# legal it insider

## ▸ NRF to roll out Neota Logic as innovation takes hold

Norton Rose Fulbright's (NRF's) legal technology innovation architect Ryan McClead has elevated expert systems software platform Neota Logic from a proof of concept phase to using its apps within the business, including into a potentially revenue generating compliance tool.

McClead, who worked as knowledge systems manager for Fulbright & Jaworksi before its merger with Norton Rose in June 2013, has for the last year and a half been developing relationships with start-ups and smaller technology companies with a view to taking advantage of the innovation springing up from that sector of the market.

By using the concept of 'sand box, tool box and window box' McClead and his team have been working with Neota and other companies such as Kira Systems on a trial basis.

McClead said: "Keeping up with legal technology is impossible, you could have 20 people working on it and still not keep up. So my response is to put everything in the sand box and try to understand what it is capable of and where it can go.

"They're all software-as-a-service products and that gives the firm the opportunity to play with them and see if they have a particular use case or many use case."

Neota is in the tool box, which means NRF is now licensed to use Neota's applications and over the last few weeks has been looking at different use cases within the business. McClead is in the process of building a client guide to compliance legislation, built on a microsite in HighQ's Publisher tool and with 8 small Neota apps built into it to help determine different aspects of compliance.

While it is still early days and McClead has yet to formalise how else NRF will use Neota's apps, the firm, particularly in London and South Africa, is looking at more document and process automation as well as new kinds of interactive tools for clients.

Kira Systems meanwhile, is almost ready to move into the tool box according to McClead.

McClead said: "Where a practice area or partner come to me with a problem, my team can build a prototype using a bit of this and a bit of that. It's different to the traditional approach of 'we'll go away for two years and come back with a quarter of what you want.' It's usually days at most and we'll come back and get feedback. It becomes an iterative process."

He adds: "[The tool box] doesn't allow us to stay on top of everything but if there are tools in the tool box that are not keeping up we can replace them or leverage our relationship to say 'there are other tools that can do this, how long will it take to make your product do what it can do?'"

## ▸ Financial Times signs up with NetDocuments

The Financial Times in-house legal team has adopted NetDocuments' cloud-based document management system, it has emerged, having rolled out the new system towards the end of last year.

NetDocuments is used across the FT's four-site legal and company secretarial team but not the rest of the business, in a repeat of arrangements at other NetDocuments' in-house clients such as Royal Mail and Westfield.

# ▶ Kingfisher's legal team trials GC Hub amid tech overhaul

Kingfisher's 52-strong legal team is trialling new law firm performance management tool GC Hub and embracing a raft of changes to its internal IT systems and processes, as the home improvement giant rolls out SAP and moves towards a single sourcing business model.

GC Hub is a freemium platform launched in May in which law firms and clients build their own profiles and connect to one another as they might on LinkedIn or Facebook, providing GCs with an area to communicate with their law firms, instruct them, track their performance on costs and automatically give them feedback at the end of a matter. It also enables GCs to consolidate and keep a record of their communication with law firms.

Each quarter law firms enter the total amount that they have billed a client and over how many matters, providing GCs with a notional blended rate that they can use to compare law firm costs. Law firms also add the quote given for work and how much was actually charged, allowing GCs to keep track of how those numbers diverge. At the end of a matter GCs are asked to rank law firms out of 10 on areas such as service levels, commerciality and sticking to the agreed budget.

Kingfisher's group general counsel and company secretary Clare Wardle said: "GC Hub should enable us to get a clear handle on our costs and support more efficient working with our panel."

GC Hub's chief executive Richard Fleetwood, a former Addleshaw Goddard commercial partner who left the firm at Christmas last year to launch the site, told Legal IT Insider: "Law firms spend tens of thousands of pounds trying to get client feedback and when they get it, it can be difficult to use and have different reference points. This is simple, quick and uniform and allows them to build up a whole host of information from clients." In May, Fleetwood was joined by high profile former Rolls-Royce head of legal and company secretary Nigel Goldsworthy as a GC Hub director.

Elsewhere, Kingfisher – which owns companies including B&Q and Screwfix - this year rolled out a SharePoint-based document management system called Fusebox as it transitions from being a set of locally-managed businesses to a single sourcing model, in an initiative branded 'One Kingfisher'.

Kingfisher operates 1,200 stores across 10 countries in Europe and Wardle, who is taking the lead on the enormous task of working around the contractual issues as individual operating companies are brought together, said: "[It was] essential to have a common respository and communication tool,

because we were pulling together contributions from lawyers across Europe including France, Poland, Germany, the UK, Spain and Romania against very tight commercial deadlines."

The new system has been adopted as Kingfisher also begins the roll out of SAP, which is now up and running in Ireland and will be operational globally in two years' time. Wardle has been heavily involved in creating a charter that governs the processes behind Kingfisher's implementation of SAP.

Kingfisher's legal team is no stranger to innovation and already automates its standard forms with a built-in risk and compliance tool that enables the business to complete a contract or diverts it to the legal team – a solution designed by Kingfisher's own IT team. Wardle said: "[It's] a good example of the benefits of working closely with your friendly local technologists."

She adds: "We as GCs need to recognise that we operate best as part of a broader team.  We don't have all the answers.  Technologists bring some great solutions, ways to allow us to do things faster, cheaper and more efficiently, to resolve the detail into a clear picture and find ways to do things better. Communication, process and risk management all work better if you involve the technologists."

# ▶ Financial Times signs up with NetDocuments

*CONTINUED FROM FRONT COVER.*

While the FT's legal team is only 13-strong including company secretarial staff, it is dispersed across offices in London, Belfast, Manilla and New York. Previously the team, in common with the rest of the FT, used a combination of Microsoft shared directories, Google Drive and Google Apps. Lawyers stored documents on Microsoft C: drive and H: drives as well as in their own personal folders, with no form of version control.

