

# legal*i* insider

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## ▶ Hill Dickinson to conduct IT strategy review

Hill Dickinson, led by director of IT and operations Keith Feeny, will shortly begin a three-to-five-year IT strategy review that is expected to see a significant further shift towards the cloud as the firm also looks towards a digital mailroom and more choice over its mobile devices.

Feeny and his team at the top 40 firm will start to look at a new strategy at the end of Q1 in 2016 and are already in discussion with a number of suppliers to work out how to move forward.

Feeny told Legal IT Insider: "We're looking at a three-to-five-year strategy for IT. I can't see that we won't seek to put a lot of our infrastructure in the cloud.

"My own view is why would you want to continue in the capital expenditure cycle? We will hopefully move away from capital expenditure but I can't say that cloud is the only way, we may have to have some applications on premise."

Feeny added: "We are already talking about our document management system with iManage and our suppliers to work out what the solution is. For us one of the drivers is decreasing costs. We will probably look around but predominantly we will say 'let's see what iManage can do' and if that's not appropriate we will be speaking to others."

iManage is now available as an on-premises installed product, a hybrid cloud service or in public clouds including Amazon Web Services and Microsoft Azure.

Hill Dickinson, which uses systems including Aderant Expert and BigHand, the latter of which now offers a cloud-based solution, currently has a private cloud hosted externally with a secondary data centre hosted in its Liverpool office.

*HILL DICKINSON CONTINUES ON P.3*

## ▶ Dentons appoints new global CIO as it pursues integration

Dentons has appointed Marcel Henri to a newly-created role of global chief information officer with a mandate to pursue integration, after it became the largest law firm in the world this year with its merger with China's Dacheng.

Henri's appointment is part of a wider move to globalise Dentons' IT function, which is moving away from a regional focus and into global support lines, as Dentons also brings in a third party consultant to help achieve a strategic road map towards integration.

The IT function will be organised along the lines of three global pillars. The first will be client facing and give a 'white glove' management service to the firm's 6,600-plus lawyers. The second will focus on business technology operations, providing a virtual 24-hour service across the business. The third pillar is business technology solutions, which will focus on innovation and tomorrow's technology solutions.

It comes as the firm has partnered with a global professional services consultant to help it create a roadmap as to its strategic priorities and the sequencing of integration.

Henri told Legal IT Insider (See p.11 & 12 for the full interview): "One of the biggest mandates I've been given is to pursue our integration. If you look at firms who've gone through very rapid growth such as ourselves, and there are many out there, I'm really proud of the degree of integration that we have achieved already and I am committed to going as far as we can."



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## ► Law Society disbands Veyo after spending north of £3m

The Law Society of England and Wales' latest foray into the role of technology supplier has ended in disaster after it was forced to disband online conveyancing portal Veyo with losses upwards of £3m.

The Law Society and its Veyo joint venture partner Mastek announced on 3 December that, following a review of Veyo by Legal Practice Technologies (LPT) – the vehicle set up to deliver the online portal – they will no longer be investing in Veyo in light of market developments, largely the launch of rival online portal Free2Convey.

The full scale of the monies spent to date on the failed project are still being calculated but, according to the Law Society's annual report for 2014, the body invested £600,000 in LPT in May 2014 in consideration for a 60% shareholding in the newly-formed company, with the minority shareholding being held by Mastek (UK) Limited.

However, the accounts for that year also show that during 2014, The Law Society made "purchases" of £2,667,650 from Mastek, having spent £44,250 in 2013, bringing the total money spent to date on the project to well over £3m. The Law Society said that the monies spent did not come from Practising Certificate fees but from its commercial income reserves.

The accounts also show a loan of just over £1.7m made by Mastek to LPT. The sum is a non-interest bearing unsecured loan with no set repayment date, repayment is however scheduled to take place between 2017 and 2019.

Mastek's accounts, meanwhile, show that in the first two quarters of 2015 its "share of the losses" in relation to LPT were a total of around £534,000; a sum that has been converted from Indian Rupees in the accounts and may be subject to variation. Mastek was not contactable for comment at the time of going to press.

Veyo was supposed to launch this year and charge £20 per transaction but in the interim Free2Convey was launched by Legal Software Suppliers Association (LSSA). A statement from the Law Society said: "New providers have committed to bring free products to market within case management software to deliver LPT's vision for e-conveyancing. Case management providers are developing products such as Free2Convey, adding value to their existing offer and we welcome any development which means that conveyancing can be done more effectively."

The Law Society added: "It is with considerable regret that we are announcing that we will not be making any further investment in Veyo. Other software providers operating in the conveyancing market are responding to our members' needs and so we have decided to step back.

"We have made the very difficult decision not to invest further in light of developments in the market which mean that case management providers are likely to meet our members' needs at no additional cost."

Mastek's group CEO and managing director Sudhakar Ram said in a separate statement: "This was a hard decision to take, but is commercially the right one for all of us. We are pleased to have been involved in this partnership with the Law Society.

LSSA chairman, Matt Lancaster commented: "We have always believed that healthy competition achieves the best results in any software development market and this certainly applies to legal software. We agreed with the core objectives of Veyo and the LSSA has worked consistently to be at the cutting edge of supplying the best IT to the legal profession. This is the green light for the LSSA through Free2Convey to continue its work with the conveyancing profession. We welcome input and co-operation from all parties and it's now time to establish Free2Convey as the central conveyancing portal to meet the needs of all stakeholders in property transactions."

