out ContactNet, which is currently in pilot phase and will be used to build a comprehensive database of contacts by mining relationships from email and other enterprise systems.

The firm's upgrade to BES12, meanwhile, will come into effect in September 2015. Partners will have the option to continue using a different device and Knott said: "Own devices will be managed through BES12. We've got the versatility that you want as a technical team."

Further developments will see Howard Kennedy's plot sales team, headed by partner Jodie Campbell, upgrade its technology to become more efficient including generating more templates. Knott said:

"We'll use Mattersphere to give clients the ability to see the plots and what is taking place." Real estate is by far Howard Kennedy's largest department, representing 40% of turnover, and the plot sales team help property developers with the pre-sales for off-plan agreements.

Helping with the new road map and implementation of Howard Kennedy's plans will be Allo-Fernandez, who joined Howard Kennedy in March as BPM from Burberry, where she was a user adoption manager. Between October 1999 and October 2011, Allo-Fernandez worked as international IT trainer and then global service desk IT trainer at Freshfields Bruckhaus Deringer.

The hire and investment represent a strong statement of intent from Howard Kennedy, which in January 2013 merged with Finers Stephens Innocent, creating a £39m enterprise. In 2014 the firm entered into failed merger talks with Davenport Lyons before merging that same year with London boutique CKFT, bringing annual revenue up to just under £44m.

Called HowardKennedyFSI after the first merger, the firm rebranded last year to return to being called Howard Kennedy.

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## ► Who's in & who's out: the latest wins & deals

### UK WINS

Swings and roundabout for **LexisNexis Enterprise Solutions** this month as 150-user **ASB Law** announces it is swapping out Lexis Axxia in favour of the **Peppermint Technology** Legal Service Platform. (ASB's Aspire division will continue to use Eclipse Proclaim.) Meanwhile **Veale Wasbrough Vizards** has announced that it is swapping out its legacy Civica Galaxy PMS in favour of the **LexisOne** system. Memery Crystal is the last remaining firm on the Insider Top 200 chart still running the once popular Civica system. Finally, North West law firm **Poole Alcock** has selected **Lexis Visualfiles** as its case management system to handle volume conveyancing.

Another North-West firm **Slater Heelis** has announced what is described as a "six figure" deal to swap out the Advanced Legal Videss software it has been running since 2001 and replace it with an **Eclipse Legal Systems Proclaim** practice and matter management system. Other recent Eclipse wins include **ReviewSolicitors**, a new client feedback and review site for law firms, whose founders include Quality Solicitors co-founder Saleem Arif ([www.reviewsolicitors.co.uk](http://www.reviewsolicitors.co.uk)), and insurance claims management start-up **United Legal Assistance**. United will also be using Proclaim to manage its fleet of hire vehicles.

Three more UK law firms – **Olswang, Lester Aldridge** and **Taylor Vinters** – have confirmed they are now running the **iBoss** cybersecurity system. **Emeiatec.com** is the main UK distributor.

**Solicitors Own Software** has secured another significant swapout with 75-user Surrey-based **Streeter Marshall** selecting SOS Connect to replace the Elite Enterprise system it had been running since late 2005. SOS has also won a deal with Yorkshire firm **Wrigleys Solicitors** who are taking a 40-user SOS Connect Trust & Court of Protection case management system.

**Linklaters** has inked a deal with **NetDocuments** to take the Decisiv email management system, which will be run in conjunction with its existing Documentum DMS, Decisiv is the EMM that NetDocuments acquired from Recommind in January this year.

Wealth management consultancy **Dewhurst Torevell & Co** has upgraded its **BigHand** digital dictation system to include speech recognition. UK private bankers **Brown Shipley** have dropped analog tape and switched to BigHand digital dictation – after satisfying themselves that BigHand could meet their compliance requirement and offer encryption, the bank is also using BigHand's smartphone mobility apps. And, **Wright Hassall** has implemented a firm-wide voice technology refresh that includes digital dictation and speech recognition for iPhones and iPads, and the **BigHand SmartNote** file and attendance notes automation system.