Senior legal counsel John Halton, who oversaw the implementation of NetDocuments said: "The FT as a whole still use Microsoft shared directories but there was a feeling that the legal team needed its own arrangements."

The roll out followed a pitch in 2013 in which the FT looked at three or four vendors including Worksite, initiated by former general counsel Tim Bratton, who left in July 2013 to join Berwin Leighton Paisner's contract lawyer arm Lawyers on Demand.

NetDocuments DMS is purely cloud-based and Halton said: "That was something we looked at very carefully," however he added: "On any IT project we as an organisation have IT people conducting due diligence on our suppliers, especially if data is held by them. Our IT people were confident that the security was sufficient to go ahead."

In terms of whether the project has been a success, Halton says: "People are using it. It's a good start because there is always a fear that no-one will use it and do their own thing."

In order to encourage that use the DMS is not structured by matter. Halton says: "We work as a team on an informal basis and receive a lot of small queries. We decided to go with a less formal structure and rely on the search function to find documents and it was the right decision."

In terms of teething problems, thanks to NetDocuments' rapid expansion there were a number of issues last year with its UK data centres that affected the responsiveness of the system. However, the data centres have been going through some major upgrades and Halton says: "Those issues were resolved earlier this year."

In August, NetDocuments announced that it will fully integrate its services with Microsoft cloud technologies, which will reduce the risk and investment of building out its own infrastructure.

A further issue has been the fact that NetDocuments is not designed to integrate with Gmail. Halton says: "If you want to attach a document in Outlook there is a button you press but in Gmail you have to download it onto the computer and attach it. It's not a difficult thing to do and you do get used to it, it's just another thing to think about when people are getting to know a new system."

NetDocuments has a Gmail plug in that is in beta but it is not expected to replicate the Outlook experience as the demand is far less across law firms and the corporate legal sector.

On the opposite side of the coin, the real benefit felt so far by the FT team is flexibility. Halton says: "While we're a small team we do work across four different locations and the way a cloud-based solution functions is very well suited to the way we work as a team. Before if I was working from home I had to email the document to myself but this system works seamlessly."

# ▶ Vital Statistics

Thirty years after the advent of email, 35% of lawyers are still using fax. *...statistic quoted at the recent Clio user conference*

# ▶ Thomson Reuters Business Integrity – the plan so far

Thomson Reuters has pledged to stick to Business Integrity's (BI's) existing plans and enable law firms to continue providing bespoke contract automation solutions to their clients, after announcing on 1 October that it has acquired BI and its flagship ContractExpress solution.

According to Lucinda Case, vice president of customer segments and strategy within Thomson Reuters' legal business, the roadmap developed for ContractExpress by co-founder and EMEA vice president Richard Newton and his team, including respected chief technology officer Andy Wishart, will remain unchanged despite the acquisition. However, ContractExpress will become fully integrated with Thomson Reuters' know-how resource Practical Law and the publishing giant is also looking at incorporating its proof reading tool Drafting Assistant.

Speaking to Legal IT Insider, Case said: "Customers and prospects are keen to hear about the roadmap for Business Integrity and we are sticking to the existing ContractExpress roadmap.

"We see it as crucial that we let the business that Richard founded carry on building momentum. We get weekly product updates and it is growing at a phenomenal rate. Acquisitions can be disruptive but they have managed to carry on working normally."

As predicted by rivals and customers at the time the acquisition was first announced, ContractExpress will be used in place of FastDraft as Practical Law's automation tool. Users of ContractExpress will be able to consume Practical Law contracts via the automation tool, while the dual integration will mean that subscribers to Practical Law will be able to automate contracts using ContractExpress.

The new-and-improved Practical Law service looks set to compete for the GC dollar with the white labelled automated contracts being offered by law firms such as Ashurst, DWF and Clifford Chance to their clients, using their own standard forms and know-how. At the time the acquisition was announced one ContractExpress relationship partner at a top 30 firm said: "Are Thomson Reuters playing in the space of supplier of products to law firms or are they now competing with law firms?"

However, Case said: "Although we sell content and now this technology to legal departments, we are not competing with the law firms in this space who are developing very bespoke solutions for their clients.

"We are talking to a number of law firms and prospects about the client self-serve model and I can see why they would want that arrangement. It's very exciting that law firms using this technology will be able to deliver their content to a very large user group."

Case and Newton have over the past month been meeting both in-house and private practice customers to discuss the acquisition, which was privately met with nervousness and irritation by a number of law firm clients, many of which had received assurances that Business Integrity and its flagship automation tool ContractExpress was not for sale.

Clients were made aware of the sale via a generic email on the morning of 2 October, leading one top 50 partner to tell the Legal IT Insider: "It caught us completely by surprise, which is not the greatest experience for a customer."

However, the move has been welcomed by clients including major ContractExpress user Reckitt Benckiser, where vice-president and general counsel within group legal affairs and compliance, Claire Debney told Legal IT Insider: "I would hope that it could lead to more integrated solution, as these offer so much on their own but can offer much more if integrated in a way that can provide seamless solutions – for example ContractExpress with World-Check built in to verify each party that you create a contract for (this is one on my wish list) then integrate it all in Serengeti (another one on my wish list)."

While Thomson Reuters has plans to invest in Business Integrity and its acquisition was said by UK and Ireland managing director Jan-Coos Geesink to "support our vision of a more efficient and connected legal ecosystem", for the time being it is sticking to the knitting. Case said: "Serengeti is a very important product and has great connection points but right now we are focusing on drafting and sticking to the road map."

