

legal insider

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▶ Linklaters to switch to Rekoop (Intapp) & road test AI options

Linklaters is to switch its time recording system from Tikit's Carpe Diem to Rekoop's cloud-based solution, which was acquired by Intapp in January. The move, which means Linklaters becomes the second largest Rekoop/Intapp UK top 100 client after DLA Piper, comes as the Magic Circle giant adopts a 'cloud first' approach and road tests a number of artificial intelligence (AI) solutions, led by director of information systems and strategy, Matt Peers.

The Rekoop deal, which was signed by Linklaters at the beginning of June, was attractive thanks to its fast initial deployment, the fact that it is available on all platforms, and that it has a modern interface that is expected to reduce the time it takes Linklaters' fee-earners to complete their time sheets.

Peers, who this month reveals his in depth strategic priorities (see page 9), told Legal IT Insider: "Our fee-earners would be happy to do their time sheets on the sofa at home but currently they can't. People bill in different ways, whether it's every six minutes or at the end of the day, and they need the flexibility to do that in the way they want to do it."

Linklaters is an Intapp customer through its conflict check solution, which has just gone live at the circa 2,600-lawyer firm. However, the Rekoop deal within Linklaters was already in progress at the time of its acquisition by Intapp at the start of this year.

The acquisition reflected law firms increasing leaning towards cloud technology and Peers said: "We want a policy of leveraging cloud solutions as and where we can. So long as we have the right level of security to satisfy our clients' needs, as a function we want a solution that is continually updated without the burden being on us."

In line with this strategy, Linklaters will this Autumn begin slowly rolling out NetDocuments' email management solution, which it formally signed up to in November 2015. Currently around 100 people are live on the new system, with plans to ramp up migration as of Q1 of 2017.

Peers said: "It enables proper collaboration around emails filed in a central store. It has predictive filing capability and that's what our lawyers are looking forward to most."

"People are surprised at the fact it knows where emails should be filed," he added.

While innovation is perceived to have been slow within large law firms, Peers is currently looking at a number of different AI solutions, where the firm has signed a master services agreement with RAVN, although as yet it has not used the solution and it is currently on ice.

LINKLATERS CONTINUES ON P.4

▶ Legal tech startups under threat from Brexit

London's vibrant and growing legal IT startup community looks to be under threat from Britain's decision to exit the European Union, according to insiders who have voiced concerns over their future ability to access vital talent.

Speaking to Legal IT Insider, legal analytics startup Apperio's founder and CEO Nicolas d'Adhemar said: "The UK tech ecosystem is the best in Europe but there are not enough home-grown developers to service demand and the restriction of EU nationals from working here would impact our ability to grow."

See our comment 'BigLaw v SmallTech' on page 4 for more.



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► “We’re trying to be ahead of the curve”: DLA signs up with Kira

DLA Piper in mid-June announced that it has partnered with Kira Systems to implement a global artificial intelligence tool for document review in the M&A due diligence process.

While M&A is the starting point for the circa 4,000-lawyer international law firm, Kira’s tech is expected to be applied across its other practice areas, with obvious contenders including capital markets, real estate and the intellectual property and technology team.

The Kira partnership is part of a wider process improvement project that began in 2013, looking at Lean Six Sigma and how to create efficiencies across the firm.

The area focussed on most heavily within that review was the due diligence process and, speaking to Legal IT Insider, chair of DLA’s U.S M&A practice Jonathan Klein said: “We really wanted to create efficiencies in our work flow and the product we were producing for clients.

“As part of that - and there were lots of parts - we evaluated the technology that could help us in that process. There’s various machine learning software out there and AI tools that are trying to do this and were potentially of interest to us.”

The evaluation, led by CIO for the Americas Don Jaycox and director of IT enterprise system, Jonathan Talbot, honed in on Kira Systems. Around nine months ago DLA started using

Kira’s technology on live M&A transactions while also working ‘the old fashioned way’ to see if Kira was more efficient but also whether it missed anything picked up by the human eye.

It didn’t, and DLA signed in mid-June. Klein said: “We believe that once we get everyone trained it will work faster than a human being can work.

“Ultimately it is intended to be used globally. Initially it will be used in the U.S and the UK but the desire is to have it everywhere.”

Kira’s advanced machine learning software, which analyses and extracts key contract provisions to turn them into structured data, was developed for third-party review in due diligence and can handle standard and non-standard forms and provisions, including documents in more than 60 formats.

Klein added: “This partnership creates opportunities for us to approach clients’ fees in a more creative way. It’s clearly not a one size fits all approach but it could be that the time it takes to do diligence will go down, so the hourly cost will go down. We also expect to do more fixed fee work for due diligence projects.”

Due diligence work is an area where cost is particularly sensitive partly because of how time consuming it can be but also because it may lead to a client not going ahead with a deal and recouping their costs.

Klein said: “Yes we’re doing it to respond to client demand but we’re also trying to be ahead of the curve. We recognise that combining skill and talent with technology is where the world is going and the legal profession is no different.”

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► Tikit partners with (drops cup of tea) NetDocuments

It was an announcement that came as a shock to the market and the ramifications will take time to work out. No, we're not talking about Brexit, but Tikit's announcement that it has entered into a worldwide partnership with cloud-based document management system provider NetDocuments, which was just slightly overshadowed two days later by the EU referendum.

