

legal*i* insider

Top stories in this issue...

- ▶ TRE Enterprise – the final frontier p.2
- ▶ DAC Beachcroft's £4.39m failed IT project p.6
- ▶ All the latest wins & deals p.8
- ▶ Three leading IT Directors' top strategic priorities and market trends for 2016 p.14

▶ HSF achieves global tech integration

Herbert Smith Freehills (HSF) has become the first global merged firm to roll out a single active directory that brings Exchange email, AirWatch and BlackBerry within one world-wide domain for all devices and applications.

The move, led by chief information officer Haig Tyler, coincides with the 2294-lawyer international law firm rolling out a distributed version of Aderant Expert to bypass the performance issues naturally arising from the fact that its offices, particularly Australia and London, are so far from one another.

The Global Active Directory, or GLAD, is in place in London and Australia, with the project now around 87% complete. Tyler, who joined HSF from BUPA in April 2012, said: "The Global Active Directory is analogous to a single global travel card, so anywhere you go you get seamless WiFi, email and calendar – it just works.

"I believe we're the only global merged law firm to have this so we're either very right or very wrong but it's a wonderful place to be."

HSF, formed in 2012 from the merger of the UK's Herbert Smith and Freehills in Australia, has used AirWatch for around three years but incorporated a new version of the mobile device management system within GLAD.

As part of its tech mobility drive HSF is also starting to roll out Microsoft Surface Pros to users, having done an extended pilot to the end of April. Tyler, a former Deloitte Consulting senior manager, said: "Around 20 users have been rolled out so far, with around 50-100 expected to be rolled out in the next couple of months."

Staff, who are able to bring their own devices to work, will be able to carry on using a laptop if they wish and Tyler added: "The intention is to give the business users exactly what they want."

HSF has also completed a network infrastructure upgrade so that it has seamless WiFi in all its larger offices, expected to be in all offices by May 2016.

Tyler said: "The feedback over the past couple of months is that it's working well."

Meanwhile, having signed up to Aderant Expert 8.0 practice management solution in 2013, HSF has been working with Aderant on developing a new, distributed database variant of Global Expert. Tyler said: "It has been built to get around the fact that our users are so globally distributed. If you have one single system based in the UK, performance in Australia may be poor. And if it's based in Australia, performance in the UK may be poor. So we have broken it up but it will continue to operate as one system and the users will find just one system."

HSF ACHIEVES GLOBAL TECH INTEGRATION CONTINUES ON P.6

▶ Doing things differently DWF-style

One of the key pillars of DWF's three-prong strategy is 'doing things differently' and it's something the top 25 firm is taking seriously.

Led by chief technology officer Richard Hodkinson, DWF is preparing to create a virtual platform for homeworkers – expected to treble from 100 to 300 in the next 18 months to two years – as it also launches the third client app produced by its software business 15squared.

DOING THINGS DIFFERENTLY DWF-STYLE CONTINUES ON P.4



Proclaim® is the only Practice Management Software solution
Endorsed by the Law Society.

CALL
01274 704 100

lawsociety@eclipselegal.co.uk



► TRE Enterprise: the final frontier

Arguably the worst kept secret in the world, Thomson Reuters Elite this month announced that it is to sunset its mid-market practice management system Elite Enterprise.

In a letter from TRE managing director Eric Ruud, customers were told on 17 February that, given that the Enterprise platform is over 25 years old, it is no longer feasible to maintain its compatibility with new technology indefinitely. Ruud added: "In addition, Microsoft has previously announced the end-of-support timetable for a number of related technologies, such as Windows Server 2008 R2 and Windows Server 2012 R2. Understandably, this has necessitated that we put into place a robust plan to ensure an effective and successful progression for our customers currently using the Enterprise platform.

"In that context, we wanted to let you know that the next release of Enterprise (version 3.11, scheduled for Q2 2016) will be the last packaged enhancement release for this platform. In line with Microsoft's previously announced timetable, bug fixes for all supported versions of Enterprise will end by December 31, 2022."

Reaction to the news has been varied, with some of the more negative feedback hanging on TRE's reference to Microsoft. Commenting on the story on the LIT website, 'Tim Bond' said: "Hiding behind Microsoft is poor in my opinion. Why not be honest and admit that you no longer want two products doing more or less the same thing. (or indeed that perhaps you no longer want mid-tier clients?)" Other, anonymous comments went further, pointing out that Microsoft has migration paths from Windows Server 2008 to 2012.

TRE claims that the announced support timetable for a number of Microsoft technologies really is a significant factor, being the foundational technologies on which Enterprise was built.

Certainly the debate detracts from the intense strategic preparation and market research that has been undertaken by TRE behind the scenes over a period of two years, involving, TRE says, a core project team of 38, including the executive leadership, led by vice president, product management and marketing Elisabet Hardy.

TRE has also been looking intensively into how to provide the longest 'runway' for Enterprise customers wishing to upgrade to 3E and has rolled out an Express Service Package (ESP) that enables firms to adopt a pre-configured version of 3E in nine-to-12 months. A number of firms including BuckleySandler and Cranfill Sumner & Hartzog are midway through transitioning to 3E via ESP and Tim Neary, executive director at BuckleySandler said: "This approach provided a fast predictable implementation experience, and we are impressed by the end result."

An Elite client advisory board, formed to help manage the transition and focus on wider customer advocacy, has had significant input into the development of the Enterprise progression plan, including the timing and communications approach of the announcement, which TRE has notoriously got wrong in the past.

It has worked for many and at SmithAmundsen, CFO Mary Rux said: "Last year our sales rep for 3E did mention that there would be an announcement coming out sometime in 2016 regarding the end of upgrades and support for Enterprise. We figured we were on the right track with our timeline for starting to look at new systems." Rux adds: "If we were surprised by anything it was that support for Enterprise will continue through 2022 – almost seven more years."