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

**GLOBAL DEALS** **DLA Piper** and **Pegasystems Inc** have collaborated on the development of a KYC (know your customer) system to automate the management of regulatory rule maintenance for financial institutions. With a recent Forrester report describing KYC regulation compliance as the biggest pain point for global banking executives, the new system combines Pega KYC software with DLA Piper's knowledge and monitoring of global regulatory changes to provide retail, corporate and investment banks with a faster, more efficient and cost-effective way to manage their client onboarding due diligence procedures. **www.pega.com**

**Clyde & Co** has implemented a new **Vasco Digipass** two-factor authentication security system to protect access, both via PCs and smartphones, to the firm's external Citrix portals and VPN clients. CIO **Chris White** said Clyde & Co went with the Vasco solution in order to protect business critical data and ensure client confidentiality, while simultaneously providing cost-efficient and functional support that was suitable for the working styles of both its stationary and mobile workforce, including over 1500 lawyers operating from 39 offices on six continents. **www.vasco.com**

**UK WINS** **Rekoop** just announced one of its biggest deals of the year with **Browne Jacobson** selecting the Rekoop time capture platform, that will eventually be rolled out to over 450 fee earners across five offices and be integrated with the firm's new LexisOne practice management system.

Two more London-based law firms – **Pemberton Greenish** and **Winter Scott** – are to implement **iManage Work** as their new email and document management system.

Top 20 law firm **DAC Beachcroft** has engaged **Plan-Net plc** to provide its 2200 staff with full out-of-hours IT support coverage. The service will operate week nights, weekends and public holidays and is due to go live in December. **Philippa Dean**, the IT support manager at DAC Beachcroft, said a key element was because Plan-Net offers a full 24/7 service, it could also support the firm's international staff working in different time zones.

**Isokon** has signed up 10 more firms, including **Birketts** in Ipswich and **Browne Jacobson**, as users of its probate software. Isokon say their software is now used by almost 40% of law firms involved in probate and private client work in any reasonable volume, including 20 of the UK's top 200 largest firms.

Recent mid-market wins for **Tikit** include divorce and family law specialists **Vardags**, niche firm **Miles & Partners** and award winning **Mackrell Turner Garrett**, who have all invested in Tikit P4W case and practice management software to replace a legacy system.

"The change has been long overdue," said **Jonathan Chubb** of South Wales firm **QualitySolicitors David & Snape**, when it announced that it had selected the SOS Connect practice and matter management system from **Solicitors Own Software** to replace its legacy legal software.

**Freeths LLP**, which has 700 staff operating in 11 cities, has selected **Linetime Liberate** software to support the firm's growing Commercial Recoveries team.

**Gotelee Solicitors**, which has offices across Suffolk, has selected Proclaim from **Eclipse Legal Systems** as its new case management system. The firm will be implementing conveyancing and personal injury systems, along with integrations to the Land Registry Business Gateway and the MoJ's RTA & EL/PL Claims Portal. Eclipse has also signed up legal costs specialists **TM Costings** as users of its hosted, out-of-the-box **Proclaim Costs Drafting Software**.

**Quiss Technology** reports that four of its existing law firm customers – including Lincolnshire-based **Roythornes Solicitors** – have renewed contracts for long term support deals for their on-premise infrastructure. Jonathan Swan, the operations & IT director at Roythornes, said that "with question marks over the cost benefits of some cloud-based solutions and server locations" Quiss was an ideal supplier for firms who still prefer an on-premise solution. "It's our data and we take the responsibility for keeping it secure and confidential very seriously," he added.

Finally, apologies to London law firm **Collyer Bristow** who were the victim of an unfortunate auto-correct spellchecker disaster in the last issue and rebranded as Collier Bristol.

*WINS & DEALS CONTINUED FROM P.6*

**EMEA WINS** The **iManage Work DMS** is enjoying success across the EMEA region with wins at **Ayache Salama** in France, **Serra Lopes Corte Martins** in Portugal, **Ramon y Cajal** in Spain, Kenyan law firm **Oraro**, and **Studio Legale Chiomenti**, one of the largest law firms in Italy.

Irish law firm **Dillon Eustace** has signed up for iManage support from **Phoenix Business Solutions**, while another Irish firm – **Byrne Wallace** – has selected Phoenix software to manage its iManage Workspaces.

Stockholm law firm **Foyen** has selected the Microsoft SharePoint-based **Formpipe Intelligo Contentworker** system as its new document management platform. Until two years ago the firm was running an OpenText eDocs DMS but having decided to drop that, moved to a shared folders system before selecting Contentworker over an iManage DMS. In a related development, Formpipe Intelligo has also formed a partnership with the Dutch-based **DotOffice**, the developers of the doLegal document assembly system for law firms running Microsoft Office. **www.intelligo.se**

**US WINS** The **eData Practice** at **Morgan Lewis & Bockius** has collaborated with legal services outsourcing company **Exigent Group** to develop Chameleon, a new contract lifecycle management system that will be offered to the firm's clients to help them negotiate, manage and enforce corporate contracts globally. **Stephanie "Tess" Blair**, who heads the eData Practice, said the firm would allow users to extract and aggregate unstructured data from legacy systems and reconcile contract reality with payment and cash flow reality. "Our clients count on us to deliver innovative and effective commercial solutions that reduce risk and simplify the contract management lifecycle."

**Box Inc**, the online file-sharing and cloud-based content management service, has selected **Lecorpio**, out of a shortlist of three vendors, to provide a cloud-based IP management platform that will provide Box's lawyers, inventors and executives with centralized access to all intellectual property data, as well as better analytics and reporting.

**BuckleySandler** has become the first law firm to go live with Elite 3E through using the new **Thomson Reuters Elite** Express Service Package. Using the new methodology, the firm was able to complete its 3E deployment in less than 12 months.

**Handshake Software** has signed up four more AmLaw 100 firms, including **Pillsbury Winthrop Shaw Pittman, Troutman Sanders** and **Seyfarth Shaw**, as users of the company's **Microsoft SharePoint**-based portal, enterprise search and expertise locator products. Pillsbury will also utilize Handshake's NetDocuments integration.

