

legal*i* insider

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▶ **BLP offering clients bespoke document automation service**

Berwin Leighton Paisner has hired a document automation manager who has rolled out ContractExpress in place of HotDocs and is offering a new service to clients, automating the documents they themselves draft most regularly.

Robert Lankester joined in March 2016 from Irwin Mitchell, where he managed the document automation team and also rolled out ContractExpress, delivering 250 automated documents in the first year of implementation.

He has already automated around 50 documents at BLP and told Legal IT Insider: "We've done some analysis across the documents launched with ContractExpress and on average we've achieved an 84% efficiency saving on the time it takes to produce a first draft.

"We've launched one document suite that takes the average time to first draft from six hours to half an hour. It's a commercial construction document suite which enables the user to produce one deed or 50 – as many as needed. There are other documents where the time saving takes the first draft from 30 minutes to just six."

While many firms have taken the step of offering their own automated precedents to clients, Lankester is using his experience to automate the documents that clients themselves draft habitually, also helping them to build a business case for investment from the business.

One of the earliest firms to undertake automation of complex in-house standard documentation was Dutch independent Stek in 2014, led by Thijs Lommen, who is now replicating the model at Clifford Chance in Holland, having joined in 2015.

BLP CONTINUES ON P.2

▶ **Elite signs Burness Paull to 3E & rolls out flexible payment plans**

Thomson Reuters Elite has just signed up Burness Paull as an Elite 3E client as it also puts some 'skin in the game' by rolling out delayed client payment options, subscription pricing and extended warranties.

Burness Paull has upgraded from its legacy practice management system Elite Envision to 3E. The top 60 UK firm joins new 3E customers Schnader Harrison Segal & Lewis in Philadelphia and McCague Borlack in Toronto, which have just signed up to convert from Elite's end-of-lifed PMS Enterprise to 3E.

The new wins come as Elite refines a number of client conversion packages and payment options to accommodate clients of different sizes and in different stages of their budget.

Speaking to Legal IT Insider, vice president of global sales, Bill Burch said: "People always worry about cash flow. We have created some delayed payment models that are designed to match payment to budget cycle. Maybe clients don't have the money in the budget this year, or the budget will be approved next year but they want to get started this year. Clients really appreciate the fact that we're listening and doing something about it."

As Elite moves towards launching 3E in the cloud in 2017, the New York-headquartered software firm has also brought in subscription pricing that better fits the partnership model, where the most senior partners are often those that are looking to retire and less keen to make large capital investments.

ELITE SIGNS BURNESS PAULL TO 3E CONTINUES ON P.4



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► BLP offering clients bespoke document automation service

BLP CONTINUED FROM FRONT COVER

Client documents are made available over a secure online portal and Lankester says: "Clients log in to the portal and can produce their document or suite of documents more quickly and easily, so leveraging our investment and expertise."

He adds: "There is also scope for additional approval workflows to be added, as well as integration with software such as DocuSign, to add further value (in terms of reduced risk and increased efficiency) for the client."

The client's needs in terms of the type of documents, volume of usage and number of users will dictate the commercial arrangement reached. Lankester says: "Those factors will lead us to come to a commercial arrangement that works for the client, which could be on an annual or fixed-fee basis. People

in general want to know what their legal spend will be. We have to work out what our costs are but there is quite a lot of scope for imaginative fee arrangements."

One of the challenges for in-house counsel can be making a business case for investment and getting buy-in from across the business. Lankester, who wrote the business case for automation at Irwin Mitchell, says: "With my background in change management, I can help with this. Clients can utilise my experiences, from writing a successful business case through to overcoming barriers to change both pre and post implementation - I'm keen to pass my knowledge on to help clients and lawyers to get the most out of the software."

In other words, it's all very well offering a service, but it's as useful as a chocolate teapot if the in-house team can't get sign off for it.

Lankester adds: "Everyone is looking at how to improve efficiency and facing broadly the same challenges, so this is about us as a law firm being able to do more than just offer legal advice – it helps us to understand our clients and deepen relationships. There is a much bigger demand for this service than we perhaps even realise."

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► Zylpha to launch free CMI plug in for Visualfiles

Document bundling provider Zylpha will shortly formally announce a free client matter inception (CMI) plug in for Lexis Visualfiles.

The CMI plugin has been built so that it can either be used on its own within Visualfiles, or as a platform for further enhancements through other existing Visualfiles integrations including Adobe Sign, PayPal and SmartSearch.

Commenting on the launch, Zylpha's CEO Tim Long said: "With our experience of legal IT and our work with client facing legal teams, we understand the frustrations of managing Client Matter Inception effectively. So, as a product of our extensive development of Visualfiles integrations, we saw the opportunity to give something back to the LexisNexis community that we have been part of for many years. Hence it needed to be easy to integrate for all and it needed to be free."

► RPC Choice providing in-house litigation support

RPC has grown an eight-strong claims handling team in its Bristol office to a team of 22 that is now responsible for firm-wide document review and litigation support under the banner RPC Choice.

The team, largely made up of Legal Practice Course-qualified paralegals plus two legal executives, three apprentices and one solicitor who has qualified through an alternative career path, has become a central junior resource for a wide range of tasks across the 342-lawyer firm.

RPC launched in Bristol in 2012 with the hire of a 28-strong team from CMS Cameron McKenna, largely to focus on insurance and reinsurance work. While RPC Choice still handles claims work, it now manages litigation support from cradle to grave, including taking responsibility for managing key relationships with eDiscovery platform providers.

Speaking to Legal IT Insider, Austin Milne, legal production innovator at RPC who joined in April 2014 and spearheaded RPC Choice, said: "In the olden days, for great big litigation claims if you needed more resource you had to manage teams of temps and equipment, whereas we now manage document review on behalf of our litigation teams.