Tikit, which has a longstanding relationship with DMS market leader iManage, has entered into a full global partnership with NetDocuments, to include sales, implementation and support across its global network. It will span Europe and the APAC region, as well as the United States.

It is being billed by Tikit, which accounts for around 7% of iManage's EMEA revenue, as another string to its bow, fitting in with its modus operandi of offering clients cutting edge products and customer choice.

At the time of the announcement, Tikit's CEO Katherine Ainley told Legal IT Insider: "It's quite clear that cloud technology is at a tipping point and we are seeing compelling need for more breadth in this space."

"We pride ourselves in looking at our customers differently; in looking at their ecosystem and building a partnership with them and looking for the right solution. This is about finding the right solutions and taking that holistic view."

Once the market had got over the surprise of the announcement – you'd have to live in a cave to be unaware of the rivalry between NetDocuments and iManage – most people seemed to broadly agree. One IT director at a major international law firm said: "At first I thought 'wow' but it's around offering solutions and a choice to the client depending on what they want."

The CTO of one Tikit partner said: "This announcement isn't surprising, if I was Tikit I would want to resell NetDocuments."

Post its management buyout from HP in July 2015 iManage is still finding its way in its relationships with its partners. Nonetheless, Tikit's announcement was a particularly bitter pill, given that it coincides with some long-awaited positive feedback on iManage's own cloud offering. One attendee at iManage's ConnectLive user conference said: "All the feedback that came out of the iManage conference was extremely positive. If Tikit was going to do this they should have done it 18 months ago, before iManage fully got its cloud offering off the ground."

TIKIT PARTNERS WITH NETDOCUMENTS CONTINUES ON P.4



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TIKIT PARTNERS WITH NETDOCUMENTS CONTINUED FROM P.4

iManage issued a statement at the time of the announcement, which included a sentence from Ainley saying: "We will continue to actively promote iManage across the market. We have no plans to proactively target our iManage customers to migrate them to NetDocuments."

In a further statement to Legal IT Insider, general manager Geoff Hornsby said: "We have been assured by Simon [Hill] and Katherine [Ainley] that they have no plans to sell against iManage and in fact they expect us now to expand our reach within Tikit and jointly sell into the mid-market sector and we look forward to that opportunity."

This assurance may well ensure the future success of the unusual tripartite arrangement. If Tikit leverages NetDocuments' SaaS model for its smaller law firm clients, particularly those that use P4W, which doesn't have DMS capability, one can see it working.

However, the BigLaw IT director quoted above, who is an iManage client said: "I always look to market and we watch with interest the NetDocuments piece. If I was going to look at NetDocuments my first choice would be Tikit, so that would be tricky."

For clients that are already engaged in a pitch process with Tikit and iManage, the news may also be unsettling until it becomes more obvious how the new arrangement will play out.

Much like Brexit, now the initial surprise is over, it remains to be seen in the longer term what the fallout will be.

► Linklaters switches to Rekoop and looks at AI options

LINKLATERS CONTINUED FROM FRONT COVER

He said: "We are looking at AI and where it will apply and where it won't and we are testing AI."

"My vision is that we have a suite of products and a new way of working, so as and when you open new matter, you will be directed to the technology that best suits that matter. We need to work out how traditional methods of work fit with new technology."

The firm is exploring machine learning-based search providers including IBM, Kira Systems and German-based SaaS provider Levertor. Peers commented: "We are an international firm and we're trying not to just look at UK-centric options; we need to be more flexible than that."

He added: "We don't want to jump the gun and get ourselves completely in bed with an organisation that's very small. I think there will be a suite of products. Inevitably vendors push for exclusivity but I don't think that's the way it will work."

► Brexit – what now? BigLaw v SmallTech

While lawyers at the UK's largest firms have been coming out in droves to share their thoughts on how Britain's decision to exit the European Union may affect business, legal IT business leaders have largely been quieter, watching along with the rest of the country as the establishment flounders in the face of uncharted and largely unexpected territory.

With shares and the value of the pound having plunged, the private discussions among established international IT businesses at the macro level has been how to weather the impact of falling exchange rates.

The chief operating officer of one international business told Legal IT Insider: "Brexit doesn't change our trading approach in the context of the markets we're in: you have to assume that trade agreements will be reached. We have operations in Europe, where I think it's unlikely we'll have to negotiate on a case by case example. And in the United States nothing's changed."

BREXIT – WHAT NOW? CONTINUES ON P.5



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BREXIT – WHAT NOW? CONTINUED FROM P.4

Most are waiting for the impact of the referendum to become clearer – not least because at the time of going to press, there was no clear successor to David Cameron as Prime Minister and no clear plan as to when Britain would trigger Article 50 divorce proceedings from Europe. Oh yes, and the Labour Party was in the midst of a rebellion against Jeremy Corbyn's leadership that saw Game of Thrones viewing figures drop (not really).

When Article 50 is triggered, the UK will have two years in which to negotiate the terms of its exit from the EU. Law firms are already positioning themselves to capture that work, unpicking 43 years of EU partnership, which should lead to a period of heightened activity in the short term.

While it may still mean some tightened belts – uncertainty was never a trigger to spend big on external services and there is a very real prospect that the UK will be hit by a recession – London's enviable position as the legal capital of the world, second to New York, can give a certain amount of reassurance that in the short term, BigLaw and the legal tech support network around it is unlikely to fall off a cliff.