## Workflow



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## ► Hill Dickinson to conduct IT strategy review

CONTINUED FROM FRONT COVER.

However, this year it signed up to slicedbread's adaptive case management solution sharedo, much of which is based on the Microsoft Azure cloud computing platform, which will shortly be rolled out across its insurance and health departments.

Feeny is looking at using the sharedo portal for other applications such as a digital mailroom. He said: "Once we have a digital mailroom it will go across the board and be integrated into our DMS and Outlook, so there could be a single portal into the majority of the systems – that is one of our strategic goals. We would hope to have something in place within 2016."

Other initiatives include a 'paper-lite' strategy that will be progressed in 2016 and will see Hill Dickinson look closely at FollowMe Printing, as well as agile working each time a lease comes up for renewal as part of its estates strategy.

The IT strategy review comes as Hill Dickinson is midway through discussions with a number of mobility management providers to enable its fee-earners to choose their own mobile device.

Feeny said: "Gen Z want their own iPad and iPhone and we are working towards it, towards allowing people to pick their own mobile device and we will provide the infrastructure and security. We are starting to implement the solution in the next three to six months."

"We have 450 Blackberrys that are all firm provided and we're not on BES12, we're still on BES5, so we would have to do something in any event. It makes sense to give people a choice," he added.

## ► The first 100 days of iManage

The iManage senior executive team has had a notable spring in its step since completing a management buyout from Hewlett Packard and has flagged up a number of milestones achieved in its 'first 100 days,' including some significant changes to its flagship DMS product and a new subscription rate for small law firms.

The team is expanding rapidly and in the second half of November 2015 was joined by Thomson Reuters Elite sales and partner manager EMEA Steve Falconer (previously client account manager at Pilgrim Systems), who joins as regional sales director.

Having already brought in excess of 200 staff across from HP and welcomed the return of EMEA and APAC marketing manager Melody Easton from DocsCorp in September, iManage has hired 65 new members of staff in the past 100 days and plans to expand that number to 100.

In a major departure for the DMS market leader, firms of under 100 users are now being offered a monthly subscription fee for the first time.

Changes to the product will see iManage Share, previously known as LinkSite, now offer straightforward client collaboration, meaning that without leaving iManage, fee-earners will be able to drag a document into a blue folder within File tree to immediately share it with a client.

iManage Work (previously WorkSite), which will continue to be powered by HP's information and data analytics platform IDOL, will soon be able to store objects from Lync and Microsoft OneNote for the first time.

iManage Work now includes a modernised user interface, is Windows 10 and Office 16 ready and includes multiple other changes including more obviously highlighted search fields.

White Rabbit – iManage's code name for its extensive engagement with over 2000 lawyers and resulting creation of a next generation product – will shortly be rolled out for mobile devices, for the time being in tandem with iManage's other products.

Other milestones within the last 100 days include adding over 50 new customers – a new quarterly record – including Italian independent Chiomenti Studio Legale. (See p.5 for other wins.)

iManage general manager Geoff Hornsby said: "Since the MBO things are going really well and everyone is so happy to be independent. We would love to hear from anyone who would like to know more about White Rabbit or anything else we are doing."

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

Following its launch in April 2013 of the cloud-based Professional Edition for smaller law firms, **BigHand** this month announced that the software-as-a-service (SaaS) digital dictation solution now supports more than 10,000 users across 700 SMEs worldwide, as it now looks towards expanding its cloud offering to larger law firms. Previously perceived as an enterprise provider predominantly for larger professional services firms and hospitals with sizeable inhouse server infrastructure, BigHand identified that a cloud-based product could deliver significant value for smaller firms with often limited inhouse IT capability.

Elsewhere, in the three months since the MBO, **iManage** reports a steady stream of organisations adopting **iManage Work** as their email and document management platform, including the Gothenburg office of **Advokatfirman Nordia KB**, **GMS Avocaten** in The Netherlands and **Kather Augenstein** in Dusseldorf, Germany, **Chiomenti Studio Legale**, one of the largest law firms in Italy and **ACCRALAW**, the first iManage client in the Philippines. iManage Work is also gaining traction within corporate legal departments with big names signing up in recent months including **The BBC's UK Legal Department**, **Home Retail Group PLC**, **Petros Ineos Fuels**, **Selfridges**, and **Sony Computer Entertainment**.

**UK WINS** Time capture specialist **Rekoop** is continuing its progress within the UK Top 200 with the signing of **Hewitsons**. The firm will deploy the full Rekoop product suite to over 100 users across offices in Cambridge, London, Milton Keynes and Northampton, and will be linked to Hewitsons Advanced Legal PMS.