Other firms have welcomed the certainty and call to action that the announcement brings. At Keoghs, CIO John Salt said: "Elite Enterprise has served this firm well for many years but like others we predicted that Enterprise wouldn't and really shouldn't continue to be the platform for the long term future. It's difficult to drive business decisions based on trying to predict a roadmap, though, and so it's useful that Thomson Reuters have announced their intentions that this product has a known shelf life."

TRE ENTERPRISE CONTINUES ON P.3

A vertical advertisement for Capensys. At the top is the Capensys logo, which consists of a stylized owl icon followed by the word "CAPENSYS" in a bold, sans-serif font. Below the logo is the tagline "LEGAL TECHNOLOGY TRAINING AND CONSULTING" in a smaller, all-caps font. The main body of the ad features two large, bold questions: "Need to improve technology skills?" and "Want LTC4 Certification?". Below these questions is a large, light blue arrow pointing downwards towards the "LTC4" logo, which is a red "LTC4" with a small trademark symbol. At the bottom of the ad, it says "Talk to us" in a bold font, followed by the email address "info@capensys.com" in a red font. The background of the ad is a blue gradient with abstract geometric shapes and light effects.

TRE ENTERPRISE CONTINUED FROM P.2

Many firms are planning to go to market. SmithAmundsen, which has been on Enterprise now for 12 years, has so far looked at 3E, Aderant and Acumin.

However, at Schnader Harrison Segal & Lewis, where the firm has been working closely with TRE on a progression plan and will now convert to 3E, director of finance Paul Daley told Legal IT Insider: "We welcome the movement to a newer platform, and the plethora of enhancements and features that it will bring to the attorneys, firm management, and to our finance department."

TRE believes from its research that a large number, if not the vast majority, will select 3E going forward. At the end of 2015, 49 Enterprise clients of all sizes had licensed 3E, representing a third of 3E clients and a 'growing trend' to move to 3E, TRE says.

It will almost certainly lose some midmarket customers and at medium-sized Minneapolis firm Gislason & Hunter, 3E is described by chief operating officer Wayne Schertler as an "overbuy", although Schertler said: "I am actually surprised the official sunset has not come sooner so this announcement did not come as a surprise and is not negatively received." The firm plans to go to market to evaluate technologies such as ProLaw and Acumin (Dexco) and "others that may emerge."

Other providers are known to be actively preparing to target Elite's clients.

In terms of TRE's ability to cope if the vast majority do select 3E over the next seven years, it says it can - as a result of staffing up, using its network of business partners and a new partnership with Deloitte, which will support customer implementations across its global network.

In the long term only time will tell. The short term could be something of a bun fight.

By the end of 2015, 167 clients have licensed 3E. Of those, 103 were live as of January 2016. The specific breakdown, by number of timekeepers, is as follows:

Timekeepers	Number of all 3E licensed firms as of January 2016	Number of Enterprise firms licensed 3E as of January 2016
<100	26	2
100-300	78	19
301-600	28	13
>600	35	21
TOTAL	167	55

► 10 years ago today...

History repeating itself here. This month we report that David Thorpe, aka the Thorpedo, has quit Peppermint Technology for pastures new with Bottle Rocket, and in February 2006 we reported that David Thorpe had just joined Pilgrim Systems. Elsewhere, Cheltenham law firm BPE was spinning off its conveyancing systems division as OchreSoft Technologies and the UK's Legal Software Suppliers Association (LSSA) was lamenting the "digital divide" within law firms. LSSA's then chairman Barry Hawley-Green said too many law firms lacked management skills and were "still run as clubs rather than businesses". No change there then.

► Quote/Unquote

"The cost of manually searching these documents would be enormous, amounting to several million pounds at least, therefore, a full manual review of each document would be "unreasonable" within paragraph 25 of Practice Direction B to Part 31, at least where a suitable automated alternative exists at lower cost." **Master Matthews gives predictive coding the green light in *Pyrro Investments Ltd v MWB Property Ltd & Ors***

Intuitive Thinking. Innovative Products.

Upgrade your iManage Work Environment with the next evolution in workspace lifecycle management



phoenix
Workspace Control

- Workspace Generation • Help Desk
- Archiving • Refiling • User Self Service



phoenix
Monitor
Comprehensive iManage Monitoring



phoenix
MatterView
Matter Management for iManage



manage the content wave

More than a Decade of iManage Expertise
Speak to us about:
Matter Centricity • Consolidation • Improved User Adoption
24 x 7 Global Support for iManage Work



phoenix



iManage

phoenixbs.com | info@phoenixbs.com
Abu Dhabi | Chicago | London | New York | Sydney

► Doing things differently DWF-style

CONTINUED FROM FRONT COVER

While DWF currently has around 100 support staff from the document production unit working from home, Hodkinson and his team are planning an environment in which not only can that number grow dramatically but also incorporate fee-earners for the first time.

"For fee-earners, we will have to address confidentiality issues and supervision rules but it's now possible," says Hodkinson. "We want to create a virtual experience, so that we're building out capacity in the cloud - on Azure or Amazon Web Services - that is technologically divorced from the business, so that if there is an outage we don't have 200-300 people sitting around doing nothing.

"We're already thinking about putting together a virtual platform that incorporates Office 365 and it's just a case of putting it into action," he adds.

One advantage of this sort of platform will be that staff can use their home computer and standard software and Hodkinson says: "We've got to create a 'Fisher-Price' experience, where people coming on board are immediately up to speed and a two-year old could use it."

From a security perspective, the firm will be able to ring fence the platform and Hodkinson says: "We can cover the virtual world in as much security as we like - it's far easier than giving someone a £1k laptop with all our software on it."

The move comes as DWF looks forward to the formal launch of its client crisis management app, Notify, which will be available in March and enable users to store contact details for everyone who needs to be notified in the event of a crisis. If and when a crisis hits, users will be able to press the 'panic button', which will trigger a message to all contacts stored, asking them to call back.