However, it is the smaller end of the market, in particular London's vibrant and growing legal IT startup community that could be immediately affected by Brexit.

At Legal Geek, which was set up to organise LawTech events in London and San Francisco, founder Jimmy Vestbirk told Legal IT Insider: "Legal Geek's mission is to make London the best place in the world to have a LawTech startup, but Brexit makes London less attractive as a global tech leader. The damage is hard to quantify at the moment but I have already had discussions with startups considering relocating to Berlin and/or Amsterdam."

And at legal analytics startup Apperio, founder and CEO Nicolas d'Adhemar said: "The tech community was almost universally pro-Remain. The UK and London in particular has become a hub of tech companies, talent, capital and customers. The referendum result impacts each one of those elements collectively and individually. I am particularly concerned over our ability to access tech talent.

"The UK tech ecosystem is the best in Europe but there are not enough home-grown developers to service demand and the restriction of EU nationals from working here would impact our ability to grow. Our product and clients are international so we can adapt but it would be a shame for London to lose its previously envious position."

Tweeting at the time news of the EU referendum results first emerged, contract lawyer provider Obelisk's founder and CEO Dana Denis-Smith tweeted: "Most tech is built offshore where there are coders and skills

we simply don't have here. Will set back advance."

In a note of optimism, d'Adhemar added: "The tech community is resilient and adaptable by its very nature and London will still continue to host the best law firms in the world and their clients."

However, TechUK, which represents British tech firms, has warned: "Without the benefits of EU membership, the UK needs to be at its very best to succeed."

Useful resources to understand the early impact of Brexit include:

Dan Tench, Head of Public Law at Olswang: 10 things to consider:

<http://www.olswang.com/articles/2016/06/the-brexit-vote-the-friday-after-the-night-before-10-things-to-consider-today/>

Practical Law, In-house Blog: UK votes out: après nous, le déluge

<http://in-houseblog.practicallaw.com/uk-votes-out-apres-nous-le-deluge/>

BBC News: Brexit: UK tech sector reacts to leave vote -

<http://www.bbc.co.uk/news/technology-36621115>

► DocuSign says legal sector is a top priority

We recently wrote about DocuSign's MOMENTUM16 annual user conference and made reference to the sentiment among one or two legal IT suppliers that DocuSign has bigger fish to fry than legal.

While Linklaters in the autumn of 2015 became the first major UK law firm to announce that it has signed up with DocuSign – apparently leading to a stampede of other UK law firms knocking on the door (see our interview with general counsel Reggie Davis on page 13) – DocuSign has, so said one supplier, shown little interest in engagement or collaboration so far.

We caught up with DocuSign's regional vice president, commercial sales EMEA, Jacqueline de Gernier, who said: "We do see legal as a very important market for us. Strategically, legality and trust is at the heart of what DocuSign is offering so it's important that we have endorsement from law firms and legal departments. Big corporate transactions will all go through a law firm and if they are using DocuSign it essentially gives us a shop window.

"Then purely it's a great market to sell into where we will get a great revenue stream."

De Gernier now has one person in her team entirely dedicated to legal and building links with partners, which include Ascertus and Trinogy. Out of 15 account executives, two are dedicated to financial services and one to legal.

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

UK & EMEA WINS **Converge Technology Specialists (Converge TS)** just announced £3 million of new contracts. New clients include **LMS**, the UK's leading provider of conveyancing panel management services, and **Speed Medical**, the UK's largest independent provider of medical reports. LMS and Speed Medical have both chosen Converge TS to deliver a fully managed Infrastructure as a Service offering. Converge TS managing director **Nigel Wright** said the company is on track to achieve a 50% revenue increase this year and is now planning to open a City of London office.

UK top 150 regional ABS law firm **Tees Law** is to implement the **Peppermint Technology** Microsoft Dynamics and Sharepoint-based Legal Service Platform after an extensive review. The Home Counties firm is to substitute its Civica Systems practice management system and DPS Software case management system with Peppermint's cloud-based single connected enterprise platform, spanning CRM, financials and legal process automation.

Following a competitive pitch, managed IT services specialist **Quiss Technology**, has been appointed to provide a range of support services to North London-based firm **Darlingtons Solicitors**.

Kent-based law firm **Mansfield & Chaston** has rolled out the **Eclipse Legal Systems** Proclaim practice management system, including ready-to-go personal injury Proclaim plus RTA (Road Traffic Accident) and EL/PL (Employer Liability/Public Liability) portal integration. Also, Essex firm **ESW Legal** has rolled out Eclipse software, including an out-of-the-box hosted Proclaim conveyancing case management system.

Top 150 North-West law firm **Stephensons Solicitors** is deploying the legal workflow and case management system **Lexis Visualfiles** along with a suite of add-on modules for document bundling and portal integrations from **Zylpha** and practice management software from **Solicitors Own Software (SOS)**. The project will also see the firm replace its legacy **Norwel** (now Civica) legal systems.

Somerset law firm **Lyons Bowe** has signed up to **SOS Connect** from Solicitors Own Software (SOS) for practice and case management as it gears up for growth. The firm, which only launched in November 2014, is replacing its original legal system on the basis that it "was not very user friendly!"