**Taylor Vinters** will shortly roll out iManage onto all of its Blackberry 10 mobile devices having partnered with Surrey-based enterprise mobility management company Appurity. Having decided to stay with Blackberry and upgrade to Blackberry 10, the firm's head of IT Steve Sumner found Appurity via an internet search. The **Appurity Rubus iManage Connector App** offers send and file capability, enables fee-earners to search for matters from their phone, and syncs work that has been done while offline. Rubus has been built as a native Blackberry app and sits on the Blackberry Enterprise Server, using the BES security and infrastructure. Active files reside locally on the mobile device so that fee-earners are able to search for and work on documents regardless of whether there is signal. [www.appurity.co.uk](http://www.appurity.co.uk)

**Irwin Mitchell** has deployed **Darktrace Enterprise Immune** cybersecurity system. This uses unsupervised machine learning and probabilistic mathematics to analyse 'normal' and 'abnormal' activity so it can detect emerging anomalous behaviour across a network, and help spot potential cyber-threats that bypass traditional security solutions. Mark Vivian, Head of IT Security at Irwin Mitchell described

Darktrace as "a game changer for us to be able to see threats early or as they are happening. It allows us to take control of a situation." [www.darktrace.com](http://www.darktrace.com)

Two new deals for **Linetime** this month, with **Turner Parkinson** in Manchester selecting the Liberate system for its recoveries division, and South west law firm **Stephens Scown** rolling out Liberate to its finance team to support its debt recovery and collection business.

In what is described as a "six figure deal" **QualitySolicitors Copley Clark**, part of the national network of law firms, has selected the Proclaim practice management solution from **Eclipse Legal Systems**. According to Insider records, the firm previously ran an Advanced Legal Videss system.

Copley Clark will also be rolling out Proclaim case management across a number of departments including Conveyancing and Probate. Other Eclipse wins this month include the **Viridian Housing** association, Manchester-based personal injury new startup **Virtus Law** and Bolton-based RTA firm **Brooklands Solicitors**.

**Bristows** has selected the **Qlik BI** platform, supplied by **Informance** to speed up its reporting and improve decision-making by providing partners and staff with better analytics.

WINS & DEALS CONTINUES ON P.6

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WINS & DEALS CONTINUED FROM P.5

Sussex & Kent-based **asb law LLP** has signed up with legal support services provider **Intelligent Office** for a range of services including PA support to partners and other lawyers, document production, matter administration, general administrative support and front of house services. [www.intelligentofficeuk.com](http://www.intelligentofficeuk.com)

**Zylpha** has joined forces with the **South London Legal Partnership** and **ProjectFusion** to launch a "Digital Courtrooms" [www.digitalcourtrooms.co.uk](http://www.digitalcourtrooms.co.uk) solution that aims to replace manual, paper-based processes with a Data Room, Digital eBundling and Technical Support. Annual savings in excess of 60% are expected when compared with like-for-like manual processes. Over the course of a year it is expected that these savings could exceed £100,000 per court. In other news **Poole Alcock** in Cheshire has selected document bundling technology, Adobe eSignature integration and HM Land Registry integration from Zylpha. The system will run in conjunction with the firm's **Lexis Visualfiles** case management software.

As part of the firm's eFile programme to promote digital working, which includes the implementation of a **NetDocuments** cloud-based DMS, **Farrer & Co** has also installed a **Kodak Alaris** solution, including high volume Kodak i3000 series scanners and Kodak Capture Pro software via Kodak partner **ITEC**. [www.itecgroup.co.uk](http://www.itecgroup.co.uk) + [www.kodakalaris.com](http://www.kodakalaris.com)

In **DocsCorp** news, **Wright Hassall** has chosen compareDocs, **Travers Smith** is using the contentCrawler Compression module to reduce large document file sizes in their DMS as an automated process, **Tanners Solicitors** in Cirencester has purchased pdfDocs Enterprise for creating and editing PDFs, whereas Liverpool-based law firm, **Brabners**, is using it to create electronic PDF binders.

**Fladgate LLP** has launched a new website designed by the digital agency **Tela**. The new site includes optimisation for mobile browsing and a flexible content management system. Tela already works with a number of barristers chambers and law firms. <http://tela.uk/>

The Cheshire-based digital agency **mmadigital** has won two new major law firm clients: **Veale Wasbrough Vizards (VWV)**, who will be using mmadigital to create a recruitment video, and **Freeths Solicitors**, who have appointed mmadigital to build a full responsive website. mmadigital says it has now worked with over 100 UK law firms.

Alan Cousins, practice director at **Paris Smith** reports that since working with **Copyrite Business Solutions** to implement a new document management system, including the automation of document generation at the firm's property finance team with **HotDocs** software, the six-strong team is already saving 40 hours a month on previously manual processes.

Two more UK top 100 law firms – **Fieldfisher** and **Addleshaw Goddard** – have recently implemented the SaaS-based **Advanced Legal Laserform Hub** to maximise the efficiency of Companies House digital submissions.

Niche provider of equity release services

**Equilaw** (part of the Thomas Legal Group) has adopted **DPS Software** client portal and case tracking system mylegalspace to connect all the parties involved in a transaction by sending out automatic notifications every time a matter is updated, a milestone is reached or a stage is completed. Being web-based, the portal is accessible 24/7 via any browser.

**Harper Macleod, Burness Paull** in Scotland and **Burges Salmon** in Bristol have all agreed to buy Phoenix Workspace Control for all their iManage workspace management. They join **Howard Kennedy** and **Byrne Wallace** who already use the system from **Phoenix Business Solutions**.