**Hewitt & Gilpin** in Belfast has become the 400th UK law firm to sign up to ALB practice and

case management system from **Advanced Legal**.

And, **Wilsons Solicitors**, which has offices in the West Midlands, has signed a three-year deal for ALB. Along with replacing the firm's disparate legacy systems, Wilsons will be rolling out the probate, conveyancing, PI and family fixed fee case management modules.

**IN BRIEF: Coltman Warner Cranston LLP**, formed as a Coventry-based offshoot of Reed Smith, has selected **Linetime Liberate** as its practice management system. **Travers Smith** has implemented **Kutana Kappris** to handle its email print management. **DAC Beachcroft** has selected **Intapp Intergration Builder** and Intapp Flow to connect and manage its software applications. Lincoln property lawyers **Fletcher Longstaff** has selected **Hoowla** case management software to support its conveyancing practice. Bournemouth-based **Matthew & Matthew** is the latest firm to sign up for the **Lawyer Checker** anti-conveyancing fraud service. Criminal defence firm **Olliers Solicitors** has signed a three-year deal with **Converge TS** for a fully hosted desktop environment across the firm's London and Manchester offices. **Brabners** is to implement the MatterView system from **Phoenix Business Solutions**. **Birketts** in East Anglia and pension specialists **Sacker & Partners** have purchased PDF management apps from **DocsCorp**.

WINS AND DEALS CONTINUES ON P.7

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WINS AND DEALS CONTINUED FROM P.6

## NORTH AMERICAN WINS

**Handshake Software** is reporting continued traction for its **Microsoft SharePoint**-based intranet and search solutions, as well as licensing for Office 365 SharePoint online deployments. Recent wins include **Kramer Levin Naftalis & Frankel, Taft Stettinius & Hollister, Hinkley Allen, and Fennemore Craig**, as well as **Stewart McKelvey** and **Clark Wilson** in Canada, and **Galindon Arias & Lopez** in Panama.

Aderant has had a good first-half to 2015, with eight mid-tier firms going live with **Aderant Total Office** implementations. The new sites include **Marks & Harrison** in Virginia, the **Hunter Law Group, Celler Legal**, and **Beck Owen & Murray**.

The **C&S LegalTech Consulting Group LLC** has selected the **LawBase** practice management system to serve as a turnkey hosted solution to its law firm clients. LawBase will be integrated with the Worldox DMS that C&S LegalTech also supports.

In ediscovery news, Philadelphia-based **Duane Morris LLP** has licensed the **kCura Relativity** ediscovery system for inhouse use; and, Indianapolis-based **Hoover Hull Turner** has signed up **QDiscovery LLC** to work on ediscovery projects, including litigation support data processing and project management.

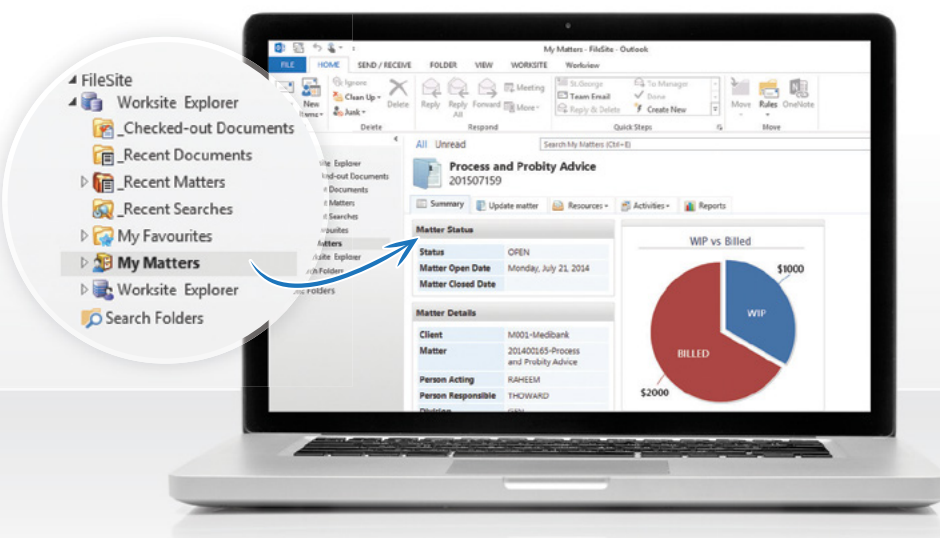
The **Government of the British Virgin Islands** is implementing a bespoke Proclaim case management system from **Eclipse Legal Systems**. The software will be used by the Territory's **Office of the Director of Public Prosecutions**. The system will track all cases from initial log through to conviction, across the entire criminal justice system, including Magisterial, High Court, Appeals and Privy Council. **Comment:** We've included this story in the North American section on the basis that American Airlines treat the Miami to the Virgin Islands route as domestic flight.