International law firm **Dentons** has installed the **nQueue iA** Print Anywhere print workflow system in its London office and is planning to roll it out at other locations throughout the UK.

Huddersfield law firm **Ridley & Hall** is running a **BigHand** Speech Recognition pilot at its head office. The firm has been a BigHand digital dictation customer since 2011. And, **Berwins Solicitors**, which has offices

in Harrogate and Leeds, is rolling out BigHand Now to the residential property team and the operational support team this month and then on a team-by-team basis covering all the departments across the firm.

Central Bedfordshire Coroner Service (which also includes Luton) has chosen software from **Zylpha** to automate document bundling for inquests which, in more complex cases can involve detailed inquest files and evidence bundles running into hundreds of pages each, for a wider range of third parties including families of the deceased, their legal representatives and any council, health service or police witnesses.

NetProtocol reports that, in conjunction with **Proofpoint**, it has won email security deals in four UK law firms in the last six months. Specifically, these have been deals for the Proofpoint TAP technology which protects against the new aggressive ransomware campaigns that have been on the rise over the past 12 months. Mike Batters of NetProtocol says there are also a number of other firms currently evaluating TAP either by Proof of Concept or using a Threat Discovery, and is aware that a couple of top 10 firms recently deployed Proofpoint Enterprise. "Could it be the start of a wider market shift from Mimecast to Proofpoint," asks Batters.

WINS & DEALS CONTINUES ON P.7



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WINS & DEALS CONTINUED FROM P.6

At **Tikit**, the group scored its first deal in Norway with **Hjort** buying Mimecast. **Pinsent Masons** purchased Carpe Diem Mobile (2000 users). The firm has a strategic project that will deliver mobile time capture to Windows Mobile devices initially on the CD Mobile app, with an upgrade to CDNG to follow. **Sackers** went for an eMarketing upgrade and **Boodle Hatfield** purchased iManage support.

Long-time **Quill Pinpoint** customer **Pluck Andrew Solicitors** has upgraded from an inhouse system to a hosted practice management and legal accounts system. The switch to the cloud was done so the firm could benefit from advanced software delivery as well as Quill's complementary back-up services.

APAC Polczynski Lawyers in Sydney, purchased via partner InPlace Solutions, the **DocsCorp** contentCrawler system. **Maurice Blackburn** in Melbourne also purchased contentCrawler, via partner **Phoenix Business Solutions**. **Fielding Robinson**, a construction law firm based in North Sydney, purchased pdf and compareDocs. And **RPC** purchased contentCrawler for its Singapore office to ensure all documents are OCR'd and fully searchable.

NORTH AMERICA InOutsource, a consulting and technology implementation services company, and **FileTrail**, a provider of records management and information management solutions, announced that **Husch Blackwell**, a law firm with more than 575 attorneys in 16 offices across the US and London has deployed FileTrail for physical records management.

Two more AmLaw 100-ranked firms **Ogletree Deakins** and **Baker Donelson** have selected **Handshake Universal Search** (formerly known as SP Bridge) to deliver SharePoint-based enterprise search solutions as a replacement for Recommind's Decisiv Search platform. To date, 20% of the AmLaw 100 have licensed Handshake Universal Search. **Patrick DiDomenico**, Chief Knowledge Officer at Ogletree Deakins, said the Handshake plus SharePoint combo was a way to "push the KM envelope... robust enterprise search technology is critical."

Alabama law firm **Maynard Cooper & Gale** has gone live on **Aderant Expert** for its practice and financial management system, exactly 12 months to the day of contract signing. In addition to the core Expert modules, Maynard Cooper has rolled out Business Intelligence, Expert Time, On the Go Time, Found Time, Expert Expenses, Expert Collections, Expert Image and Advanced Workflow.

Another busy month for **DocsCorp: Greenberg Glusker** is replacing **Workshare** with DocsCorp's compareDocs and cleanDocs (both Pro and Mobile).

Loopstra Nixon LLP, through partner **Legal Software Connection Inc** is using compareDocs. **Robinson & McElwee PLLC**, also through Legal Software Connection, is using cleanDocs. **Coan Payton & Payne LLC**, through partner **Platte River Networks**, is using the entire DocsCorp suite of products. **Bergman Draper Ladenburg**, through **WAMS Inc**, is using contentCrawler Lite. **Abramoff Neuberger LLP**, via Legal Software Connection, is using pdfDocs. **Partridge Snow & Hahn LLP** is using compareDocs and pdfDocs. **Johnson Pope Bokor Ruppel & Burns LLP**, and **Brown Sims PC** are using contentCrawler. **Massachusetts Board of Bar Overseers** is using cleanDocs. **Phillips Murrah** is using compareDocs, and **Fox Rothschild** added 200 seats of compareDocs to its enterprise rollout.

kCura, developers of the ediscovery software **Relativity**, today announced that **Siskinds LLP** has licensed **Relativity**. Siskinds is a Canada-based firm and will use **Relativity** in their class action group to better manage and analyze documents used for litigation and investigations.

► Document management cloud wars

Leading independent Australian law firm **Gilbert + Tobin** is to roll out **NetDocuments** across its three sites and 550-plus staff. The firm, which operates across the APAC region and globally, is dropping **iManage** after around 15 years as a customer, and will upgrade its on-premise legacy DMS to NetDocuments native cloud-based service. And, after a year-long review, New York law firm **Kelley Drye & Warren** has swapped out its legacy on-premise **OpenText** document management system for **NetDocuments** software-as-a-service cloud-based DMS offering.