Hodkinson, who joined DWF from Irwin Mitchell in 2011, told Legal IT Insider: "If there's flooding and the facilities manager needs to get a team of people together but maybe can't get to the office, Notify gives them business continuity and control."

The app is one of three under the umbrella of 15squared, a wholly-owned subsidiary of DWF that generates a turnover of around £500,000 a year and employs 15 developers across Europe.

The other apps are a cloud-based claims handling tool called Claimbase, and an app to store your property portfolio in called Pinpoint, although this will be renamed due to trademark issues. It is anticipated that the 15squared stable will continue to grow in line with DWF's ambition to productise a

number of its activities, as clients increasingly look for added value and solutions from their legal advisers.

DWF has stood out in recent years for innovation including last year's announcement of a new flexible client services offering, to be underpinned by a combination of process mapping and Business Integrity's (now Thomson Reuters') automation software ContractExpress.

The firm in the past looked at HotDocs but one recent catalyst for change was the arrival in 2014 of employment head Andrew Chamberlain from Addleshaw Goddard, and chief executive officer of commercial services Stephen Miles from Pinsent Masons.

Formed from multiple mergers (including snapping up Cobbetts out of administration in 2013, marking a period of aggressive growth for the firm), DWF's clients are varied in type and demand, necessitating a high degree of efficiency and innovation.

Hodkinson says: "We cater for commercial, bespoke clients that expect a very personal service as well as volume, fixed fee clients where we need to be very efficient, incorporate lots of process mapping and methodology and operate against service level agreements."

Looking for an alternative?

- Create and collate pdf documents
- Compare documents natively
- Remove metadata in microseconds

Discover a world of difference

Visit www.docscorp.com/alternative

DocsCorp
Your documents. Integrated.

aka 'The Orange Rag'

KNOW YOUR MATTERS ARE ON TRACK.



THOMSON REUTERS
ELITE™

MATTER MANAGEMENT THAT DRIVES PERFORMANCE AND PROCESS CONTROL.

Today you need to know you're managing matters as efficiently as possible. The Client & Matter Management solution from Thomson Reuters Elite™ ensures consistent, repeatable matter workflow processes that keep your teams performing according to best practices. The entire firm can work productively – and profitably – towards the same goal. You'll even have the flexibility to tailor processes to practice groups and individual roles. As a result, your teams can produce profitable work that delivers on your firm's standards and exceeds clients' expectations.

DISCOVER A BETTER WAY AT ELITE.COM/CMM



THOMSON REUTERS™



See a mobile interactive preview;
scan code with your smartphone.

© 2014 Thomson Reuters L-389535/1-14
Thomson Reuters and the Kinesis logo are trademarks of Thomson Reuters.



Legal software
for the new era

Find out more at www.soslegal.co.uk/demo



SOS
INNOVATE AND EVOLVE

Copyright Solicitors Own Software Ltd 2013

► HSF achieves global tech integration

CONTINUED FROM FRONT COVER

He added: "We're rolling it out this calendar year and will have mobile time recording capability and are potentially looking at something client facing." HSF, formerly a Frayman Group client, is integrating Intapp Open within the new system.

Other initiatives this year include Skype for Business, where Tyler and his team are putting out a large pilot group in a couple of months with a view to rolling it out more widely. A successful 200-user pilot for Cisco AnyConnect, which enables multiple security services across PC and smartphone-based mobile devices, also looks likely to see the solution adopted.

Other developments will see the firm, which has 24 offices spanning Asia, Australia, Europe, the Middle East and the US, open new data centres in Hong Kong and Johannesburg, which is due to go live this June. The firm's other data centres are in London, Sydney and Dubai. Aside from a secondary data centre in Exchange House, all of HSF's data centres are outsourced.

It is evident that investing in and using technology has been identified as a key strategic priority for the firm, and on a smaller but significant scale the global council and global operations committee now use Diligent's digital board meeting solution in a drive to go paperless.

Tyler said: "Innovation in technology is a clear part of our new business strategy with very strong support from within the highest levels of management. The strategy is being driven forward not just for internal effectiveness and efficiency but also to be client facing, including using apps and portals and putting digital innovation at the heart of the way we operate."

► Quote/Unquote

"The legal industry by nature is risk-adverse – nobody wants to be first – but those willing to embrace change sooner rather than later stand to gain a long lead that will be challenging for competitors to close." ...**Russ Haskin, in Law Practice Today**

► Lessons Learned – DAC Beachcroft's £4.39m failed IT project

On 28 January 2016, DAC Beachcroft filed its annual report and financial statements for the year ended 30 April 2015, which showed that over 2014 and 2015 it had written off a total of £4.39m as a result of an "internally developed IT project" that the board decided was no longer viable.

DAC Beachcroft's IT director David Aird, who joined the top 25 UK law in October 2013 from Mitie Group, talks candidly to Legal IT Insider about the failed project – an attempt to write a case management system in SharePoint – and the lessons the learned from the experience.

"This project started long before I arrived

but it was something mentioned in my interview. I thought it was quite a small project and I didn't realise the firm was looking to build a new CMS on top of Microsoft Sharepoint using .NET components and custom code. We have 4 CMS - Proclaim, Solcase, Visualfiles and P4W – as a result of previous mergers.

The firm looked to market and decided that

nothing fitted so, in good faith, it looked to create its own.

What's really important to note is that this was

a project driven by design, not necessity. The decision was ours and not one we felt we were forced into. The reality is we already have in place robust systems that are superior to many of our competitors and this was a project intended to optimise that existing performance.

At the time, the widely felt sentiment was

that you could build anything on SharePoint. Every conference I went to there were at least 50 SharePoint vendors and SharePoint was the future of everything. People later came to realise that SharePoint was a platform you built other things on.

'DAC Beachcroft came up with the concept

in 2010 and brought in an external partner to help us deliver the project. But we weren't entirely happy with how it was progressing and brought the project back in-house. We continued to use that partner in a limited way before, one year later, there was a pause.'

