

# legal*i* insider

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## ▶ Lloyds Bank selects LexisNexis Visualfiles and prepares for e-billing pitch

Lloyds Bank's technology-savvy general counsel Kate Cheetham has received the green light to begin a pitch process for an e-billing system after awarding LexisNexis the contract to roll out Visualfiles across the 320-lawyer in-house legal team.

The bank had already been using Visualfiles across a third of its in-house legal team but following a competitive pitch which LexisNexis won, the case management system will now be rolled out to all lawyers across 15 locations.

The move led by Cheetham, who took over her current role in April 2015, having been deputy GC since 2013, has been partly driven by the desire to improve the security of document sharing between the team and reduce reliance on emails.

Cheetham, who while deputy GC also stood in for part-time GC Andrew Whittaker in an innovative senior job-sharing arrangement, will now turn her focus to an e-billing system. She told the Insider: "E-billing isn't just about monitoring fees but can show us what the most cost-effective way of gearing a deal is in terms of the ratio of partners, associates and trainees and compare the cost of work from one low cost centre to another."

Lloyds requires its law firms to report to it each month and more formally every quarter. It analyses where its biggest spend is coming from and looks at trends and themes year-on-year. Three years ago it set up a legal practice management

team which helps to check invoices but much of the time consuming cost analysis is done by the sourcing department – a task that it is hoped will be considerably reduced with new technology.

While Lloyds has not traditionally been ahead of the curve in terms of technology it has shown itself to be unafraid of innovation and was one of the first in-house teams to use more than one law firm on the same transaction.

Cheetham, who has an interest in how technology can improve work processes more widely, said: "It doesn't matter if you're frightened of technology, your anxiety is not going to change the future."

## ▶ Veyo comes under further scrutiny after LSSA conveyancing portal launch

The Law Society's conveyancing portal Veyo has again come under scrutiny this month after the Legal Software Suppliers Association (LSSA) launched a rival offering due to supplier frustration at Veyo's alleged lack of responsiveness.

The start of September saw the LSSA launch Free2Convey, a collaboration between companies including Advanced Legal; Easy Convey; Eclipse; Linetime; OchreSoft; The Osprey Legal Cloud; Oyez Professional Services; Quill Pinpoint; Redbrick Solutions; and Select Legal.

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## ► Cooley transforms IT experience with new initiatives and key hires

Cooley's chief information officer Rob Kerr, who joined from eSentio Technologies in September 2014, has begun a push to transform the way the IT department interacts with the firm and trains its lawyers, including hiring new staff and forming a dedicated user experience group.

Kerr is taking steps to bring the typically back office IT function to the front of house, including hiring in staff with a strong customer services capability and opening up fortnightly 'tech lounges' for lawyers and IT staff to mix.

Tech lounges enable the IT team to talk to staff on an informal basis and showcase new products shortly before they are installed in a relaxed 'non-training' environment. Kerr said: "We've had people leave and say 'please follow me back to my desk and install that.'"

At the same time Kerr has set up a user experience group to assess staff training needs and has hired a user adoption specialist (UAS) from another law firm, yet to be announced, who will join in October.

The job of the UAS will be to develop personas for different groups of lawyers in terms of how they interact with technology, on the basis of which more bespoke training will be delivered.

Kerr said: "Training will be adapted to the user and customised."

The changes come following a period of expansion for Cooley, which at the start of 2015 made its long-awaited entry into the London market. Kerr said: "The firm is now global and much bigger. Our services and systems need to reflect that."

Cooley is embedded in the technology market and often supports its clients by rolling out their products internally, taking the innovative step of rolling out Salesforce across the firm around two years ago.

In September 2015 it launched Cooley Go for UK technology entrepreneurs and investors, rolling out an advice and document automation site that has become a success in the US after its launch last year.

## ► Ten Years Ago Today...

With the current DMS market competition between iManage and NetDocuments looking like a replay of the Hummingbird v. iManage competition of a decade ago, it's interesting to see that in the September 2005 issue of the Insider, one of the top stories was Eversheds announcing that it was sticking with Hummingbird as its DMS platform, with outgoing head of IT Peter Owen describing Hummingbird as "a stable, proven, scalable product... from a large financially sound business that doesn't focus entirely on one vertical market, minimising any risk associated with such a large investment." A decade later, Eversheds is still with OpenText (as Hummingbird subsequently became) and is one of just eight firms in the UK Top 200 remaining with that supplier.

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## ► Veyo comes under further scrutiny after LSSA conveyancing portal launch

CONTINUED FROM FRONT COVER.

A form of freeware software that the LSSA says “will always be free”, Free2Convey shows the stage that each person in a conveyancing chain is at and gives visibility to the conveyancing process. It also has an online virtual deal room, where parties can upload documents and collaboratively work on material.