Meanwhile **iManage** has signed up mid-sized Chicago and Minneapolis firm **Barack Ferrazzano Kirschbaum & Nagelberg** to iManage Cloud for work product management including document and email management, and collaboration. iManage Cloud was formally launched in February at LegalTech New York, enabling firms to securely access iManage's Work (previously WorkSite) product management solutions with no additional on-premise IT infrastructure and for a subscription fee. iManage Work is available as an on-premise installed product, as a cloud service in the iManage Cloud, or as a hybrid implementation with some information on-premises and some information in the cloud. Other firms to have signed up for iManage Cloud include **Pryor Cashman**, a mid-sized law firm with offices in New York City and Los Angeles.

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► Strategic priorities: Matt Peers, Linklaters

Linklaters director of information systems and strategy, Matt Peers, joined the Magic Circle firm in May 2015 from Deloitte, before which he was managing director of IT at Carphone Warehouse. Here, he shares his current strategic priorities and some of the wider perspectives gained from 20 years in the professional services and retail industries.

I have been with Linklaters for a year following time in other professional services and retail so I think I bring an interesting perspective to the firm. I have a view that technology is an enabling function and needs to deliver the needs of the firm rather than leading the firm somewhere that it doesn't want to go. This doesn't mean that IT leaders are not involved in discussions and providing ideas, input and challenge to help educate the firm on matters relating to technology but it is important to get the right level of sponsorship from the firm. Below are our strategic priorities for technology. It goes without saying that our core IT services just have to work.

Priorities for technology.

1. Digital disruption

- There is a growing gulf between the technology people have at home and the technology provided at work. From the way information is created, stored, shared and communicated, the workplace is in catchup mode to what we do in personal lives. We have a duty to provide IT systems that meet the needs of our people extending from the user interface that we give them in key applications through to the delivery of IT training. As one of our associates said to me recently, 'I've never been on a training course to use any apps on my iPad so why should I have to spend time in classroom learning about the firms' IT?'
- There is an increasing move towards clients requesting instant service. In the retail world we used to refer to this as instant gratification i.e. people were not prepared to wait any length of time for a good service and we therefore need to have IT systems that support a global firm working 24x7 and enable people to work efficiently wherever they are. This means giving them secure access on an appropriate device (smartphone, laptop, tablet, desktop) to enable them to work quickly to serve our clients. As we move towards more flexible working patterns with a focus on work life balance, it is critical that IT just works for people.
- It is imperative that we have levels of security across the Linklaters systems that match what our clients and regulators demand and to protect our own data and intellectual property but we need this to be set at a level that doesn't impact client service and doesn't impose unnecessary red tape.
- We are working on giving people access to not only all their files and emails wherever they are but also enabling them to tap into the firm's extensive know-how without having to be in the office. In some cases this means digitising old content or simply making it easy to find legal publications in soft copy.

- We are starting a 'war on paper'. Printing is likely to be key to lawyers for some time but our experience shows that when visiting clients, rather than taking heavy bundles of papers relating to a specific matter it is far more efficient to take all the material electronically, which enables faster searching.
- Any change in this area needs to be carefully controlled. Our firm is very successful and has a fantastic heritage so current working practices are still valid in certain practice areas and it is not realistic to assume that change will happen simultaneously across our whole firm. I definitely don't want to drive unsuccessful change across the firm so a significant focus in every project is around the change component and I need to spend a lot of time listening to how and why things are done.

2. Differentiating with data

- We need to make our data available to the right people at the right time. We have vast amounts of data and giving people the tools to interrogate this to improve the client experience is going to be key to our future success. While our business model appears relatively simple we still run several thousand reports every night, mainly covering our structured data. We are investing in leveraging our unstructured data to provide our fee earners with a much richer set of information that is easier and quicker to access.
- Artificial intelligence as well as 'big data' are areas that we are constantly evaluating to see whether they deliver a value proposition for clients. Everyone is looking for efficiencies in the legal process. As we spend time looking at different or new ways of working, we benchmark any solution against work that was previously performed under our traditional ways of working and while there is clearly lots of potential in this space, the role of the IT function will be to help guide people to the right solution to help on their specific matter. We need to have areas of expertise across a number of different tools to help our lawyers if they encounter issues. I believe it will be a long, slow evolution to these new ways of working rather than a 'big bang' experience where we all do things differently.
- We are spending time thinking about how the charging model will evolve if more work is done using technology because we will probably need more sophisticated pricing engines.

3. Daring to be different

- We are a firm that continually innovates and whether innovation ideas come from our partners or business services leaders people are frequently finding new ways to evolve our business model. Our IT systems need to support such initiatives by ensuring that we can quickly trial new ideas safely and securely with a view to taking them through to business case and this presents a challenge to our IT leadership team to create sufficient headroom to be actively involved in the forward direction of the firm, rather than focussed on routine business as usual IT activity.

STRATEGIC PRIORITIES CONTINUES ON P.10

STRATEGIC PRIORITIES CONTINUED FROM P.9

As a firm we're also not used to trying things that might fail and another of the concepts that I've brought across from my retail background is that you need to be prepared to fail in order to learn and come up with even better solutions.