As I came on board I was asked to reignite the

project. I found a business sponsor from within DACB. IT projects are fine but you should never have an IT project unless there is a business person on the board asking for the project. Almost every IT project goes wrong because there is no business sponsor. So we had a key person on the board to be responsible. It was a challenging project and took up an awful lot of my time.

LESSONS LEARNED CONTINUES ON P.7



IT Solutions for
the Legal Profession

-Practice Management
-Case Management
-Business Intelligence
-Online Case Tracking

-Online Payments
-CRM
-Matter Budgeting
-Debt Recovery

Contact Us
www.lintime.co.uk
0113 250 0020

LESSONS LEARNED CONTINUED FROM P.6

By then it was pretty clear that SharePoint was not going to work out of the box, we were going to have to build around it and I brought a new external partner on board. By then we had also just about become a development house. Our strategy was 'why buy it when we can build it.' The IT team had become very developer-heavy.

I get the idea behind the project and the refined version of SlicedBread is now very similar to what we were building. The CMS being built was for the whole business, to replace all the other CMS. As a business we have volume work with lots of process involved and we have high value work where clients want the high value touch. It's interesting that this is a feature SlicedBread now have – you can be as process driven or as light touch as you like.

We spoke to K2 in July 2014 about implementing an external CMS and had we gone ahead we would have gone with K2. But shortly after speaking with K2, in around December 2014, we took the decision that a substantial amount of money had already been spent and that the project should be discontinued.

We were quite brave because often the most difficult thing is to stop an IT project. Would pursuing it be the best use of our members' cash? We decided not. Other projects were more viable and the world quickly moved on.

I come from a business where you get rid of multiple systems and duplication and I will do over time but these things are quite costly and it can be quite difficult to build a business case.

Was it a crazy idea? I understand the history. The legal sector is very different. Speaking to other law firms, at the time they were doing similar things. Having said that, it is a large project for a firm of this size to undertake on its own with no track record. But people always scoff at innovation and the fact that SlicedBread have something very similar to how we ended up shows that we possibly were right to do it. The problem was that everyone thought that SharePoint could do more than it could. We thought it could make cups of tea.

There are some significant positives to have come out of it. The IT department now has far stronger project management and better governance. We have made sure that people are accountable and for any IT project we require major input from the business at sponsor level, including more board input. There is a project initiation document for any IT project that sets out what we will deliver and it needs to be signed off by the managing partner and have a sponsor from the business.

People across the business now realise the cost of things. Before, if you wanted something from IT is was seen as 'free'. Now you can have whatever you like but you'll receive an invoice. It gives partners the ability to be more commercial and gives them ownership of their P&L – if you want to spend more on IT or save a bit that's ok but it shows people the cost of IT."

► 30 years ago today

February 1986 saw the appearance of the first computer virus. Called Brian, it was a boot sector virus that infected computers via a floppy disk. (Younger readers may need to Google floppy disk.) Boot viruses were the main form of malware for about a decade until Windows 95 was launched, when hackers switched their attention to macro viruses.

The new benchmark for Legal DMS

Contentworker

SharePoint Document Management

- Intuitive Matter Workspaces
- Powerful E-mail Management
- Enhanced Office Integration

Formpipe.

► What's hot & what's not: wins & deals

UK WINS Following its second merger within 18 months and an office move, **Howard Kennedy**, under its new IT director **Clive Knott**, needed to consolidate disparate legacy systems. Knott, working with consultants **Bell Integration**, decided to move their IT systems and services to a data centre operated by a managed services provider (MSP). The solution selected was a new platform and colocation provided by **CenturyLink**. CenturyLink now provide Howard Kennedy with colocation services in two separate data centres, linked by a 10 gigabit fibre optic network so they can operate as a single resource, as well as provide business continuity in the event of disruption. The centres run all the firm's operations including mission-critical applications such as DMS, billing and email.

Clifford Chance has adopted the **Advanced Legal Laserform Hub** to submit particulars and handle payment of a mortgage or MR01 charge electronically to the government's **Companies House** gateway. Launched in March 2015, the Laserform Hub is now used by 45 of the UK's largest law firms.

Legal systems innovator **Zylpha** is to supply **Adobe eSign** software to **Frettons**. The software will be used throughout the firm for initial paperwork and also in the property department to speed up the process of completing property forms. The system will be integrated with the practice's existing **Lexis Visualfiles** case management system to ensure seamless workflows and ease of use. And, **Graysons Solicitors** say they have saved 300 hours on submitting claims to the **MOJ** (Ministry of Justice) portal for both EL/PL (employer and public liability) and RTA (road traffic accident) casework by using **Zylpha** integration software. **Zylpha** links to the firm's existing **SolCase** and **Visualfiles** case management systems. **Zylpha** has also supplied **Graysons** with **Adobe's eSign**.

Eclipse Legal Systems is implementing its **Proclaim** practice management software solution at Leeds-based startup firm **Lester Campbell**, meanwhile another Yorkshire firm **Moxon & Barker**, which was established in 1881 in Pontefract, is implementing a full **Proclaim** practice management solution, along with **Proclaim Conveyancing** and **Probate** case management applications. **Eclipse** say they are seeing an increase in take up of their **SecureDocs** document delivery and acceptance tool. This uses an email messaging function to allow the intended recipient to securely view documents, via an online portal. Additionally, recipients can action documents using a digital signature feature. One of the most recent **SecureDocs** signings in **Asons** in the North-West. Surrey law firm **Streeter Marshall** has completed its switch of legal software suppliers and gone live with **SOS Connect** from **Solicitors Own Software (SOS)**. Robert Peck, Head of IT at the 75 user firm, said "We were looking to upgrade our somewhat outdated existing software to the new product offered by our then current supplier when that software was suddenly withdrawn from the market." (According to

Insider data, **Streeter Marshall** was an **Elite Enterprise** site contemplating a move to **Elite Envision**.) Other recent **SOS Connect** deals include **Wards Solicitors** and South West niche practice **Murrell Associates** which recently opened a Bristol office in addition to its existing base in Truro.