The solution has largely been developed by Pracctice – the developers behind the Osprey Legal Cloud – and is currently in beta testing, set to go live before the end of 2015. LSSA chairman Matt Lancaster is also the sales and marketing director of Pracctice.

While Eclipse has integrated its case management system with Veyo, other members of the LSSA have found that talks over integration have failed to progress.

Speaking to Legal IT Insider Lancaster said: “Many colleagues at the LSSA have been talking about Veyo and thought it was a good idea. Technology is a good way forward for law firms so an online portal is a great idea. But there has been frustration as the LSSA wasn’t getting very far with integrating with Veyo; we’ve found it difficult to have a dialogue with them.”

When asked for a comment on the lack of dialogue and collaboration with other suppliers Veyo offered little in the way of clarification. In a short statement Chief Executive Ian Gray said: “We are continuing to work closely with conveyancers and our software supplier to enhance the functionality,” which may add to suspicions among suppliers that Veyo itself has ambitions to enter the case management space.

The Law Society, which has been criticised in its role as representative body for spending practice certificate fees on this type of niche initiative, remains committed to Veyo, despite the departure in August of chair and former Law Society chief executive Des Hudson.

Law Society president Jonathan Smithers said: “Veyo has been speaking to stakeholders in the sector but it isn’t appropriate to talk about individual suppliers they have been talking to.”

Veyo – a joint venture between the Law Society and IT solutions company Mastek UK – charges an annual administration fee of £50 and

a £20 per transaction charge. Asked what revenue the Law Society derives from Veyo, Smithers said: “We are a shareholder in a joint venture company and hope to receive dividends in due course.”

“It is important for thousands of firms conducting property work and is a good example of the Law Society leading and innovating to help its members to transform the process for conveyancers and their clients who are moving home.”

## ► Quote/Unquote

“Trying to sell and explain how a piece of technology is ‘a bridge to the future’ and calling that vision is nothing more than used car economics: “Picture yourself in the front seat of this ‘92 Firebird with the wind in your hair.” ...Jeff Hodge, the CMO of Quovant in a recent Insider comment article.

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## ► Nine months in – the Baker & McKenzie SAP experience

After many years in the planning stage and one aborted attempt to install it, Baker & McKenzie last December rolled out SAP across its 77 offices in 47 countries, becoming the first major law firm to adopt the latest version of a system long-embraced by the likes of Apple, Accenture and other major international players.

The 4,245-lawyer firm took on SAP's core financial management module with a view to later expanding that to incorporate client relationship management and human resources, although those developments are likely to come some years down the line.

Critically, it supplemented SAP's single-database system with Fulcrum's Pro Billing for Legal, which is configured for the legal industry and provides flexible billing options.

SAP until now has had a reputation for complexity and high costs and has yet to be embraced by the legal sector, with the exception of a tiny number of firms such as Linklaters, Shoosmiths and Iberian firm Cuatrecasas, Gonçalves Pereira. However, in its roll out with Fulcrum, Bakers opted for the Accelerated SAP – or 'ASAP' option – which ran to time and took just a year.

Speaking to the Insider about Bakers' experience, chief operating officer Craig Courter said: "The best advice we got was with SAP you have got to change your processes to fit SAP, not fit SAP to our processes.

"People get used to always doing it this way, but SAP needs you do it that way."

The benefits of having a single database are many for a firm as large as Bakers and Courter said: "We provide clients with a seamless global service and need to provide a seamless global operation." The firm is able to bill the client according to their needs not the firm's internal structure and from the same source. Courter added: "In the past we could access all our data from our warehouse but from multiple sources, which didn't make it great data."

Internally fee-earners are provided with a real-time dashboard of their financial performance and detailed metrics and key performance indicators. There are no immediate plans to extend this information to clients and Courter said: "Right now it's not on the list."

The to-do list is still long but the firm has successfully emerged from the post-implementation stabilisation process automatically put in place by SAP.

One significant teething problem meant conversion to SAP contributed to a drop in Bakers' 2015 revenue and profits, after a delay in getting up to speed with billing and collection. Courter said: "It takes a bit of

time to work out a new system, perhaps when we went through the project was not quite right in its set up."

However the firm is fully up to speed now and Courter says the new system is extremely well received by lawyers. "It is running well and gives us an amazing advantage with its rock solid performance," he said.

With Fulcrum now having successfully supported Bakers in a project that ran to time, more law firms may be expected to follow. Sue Hall, who obtained approval for SAP while IT director at Bakers before she left in 1998, said: "SAP is now within reach of many more firms, including small firms, at a time when the benefits of a true multi-currency scaleable and performant platform are required by far more firms."

With continuing consolidation within the legal market Courter added: "There will be fewer bigger firms and they will need an industrial strength financial system to operate. We see SAP with Fulcrum billing fitting that bill.

"SAP does business in every country in the world. It's about agility as we grow – that's going to be the deciding factor for a lot of big law firms in choosing SAP or another solution."

