

legal insider

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▶ eSentio sues HBR Consulting over NetDocuments swapout

The iManage to NetDocuments swapout by Akin Gump Strauss Hauer & Feld and King & Spalding has formed the basis of a US lawsuit against HBR Consulting by eSentio Technologies. eSentio seeks millions of dollars in compensation, alleging that a former employee breached his restrictive covenants in winning the NetDocuments conversion work for HBR.

eSentio, a Washington-based technology consulting company, on 10 April filed a lawsuit against former employee Rajiv Mukerji and his new employer HBR Consulting, alleging that Mukerji breached a restrictive covenant by interfering with eSentio's relationships with Akin Gump and King & Spalding.

In its claim, eSentio says that it is recognised as the industry leader in converting law firms to the NetDocuments platform, and that because its employees are provided with specialised training, extensive client contact and access to confidential company information, they are required to sign a restrictive covenant protecting that information and preventing them from working in competition with eSentio after leaving the business.

eSentio claims that Mukerji, who began working with eSentio in July 2011 as director of its document management system and trained to become a leading NetDocuments consultant, was prohibited by contract from competing with eSentio for a year after his employment ended with regard to any business he had been involved in the past six months.

Both Akin Gump and King & Spalding had been assigned to Mukerji and eSentio claims: "As a result of their client/vendor relationships, eSentio was aware that both firms were likely to move to a cloud-based document management system in the future."

It adds: "Mukerji listed both firms among his active prospects only one month before his eSentio employment ended. Unfortunately, before he could capture any business for eSentio, Mukerji voluntarily resigned his employment."

eSentio claims that having joined HBR to work in NetDocuments conversions for law firms: "Mukerji was instrumental in HBR's recent wins of NetDocuments conversion projects with Akin and King & Spalding."

ESENTIO SUES HBR CONSULTING OVER NETDOCUMENTS CONTINUES ON P.2

▶ Exclusive: ThoughtRiver raises over \$1m

Contract risk analysis platform ThoughtRiver has raised over \$1m in funding, Legal IT Insider can reveal, including investment from former Vodafone UK CEO Guy Laurence and former co-head of Investment Banking and corporate broking, UK and Ireland at Bank of America Merrill Lynch, Michael Findlay.

The London-headquartered startup headed by CEO Tim Pullan launched its latest funding round at the end of March, including listing the company on online equity investment platform Syndicate Room.

Around 10% of the money ultimately raised came through Syndicate Room. ThoughtRiver closed its listing after 11 days and was oversubscribed.

The remainder of the money comes from investors including Laurence and Findlay, who made contact with ThoughtRiver independently after seeing its prospectus.

Laurence, who is currently president and CEO of Rogers Communications, is to become a key adviser. Pullan told Legal IT Insider: "Guy is a brilliant commercial strategist who has already spent some time with us. Having already having run a telecom company he understands pricing and saw some of the telecoms model in what we're doing. He's bringing in that expertise and we're very happy to have him on board."

Laurence joins existing ThoughtRiver adviser Duncan Painter, Ascential's CEO, who invested an undisclosed sum in the company in August 2016. Other investors include innovative tech-focused law firm Taylor Vinters, where Pullan remains a partner.



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► RBRO says it's BAU in the UK after departures

UK clients have been left concerned about the global strategy of Ontario-headquartered content management solutions provider RBRO Solutions after the departure this year of two of its three senior UK representatives.

Lee Huggett joined iManage in March as senior technical consultant, while Adam Wiles, who was taken on by RBRO as account manager in June 2015 in order to help expand its UK client base, joined HighQ at the start of April as account executive. That leaves just EMEA consultant Dan Lees, who joined RBRO in 2014 from DLA Piper, where he was senior systems specialist, to hold the fort in the UK.

As yet there has been no sign of RBRO, which specialises in iManage Work integration tools, attempting to replace Huggett, leaving one IT director client to contact Legal Insider and ask: "Are RBRO exiting the UK?" That concern has been exacerbated by the recent UK expansion of iManage and the fact that the document management system leader is now competing in some areas with RBRO, having taken a number of big UK-headquartered clients direct and expanded its software offering.