Full service law firm, **Lazer Aptheke Rosella & Yedid** has deployed **DocsCorp** compareDocs across the firm, while the **VISA USA Legal Department** in New Jersey, who already use compareDocs have added cleanDocs for metadata cleaning. **Shartsis Friese LLP** in California and **Abramoff Neuberger** in Pennsylvania have both recently purchased compareDocs and cleanDocs, with Shartsis switching out Workshare in favour of DocsCorp solutions. In Pennsylvania, **McNerney Page Vanderlin & Hall** is moving forward with cleanDocs and pdfDocs and **Morgan Lewis & Bockius** with pdfDocs. And, **Caldwell Leslie & Proctor** has switched from Workshare to DocsCorp for document comparison and metadata cleaning.

WINS AND DEALS CONTINUES ON P.8

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WINS AND DEALS CONTINUED FROM P.7

#### APAC WINS

**LexisNexis Pacific** has been awarded a contract to develop a new court management system for the **Vanuatu Supreme and Magistrates Court**. The service, based on **Lexis Visualfiles**, is due to go live in October.

**Allens** is to deploy the full **DocsCorp** productivity suite, including pdfDocs, cleanDocs and compareDocs, while **Gadens** has purchased pdfDocs for its Melbourne office, and **Civic Legal** in Perth has implemented contentCrawler.

**Bell Gully** in New Zealand is upgrading to **iManage Work 9.0** email management via **Phoenix Business Solutions**, while **Maurice Blackburn** has just completed a Work 9.0 upgrade and implemented email management along with Phoenix Workspace Control.

**Sparke Helmore** has chosen **Zylpha DeveloperPlus** to provide consistent developer and support coverage for the firm's Lexis Visualfiles case management platform.

#### EMEA WINS

Although the deal was being finalised in the weeks before, Norwegian lawyers **Bull & Co** became the first firm to sign up for an **iManage Work** ECM solution after the MBO. EMEA DMS specialists **IRIS ECM** are handling the project.

The **legal department of the Abu Dhabi Commercial Bank** has signed up with **Phoenix Business Solutions** to implement an iManage DMS. The Phoenix MatterView system is also to be deployed to deliver BI and matter management within iManage. And, Dutch law firm **De Brauw Blackstone Westbroek** has selected Phoenix Workspace as part of an iManage upgrade project.

Irish legal tech specialist **Keyhouse** has secured three competitive swapouts in the Republic. **Joynt & Crawford** in Dublin has swapped out Advanced Legal Opsis in favour of Keyhouse; **Nathaniel Lacy & Partners** in Kells has swapped out Harvest Accounts in favour of Keyhouse accounts and case management; and, **Hayes McGrath** in Dublin is now running a Keyhouse practice management system, which replaces the firm's legacy LexisNexis Axxia software, which had been used for accounts and document management.

## ► Legal Tech sector sees a flurry of fresh consolidation and investment

It is not just iManage that has been through a major corporate restructuring (in its case an MBO from HP) over the past month. Other notable deals include:

**Heron Consulting Group** acquiring **Rittman Mead India** to bolster its EPM (Enterprise Performance Management) & Analytics practice, which offers CRM and Big Data services.