Gridstore, a provider of flash infrastructure, has been working with **MacRoberts LLP** to deliver a hyper converged infrastructure to the firm's two sites in Scotland. With three racks per site (Glasgow & Edinburgh) due to be decommissioned, **Gridstore** helped **MacRoberts** reduce their requirements down to a single 2u unit in each location and move to a 99% virtualised environment with 100% all flash virtualised storage. **MacRoberts** were also able to reduce their physical IT and environmental footprint, improve performance and ensure local and cross site resilience.

Top 60 law firm **Browne Jacobson** has adopted **BigHand SmartNote** and **BigHand Now** to automate the creation of routine documents, such as attendance notes, and improve the efficiency with which tasks are being delegated.

Nikec Binder has been adopted by **Travers Smith** as part of a less paper initiative. Initially the firm was looking at **Nikec Binder** to digitise one of its most paper-heavy departments however given the success of an initial pilot, **Travers Smith** is now extending its use of **Nikec Binder** into more departments.

WINS & DEALS CONTINUES ON P.9



Secure cloud collaboration for law firms.

Optimise legal processes and improve transactional efficiency.

- Client extranets
- Matter collaboration
- Virtual data rooms
- Project management
- Transaction management
- Knowledge sharing

Used by over 160 of the world's leading law firms.

highq.com

HighQ

WINS & DEALS CONTINUED FROM P.8

Linetime has won Scottish firm **Gillespie Macandrew** as a client and its **Linetime Liberate** practice and case management system has just gone live within Gillespie Macandrew's plot sales team. Plot sales at the Edinburgh and Perth-based firm is a high volume, lower-margin department which needs to run extremely efficiently and have status information immediately available for both national and small scale developers. A team of four full-time paralegals led by a young qualified solicitor manage this work stream, processing over 1100 sales per year, making up 6% of the firm's £10m turnover. The firm's existing Elite Envision software was unsuitable for the plot sales unit and a number of team changes led to increased client pressure on service, making the existing way of working untenable.

UK business recovery and insolvency specialist **Harrisons** has chosen **Uncover**, a visual information management product from **Encompass Corporation**. The product is used across the practice, by professionals working in each of the firm's seven offices across England and Wales, and integrates with the market-leading **Turnkey Insolvency Practitioners System**.

Surrey and Sussex firm **Goodlaw Solicitors** has implemented **Redbrick Practice Management** in their conveyancing department and can now offer home movers text and email updates, 24/7 online tracking and a home redirection service. The system manages the conveyancing process from quote through to billing and completion, plus has integrated services such as SDLT, Land Registry and AML checks.

FBC Manby Bowdler has become the first legal sector client for UK-based business intelligence provider **Artesian Solutions**. Artesian gathers and tracks intelligence on customers, prospects and competitors from online resources including blogs, news sites, editorials and social platforms such as Twitter and LinkedIn. **Neil Lloyd**, sales director at FBC Manby Bowdler said: "We are using Artesian in a variety of ways. Firstly to deepen our relationships with current clients, keep abreast on what is going on within their businesses, to ensure that we are engaging with them in proactive ways. Secondly to identify and attract new business. And, thirdly to encourage greater collaboration across the firm so we are able to identify and fulfill any opportunities in the legal service requirements our clients may have."

Startup **Browns Solicitors** has chosen the **Quill Pinpoint** outsourced cashiering service. Co-founder Jane Lodeto said Quill was the front-runner because its charges were lower than the two other two shortlisted suppliers, plus Quill was the only provider to carefully explain their charges.

Claims management and insurance wholesaler specialist **Motorplus** is the latest customer of **Converge Technology Specialists** (Converge TS), the country's only dedicated cloud computing provider for law firms. Converge TS will provide Motorplus with a fully managed hosted desktop service, installing a fully managed data network and rolling out **LexisNexis Visualfiles** case management system to 120 staff across Motorplus's Norwich-based operation.

Yorkshire-based **Harrowells Solicitors** is working with Danish authentication company **SMS PASSCODE** to secure remote access to networks and applications. The firm recently migrated to ServaCloud, a cloud based system delivered over Citrix. However dealing with sensitive client information meant a need for strong user authentication to ensure security was not compromised. SMS PASSCODE's adaptive Multi-Factor Authentication (MFA) was chosen due to the simplicity of implementation, ease of use and the fact it protects against identity theft and cyber threats without compromising on convenience. The system uses contextual information – such as geographical location and network IP – to validate users. Real time, session specific passcodes are sent to Harrowells' employees meaning they can log in remotely and securely.

EMEA & APAC In what is believed to be the first deal of its kind in Ireland, **McCann Fitzgerald** has selected the **HighQ Publisher** platform via iManage DMS specialist **Phoenix Business Solutions**. HighQ Publisher simplifies content management and allows users to transform content, expertise and know-how into "tailored and engaging experiences" across multiple channels for internal or external audiences.

WINS & DEALS CONTINUES ON P.10

Workflow



**intapp**[™]

Software for a Changing Legal Market

WINS & DEALS CONTINUED FROM P.9

Eversheds (Ireland) has announce plans to upgrade 170 of their users to the latest version of the **BigHand** digital dictation software BigHand 5, as well as including the additional task delegation module BigHand Now. The decision comes as the firm continues to streamline and improve their back office processes, specifically around the delegation of tasks, such as meeting room bookings and photocopying requests. The firm had found that users were delegating tasks by recording the instructions as short dictations and entering these into the BigHand workflow, or using Sharepoint and shared inboxes to move work around. The new software is expected to be fully up and running by April 2016.

