

legal insider

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▶ CLOC to launch in Europe

In what could turn out to be one of the most significant events this year for European legal technology vendors attempting to expand their presence within the corporate legal sector, Corporate Legal Operations Consortium – better known to the market as CLOC - will launch in Europe at the end of February, led by VMware's vice president & deputy general counsel for worldwide legal operations, Áine Lyons.

The influential US organisation, which is driving change in the world of corporate legal operations and has united the leaders of many of the largest in-house legal teams and technology companies across the States, will shortly launch its European 'chapter' in the UK, with the first meeting due to take place at BT's London offices on 27 February.

Attendees will include legal operations heads and one or two interested general counsel from a long list of major corporates including Vodafone, Santander, Shell, Lloyds Banking Group and Cisco.

Connie Brenton, CLOC's president and CEO and legal operations lead at NetApp, will attend the meeting in February to formally introduce the organisation, which she co-founded over seven years ago alongside Stephanie Corey - then chief of staff and senior legal operations director at HP.

CLOC is now widely regarded in the US as the 'go-to' organisation for legal operations best practices, know-how and benchmarking. Lyons told Legal IT Insider: "It started out almost as a book club and had companies like Cisco, most of which were just starting out. I went because it has such a collaborative spirit and unlike other organisations we share an awful lot of content, best practice and time."

CLOC now has 10 regional chapters across the US, including Chicago, Boston, New York, Seattle and San Francisco. There are plans afoot to launch a Middle East chapter.

The growth of the organisation mirrors the growth in the legal operations role: in a 2016 survey by the Association of Corporate Counsel, it emerged that 48% of legal teams now have legal operations staff – double the figure in 2015.


It was in San Francisco on 2-4 May last year that CLOC ran its first 'Institute' – a conference that it plans to repeat in the UK. Writing about the Institute in a Riverview Law blog, Riverview's CEO Karl Chapman said: "And now we have CLOC. An organisation that, with momentum and great timing, helps facilitate and stimulate eco-system change. When people look back in 10-15 years I suspect that 2-4 May 2016 will be seen as one of the key milestones in the transition of the legal market. The legend on the timeline will simply say 'CLOC Institute May 2016, San Francisco' but this will understate the significance of what has just happened."

▶ The growing pains of Peppermint Technology

The departure of Peppermint Technology's short-lived chief sales and marketing officer Kaye Sycamore in February opened a vitriolic can of worms, with many Legal IT Insider readers quick to accuse the UK-based practice management system provider of failing to deliver on its promises to the market.


Sycamore, who joined Peppermint in 2016, returns to Intapp, where she will again have a global sales role. Her departure follows the resignation of Peppermint's director of business development David Thorpe, who joined slicedbread in July 2016. In a further loss for Peppermint, Thorpe was joined at slicedbread in January by implementation consultant Jamie Hardie (see page 7).

PEPPERMINT TECHNOLOGY CONTINUES ON P.3



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► Bakers looks to invest in new and emerging tech

As part of our conversation with Baker McKenzie's global director of operations Jason Marty and global director of technology Dan Surowiec about Bakers' new innovation programme (see page 14), we found out more details about the global top 10 law firm's plans to invest in new and emerging technology. While there is no ringfenced research and development fund, according to Marty there is 'significant budget allocation'. And while launching its own startup investment vehicle is not on the cards yet, it certainly hasn't been ruled out. See our analysis in full for further details.

► Ben Gardner leaves Links for Wavelength

Linklaters data and information architect Ben Gardner is leaving the magic circle firm to join legal engineering startup and alternative business structure Wavelength Law.

Gardner, a well-known figure on the legal IT circuit and regular panel speaker for ILTA, will be joining Wavelength at the start of May.

His title will be chief scientific officer and his role will be to help Wavelength build new bespoke products and solutions.

Gardner's arrival follows Wavelength's hire in December of former Asda head of contracts, data protection and privacy, Alistair Maiden, who works for Wavelength as a part-time senior legal engineer. His dual role includes advising clients in a legal capacity as well as helping Wavelength to develop some of the solutions it is offering to clients.

Wavelength is made up of data experts, technologists, knowledge engineers and lawyers and describes its service as 'legal engineering for businesses.'

The heavyweight startup works with third party legal technology suppliers as well as building its own code and software to handle the interpretation and presentation of client data.

Gardner told Legal IT Insider: "A lot of my role will be translating between lawyers and technologists and identifying the right technology to help law firm clients and general counsel understand the value they get from technology to disrupt and drive efficiencies."

Speaking to Legal IT Insider about Gardner's role and Wavelength at large, CEO and co-founder Peter Lee said: "We see our role as filling the implementation gap between legal technology suppliers and legal teams and law firms. We're using an approach called bricolage – a process of looking at legal process in a commercial law

environment and trying to improve it with better people, better service, and/or the application of technology.

"Ben's real skill is and where he is a world leader is applied information analysis – the application of information analysis and data use. We are unlocking the potential in the data that clients hold."

Lee added: "We welcome Ben and we've got other plans in the pipeline to grow our quality resource. We can do that because we're structured as an ABS and can get the right skillset round the table, not just lawyers."

► Date for your diary

On 30 March, blockchain evangelist Nick Ayton, author of white paper 'How Blockchain will redefine the legal services sector', published exclusively by Legal IT Insider, is holding a day-course for business professionals to better understand blockchain as a distributed ledger technology. Ayton will outline key blockchain capabilities and attributes that create strategic advantage, as well as how to start implementing blockchain in your own businesses. You can access the white paper and event details here: <https://www.legaltechnology.com/latest-news/exclusive-how-blockchain-will-redefine-the-legal-services-sector/>

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► The growing pains of Peppermint Technology

PEPPERMINT TECHNOLOGY CONTINUED FROM FRONT COVER

Based on the business application development platform Microsoft Dynamics 365 (formerly Dynamics CRM), Peppermint launched in 2010 to provide a client-centric cloud-based one-stop-shop for legal case management, practice management, document management, accounting, business intelligence and reporting. By its nature unlikely to make many friends among traditional legal suppliers, Peppermint's oft-repeated and inevitably unpopular USP is that its customers benefit from the £2bn of investment injected by Microsoft – a sum that bespoke legal providers cannot hope to compete with.