**EMEA** **William Fry** has chosen to switch to cleanDocs and compareDocs from DocsCorp for metadata management and document comparison. Swedish firm **Nordia** has also chosen compareDocs.

**Phoenix Business Solutions** say they are now the leading supplier of iManage in Ireland, working with **A & L Goodbody, Matheson, McCann Fitzgerald, Mason Hayes & Curran, Byrne Wallace, Wilson Nesbitt** and, most recently, **Dillon Eustace** for Phoenix and iManage support services. The largest Belgium law firm **Eubelius** has also moved iManage Work support to Phoenix.

WINS & DEALS CONTINUES ON P.7

*The new benchmark for Legal DMS*

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WINS & DEALS CONTINUED FROM P.6

**NORTH AMERICA** **Neota Logic** is to provide the technology to power the new **Akerman Data Law Center**, a tech-driven, data privacy and security law service offering for corporate counsel and compliance officers developed in collaboration with **Thomson Reuters Legal Managed Services**. The Center's content consists of legal research on US state and federal regulations, as well as ongoing updates and regulatory analyses of data privacy and breach reporting requirements. Akerman say the Neota AI technology allows the Center to reduce legal fees by more than 80% compared with traditional hourly rate services.

US top 250 firm **Saul Ewing** has chosen the **Bellefield Systems iTimeKeep** product as its firmwide mobile time entry solution, that will be used by 260 plus attorneys working out of the firm's 11 East Coast offices.

Canadian firm **Magellen Law**, located in British Columbia, has purchased a suite of **DocsCorp** applications: pdfDocs, compareDocs and cleanDocs. In Maine, **Brann & Isaacson** has gone with contentCrawler to help improve DMS, as have California firms **Liebert Cassidy Whitmore**, and **Sedgwick LLP**, as well as **Bauman Loewe Witt**

& **Maxwell** in Arizona and **Hancock & Estabrook** in New York State. Other recent DocsCorp wins include **Gonzalez Calvillo** in Mexico, **Goodman Allen & Filetti** in Virginia, the **Bagby Law Firm** in Oregon and **Christopoulos Law Group** in Illinois.

**APAC** Melbourne-based **Hall & Wilcox** have purchased OCR Desktop from **DocsCorp** to provide its pdfDocs and compareDocs users with additional functionality and workflows.

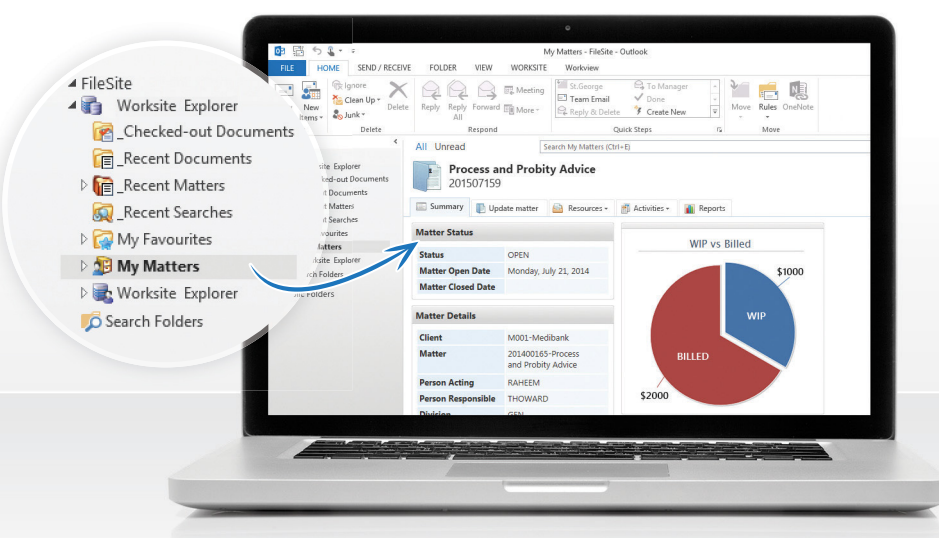
Queensland firm **Mullins Lawyers** is now live with **BigHand** SmartNote and speech recognition technology. Following a trial project, the firm's CFO Stephen van Dorp said the technology "sold itself". Mullins became the first Australian firm to rollout SmartNote.

## ► Vital statistics: 40%

...the number of UK adults now using cloud storage services, such as iCloud, DropBox and Google Drive for document, data, photo and music storage. The UK Competition & Markets Authority has just announced an investigation into cloud storages T&Cs.

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## ► AI goes mainstream as LexisNexis acquires Lex Machina

Legal analytics has been steadily gaining traction and credibility but this month suppliers of 'artificial intelligence' tools almost rubbed their hands in glee as AI took a step further and went mainstream with Lex Machina's acquisition by LexisNexis.

Lex Machina, through its Legal Analytics platform, provides insights about judges, lawyers, parties and patents from IP litigation, working with firms such as Washington-based Crowell & Moring, where the acquisition has been welcomed.

Silicon Valley-based company Lex Machina, which says it has so far been inhibited from expanding its services due to a lack of content, delivers a software-as-a-service platform that helps lawyers predict the behaviours and outcomes of different legal strategies by mining, tagging and categorising millions of Federal court dockets and documents.