Staying with **Seyfarth Shaw**, the firm has also selected **nQueue iA Scan Manager** to support its "Less Paper" initiative, which includes an all-digital document retention policy to scan and store all documents electronically rather than sending them to an offsite storage facility. Seyfarth CIO **Andrew Jurczyk** says the "Less Paper" initiative means "we are reducing our real estate footprint by one-third even while the firm is growing."

**Lathrop & Gage** and Montana-based **Worden Thane** have selected the **DocsCorp contentCrawler** system to convert files into text-searchable formats and reduce large document file sizes in their DMS.

Phoenix-based **Gust Rosenfeld** has selected **kCura Relativity** as its new inhouse ediscovery platform.

**AUSTRALIAN WINS** As part of a major technology refresh, along with upgrading from Elite Enterprise to Elite 3E, Sydney-based **Gilbert + Tobin** becomes the first Australian law firm to sign up for Business Development Premier, the new CRM system from **Thomson Reuters Elite**. The CRM rollout will include integration with the email marketing system from Elite partner **Concep**.

Multiple-office insurance specialists **Hickson Lawyers** is implementing **DocsCorp** contentCrawler OCR to automate the conversion of image-based documents to text-searchable ones.

# ▶ Roper Technologies - a good fit for Aderant?

The first week of October saw the announcement that Aderant is to be acquired from Madison Dearborn Partners by Roper Technologies, bringing an end to over a decade of private equity ownership and ushering in a more settled future in what Aderant's chief executive Chris Giglio branded its "permanent home."

Roper, which is extremely profitable and in the first quarter to 31 March 2015 saw its free cash flow rise by 24% to £250m, will be looking to support Aderant in its growth plans. Immediate plans include bringing in extra resource to accelerate its existing road map for its business intelligence, case management and billing platforms.

The company is also looking at acquisitions that make sense to Aderant and its client base and is already involved in a number of discussions.

Speaking to Legal IT Insider in October, Giglio said there are no concerns over the fact that Roper Technologies – previously called Roper Industries and best known for its engineering products and solutions – has a diverse stable of businesses, many of which bear no resemblance to Aderant.

Giglio said: "In an acquisition the bit a strategic business worries about is dilution – catering to others' needs and the distraction of cross-selling. Our business will continue to focus on legal and professional services clients." However, there are signs that clients may need some reassurance, as one IT director client at a top 20 law firm said: "I have mixed opinions at the moment pending closer discussion with Aderant. I guess having solid investment from a cash rich organisation is a good thing. However, I can't quite see how Aderant aligns to Roper so I'm not clear at this stage of the reasoning behind it and I'm looking forward to hearing more.

"It does remind me slightly of the Autonomy to HP sale, which of course is now all back to where we started with iManage!"
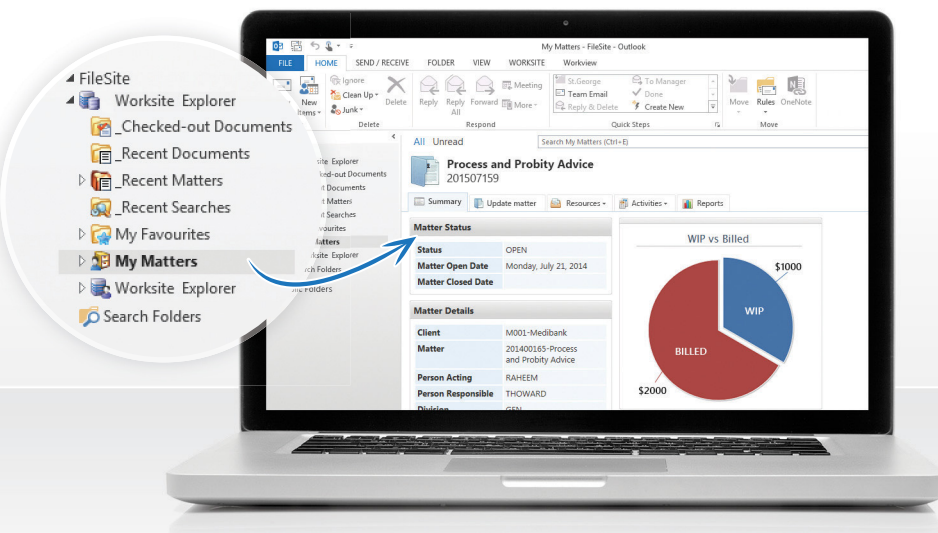
# ▶ Twenty years ago today

It was 20 years ago this month, in October 1995, that the Legal IT Insider first launched its orange pages onto the world. Back then, legal technology journalism largely involved solicitors writing articles about WordPerfect macros they'd created and the concept of legal tech as an "industry" was still a novelty. (Oh yes, and we were a print-only newsletter and would not hit the web for another two years.)

It was also an entirely different world: WordPerfect 5.1 for DOS was the dominant WP platform. Green-screen UNIX/Informix systems led the way in accounts and practice management. Email was still a novelty and used by relatively few firms. IBM OS/2 was still seen as a serious competitor to Microsoft Windows. Digital dictation was unheard of. Marketing systems meant "mail-merge". Document management was a shared folder on a network. People were predicting that workflow/legal process automation systems would make lawyers redundant. And our lead story in the first issue looked at a large Scottish law firm that had rejected Windows NT as a networking platform "because of performance doubts" and opted instead for Novell NetWare. An entirely different world indeed.

To celebrate 20 years of the Orange Rag, every day throughout November the LegalTechnology.com website will be looking back at the legal tech highlights (as well as some of the low-spots) of a different year.

# ▶ Reckitt Benckiser rolls out i-Contract and launches The Academy

Reckitt Benckiser's group legal team is rolling out its Business Integrity-powered contract management system globally as it also launches an innovative face-to-face leadership program for its lawyers called The Academy.

Since the end of 2013, the international health, hygiene and home FTSE 100 group has enabled staff within the RB business to create their own contracts - branded i-Legal – with built-in risk and compliance checks that divert contracts to the legal department if necessary, based on a traffic light system. RB has also introduced eSignatures from DocuSign that are embedded within the automation solution and which speed up that process. Vice president and general counsel within group legal affairs, Claire Debney, told Legal IT Insider: "It's all about speed to market. If you're in a meeting and you realise you need an NDA you can do it right there in the meeting."