Clearly Scottish Equity Partners is drinking the Peppermint cool aid, and in December 2015 the leading venture capital firm invested over £10m to accelerate Peppermint's growth. We can reveal that Scottish Equity invested a further, undisclosed sum in Peppermint in December 2016 to bolster support.

However, for many firms the transition to Peppermint's platform has been plagued with difficulties - Blake Morgan is still not live over three years after signing up – while new business announcements from Peppermint have dropped off, leaving many to question, is Peppermint living up to its own press?

Live a live oh? - Of Peppermint's 40 clients, 28 are live and 23 of those are live in the cloud. According to Arlene Adams, CEO and founder of Peppermint, the average implementation period for a case heavy firm is between 12 months and two years, although well managed 16-partner Newcastle firm Square One Law notably went live seven months after signature.

Firms that signed well beyond two years ago that have yet to go live include Blake Morgan, Wilson Solicitors and B P Collins. Others that have gone live but are understood to have suffered significant difficulties in the aftermath include Clapham & Collinge in Norwich. Cripps and Penningtons Manches both announced deals with Peppermint in July 2015, so remain within the two-year average window set out by Adams.

PEPPERMINT TECHNOLOGY CONTINUES ON P.4

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PEPPERMINT TECHNOLOGY CONTINUED FROM P.3

Taking a closer look at Blake Morgan, blame for the lengthy roll out of Peppermint undoubtedly falls on both sides. The Portsmouth headquartered firm signed up with Peppermint in November 2013 as Blake Lapthorn, merged in 2014 with Morgan Cole to create Blake Morgan, and merged again in May 2015 with Piper Smith Watton. Since signing it has undertaken a technology refresh and in June 2016 appointed Mike Wilson as its new managing partner, following the appointment of new IT head Jon Gould in May 2015.

Gould was brought in largely to deliver the Peppermint implementation and the past 12 months has seen a major push by the firm towards that goal after merger activity put the project on hold. Notably Peppermint's founder herself Arlene Adams is the contract manager.

Since refocussing on the implementation, the main issue for Blake Morgan has been cleaning up its historical data and bringing it over into the new system. The firm has yet to begin user full acceptance testing (UAT) – although it is understood that it is finally drawing close and go live will take place 10 weeks after UAT begins.

As an early adopter, regardless of its own portion of the blame, Blake Morgan undoubtedly suffered from Peppermint's inexperience. Adams, in a candid interview with Legal IT Insider volunteered: "We are small and learning and investing heavily in scale – we don't have all the answers from the outset."

For firms with different finance, CRM and document management systems (which is many of them), moving to Peppermint is more complex than swapping out one for another and firms have to rewrite all their processes into Peppermint. One IT director with experience of rolling the platform out said: "Peppermint want to take over the whole world in one fell swoop so compared with Elite or Aderant, it's much more complicated but if you can make it work the payoff is fantastic."

Law firms can also be slow to embrace change management around the way their people work.

Peppermint, which recently signed its first CRM-only client, has responded by breaking down the conversion process and Adams says: "Customers are asking if they can have a more modular approach," adding "We've learned loads and refined that into the implementation process."

"We are learning and asking how we can give customers the end goal – for some it's a big bang but for others the journey is more modular."

Live but oh no - For Peppermint adopters that have gone live, the early days issues reported range from credit control that is not properly adapted for legal, a "diabolical" conveyancing workflow, and a support team that are difficult to work with. One IT head commented: "I've worked in legal for a long time and from my perspective there were lots of bits of Peppermint where it seemed they didn't know law firms well."

There are clear improvements, particularly with the major software upgrade in November 2016 that saw Peppermint's cloud solution rebranded as Peppermint CX.

One IT head told Legal IT Insider: "The customer experience is a lot better now."

Adams told Legal IT Insider: "In our last two releases, 75% of our product development have been customer needs driven."

Adams readily concedes that until Peppermint had been properly road tested with a number of live clients it had gaps but says: "We've got our finance product for our size of the market into a really strong market leading product. In the early days, we had functionality missing but we are working with very forward thinking customers that have contributed to closing the gap."

She adds: "We put a disproportionate amount of time into our design stage working with customers. Our clients are by nature very hungry and some of the most demanding in the market but if they are willing to work with and embrace Peppermint we end up with a really good product."

The company is also investing heavily in its cloud infrastructure and since awarding Pulsant (described by Adams as the "Rolls Royce" of private cloud) a multi-year contract to host the Peppermint shared cloud platform (now rebranded as CX cloud platform) at the start of 2016, performance is said by one client to have been much more stable.

Adams quite fairly observes: "We are on our second-generation cloud when most providers haven't got to the first generation. The fact is we exceeded 99.9% cloud uptime in 2016, which is a reflection of all the investment we've made in Pulsant."

New business? - As with any small business, the financial well-being of Peppermint is going to play heavily on the minds of its clients and one IT head said: "It's a constant concern of ours how they are doing."

Adams says Peppermint has stopped shouting about every new win but that new business is good – wins in the public domain in the last two months include high profile ABS Invicta Law, while Peppermint has signed two more firms (the names have been given to Insider on the condition they remain unpublished) – a top 200 law firm of around 200 users and a further UK firm of 100 seats.

In total in the past year Adams says 14 new firms have signed up – a figure echoed independently by outgoing Sycamore.

Peppermint is seeing significant interest from customers of Thomson Reuters Elite Envision, which has built in document management capability, and Adams said: "Looking at the market ahead, there are a lot of end-of-life products, which is why we are on a fast growth trajectory."

Peppermint is currently loss making but Adams says will make a profit "in the next 12 months." She adds: "We invest ahead of the curve. Scottish Equity is a growth equity investor and our priority is not about turning profit but growth. We don't want to make huge losses but our objective is to break even. We are a small, fast tech company and our shareholders are not in it for an immediate return."

Scottish Equity's initial cash injection in December 2015 did not all get pumped in to the business but went towards paying out co-founder and majority shareholder Peter O'Hara, who remains an investor but not a director.