"Within RPC Choice, the litigation support team manages the relationship with platform hosting providers and works closely with them. The team provides a packaged service from hosting data collation through to document review and preparing trial bundles. We've got relationships with a number of providers; each has their strong and their weak points and we assess what is right for any given client and matter, taking into account their preferences. "Internally 'outsourced' litigation support has long been adopted by

law firms such as Herbert Smith Freehills, which through its nearshore Belfast office (now being replicated globally), is the posterchild for the model.

Milne said: "It's a sensible internal service, not unlike an internal legal process outsourcing service. We haven't got a particular goal to be like any other firm, it's about what the right set up is for us and our clients."

RPC Choice, which is headed by operations manager Rob McKellar, who came from the The Co-operative Legal Services in February, also helps with tasks such as customer due diligence, including money laundering checks. Milne says: "Having a centralised team of junior resource means the firm can better manage the peaks and troughs, so it becomes more efficient just by the nature of the structure. In terms of processes, if any given team does a particular task often, it will become expert. We can say 'give this work to us because we have become the experts in a particular range of tasks.'"

Milne is keen to stress that the team, in which tech is high on the list of qualifications but not a prerequisite, has been set up in order to be supportive of its paralegals. He said: "We recognise that legal careers are changing and entry to the profession is harder. We are seeking to identify an alternative career path and focus on what we can do for our team members."

There are no set growth targets for RPC Choice and Milne said: "Growth will come down to the strategic direction of the firm. It's not about sitting in a bubble and building for the sake of building."

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► Elite signs Burness Paull to 3E & rolls out flexible payment plans

ELITE SIGNS BURNESS PAULL TO 3E CONTINUED FROM FRONT COVER

Similarly, Elite is giving more aggressive assurances around delivery, including extended warranty options for bigger projects. Burch says: "We've brought in delivery guarantees around staffing that have teeth. It's not just to say 'we'll do that' but put teeth behind it so clients feel that we have some skin in the game. Most are for the largest firms where we want to hit a certain date and give guarantees over how the project is staffed and who is involved."

The 'pick and mix' payment options overlay a number of different conversion options for more rapid implementation, under which firms can but don't have to bring all their data into 3E.

Burch says: "Firms are saying they want to convert to 3E cheaper and faster and we're saying 'here's what you can do' – it doesn't mean your data is not available but firms are warming up to the fact that they are never going to look at their old data."

Elite's Express Service Package, a highly configured version of 3E that enables rapid deployment in nine to 12 months, has seen recent traction among medium-sized firms including Irish law firms Mason, Hayes & Curran and LK Shields, and to which 180 firms have now signed up.

The new pricing models started out of the work Elite is doing in the Asia Pacific region, where Wall Street rates don't wash.

Burch adds: "We're trying to build up different programmes that firms can say 'that fits me' and go down that path. It gives the client more control."

► Recommend: Strategy and a change of direction?

Amid enduring rumours that OpenText, post its acquisition of Recommend in June, is planning to kill off the eDiscovery leader's Decisiv Search function, Legal IT Insider caught up with UK managing director Simon Price to find out how the merger is bedding in and what plans for the future look like.

OpenText acquired Recommend in keeping with a well-documented, long term high growth by acquisition strategy, which over the years has seen it battle against the reputation that it acquires companies with a limited shelf life and then doesn't invest.

In this case, the Ontario-headquartered, NASDAQ and TSX listed company has a dedicated Discovery Suite

– launched in 2014 but never filled - which is where the Recommend business has slotted in, plugging an obvious hole and cross selling into OpenText's enterprise world.

Price says it was OpenText's growth plans for the three-prong Recommend business - Decisiv Search; Accelerate eDiscovery; and Perceptiv contract analysis - that helped to decide the sale, commenting: "We could have sold to private equity but for the benefit of our clients and employees we felt OpenText was the best option to help grow our business."

He adds: "Cloud is the fastest-growing piece of the OpenText business and it was a huge attraction for them that Recommend was already mature in the market, with a ready solution and large organisations using it. Not only do they have a huge interest in growing their cloud business but they are continuing to support on premise solutions, so we can continue to sell both." Notably, OpenText's former SVP for cloud services, Gary Weiss, has become SVP GM of the Discovery business.

Big data is also a focus for OpenText, where Price says: "If you look at our three products, they all have the ability to apply machine learning to legal problems. We've been in AI and legal for 15 years – it's not new."

RECOMMIND CONTINUES ON P6



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RECOMMIND CONTINUED FROM P4

For Decisiv Search – the area Recommind started out in well over a decade ago before adding eDiscovery to its bench and the one with the biggest question mark over it going forward – the market has been flat for some time for Recommind.

However, Price says that Recommind has already been able to leverage OpenText's sizeable law firm client base. "In the first 90 days, we have closed a couple of deals into OpenText's existing client base, which breathes life and revenue into search," he says.

The really interesting question, and one to watch, is how Recommind's eDiscovery business is being taken forward, given the flux in the wider market, including the uncertainty being created around market leader kCura's impending launch of RelativityOne.

RelativityOne is kCura's new cloud SaaS offering, which could set kCura in competition with its complex ecosystem of third party suppliers, if it decides to host data directly in the cloud as opposed to partners reselling data hosting. The uncertainty is making its resellers nervous.

In contrast, Recommind – always a safe number two in the market and already firmly established in the cloud – towards the end of 2015 began, for the first time, taking on-board eDiscovery service provider partners, who can offer Axcelerate to their clients as the 'not Relativity' alternative.

Where Recommind has previously rebuffed potential partners in favour of direct sales, in September 2016 it welcomed litigation support provider Legastat as its first ever Axcelerate Cloud partner in the UK eDisclosure market, offering the Axcelerate Cloud eDisclosure platform to its clients.

It was a fairly under the radar announcement that nonetheless signifies a step change in the company's approach, and one respected eDiscovery commentator said: "This certainly implies that OpenText are not going to kill off eDiscovery."