The technology allows lawyers to make strategic, data-driven decisions and develop litigation strategies using competitive intelligence on opposing parties and counsel, track records and key decisions by presiding judges, as well as reveal trends by case outcomes.

Lex Machina's analytics capabilities will be applied to existing LexisNexis solutions, such as online legal research solution Lexis Advance. Court documents from LexisNexis CourtLink will be used as a resource for Lex Machina, which will also be used to enhance medical malpractice litigation tool LexisNexis MedMal Navigator and LexisNexis Verdict & Settlement Analyzer.

Commenting on the acquisition Crowell & Moring IP partner Teresa Rea said: "Lex Machina gives us more analytics than we could ever imagine. It has made our day job a bit easier and more interesting. LexisNexis will make the Lex Machina platform even better and provide a broader reach. I believe that the acquisition will be good from the client perspective and give us even more to work with."

The acquisition has also been welcomed by the AI fraternity, where Neota Logic's co-founder and chief strategy officer Michael Mills said: "It confirms the value of analytics in the law—we can learn from data about the law in action, not just from the texts that comprise the law."

He added: "It demonstrates that data is the challenge, not algorithms. Acquiring, extracting, structuring, and normalizing data so that analytics can be applied is tedious, surprisingly human-intensive, and slow, and therefore costly. LexisNexis adds to Lex Machina not only existing data sources but also the scale to harvest data cost-efficiently for many purposes."

At RAVN, which recently revealed that Berwin Leighton Paisner has signed up to its ACE solution, Peter Wallqvist said: "This, together with things like BLP winning the 'Best use of Technology' award at the British Legal Awards for an AI solution, confirms that we are seeing a 'mainstreaming' of AI technology in the legal space."

"It is no longer only for niche and obscure academic projects but for a quickly growing range of end applications delivering real business value. So I guess for LegalTech hipsters, AI is starting to be slightly less cool now that it is going mainstream."

The Lex Machina Legal Analytics platform is used by 45 of the Top 100 US IP law firms, as well as multi-national companies such as eBay, Google, IBM, AstraZeneca and Nike.

Josh Becker, CEO of Lex Machina said: "We're proud to have brought transparency to IP litigation with Legal Analytics. The only thing inhibiting our entry into other areas of the law is access to content."

"By joining the LexisNexis family, we will accelerate the introduction of Legal Analytics to more practice areas and enhance insights for our customers with the advanced technology of the Lexis Advance platform."



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## ► Online jobs marketplace LexStep – the debate

On 23 November we broke the news of the launch of online jobs marketplace LexStep by two former Magic Circle associates and it swiftly became one of the most commented on stories of the month.

LexStep is the brainchild of corporate associate Michael Hagai from Allen & Overy and litigation associate Alexander Isaacs from Linklaters and already lists Clifford Chance, Linklaters and Herbert Smith Freehills among the US, UK and international firms to offer their jobs on the site.

LexStep enables lawyers to create a profile by listing their legal qualifications and the practice areas they want to work in, as well as the locations where they are willing to be based.

After entering either their Solicitors Regulation Authority identification or connecting to LinkedIn to show who they are, lawyers will then be able to see jobs and law firms relevant to those practice areas.

Hagai told Legal IT Insider: "Candidates are in control of who they choose to connect with and if they don't want a firm to see their profile they can remain invisible. The lawyer's current employer is automatically blocked from seeing that they have signed up."

Isaacs added: "There is none of the generic 'leading City law firm seeks a finance lawyer' for a position that may or may not exist."

The pair launched LexStep after personally experiencing and hearing recruitment horror stories from friends, including one instance of a lawyer being cold called for an identical job at their own firm.

Commenting on the story on the web, 'Simon Greig' said: "I can't help but feel the two creators have missed the real reasons lawyers turn to agents (exclusive relationships, inside information, etc.) and so I cannot imagine any agencies losing sleep over this. Ultimately, for this service to become effective, it will become an agency; and, if it doesn't, then it's hard to see how, at best, it won't simply become another jobs board."

This was echoed by others, who, referring to the lump sum of £2,500 that lawyers receive for their first job move, saw that sum as something of a bribe. 'Katie' said: "Something is clearly wrong with this if they have to offer money for people to use them."

However, others saw the payment as welcome and 'James' added: "[It] looks very transparent which most agencies are not."

Perhaps alerted to the debate by LexStep's founders, 'Hannah' said: "After I signed up I received a very nice welcome email from one of the founders who put me in touch directly with the firm I was interested in for a confidential chat. This is clearly revolutionary and very different from a job board."

## ► New(Law) Order

The past month has seen a number of major City law firms launching new client offerings, including Bird & Bird, which has created the first law firm app to help in-house marketing teams and agencies with the legal issues surrounding international digital marketing campaigns.

The app, which incorporates the laws of nine European countries including the United Kingdom, covers topics such as email marketing, promotions, use of social media, comparative advertising, information requirements and commercial communication.

Elsewhere, DLA Piper bucked the trend among international law firms to set up its own contract lawyer service by collaborating with Berwin Leighton Paisner's flexible resource arm Lawyers on Demand (LOD).

The firms' ground-breaking venture will enable DLA to tap into a pool of its own alumni, which will be set up and managed by LOD on behalf of DLA.