PEPPERMINT TECHNOLOGY CONTINUES ON P.6

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PEPPERMINT TECHNOLOGY CONTINUED FROM P.4

In terms of the further injection of cash by Scottish Equity in December 2016, Adams says it was part of Peppermint's growth plan and its roadmap, dependant on the company meeting key objectives and criteria.

Adams adds: "If Scottish Equity were concerned they wouldn't have invested further. They do huge amounts of due diligence at the time of any investment, including when they put in more investment, and they are very clear that they got it right."

Peppermint is notably using that extra investment to bolster its support structure and has been heavily investing in its partner network (an announcement is to come in this area). Adams says: "We're reaching critical mass not only of our own staff but our partners in the market."

She adds: "By the nature of cloud, our revenue is largely annuity and we are building a nice strong revenue model underpinning a healthy business, which is why we can continue to invest."

Happy customers - Peppermint is no longer a fledgling and is at the stage where it needs to shout about its success stories from the rafters.

Innovative Sussex and Kent law firm asb law is one of those success stories and, according to Nick Lakhani, finance director at asb law, Peppermint has good project governance, engagement from all parts of the business and senior management buy-in. Ease of use thanks to staff familiarity with the Microsoft environment is not to be underestimated, and Lakhani adds: "Using the strong foundation of Microsoft Dynamics, the platform brings together in one place all the applications, transactions, collaboration and content tools required to operate a high performing, client-centric law firm."

Having had an initially bumpy ride in rolling out Peppermint, South East and Midlands legal services provider Brethertons has been used as a case study for Peppermint, which is at the heart of Brethertons extensive transformation plan.

The top 200 law firm in 2015 hired non-lawyer partner Sally Jones as deputy CEO and chief operating officer to lead that transformation programme. If you haven't read Peppermint's Brethertons case study, we recommend you do. It's a candid look at how the firm, led by Sally, overhauled its management structure, created new operating processes, designed a new staff career roadmap and turned around the Peppermint implementation so that the firm is now reaping the benefits of its single platform, client-centric architecture. The case study can be accessed here: www.pepperminttechnology.co.uk/case-studies/brethertons-solicitors

Time to grow up - The legal market, as those who have had the pleasure of having been immersed in it for many years know only too well, is as incestuous and change-averse as they come.

Adams is quite right to point out that Peppermint, the newcomer, the potential threat, is under the microscope in a way that its competitors are not. LexisOne, based on the Microsoft Dynamics AX platform, has had limited visibility in terms of its successes but to an extent has the luxury of legal giant LexisNexis as a parent.

"Peppermint is the only really new innovator in this core business application space in 25 years and for the market it's time we start celebrating innovation rather than trying to kill it or will be left with old technology," Adams said.

From a client perspective, Peppermint, which is nearly seven years old, needs to turn its steep learning curve into stable, sustainable results.

One suspects that some of that will come from a better understanding of how to communicate with law firms and explain what is required in terms they understand, so that there are no surprises on either side. Lawyers are not good at delivering IT projects and must bring in the right people and set realistic goals and expectations. It is notable that Square One used IT consultant Heidi Simpson, managing director of Purlow Consulting and a former Peppermint regional sales manager, who was given carte blanche to plan and navigate a full migration.

From a market branding perspective, Peppermint could do worse than to build bridges with its competitors, who typically have a healthy respect for one another having rubbed shoulders at far too many post-conference drinks. Portraying itself as David versus Goliath is unlikely to silence the detractors – just sayin'.

Beyond that, Peppermint needs to be conscious of avoiding spin and share hard facts surrounding its successes. In short, it's time to grow up.

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► Slicedbread makes further Peppermint hire

In a further departure for Peppermint Technology, implementation consultant Jamie Hardie has joined slicedbread in the very typically slicedbread role of Solutioneer. The case management system provider has also hired Rebecca Williams as a new project manager.

Hardie is responsible for solution design and analysis for slicedbread's case management platform, sharedo. He has worked in legal case management for over 17 years, starting out at Shoosmiths where he is said to have been instrumental in the transformation of the firm's case management system. From Shoosmiths he moved into the legal software market, first with Legis Solutions as senior developer and then to Peppermint.

Ben Nicholson, director of strategy at slicedbread, said: "The fact that Jamie has joined us from Peppermint Technology and has experience in-house at Shoosmiths means he is bringing a fantastic amount of knowledge with him. This is of course a benefit to slicedbread, but more importantly, it is great news for our clients in the legal sector. His knowhow, expertise and experience will help us deliver more great legal case management solutions."

Williams, meanwhile, is a former New South Wales solicitor who moved into project management with London-based software development company Geeks, where her role has included managing the full life cycle of agile and waterfall software projects. The plan is that she will work closely with clients and developers to manage case management projects through to completion.

► New defence against internal email attacks from Mimecast

With the threat of spearphishing at the top of most sane IT agendas, Mimecast has launched Internal Email Protect, a new security defence for internally generated email and lateral movement of attacks.

Part of the cloud-based Targeted Threat Protection service, it allows customers to detect and remediate security threats that originate from their employees' email accounts.

This capability includes the scanning of attachments and links, as well as content inspections via data loss prevention services to stop sensitive data leaving an organisation. Internal Email Protect also includes the ability to automatically extract infected email or attachments from users' inboxes.

A recent Forrester Technology Adoption Profile study, commissioned by Mimecast, found that within the last 24 months 44% of respondents experienced phishing attacks all due to internal threats.

Mimecast has 24,900 customers, including 86 of the top 100 law firms as listed by Legal IT Insider.

► iManage benefits from Elite Envision end of life

With practice management and document management system providers alike vying for the business of Thomson Reuters Elite Envision customers as it approaches its end of life, iManage says it has more than 20 Envision clients now using iManage Cloud or iManage Work.

Firms including Bond Dickinson; Burness Paull; Fox Williams; Harper Macleod; Kemp Little; Lindsays; Pemberton Greenish; Stewarts Law; Thomson Snell & Passmore; Turcan Connell WS; Wedlake Bell; and Wright Hassall LLP, are among the firms to make the move to iManage.

Siddhartha Mankad, chief operating officer of Kemp Little LLP, a top 200 UK law firm that signed up with iManage towards the end of 2016, said: "Beyond being end-of-lived, Envision's functionality wasn't enough for our needs. iManage Cloud offered a way to give our users better document and email management, all accessible through a highly reliable and secure hybrid cloud service."

iManage Work has the added benefit of already integrating with most practice management systems.

