

legal*i* insider

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CEO of BigHand p.10
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▶ Eversheds to review DMS and look at new tech

As part of a wider digital agenda Eversheds' IT director Andrew McManus is undertaking a review of the top 15 firm's document management system, with a view to potentially combining two or more systems.

The review comes as Eversheds, which this year has allocated its largest-ever sum for research and development, is considering investing in startups and new technology, including potentially entering a joint venture, profit share or making an acquisition, if that was seen to be to the benefit of its clients.

Eversheds currently uses OpenText as its DMS and McManus, who joined the circa 1364-lawyer firm in July 2014 from The NEC Group is currently leading a wholesale review of available solutions, including OpenText, iManage and NetDocuments as well as Windows 10 and Microsoft Office 365, which offers SharePoint document management capability.

McManus who is focussing heavily on business intelligence and management information this year says: "The one theme I'm keen on is that law firms don't need to use legal technology only."

As part of the review he will look at introducing different DMS systems to reflect the fact that not all practice areas require the same level of robust document sharing solutions. "I come from a non-legal background and it's a fairly well-trodden path. I'm not saying we'll end up with a whole range of systems that need knitting together but key is what data people need. Clients need access to that data and we'll work back from that point," he says

McManus, who is currently in talks to outsource the firm's servers to a private cloud supplier, is also looking at the way the firm bills time, for which it uses Tikit's Carpe Diem.

He is running pilots with fee-earners on an iterative basis and said: "We're not in any kind of advanced talks but the focus for this financial year is making sure those base platforms are as effective as possible for our lawyers."

"There is a real opportunity now to use our digital platform, and get lawyers to drive it, which is really exciting."

EVERSHEDS CONTINUES ON P.2

▶ Vodafone – transformation, eSignatures and outsourcing

Vodafone's global enterprise legal operations manager Matthew Paterson has given an inside view of a transformation programme underway at the telecoms giant that has seen it enter deals with DocuSign and more recently Riverview Law and send 34% of its contract work offshore.

Speaking at Janders Dean's London Horizons conference, Paterson gave a rare insight into the steps that have been taken by the 600-lawyer in-house team to improve working conditions and deliver first class customer service, after a survey in 2014 revealed that lawyer morale was at an all-time low.

VODAFONE CONTINUES ON P.3



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► Eversheds to review DMS and look at new tech

EVERSHEDS CONTINUED FROM FRONT COVER

Last year Eversheds made a huge investment in upgrading its DMS to become more mobile and agile. McManus said: "Very senior people in the firm say it's good. It's how you collaborate with clients, that's the bit I want to improve."

The digital agenda is also seeing Eversheds talk to a number of new startups about their products and how they can help Eversheds' clients. McManus said: "There is no reason why we wouldn't look at a joint venture profit share or acquisition of a technology business." The firm doesn't have a fixed budget but has allocated focus and time and funding. However, it is also working closely with clients to identify touch points that can be overhauled by technology and proactively approaching the technology industry to ask for a solution.

► Ouch! that's really going to hurt

Peppermint Technology this month made two senior management appointments which look set to establish the company as the go-to supplier for law firms running legacy Elite Enterprise and Envision (aka Pilgrim LawSoft) systems wanting an alternative to Elite 3E.

First up was the appointment of Mike Walker to the post of chief technology officer. In the newly-created CTO role, Mike will lead Peppermint's product engineering teams, and will guide the roadmap and strategy for Peppermint products. Prior to joining Peppermint, Walker was Global chief software architect at Thomson Reuters Elite, a role he held for the last four years after he joined, following the Elite acquisition of FWBS. Mike was the co-founder of FWBS and the brains behind the highly successful MatterSphere matter management product.

Peppermint subsequently announced the appointment of Kaye Sycamore as chief sales & marketing officer. With over 25 years in legal tech, including Keystone, Aderant, Thomson Reuters Elite and, most recently, Intapp, Sycamore brings significant expertise and experience to Peppermint and its customers.

Sycamore commented "I've been watching Peppermint for a number of years. I admire the vision and innovation shown by Arlene Adams and her team in building a true enterprise platform for law firms, and also the market momentum they've gained. Legal is not an easy market for new tech companies, but they've established a strong foundation and solid customer base. My role now is to scale up that success, we'll be expanding our go-to-market teams – sales and customer success – to enable us to work with more firms, and to rapidly expand our position in the market."


Adams said: "These recent executive appointments, Mike Walker as CTO just two weeks ago and now Kaye Sycamore to head up sales & marketing, clearly show that the top industry leaders are gravitating to Peppermint. They share Peppermint's passion and vision to challenge the status quo of old-school legal software, and to help firms build their future business based on modern, industry standard Microsoft technology. These appointments enable us to open up a world of possibility – and the multi-billion-pound investment in the Microsoft platform – to law firms who have the ambition to be more."

► RPC Perform

RPC has finally formally given a name to its GC consultancy business, which is working with Barclays former head of legal operations, Andrew Dey. Now an independent legal technology adviser, Dey is advising RPC Perform on how to implement its technology and business processes.