German real estate and renewable energy boutique **Jebens Mensching** is deploying the **Lexis InterAction** CRM system from **LexisNexis Enterprise Solutions**. Post integration with the firm's DMS, the solution will automatically collect personnel data from emails and matter-related correspondence in the document management system and combine with the corresponding information in InterAction to give the firm a comprehensive view of its network of connections.

Australian business law firm **Hall & Wilcox**, which has offices in Melbourne, Sydney, Newcastle, Perth and Canberra, has implemented **Nikec Binder** and Nikec Docstore to improve the efficiency of legal document bible creation. Hall & Wilcox, who pride themselves on delivering "smarter law", have also been using Nikec Binder to enhance their less paper initiatives, while Nikec Docstore was implemented to provide a secure file sharing and collaboration platform.

UNITED STATES Personal injury law firm **Goldberg Weisman Cairo**, which has 44 attorneys and over 100 users, has implemented the **Aderant Total Office** case management and plaintiff financials solution. GWC, with assistance from the Aderant Professional Services team, consolidated all their relevant case management data and documents into the new system, successfully transitioning from five separate systems to a single, unified solution. Using Total Office's dynamic case management capabilities, GWC will be able to manage case intake, documents, docketing and financial requirements.

The **Department of Justice Executive Office for United States Attorneys (EOUSA)** has contracted with **Venio Systems** for use of its all-in-one cloud-based ediscovery platform VenioOne. "It is an honor to be trusted by such a large and critical government agency," said Venio CEO **Arestotle Thapa**.

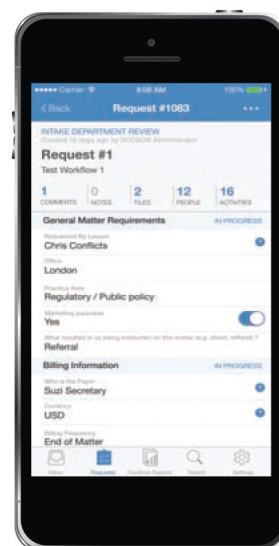
MacPherson Leslie & Tyerman has turned to **DocsCorp compareDocs** to replace iRedline.

Zator Law is using compareDocs Pro and **Sedgwick LLP** is using pdfDocs. **Robinson & Cole LLP** has taken up with pdfDocs eLearning. **McGlinchey Stafford PLLC** now has cleanDocs Pro. **Day Carter Murphy** has purchased compareDocs and cleanDocs via DocsCorp partner **Terrapin Technology Group**. **Schilling Law Group** went with DocsCorp for comparing, cleaning and PDF editing that integrates with NetDocuments. **KeyBank Law Group** bought compareDocs via **Legal Software Connection**.

Ediscovery and document review provider **Epiq Systems** has signed a three-year managed services contract with full service law firm **Cozen O'Connor**. The new contract includes infrastructure as a service, giving the firm the ability to scale its **Relativity** ediscovery platform as needed.

Lecorpio, a provider of intellectual property management and analytics software, announced that Florida-based 3D measurement technology provider **FARO Technologies Inc** has selected Lecorpio's cloud-based solution for IP management. As well as efficiency gains, FARO expect the Lecorpio system to significantly cut fees spent on outside counsel legal services and patent annuities.

Business Intake



intappTM
Software for a Changing Legal Market

► An Interview With.... Nayeem Syed, assistant general counsel at Thomson Reuters

Thomson Reuters has 50,000 employees across 100 countries providing cutting edge technology products and information services to tax, legal and financial professionals, generating \$12bn annual revenues.

Legal IT Insider asked Nayeem Syed, assistant general counsel, financial & risk and passionate advocate for legal analytics, to give us his perspective as to how technology and innovation is impacting the business and practise of law.

What is your role at Thomson Reuters?

Reuters created one of the world's largest private networks to link the world's financial exchanges and enable electronic trading. Today many financial institutions require, often for regulatory reasons, secure, low latency and resilient networks to receive and use our financial products and in turn conduct their time-sensitive business activities including of course algorithmic trading.

I lead the legal, regulatory and compliance support of that network.

Is technology a threat or opportunity for lawyers?

It's both. Silicon Valley has shown that it is systematically applying itself to all lucrative knowledge-based industries and even the law can't resist its forces. Lawyers all use all the latest new technologies in their personal lives, so know and value their power. They are already open to and increasingly seeking out technologies to assist them in their professional lives for legal problem solving or to increase productivity to create client value, create efficiencies and retain their charging ability.

And, the motivation is simply this: in the new world economy lawyers will no longer get paid for what they know, but what they can do, as Google knows everything.

How should lawyers react to the fact that technology is driving down costs?

First, accept that's always been the case. It's just that our profession no longer enjoys the same levels of regulatory protection and barriers to entry!

I began my in-house career in traditional media and there, new technologies meant trading in analogue dollars for digital dimes. Thomson Reuters still has a pretty good moat as our corporate clients remain hungry for a competitive edge in sectors where the rewards are high. Whilst much more is available for free these days, there is also a lot of noise.

But if Apple is under constant pressure to come up with the next iPhone, we all need to stay alert and build in resilience in our offerings and optionality in our dealings.

You have a real interest in the 'robots versus lawyers' debate – what do you think is the direction of travel?

Let me answer by analogy: driverless cars are not going to suddenly be commercially available next year.

But we will see increasingly autonomous features which slowly relieve drivers of activities they are solely responsible for and provide them entirely new assistance. Regulators are already preparing their legal frameworks for it.

So, if driverless cars are no longer science fiction, how can at least machine assisted lawyers not be around the corner? I personally think judges supported by machines will precede the fully automated school run.

How is AI and Big Data manifesting itself in your sector?

The biggest insight to emerge from the application of AI to big data is that there is no longer a need to know why. By simply observing correlations we can uncover many more insights that are actionable and reliable.

For example, financial data scientists are now turning to the law market, and applying the techniques successfully applied to predicting complex financial instrument pricing. The hope is that these new applications could transform the way we approach and assess legal outcomes. Technology that assists lawyers and judges will be created to help them perform better and handle more matters. But that does mean for some, fewer billable hours. But what's interesting is whether it could also mean fewer miscarriages of justice.