A further limb to the i-Legal solution is i-Contract, a repository used to store all signed contracts, which is now being rolled out across RB's global business including to Canada, France and Poland.

Contracts created by staff are automatically stored in i-Contract, while those negotiated by legal are uploaded into the system when they are finalised. RB is currently looking at how it can enhance i-Contract to maximise its value to the business and, prior to Business Integrity's acquisition by Thomson Reuters, had been exploring integrating i-Contract with RB's bespoke Mitratech document management system.

Debney said: "I-Contract gives us visibility over all our contracts and eventually we will be able to apply data analytics to get real benefit from that information."

The move comes as RB launches its own development program, called The Academy, for 12 lawyers globally. Part one of the program took place in September and focussed on leadership - including crisis management and finance. Part two will take place in the US and will focus on lawyers managing their own brand within the business, the use of technology tools, compliance and ethics.

Debney said: "Right from the very beginning of your career it's important to have and to show leadership qualities as a lawyer. We want RB lawyers to really think about their personal brand and how they are perceived by the business."
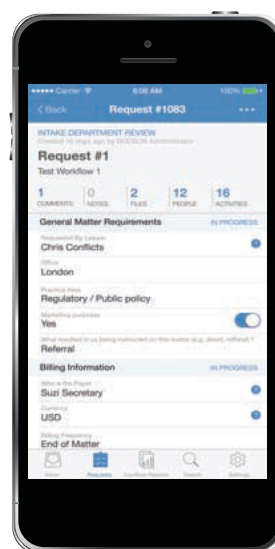
# ▶ New Editor for the Insider

We are pleased to announce that, from this issue onwards, Caroline Hill is the new Editor of the Legal IT Insider.

Caroline Hill brings her experience and journalism skills (a lawyer in a former life, Caroline joined the Insider in 2014 after holding senior editorial roles at Legal Business and Legal Week) to steer the 20-year-old publication forward into the new world of New Law and the emergence of the Tech + Law hybrid legal service providers.

Charles Christian becomes Editor-at-Large and will be reporting for the newsletter, the website and on Twitter. And, he'll also continue to cast an acerbic eye over the legal tech industry and all matters geek.

# ▶ Movers & Shakers

**UK** In an interesting tech industry lateral hire, **David Espley**, the former CTO at Advanced Computer Software, the parent of Advanced Legal, has joined **LexisNexis Enterprise Solutions** as its new UK Technology Director. In his new role Espley will also head the new Lexis Software Centre of Excellence in Leeds. This new R&D facility will be the UK hub of product development for LexisOne and Lexis Visualfiles. Before its acquisition by Lexis, Visualfiles was based in Leeds.

SJ Berwin's much respected former IT director **Simon Kosminsky** has joined **Mishcon de Reya** as its CIO. Kosminsky was appointed as IT director at SJ Berwin in May 2000 and left the firm in May 2014 after overseeing its merger with King & Wood Mallesons. During his time at the firm he sat on the international management committee. No stranger to merger, Kosminsky was also IT director at Wilde Sapte between 1991 and 2000, and helped oversee its merger with Dentons. Mishcon became an ABS in April.

In a coming of age story for legal project management, (LPM) **Herbert Smith Freehills** has bolstered its global LPM capability with the hire of a four-strong team from Berwin Leighton Paisner (BLP) including head of process improvement **Cathy Mattis**. Mattis, who becomes HSF's head of legal project management for the UK, US, Europe, Middle East and Africa (EMEA) is joined by **Lynn Mackay, Sarah Nathan** and **Priye Lele**. Lele joins as head of project management in HSF's corporate department, Nathan as legal project management assistant and Mackay as legal project analyst.

**Prosperoware LLC** has expanded its EMEA business with the appointment of **Philip Hewson** as Operations Director. For the last 10 years he was Director of Operations at nQueue. He will be offering pre-sales technical support to the EMEA Partner Channel for the suite of iManage add-on tools Prosperoware provide.

**Stewart Hadley** has joined big data specialists **Avention** as its new UK-based Enterprise Account Manager.

**Wilson Legal Solutions** has appointed **Suki Sahansara** as director of its EMEA professional services practice. Sahansara will oversee the company's EMEA operations and staff from Wilson Legal Solutions' office in central London. She brings with her domain experience honed during her more than 25-year tenure with leading software vendors including Thomson Reuters Elite, Aderant and, originally, Miles 33.

**Paul Hoffbrand's Hoffbrand Consulting** business has just been made a **NetDocuments** certified implementation partner. This follows on from his management of the NetDocuments DMS implementation at Farrer & Co, where the firm's IT director Neil Davison commented: "We had successfully worked with Paul in the past and wanted to work with him again with our NetDocuments project. Paul fitted in well with **Farrer & Co** and clearly demonstrated integrity, good judgement and professional excellence, as well as a broad technical perspective and value for money."

A number of staff at **Eclipse Legal Systems** took part in the Great North Run in September to raise funds for Martin House Hospice. Despite the unexpected sun and high temperature, all the Eclipse runners completed the half marathon in less than 3 hours, with sales consultant Tracey Longbottom clocking the fastest time at 2h 04. The team's fundraising efforts have already exceeded the original £5000 target.

**UK - SEARCHFLOW**  There's so much going on at conveyancing search provider **SearchFlow** (part of **dmgi:: land&property** group) that they need their own section. **Kris Clark** has joined as Head of Product to expand the product and service offering. Clark, most recently with OneSearch Direct, is specialist in the collation and digitisation of land, property and environmental data, and has been responsible for designing a number of conveyancing search products including the Chancel Repair Report and Personal Drainage searches. **Colin Breavington**, whose track record includes senior roles at Primelocation and Zoopla, has joined SearchFlow as Operations Director. Finally, SearchFlow has appointed **Stefanie van den Haak** as Commercial Director and **Maud Rousseau** as Group Marketing & Communications Director. Van den Haak, who has also worked at Lawtel and Thomson Reuters Westlaw and Rousseau, who was also at Rightmove, most recently held similar positions at Veyo.