RPC Perform (we'd bet our last dollar that there was much debate over whether 'RPC' should feature in the brand or not) is led by former Huron Consulting managing director Julia Chain, who was also GC of T-Mobile.

It aims to be the first port of call for all things GC. Chain is joined by management consultant Pranav Chopra and dual-qualified barrister and occupational psychologist Jonathan Middleburgh, who were both previously at Huron.



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► Vodafone – transformation, eSignatures and outsourcing

VODAFONE CONTINUED FROM FRONT COVER

Transformation programmes were first put in place in September 2014 both within Vodafone's group and UK enterprise legal teams, headed by legal director Kerry Phillip and head of legal Sarah Spooner respectively.

The transformation team created 10 work streams that all lawyers feed into and created a charter to ensure that resources are allocated in the right way and work done by the right people. In the summer of 2015, Vodafone entered into a deal with DocuSign to reduce the time it takes to sign off contracts.

As a result of the transformation programme Vodafone now sends 34% of its contract work offshore, both to Indian legal process outsourcer Qui Prior Law Associates, which it began a relationship with in 2013, and its own shared services centre in Budapest. Across both teams Vodafone has 18 lawyers, contract managers and data specialists.

The team produced 118 guidance notes and launched a SharePoint site to centralise templates, content and knowhow, which had previously been held in different repositories. The SharePoint site has been opened to all Enterprise business colleagues to encourage a self-service culture within Vodafone.

In the same vein, Vodafone is now working with Riverview Law to implement an end-to-end contract lifecycle management solution to enable self-service and automation within the business under what Vodafone has called Project Swift.

Paterson, who in 2015 was appointed as senior legal counsel, transformation, to assist with the restructuring of the legal team and lead the transformational programme across the function, said: "We're now trying to do IT, which is more challenging than not doing IT."

The legal team has been given money to invest in technology this year and Paterson added: "The key to success is promoting the efficiency of the legal team – senior management want to know how we add value. We're going to tell you when a contract comes to an end and what service to deliver."

Echoing the sentiments of many in-house counsel, Paterson said: "It would be really nice if private practice could help us do this – you have the expertise.

"We've come a long way but we've really only just started."

► Inaugural meeting of the UK MatterSphere user group

The first meeting of the UK MatterSphere user group took place at Thomson Reuters premises in London on 13 May. With 30 people in attendance, the firms present at the gathering represented almost 6,000 MatterSphere seats.

This independent group is supported by Thomson Reuters Elite and includes in its management team senior IT figures from Slater & Gordon, Weightmans, Foot Anstey, Mills & Reeve, Thompsons Law, Kingsley Napley and MW Solicitors. The chairperson is Stuart Whittle, IS and operations director at Weightmans.

With the wide range of firms involved (from those new to MatterSphere to those with many years' experience) as well as Elite's management invited, the meeting focussed on determining what the key needs of the UK's MatterSphere users were. This covered strategic needs, support needs as well as individual firm requirements.

UK MATTERSPPHERE USER GROUP CONTINUES ON P.4

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UK MATTERSPHERE USER GROUP CONTINUED FROM P.3

Patrick Hurley, vice president customer advocacy at Thomson Reuters Elite said: "With the wealth of knowledge in the user group it offers great value to Thomson Reuters Elite in helping set and confirm how we progress with MatterSphere. As an organisation, we value the input we receive from our customers and this first meeting was exceptionally well run. We look forward to continue to working with and supporting the user group".

Whittle said: "The user group's aim is to be influential over the direction MatterSphere takes and from our first meeting I believe that this will be the case. It was also good that such a variety of people have joined including finance directors, risk directors as well as CIO's and in-house developers who have come from all over the UK."

Enquiries for those wishing to join should be directed to Enquiry@ukmattersphereusergroup.com

► Dentons Nextlaw Global Referral Network - the platform

Dentons in May upset the referral apple cart by announcing that it has created the only free law firm referral network. Named Nextlaw Global Referral Network, it is based on a new technology platform that will allow member law firms to easily connect and track referrals.

The new network is headed by CEO Jeff Modisett, who has been with Dentons since 2011 as a part time attorney, as he was also the chief legal officer of Silicon Valley-based financial startup Loyal3.

To create the new network, which is a Delaware limited liability company, Modisett collaborated with contacts from the fintech sector and brought on two engineers and an IT consultant, working in tandem with Denton's IT team led by global chief information officer Marcel Henri.

The referral network will welcome law firms from across the globe, to be vetted by Dentons before approval, with the aim of facilitating the exchange of work between participating firms.

Modisett said: "This is not about pay to play or territorial exclusion. We're letting competition work and creating a transparent level playing field."

"Firms can tell their clients that they can perform work anywhere in the world, doing it through the network. It represents a radical shift in the market."

Network members will be given login details and a password for a private app.

They will be able to search for referral firms by a dropdown location or practice and within a search function that provides users with the result that is the best fit.

Modisett said: "The search bar allows you to search for key words that may not be on dropdown menu, for example, there's no practice called

'endangered species' in the dropdown menu but if you put that in the keyword box it will find any law firm that practices endangered species law."