Corporate/inhouse legal department software specialists **Mitrataech** acquiring **Bridgeway Software**, best known for its LawManager and eCounsel legal and compliance management software. **Marks Baughan** advised Bridgeway on the deal, which doubles Mitrataech's customer base to nearly 600 corporate and government entities. The price was not disclosed.

**LexisNexis** has also been busy, acquiring **Jordan Publishing**, one of the few remaining independent legal publishers in the UK. Lexis said it would continue to offer Jordan's portfolio of print titles but added that the value of the transaction to customers would unfold in the evolution of online offerings. And, over in the US, **LexisNexis Legal & Professional** has acquired regulatory risk news and information provider **MLex**, probably best known for its Law360 product.

Along with acquisitions, vendors have also been attracting extra funding: **QDiscovery LLC** has secured an undisclosed growth equity investment from venture capitalists **Bridge Investments** and private equity firm **Starboard Capital Partners**.

LEGAL TECH SECTOR SEES A FLURRY OF FRESH CONSOLIDATION AND INVESTMENT CONTINUES ON P.9



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LEGAL TECH SECTOR SEES A FLURRY  
OF FRESH CONSOLIDATION AND  
INVESTMENT CONTINUED FROM P.8

Cloud-based intellectual property management and analytics services provider **Lecorpio** has raised \$15 million in funding from **M2O** to support growth and product development. And, the big one, **Chrome River Technologies** has announced a \$100 million Series D funding round from **Great Hill Partners** to accelerate growth globally and support continued product innovation. Chrome River co-founder and CEO Alan Rich (previously the co-founder of Elite) says the privately-held company grew by 40% in 2014. The Chrome River cloud-based expense reporting and invoice processing platform competes with Concur, which was acquired by SAP last year for \$8.3 billion.

Finally, in a weird circular development, **Thomson Reuters Elite** has signed up UK IT solutions and support provider **Pericom** as an alliance partner. Pericom was originally involved in a joint venture with FWBS, which culminated in FWBS acquiring Pericom's legal sector business in the summer of 2006. FWBS went on to develop what is now called MatterSphere and was subsequently acquired by Elite in the summer of 2011.

## ► Dentons tech investment arm teams up with IBM and signs startup

Dentons' innovation and technology investment arm NextLaw Labs has teamed up with IBM to create a cloud-based technology platform for startups as it also signs its first portfolio deal with IBM Watson-backed digital legal research company ROSS Intelligence.

The new platform will enable startups to create and deploy legal applications more quickly, providing them with access to IBM Cloud and the IBM Global Entrepreneur Program for Cloud Startups.

Startups will also have access to IBM's platform-as-a-service, Bluemix, with NextLaw Labs taking on the role of "active technology investor, accelerator and business incubator focusing on creating new products and services that will change the practice of law, improving client service and enhancing client solutions," a statement from Dentons said.

Bluemix has a catalogue of more than 100 tools and services of the most prominent

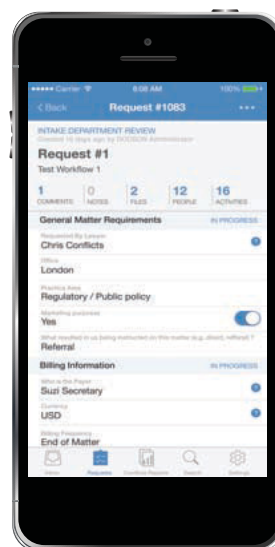
open-source technologies combined with IBM and third-party services to "enable these startups to focus all of their energy on creating cloud applications for the legal industry at consumer scale."

The announcement comes as NextLaw Labs has also signed a deal with its first portfolio company, ROSS Intelligence, a startup developing online legal advisor, 'ROSS', which is powered by supercomputer IBM Watson.

With the support of Watson's cognitive computing and natural language processing capabilities, lawyers can ask ROSS their research question in natural language, as they would a person, then ROSS reads through the law, gathers evidence, draws inferences and returns an evidence-based answer.