Leadership

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



intapp[™]

Software for a Changing Legal Market

► Movers & Shakers

GLOBAL **Aderant** has announced the departure of one long-term executive and the promotion of two 25-year veterans of the company to executive positions. **Emmanuel "Manny" Kyrinis** and **William Davis** are both being promoted to fill the roles vacated by Mike Barry's departure. **Mike Barry**, Executive Vice President of Strategy & Product, is leaving Aderant to pursue a coaching and mentoring role at a private equity firm, saying: "The timing was right as the new product releases soon coming to market are the result of the leadership of Manny and William." Barry told the Insider that leaving Aderant is "the hardest thing I've ever done but I'm nearly 60 and believe now is the time for me to slow down and move on from trying to do everything myself, to coaching a new generation on the strategies they should adopt when developing new software. It is also a good time to go because Aderant as a company is in great shape, with good people and products. The company is not going to miss a beat."

UK & EMEA **iManage** has hired former Ince & Co IT director **Frank White** as subject matter expert in legal. White, who joined Ince in 1995 as an IT manager and rose through the ranks to become global IT director in June 2006, has been brought in to help iManage understand the needs of its customers and deliver better products. White was one of the early adopters of iManage's matter centric WorkSite 8 document management system, replacing the firm's existing Hummingbird DMS.

After four years at **Peppermint Technology** as sales director, **David Thorpe** is leaving the company, and taking his first step outside the legal vertical, to lead the efforts of app developers **Bottle Rocket** in establishing a European presence.

Prosperoware has appointed former Withers and Clifford Chance project manager **John Jones** as director of consulting for the EMEA region. Jones will focus on leading implementations of Prosperoware's legal process and project management software Umbria, as well as provide hands-on oversight throughout the Umbria implementation lifecycle.

For the fifth consecutive year running **Phoenix Business Solutions** has been named "EMEA Partner of the Year" by DMS vendor **iManage**. Well done **Lee Tomlinson** and crew. And, also congratulations to **Quill Pinpoint** for achieving 'Star' accreditation for 2016 by Best Companies, the organisation behind the UK's *The Sunday Times Best Companies* to Work For lists.

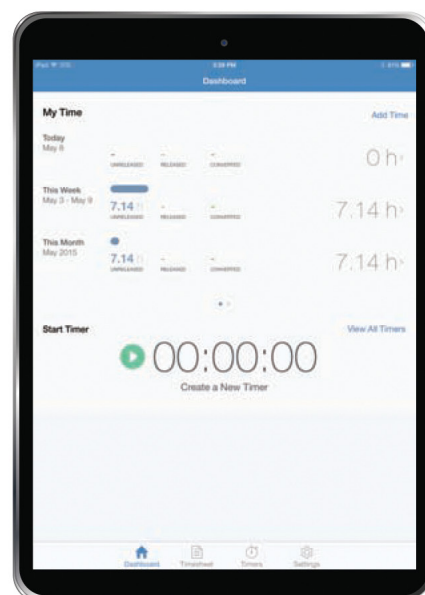
NORTH AMERICA US legal sector management consultancy **Fireman & Co** has been joined by law firm knowledge management specialist **Tom Baldwin**. Baldwin has served as CIO or CKO for leading AmLaw 100 firms Cadwalader Wickersham & Taft, Reed Smith, and Sheppard Mullin. As the latest member of the Fireman brigade, he will lead KM, pricing, legal project management and process improvement engagements.

Innovative Computing Systems has added of **Amy Kosey** to its solutions sales team as an account executive. Kosey, who has worked in the legal vertical for almost 30 years with, among others, Juris, and CompuLaw, will be based out of San Francisco.

Wilson Legal Solutions has promoted two members of the company's leadership team: **Greg Murphy** has been promoted from senior director to vice president of products and **Shishir Shetty** has been promoted from senior director to vice president of technology services. In addition, the company has hired **Mark Beaman** from Thomson Reuters Elite and **Brian Taaffe** from LexisNexis Enterprise Solutions as senior business of law consultants.

MOVERS & SHAKERS CONTINUES ON P.13

Time Entry



intappTM
Software for a Changing Legal Market



Manage, grow, and protect
your firm with Aderant's proven software.
See our extensive list of products for law firms of all sizes worldwide.

MOVERS & SHAKERS CONTINUED FROM P.12

HotDocs has appointed **Jonathan Hoy** as VP of HotDocs Market, the document assembly provider's innovative online platform for access to US legal content. Hoy had been operating as HotDocs director for publishing partnerships since August 2014. Before joining HotDocs he was with LexisNexis and the American Bar Association.

EDISCOVERY **Arnold & Porter LLP** announced that **Michael Bywell** has joined the firm as a partner, resident in its London office. Bywell becomes part of Arnold & Porter's international Intellectual Property & Technology practice, where he will focus on litigation and advisory work for organisations undertaking large scale technology projects and outsourcings. In a legal career spanning nearly 25 years, he has particular experience representing vendor/supplier companies in connection with high value technology-related matters.

"In today's complex environment of technical innovation, companies turn to Arnold & Porter to help navigate an array of legal and business challenges. Michael has worked on some of the largest IT cases to come before the English courts. His multi-jurisdictional experience will be of significant benefit to our technology clients," said **Tim Frazer**, head of the firm's London office.

Cloud-based eDiscovery provider **Cicayda** has appointed industry veteran **Billy Hyatt** as its new CEO, taking over from co-founder **Roe Frazer**, who will now head up business development and new eDiscovery consulting group **Frazer Law**. Hyatt has been chief sales officer at Cicayda since 2014, when he joined from Standard CP, which he co-founded after leaving Thomson Reuters in 2013, where he held the role of manager for large law software solutions

Epiq Systems has appointed **Paul Gorup** and **Michael Suchsland** to its board of directors, effective 2 March. They will replace James Byrnes and Charles Connely, who are retiring prior to Epiq's 2016 annual shareholder meeting. Additionally, the board selected **Douglas Gaston** to succeed Bryan Satterlee as lead independent director.