Dentons has been inundated with applications to join the network since it was unveiled in mid-May. Modisett said: "In the first 24-hours we had over 200 requests and they are as eclectic as your imagination will take you. We've had medium-sized well-known law firms but mostly we've heard from smaller boutiques in less well-known regions."

In order to create the right platform Modisett said: "The plan is to start with a very big funnel with all this data and come up with the right platform and algorithm until the results are fine-tuned."

The platform, which will keep track of data from the outset so that firms can work out which are their most lucrative relationships, is expected to eventually apply a degree of data analytics.

While the announcement of the new network has been met with some fanfare, independent law firm network Interlaw was unimpressed, referring to Dentons' offering as a "pale imitation of a genuinely collaborative platform." Chair Michael Siebold said: "Dentons' approach is likely to create little more than a digital directory of firms and being part of a network is so much more than that. At Interlaw, we know from over 30 years' experience that it requires genuine commitment and collaboration to build a seamless quality offering for our multi-national clients in order to give them a global advantage."

The advertisement features the Phoenix logo and MatterView logo at the top. Below them is the text "Empower iManage" with the iManage logo. The central graphic shows a hand interacting with a globe, surrounded by seven circular icons representing different features: 360° Matter Views, Integrated Financials, Matter Tasks and Deadlines, iManage Matter Documents, Integrated Matter Contact Management, Business Intelligence, and a calculator icon. The website address www.phoenixbs.com is at the bottom right.

aka 'The Orange Rag'

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► Leading legal IT directors priorities for 2016 - 18

Andrew McManus, IT director, Eversheds.

1. Digital. My first priority is how we can turn Eversheds into the digital law firm of the future, which includes using new technology at the right price, with the right access and availability. Technology is more accessible and the key to success revolves around creating the right circumstances and team rather than simply buying technology solutions.

As part of this, we're very keen to have the right set of stakeholders from all parts of our firm and our clients to understand what we all want, and provide the right circumstances to create new products and services.

2. Mobility. The day-to-day operation of the law; spending time making sure lawyers on a day-to-day basis from a technology and facilities point of view are efficient and they can work from anywhere. I'm focussing on providing a consistent global service so our lawyers can have the same access and information and quality of interaction in a coffee shop or the client's office, which allows them to be very client focussed. It's about having access to all information and having complete visibility and ease of collaboration within our organisation and with our client.

3. Knowledge. Using our information and our knowledge and harnessing that in a tailored and structured way, using a wide range of data sources to support our decision making and tailor our advice and updates to clients. Success is using our knowledge platforms to tailor our advice to our clients, rather than bombard them with loads of information.

Ann Cant, IT director, Travers Smith

1. Agility. This is our major project for the year ahead. We are already in the process of moving to a virtual desktop across the firm and, once complete, we will be offering a range of devices to both lawyers and business service departments in order that they can work in a way that best suits their role and still be able to service our clients. As well as redesigning the desktop applications to work in a flexible way we are working on improving our telephony and communication options generally to mirror that way of working.

2. Process/Workflow/Paper. A major part of the agility programme will be automating as many paper-based/manual processes as possible so that our users have full functionality outside the office. Likewise we are introducing more ways of reducing paper and accessing data collaboratively across the firm – again independent of device. This also involves the development of apps to make information easily available when mobile.

3. Security. Tied directly into our agile initiative, we must ensure that all our systems are highly secure across all devices. Security is always an important part of what we do but by making our users more agile we must make our security systems work in all environments on

offer. We have also worked on raising user awareness around cyber security this year and will continue to run workshops/seminars across the firm to keep knowledge on the subject relevant and up to date.

Shane Scott, IS director, Shoosmiths

1. Process Rationalisation and simplification.

Addresses multiple objectives in driving efficiency and effectiveness across the business, simplifies our applications landscape and allows the development of new client services. The process challenges the value of every activity undertaken during a transaction and if it is not a requirement of the process or adds no value – it is taken out. Using a combination of workflow, UC and analytics technologies.

2. Agile Working. Based on the principle that work is an activity you do and not a place you have to go to. All our infrastructure and applications are geared around anywhere, anytime, any device. This is using a combination of private and public cloud. Any application deployed has to be thin browser client. We're currently implementing comprehensive UC solution across the business.

3. Digital. This is core to everything we do and drives overall strategy and the philosophy that any of our internal systems / information can be shared with the client via the web. This drives our technical, data and behavioural agenda across all areas of the business.



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

UK WINS **Linklaters** has become the first Magic Circle law firm to openly sign up with an artificial intelligence (AI) provider, in a deal with **RAVN Systems**. A spokesperson for the 2600 lawyer firm said: "We have a master services agreement in place with RAVN which will enable us to create statements of work and use the technology if it is likely to be of benefit to us and/or our clients."

Linklaters is the second law firm to sign up with RAVN, after **Berwin Leighton Paisner** in September 2015.