Overall, Recommind seems to be in something of a comparatively enviable position. As eDiscovery vendors face huge pricing pressure and client demands to globalise and consolidate, Recommind now also has access to 300 OpenText staff ready to sell its products and a global support structure.

OpenText would be mad not to capitalise on the market flux and it appears possible if not likely that further eDiscovery acquisitions will follow. Price says: "I wouldn't rule out acquisitions or partnerships that help OpenText to grow their business."

The early financial results – and they are early – show that Recommind – which has been notoriously conservatively managed by its founders – is thriving within the OpenText platform. Price says: "We delivered double digit growth to OpenText in our first quarter."

With difficult and unpredictable market conditions ahead, anything can change. But there is good reason why we shouldn't yet be identifying which bit of Recommind's business we should be writing the obituary for.

► The delivery tool kit: Neota's partnership with Clifford Chance

Neota Logic at the start of November won Clifford Chance as a client, with its sophisticated decision tree software currently being used to help advise clients on forthcoming regulatory changes but likely to be applied more widely going forward.

In common with many major law firms, Clifford Chance is trying to find ways to help its financial institutions clients tackle the vast work needed to be done to comply with new margin variation rules in the Over the Counter derivatives sector.

The deal with Neota arose after Clifford Chance's chief information officer Paul Greenwood approached co-founder and chief strategy officer Michael Mills at the start of the summer.

THE DELIVERY TOOL KIT CONTINUES ON P7



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THE DELIVERY TOOL KIT CONTINUED FROM P6

Greenwood told Legal IT Insider: "A client of ours needs us to look at a lot of contracts in the derivatives space and what we want to try to do is capture the thought process of the leading partner in his field and codify that into software, which will be a tremendous tool for us."

The leading partner is Jeremy Walter, who is working with Neota, which is fast establishing a reputation for the unusual depth of its solution.

Greenwood says: "There is plenty of decision tree software out there but it usually relies on a 'yes or no' answer, when a lawyer normally says 'it depends'. What we like about Neota is that their software allows you get into that grey area and can adapt as you go along; its flexible like that."

He adds: "If you have a complicated piece of advice or judgment but you want to do it over again and you want to make it scalable, Neota is a tool that potentially allows us to do that."

Clifford Chance is hoping that Walter's expertise combined with Neota's tool will give it a market-leading edge.

The project forms part of a wider innovation drive across the 3010-lawyer firm and Greenwood says: "Our collaboration with Neota Logic should be seen in the context of our overall strategy. Our new managing partner Matthew Layton made innovation one of his goals and one big strand is what we're calling our delivery tool kit, which means that when we're working with clients, we have a portfolio of tools that make us as efficient as can be and give us an advantage over other firms."

Other parts of the tool kit include Kira Systems and ContractExpress, and as Clifford Chance starts to think about how it knits its tech together, it is easy to see a world in which Kira identifies relevant content in a document; Neota tells you how regulation affects that document; and ContractExpress produces a contract.

Greenwood said: "It's easy to imagine how those tools will work together and that is obviously the next stage to look at."

He adds: "The thing I have learned through our innovation pilot so far is that it is the combination of these advanced technology tools with very bright people that gives you the added value. The tools on their own only get you so far but the two together get a level of accuracy that you've never achieved."

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

UK & EMEA **Clifford Chance** is working with AI specialist **Neota Logic** to develop automated solutions for assessing the impacts of regulatory rule changes on financial institutions. Initially, Neota and Clifford Chance are creating an application which is to generate shareable legal guidance in the highly regulated Over The Counter (OTC) Derivatives market. **Paul Greenwood**, Clifford Chance CIO said "We are constantly exploring ways in which we can apply new technologies to the benefit of our lawyers and their clients and have made several recent investments in this area. Neota Logic is an example of how combining our expertise with intelligent automation software can add significant value."

Kemp Little has signed up to **iManage Cloud** document and email management solution, despite the fact that iManage was not originally on Kemp Little's short list when it sent out its RFPs. The UK top 200 firm started looking at a new DMS seriously around a year ago, after its then provider, KnowledgeMill failed and was acquired by Black Caviar IT. Currently a Thomson Reuters Elite Envision customer, COO **Siddhartha Mankad** told Legal IT Insider: "We looked at whether we could use Envision but it has been end-of-lifed and its functionality wasn't enough for our needs."

The inhouse legal team at **Standard Life** has selected **Phoenix Business Solutions** to implement **iManage Work** and **Phoenix MatterView** as part of an integrated document and matter management solution. With Elite Envision approaching end of life, **Thomson Snell & Passmore** embarked on an investigation of the market to find a replacement DMS and have selected iManage and Phoenix. The full iManage Work DMS Suite will be implemented to deliver on the firm's document management and information governance needs. Norway's premier law firm **Wikborg Rein** has selected Phoenix MatterView and the Phoenix iManage Administration Suite as part of an iManage Work 9.4 upgrade project. And, leading Northern Ireland law firm **Tughans** has selected Phoenix to implement and support iManage Work to replace its current SharePoint based DMS.

Memery Crystal is the latest firm to select cloud-based CRM system **OnePlace**, replacing LexisNexis Interaction, which the firm has used for 16 years. OnePlace, which is designed and developed on the Salesforce platform, is being deployed by Memery Crystal for client lifecycle management, from enquiry through to the ongoing delivery of legal services and into relationship engagement

The **Tikit Group** has helped **Hugh James** to migrate data to their iManage DMS after they acquired another law firm. Tikit's P4W PMS/CMS continues to expand its adoption amongst the legal aid community with **Temperley Taylor**, **Atkinson Firth**, **The Family Law Practice**, and **Beck Fitzgerald** all going live recently. Tikit's contact management & emailing solution, **TikitConnect** is seeing increasing interest amongst mid-market firms for whom CRM is very much on the agenda, with recent orders from **Fraser Brown** in Nottingham and **HLW Keeble Hawson** in Sheffield. **Kilburn & Strode** has invested in more **Carpe Diem** licences, **William Fry** has chosen to go with a number of **Prospoware Milan**

solutions via Tikit, and **Addleshaw Goddard** have employed more Tikit iManage services moving forward.