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

**UK WINS** **Ashurst** is planning to automate all its legal precedents across all practice areas and throughout its international offices by using its Glasgow-based low cost support centre and running the **Business Integrity ContractExpress** document automation system. The firm is also piloting due diligence review technology.

**Freshfields Bruckhaus Deringer** has selected **Intapp Open** to automate its new business intake and conflicts management process. The 2700 lawyer firm will also be running the Intapp Integrate integration and Intapp Walls confidentiality management products.

Elsewhere within the Magic Circle, **Linklaters** has become the first major UK firm to deploy the **DocuSign** esignature platform to speed up the document production process. London finance partner **Mark Nutall** said "Completing a signing in the traditional way (including printing, faxing, scanning and overnighting documents for signing) can be a lengthy process whereas through DocuSign, with the click of a mouse or the tap of a tablet or smartphone, it can be reduced to minutes whilst maintaining the formality and security of a signing."

**Berwin Leighton Paisner** has become the first law firm to sign up for the **RAVN Applied Cognitive Engine** (ACE) artificial intelligence solution. ACE is initially being used by the BLP real estate team to search Land Registry documents for title charges and send queries direct to Companies House however it is anticipated that the system will be rolled out on a wider basis. **Matthew Whalley**, BLP's head of legal risk consultancy, commented "The young lawyers were so excited when we showed ACE to them. Technology is being used in more areas of work they don't want to do. GenY are far more excited about technology and less about preserving the status quo." While RAVN co-founder & managing director Peter Wallqvist said "My advice to law firms who think technology will eat their lunch is that the only thing they have to fear is doing nothing."

Time recording continues to be one of the most competitive areas of the market: **Veale Wasbrough Vizards**, which has 300 staff in offices in London, Bristol and Birmingham, has selected **Intapp Time** as its new time recording platform, which will be run in conjunction with the firm's recently selected LexisOne practice management system. Meanwhile **Rekoop** has announced two new time recording deals: at 110 fee earner **FBC Manby Bowdler**, which recently signed up for Advanced Legal's new Advanced 365 hosted PMS, and at 70 fee-earner **Wrigleys Solicitors** in Yorkshire, which is a Lexis Axxia site.

Leeds-based **Walker Morris** has selected **Aderant Expert** as its new financial and practice management system. Aderant will replace the firm's incumbent Miles 33 system – Walker Morris was the last remaining firm in the UK Top 100 still running Miles.

**Collier Bristol** is to upgrade from Lexis Axxia Arista to the new **LexisNexis LexisOne** practice management system, which will be deployed across the firm's London

and Geneva offices. **Comment:** This is a bit of an oddity as some years ago the firm awarded the contract to Aderant but subsequently chose not to deploy.

A **Microsoft SharePoint + MacroView DMF** document management implementation that the systems house **ClearPeople** recently delivered for **Shoosmiths** has been named as a finalist in this year's Document Manager Awards.

Niche City of London firm **Carter Lemons Camerons**, which this year celebrates its centenary, has signed up for the SOS Connect practice and matter management system from **Solicitors Own Software**, after reversing last year's decision to go with Eclipse Legal Systems and Proclaim.

Manchester & Lancashire law firm **Woodcocks Haworth & Nuttall** has just implemented an **Eclipse Proclaim** practice, case and matter management system. The firm, which has over 100 staff in seven offices, has also awarded law firm cloud computing specialists **Converge TS** a contract to supply a fully managed hosted desktop service.

In other Eclipse Legal Systems news, the company reports that in the three months to 31 August, it signed up 32 new customers including four "six figure" deals. Recent wins include **Slater Heelis**, the start-up **Consilia Legal** and the UK's oldest law firm **Thomson Snell & Passmore**, who will be implementing a personal injury and clinical negligence case management system.

WINS AND DEALS CONTINUES ON P.7

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## WINS AND DEALS CONTINUED FROM P.6

AIM-listed managed IT services provider **Redcentric plc** has won a two-year contract with the **Legal Aid Agency** described as being "worth in excess of £2 million". Procured through the government G-Cloud initiative, Redcentric will provide a consolidated, flexible application development and test platform, facilitating the re-hosting of multiple current LAA environments through the provision of an Oracle super-cluster-based platform-as-a-service (PaaS) delivered from a Redcentric datacenter.

Three new faces in the UK legal IT market:

**Brochet Ltd** [www.brochet.co.uk](http://www.brochet.co.uk) – has secured its first law firm wins, with **Fieldfisher** taking its Brochet Legal Templates document production application and **Bond Dickinson** taking both Legal Templates and Brochet Marketing Templates CRM add-on. **Trowers & Hamlins** is now using the **Paessler PRTG** network monitoring and security system supplied by reseller **Bytes**. <https://www.paessler.com/prtg> And, UK-based litigation support services provider **Altlaw** has chosen an ediscovery platform from Virginia (US)-based **Venio Systems** for handling document review projects for its clients. [www.veniosystems.com](http://www.veniosystems.com)

Over the next three years **DAC Beachcroft** is to rollout **BigHand** digital dictation and speech recognition technology to 2200 members of staff. The firm's operations director **Jeffrey Ng** said the move would improve the efficiency of secretarial and document production units

(DPUs). West End property and commercial practice **Seddons** has also selected **BigHand** for dictation, speech recognition and mobile working support.