Addressing these concerns, co-founder and CEO Howard Russell told Legal IT Insider that it's business as usual for RBRO in the UK, commenting: "The big picture is that we're very committed to the UK market. We see it as a market as having a lot of potential and opportunity and over the years, through the challenges that come from being a new entity or team in a different region, we've consistently delivered value in every engagement we've had in the UK."

He adds: "We do plan to grow again but even over the last couple of years, when Lee and Adam were with us, some services delivered in the UK were delivered out of our Toronto based team, which is doing a really good job. You don't necessarily have to be on site to deliver quality for everything."

While clients are keen for RBRO to provide sufficient interim support from Toronto, it will not be enough to assuage those who were assured by RBRO of a presence on the ground in the UK. The IT director says: "It is very much a concern. They are quick enough to want money for "enhanced support" that for my part was on the understanding of that being delivered from the UK, not the US."

According to Russell, there are plans afoot to increase "boots on the ground" in the UK. He said: "We are already planning for our growth in the UK. We expect and believe the UK market can support a good robust team. Our goal is to ensure that no balls are dropped in interim, which is why we have a team in Toronto supporting Dan and we have people coming over from Toronto to support him." A further announcement is expected in due course.

With regard to any suggested competition with iManage, which has made a number of recent hires; now supports firms including Ashurst and DWF direct; and has launched cyber defence solution Threat Manager (which arguably competes with RBRO Sentry); Russell said: "As far as we're concerned, we don't see us as competing with iManage or vice versa."

"iManage are trying to respond to years of client feedback, saying they don't want all holes to be filled by a third party vendor. Certainly, there are some things they're doing that will impact our products and we have messaged some of our clients to say 'here's some things we're doing and here are the things iManage are doing.'"

He adds: "But by no means does it encroach on our biggest money earners. iManage might build a solution so those who want to get going can do so without further investment but there will always be someone who doesn't just have basic needs. iManage can't be focussed on doing everything and we have a more direct focus on meeting those needs."

► eSentio sues HBR Consulting over Net-Documents swapout

*ESENTIO SUES HBR CONSULTING OVER NETDOCUMENTS
CONTINUED FROM FRONT COVER*

The claim says: "Both law firms have been seeking advice and implementation support related to their migration to cloud-based document management systems. Both law firms evaluated competing bids from competing vendors – including HBR and eSentio – to provide them with this advice and implementation support."

The win for HBR constitutes "interference with eSentio's prospective contracts and business relationships and violates Mukerji's employment contract," eSentio alleges.

The lawsuit asks that Mukerji and HBR be stopped from working with Akin Gump and King & Spalding, as well as asking for compensatory damages and punitive damages of \$2m and \$3m respectively from Mukerji and compensatory damages and punitive damages of \$2m and \$3m respectively from HBR.

In a statement HBR told Legal IT Insider: "Client confidentiality is of paramount importance to HBR and we are unable to discuss any details. We are working with those involved in the lawsuit to ensure this matter is resolved in a professional and timely fashion. We will also make sure that this issue does not distract from the incredible work our employees are doing and the strong growth we have achieved over the past several years."

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► Workshare throws down the gauntlet

Workshare has thrown the gauntlet down to its competitors, saying that in its latest product release it won't be beaten on speed or accuracy, with the time it takes to scan and clean a document down by as much as 65%.

The new release, which also sees improvements to Workshare's Word Table comparison and changes to its licensing arrangements, comes after Workshare went "back to basics" six months ago, using an in-depth customer research program to reconnect with what its users want, resulting in a release of features it refers to as "beautiful basics."

The London-headquartered company, which is the market leader but has been losing significant ground to DocsCorp, has also begun publishing its roadmap on its website in a bid to achieve complete transparency.