Elsewhere, RPC has expanded its consultancy business with the hire of former T-Mobile general counsel (GC) Julia Chain to head up an arm targeted at GCs, called General Counsel Services.

Most recently Chain acted as an independent consultant to GCs, when she took part in a Talking Tech video on e-billing for Legal IT Insider.



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## ► Movers & Shakers

**UK & GLOBAL** All change at the top for **BigHand** as **Ian Churchill** takes over as CEO from **Jon Ardron**. Since 2000 Churchill has worked exclusively in the software sector initially with Northgate Information Solutions and latterly with the Capita Group. Ardron, BigHand's CEO for the past six years, is retiring from his executive role but will remain with the business as a non-executive director.

Big Four accountancy firm **Deloitte** has hired Norton Rose Fulbright's global CIO **Sheila Doyle** as its new CIO for the UK & Switzerland. Doyle will replace Mark Westbrook, who has been acting CIO since Matt Peers left Deloitte to become CIO of Linklaters in May this year. Doyle previously held senior roles at BP and the Royal Mail, and was a Gartner consultant before moving to Norton Rose in May 2011. She remained as global CIO after the firm's merger with Fulbright & Jaworski in 2012. Doyle will begin her role as CIO of Deloitte in January.

Basel-based **Yerra Solutions AG** has hired **Josie Johnson** as head of global marketing, following senior marketing roles at three software companies including Datacert, now part of Wolters Kluwer.

**Ben Weinberger** has just joined **Prosperoware** as VP of Solutions. Weinberger is a licensed lawyer and tech exponent, who previously served in senior executive roles for a top UK law firm, two large AmLaw firms, and the largest municipal law office in the US. He joins Prosperoware from Phoenix Business Solutions, where he served as Chief Strategy Officer. Weinberger previously practiced law in Chicago and now divides his time primarily between the US and the UK.

Sheffield-based legal software supplier **Rebmark Legal Solutions** picked up the Software Innovation of the Year Award for its revolutionary piCalculator app at the recent Digital Entrepreneur Awards. The web-based software tool is designed to remove the risk of calculation errors for personal injury and clinical negligence solicitors and barristers.

Big Data and AI specialist **RAVN Systems** has appointed **Gareth Thomas** as director of sales. Following 14 years at Tikit, Gareth's main responsibility at RAVN will be to help expand sales of the company's technology portfolio within the UK and European legal and adjacent professional services markets.

**US** Legal tech startup **Everlaw** has hired **Olivia Lopez** as Product Designer, a role in which she will lead development of the user experience (UX) and interface of Everlaw's litigation platform and related design projects. She was previously a designer at government software company Accela.

**Innovative Computing Systems** has hired **Mercedes L. Aguirre** to join the sales team in the company's Los Angeles office.

**Chrome River** has appointed **Anne Becknell** to the newly created position of SVP Customer Success. Her previous role of SVP Client Services has been taken on by **Nancy Dushkin**, who comes from Oracle where she led the North American cloud consulting teams.

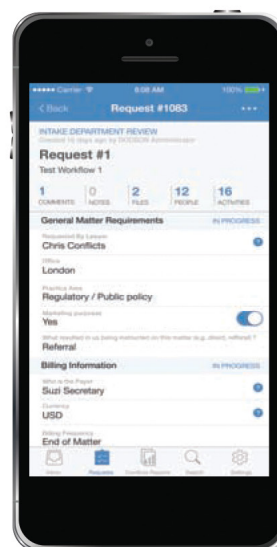
**EDISCOVERY** **AccessData Group** has appointed **Keith James** to the position of CEO. Previously the executive VP of worldwide sales & marketing at AccessData for the past year, he takes over from **Tim Leehealey**, who stepped down as CEO but remains a member of AccessData's board of directors. Prior to his role at AccessData, Keith James was VP of litigation software, hosting and professional services businesses at LexisNexis.

**QuisLex** has hired **Robert Coppola** as Executive Director Legal Services. Prior to joining QuisLex, Coppola worked as a managing litigation attorney at Quinn Emanuel, and as a corporate associate at Gibson Dunn.

**Morae Legal LLC** has acquired the business and assets of **CCIM Consulting**, an advisory group established to provide a practical approach to managing electronic records and information. As part of the deal, CCIM partners **Susan Chapdelaine** and **Jim Coulson** have been named managing directors of **Morae Legal**. In addition **Christopher M. Graff**, a partner and director of Asset Management at **RMB Capital Management**, has joined the company's board of directors.

To support growth in the Asia-Pacific market, **kCura** has added two new APAC account managers to its international sales team. They are **Abigail Cooke**, who recently relocated to Hong Kong from Chicago, and **Stuart Hall**, based out of Sydney. Hall has been in the legal technology industry for 16 years, working in large Australian law firms as well as service providers.

## Business Intake



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## ► Dentons new Global CIO Marcel Henri talks integration

As Dentons enters possibly its most ambitious growth phase yet, with five confirmed mergers in 2015 alone, including one in China and more on the horizon, Marcel Henri has been appointed as Global Chief Information Officer with the mandate to pursue integration.

It is certainly no mean feat. Dentons started 2015 by announcing its merger with China's Dacheng, bringing its numbers up to 6,600 lawyers and achieving the accolade of becoming the world's largest law firm. Henri had only one month before been promoted to CIO for Europe, Middle East and Africa but in September 2015 took on the newly-created global CIO role.