Lancaster-based legal service provider **Lawthority** has selected the **Peppermint Technology** integrated cloud software solution to underpin its legal process outsourcing services. The organisation, which was founded in 2012, helps law firms to implement new business models and provides outsourcing services, which can be paid for under a managed payment plan rather than cash-up-front. "We wanted to start with the best and most modern technology, so we could flex to suit our clients' needs. Efficiency is key to our business model and to achieve that you need an integrated system where information is entered once and is available to find and reuse across the whole platform," said Lawthority CFO **Andrew Neal**, who added that Lawthority will also leverage Peppermint CX's CRM capabilities.

The **London Borough of Southwark** has successfully introduced paper-free Digital Courtroom technology to the London Family Court. The process, conducted in partnership with South London Legal Partnership, has gone from pilot to go-live in just over six weeks, with the first cases already heard. The Digital Courtroom Solution is a complete software and service package, which provides all the necessary tools required to digitize the UK court system. The solution combines services from **ProjectFusion** with its secure data room system, **Zylpha** with its e-bundling technology and technical support from **South London Legal Partnership**.

WINS & DEALS CONTINUES ON P10

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WINS & DEALS CONTINUED FROM P9

Another busy month for **Eclipse Legal Systems** with deals including new wins at **DKLM Solicitors**, a 10-partner central London law firm established in 2004. The Eclipse Proclaim software will be rolled out across the conveyancing and immigration departments, along with Proclaim integrations with the Land Registry Business Gateway (LRBG) and LRBG Electronic Document Service. + **Stenfield Solicitors**, a niche practice specialising in debt collection and dispute resolution. The Eclipse implementation includes an out-of-the-box debt recovery case management system, including integration with the County Court Bulk Centre. + Eclipse has implemented its Proclaim PMS at **Anderson Rowntree**. The six-figure deal will see Eclipse implement pre-configured Proclaim work types for all staff to provide a core centralised productivity suite. For financial management, Proclaim's Credit Control Centre (CCC) will provide the firm with a central dashboard of key financial and payment information, including the ability to drill directly into bills, clients and matters. + New Bognor Regis-based probate firm **MJR Solicitors** is implementing the Proclaim Probate Case Management system + Finally, working in conjunction with Eclipse, **Brabners** has developed a bespoke case management system for its Residential Conveyancing team - specifically for Plot Sales work - enabling high-level automation and speedier case progression.

Travers Smith has become one of the early law firm adopters of **CheckRecipient**, a tool that automatically predicts and prevents misaddressed emails from being accidentally sent to the wrong recipient. The machine learning-based software company was established around three and a half years ago and formally launched 18 months ago, with a number of major international law firms known to be at different stages of engagement with the young company. **Penningtons Manches** went live with CheckRecipient in May 2016.

Parry Welch & Lacey has switched from DPS software to the cloud-hosted SaaS Interactive practice management system from **Quill Pinpoint**.

Bell Lamb & Joynson used **Jaeva Management Services** to project manage the firm's migration to **LEAP Legal Software** and **Xero**. The migration also saw the firm rollout case management functionality for the first time.

Following a competitive tender, **BTO Solicitors**, with offices in Glasgow and Edinburgh, has chosen an Infrastructure-as-a-Service offering from **Converge Technology Specialists**. The solution will provide the 250-strong team with a robust business continuity and disaster recovery solution, plus an agile environment for their financial management software and other applications used by the firm.

Swedish law firm **Torngren Magnell** went with cleanDocs, compareDocs and pdfDocs from **DocsCorp** for its Stockholm office. Danish firm **Lundgrens** purchased pdfDocs for the creation and management of PDF documents while in the UK **Winckworth Sherwood** has switched to cleanDocs for all its metadata management needs.

Wilkin Chapman has selected **Encompass Verify for Law** to support its recovery investigations. The firm will use Encompass' product to increase efficiency when researching cases for clients. **Paul Bowden**, business development solicitor from Wilkin Chapman said "We offer a one stop shop for recovery and insolvency and Encompass Verify enables us to research and discover information relevant to asset realisation and, most importantly, communicate complex situations to clients in an easily understood visual chart."

Recent deals won by **I.R.I.S. Nederland** include **AKD** moving from OpenText eDocs for **iManage Work**, as well as projects at **Holla Advocaten**, **AEGON Corporate Legal**, and **HabrakenRutten**

Nikec Solutions, which only joined the **NetDocuments** partner programme in July, has signed up London firm **Kerman & Co** as a user of NetDocuments cloud-based DMS.

Charles Russell Speechlys has implemented **Veeam Availability SuiteT v9 Enterprise Plus** to ensure 24/7 access to its data and applications. Veeam has worked with the firm for six years and the new v9 Enterprise Plus will ensure further reduction of data loss and offer high-speed recovery of sensitive legal documents. Veeam estimate one hour of downtime each month costs the average law firm £45,000 in lost billing in one year (based on 25 lawyers billing at £150 per hour).

Instant On IT has been appointed by London-based barristers set **Field Court Chambers** to provide IT support, services and guidance.

NORTH AMERICA Am Law 200 law firm **Womble Carlyle** has become an early public adopter of IBM Watson-backed digital legal research solution **ROSS Intelligence**, following in the footsteps of **Latham & Watkins**, **BakerHostetler**, **von Briesen & Roper**, and **Dickinson Wright**. With the support of Watson's cognitive computing and natural language processing capabilities, lawyers at Womble Carlyle will be able to ask ROSS their research questions in normal speech. ROSS then runs through available case law and legislation, gathers evidence, draws inferences and quickly returns evidence-based answers. ROSS also monitors the law around the clock to notify users of new court decisions that can affect a case.