**UNITED STATES**  **NextLaw Labs**, the innovation arm of **Dentons**, just announced that **Casey Flaherty** has joined company's advisory board. Flaherty will help guide NextLaw Labs "in its mission to fundamentally change the practice of law around the world by developing, deploying and investing in new technologies, companies, products and services." Flaherty is the founder of Procertas, a legal technology consultancy. He is also the creator of the Legal Technology Assessment, which tests and trains fee earners on the use of basic technology, such as wordprocessing and spreadsheets, to complete commonly encountered legal tasks. Flaherty began his legal career as an associate at Holland & Knight and later served in the general counsel's office at Kia Motors America.

The National Association for Business Resources just named **Everlaw** one of the San Francisco Bay Area's Best and Brightest Companies to Work For! The award recognizes companies that excel at employee relations, use innovation to motivate employees and implement creative compensation programs. Everlaw's latest recruit is **Byron Liu** who joined as Account Manager, working with users on the Everlaw litigation platform.

**UnitedLex** has expanded its Cyber Risk Solutions practice with the recent additions of two veteran security practitioners to its Managed Security Operations Center (SOC) team. They are **Sam Barlow**, most recently an assistant VP at Citigroup, and **Melia Kelley**, a seasoned incident responder with particular expertise in payment card, network intrusion and other data breach investigations.

**Innovative Computing Systems Inc** has added **Julie Conroy** to the company's sales team. She will be located at Innovative's San Francisco office to support Northern California customers.

After 11 years as General Manager (US) for **TutorPro, Robin Murphy** has resigned and is returning to the law firm sector as the new IT Manager of Training & Support at **Haynes & Boone**.

IP management and analytics software company **Lecorpio** has hired **Doug Luftman** as Chief Innovation Officer & General Counsel. Before joining Lecorpio to take this newly-created position, he was VP of Innovation Services & Chief Intellectual Property Counsel at NetApp and prior to that held similar roles at CBS Corporation and Palm Inc.

**John Bellegrade** has left Handshake Software and now works in product marketing at **Gimmal**, which offers a suite of compliance & record management products for Microsoft SharePoint and Office 365 platforms.

**HotDocs** has appointed **Steve Spratt** to the newly created role of Senior VP & General Manager of HotDocs International. Spratt's career has been spent working with technology across a range of sectors, including government, banking, media and software. He has worked for the UK Government, Santander Bank and BskyB before moving to the enterprise software sector in 2000.

*MOVERS & SHAKERS CONTINUED FROM P.11*

**Mitratech** has promoted **Kristoph Gustovich** to VP of Hosting & Security, a new role within the organization focused on data security and the buildout of additional datacenters in the UK for European clients. Prior to joining Mitratech in 2012, he held senior roles for the State of Texas, managing security operations and infrastructure.

Legal industry management consultancy **Janders Dean** has hired its first US director with the arrival of Seyfarth Shaw global director **Andrew Baker** as legal transformation practice group head. Baker was most recently global director of legal product & technology at Seyfarth's consultancy arm, SeyfarthLean, responsible for the strategy and construction of technology products to improve legal workflow, transparency and collaboration.

**EDISCOVERY** The US division of **Opus 2 International** has appointed **Justin Fox**, most recently with Thomson Reuters, as senior manager of business development. He will work out of the San Francisco office to drive new growth initiatives to further the company's commitment to the modernization of evidence management, including the Opus 2 collaborative cloud-based workspaces.

**Raj Sharma** has rejoined **LDM Global** as new director of hosting & processing. He will be based in the London office. Sharma most recently served as the production manager at Iris Data Systems and before that was with LDM Global for 10 years.

**Martin Carey** has joined **Lighthouse eDiscovery** as European managing director. Before joining Lighthouse, Carey was a partner at Proven Legal Technologies and prior to that was the managing director of EMEA and executive committee member for Kroll's European expansion.

**David Barrett** has joined **QDiscovery LLC** as its new CEO. Barrett was most recently the VP of National Sales for DTI however he first met QDiscovery founder Matt McCormack many years ago when both of them were with Daticon.

And by way of an end of an era, UK-based litigation support and ediscovery expert **Andrew Haslam** just handed back his pass at **Hogan Lovells**, marking the end of a "three month" contract that started in October 1997. Haslam adds "Along the way I made a great number of friends and inadvertently became an industry expert, so thank you all."

## ▶ Vital Statistics

The Top 200 UK law firms generated a total revenue of £20.55 billion in 2014/15, a 1.9% increase on 2013/14 BUT the Top 100 firms generated £19.24bn (or 94%) of this, a 2.04% increase, suggesting Big Law is getting bigger and the gap widening between them and the rest of the market. *...from The Lawyer magazine*

This is echoed by LexisNexis' latest CounselLink Enterprise Legal Management Trends Report, based on an analysis of $18 billion in outside counsel invoices processed in the six months to 30 June 2015. The report found that the gap between the median hourly rates for Big Law firms ($711) and second-tier firms ($495) is continuing to grow.