Two Scottish law firms – **Thorley Stephenson** in Edinburgh and **Nelson Gibb & Landa** in Glasgow – have both signed multi-year deals to migrate their practices onto the Advanced Legal ALB case and practice management system. NGL, who are also taking the **Laserform** library, have gone for a cloud solution.

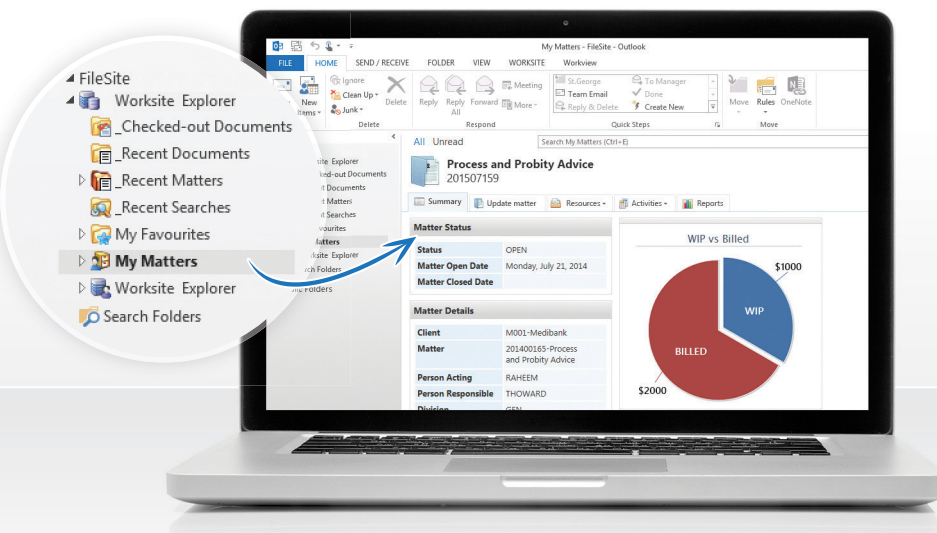
Linetime has reported two new deals, including one at **Gillespie Macandrew**, a Peppermint site, who are taking the **Linetime Liberate** case management system, initially to manage residential plot sales. The second is at long-time Linetime users **Boys & Maughan Solicitors** in Kent, who are extending their use of Liberate case management to cover all areas of private client and commercial work.

The legal department of **Hanson UK** has deployed an **iManage Work** DMS. The implementation was handled by iManage partner **Ascertus** in a project which included a tailored document lifecycle management system and **DocsCorp pdfDocs**. North East London firm **Thirsk Winton** has also gone with an iManage Work DMS supplied by Ascertus. In other iManage news, more patent and trademark attorneys are adopting iManage Work for their document and email management requirements. The three latest signings are **JA Kemp**, **Barker Brettall**, and **Redd Solicitors**.

WINS AND DEALS CONTINUES ON P.8

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## WINS AND DEALS CONTINUED FROM P.7

In brief: **Kingsley Napley** has implemented a **Kutana Kappris** print management system; **Crisp & Co**, which has offices in London and the South-East, is the latest firm to switch to the **Quill Pinpoint** cashiering service; **Clyde & Co** has added **TutorPro** Live Content Studio and e-learning courseware to its portfolio of elearning content and authoring tools; and **Elite Law Solicitors** (which incorporates **HM Law Costs Draftsmen**) has selected a hosted version of the One Office accounts, practice and case management system from **DPS Software**.

**EMEA WINS** Geneva-based boutique banking law firm **Lecocqassociates**, which also has offices in Dubai, Malta and, shortly, New York, has selected **Aderant Expert** as its new practice management system and so become Aderant's first Swiss customer.

Newly independent iManage has announced a slew of EMEA news with the following firms all recently successfully completing deployments of **iManage Work**: **DLA Nordics** in Sweden, **Sagardoy** in Spain, **Borenus** in Helsinki, **Rønne Lundgren** in Denmark, and **Coulsen Harne** in Kenya. Borenus was an OpenText eDocs conversion, while Sagardoy switched from Microsoft Sharepoint. iManage is hosting first User Group Meeting as iManage on Thursday 22 October in London.