Dan Jansen, CEO of NextLaw Labs added: "Technology is now and will continue to be a real differentiator in the legal profession. The potential in companies like ROSS shows how the approach to solving client challenges is going to change. NextLaw Labs wants to be a part of transforming what is possible into a tangible offering in today's legal market."

## Business Intake



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## ► Shifting sands: What it takes to be a successful IT director in a changing legal world

Bearing much of the responsibility for the financial, billing and client relationship systems that represent the life blood of highly lucrative and often cut-throat law firms, IT directors have traditionally been held to account for signing off on the right 'nuts and bolts', at the right price, with the backing of a diverse partnership.

In itself no insignificant task, the demands and expectations of the role are increasing, or at least evolving, as clients, guided by pricing pressures in their own sectors, demand better value; greater efficiency and more collaborative working methods. At Linklaters, CIO Matt Peers, who until May this year held the same role at Big Four accountant Deloitte for the UK and Switzerland, said: "Clients are wising up to the fact that as a provider you need to recognise the commercial pressures they are under. "CIOs more than ever must be in tune with the business and its drivers - including regulatory challenges and seemingly unstoppable internationalisation.

**Putting the client first.** Much of the recent technological innovation within law firms has been client driven, with CIOs expected to be at the vanguard of finding ways to deliver more efficient and collaborative working practices.

At Pinsent Masons, putting clients at the heart of the business led to the roll out of SmartDelivery, which provides clients with an online life cycle from instruction to engagement; legal process management; and automated document assembly as well as giving clients continual access to financial and business management information. IT director Colin Smith said: "As CIO one of the priorities is to create that differential – what makes clients stay with a law firm?"

**Beyond the nuts and bolts.** While the client's needs are key, facilitating the firm's wider strategic objectives are equally as important. Smith says: "The CIO needs to be a business person who understands the business requirements rather than just the nuts and bolts."

Osborne Clarke's IT director Nathan Hayes adds: "We are moving away from managing our own kit to utilising infrastructure as a service and third parties to manage the network. We can spend more time on change management and project management."

At DLA Piper, chief information officer Daniel Pollick has been given the title of 'director of business infrastructure.'

"I'm responsible for changing the way we deliver business processes," he says.

**Embracing risk and driving change.** According to Pollick, the CIO role is not just about taking ideas to the business but showing leadership. When the 3,981-lawyer firm replaced its printers, Pollick took the opportunity to roll out Ricoh's multifunction devices plus cloud printing, meaning anyone can connect to a printer immediately regardless of which office they're in by using an access pass.

Pollick says: I'm convinced that if we took that to the business as a standalone proposition it would have met a lot of resistance. But we did it as part of a wider IT-led technology replacement and after initial change shock it has delighted people and saved us a lot of money."

**War stories and pitfalls.** Of course, CIOs have to tread that fine line between the right kind of risk taking and overstepping the mark – in the case of one particular national firm's IT director by signing off a significant new investment without gaining sign off.

Law firms are notoriously rife with politics and Smith says: "When I started I thought everyone would naturally be supportive and everyone would pull in the same direction but that's not always the case."

Peers' respected and recently-retired Linklaters predecessor Sue Hall recalls the fatigue of global travel, including, while previously IT director at Baker & McKenzie, attempting to persuade one local managing partner to spend £300 on a fire safe to protect the Top 10-firm's tapes. "It took loads of time when he had just spent £17,000 on a new table for the conference room," she recalls.

**Good ol' fashioned relationships.** Learning how to build relationships and navigate the complexities of the partnership model remains core to the success of any CIO.

Peers, who pre-Deloitte ran the IT division of Carphone Warehouse Europe, says: "Lots of people in Carphone saw me as someone they could trust. When I was talking about IT they would think I was an honourable individual."

For those aspiring to reach the top job, management experience is a prerequisite and Nick Woolf, a partner at executive search firm Sainty, Hird & Partners says: "A lot of people say 'I manage a team' but IT departments are often quite large and managing a team on a project is not the same as telling someone they are fired."