"When we were evaluating replacements for Envision, it became clear that iManage was our best option because of its integrations," said Michael Kinnear, IT manager at Pemberton Greenish LLP, a UK-based law firm specialising in real estate, private wealth, and corporate law. "We've deployed iManage Work on-premises to nearly 100 users at our firm, with the confidence that it will work with whatever our next practice management system might be."

► Startup corner: MyDocSafe

A legal and accountancy tech startup that incorporates facial recognition and blockchain technology within its client and new employee onboarding platform will officially launch this month.

MyDocSafe, the brainchild of director and co-founder Daniel Stachowiak, provides a secure workflow to help firms set up client sign-up forms, conduct know your customer checks, complete direct debit mandates, and sign agreements electronically.

It automates the filing and distribution of documents, cutting the time firms have to spend on repetitive administrative and regulatory document processing. As yet, it does not automatically provide legacy document management system integration.

Speaking to Legal IT Insider, Stachowiak, a computer science graduate who has a finance MBA from Oxford University, said he came up with the idea for MyDocSafe while working in the private equity and venture capital sector. "I observed how paper heavy and error prone the process is," he said adding: "It's also expensive creating this humongous inefficiency, I thought 'why can't they just sort out the documents electronically?'"

While firms can elect not to use biometric facial recognition technology, MyDocSafe offers it for KYC/AML checks. The company is working with a UK-based technology provider that records images underpinned by a cryptographic algorithm meaning an instance of facial recognition can never be re-used. Stachowiak said: "What's beautiful is that it's not invasive and it's so fun to use. My developers started logging in and out – it emits a sequence of colourful lights and it's very cool."

The service provider designs the onboarding process and workflow, after which the client is sent a letter to take them through the necessary steps and confirm whether, going forward, facial recognition will be an automatic part of the process.

Stachowiak said: "We are allowing people to design an end-to-end process that is front desk not back end – it's something that the client sees."

MyDocSafe is also building several use cases on Ethereum blockchain platform for smart contracts, which will enable clients to timestamp sensitive company material to prove their ownership.

It is stored as a hash, which can only be read by the client and published on the blockchain effectively dating it in the form of smart contract. This can be verified for free through any publicly accessible node of the Ethereum network.

Stachowiak adds: "In the legal profession there are several interesting use cases we're piloting with IP law firms. The European Union has created a framework for how to protect your business IP. Under the new concept, businesses need to actively protect their business secrets in order to sue.

"Blockchain empowers businesses that can't normally afford IP lawyers to write up their business secret and stamp it through our platform on to blockchain. We issue them a certificate that you can take to court to show that secret

belonged to you – it's a public verification method."

While blockchain is still in its infancy in the legal world Stachowiak added: "We need to wait for the courts to hear the first cases but because the mathematics is so strong and the consensus so wide, if you're on the blockchain it's certain that it happened, no-one could have hacked it."

MyDocSafe began offering electronic signatures for KYC in June 2016 but Stachowiak said: "We realised signature is a commodity and document management is a commodity. The value is around designing those two and adding KYC to the document journey."

► Amazon Chimes in on videoconferencing

Amazon is taking on Microsoft and Cisco Systems in videoconferencing with the launch of a new service called Chime, which allows users to host video meetings and share content on their computers and mobile devices.

Launched by Amazon Web Services as a managed service, Chime is available in Windows, Mac, Android, and iOS apps.

Microsoft's Skype for Business and Cisco's WebEx are now integrated to varying degrees in most legal practices, so it will be interesting to see if Amazon's offering make any headway in the already busy sector.



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Startup corner

► Insider launches legal tech startup initiative

Throughout the remainder of February and the whole of March we will be publishing a series of legal technology startup profiles that will form the basis of a dedicated supplement and networking opportunity with law firms.

On top of some of the key vital statistics that can be surprisingly hard to track down, we'll bring you details of the growth strategy, investment plans, new developments and challenges for some of the most exciting startups and scaleups in the market.

Already waiting in the wings (don't panic, see below if you haven't already submitted a profile) are:

Access Solicitor:

A lawyer comparison website that describes itself as the 'Just Eat for Lawyers' founded by Warren Smith and Divyang Mistry. It says the most exciting developments in its market include the launch of Law Superstore in 2016, which follows and validates what Access Solicitor has been doing since 2013.

Autto:

A software that automates the repetitive aspects of legal and compliance processes, Autto is a cloud-based SaaS toolkit that enables you to build up automated workflows. Founded in April 2016 by Max Cole, a former solicitor (Freshfields and Mischcon de Reya) and currently a practising barrister; and Ian Gosling, a product manager and former VC with a background in the TMT sector, Autto plans to raise investment in 2017.

Appdopt:

A London-based startup founded by director Billy Johal in 2015 but that officially went to market in April 2016. Appdopt is a dynamic SaaS online platform that allows end users to be trained on Office 365, Microsoft, Google, CRMs, SharePoint and other common workplace software. Its entire business is a remote team of workers.

Checkrecipient:

Founded in 2013, Legal IT Insider broke the news of one of Checkrecipient's early deals with Travers Smith in October 2016. Its software uses machine learning and natural language processing techniques to learn what constitutes a normal pattern of email messaging behaviour, preventing data loss from misdirected emails.

DW Reporting:

A borderline startup, DW Reporting launched in 2013 and provides software agnostic financial business intelligence and data analytics for law firms. Founded by Dan Wales, Dan is surprisingly very often asked what the DW stands for. Without a doubt one of the most comprehensive profiles we received, we're looking forward to publishing it in full.

E3 Compliance Training:

Making compliance training "fun and engaging", E3 develops apps that take some of the friction out of compliance training. Founded in 2015, E3's three co-founders have self-funded the company to date but say they are currently looking at investment.

Encompass:

Founded in Australia in 2012 but 2015 in the UK, Encompass Corporation is a leading RegTech company using technology to automate Know Your Customer policies. It received £3.6m in investment funding in 2016 and during 2017 plans to consolidate and grow its market in the UK and globally.