Henri told Legal IT Insider: "As we pursue our growth and look towards future growth, the management committee felt that there was a need to globalise the IT function. So this is where I come in."

Henri, quietly spoken and eloquent, is no stranger to expansion or merger, having headed Salans' IT function during a time when it grew from seven to 21 offices before its tripartite merger with Dentons and Fraser Milner Casgrain in 2013. He says: "The mandate is really quite simple. It's to accompany the firm in its growth and to deliver on the promise to be the most global elite firm in the market. It's a big challenge but we have something absolutely unique. Oftentimes firms put forward their values and it's based on some very clever marketing thinking. I'm not saying ours doesn't have an element of that but I really think that fundamentally if you look at our core values we actually live them."

The values that Henri refers to include the fact that Dentons is one of the few firms that gives real autonomy to its local offices to create a more global enterprise than many of its London and New York-centric rivals.

Henri adds: "One of the biggest mandates I've been given is to pursue our integration. If you look at firms who've gone through very rapid growth such as ourselves, and there are many out there, I'm really proud of the degree of integration that we have achieved already and I am committed to going as far as we can."

Globalisation and integration will be focussed both on the firm at large and on the transformation of the IT function, which is moving away from a regional support model towards operating along the lines of three global pillars.

Henri says: "The end game is to have one pillar which is in relation to basic management. We work with lawyers and in professional services you need that white glove service, you need that proximity with your customer. It's about making sure you've got satisfied customers, escalating business enhancement requests. It's being client facing.

"The second pillar will be business technology operations. If you just look at our coverage, look at China on one side and the West Coast of the US on the other, you've got your 24 hours. So if you put these people in the same virtual centre of excellence – and with today's technology it really doesn't matter where people sit – we're creating virtual operation units. This is the big techy bit. It's about application packaging, application testing, data centres, networking, telephony, its mobility – all the things we do and frankly the lawyers don't care about and nor should they have to worry about it.

"The third pillar is business technology solutions. So we are formalising what we're already doing in terms of supporting the business with growth but also with innovation. Business technology solutions looks towards tomorrow, to the future. I actually don't like this way of framing it but operations is 'lights on' and business technology solutions is about tomorrow."

Incidentally, Dentons venture with its innovation arm NextLaw Labs falls under this third pillar. Launched in May, NextLaw Labs – which is run by chief executive Dan Jansen and currently working on around 50 credible proposals – is funded by Dentons and managed by a high-level committee that includes Henri.

MARCEL HENRI TALKS INTEGRATION CONTINUES ON P.12

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#### MARCEL HENRI TALKS INTEGRATION CONTINUED FROM P.11

Back to the considerable task of firm-wide integration, and Dentons has unsurprisingly instructed a third-party strategic consultant to work with alongside it. Henri says: "While we have introduced a lot of common systems since our launch – we're all on the same common messaging system, client-facing portal service, extranet service, we do need to go further in terms of consolidation and that's why we've decided to work with a third-party on our strategic roadmap."

Dentons has already made clever use of Intapp Integrate to streamline and centralise its IT systems for the purpose of data mining and financial reporting. It recently signed up to Intapp Open new business conflicts check system. Henri said: "If I compare us with other young and fast moving firms, we've done a lot but we need to go further and to get to that stage we've partnered with a third party."

With so many different requirements and demands from within the various departments across the business Henri adds: "We pretty much know what the end game is going to be. The question is more in terms of sequencing."

Dentons' size and jurisdictional reach means it must navigate a minefield of regulatory hurdles and the elephant in the room is China, where the merger is yet to become effective at the time of going to press and where there is ongoing client nervousness surrounding the exchange of confidential information.

Even when the firm is fully integrated its fee-earners will not share documents outside of their client teams and Henri says: "Firms have traditionally embraced optimistic security, meaning that people will have access to everything unless there's a reason to do otherwise. But now there is a general shift towards pessimistic security, saying actually that's probably not what our clients expect. What our clients expect is for just our client team to access our documents."

As a result, security has been Dentons' biggest IT spend for the last two consecutive years.

"Banks and corporates are forced to take a very robust approach to security and often law firms hold their crown jewels. They can't put all of these locks and bolts on their own systems and have their crown jewels sitting elsewhere with no security. It's a very legitimate expectation but it just means we have to focus resources," Henri says.

Dentons is an iManage customer and its data is hosted in a private cloud but it is looking with interest at White Rabbit, iManage's post-management buyout project that will set out its next generation products and services, including its cloud offering.

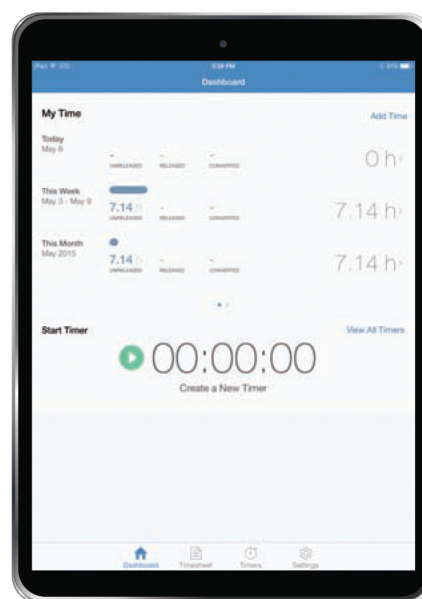
Given Dentons' expansion and global reach, its IT solutions must be both scalable and flexible and Henri said: "In some cases because of data sovereignty and data privacy we are going to have to have things not just in certain regions but in certain jurisdictions."