Speaking to Legal IT Insider: CTO and Workshare co-founder Barrie Hadfield said: "Ten to fifteen years ago we would go to law firms and say 'give us a floppy disk of your hardest documents' and if we were successful they would buy the software and if not we would take them away to fix the problem until we could say we can do it perfectly. There was an absolute focus on being perfect. We've gone back to that."

With 90% of customers now on Workshare 9, its customer research found that clients don't care about the product, just what it does. Hadfield said: "They don't care about dialogue, they press a button and hope the results come out. What matters most is accuracy and performance. If they're staring at a computer screen and nothing's happening they'll get pissed off."

Going forward fee-earners who have no involvement in licensing the software will also no longer see a dialogue box telling them that the license will expire. "No-one will see those messages, whether they've paid or not," says Hadfield.

The roadmap, which Workshare has only recently begun publishing on its website, means everyone from customers to competition can see it. "If you pursue the idea that your customers are partners you need to be transparent," says Hadfield. Consumers will be able to view and comment on the features in progress and those being researched, with the company encouraging interaction.

The customer feedback programme included engagement with end users from secretaries to partners and Hadfield says: "We didn't want to say 'what do you think about us' but asked what they are trying to accomplish. The questions were more about them and their work so we could learn from them."

"Some just don't want to be late from work. Some don't want software to make them feel stupid. Accuracy came up straight away: if the results aren't

perfect, if there's a space where there shouldn't be or a paragraph in the wrong font, they lose faith.

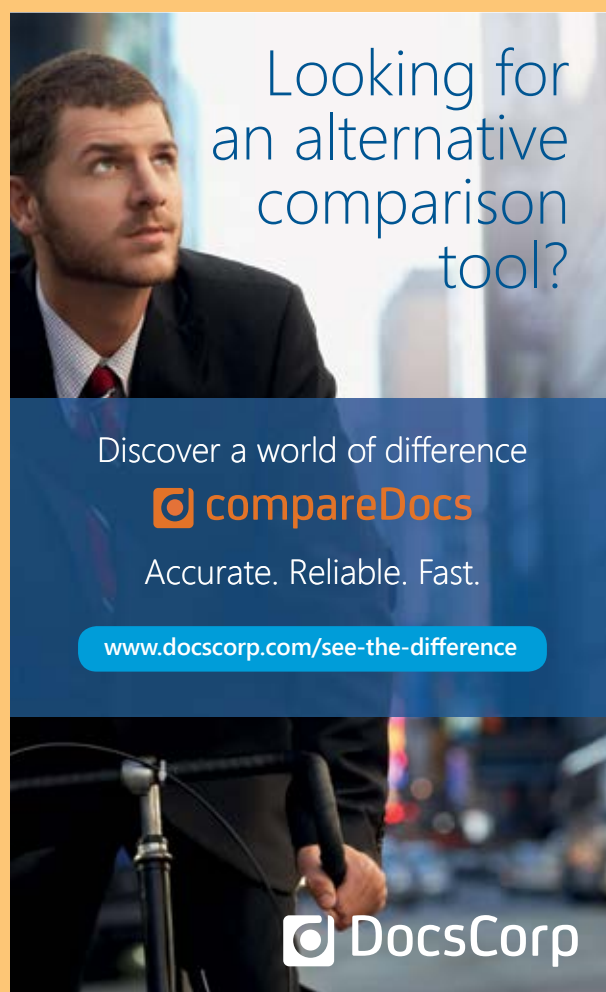
"We want to lay the gauntlet down, we won't be beaten on accuracy or speed. We challenge all our competitors – let's do external review."

► Akin Gump appoints Aaron Ruleman as CIO

Akin Gump Strauss Hauer & Feld has appointed Aaron Ruleman as its new chief information officer, after Michael Lucas left to join Wilson Sonsini Goodrich & Rosati in October 2016.


Ruleman took over the CIO role in March, leading a team that is responsible for the strategy, governance and evolution of the Am Law 100 firm's information services.

Previously Ruleman was head of global information management at Hogan Lovells.



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Legal Tech Startup Directory

► Legal tech startups: Do you want extra froth with that?