**NORTH AMERICAN WINS** **Baker & McKenzie** has become the first global law firm to go live with the latest version of the **SAP ERP** system. The system has now officially been deployed across all of the firm's 77 offices in 47 countries, running in 21 languages and being accessed by 1350 users daily. The single database-core SAP system is supplemented by the **Fulcrum Pro Billing** for Legal solution, which provides flexible billing options as well as a self-service reporting portal. The firm's chairman Eduardo Leite commented "At the heart of this project was the desire to manage and provide our data in a harmonised, consolidated fashion everywhere we do business. For an organization as complex as ours, this was always going to be a bold move but I am delighted with how the transition to SAP is already reaping rewards."

Cloud-based DMS and email management provider **NetDocuments** just announced that it has signed up 600 new customers globally in the past 18 months and is now in use at 15% of AmLaw 200 firms. Recent wins include 700 attorney, 19 office, Memphis (TN)-based **Baker Donelson Bearman Caldwell & Berkowitz** – an OpenText swapout; 500 attorney **Davis Wright Tremaine** – an iManage swapout; and 500 attorney, 15 office, Pittsburgh (PA)-based **Buchanan Ingersoll & Rooney**. Buchanan took advantage of a recent merger to replace its two legacy DMS platforms (OpenText and iManage) and consolidate on NetDocuments.

Insurance defense market specialist **McAngus Goudelock & Courie** has selected **Aderant Expert** as its new practice and financial management system. MGC says it outgrew its incumbent software and anticipates Aderant to be able to support it "over the next 10+ years as we continue to grow."

Denver-based **Brownstein Hyatt Farber Schreck**, which has 250 attorneys in 14 offices, has rolled out the Smart Time family of desktop and mobile time capture software from **Smart Time Apps**. The project was Smart Time's first integration with Elite 3E and included using Intapp Integrate to manage the data transfer between the two systems.

Document scanning specialists DocSolid report they are seeing more firms embracing the paper-to-digital transformation, running initiatives and pilots using the **DocSolid KwikTag** Legal scanning platform. Firms to have recently run projects include **Simpson Thacher & Bartlett**, **Marshall Dennehey**, **Morgan Lewis, Stinson Leonard Street** and **Lindquist & Vennum**.

Recent US and Canadian law firms to sign up with **Capensys** for tech training and rollout projects include **Norton Rose Fulbright Canada**, **Mackenzie Lake Lawyers** (Canada), East Coast firms **Bulkley Richardson & Gelinas**, and **Faber Daeufer & Itrato**, and California firm **Dannis Woliver Kelley**. Three of these firms have also joined the LTC4 (legal tech core competencies) skills initiative.



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## ► The 'rise of the machine' – and 'will my coffee machine shortly have artificial intelligence'?

The start of September saw the BBC focus on Intelligent Machines and ask what the benefits and risks are for society and business of the rise in artificial intelligence (AI) and smart robotics.

To those in the Legal IT sector, true robotics is all but irrelevant but AI is something that has long been on the horizon, presenting tantalising possibilities if yet to have any really meaningful impact for most UK firms.

Many of the Magic Circle and major City firms including Clifford Chance and Dentons are starting to explore how IBM Watson can help them gain a competitive advantage, and in e-discovery predictive coding is gaining traction. However, UK firms trail their US counterparts when it comes to using AI expert systems that are already here and ready to be used in the legal sector.

There are signs that the tide is turning: September for the Legal IT Insider, much like for the BBC, had one overriding theme, which (if we were being a little dramatic) could be summarised as: 'Computers are steadily taking over repetitive analysis and doing it better, faster and cheaper than you.'

However, speaking to Greg Wildisen, international managing partner of Neota Logic, he told the Insider: "There is technology available right now that should be deployed but isn't. The C-Suite should be thinking about it as part of their strategy and where they see the business going."

### **BLP becomes the first firm to sign up to RAVN's artificial intelligence solution**

In mid-September, Berwin Leighton Paisner confirmed that it had become the first law firm to sign up to RAVN's Applied Cognitive Engine, although it emerged that the enterprise search company is in "advance talks" with around a dozen more firms.

BLP is using the AI solution to help reduce the time it takes to search Land Registry documents in order to issue light obstruction notices, but it has plans to broaden this out significantly across the real estate practice and the firm at large.

Matthew Whalley, BLP's head of legal risk consultancy, who joined BLP from HSBC in 2011 to assist the 706-lawyer firm with furthering its knowledge management and legal technology capability, told Legal IT Insider: "Fee-earner morale is sky high. We can offer clients the BLP quality service but in a fraction of the time."

According to Whalley, the question on all journalist's lips (the BBC included, as BLP and RAVN featured in its AI series), is what impact the technology will have on jobs. Reassuringly, no associate or paralegal at BLP will be losing their thanks to the robot that they have nicknamed Donald.

RAVN, meanwhile, has already signed up a number of corporate clients and is currently speaking to the likes of real estate giant Jones Lang Lasalle, also known as JLL.