Travers Smith LLP has decided to implement the entire **DW Reporting** BI portfolio – Quantum Business Intelligence, Evaluate Matter Pricing and Assign Managed Reporting Services – to underpin the firm's initiative to provide their partners, fee earners and business users with effective and timely management information. "The firm carried out an extensive market review of the vendors and BI solutions available and quickly came to the decision that DW Reporting's approach to legal BI along with their domain expertise was most aligned to our needs," said Paul Johnson, finance director of Travers Smith.

London law firm **Marriott Harrison** has agreed contracts with **NetDocuments** as its new document management system. At the same time the firm engaged the services of **Hoffbrand Consulting** to implement the system.

Long-established London firm **Payne Hicks Beach** has signed up to SOS Connect from **Solicitors Own Software** for accounts, practice, document and matter management. Virginia Farquharson, director of finance & administration, said they had previously used two separate software systems. "We had decided to replace our document management system and then it became apparent that our accounting system was not being developed anymore, so we decided to look for a single replacement. The firm previously ran LexisNexis Axxia for accounts.

Hansells Solicitors and Financial Advisors, which has over 115 staff and partners working from seven offices across Norfolk, has signed up to the **Eclipse Proclaim** practice management system. "Proclaim is a fantastic solution for us – its flexibility allows us to give a better, cost-effective service by enabling us to rapidly adapt to client and sector requirements," said Karon Harrison, IT Manager at Hansells.

Road traffic accident specialist **Michael W. Halsall Solicitors** has selected **Converge Technology Specialists** (Converge TS) to deliver disaster recovery and a 24/7 managed support service. The activation of these fully managed services gives the firm complete confidence in the event of a disaster, minor or major, they can recover critical business systems and continue to provide the high levels of client service.

HCB Solicitors has contracted with **Linetime** to implement the market-leading DebttimeSQL system to support the firm's growing Debt Recoveries team. With 260 staff operating from 25 branches, HCB offers a wide range of services for businesses, insolvency practitioners and individuals and the move coincides with a significant upturn in debt recovery work. Debbie Beet, Head of Debt Recoveries for the HCB, said "Having used Linetime software in the past, I believe that it is second to none in terms of streamlining the recovery process to meet and exceed clients' expectations."

UK top 100 law firm **Keoghs**, which now has over 1200 staff, is to deploy **Skype for Business** via **Outsourcery**. Darrell Burnell, IT Programme manager at Keoghs, said a dramatic increase in call volumes was putting a growing strain on their inflexible and ageing PBX telephony system. "We required a replacement that could be deployed quickly. We were eager to move to a cloud-based solution that would also have the potential to embrace Microsoft's Cloud PBX with PSTN calling when it is available."

WINS & DEALS CONTINUES ON P.8

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WINS & DEALS CONTINUED FROM P.7

Cost lawyers **Lawlords**, which has offices in London, Manchester, Liverpool and Carlisle, has selected **SimpliVity Omnicube** as its next-generation data centre and replacement for its legacy tape-based backup procedures.

RadcliffesLeBrasseur used the netX SIP telephony platform from **Britannic Technologies** to provide flexibility and resiliency for its phone system during the firm's recent office move across London. Faced with challenges getting the circuits into the new office due to BT's Wayleave policy and restrictions, the firm moved into the office without a telephone circuit for six weeks. Head of IT Simon Gatward explained "Fortunately Britannic's SIP telephony came up trumps with its flexibility and resiliency. We were able to divert all calls to our reception in Leeds and route DDI calls to fee earners' mobiles so this did not impact the client service at all.

Ward Hadaway is the latest firm to rollout the **BigHand SmartNote** system, which combines speech recognition with workflow to create and store attendance and file notes, without involving the time consuming process of dictation and transcription. **Burton & Dyson Solicitors** has upgraded from v4.2 to BigHand 5 digital dictation and implemented BigHand's mobility application BigHand Go to drive a 'work on the go' initiative.

Osborne Clarke has selected **Phoenix Business Solutions** MatterView to deliver instant access to key matter management and financial data to fee earners from a number of line of business applications within **iManage FileSite**

South Square barristers chambers has selected **Instant On IT** to provide the set with IT strategy, project delivery and day-to-day support services, including the adoption of a cloud platform operating across the multiple geographies the chambers' counsel operate in.

Leeds-based **Walker Morris** and Cardiff-based **Carbon Law** are now using DocsCorp compareDocs, while **Taylor Wessing** has deployed OCR Desktop.

EMEA & APAC Irish law firm **McCann FitzGerald** is upgrading to iManage Work v 9.3 with assistance from **Phoenix Business Solutions**.

French law firms **De Pardieu Brocas Maffei Avocats** and **Darrois Villey Maillot Brochier** is rolling out **DocsCorp** pdfDocs whilst **BDO Norway** is maximising productivity with the desktop bundle of pdfDocs, cleanDocs and compareDocs, as too is Norwegian based Fulford Petterson & Co. In another Workshare swapout, Dutch law firm **Loyens & Loeff** has selected the DocsCorp productivity suite for PDF management, document comparison and metadata removal.