It says an awful lot about the legal tech startup market that businesses which have been involved in the scene since 2010 or before are gobsmacked that the sector is now being described as 'frothy' or 'overhyped'.

What was once for startups a painful, slow and conservative market to interact with is, well, it is still a painful, slow and conservative market to interact with. In our new startup directory, you just have to look at the 'challenges' listed to see that legal sector conservatism and reluctance to change are still very much alive and well.

But where once law firms stuck their fingers in their ears and whistled Dixie in the presence of blue-faced innovators, many are now listening hard. In the directory (which, by the way, we will continuously update and add to), we ask each startup to identify key market opportunities, and many identify the significant shift in attitude among law firms and increased appetite for change.

It is a complete myth perpetrated not least by legal magazine column inches and panicking partners that all law firms are engaging with and excited by new technology. In a recent know-how session in New York attended by Legal IT Insider, in a room of 80 chief knowledge officers and IT directors from major law firms, less than 10 said they are experimenting with new tech.

In the UK, one IT director recently told us: "We want to work with AI just so we can say we are doing it." The herd mentality means there are currently a few doers, a few followers, and the majority wondering where the hell this is all this is going.

But it would be a massive mistake to assume that many of the best resourced or innovative law firms are not making progress in the way they experiment with and incubate new ideas - and that is already beginning to cascade down. Allen & Overy recently announced it is to open tech hub Fuse in its City office; Baker McKenzie is adopting design thinking to work on an ad hoc 'no fear of failure' basis with clients; and Dentons, on top of the work its doing through investment arm NextLaw Labs, recently partnered with Startupbootcamp and will invest in 20 startups through the programme.

That is to say nothing for the work that the likes of LexisNexis and Thomson Reuters are doing in the legal tech startup space, including, in the case of the former, a Silicon Valley-based accelerator that will no doubt form the basis of future collaboration or acquisitions.

The startup directory gives an insight into the scale of change taking place and where the investment is happening, but it also speaks to the immaturity of the market. The majority of startups have literally no idea what a growth strategy really is. Here's a clue: it's not getting more clients.

Therein lies another problem: for a hugely conservative profession there are no guaranteed metrics for firms to rely on

when deciding to work with a startup - be that buying their product or investing, or both. Firms that are ahead in the game are simply identifying a problem (be it their own or the client's); finding the tech that fits the problem; putting in place the people and processes needed (not necessarily in that order); and then the rest is a bit like throwing spaghetti up against a wall. At the end of the directory are comments and tips from leading innovation heads to investors as to how law firms and startups can work together better.

Yes, it's sort of frothy. No, the pricing isn't right in many cases. Yes, it's going to get more crowded with the additional VC funding entering the space. No, we're not yet catching up with FinTech, not even close and probably never will.

At the end of the day, the real question for law firms, backers, and tech developers is, does or will the product ultimately add to a law firm's bottom line? If not, hold the froth.

► Lawyer Comparison & Online Legal Resource

Company Name: Access Solicitor

Description: Lawyer comparison website: "Just Eat for lawyers".
Founded: 2013.

Founders: Warren Smith CEO; Divyang Mistry, finance director.

Managers/senior execs: As above.

Growth Strategy: Work with industry stakeholders (Legal Services Board, Legal Services Consumer Panel and Competition and Markets Authority) to improve access to data in the legal services sector; continue forming third party data partnerships, engage with lawyers and customers to develop site.

Investment: Access Solicitor has raised several hundred thousand pounds from private angel investors.

Target clients: Mass market law firms/ clients in all areas of legal practice.

Key challenges: Insufficient transparency of relevant data.

Key market opportunities/developments: Launch of Law Superstore. Conclusion of CMA's legal market review recommending increased market transparency and facilitation of public access.

What you probably didn't know: Access Solicitor originally launched as an online video site.

Company Name: F-LEX

Description: Provides pre-vetted law students to law firms and in-house counsel with as little as two hours' notice.

Founded: Early 2016.