▶ IT departments across a number of industries spend a lot of time worrying about the next system upgrade and there are a lot of super-plumbers out there. I'm asking my teams to become client champions and we're investing in the teams that sit with our internal customers and speak to clients about how we can get the most out of working together. For example, within the last year we have developed Verifi, a computer program that can sift through 14 UK and European regulatory registers to check client names for banks. This can process thousands of names overnight where previously it would have taken a trained junior lawyer an average of 12 minutes to search a single customer name. We developed this tool by co-locating our development team with the lawyers to understand exactly how they worked. While this sounds like a simple approach it was a very different way of working for us.

▶ We have an international advisory group chaired by Rt. Hon. Lord Hague of Richmond which comprises four people with tremendous knowledge across a broad spectrum of global business topics. This group is intended to support the governance and strategic direction-setting

of the firm. It acts as a sounding board to our partners, providing critical input and challenge as the firm develops and refines its strategy. This group participated in a Q&A at our recent partner's meeting and it became clear that, if we are to make the best use of their advice, then our IT solutions need to be much more flexible and that we need to move away from our one-size-fits-all mentality that we have had for a very long time.

▶ The cloud: we have worked with our risk function and some of our clients to determine how, where and when the use of the cloud is acceptable and this set of guidelines will form the basis of future decisions. We have a number of projects underway at the moment where we'll be leveraging cloud services. Not only do cloud services make it faster for us to respond but they also remove some of the complexities around keeping IT environments current.

▶ One of the biggest differences I found in moving into the legal sector was the broad spectrum of suppliers that operate in this space. While this is worth a whole article on its own, I am trying to make sure we are working with suppliers who are able to support and deliver to our business goals. There is a considerable amount of work to do in this area both by the suppliers we have and also by my own teams who need to improve their vendor management skills to help maximise the relationships that we have.



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► Movers & Shakers

UK Newly-launched alternative business structure **Wavelength.law**, which provides tech-led legal services to the corporate sector, has hired Johnson Matthey legal director **Anne-Marie Garner** as its chair and non-executive director. Garner, a former Speechly Bircham lawyer who joined FTSE 100-listed Johnson Matthey 13 years ago, will help Wavelength.law with its strategy and development of products and service lines. She joins fellow non-execs **Catherine Bamford**, CEO and founder of BamLegal and **Mark Astbury**, a member of Cambridge Capital Group.

Encompass Corporation has made a number of appointments to its team, bringing the total number of staff to 32 in the UK. The most recent hire is **Scott Goodsir Smyth** who is responsible for establishing and growing a new team in Glasgow. He was previously account manager at IRW Systems.

Client intelligence and CRM solution provider **OnePlace** has hired former LexisNexis Enterprise Solutions international sales director **Guy Phillips**. OnePlace, a solution built on the Salesforce platform that now includes Bird & Bird among its customers, has opened a London office in Gray's

Inn Road, where Phillips and VP of consulting and success **Vijay Motiramani** will be based. The office will be hiring consulting and support staff.

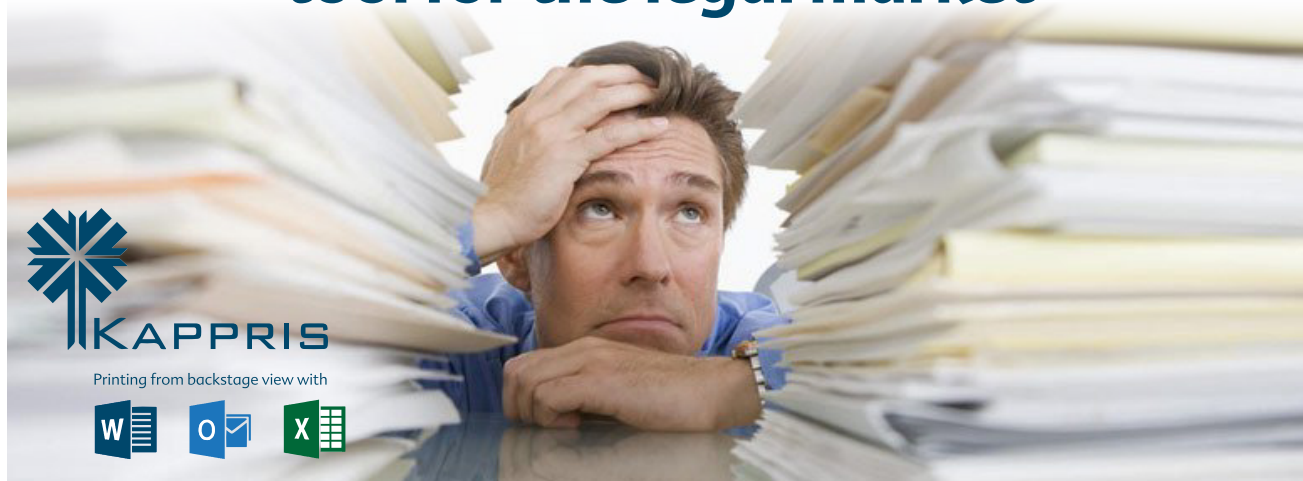
nQueue has appointed **Henry Chadd** as its new director of operations, EMEA. Chadd is responsible for all product installations and support in the EMEA region and is the senior executive in nQueue's London office.