CMS Hasche Sigle, the largest commercial firm in Germany and part of the international network that includes CMS Cameron McKenna, has

gone live with the firm-wide rollout of **HotDocs**. The deployment, which is HotDocs' largest in the German legal market to-date, involves over 900 user licences, HotDocs Server and a customised HotDocs workspace front end that integrates with several of the firm's other applications.

On its home turf in Australia, **DocsCorp** is continuing to expand its market share with recent wins including **Gadens** in NSW, which is rolling out pdfDocs and contentCrawler firmwide. Sydney based **Colin Biggers & Paisley** has chosen compareDocs as their document comparison tool of choice and also down under, **Avid Legal** in New Zealand has purchased compareDocs.

NORTH AMERICA AmLaw 100 firm **BakerHostetler** has become one of the first to enter into a commercial partnership with **IBM Watson**-backed digital legal research company **ROSS Intelligence**. ROSS was the first company invested in by NextLaw Labs, the innovation arm of international law firm Dentons. BakerHostetler, which has used ROSS as a member of a test group almost since its inception, will license ROSS for use in its bankruptcy, restructuring and creditors rights team.

WINS & DEALS CONTINUES ON P.9

Workflow



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Software for a Changing Legal Market

WINS & DEALS CONTINUED FROM P.8

In a move that could turn out to be the tipping point for **SAP** adoption within the legal sector, **K&L Gates** has announced that it has selected the enterprise applications leader to provide its financial management system going forward. The 2000-lawyer, rapidly globalising firm, which to date has been a customer of Thomson Reuters Elite, plans to implement SAP's enterprise resource planning (ERP) financial modules and business planning and consolidation solutions, and is currently piloting SAP's customer relationship management (CRM) module.

Bryan Cave LLP, which has 1000 lawyers operating in 27 offices throughout North America, Europe, and Asia, is staying with **Thomson Reuters Elite** and will migrate from Elite Enterprise to Elite 3E.

UK legal tech startup **XRef Software Solutions** is looking increasingly like the biblical David scoring victories in the emerging market for legal proofreading systems against the Goliaths of Lexis Draft and Microsystems Eagle Eye/Contract Companion. The Insider has learned that recent wins include **Simmons & Simmons**, who began rolling out XRef office-wide at the end of April. The firm rejected the rival Lexis Draft (which includes Microsystems products) prior to the trial stage. **Baker McKenzie** trialed with a small number of users in December and in March confirmed they were purchasing licences for 1000 lawyers. Another recent win is **Davis Polk**, and XRef also won a head-to-head evaluation at **Cadwalader**.

New Jersey and Philadelphia personal injury and medical malpractice firm **Perskie, Fendt & Cannaday** has selected the **BigHand** cloud-based digital dictation solution, BigHand Professional with BigHand Speech Recognition, to replace its legacy analogue tape-based dictation system.

DeGrandpre Chait in Canada is one of the latest North American law firms to adopt **Tikit Carpe Diem** Next Generation as its new timekeeping platform.

Rumberger Kirk & Caldwell has become one of the first firms to implement the new **DocsCorp** compareDocs cloud Microsoft Word add-in system. Other recent DocsCorp wins include swapouts from iRedline to compareDocs at **Chamberlain Hrdlicka White Williams & Aughttry**, **Croker Huck Kasher DeWitt Anderson & Gonderinger**, **Gross Shuman Brizzle Gilfillan**, **Hawley Troxell, Rhoads & Sinon**, and **Sweetbaum Sands Anderson PC**. **Frاندzel Robbins Bloom & Csato** and **Taylor Porter Brooks & Phillips LLP** have replaced Workshare with DocsCorp compareDocs. **Adams and Reese** is using compareDocs, as are **Budd Lerner, Stroock & Stroock & Lavan LLP**, **Villareal Garcia Campuzano Gomez y Fernandez**, **Womble Carlyle Sandridge & Rice**, **Leland Parachini** is using compareDocs and pdfDocs. **Sable and Sable** is cleaning with cleanDocs as well as comparing with compareDocs, and **Cohen & Gresser** is also using cleanDocs.

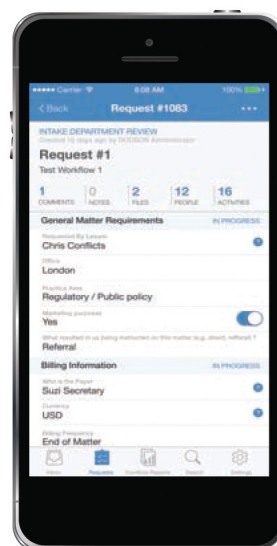
► “It will change the scenery”: K&L Gates to roll out SAP

In a move that could turn out to be the tipping point for SAP's adoption within the legal sector, K&L Gates has announced that it has selected the enterprise applications leader to provide its financial management system going forward.

The 2,000-lawyer, rapidly globalising U.S. law firm, which to date has been a customer of Thomson Reuters Elite, plans to implement SAP's enterprise resource planning financial modules and business planning and consolidation solutions, and is currently piloting SAP's customer relationship management (CRM) module.