According to Karl Chapman, chief executive of Riverview Law, the corporate sector is ahead of private practice when it comes to AI. "Corporate customers are early adopters," he said. "The pressure is coming from other parts of the business which are saying 'why can't you do things that we are doing in other sectors?'"

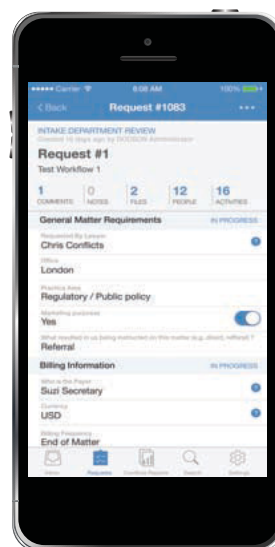
However he added: "I wouldn't say UK law firms are backward compared with the US. Behind the scenes the Magic Circle among others are doing a lot of experimenting. The driver in all of this is the customer."

### **Riverview Law acquires US tech business to advance use of AI in legal market**

Chapman can be said to know a thing or two about AI after Riverview Law's long running bid to develop AI capability ramped up several notches at the start of September with news that it has bought New Jersey-based knowledge automation business CliXLEX.

THE 'RISE OF THE MACHINE' CONTINUES ON P.10

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THE 'RISE OF THE MACHINE' CONTINUED FROM P.9

It follows the partnership Riverview Law entered into earlier this year with the University of Liverpool to leverage the university's AI expertise.

The latest deal, which was 12 months in the making, is said to be a major step towards the creation of 'virtual assistants' that will improve the quality and speed of lawyers' and paralegal work by freeing them to focus on key tactical and strategic matters.

CliXLEX owns and licenses a knowledge automation platform that enables knowledge workers, such as lawyers, with basic Microsoft Office skills to create, automate, maintain and evolve complex end-to-end workflows and processes for all areas of legal, compliance, risk and related activity.

Chapman said: "The race is on to provide virtual assistants to knowledge workers, powerful tools that help people and organisations make quicker and better decisions and allow knowledge workers to focus on the key tactical and strategic matters. The legal market is not immune from this trend which will impact all sectors of the economy.

"AI is like a fascinating lightning bolt for customers to think about how to use technology better. Like the first ABSs, it has shone a light on how things can be changed."

**Ashurst set to automate its global legal precedents as part of major efficiency drive**

Automation is notably becoming more commonplace across the UK and Ashurst in September became the latest City law firm to sign up with Business Integrity's ContractExpress solution to automate its legal precedents globally and across all practice areas.

The deal is a major investment for the top 15 international law firm, which in 2013 opened a Glasgow support centre to provide support on any work with a recurring element to it.

Glasgow is driving the move towards automation led by Mike Polson, managing partner of the now 200-strong office in Scotland.

Polson is working together with Ashurst's head of legal services innovation Tae Royle, formerly a corporate associate in its Brisbane office, who will lead the automation process.

Ashurst, which has already automated a number of finance documents in Singapore, is currently recruiting legal technologists in its Glasgow office, who must have a law degree and an understanding of automation, cloud computing, crowd sourcing and big data.

The move is part of a wider look at how to incorporate technology to drive efficiency and growth and Polson, who was previously a senior corporate partner at Dundas & Wilson, told the Legal IT Insider: "What's really making it happen is the client. Pricing pressures continue and it's about running the business more efficiently. You can keep doing things the same way and get the same result or identify new ways to do them more efficiently."

Ashurst's contract automation deal follows the announcement by DWF in June that it has launched a new flexible client services offering underpinned by document automation, also using ContractExpress.

**Magic circle giant Linklaters rolls out electronic signatures in deal with DocuSign**

While Linklaters' deal with DocuSign falls outside of the AI camp, fears over e-signatures have rumbled on despite reassurances from vendors that they stand up in court and can give valid security assurances.

Linklaters endorsement of e-signatures – offering their clients the opportunity to sign documents directly from their smartphone, tablet or desktop – is likely to see a number of other firms follow suit.

To date, the 2,601-lawyer firm has used the technology in four separate deals, with plans to now roll the practice out more widely.

"Completing a signing in the traditional way can be a lengthy process, whereas through this mobile technology, with the click of a mouse or the tap of a tablet or smart phone, it can be reduced to minutes, whilst maintaining the formality and security of a signing," said Mark Nuttall, a London finance partner at Linklaters who first used the new service.