The CIO role and expectations around it are undoubtedly changing, and arguably becoming far more complex, but some things remain almost reassuringly constant.

<http://www.legaltechnology.com/latest-news/shifting-sands-what-it-takes-to-be-a-successful-it-director-in-a-changing-legal-world/>

## ► People & Places

Those with long memories will recall that at the beginning of 2011 Legal IT Insider reported that **Andrea Foot** had joined Australia-based legal case management software developer CaseFlow as VP of business development – now, just over four years later, we bring you news that Foot has been appointed by **Tikit** in Australia as its regional general manager. Foot began her career in legal IT sales with Miles 33 and later joined Axxia Systems UK before ditching the M4 corridor and starting a new chapter with Axxia down under. She will now help Tikit with its strategy to deepen its global service offering.

**Landscape Group** – the accredited HP managed print services specialist - has announced the appointment of **Terry Coyne** as business unit director, London, legal and professional services. Coyne has worked in the IT Industry for 35 years and in legal for 25, starting in legal as a Wang and HP print solutions consultant. Coyne has pioneered some of the UK's leading value added solutions including RightFax and CallXpress and more recently, he built a leading Microsoft SharePoint & Enterprise Content Management practice in London for Sword Group.

Best-known in the legal sector as the senior marketer for Litéra Corp, **Mike Susong** has joined legal marketing and public relations agency **Proxy PR** as senior vice president and part of its executive team. Susong will be working out of the Brooklyn, New York office.

At acquisitive Ediscovery, managed services and litigation support specialist **DTI**, **Brad Gragert** has joined as managing director of the Portland, Oregon data centre. Between 2003 and 2010 Gragert worked for Fios, which was acquired by DTI at the end of 2012. He subsequently held the role of business development executive for HP, and senior client services and sales roles at Scarab Consulting and Alliance Enterprises.

**DocAuto** has hired Clyde & Co systems engineer **Nairn McCrudden** as a business consultant in its UK team. Before Clyde & Co, McCrudden was a technical support engineer for Autonomy iManage where he acquired an in-depth knowledge of the WorkSite product line. Since launching its UK office one year ago, DocAuto has rapidly expanded its European presence and added over 15 new organisations to its client base.

PEOPLE & PLACES CONTINUES ON P.12



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## PEOPLE & PLACES CONTINUED FROM P.11

IP management and software group **CPA Global** has appointed **David Shofi** as vice president, IP strategy solutions. Shofi, an IP counsel who most recently managed the IP function for global semiconductor and life sciences corporation ATMI (now part of Entegris), has over 20 years of experience in the intellectual property industry, having started as an associate at Baker Botts in September 1994.

**Nuix** has promoted **Paul Slater** to executive director for the Europe, Middle East and Africa region. Before joining Nuix as director of forensic solutions in 2013, Slater led a regional forensic technology team at both PwC and Deloitte, having worked for more than 20 years as a police officer and consultant in investigations, digital forensics and eDiscovery, including as interim head of the digital forensics unit in the UK Serious Fraud Office.

Philadelphia-based legal support services consulting firm **Mattern & Associates** has hired Ipro Tech's regional vice president **Stephen Cole** to join its executive team. Cole has twenty years' experience of consulting to large firms and was previously vice president of the legal business unit of Pitney Bowes Management Services.

**DocSolid** has hired **Madielene Alkilhlil** as its regional sales manager, charged with developing new Paper2Digital client relationships. Before joining DocSolid, which in November 2014 expanded its leadership team with the hire of three key director positions, Madielene worked as a legal technology strategist for Alkilhlil Group, consulting with legal clients to improve their document technology infrastructure.

**InOutsource** has hired **Rachel Shapiro** as business development manager. Shapiro, who was most recently principal at Medilenz Solutions and before that director of business development at Trivent Legal, will be responsible for building the market position of the company by developing and closing business relationships.