WINS & DEALS CONTINUES ON P11

WINS & DEALS CONTINUED FROM P10

Am Law 200 firm **Bradley Arant Boult Cummings** has signed up with **NetDocuments**, replacing its on premises document management system with NetDocuments' native cloud-based technology.

Am Law 200 law firm **Clark Hill** has completed its deployment of **BigHand Digital Dictation** to over 300 attorneys across 12 North American offices.

The California-based **Mogin Law Firm** has selected **iManage Cloud** for its work product management needs. After evaluating offerings from multiple vendors, including NetDocuments, the firm was won over by several different aspects of the iManage Cloud solution, including its flexibility and functionality. To assist in the migration from its current DMS, Mogin is working with long-time iManage implementation partner **LANsolutions LLC**.

New York City law firm **Kleinberg Kaplan Wolff & Cohen** has selected **Thomson Reuters Elite 3E Express Service Package**, a heavily standardised practice management system to replace its legacy system. The fact ESP can be rolled out in nine to 12 months, was a key factor in Kleinberg Kaplan's selection decision. In other TR Elite news: Florida-based **Stearns Weaver Miller** is to migrate from Elite Enterprise to Elite 3E.

The latest firms to sign-up for **DocsCorp** contentCrawler include **Maynes Bradford Shipp & Sheftel** in Colorado, **Bereskin & Parr LLP** in Ontario, and **Markowitz Herbold** in Oregon. New compareDocs wins include **North Carolina State University - Office of General Counsel**, **K&L Gates**, **Kaplan Kirsch & Rockwell**, and **Robinson & McElwee**. Other DocsCorp wins are **Wood & Lamping** and Canadian firm **Osler Hoskin & Harcourt**.

The Climate Corporation, a Monsanto agritech subsidiary that analyzes weather, soil and field data to provide data-driven insights to farmers, has chosen **Lecorpio** Intellectual Property Management to transform its patent, invention disclosure and spend management.

APAC Australian commercial law firm **Arnold Bloch Leibler** worked with **Intapp** during its recent PMS migration to Aderant. The firm used the Intapp Flow and Integrate products in the project and, in addition has also selected Intapp Time as its new time recording system.

The **Legal Profession Conduct Commissioner** in Adelaide, Australia added **DocsCorp** contentCrawler to its suite of products while across the ditch in New Zealand, **DLA Piper** purchased additional pdfDocs licenses.

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As a law firm in the UK, your risks are always evolving.

On the 17th of November, Databarracks and Zerto are joining forces with David Groombridge, Gartner Analyst and former Head of Business Systems at Eversheds, to create the ideal DR plan for law firms.

Join fellow legal IT professionals at 2:15pm in the Rosewood London for a roundtable discussion followed by drinks in Scarfes Bar downstairs.

Register here:

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2016-Legal-IT-Roundtable](http://info.databarracks.com/2016-Legal-IT-Roundtable)

► Pessimistic security — a necessary evil?

Given the amount of commercially and potentially nationally sensitive and valuable data held by law firms, and given recent security breaches such as the Panama Papers, the question is no longer whether firms are being targeted by hackers but how, and how far they need to go to protect against a leak.

While law firms have historically focussed on defending their perimeter wall, the wider trend shows that attacks are becoming far more sophisticated, with spear phishing attacks tricking employees into giving away passwords and login details, potentially giving a hacker the internal privileges and access rights of that employee.

Speaking to Legal IT Insider, Dr Mike Lynch, former founder of Autonomy and more recently Invoke Capital Partners, which has invested in next generation cyber security provider Darktrace, said: "We see law firms being attacked by nation state players where an important person from that country or the government is involved in a case or transaction. Law firms are being attacked by the most sophisticated attackers, not bedroom hackers but really serious people. Most of the time they do it really quietly; it's about gaining an advantage in a legal situation. But in the flick of a switch, it could bring down the firm.

"The same goes for security. Imagine a data breach in a law firm where someone puts all your privileged documents on the web – you're finished. Law firms are starting to realise that, unlike other industries, a major cyberattack is not survivable."

While international law firms are using or looking - within the constraints of their varying budgets - to build an increasingly sophisticated cybersecurity arsenal, many are not moving fast enough for clients.

The Panama Papers leak, stemming as it did from Panamanian law firm Mossack Fonseca, became the biggest leak in history, with 2.6 terabytes of documents released, exposing the hidden wealth of some of the world's most prominent leaders and celebrities. Howard Russell, CEO of RBRO, which is behind cybersecurity solutions such as Safe Sentry and Authorize, told Legal IT Insider: "The concern among large corporations is that law firms don't have enough complexity in their record access rules and that they have been largely left to do what they want to do. If you are a large enterprise working on a greenfield project and you know it might attract negative publicity, particularly following the Panama Paper leaks, you want to know that your law firm has better security."

Restricted file access

The result is that a number of firms, particularly those from the United States, are looking at significantly limiting file access within the firm.

Pessimistic security flips the normal 'optimistic' approach of law firms on its head, with staff only able to open files where they have explicit rights. If a user has different and potentially conflicting permissions, the default position adopted will be the most restrictive.

This complex exercise in damage limitation – one already adopted by a number of accounting organisations – is, for many IT directors, the stuff of nightmares, given the fast pace that law firms work at, often through the night, with major financial drivers to complete work quickly and without technical impediments.

That is not to mention the fact that the knowledge capital and precedents by which law firms differentiate themselves and add client value – and in the future are increasingly likely to monetise – also currently involve sharing vast amounts of client information around the firm.

Russell says: "If you go to a pessimistic model it will limit the ability of your average user to find valuable reusable documents or identify an expert."