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## ► People & Places

**NORTH AMERICA** Intapp continues to build its dream team with the recent recruitment of **Jake Laliberte** as VP of Global Accounts, he previously spent 15 years leading sales to large global customers at Elite; **John Callahan** has joined Intapp as VP of the North American Large Law Segment, over the years he has held senior management roles at Aderant and Elite, where he served as Director of Enterprise Segment Marketing for business intelligence solutions. Intapp has also created a new division dedicated to the North American Mid Law Segment (firms with 250 or fewer lawyers) under the leadership of VP **Kelvyn Stirk**. Before joining Intapp in 2013, he held sales management positions at Omtool and OpenText. Intapp has also announced changes to its Revenue Practice Group, which is now led by **Bryan Roberts**. Roberts came to Intapp as part of its acquisition of The Frayman Group last year, prior to joining TFG held sales leadership positions at LexisNexis and Aderant. In addition, Director of Product Marketing **Jill Nelson** will take on the role of business manager for Intapp Time. Prior to joining Intapp in 2011, she worked for LexisNexis where she directed product management for the Redwood Analytics. **Norm Mullock** is now VP of Market Development, Professional Services. Norm has been with Intapp for over five years, most recently serving as the Practice Group Lead for the Revenue Practice Group. Prior to joining Intapp, he was a co-founder of Redwood Analytics. **Stuart Douglass** has been named VP of Business Development for the Accounting & Consulting Segments. Douglass previously led the Intapp sales organization in the Eastern US Region. Prior to joining Intapp in 2010, he held sales roles at Autonomy, Interwoven and Xerox. Finally well-earned congratulations to Intapp VP of Marketing **Dan Bressler**, who won the Innovative Vendor Thought Leader award at this year's ILTA convention.

**Innovative Computing Systems**, a provider of IT services to law firms, has announced the addition of **Timothy Sheehan** to the company's executive team, where he will serve as Director of Professional Services. Sheehan will be based in Innovative's Los Angeles office.

**nQueue**, a provider of cost recovery and document scanning and routing technology, has appointed **Jessica Bernard** to the role of Business Development Manager, Manhattan.

**Financial Software Solutions**, which provides cloud-based and mobile case management solutions to bankruptcy trustees and productivity tools to attorneys, has announced the hiring of **Pat Hardee** as VP of Sales.

**John Loveland** has joined the **Huron Consulting Group** as a managing director in its legal practice with responsibilities for information risk and compliance.

Legal and cybersecurity specialist **UnitedLex** has expanded its Legal Business Solutions practice with the appointment of **Nancy A. Jessen**, as Senior VP. Jessen will operate from UnitedLex's New York office. Most recently Jessen was with Huron Consulting's Law Department Management group and previously provided legal consulting at Arthur Andersen and Altman Weil.

Legal support services consulting firm **Mattern & Associates** has expanded its operational team with the recent hiring of **Jeffrey Myers** as Project Analyst, and attorney **Benjamin Schmidt** as one of the firm's expert consultants.

**Lecorpio**, a provider of cloud-based enterprise intellectual property (IP) management and analytics solutions, has hired **Elisa Cooper** for the newly-created position of VP of Marketing. Lecorpio recently announced \$15 million in funding led by M2O to accelerate growth, product development and expansion into new markets. Prior to joining Lecorpio, Elisa was VP, Product Marketing at MarkMonitor, a brand protection company which is part of Thomson Reuters.

**Rebecca Sattin** has joined **World Software** (aka Worldox) from Mitchell Silberberg & Knupp, where she was Director of Information Technology.

PEOPLE & PLACES CONTINUES ON P.12

## Leadership

- 84% of the Global 200
- 4 of 5 Magic Circle Firms
- 92% of the AmLaw 100
- 185,000+ lawyers
- 550+ customers





## PEOPLE & PLACES CONTINUED FROM P.11

**UK & EMEA** **Melody Easton** has joined **iManage** as Marketing Manager for EMEA & APAC. She was most recently with DocsCorp however some years previously she headed up marketing for Interwoven before it was acquired by Autonomy.

Elite systems specialist **Opes Consulting** has bolstered its consulting team to meet the growing demand from Elite users for Intapp solutions. Opes is now Intapp Open certified, adding to Opes's existing capabilities in Intapp Time, Integrate, Walls and Flow. The consultancy's Intapp Open specialists are **Ash Nanda** and **Will Healey**.

**Rekoop** has signalled its commitment to Europe with the appointment of its first sales director for the region and the opening of a new office in Amsterdam. **Juul Leijnse** joins from BigHand, where he was European Channel Sales Director, and he will now spearhead Rekoop's efforts to build on its success to date. With the largest native firms in Spain, France and Italy already clients, the focus will be on breaking into Germany, Benelux and Scandinavia as well as increasing penetration in existing territories.

Legal software, outsourced cashiering and payroll service provider, **Quill Pinpoint** has appointed chartered accountant **Chris Hawley** as Finance Director. Quill's management team now comprises Hawley plus Julian Bryan as Managing Director and Richard Salt as IT Director.

**Joanne Humber** has now moved out of Phoenix Business Solutions and is back working as a consultant, with particular emphasis on getting lawyers to become more competent with technology and encouraging firms to join the LTC4 initiative. She will be working some of the time with **Derek Kindercliff-Jones** who is running Phoenix's Managed Services company as he feels there is a job to do vis-a-vis skills improvement.