NORTH AMERICA Legal process outsourcing provider **QuisLex** has appointed **Josh Rosenfeld** as vice president, legal services to lead QuisLex's new San Francisco office. Prior to joining QuisLex, Rosenfeld spent 15 years at Orrick Herrington & Sutcliffe, most recently as the chief practice officer for the finance, energy and infrastructure business units, comprising more than 300 lawyers globally.

TRU Staffing Partners has hired **Sherry Keene** as assistant national operations manager. Prior to joining TRU, Keene worked as an executive administrative assistant to the VP of sales and VP of business development at TearLab.

MOVERS & SHAKERS CONTINUES ON P.12

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MOVERS & SHAKERS CONTINUED FROM P.11

Ediscovery services vendor **Consilio** has appointed **John Ashley** as managing director in forensics and expert services and **Mike Haysley** as managing director in law department management. Prior to Consilio, Ashley was the executive VP of consulting and forensics at Epiq Systems and Encore Discovery Solutions. Haysley, meanwhile, was a director at Duff & Phelps, where he provided consulting services in the Legal Management Consulting group. "Following Consilio's string of acquisitions in 2015 and subsequent integration of Huron Legal, Proven Legal Technologies and Backstop, we have been seeking to further bolster our leadership team in key strategic areas," said **Andy Macdonald**, chief executive officer at Consilio. "Their expertise in forensics and law department management consulting services will greatly benefit our global client base."

Wilson Legal Solutions has appointed **Alexander Klamkin** as director of the company's newly-formed systems and information security practice. Klamkin, who was previously vice president of technology at Messina Quantitative Research, is an IT executive with more than 15 year's experience as a consultant focused primarily on the legal IT industry.

► HighQ unveils Collaborate4

HighQ has unveiled a "completely reimagined" version of its flagship Collaborate software, as the software as a service provider uses its recent \$50m of investment to scale up in the United States and globally.

Collaborate 4, showcased for the first time at HighQ's annual user conference in June, is currently in the testing phase and incorporates hundreds of changes on the previous version.

Many of the changes have been made to help users move between and use interchangeably Collaborate and Publisher - HighQ's digital publishing software which allows law firms to make content available to clients in different formats.

However, HighQ is also moving towards creating a platform that users never have to leave and the new version facilitates easy collaboration with other sites, linking with other tools and systems.

New functionality includes multi-lingual capability, guided by a user's permissions, while HTML 5 features give more drag and drop capability. Most of the work done has been around the files module, and files can be dropped into a folder and uploaded while the user is filling in the required metadata, with a new viewer allowing users to jump between files without leaving the site. The new and improved iSheets module is in beta, with the rollout starting in August.

HighQ's CTO Stuart Barr said: "The iSheets module is something we're really proud of. It will make you fall in love with iSheets all over again."

► Bird & Bird moves iManage contract to Trinogy

The timing could have been better, but then who knew that Tikit was about to announce a new partnership with NetDocuments.

Bird & Bird has moved its iManage services from Tikit to Sydney-headquartered software, services and support group Trinogy. What looked on the face of it like a backlash against the new partnership, was in fact a development set in motion by Bird & Bird's merger with Sydney-based firm Truman Hoyle in October 2014.

Truman Hoyle used Trinogy and since the merger Bird & Bird has bought one or two more iManage products from them, with the result that they had a team for Tikit and Trinogy working in parallel.

Bird & Bird IT director Karen Jacks told Legal IT Insider: "It was getting complicated and wasn't working so Tikit came in and it was completely amicable. We are doing tons more with Tikit, including around Carpe Diem and Template Management System, so it was more of an admin decision."

The advertisement features a large blue speech bubble logo with a white 'Q' inside, set against a light blue sky background. Below the logo, the text 'Are you SmartLaw?' is written in a blue, sans-serif font. Underneath this, a smaller line of text states: 'SmartLaw is focused on three keys to a law firm's success: their clients, their culture, and their intelligent use of technology.' The background of the lower half of the ad is a scenic landscape with a winding road through green hills and a forested area in the distance. At the bottom left, the text 'Visit highq.com/smartlaw to find out more' is displayed. At the bottom right, the 'HighQ' logo is shown, with 'High' in black and 'Q' in blue.

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► DocuSign's GC Reggie Davis talks disputes, country clubs and ice cream

"If Yahoo had listened to everything the lawyers had to say it would never have got anywhere. To be a successful start-up you have to have an aggressive posture."

So says Yahoo's former associate general counsel, Reggie Davis, who managed litigation and risk at the U.S. search company at the turn of the century before moving on to become Zynga Game Network's general counsel and, as of August 2014, GC of eSignature leader DocuSign.

"At Zynga we got in lots of fights but got lots of multi-million dollar settlements around copyright and IP so we were a profit centre. A lot of kids didn't understand we own the IP."

By comparison, despite pushing its own boundaries and the potentially higher risk appetite of its GC, DocuSign, which is now in use within 32% of the Am Law top 100 is described by Davis as a "country club."

It has only had five serious disputes, four of which "went away" in the face of the certificate of completion, which tracks everything that happens to a signed document and stays associated with that document after completion.

Because Davis and his team take a pragmatic view, he says the business listens. "We're really thoughtful about how we work hand in glove to effectuate the business, against backdrop of ethical boundaries I will never cross," says Davis. "But if you're not a panic merchant and only come in when there is a real problem, I seldom get push back."