Founders: Mary Bonsor, lawyer and CEO; James Moore, technologist; Jimmy Vestbirk, Legal Geek founder.

Managers/senior execs: As above.

Growth strategy: Currently in London, F-LEX will be moving to other cities in the UK throughout 2017.

Investment: Raised investment through Seed Investment Enterprise Scheme on launch. Investment has been from a range of angel investors who are prominent lawyers, legal

Legal Tech Startup Directory

innovators and ex-managing partners.

Target clients: Any legal department who needs paralegal assistance, whether that is a law firm, in house counsel or start up.

Key challenges: Technology becoming too advanced and not needing paralegals to do the more junior jobs.

Key market opportunities/developments: Lawyers, who are renowned for being risk adverse, beginning to open up to the idea that technology may assist the legal sphere to increase efficiency and productivity.

What you probably didn't know: The name F-LEX was thought up by an estate agent who is a friend of one of the founders.

Company Name: LawBid

Description: Online legal matchmaking system that makes it quicker and easier for clients to find the right solicitor.

Founded: August 2016.

Founder: Kid Harwood, director.

Managers/senior execs: As above.

Growth strategy: Offer choice, transparency and simplicity not available elsewhere; facilitate platform not only for clients to find a solicitor but solicitors to actively secure new instructions and communicate with clients.

Investment: Self-funded.

Target clients: Solicitors and the public.

Key challenges: Broadening solicitor mindsets to acquire client instructions in a new way.

Key market opportunities/developments: An increasing number of sites and systems making their mark on the legal sector.

What you probably didn't know: Gives registered solicitors the opportunity to offer their services pro bono and provide legal aid where applicable.

Company name: Lexoo

Description: Curated legal marketplace, helping businesses source transparent, fixed fee quotes from independent lawyers within two business days.

Founded: Early 2014.

Founders: Daniel van Binsbergen. Joined by CTO Chris O'Sullivan shortly after first round of investment.

Managers/senior execs: As above.

Growth strategy: Initially marketed to startups but now predominantly focussed on mid-sized and larger businesses and in-house legal teams.

Investment: Has raised over \$1.7m including \$1.3m in November 2015, in a funding round led by Forward Partners. Prominent investors include Jonathan McKay (chairman of Just Giving); Duncan Jennings (founder of Vouchercodes); Tim Jackson (partner at Lean Investments); Robin Grant (co-founder of We Are Social); and the London Co-Investment Fund.

Target clients: Applicable to businesses of any size, although current focus is helping larger SMEs and corporates.

Key challenges: Scaling the business internationally thanks to regulatory differences. Lawyers in England & Wales are permitted to pay a percentage marketing fee but that is not permitted in a large number of other jurisdictions. Operates a different business model internationally.

Key market opportunities/developments: An increased

appetite for investors to fund legal tech businesses during the last few years, much like the early days of FinTech.

What you probably didn't know: Although the majority of customers are in-house legal teams and SMEs who need legal services, an increasing number of large global firms are referring clients to Lexoo for work they couldn't take on competitively themselves.

Company Name: LexStep.com

Description: Helps lawyers explore new career opportunities and connect with the world's leading legal employers through its online platform.

Founded: Autumn 2015.

Founders: Alexander Isaacs and Michael Hagai, former associates at Linklaters and Allen & Overy respectively.

Managers/senior execs: As above plus head of UK marketplace operations, Vinay Varma, a former corporate and capital markets lawyer and ex-legal search consultant who joined January 2017.

Growth Strategy: Continue building brand and reputation for providing the best possible user experience for both lawyer members and employers.

Investment: Self-funded.

Target clients: a) top-tier commercial law firms and in-house legal employers (b) top-tier practising lawyers.

Key challenges: Changing the legal recruitment industry and traditional mindsets. Employer bureaucracy is a barrier to innovation at some firms. From the lawyer side, unwinding the "fiction" disseminated by headhunters to justify their position and value.