Josh Yildrim has joined **Lighthouse eDiscovery** as the director of Service Delivery in London.

Prior to Lighthouse, he was an assistant director at Ernst & Young, where he helped run the forensic technology and ediscovery practice. He also spent 13 years working as head of ediscovery at law firms Herbert Smith Freehills and Pinsent Masons.

Celia Marius has been hired as **LDM Global** as an eDisclosure project manager. LDM has also hired **Pamela Choate**, formerly from Elite Document Technology, as a professional services project manager.

Meeri Chang joined **Everlaw** as User Advocate. In this role, she will help optimize the experience of users on the Everlaw platform. Previously she worked as a Digital Marketing Associate at medical device firm Stryker.



Specialising in Legal IT Recruitment

**Thinking about your next
career move?**



**Or are you looking
for your next superstar?**

t: 03333 445 660

e: contactus@brightrecruit.co.uk

w: www.brightrecruit.co.uk/contact

► Three leading IT directors identify their top strategic priorities

Karen Jacks, IT director, Bird & Bird

1. Use technology to both improve our service delivery from more integrated service management through to delivery of solutions and applications to enable the mobile, agile modern lawyer in an evolving digital world.
2. Exploring how we can harness technology to enable greater efficiencies in everything we do in providing a first class Client service from matter inception through to closing.
3. Focus on how we manage our client intelligence and relationships with the deployment of a modern, agile platform encompassing the most up to date knowledge of our clients and sectors globally and improving the delivery of this business intelligence with more flexible analytic toolkits.

Francesc Muñoz, chief information officer, Cuatrecasas

1. Cloud first: To consider the cloud as the primary option for IT (SaaS, PaaS and IaaS). As examples of our cloud first strategy we're going to move our existing DM platform to a native cloud based solution this year and we're finalizing the movement of our infrastructure to the cloud (Azure).
2. Transforming the business: The firm is asking IT to become a real business partner. We have started to work with them with roles like the Digital Coach (beyond the trainer, the business process consultant or the legal project manager).
3. R&D and Innovation: With the inputs that we receive from digital coaching we're leveraging this insight and with the knowledge of the new technologies and solutions that are arriving to the legal sector we're matching them in order to improve the way we work. We're also starting an open innovation project.

Richard Hodkinson, CTO, DWF

1. Consolidation and user experience which gives a focus to what the processes and the supporting technology looks like from the consumer – the fee earner and importantly the client. For the internal audience this will look to meld together the recent

round of investments made in technology to be a more seamless and integrated, eventually making the day for the fee earner easier to get through – less fighting with poor systems and processes. Likewise, looking at the client experience through their lens means the quasi digital agenda will move to a more compelling place with DWFLink.

2. Security has always to be a concern of substance with the proliferation of the 'internet of things'. More data accessed by more people in more places on more devices with greater sophistication of the criminals means awareness and investment has to be sustained.
3. Cloud and managing both data and applications to a safer more accessible space with different commercial models is very much part of our journey. Expansion of the business and experimentation with new operating models using cloud and hosted services to mobilise the notions quicker is what we build towards. More services and products will be moved rolling forward to create more internal 'bandwidth' to create value.



Transform that old ride . . .
into a **high performance machine**



Supercharge iManage
Milan from Prosperoware

The preferred choice for matter centric refresh projects

Simplify administration | Increase adoption | Improve productivity
Automate information governance | Mitigate risk with enhanced security

Contact us info@prosperoware.com



Practice Management Solutions in a Box
All the IT systems you need to manage
your law firm efficiently



**Click here
to learn
more**

► Nobody expects the LITSEA!

Tim Hyman, chief marketing officer of Enable and founder of 2twenty4 Consulting is to launch LITSEA - Legal IT Service Excellence Alliance - for chief information officers and IT directors.

The alliance is intended to act as central repository of information to help IT directors maintain standards, correctly resource their IT function, and to promote a sector standard IT service management framework.

The website - www.litsea.org - which for no good reason reminds us of Monty Python's Spanish Inquisition sketch, says: "We believe there are two steps to delivering service excellence. 1. Implement an ITSM framework. 2. Select the right service providers."

Hyman told Legal IT Insider: "It seems to me that service is the key word and the question going

forward needs to be 'how do I provide the best service for the business?' which will increasingly involve external vendors.

"Therefore the concept is to encourage CIOs/ITDs to create a strong IT Service Management framework and then question each aspect as to whether it should be internally or externally sourced."

► Quote/Unquote

"If you read Legal IT Insider, or if you follow Greg or me on Twitter, you have probably heard the big news regarding HighQ. They hired me! (Oh, and they got some investment of some kind. I don't really follow that stuff, but hey, I guess that's pretty cool too!)"

Ryan McClead, blogging for 3 Geeks and a Law Blog on HighQ's \$50m cash injection from a trio of major private equity investors.

legal*i* insider

The next Insider newsletter will be published on **Wednesday 23rd March**.

To keep up with the latest news visit www.legaltechnology.com
and follow [@ChristianUncut](#) and [@chillmedia](#) on Twitter at [#legalit](#)

Editor-in-Chief:

Caroline Hill

t: +44(0)1825 713409

m: +44(0)7786 245612

e: caroline.hill@tavistockmedia.com

🐦 [@chillmedia](#)

Editor-at-Large:

Charles Christian

t: +44(0)1986 788666

m: +44(0)7786 738172

e: charles@legaltechnology.com

🐦 [@ChristianUncut](#)

Advertising Sales:

Jeremy Hill

t: +44 (0) 203 7622295

m: +44(0)7973 483131

e: jeremy.hill@tavistockmedia.com

🐦 [@tavistockmedia](#)