With Baker & McKenzie having failed in its first attempt to implement SAP, with significant consequences for its bottom line, the market is still skittish. But K&L Gates chief information officer Scott Angelo is confident that this will be the turning point. He said: “When we are successful first time out, I think it will change the scenery and people won't hesitate to see SAP as a viable solution for the legal industry.

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► On the sofa with Ian Churchill, CEO of BigHand

BigHand's new chief executive started life as an accountant at KPMG and joined BigHand in 2015 from business process outsourcing giant Capita, where he ran a series of public sector software businesses and was responsible for Capita's schools' business, providing software solutions to 22,000 schools across the UK.

Legal IT Insider caught up with him to get his first impressions of the legal sector – its similarities and differences to the public sector – and what his strategy is going forward.

“**One of the things that attracted me to BigHand** was the culture. You obviously have a series of impressions before you join but those have been borne out in the last five to six months since I've been here. It's a very young company and culture but very client focussed and has a close understanding of the client.

I loved it at Capita but you get to the stage where you say 'I've done all this before.' This was a fresh opportunity.

The legal sector is going through massive change – there's a lot of pressure on efficiency and margins and that manifests itself differently in the public sector, but again they are organisations undergoing a massive amount of change.

The way outsourcing works is that you think about solving the problem differently; basically somebody looking in from the outside, bringing a fresh perspective. It's about redefining the problem and sometimes other people are better at doing aspects of your business than you are. That's something we've seen in the public sector that has parallels with the legal sector.

In the public sector their drivers are different to a commercial organisation. There's a far more tangible focus on financial outcomes within the sector than there was within the public sector. Whenever you had a conversation in the public sector there is a very high degree of social conscience. If you look at the sector as a whole, whether in social care health, or social housing, there's a very strong drive for cost efficiencies but it's always rubbing up against the fact that they're trying to support the more needy in society. And so those two are always strongly in conflict. Some people say there is more change resistance in legal but I would say there is less change resistance. You don't have the same level of social conscience conflict.

The level of competition in the industry, as I understand it, has increased significantly.

The people that embrace change will be the long term winners. One of the things we're thinking about is the Millennials; a group of people that really embrace technology. The war for talent is strong in the legal sector and those that embrace change will have competitive advantage in the long term.

Technological innovation is a continuing theme and as a technology company we need to be at the centre of that.

Startups are very nimble and create stuff quickly, that's within their DNA. Once you get to running a bigger business you start to lose that. Hopefully we're somewhere in the middle.

One of the things I really don't want to lose is innovation within the business. Our engagement with clients helps and then it's a question of not stifling it and giving it visibility. It's not difficult to give it visibility in an organisation of 150 people. Across the company people dial in every fortnight to see what's been done in development. We have a development organisation in California and they share what they've been doing as well, so that everybody in the organisation has sight of it.

IAN CHURCHILL CONTINUES ON P.11

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IAN CHURCHILL CONTINUED FROM P.10

We're growing the business relatively strongly in North America and continuing to focus on that. A couple of years ago we released our BigHand Professional product focussed on smaller firms, which is a market we've not been able to access previously. We're incredibly excited by that opportunity and that product line is growing very strongly.

We're looking at managed growth.

I don't see the business doubling in size in the next year. There are opportunities and we can access those organically.

If there are developers who've got to an idea first that we can use our customer reach to take to market, that could be quite attractive to us as an acquisition opportunity. With acquisitions, you look at the balance of the acquisition cost against the cost and time it would take to enter the market competitively, it is about accelerating access to opportunities.

The thing with acquiring businesses is that it has to make sense for both parties. And sometimes you can't get that alignment.

Anything we acquire will be something that we really understand because, again, it's easy to buy businesses that don't have a strategic fit and then regret it forever. This is about making some sensible decisions that grow BigHand sensibly.

One of the things that really surprised me positively when I went to our business in California, which had been acquired for about 18 months at the time, in my first week with the company, it felt like BigHand, which is a real credit to the people that have been involved with that.

You have to be careful and sensitive with how you treat software. Having worked for a long time with software entrepreneurs, who have literally been in their bedroom and have coded something from scratch, it is like their child. The product is the result of somebody's hard labour, and therefore you have to be very sensitive with the integration of the product and the integration of the development community associated with that product.

One of things that's been talked about a lot is the future of dictation in legal and I think that's an interesting point. We're not seeing any decline in dictation and one of the interesting trends is that voice is starting to be used more widely. If you think about things like Siri, people have started to use it more widely and there's some fairly strong and eminent research saying that voice is simplifying how we interact with technology in our everyday lives. Ease of use is so critical. ”

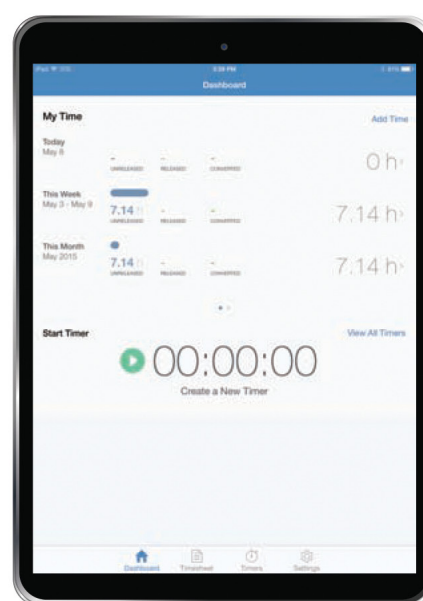
► Startup Corner: XRef, Apperio, ROSS and Salladore

It's been a busy month for legal tech startups, with news of major wins for legal draft supplier XRef Software Solutions; a big hire for eBilling startup Apperio; the first public commercial relationship for IBM Watson-backed ROSS intelligence; and the launch of new capacity management tech Salladore.