Country club or not, the complexity of DocuSign's business is high and its legal team has almost doubled since Davis arrived just under two years ago, up from nine to 16, with most of the new arrivals having worked with Davis at both Yahoo and Zynga.

One exception is Richard Oliphant, who joined from Inmarsat in October 2015 as EMEA GC – a statement of intent for DocuSign's European expansion.

The eSignature leader, which has three data centres in Europe and is in the process of developing a further two, is keen to respond quickly to the changing tide being brought in by new EU regulation – eIDAS - which as of 1 July will simplify and standardise eSignature laws across member states, creating a single digital marketplace.

What represents opportunity also represents a threat, and Davis and the team have been involved in creating digital transaction management standards that

they hope will become the market norm. "The worry is that some company will say they do eSignatures, have a breach and get all of us tarnished," Davis says.

DocuSign's eSignature Legality Guide, launched in February 2015, now covers 64 countries and involved hiring local lawyers in every jurisdiction.

Meanwhile, its new standards-based signature suite offers three different standards to reflect and comply with EU regulation – standard electronic; advanced electronic and qualified electronic (also called a digital signature).

Comparing the suite to Baskin Robbins, Davis says: "We offer three flavours of ice cream: we think vanilla works for all but we also do cherry chocolate."

The UK typically accepts standard electronic but on the continent the benchmark is currently higher, with levels of confidence also varying between sectors.

While UK law firms significantly trail the U.S when it comes to eSignatures, Davis says that recent progress has been huge.

"Post Linklaters we had a stampede and were contacted by about 50 law firms," he says.

The Law Society is expected to publish a practice note on eSignatures, which could give the green light to UK law firms to push ahead.

Given that eIDAS is an EU initiative, the impact on Britain of its pending withdrawal from the EU is currently anyone's guess.

However, Britain's already more relaxed stance to eSignatures – or rather, its acceptance of vanilla ice cream - should place it in good stead.

► Frans Post becomes CFO of Mourant Ozannes

A well-known figure in the legal IT world, Frans Post in June joined leading offshore law firm Mourant Ozannes as its new chief financial officer. He will be based in Jersey.

Frans' last position was CEO of investigations boutique GPW in Mayfair. Before that he had various CFO and COO roles in law firms including Clifford Chance and Olswang and has acted as a consultant for companies including Tikit.

Post said: "This is a very exciting move in a time when Panama Papers and Brexit are creating uncertainty. Mourant is strategically well positioned to provide stability in this turbulence. It has an excellent leadership team and I am very happy to join them. And after seven years in central London it will be nice to live on a beach."

► Popular stories in June: kCura and OnePlace

June saw the news that kCura is among a raft of companies being sued for alleged patent infringement by Blackbird Technologies.

The lawsuit claims that kCura's eDiscovery solution Relativity has violated Patent No. 7,809,717, which is a method and system for performing a concept search within large bodies of documents.

kCura has issued a statement to its partners saying that the case has no merit and told Legal IT Insider: "A series of complaints were filed against kCura and several Relativity partners by Blackbird Tech LLC - a firm that buys patents with the goal of entering into litigation, rather than developing their own technology - related to a U.S. patent. However, based on our legal team's initial review, we believe this case has no merit. We will vigorously defend ourselves and our channel partners named in the case against these claims."

However, Blackbird's president and CEO Wendy Verlander, formerly a partner at WilmerHale,

told Legal IT Insider: "We have been formed from the best litigation departments in the country to level the playing field for independent inventors in small companies. There are really few opportunities to make money from small inventions."

In another of our most popular stories from June, fast-growing client intelligence solution provider OnePlace has hired former LexisNexis Enterprise Solutions international sales director Guy Phillips as it formally opens its first London office in light of client demand.

OnePlace, a solution built on the Salesforce platform that now counts Bird & Bird among its clients, is opening a Gray's Inn Road office, where Phillips and heavyweight VP of consulting and success Vijay Motiramani will be based. The office will be hiring consulting and support staff.

Phillips was a member of the senior leadership team at Lexis, responsible for a team across EMEA and APAC that sold solutions including Lexis Interaction; Lexis' client relationship management offering.

Phillips has been at Lexis for over 10 years, starting as head of new business in 2005. Before that he was one of the founders and UK managing director for expense management provider Necho Systems Corp.

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► Hitachi's legal team switches to LexisPSL

Hitachi Data Systems' European legal team has switched its external precedents resource from Practical Law Company to LexisPSL.

The move, which happened towards the end of last year, was largely on the basis that LexisPSL was cheaper than PLC, according to Hitachi's vice president and EMEA general counsel Don Hughes.

Hitachi's European work is now largely being covered in-house and Hughes noted: "We are not using law firms at all in my region at the moment, we are doing everything in house. What could they do to help us more? There is not really much as we are pretty self-sufficient."

However, he also notes that he hasn't used the LexisPSL since Hitachi signed up, adding: "We rarely use precedents as our business is becoming increasingly more complicated, so we are writing our own customer precedents. We buy nearly all our equipment from Hitachi so we don't use procurement precedents."

► Quote/Unquote

"It's all very well having the tools but you need an understanding of horticulture to make a beautiful garden." *Wavelength's co-founder and CEO Peter Lee waxes lyrical on why you need their service to interpret the results from AI search engines*

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