Dentons leads the way

Where firms are still largely contemplating how they might make pessimistic security work – if they are thinking about it at all – Dentons is leading the way by a country mile. The world's largest global law firm is currently conducting a pessimistic security pilot in Germany led by global CIO Marcel Henri, who in September told Legal IT Insider: "There is a push within the firm for a completely pessimistic security model; it's what clients expect."

Given Dentons' large financial institutions client base and geographical reach, including into China, it's not surprising that it is ahead of the curve.

PESSIMISTIC SECURITY CONTINUES ON P13



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PESSIMISTIC SECURITY CONTINUED FROM P12

The firm is under no illusion that firmwide pessimistic security will be extremely difficult to implement. Henri said: "The business gets it but of course some parts of the business are resisting it because it limits your ability to share knowledge and content. Firms have invested heavily in search but what is a search if everything is locked down?"

"One scenario we have discussed is to draw a line in the sand and say that, from a given date, we will apply a pessimistic security model and lock things down. In order to be able to share best practice and model documents, you are going to have to put more effort in the qualification of those documents and you are going to have to clean them and profile them, which is an extra workload."

The knowledge management dilemma

For most firms currently, pessimistic security is simply not on the radar. One IT director at a UK top 20 law firm said: "We could just extract the knowledge but the real knowledge isn't just about the precedent, it's 'how did we do the deal' in its entirety."

While a balance must be struck to enable the law firm to function, iManage's chief marketing officer Dan Carmel says: "We need to remind the industry that we are facing a different kind of threat that is particularly challenging and we need to find a way to balance between client requirements, firm risk management and knowledge management."

"If the lawyers are thinking only in terms of knowledge sharing and not recognising the risks, it falls to all of us to raise awareness."

While draconian, restricting file access doesn't have to be black and white. Carmel adds: "There is no 'one size fits all' solution. When an M&A transaction is 'in-play' it may be 'need to know', but once announced it might default to a broader policy."

Russell adds: "You would have to strengthen your ability to identify knowledge by implementing a process to clean up valuable content and making it available."

Client advantage

Of course, pessimistic security is not a cybersecurity panacea and Russell says: "If an individual inadvertently opens a back door to your system and that individual has access to a highly confidential matter, pessimistic security doesn't solve your issue."

Firms are increasingly looking towards solutions that detect irregular activity from within the firm, with iManage, for one, currently testing Threat Manager, its new big data solution that is said to reduce the 'false positives' associated with these types of solutions.

However, taking significant internal steps to govern client information well is already giving law firms a competitive advantage and the pressure to restrict file access can only be expected to increase. Henri adds: "In light of the many recent security breaches that have made the headlines, I simply don't think firms will have a choice."

It may take a major law firm to fail before others agree with him.

► FinTech courted with law firm startup funds

Addleshaw Goddard at the start of November became the latest major law firm to launch a programme (in this case a fairly whopping £500,000) to support FinTech growth in the UK.

The programme is designed to support FinTech start ups and scale ups over a 12 month period.

'AG Elevate', which will launch at an event in London on the 17th November, provides a package of free legal advice alongside a mentoring programme. An initial cohort of 16 FinTechs will be able to access a legal mentor drawn from AG's most experienced FinTech lawyers, who will help them position themselves for growth.

Fiona Ghosh, head of AG's FinTech Group, commented: "We don't just want to jump on the FinTech bandwagon and entice firms with a bit of free legal advice. We want to be at the heart of helping firms we work with to be a success. FinTechs often come to market quickly and need nimble advisers that they can work collaboratively with, who are responsive, as well as people they can talk to, who can offer guidance and support, rather than just providers of hard edged legal advice."

The application process and the criteria for selection will be announced at Addleshaw's launch event on the 17th of November 2016.

That date is also, coincidentally and slightly unfortunately, the date of the launch of Slaughter and May's £300,000 FinTech startup fund, which was announced on 31 October and will see the elite City firm give free advice and support to up to ten UK-based new and emerging businesses.

The FinTech Fast Forward programme is being led by Slaughter and May's head of technology and outsourcing Rob Sumroy and financial institutions partner Ben Kingsley in tandem with a panel of leading legal and industry professionals. Any UK-based start-up or scale-up business operating in FinTech and similar fields, including insurtech, regtech, datatech and blockchain/distributed ledger technology may apply.

Each business accepted into the programme will be eligible to receive £30,000 of value add services such as legal advice and guidance from experts at the firm, access to model legal documentation, as well as network access and tailored one-to-one coaching on topics such as pitching, presentations, people management, communications and negotiation.

Further down the track is Simmons & Simmons, which in mid-October announced the names of the first startups to receive free support from its new FinTech Fund, which include blockchain invoicing provider Tallysticks. The £100,000 fund was launched in May 2016.

We're expecting the next startup fund to hit £1m, who's in?

► Movers & Shakers

GLOBAL **Kim Technologies** has appointed **Bob Farina** as its CEO. Farina has over 30 years experience in leading venture capital-backed startups, turnarounds and high growth enterprises. His previous CEO and vice president roles include corporate philanthropic group JK Group Inc, employee time management provider Cybershift, and software management company US Internetworking. **Karl Chapman**, chairman of Kim's board and CEO of Riverview Law (the lead investor in Kim Technologies) said "This comes at a key stage in the development of Kim Technologies as we move onto the next phase in its evolution. This includes refining the Kim business model, market positioning and to-market strategy, continuing to evolve the Kim platform, winning more customers, and building a global sales pipeline."

In line with its ongoing creation of a global management board, **Dentons** has appointed **Neal Livingston** from Commonwealth Bank of Australia (CBA) as its first-ever global CFO (chief financial officer). Livingston, who at CBA was managing director and general manager of global trade and transaction services, has been brought from outside of the legal sector to help leverage industry best practice from the financial services sector as Dentons expands beyond a traditional legal services model. He will be helping Dentons in its drive to become more integrated, working closely with **Marcel Henri**, who was appointed global CIO in 2015.