**The Halsbury Legal Awards:** this year saw former Attorney General **Dominic Grieve** receive the Rule of Law Award in recognition of his support for human rights and his commitment to principle above party politics. The Legal Personality of the Year was **David Anderson** and **Richard Susskind** picked up the Future of Law Award. **Serjeants' Inn Chambers** and **Ropewalk Chambers** scooped the London and Regional Chambers of the Year Awards respectively, while the award for Law Firm of the Year (50+ employees) went to **Brachers** and **Crossland Employment Solicitors** won Law Firm of the Year (fewer than 50 employees). The Innovation Award went to the **National Archives** for its approach to managing and organising legislation while **Just for Kids Law** was honoured for its commitment to children in crisis.

**APAC** **DocAuto** is expanding in the Asia Pacific region with new Regional Sales Director **Sean Lee**. Lee previously spent over ten years with HP Autonomy.

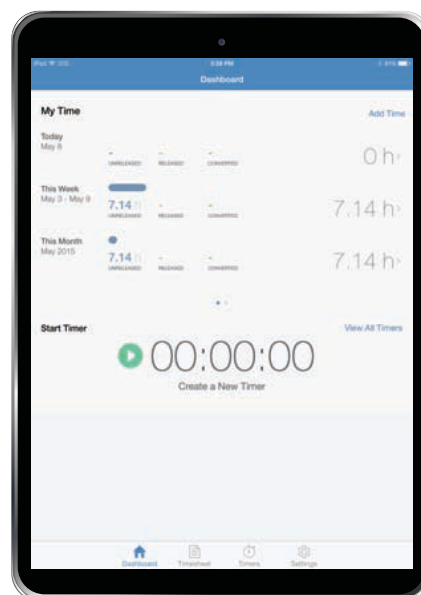
**EDISCOVERY** **Navigant** announced that **Dr. Jianping Zhang** has joined as a Managing Director in the company's Legal Technology Solutions practice, with responsibility for expanding Navigant's eDiscovery and analytics services and capabilities. Dr. Zhang, based in Washington DC, is a recognized authority on artificial intelligence and machine learning with experience in predictive analytics, text analytics, advanced data analytics and software development.

Reflecting a growing demand for ediscovery services in the Caribbean region, **LDM Global** has opened a new office on the Cayman Islands. LDM has also recruited **Sharon Spiser** to the newly-created position of Solutions Director.

**Women in eDiscovery** has appointed **Jacalyn Rosborough** to its board of executive directors. Rosborough recently relocated to Boise, Idaho, where she is a paralegal and litigation support supervisor at Hawley Troxell Ennis & Hawley.

Finally, the winner of the first Monica Bay STEM Leadership Award was awarded to **Alison Grounds** at the ILTA Conference. Ms. Grounds is a litigation partner at Troutman Sanders in Atlanta and the founder and Managing Director of the firm's eDiscovery subsidiary **Troutman Sanders eMerge**. (STEM = Science, Technology, Engineering & Math.)

## Time Entry



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## ► Clifford Chance's new innovation head drives change

Having been appointed as global head of innovation and business change at the start of this year Clifford Chance's (CC) Amsterdam managing partner Bas Boris Visser is steering a technology push including creating an interactive finance tool for clients and an innovation lab for new ideas.

Visser, who was appointed to the newly-created innovation role in January, in March hired two finance lawyers with coding expertise to design a template to allow banking clients to generate their own documents. Thijs Lommen and Judith Edixhoven worked with ContractExpress to create what CC has branded Dr@ft – an interactive questionnaire that helps clients halve the time it takes them to produce a document.

The firm, which has been using Dr@ft since around July, generates revenue by selling clients a license to use the product. The client push comes as CC also pilots an 'innovation lab' in Amsterdam to generate and build on new ideas.

Elsewhere the Magic Circle firm has developed an interactive tool to help clients analyse the impact of the notoriously complex Markets in Financial Instruments Directive II, which governs investments in the European Union.

CC has also joined the growing number of City firms that work with IBM Watson, and is looking closely for better search and contract management solutions across departments including real estate and corporate.

## ► Vital Statistics

The 7% Solution. According to a report in The Lawyer magazine, the UK's Top 200 law firms are now spending 7% of turnover on occupancy - and these costs are heading up, year on year. This is in contrast to the average of 4-to-4.5% they spend on technology, a situation that prompted the well-known American legal tech commentator Ron Friedmann to remark: "For Big Law to be spending almost twice as much on occupancy as on tech sends clients the signal that law firms favour opulence over efficiency."

## ► Quote/Unquote

"I waited seven years for two pieces of, what I thought, were pretty basic functionality. I retired and still didn't have it." ...the former GC of one US corporation commenting on the dearth of modern software for in-house legal departments.

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