F-LEX:

Described as the "task rabbit" for law firms and in-house counsel to give them access to pre-vetted university or LPC students to assist them with paralegal-level work. F-LEX is founded by Legalgeek founder Jimmy Vestbirk alongside lawyer Mary Bonsor and technologist James Moore. F-LEX's panel of advisers are fairly heavyweight, including Tony Williams, founder of Jomati Consultants.

Juralio:

Produces HTML5 web apps with a strong emphasis on user experience to help lawyers and their clients collaborate more effectively. The company was founded in 2013 by CEO Graeme Johnston, a former arbitration partner at Herbert Smith (pre Freehills merger); and chairman Steven Larcombe, formerly a business executive at BG.

Juro:

We hear good things about Juro from unexpected quarters. A contact management provider that offers businesses a smarter way to manage their paperwork, Juro was founded in 2015 by former Freshfields Bruckhaus Deringer corporate lawyer Richard Mabey and ex-Accenture IT consultant Pavel Kovalevich. The business is targeting high volume B2B businesses.

*INSIDER LAUNCHES LEGAL TECH STARTUP INITIATIVE
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Startup corner

INSIDER LAUNCHES LEGAL TECH STARTUP INITIATIVE
CONTINUED FROM P.10

Kira Systems:

The Canadian darling of the contract due diligence world, Kira barely seems a startup but just about scrapes in, having been founded in 2011 by former Weil, Gotshal & Manges lawyer Noah Waisberg and Alexander Hudek, who holds a PhD in computer science from the University of Waterloo. Clients include Clifford Chance and DLA Piper.

Lexoo:

Describes itself as the world's leading curated legal marketplace. Founded in 2014 by Daniel van Binsbergen, Lexoo helps businesses source lawyers at an average cost saving of 46%. Lexoo has been through a few rounds of investment, from early stage VC funds to the Mayor of London's Co-Investment Fund and a number of angel investors.

Linkilaw:

A legal platform for startups, Linkilaw was founded by CEO Alexandra Isenegger, who says "I embarked on this journey to democratise legal services on February 2015." Linkilaw helps all pre Series-B startups with their legal needs and was built out of the admirable desire to better provide access to justice.

MyDocSafe:

Featured on page 9, MyDocSafe was founded in 2013 by Daniel Stachowiak. It is a front-end workflow tool that allows firms to quickly onboard and undertake KYC checks on clients, using facial recognition and blockchain technology.

RAVN Systems:

RAVN uses natural language processing and machine learning to index, organise, discover and summarise content. Founded in 2010 by Jan Van Hoecke, Peter Wallqvist, Sjoerd Smeets and Simon Pecovnic, RAVN is also a borderline startup, working with clients such as BT, Withers, Travers Smith and Berwin Leighton Paisner.

ReviewSolicitors:

ReviewSolicitors receives around 30,000 visitors a month, who use the site to research, review and instruct a solicitor. It has a serious pedigree: the business was founded by Saleem Arif (founder of QualitySolicitors), Pete Storey (founder of 1Cover, Australia's largest independent travel insurer) and Michael Hanney (head of business development at QualitySolicitors).

Route1:

Route1 is looking to disrupt the recruitment market by connecting candidates and employers directly through a smart app. Founded in August in 2015 by Franky Athill, Route1 has received three rounds of investment to date and, Athill says, a "very supportive board that has given a lot guidance as well as investing themselves."

ThoughtRiver:

Legal IT Insider has written a number of times about ThoughtRiver, which was founded by Taylor Vinters partner Tim Pullen and applies machine learning to underpin a sophisticated contract risk and intelligence tool. Our favourite observation from Pullen, which will appear in ThoughtRiver's fully published profile, is the name that he nearly chose instead of ThoughtRiver, and the reasons he didn't choose it.

It's not too late to submit a profile and we will be contacting a number of startups for more in-depth interviews too. Please contact either nicola.wright@liti.co.uk or caroline.hill@liti.co.uk for further details.

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Booth #D12

The Forgotten Hole in Client Security
FutureTech Stage @ 11am



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

GLOBAL **Herbert Smith Freehills** has moved 500 users onto corporate social networking **Microsoft Yammer** and will shortly roll it out globally after a pilot has shown the potential to change the way teams operate and collaborate. The pilot started around August 2016, with chief information officer **Haig Tyler** commenting: "It's a platform that enables us to improve how we operate as a firm and really put people in touch with our global expertise."

UK & EMEA Magic Circle firm **Freshfields Bruckhaus Deringer** announced a global collaboration with **Neota Logic** to help clients address legal and regulatory compliance challenges. Over the past year, Neota has been working closely with Freshfields' Manchester-based Legal Services Innovation team to trial applications that will benefit lawyers and clients and this agreement is said to mark the start of going live with these applications and the co-development of new opportunities.

Leading Dutch firm **Houthoff Buruma** is deploying the **Luminance** contract analytics technology to improve the efficiency of its due diligence process in M&A transactions. Luminance, which competes with the likes of RAVN and Kira, automatically reads, compares and analyses the contents of a large data sets.

The German arm of CMS, **CMS Hasche Sigle** has signed up with **Kira Systems** to use its machine learning software. Kira's software identifies, analyses and extracts clauses and other information from documents, typically within a transactional, due diligence setting. A CMS knowledge management team will be responsible for deploying the software and training the system during the set-up phase.

Mills & Reeve has become the 200th law firm globally to select **Thomson Reuters Elite 3E** as its new practice management system 3E. The firm is swapping out its legacy Tikit (previously ResSoft) FirmWare PMS after a competitive pitch managed by **Lights-On Consulting** and builds on its existing relationship with Elite as a long-term customer of the client and matter management solution **MatterSphere**.

Pinsent Masons has chosen **LexisPSL** as its preferred firmwide practical guidance platform and has rolled out LexisPSL to its 1,800 lawyers. LexisNexis say 85% of the top 100 law firms are now using the product.

Clarion has invested in a 140 user P4W practice, case and CRM management system from the **Tikit Group**. The firm has also selected **iManage Work** for its DMS. According to Insider records, this is an Advanced Legal swapout. In other Tikit news... **Al Bawardi Critchlow** has taken on **NetDocuments** as its new DMS.