Key market opportunities/developments: Gen Y and millennial lawyers increasingly moving on from the firm they train at. Attraction among top UK lawyers of US law firms in London. Wider market acceptance of flexible working.

What you probably didn't know: All LexStep members have access to support and advice from an all-lawyer LexStep team.

Company Name: Pekama

Description: Professional network of over 400 intellectual property experts to help find, locate and instruct an IP expert including preferred terms and using proprietary technology.

Founded: 2014.

Founders: Zeev Fisher.

Managers/senior execs: As above + Dmitry Demidenko, Dan Woodford, Timo Karakashev.

Growth strategy: Direct subscriptions through digital and direct marketing campaigns. Referral programme.

Investment: Cambridge Angels.

Target clients: IP and legal firms.

Key challenges: Disrupting the outdated foreign associate relationship management practices.

Key market opportunities/developments: Digitising the way private practice and in-house legal departments source external associates to file trademarks and patents on their behalf.

What you probably didn't know: Pekama is the first digital platform for IP foreign associates who work with each other on preferred terms and using its proprietary technology.

Legal Tech Startup Directory

Company Name: PingaLawyer

Description: Web-based application focussed on connecting lawyers to the people or businesses that need them.

Founded: January 2016.

Founder: Phil Argo, a veteran in-house legal consultant.

Managers/senior execs: As above.

Growth strategy: Grow organically led by a focus on search and content marketing. Build a solid base of quality service providers. Concentrating initially on the Scottish market, with a soft launch in Aberdeen.

Investment: Self-funded but received By-Design grant funding from Scottish Enterprise during development phase.

Target clients: Clients looking for lawyers; lawyers looking for opportunities.

Key challenges: How (and at what pace) the legal profession is willing to adopt new technology in response to a changing market.

Key market opportunities/developments: The growing awareness of legal tech and the emergence of new innovative legal support services and products launched with a view to making the legal market more efficient and relevant.

What you probably didn't know: PingaLawyer secured a place on Elevator's Accelerator Programme as an innovative start-up company with high growth potential.

Company name: ReviewSolicitors

Description: Legal review site. Helps people research, instruct and give their own feedback on a solicitor.

Founded: May 2015.

Founders: Saleem Arif, founder of QualitySolicitors; Pete Storey, CTO, founder of 1Cover, Australia's largest independent travel insurer; Michael Hanney, former head of business development at QualitySolicitors.

Managers/senior execs: As above.

Growth strategy: To become the go-to resource for anyone thinking of instructing a solicitor.

Investment: Raised a round of investment for a small minority stake in the summer of 2016.

Target clients: Law firms that have private clients and SMEs as clients.

Key challenges: Making sure law firms understand why it is important to engage with review sites and why having the occasional negative review isn't a bad thing.

Key market opportunities/developments: The Competition and Markets Authority's recent report concluding there is insufficient transparency in the legal market.

What you probably didn't know: ReviewSolicitors is in talks with an indemnity insurance provider. It will offer substantially discounted rates to premium firms that have received high ratings from verified clients.

Company Name: Route1

Description: Looking to disrupt the recruitment market by connecting candidates and employers directly through a smart app.

Founded: October 2015.

Founders: Henry Allan, who has left the company.

Managers/senior execs: Max Barry, technical lead; Mary Cahill, head of operations.

Growth Strategy: Still trying to establish product / market fit in the legal market. Currently testing product in Australia. Working on getting the unit economics right - over the last six months Route1 has focussed on driving down its cost per acquisition of candidates and employers through digital channels. Currently weighing up whether to expand its offering into new professions (accountancy, insurance, banking etc.) or move into new geographies to consolidate its legal offering.

Investment: Three rounds of investment to date. Received investment from a group of angels at a very early stage. This group consisted of law firm partners, bankers and management consultants.

Target clients: Legal employers big and small, including law firms and corporates.

Key challenges: Brexit has resulted in several of the world's largest law firms freezing hires.

Key market opportunities/developments: Recruitment technology is seeing new businesses raise millions of dollars and grow quickly, indicating that it's ripe for change.