XRef Software Solutions' sophisticated drafting aid has won over UK top-20 law firm Simmons & Simmons, which began rolling out XRef office-wide at the end of April after a competitive pitch process. Baker McKenzie trialled with a small number of users in December and in March confirmed they were purchasing licences for 1000 lawyers. Other recent wins include Davis Polk, and XRef also won a head-to-head evaluation at Cadwalader Wickersham & Taft.

STARTUP CORNER CONTINUES ON P.12

Time Entry



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STARTUP CORNER CONTINUED FROM P.11

XRef's executive director Travis Leon said "So far, we have won every single comparative evaluation at any major firm. Most clients that we haven't won, didn't know about us when they purchased another product!"

At eBilling startup Apperio, which this year secured £1.7m in its Series A funding round, Huddle's former director of engineering, Stephen Wilcock has joined as its chief technology officer.

Wilcock, who at Huddle spent three years leading its engineering teams and before that was VP of engineering at OpenBet, will be working closely with founder and CEO Nicholas d'Adhemar.

"The legal sector is ripe for technology innovation and law firms across the world are waking up to the advantages of cloud-based SaaS solutions," Wilcock said. "In the short time since Apperio's launch, Nicholas and the team have already engaged some of the UK's leading law firms and the business has a clear strategy for the future."

Apperio counts Kirkland & Ellis, Taylor Wessing and Olswang among its clients.

"To attract someone of Stephen's caliber to Apperio in this stage of our evolution is a major coup for us. The technical and commercial expertise that Stephen brings is invaluable and hugely accelerates Apperio's growth," d'Adhemar said.

It was a big month for IBM-Watson backed ROSS Intelligence, which announced that it has entered into a commercial relationship with AmLaw 100 national law firm BakerHostetler.

BakerHostetler, which has used ROSS as a member of a test group almost since its inception, will license ROSS for use in its bankruptcy, restructuring and creditors rights team.

ROSS began out of research at the University of Toronto in 2014 and in June 2015, after receiving funding from Silicon Valley accelerator Y Combinator, relocated from Toronto to Palo Alto, California, where it has been taught bankruptcy law. The company is in the process of teaching ROSS other practice areas.

With the support of Watson's cognitive computing and natural language processing capabilities, lawyers ask ROSS their research question in natural language. ROSS then runs through available case law and legislation, gathers evidence, draws inferences and returns evidence-based candidate answers. ROSS also monitors the law around the clock to notify users of new court decisions that can affect a case.

"At BakerHostetler, we believe that emerging technologies like cognitive computing and other forms of machine learning can help enhance the services we deliver to our clients," said Bob Craig, chief information officer at BakerHostetler, which has 940 lawyers based in 14 offices across the U.S.

ROSS co-founder and CEO Andrew Arruda added: "BakerHostetler has been using ROSS since the first days of its deployment and we are proud

to partner with a true leader in the industry as we continue to develop additional AI legal assistants."

Elsewhere lesser-known Los Angeles-based legal tech startup Salladore in May released software that enables law firms or in-house legal teams to identify who has the availability and skills to meet a client deadline and analyse its performance.

Once lawyers have identified in real time which associates have the capacity and capability to work on a matter, they can assign the project instantly. The software also allows them to track and manage the project through completion, including communicating with other lawyers about the project.

Perhaps of most interest, built-in analytics offer information on the efficiency of projects and the productivity of the people working on them. This includes the ability to compare the performance of individual lawyers against a number of performance criteria, providing objective data for performance reviews. This might include how quickly lawyers respond to questions and get the work done, and whether documents need substantial revision.

"Salladore was developed to fill a hole I saw in the practice of law, which was efficiently finding the right junior-level attorney to work on a case," says Adam McDonell, founder and president of Salladore, who worked most recently as a legal intern in the Northern District of Georgia and before that in the Georgia Supreme Court.



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► 10 years ago today...

May 2006 is the month that saw the UK legal IT industry begin a period of consolidation that brought to a close 25 years of small businesses and started the era of the big conglomerates we see today. It was the dawning of the Age of Vinasty, as we christened it on the Insider, when Vin Murria emerged from nowhere and began creating groups worth tens and, later, hundreds of millions of pounds.

It all started that May when the Computer Software Group bought the one-time UK legal systems market leader AIM for £5.3 million. In the months that followed, CSG would also acquire Videss, Laserform and Mountain, as well as a number of smaller players. CSG would subsequently become Advanced Legal.