In a significant inhouse win for **Peppermint Technology**, **Invicta Law**, the legal services company set up in 2016 by **Kent County Council**, has selected Peppermint to provide its new technology platform. The Council has awarded Invicta with a ten-year contract to undertake its legal work and most of Kent CC's legal staff

from Maidstone and Canterbury have transferred across to Invicta, with former Kent CC head of legal services Geoff Wild becoming its CEO. Invicta Law, which has over 150 specialist personnel, will also provide legal services to the wider public sector (including central and local government, blue light services, the health and education sectors), and the voluntary and commercial sectors.

In other Peppermint news... 16-partner Newcastle law firm **Square One Law** has selected Peppermint to help the scale up and development of its business. Square One Law, which has had an average growth of over 35% a year for the previous four years, has completed a full data migration to the Microsoft Dynamics CRM cloud-based platform as well as implemented a new hosted desktop environment with MS Office and MS Exchange, including migration of all documents, email accounts and calendars.

Manchester-based **JPS Walker** is implementing the Proclaim practice management software from **Eclipse Legal Systems**. The boutique firm, which specializes in financial mis-selling and holiday claims, is initially implementing Eclipse's ready-to-go Proclaim Case Management system for financial claims and personal injury work.

Tyne & Wear-based **PGS Law LLP** has rolled out **Nuance Dragon** speech recognition via reseller **VoicePower**, and is already reporting substantial benefits in document production efficiency and productivity.

NORTH AMERICA **Neota Logic** has been selected by **Baker Donelson** to develop an automated solution that will match entrepreneurs with the right investor within minutes. By combining significant, practical business formation and investor relations legal expertise with the intelligent use of technology, the **Legal Accelerator App** will be an essential self-service tool for small business start-ups. Built on the Neota Logic platform, this online product will guide Entrepreneurs through the creation of their company, customize industry-specific business documents, and deliver fact-driven investor relations advice.

Key features include real-time advice and collaboration with a legal team along with an arsenal of business documents. With 24/7 access, Entrepreneurs leverage the Legal Accelerator App's expert guidance to create start-ups poised to court the right investors at a fraction of the time and cost.

Meredith Williams-Range, Baker Donelson's Chief Knowledge Management Officer, explains "Innovative delivery of legal services is an area Baker Donelson constantly evaluates. Neota Logic allows us the opportunity to create client connections in a new way using unique technology. The expert system workflow and analysis provided by Neota combined with Baker Donelson's legal expertise in small business startups creates the perfect recipe for success. We look forward to future opportunities to connect with clients using Neota Logic."

REST OF THE WORLD **iManage** announced that **Posse Herrera Ruiz** (PHR), a firm of 120 lawyers headquartered in Bogota, Colombia, is using iManage Work to increase the productivity of its professionals. In addition to modules that provide tight integration with Microsoft Outlook and Microsoft Office, the solution also contains a module for offline Work Product Management.

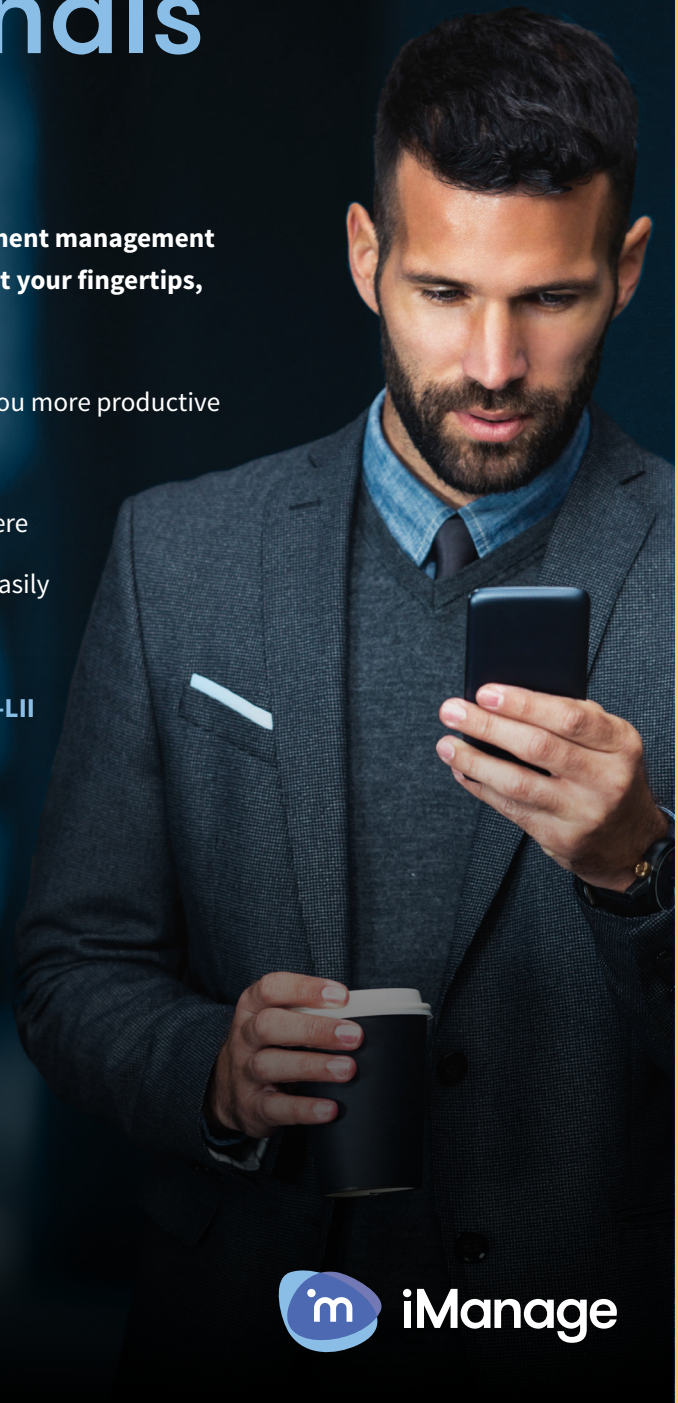
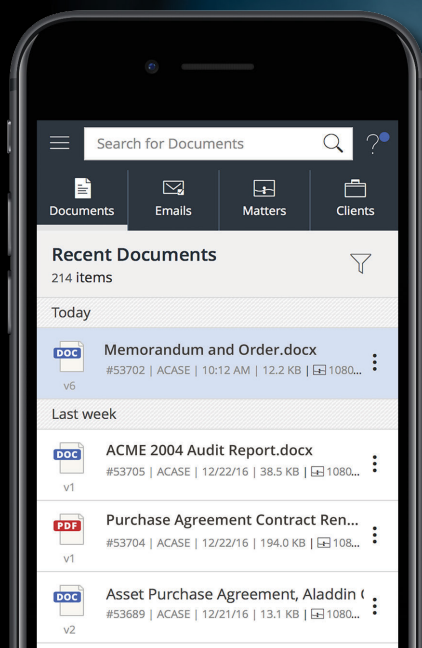
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► Under the hood: Baker McKenzie's innovation programme