**Greg Bryce** has been appointed managing director of **SearchFlow**, with responsibility for the conveyancing search provider's operations across England and Wales. Bryce was previously commercial director at sister company Landmark Information Group (both part of dmgi:land&property Europe) and before that commercial director at The Digital Property Group (DGP).

**Landmark**, meanwhile, has promoted **Rob Phillipson** – who joined in 2013 from DGP – to sales and product director across its environment, legal and mapping divisions.

**Wilson Legal Solutions** has announced the opening of its fifth office, in the Sand Lake Business Center in Orlando, Florida. The Orlando team specialises in customising and integrating Elite Enterprise and Elite 3E software and developing templates for Elite Design Gallery software.

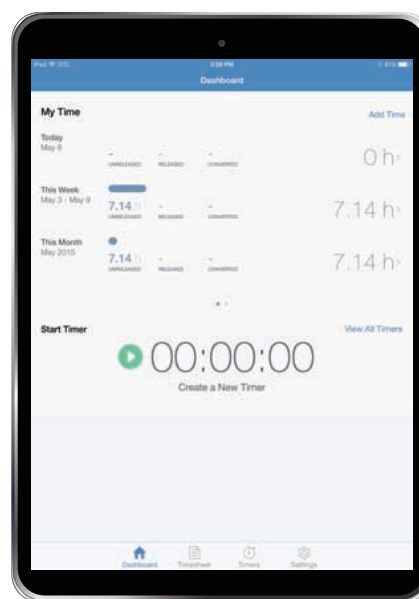
**DPS** has opened a new office in Sri Lanka and hired local staff to develop new cloud-based software. Based in the capital Colombo, the Sri Lanka office now has 10 full time highly experienced web developers engaged in new projects that are at the cutting edge of legal software development.

**Legal Technology Core Competencies Certification Coalition** (LTC4) has announced that it has awarded its first Legal Professional Certifications to individuals from member firms **Ashurst** and **Schwabe, Williamson & Wyatt**. The LTC4 certification program certifies legal professionals (lawyers and timekeepers) who have shown themselves to be competent in one or more of the LTC4 Core Competency Learning Plans. Schwabe has lawyers who were awarded certification in the legal documents learning plan while Ashurst's legal analysts have been awarded certification in the data, reports and exhibits learning plan.

## ► Vital Statistics: 28%

According to the UK's Solicitors Regulation Authority, last year (2014) there were 701 reports of bogus law firms, representing a 28% increase on 2013 and a 101% increase on 2012. Bogus law firms are typically involved in vendor conveyancer fraud based on identity theft.

## Time Entry



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## ► Elite bounces back

Last month Elite was down in the dumps, this month it has bounced back in spectacular fashion with the announcement that another UK "magic circle" firm Freshfields Bruckhaus Deringer has selected 3E as its new business management platform. 3E will replace a legacy Tikit ResSoft/Firmware system at Freshfields. The deal is not only a much-needed credibility boost for Thomson Reuters Elite but also bad news for SAP, who have long been courting the firm.

And the good news from Elite doesn't just stop there: One of Australia's leading independent law firms – **Cooper Grace Ward** – reported that it is upgrading from Elite Enterprise to 3E. Head of IT Miz Brmbota said the firm would also be rolling out the Design Gallery document automation system. In the UK, former LexisNexis Axxia flagship site

**Morton Fraser** announced it was swapping out Axxia in favour of 3E and the Elite MatterSphere client and matter management system. The firm also plans to use MatterSphere for document management.

**Nabarro LLP** is to integrate the Xcelerate budgeting and forecasting with its existing 3E platform. Finally, **Siskinds LLP** has become the first Canadian law firm to select the MatterSphere system from Elite.

## ► Quote/Unquote

"If we built cars with the same degree of quality control that we build software, there'd be a lot more dead people on the roads." ...the EMEA director of a major US legal software company. The remarks were made prior to the recent revelation that it was possible to hack into the controls of some models of Jeep.

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The next Insider newsletter will be published on  
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