UK & EMEA **Holman Fenwick Willan** has appointed a new COO (chief operating officer) **Justin Young**, who joined the firm in late September. Young has extensive experience in addressing the key strategic and operational challenges facing professional services firms, in particular law firms. He joins from Clifford Chance where, for the past six years, he was the regional general manager for South East Asia. Holman Fenwick managing partner **Marcus Bowman** commented "Despite some difficult market conditions, he joins at a time of continued growth for the firm and his experience of implementing new operating models and creating structures to support growth will ensure we continue to focus on running our business in the most effective and efficient way."

RAVN Systems has expanded into Amsterdam, its second office after London and first in mainland Europe, with a double hire from HighQ. Former HighQ sales and business development manager **Dries Ausems** joins as sales director, alongside former pre-sales and operational director EMEA **Sebastiaan Bos**, who has taken on the role of operations director. Both will head up the Amsterdam office. The move is said by RAVN to be driven by "tremendous international growth during 2016." Both Ausems and Bos joined HighQ in 2012 from I.R.I.S. Netherlands.









Newly-formed law firm **Ember Contract Solutions**, which provides legal and commercial support for outsourcing and technology contracting, has hired ITV's head of legal for technology and broadcast operations, **Christopher Perrin**. At ECS, which was formed in 2015, Perrin joins the board of directors alongside managing director David Williams, formerly a solicitor at Carphone Warehouse, director Siu Ha Tang, formerly a lawyer at HP Enterprise Services, and management consultants David Leedham and Mike Havard. Perrin was formerly an associate at Fieldfisher.

After nine years at Phoenix Business Solutions as commercial manager for APAC, **Antony Wells** has joined **DocsCorp** as senior account manager based in London. Wells, who transferred to Phoenix' Australian arm in 2014, recently relocated from Australia to the UK and at DocsCorp will be managing key accounts in the UK and Ireland.

Specialist legal sector consultancy service provider **Jaeva Management Services** has promoted **Jane Taylor** to the newly-formed position of client experience manager. The new client-facing role has become available as a result of Jaeva's rapid growth and diversifying client base. Taylor joined Jaeva in 2015 as legal practice management software trainer.

MOVERS & SHAKERS CONTINUES ON P15

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MOVERS & SHAKERS CONTINUED FROM P14

NORTH AMERICA **kCura**, developers of the ediscovery software Relativity, has appointed **Lisa Arthur** as CMO (chief marketing officer). Arthur joins the company as kCura prepares to launch RelativityOne, its new cloud-based SaaS offering, in early 2017. Most recently Arthur spent five years as CMO of Teradata Applications, and has also held marketing leadership roles at Aprimo, Akamai Technologies, and Oracle. This is the latest big hire by kCura, which in April appointed Jason Ream, formerly of SolarWinds, as CFO. Last year, kCura received \$125m minority investment from Iconiq Capital.

Prosperoware has appointed **Michael Stern**, most recently regional sales director for WoltersKluwer ELM Solutions, as practice management specialist. Stern brings more than 15 years of project management and legal business intelligence consulting in corporate and legal practices, including substantial expertise with Redwood Analytics where he focused on BI. Before WoltersKluwer, Stern was an account executive at Aderant.

FTI Consulting has appointed **Sophie Ross** as global CEO of the firm's technology segment. Ross will also lead the technology steering committee and join the firm's executive committee, which is composed of segment leaders, regional leaders and heads of key corporate functions. Ross, who is based in San Francisco, has more than 20 years of experience in company management and operations in the United States, Europe and Asia.

InOutsource, a Philadelphia-based consultancy and technology implementation services company, has hired **Rabiya Hirji-Young** as senior risk management consultant. Rabiya most recently worked as a director of risk management for AmLaw top-40 law firm Akin Gump Strauss Hauer & Feld. In her new role, Hirji-Young is responsible for advising InOutsource clients in the development and implementation of new and improved risk management practices and policies. She will contribute to client education and success within InOutsource's core areas of focus.

Opus 2 International has appointed trial technology and litigation support expert **Cheryl Wilson-Griffin** to the role of client success manager. Wilson-Griffin has over 14 years' experience leading legal and litigation support operations for AmLaw 100 law firms including Mayer Brown and Kirkland Ellis in Chicago.

Thomas Hnatowski has been named director of **EDRM at Duke Law School's Center for Judicial Studies**. EDRM, now a part of Duke Law School after it was acquired in August 2016, provides standards for the recovery and discovery of digital data. Hnatowski joins EDRM from the Administrative Office of the United States Courts, most recently as chief of the Magistrate Judges Division. Hnatowski said "One of my goals with EDRM is to increase interaction between judges, litigators and ediscovery

experts in order to advance standards and guidelines that will lead to more efficient administration of justice."

APAC One of Australia's most innovative law firm CIOs – **Peter Campbell** – has been head-hunted by **Hall & Wilcox** to take on the role of Corporate services, Director: Client Solutions, based out of the firm's Sydney offices. Campbell was previously with Sparke Helmore.

► Need more time to chat? Get a bot

October was a bot-tastic month starting with the news that Janders Dean has begun using an artificial intelligence-based bot to liaise with its clients and contacts and schedule meetings.

x.ai personal assistant Amy in the first two weeks of October scheduled close to 20 external meetings for the legal industry management consultancy, ranging from meetings at the Janders Dean offices to partner sessions at its clients' offices. Her interaction with clients follows a successful internal pilot that began in June.

Commenting on our story and reflecting the sentiments of many, one manager of application development & architecture at an elite New York firm, said: "This is terrific and very exciting. I would like to learn more and try it out. This type of software is exactly what industry needs and I totally agree that we should look outside the industry and outside the box for creative use of technology and machine learning software."

In other October bot news, a trio of Cambridge law students announced the launch of what is being touted as 'the world's most advanced legal chatbot', called (well, it does what it says on the tin,) LawBot.