The practice areas averaging the highest hourly rates are M&A ($600) followed by Regulatory & Compliance ($563) – insurance work is the lowest paying at $185.
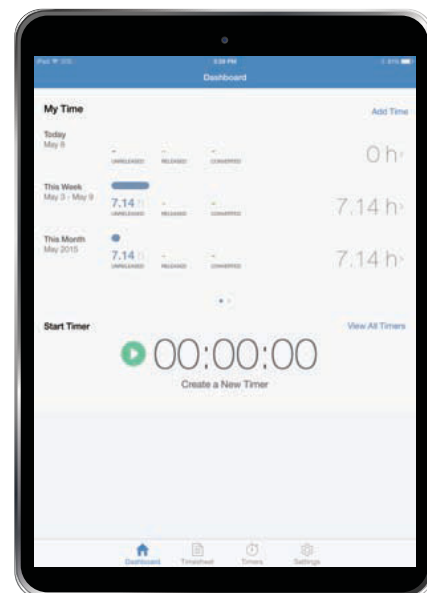
# ▶ Artificial Intelligence in Law – The State of Play in 2015?

*By Michael Mills, co-founder and chief strategy officer, Neota Logic*

The other day, a search for "artificial intelligence in law" produced 86,400 results from just the News section of Google's vast index. From the Web as a whole, 32,800,000 results and from Videos – 261,000, beginning with Jude Law's role as Gigolo Joe in the movie A.I. (thank you, RankBrain).

The first News story was "Law firm bosses envision Watson-type computers replacing young lawyers," reporting on the answers to one question in the recent Altman & Weil survey of law firm leaders (page 82). As wittily argued by Ryan McClead, "the question is flawed on many levels [and] … it's time to cut the hysteria surrounding artificial intelligence in law."

Yes, there's something going on here. But we need to parse the pile a bit. What is artificial Intelligence ("AI")? What is AI doing in law? Who is doing it? And where is it headed?

## What is this thing called AI?

AI is a big forest of academic and commercial work around "the science and engineering of making intelligent machines," in the words of the person who coined the term artificial intelligence, John McCarthy. A thorough and hype-free review of AI in business was published recently by Deloitte, Demystifying Artificial Intelligence, suggesting the term "cognitive technologies" to encourage focus on the specific, useful technologies that emerge from the broad field of AI.

However labeled, the field has many branches, with many significant connections and commonalities among them. The most active today are shown below:
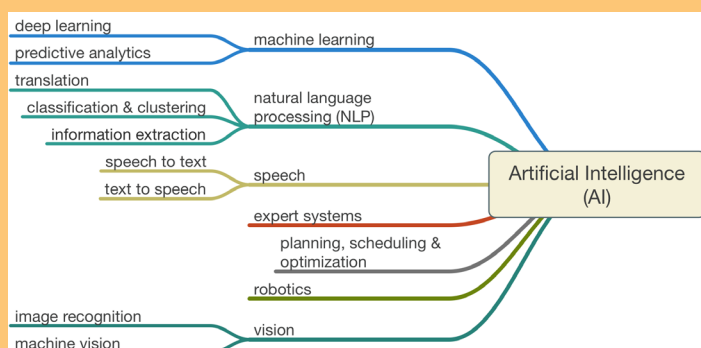


Lawyers do not need robots or machine vision, but other branches of AI are indeed useful. Practical use of cognitive technologies in legal services is by no means new, nor did it begin when IBM Watson won Jeopardy! or when IBM's general counsel predicted that Watson could pass the bar exam by 2016.

## What's happening today?

Legal research—Lexis and Westlaw have applied natural language processing techniques to legal research for 10+ years. No doubt Bloomberg BNA does as well. After all, the core NLP algorithms have all been published in academic journals and are readily available. The hard (very hard) work is practical implementation against good data at scale. Legal research innovators like Fastcase and RavelLaw have done that hard work, and added visualizations to improve the utility of results.

This year, ROSS Intelligence has been applying IBM Watson's Q&A technology to legal research on bankruptcy topics, after winning a finalist spot in an IBM Cognitive Computing Competition among 10 universities. After building and training the data set, ROSS invites users to evaluate search results, and feeds those evaluations back to the engine to continue tuning (the essence of machine learning) in the manner of recommendation engines at Netflix and Amazon as well as Google's feedback loops based on what we do with the search results we're shown.

Last month, Thomson Reuters, publishers of Westlaw, announced a collaboration to use Watson across TR's information businesses. Although nothing has been said publicly about TR's specific plans for Watson, one can speculate that the vast trove of legal content in Westlaw and the army of subject matters experts in the company could together do impressive things to improve legal research. Watson needs big data and training, at least initially by people: TR has both.

Document automation—HotDocs, Exari, and Contract Express apply procedural rules and some inferencing to generate legal documents. Not fancy, not new, but algorithmic and very useful.

E-discovery—Technology-assisted review ("TAR" or predictive coding) uses natural language and machine learning techniques against the gigantic data sets of e-discovery. Recommind, Equivio (now part of Microsoft), Content Analyst, and many other vendors develop or license these tools. TAR has been proven to be faster, better, cheaper, and much more consistent than HPR (Human Powered Review). See, for example, Cormack & Grossman, Evaluation of Machine Learning Protocols.

Yes, it is assisted review, in two senses. First, the technology needs to be assisted; it needs to be trained by senior lawyers very knowledgeable about the case. Second, the lawyers are assisted by the technology, and the careful statistical thinking that must be done to use it wisely. Thus, lawyers are not replaced, though they will be fewer in number.

In scale and impact on costs, TAR is the success story of machine learning in the law. It would be even bigger but for the slow pace of adoption by both lawyers and their clients.

*ARTIFICIAL INTELLIGENCE IN LAW CONTINUED FROM P.13*

Outcome prediction—Lex Machina, after building a large and fine-grained set of intellectual property case data, uses data mining and predictive analytics techniques to forecast outcomes of IP litigation. Recently, it has extended the range of data it is mining to include court dockets, enabling new forms insight and prediction. For example, the Motion Kickstarter enables:

"attorneys [to] view granted motions with denied motions to see what's working and what's not. Enter a judge's name and motion type and instantly view the judge's recent orders on that motion type, as well as the briefing that led up to those orders."

LexPredict has built models to predict the outcome of Supreme Court cases, at accuracy levels challenging experienced Supreme Court practitioners. Perhaps Huron's Sky Analytics and the new AIG spinoff, Legal Operations Company, can use their big databases of law firm case and billing data to offer outcome predictions as well as cost and rate benchmarks.