Major law firms are prone to sweeping mission statements when it comes to 'innovation' but if you look under the hood of Baker McKenzie's recently announced global innovation programme there is more going for it than tieless committee meetings.

The top 10 global law firm said at the start of February that it will look to 'design thinking' – working with DC-based consultancy Peer Insight – to create and deploy a global innovation operating model.

An international innovation committee led by tax head and global executive committee member Erik Scheer and global director of operations Jason Marty will speak bi-monthly remotely and meet twice a year in person to ensure that the circa 4250-lawyer firm is connecting the dots of its innovation efforts worldwide. As a sub-committee of the executive body it is expected to have teeth but will be acting, according to Marty, "not as a police force but as a bridge from the global programme."

The innovation framework is divided into multiple areas for investment, including machine learning, services transformation and technology investments.

Innovation hubs will be developed across the network, with likely starting points to include Chicago and Manila, where Bakers has a shared services centre.

Bakers intends its innovation programme to be client-led and so by necessity focussed where clients are. But of far greater interest is the fact that the design thinking element of the new programme means Bakers will be working with clients on an iterative basis to resolve their challenges in new and often tech-driven ways.

Marty told Legal IT Insider: "We're pretty ambitious but realistic and so design thinking is a methodology and approach to spur innovation. It emerged from product design but in other service industries has grown to support innovation and investment. It feels a bit new for legal but is not itself a new approach to services design and redesign. We are learning from other industries. The focus is to start a project and iterate quickly with clients around challenges. Not to introduce a whole new way around the way we practice."

Bakers will begin by investigating some of the challenges faced by clients around transfer pricing.

"Then we'll move to another service and another,"

said Marty. "The goal is to have a number of projects in play and to find ways to do things that have a bigger impact."

He adds: "In this industry innovation is tricky partly because law firms need to accept some failure. The model we're introducing hopefully encourages innovation. Working on a project by project basis, the obvious goal is to create momentum."

In terms of the firm's focus on machine learning and technology investments, there are interesting projects and discussions going on behind the scenes – particularly its emerging strategy for the latter, where it looks set to invest in new or emerging technology.

As a matter of note, kCura's Relativity is being deployed as a global eDiscovery platform, while Bakers is conducting pilots with Luminance, Kira Systems and eBrevia for contract review in due diligence. Speaking to Legal IT Insider Bakers' global director of technology, Dan Surowiec said: "The plan is to have a recommendation this month: each have interesting features and strengths. Working through them has been an eye opener in terms of capability and applying that to how we practice, which is the key decision in terms of what works."

Bakers is using Thomson Reuters ContractExpress for document automation and XRef (now merged with Microsystems) for legal drafting.

The firm is focussing heavily on its knowledge and precedent offering, with a number of projects focussed on better knowledge sharing and storage, with Surowiec commenting: "We have internal projects around enhancing know-how and making it more available to users, easier to submit precedents and share among lawyers, and better tagged."

"We are wrapping up each use case in a different way. Some use machine learning in a more advanced way and some use natural language processing, really it's about focussing on that end users experience so they can be efficient and productive."

The firm is building out the data visualisation work it is doing for clients, where it is working with Tableau, and Surowiec adds: "One of the things I'm excited about is how we deliver legal services to clients including data visualisation. We're changing the way we interact with clients to make it much more user friendly and relevant. We have had small pockets of work for about a year now but we are making great strides and finding that clients really like it so that work is developing very quickly."

UNDER THE HOOD CONTINUES ON P.15

UNDER THE HOOD CONTINUED FROM P.14

While Bakers' strategy for further investment can be expected to crystallise in the coming months, it is clear that there will be some interesting developments in the not too distant future.

Marty says: "Within legal services there is a reasonable expectation that we'll place some bets on either new or emerging technology that can benefit from us working with them and we can benefit of build some project with a disruptor."

While Bakers currently has no ringfenced R&D fund, Marty says: "There is a significant budget allocation for these programmes and the expectation internally is that if you are going to do these things it takes investment."

Bakers has not ruled out the creation of a separate entity to head its investment in startups, although Marty adds: "It's not the plan at this stage."

Is it just us or does that sound equivalent to when your parents use to say: "Maybe"?!

► Mills & Reeve swaps out Tikit FirmWare for 3E

Mills & Reeve has become the 200th firm to select Thomson Reuters Elite's flagship practice management system 3E. The UK top 50 law firm is swapping out its legacy Tikit (previously ResSoft) FirmWare PMS, following a similar move by Freshfields Bruckhaus Deringer in 2015.

Mills & Reeve's move to 3E, which took place after a competitive pitch led by Lights-On Consulting, builds on its existing relationship with Elite as a long-term customer of client and matter management solution MatterSphere.

Mills & Reeve signed up in 2011 with FWBS – developer of MatterCentre and MatterSphere – which was acquired in the same year by Elite and those two products merged.

Elite will be collaborating with Mills & Reeve, which has 517 lawyers across its offices in Birmingham, Cambridge, Leeds, London, Manchester, and Norwich, to offer a fully customized 3E solution.

Mills & Reeve is the last of three remaining Tikit FirmWare customers alongside Freshfields (switching to 3E) and Browne Jacobson (which is switching to LexisOne). While Tikit arguably split hairs by saying that the product is not being 'end-of-lived', Tikit's development director Mark Garnish, commenting on the web version of this story, said: "When all of the firms mentioned in your article have moved on to their new systems there will be no users left and FirmWare will hang up its bytes and enjoy a long and well deserved retirement."