LawBot provides free information on criminal law, using a series of questions to help users determine whether they have been a victim of crime. While it would seem that crime is one of the few legal areas where people would instinctively know whether a law has been broken, LawBot helps to ascertain, in natural language, what crime has been committed, helping the police do their job faster. It also directs users to the nearest police station.

LawBot is being taught to give 'empathetic' responses and the introduction of randomized responses ensures that no two conversations will ever be the same.

The LawBot team is working on teaching it 'emotions' – soon, it will be able to recognize if you sound angry or sad, and comfort you accordingly, treating users "with compassion and sensitivity."

We can't think why humans are worried about being replaced.

► On the Sofa with Mike Lynch, founder of Invoke Capital

Mike Lynch has been described as Britain's Bill Gates, having in 1996 co-founded global software giant Autonomy, a spin off from computer finger print recognition firm Cambridge Neurodynamics.

Lynch served as Autonomy's CEO for over fifteen years, during which time it became one of the UK's most successful technology companies listed on the FTSE 100, acquiring companies including email archiving and litigation support company Zantaz for \$375m, Interwoven (now iManage) for \$606m and eDiscovery provider Iron Mountain Digital for \$380m.

With the dispute over Autonomy's \$11.7bn sale to HP rumbling through the courts, Lynch has gone on to found and lead Invoke Capital Partners, a machine learning and artificial intelligence investment and advisory company, which helps entrepreneurs develop their ideas and bring them to market.

Invoke Capital's early investments include Luminance; a machine learning based due diligence tool launched after a collaboration with elite City law firm Slaughter and May; and Darktrace, a next gen cybersecurity tool being used by firms including Irwin Mitchell.

Legal IT Insider caught up with Lynch, a keynote speaker at Legal Leaders IT Forum in March 2017 (see back page), to find out his views on what changes are coming down the track for legal and how firms should be preparing.

"I have a lot of experience in the legal sector because in a past life Autonomy owned iManage and Iron Mountain Digital, one of the largest eDiscovery players, so I'm very familiar with what is coming into legal.

Machine learning takes it up a level. At the moment, systems spot key words or match exact clauses but they can't understand meaning or look for clauses you didn't know you wanted to look for. The big issue in due diligence is that you don't always start out knowing what's strange.

In the same way that driverless cars have the ability to learn from the world, once you have that intelligence, you can apply it to a very large amount of documents.

The thing to understand is that this is just the beginning. These new level technologies will move on to negotiating contracts. We're seeing the beginning of a new discipline and lawyers are still very important but for the creative input not the slogging.

The most important thing to remember with technology like this is that there will always be people who prophesise doom, but while it was obvious that purchase ledgers would be replaced, people could never envisage that new jobs would be created.

Banks do large volumes of very standard derivatives work where it is already moving away from a lawyer-led operation. You can now use machine intelligence to pick the clauses and optimise the negotiating process.

In the same way as mathematics now maximises website sales and Tesco knows what you need to see on the screen to get you to buy their products, mathematics can be used to draft a standard contract.

What you see of machine learning now will soon be like seeing a television from the 1950s.

It's certainly true that the two professions that are the most cautious are legal and medicine, where the value is in the practitioner. But the reality is that the legal profession needs to understand where it adds value and you can't avoid any more the idea that having very highly paid lawyers reading millions of unremarkable documents is a very bad idea.

The sector is seeing changes in pricing that are driving efficiency, which also means that new technology has to be adopted.

Law firms have been reticent in the past to adopt technology partly because of the law firm culture but partly because the technology needed to be good enough.

What's exciting is that, not that long ago, a case was about going to a filing cabinet and putting the correspondence on the table. Now we're in the age of terabytes of data and contracts that have to be created in real time. If you put it all together, we are seeing huge change. The business model is definitely changing and the successful firms are embracing change.

Firms just need to focus on where they add value, not the handle turning bit. The drivers are now very strong; the clients want to see efficient, rapid handling of these large amounts of information.

I would learn the lesson from the industries gone before – music, media and retail. The first thing to understand (good law firms do already) is that the world tomorrow is different from the world today. Second, is to work out what those differences are and where you want to be, and map that onto your own roadmap. Don't put your head in the sand, there is great excitement to be had if you embrace change.

It is the people who are thinking about the future, about what legal services will look like, who will be the ones that do well."



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► Gleneagles is back!

Building on the huge success of Legal Leaders IT Gleneagles 2016, the Legal IT Insider team has begun organising our 2017 event, which on 1-3 March will see a return to that magnificent five-star hotel in the Perthshire countryside, and no, we can't guarantee snow again next year.

The theme for the event is Collaboration, Innovation and Conversation, which will look at the exciting steps that law firms are taking to improve the way they provide legal services to their clients and incorporate technology into their practices, but the equally huge strides that legal needs to take to catch up with other sectors and disrupt itself.

Our keynote speakers include Mike Lynch, who has been described as Britain's Bill Gates, having in 1996 co-founded global software and FTSE 100 giant Autonomy and served as its CEO for over fifteen years. Lynch has gone on to found and lead Invoke Capital Partners, which has so far invested in machine learning due diligence tool Luminance and next gen cyber security provider Darktrace (see page 16).

Other speakers so far include Stéphanie Hamon, head of commercial management, managing director at Barclays, who led the move to put innovation at the centre of Barclays most recent panel selection; and Hans Albers, chief of staff and head of worldwide legal operations for multinational network solutions provider Juniper Networks, who is leading Juniper's legal transformation programme. We are extremely grateful to Mike Rebeiro, highly-rated global head of technology and innovation at Norton Rose Fulbright, who is to chair the conference.

Attendance is by invitation only and we are in the process of speaking to sponsors for the event. Please contact jeremy.hill@liti.co.uk for further details.

► Quote/unquote

"I hear it makes you coffee in the morning?!"
...*One excited IT head misinterprets the iManage Cloud sales pitch.*

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