The firm in November alone announced it is merging with Gadens in Australia; Rodyk & Davidson in Singapore; OPF Partners in Luxembourg and looking at further mergers in Latin America and Colombia.

Henri says: "The timing for the creation of the global CIO wasn't a coincidence. We haven't had that role since we formed Dentons. The firm recognises the importance of technology and they do get myself and a small number of individuals involved when we are having discussions with laterals from the very beginning because it's one of the key factors."

He adds: "The more you do something the better you get at it and we've opened and integrated a lot of offices so we are in a position now to turn things round quite quickly. We're involved from the outset and we've had some fantastic experiences."

## Time Entry



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## ► Thirty years ago today...

On the agenda for many law firms today is where to go with the Microsoft Windows upgrade strategy: Windows 8.1 or Windows 10. However 30 years ago, on 20 November 1985 to be precise, the big story was the release of Windows 1.0, which was essentially a graphical, 16-bit multi-tasking shell sitting on top of an existing MS-DOS installation. Its operation was described by one US newspaper as like "pouring molasses in the Arctic" and Windows would continue to struggle until Microsoft released Windows 3.1 in April 1992.

Let's also spare a thought for all those other wannabe GUI platforms that eventually fell by the wayside over the years, including IBM TopView, Digital Research GEM, VisiCorp VisiOn, IBM OS/2, Quarterdeck DESQview, Berkeley GeoWorks, Radio Shack/Tandy DeskMate, Hewlett Packard NewWave (which confusingly ran on Windows), and the X Window system for UNIX.

## ► Insider website has navigation refresh

We've made some changes to the Insider website navigation to make it easier for visitors to keep track of the stories that really matter to them. The biggest change is the introduction of a 'Slider' at the top of the site which highlights the top stories of the week – you can use the directional arrows to progress the slider backwards and forwards.

We've also changed our main navigation menus so instead of classifying news by geographic area (UK, EMEA, APAC, US etc) and topic (ediscovery, social media etc) we now categorise them by market sector: Law Firms – Inhouse – Vendor. 'Buyer Resources' is now the new combined home for Case Studies + Whitepapers + Buyers Guides.

And, to avoid news stories being buried by jobs vacancies and events announcements (and vice versa) all new jobs and events postings will be displayed in the scrolling Jobs & Events panel on the right-hand column. You can also still access Jobs and Events directly by clicking on the menu option in the navigation bar at the top of the site.

## ► Vital statistics: 51.4%

...the fall in the share price on one day of Australian publicly quoted law firm Slater & Gordon, following the UK announcement of a proposed increase in minimum claim limits for personal injury "small claims". At one point S&G shares were trading at less than their 2007 IPO level and the firm's market capitalisation stands at about one-third of its all time high last year.

## ► Quote/Unquote

"Big Data is a behaviour – not just a technology."  
...Ian Brownhill, FD, Berg Solicitors, Manchester.



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## ► Legal Leaders IT Gleneagles – speaker line up

The speaker line-up for Legal Leaders IT CIO conference in Gleneagles between 29 February and 2 March 2016 is almost complete.

BT's UK commercial legal services General Counsel Chris Fowler will speak about cutting-edge innovation within the telecoms sector while Claire Debney, Reckitt Benckiser's vice president and general counsel for group legal affairs and compliance, will focus on how she and her team have transformed the delivery of legal services with the use of automation and contract management. Ashurst's Glasgow Managing Partner Mike Polson, meanwhile, has led the charge in transforming the way the top 10 firm delivers its services more efficiently and will give an insight into how Glasgow is swiftly becoming a centre for innovation.

Elsewhere, Herbert Smith Freehills highly-rated new head of legal project management, Cathy Mattis will speak alongside Belfast head Lisa McLoughlin about the evolution of legal services provision, which are becoming ever more business and process led.

Last but very much not least in the programme, Manu Sharma from Grant Thornton will discuss pressing cybersecurity issues; computational legal theory Professor Burkhard Schafer from The University of Edinburgh will present a session on cutting edge developments within artificial intelligence; and HSBC's new UK head of professional services, Simon Adcock, will discuss law firm investment.

Legal Leaders IT is targeted at CIOs and IT Directors at major international and UK law firms as well as European independents and the highest profile NewLaw entrants. The event, held in the glorious five-star Gleneagles Hotel, will be an opportunity to network and exchange ideas, not just by looking at what is established practice within the sector but at what is on the horizon. For more information or to request a place at the event contact: [kerrin.waters@tavistockmedia.com](mailto:kerrin.waters@tavistockmedia.com)

## ► Quote/Unquote

"You only have two phones if you're a drug dealer, having an affair, or a lawyer. A lot of our partners have two devices."  
...An IT head at one international law firm laments the potential identity crisis arising out of Blackberry/iPhone duplicity.

# legal*i* insider

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