What you probably didn't know: Thanks to IP problems Route1 is the third name the startup has operated under. The business was originally called Tap Me App before changing to Tapp before arriving on Route1.

Company Name: The Third Way

Description: "LinkedIn meets Tinder": A marketplace platform that connects qualified lawyers and the businesses that hire them.

Founded: 2016, launched February 2017.

Founders: Tom Balmer and David Crocker, also co-founders of legal headhunters, Montresor Legal.

Managers/senior execs: Balmer, head of platform; Ash King, head of commerce & industry (joining date June 2017).

Growth strategy: An adopter of Eric Reis's "Lean Start-Up" principles. Testing the market with an MVP and using Innovation Accounting principles to guide decisions of what and where they invest in the business based on a specific set of metrics. Strategy for the next 18 months is to grow organically, re-investing revenues back into the business

Investment: Self-funded

Target clients: Top law firms and the in-house legal teams at corporates and financial institutions. So far firms including Linklaters, Ashurst, Norton Rose Fulbright, Baker McKenzie, Man Investments and Blackrock have posted roles on the platform.

Key challenges: To take share of the market currently owned by traditional legal recruiters The Third Way must persuade top tier, time-poor lawyers to take a couple of minutes to set up up a Third Way account. Key is providing exclusive content and jobs not advertised elsewhere.

Key market opportunities/developments: The emergence of the platform business model. The potential platforms have for driving innovation, connecting disparate groups of users and creating value.

What you probably didn't know: The Third Way's goal with the platform is to develop it into a professional social-network, with the existing recruiting platform forming just one element.

Legal Tech Startup Directory

► Access to Justice

Company Name: CrowdJustice

Description: A crowdfunding platform that helps people access the legal system by raising funds and awareness for legal cases.

Founded: May 2015.

Founders: Ex-Linklaters and UN lawyer Julia Salasky.

Managers/senior execs: Gavin Clark, head of engineering; Colin Whitlow, head of content. Alexis Blane, Kip Wainscott and Jo Sidhu head up legal partnerships in the US and UK respectively.

Growth Strategy: Building brand awareness in the UK. Just launched in the US, where political tension surrounding the new Trump regime is encouraging community activism.

Investment: Shortly to be announced.

Target clients: Individuals, community groups and non-profit organisations requiring funding or support. People who want to help a friend or acquaintance to use the law to resolve a problem.

Key challenges: Breaking the mould in a market dominated by broken funding models and a reliance on tradition.

Key market opportunities/developments: Political change and disenfranchisement in the UK and US. 5000 people crowdfunded a successful Supreme Court challenge to Brexit in the UK; and in the US, CrowdJustice launched a case of two brothers denied access to the US following President Trump's Muslim Ban.

What you probably didn't know: Only 17% of startup in 2017 have a female founder, says Salasky.

► eTraining

Company Name: Appdopt

Description: Dynamic SaaS online platform that allows end users to be trained on Office 365, Microsoft, Google, Sharepoint and other common workplace software using short, engaging videos.

Founded: 2015. Went to market April 2016.

Founders: Billy Johal, director.

Managers/senior execs: Mohammed Abbas, head of development; Polly Dhaliwal, head of engagement; plus, a small team ranging from development to sales and marketing.

Growth Strategy: Focusing on growing a partner channel and working with those organisations that have access to large volumes of end users. Heavy digital content marketing promotion.

Investment: Self-funded.

Target clients: SMEs (250+ employees) through to enterprise organisations (1000+ employees): Appdopt has end users who fit both client types.

Key challenges: Difficult for end users to keep up with new technology.

Key market opportunities/developments: Shift towards video-based learning, including on YouTube and Vimeo. Decrease in cost of hardware, uptick in use of mobiles, tablets and laptops that are able to display high res content.

What you probably didn't know: Appdopt's entire business is a remote team of workers, who get together once a month in the London office.

Company Name: E3 Compliance Training

Description: Use the approaches used in free to play mobile games to develop apps that provide compliance training to a range of regulated industries.