► News in brief: Addleshaws seeking new head of IT

Addleshaw Goddard is looking for a new head of IT after John Whitlow left at the end of last year to become CIO at the University of Salford.

Addleshaws was joined in December 2016 by its first full-time COO, Axel Koelsch, whose remit will now include finding a replacement for Whitlow.

In broader terms, Koelsch will focus on leading and developing the firm's business services infrastructure. As a member of the executive team, he will help to draw up and deliver strategic plans, manage costs and review delivery of investments.

Addleshaw Goddard and HBJ Gateley will merge by 1 June 2017.

► Insider Jobs

Don't forget you can post and find for free all the latest legal IT positions on our jobs board, which is updated frequently. Law firms currently looking to fill IT roles include Kingsley Napley and Bond Dickinson, while Neota Logic is looking for a solutions architect.



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► Movers & shakers

GLOBAL All change at **Intapp** as rumours of a looming IPO/sale continue to rumble. The company has bolstered its senior technical team with the hire of **Wathik Labidi** as VP of engineering. Labidi, who has held senior roles at Aruba Networks, Genesys, and PayPal, is responsible for product engineering and for expanding the scope and capabilities of Intapp's SaaS offerings. In addition, in a spectacular example of revolving doors, Intapp has rehired **Kaye Sycamore** just nine months after she quit the company to join **Peppermint Technology** as chief sales and marketing officer. Sycamore said the short-lived appointment was down to the fact that she missed the more global role at Intapp, where for six years she was regional VP for EMEA & APAC. Now back at Intapp, she will be undertaking a number of discrete projects with global accounts as her role is formalised.

UK & EMEA **Phoenix Business Solutions** has promoted **Jason Petrucci** to the role of Chief Executive Officer. He replaces **Roger Pickett**, Phoenix's founder and former Managing Director, who retired at the end of 2016. Petrucci joined Phoenix in 2011 as Head of Operations and was promoted to Chief Operating Officer in 2014. Prior to Phoenix, he held numerous management, IT Director and CIO positions within a number of large corporate UK and US law firms.

HighQ continues to build out its key management roles with the creation of a new chief marketing officer (CMO) role, filled by the hire of **David Roussain**, most recently from digital media company AppNexus.

NetDocuments has hired former Berwin Leighton Paisner (BLP) senior applications specialist **Mubashir Mian**, who joins the company to lead professional services projects across the EMEA region. Mian has led numerous DMS technical projects and data migrations at both BLP and DLA Piper.

Money Penny has appointed **Claire Smith** as its new Head of Business Development. Smith qualified as a solicitor and headed up Connect2Law the UK's largest referral and support network for law firms before moving to join the national legal brand QualitySolicitors.

Legal consultancy **Jaeva Management Services**, which is also a LEAP certified consultant, has expanded its team with the addition of **Susan Rodgers** as Case Management Trainer. Rodgers has previously been employed in senior roles within law firms and legal software providers.

NORTH AMERICA **Andrew Shimek** has joined **Neota Logic** as President & Chief Operating Officer. He will work out of Neota's world headquarters in midtown Manhattan. A former practicing attorney, Andrew has more than 20+ years' experience in the legal technology segment, most recently serving as president of the global eDiscovery division of Epiq DTI, and before that was with LexisNexis. "Having been at the forefront of digital publishing and eDiscovery, I am thrilled to join Neota, one of the pioneers of artificial intelligence," said Shimek.









Seal Software has made two senior executive appointments. **David Gingell** is the company's first Chief Marketing Officer (CMO) and **Rich Bohne** becomes Chief Revenue Officer. Gingell joins after a successful career in technology marketing, most recently as the CMO of TeamViewer. Seal has also appointed Merck's president of emerging businesses and global CIO, **Clark Golestani**, to its board of directors.

Tikit has expanded its North American sales team with the appointment of **Anoush Amir** as Senior Account Executive, with responsibility for Carpe Diem time recording and eMarketing technologies throughout California and the Western US.

EDISCOVERY Catalyst has promoted ediscovery industry veteran **Daniel Au Yeung** to head of product management, where he will oversee the planning, direction, definition, and communication of all software products.

Lineal has appointed **Matthieu van Ravenstein** as Director of EMEA Managed Document Review. Having previously worked at EY and Consilio, Mathieu will now be leading the expansion of Lineal's Managed Document Review service.

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► Tikit reaps benefit of BT infrastructure

Tikit has seen its administrative expenses decrease by 83% to £518,000 following a corporate restructure, with gross profit up to £6,492,000 from £4,523,000 in 2015.

The legal technology supplier during the year ending 31 March 2016 consolidated its businesses under BT, with Tikit Group and Tikit TFB – originally the home of Tikit P4W practice management system – now to be liquidated.

BT acquired Tikit in 2012 and the restructuring represents a rationalising of its corporate accounts. For internal purposes BT notably valued the trade and assets of Tikit TFB at £19,430,000.

The drop in Tikit's administrative expenses reflects its sale on 1 January 2015 of Tikit's infrastructure and managed services business to BT IT services for £4,964,000 and the fact that Tikit did not pay for accommodation during November 2015 and March 2016. This was as a result of a wider BT corporate restructure, as part of which Tikit now sits in the telecom giant's Wholesale & Ventures sector.

Turnover at Tikit rose by 6% from £14,272,000 in 2015 to £15,198,000, with the company continuing to grow its support and maintenance contracts and seeing improvements in new business sales of software. The rise in gross profits are said to be as a result of the transfer of the lower margin managed services business and improving margins in application software.

Of particular interest to law firms and competitors, BT has continued to invest in Tikit's development and research. Development costs of £1,021,000 were capitalised in 2015-16. R&D costs of £381,000 were expensed in that period, only marginally less than the £401,000 expensed during the previous year.

► Quote/unquote

"When we invite vendors in, we talk about what we're doing and challenge them. We put a lot of pressure on vendors to say 'that's what you're missing.'"

The head of CLOC Europe, Aine Lyons (see front page story) reveals that legal tech vendors are unlikely to get an easy ride if they get a seat at the CLOC table.

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