Self-service compliance—Neota Logic applies its hybrid reasoning platform, which combines expert systems and other reasoning techniques, including on-demand NLP and machine learning, to provide fact- and context-specific answers to legal, compliance, and policy questions.

ComplianceHR, a joint venture of Littler Mendelson and Neota Logic, offers a suite of Navigator applications to assist human resources professionals in evaluating independent contractor status, overtime exemption and other employment law issues. Foley & Lardner uses expert systems technology to power its Global Risk Solutions service, an "integrated FCPA compliance solution that addresses each of the 'hallmarks' of an effective anti-corruption compliance program identified" by the regulatory authorities.

Contract analysis—Contract Standards, eBrevia, Kira Systems, LegalSifter, Seal Software, and others apply natural language and machine learning techniques to aspects of the contract lifecycle from discovery to due diligence.

General counsel recognize that their high priorities of risk management and cost reduction are served by understanding and managing the rights, obligations, and risks in a company's contracts, and rationalizing the processes by which contracts are initiated, negotiated, drafted, and managed through their lifecycle from execution to expiration.

Contract analytics is well on the way to being a success story for machine learning in the law. For example, Kira Systems, reports that contract review times in the due diligence context can be reduced by 20–60%. And Contract Standards can benchmark every provision of a draft contract against industry and company or firm standards in moments *(see fig.2)*

### Is it time to get in the game?

Many, perhaps most, law firms choose not to be early adopters of new technologies. Likely, that is not because they have read about the rewards of being a "fast follower" instead of a "first mover." Rather, they are lawyers—educated to precedent, alert to their peers, wary of failure and hence reluctant to experiment.

However, as I hope this quick tour has shown, notwithstanding the chatter and excitement about the arrival of Watson in Law Land, the techniques of cognitive technologies are robustly at work in the trenches of law practice, doing useful work today—improving service to clients, reducing costs, creating new opportunities for firms.

### The future?

More, and better, of course. Cognitive technologies in the law are riding a wave of ever-smarter algorithms, infinite scaling of computer power by faster chips and cloud-clustered servers, intense focus by companies led by seasoned experts, and ever-greater demand from clients for cheaper, faster, better services.

Note that cheaper is only one of the three words. Faster is important—companies measure cycle time, time to market, and other indicia of speed throughout their businesses, and increasingly expect their lawyers to do the same. And better is critical—big companies face ever-growing regulatory and operational complexity, for which traditional legal services on the medieval master craftsman model are simply inadequate. To meet those needs, only technology-enabled services will do the job. And artificial intelligence is driving those changes.
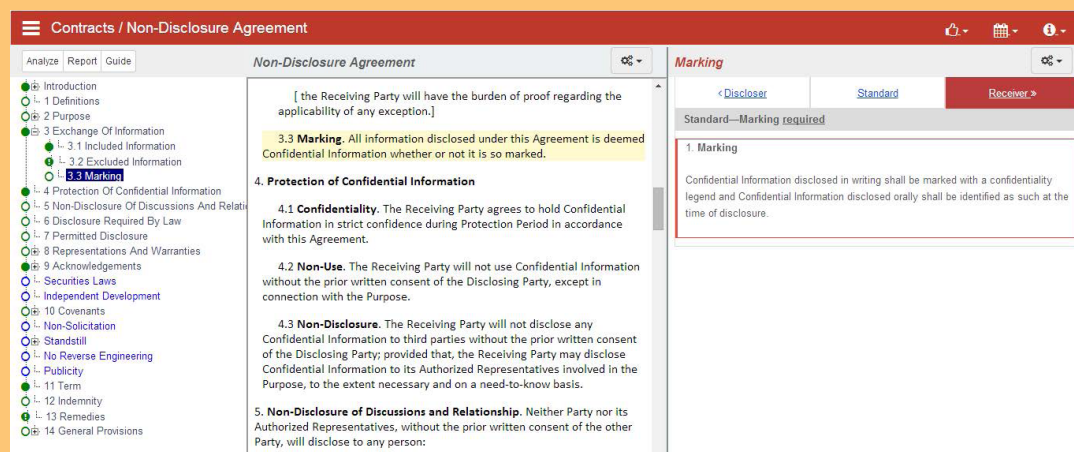


*fig.2*

# ▶ Legal Leaders IT

Legal Leaders IT will now take place from the evening of 29 February to the morning of 2 March in Gleneagles Hotel, bringing together chief information officers and IT directors from leading global, UK and independent law firms in Europe.

After a networking dinner on arrival, Tuesday 1 March will bring delegates together for a packed agenda, including 10-minute presentations from five high profile speakers on how innovation has transformed and strengthened their business. Issues to be discussed include how law firms can embrace new technology risk-free; what the best platforms are for launching internal innovation and how clients are themselves adopting new technology to streamline their processes and become more efficient. The session will also consider how non-traditional law firms are adopting new technology to meet client expectation.

Further sessions will include looking at the growing role of legal project managers, who straddle the world of law and technology, as well as the impact of having multiple generations in the workplace – is it now necessary to tailor IT training according to staff capability and personality profile? What benefits can be gained from giving staff input and a sense of buy-in in the future direction of IT?

With round table sessions on cybersecurity, artificial intelligence, law firm investment and cloud technology, delegates will enjoy a second networking dinner and breakfast before conference close on the morning of 2 March. Guests will have the option to return straight to the office or take advantage of a spot of golf.

To see the full agenda and register your interest for this 'by invitation' event please go to the TavistockMedia website at **http://www.tavistockmedia.com/legal-leaders-it-forum**

# ▶ Quote/Unquote

"There are high prices to pay for being too proud (or lazy) to learn how the Internet, social media, and that box on your desk work." *...Sam Glover in The Lawyerist*

# legal**it** insider

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