Not wanting to be left behind, LexisNexis went on its own buying spree, picking up both Visualfiles and Axxia Systems in the UK. And, in due course, Thomson Reuters Elite followed suit buying FWBS and Pilgrim Systems.

The rest, as they say, is history – which is also what happened to a generation of legal software business owners, who suddenly found themselves with more money than they could shake a stick at and nothing to do but polish their Aston-Martins and play golf! Or, as in the case of one vendor's founders, cruise the seven seas on liners while polishing up their ballroom dancing skills.

► Movers & Shakers

UK Cheshire-based **Slicedbread**, the company behind the Sharedo case and matter management system, has hired former Hitachi technology solutions director **Stuart McLatchie** as its new solution delivery director and announced plans to launch in London. While at Hitachi, McLatchie had responsibility for delivery management for major law firms and corporates including Allen & Overy and Domino's Pizza.

Trustmarque Solutions is partnering with **2twenty4 Consulting**, to address the compliance risk faced by law firms from new General Data Protection Regulation (GDPR) legislation. 2twenty4 Consulting, founded by **Tim Hyman**, former CIO of multinational law firms Taylor Wessing and Reed Smith, in conjunction with Trustmarque, has developed the GDPR Vulnerability Assessment solution, which includes ProSec2 SecurityPlus Security-as-a-Service (SecaaS), to help law firms address risk from GDPR, maintain compliance and ensure data sovereignty. Hyman will also be consulting with Trustmarque on an ongoing basis, around the information security issues raised by the GDPR.

Financial services legal data consulting firm **D2 Legal Technology** has appointed **Urmi Ohri**

as global head of sales and business strategy.

Derek Southall has been appointed UK head of innovation and digital at newly-merged **Gowling WLG**, which formally launched in February by the combination of Wragge Lawrence Graham (WLG) and Gowlings in Canada. Southall was previously a partner and head of strategic development at WLG. In his new role he will be responsible for developing the strategy relating to "all things innovative and digital" and will also continue to be involved in areas including cognitive computing, AI and knowledge management.

As part of its plans to grow within the legal sector, **Trustmarque** has appointed **Darren Saunders** as a client director. Saunders joins having worked for Tikit and then BT IT Services.

SearchFlow has recruited **Carole Marsden** as its new sales director. She previously headed sales at TM Group.

Support for all of the **Tikit Group's** own software products will now be managed by newly appointed Head of Global IP Support **Miles Osborne**. After nine years in other tech roles within the legal software market, **John Gomez**, a previous Tikit TFB employee, has re-joined the Tikit team as a sales consultant working with users of P4W system.

NORTH AMERICA **iManage** has hired Holland & Knight chief information officer **Dean Leung** to the newly-created role of chief customer success officer.

Morae Legal has made another senior hire to its executive team. The latest is **Todd Tennell**, previously VP of operations at Huron Legal, who will serve as chief financial officer (CFO) and report directly to company president & chief executive officer Shahzad Bashir.

One of our favorite vendor inhouse marketing guys – **Frank Strong** – has quit LexisNexis to set up his own Georgia-based marketing and PR agency: **Sword and the Script Media LLC**. He can be reached at frank@swordandthescript.com

EDISCOVERY **Michael Purcell** has been hired as **LDM Global's** new VP of professional services. Purcell is a 20-year veteran in the ediscovery industry and in his new role he will oversee the consulting, forensics, project management and managed services departments for LDM Global. And **John Munro** has been hired as LDM's new VP of quality and process improvement.

Everlaw has a new Director of Marketing. She is a litigator, **Lisa Ross**, most recently the Director of Marketing at RocketLawyer.

Xact Data Discovery has recruited **Bob Lorum** as its vice president of marketing. The new position was added to the executive team as part of XDD's continued growth strategy.



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► Coca-Cola Enterprises rolls out Blueprint co sec software

Coca-Cola Enterprises has adopted Blueprint OneWorld company secretary software to help with its Companies House electronic filing needs together with maintaining statutory registers, and producing minutes, forms and resolutions.

The new solution, which was rolled out around four months ago led by vice president of legal and company secretary Paul van Reesch, is a web-based software application that enables users on an enterprise-wide basis to store, report on and ensure statutory compliance for global entities online.

Van Reesch told Legal IT Insider: "The best thing is we don't have to do it in paper, it's an electronic record so it's much easier to file with Companies

House. We've still got to maintain the records and have all the information but it saves a lot of time.

"I can be at home and get access to records without having to be in the office and get hold of the paper records, so this was as much about flexibility and ease of management."

Other Blueprint clients in the legal sector include Bird & Bird, while a testimonial on Blueprint's website from Regus' deputy company secretary Lynsey Blair says: "Regus OneWorld has become a central information point for the Group."

► Quote/Unquote

"I would have thought they worked on a beach in Thailand. Surely 'transformation' for them is to start working 9-5 in an office?" ***One IT director gets confused over the move by Lonely Planet's in-house legal team towards agile working practices.***

legal*i* insider

The next Insider newsletter will be published on **Wednesday 29 June**.

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