Founded: November 2015.

Founders: Steve Brett, sales; Dave Allsop, games designer; Nicolas Pylypiuk, technology and design.

Managers/senior execs: As above.

Growth strategy: Will look to develop courses for a wider range of regulated companies and to support companies outside the UK.

Investment: Self-funded to date but looking at investment.

Target clients: Legal and financial services firms that have more than one office where ensuring that all staff have had the required compliance training with current approaches can be challenging.

Key challenges: Awareness that there is a better way to provide online compliance training.

Key market opportunities/developments: AI will have a profound impact on all knowledge based jobs and these tools will open up new ways of working.

What you probably didn't know: One of E3's founders made a first ascent of a remote peak in the interior of Greenland.

► Case/Transaction Management

Company Name: Autto

Description: Cloud-based SaaS toolkit that enables users to build up automated workflows.

Founded: April 2016.

Founders: Max Cole, currently a practising barrister at Ely Place Chambers. Ian Gosling is product manager and a former VC with a background in the TMT sector.

Managers/senior execs: As above.

Growth Strategy: Autto is targeted at the easy automation of lots of shorter, client or matter specific processes that hitherto have been too expensive to automate.

Investment: Self-funded to date. Plan to raise investment in 2017.

Target clients: Legal and compliance departments in companies (particularly in regulated industries), law firms, charities and government bodies.

Key challenges: Professional services businesses want to innovate but are culturally risk adverse.

Key market opportunities/developments: Sea change in law firm attitudes. Rather than simply talking about it, law firms are moving to the front foot in engaging with companies like Autto.

What you probably didn't know: Autto is geographically neutral and works virtually at long distance with customers and colleagues

Legal Tech Startup Directory

Company Name: Avvoka

Description: Contract creation, negotiation and analytics tool – “Google Docs for contracts”.

Founded: 2015.

Founders: David Howorth, director; Eliot Benzecrit, director.

Managers/senior execs: As above.

Growth Strategy: Sell direct to large corporates and high-growth startups. Explore strategic partnerships with complementary software companies within Avvoka's target verticals.

Investment: Yes, two rounds of funding to date. First seed round raised \$216.94k. Second round undisclosed.

Target clients: B2B companies with 100+ employees that contract on own standard terms.

Key challenges: Convincing users to move away from contracting in Microsoft Word and trading drafts back and forth over email.

Key market opportunities/developments: The adoption of artificial intelligence by law firms to aid contract due diligence.

What you probably didn't know: Avvoka is a play on the French word for lawyer – avocat.

Company Name: Briefed

Description: Mobile practice management system uniquely for barristers.

Founded: 2012.

Founders: Orlagh Kelly, CEO and a barrister.

Managers/senior execs: As above.

Growth Strategy: Integrating with key products that barristers already use to provide an even better customer experience.

Investment: Self-funded.

Target clients: Barristers and chambers.

Key challenges: Barristers lack of confidence in their own technical abilities.

Key market opportunities/developments: Barristers are more open to change and using technology in their home lives, so are more motivated to find tools to help them at work.

What you probably didn't know: Briefed has a successful spin out product, which is a Data Protection Compliance Bundle for barristers, designed specifically to help them understand and meet their own data protection regulatory requirements.

Company Name: ClauseMatch

Description: A cloud-based collaborative platform to negotiate contract agreements without the need for Word, PDFs or emails. Real time multi-tenant editor with granular permission settings.

Founded: 2014.

Founders: Evgeny Likhoded, CEO; Andrey Dokuchaev, COO.

Managers/senior execs: As above + Carl-Henrik Thorsen, head of sales.

Growth Strategy: Over the next 12 months aims to extend current platform capabilities and help build a more complete RegTech ecosystem, possibly in partnership with other technologies.

Investment: ClauseMatch has raised £1.25 million in seed funding since 2015.

Target clients: Large enterprises with extensive document workflow, primarily financial institutions but also law firms, insurance companies and municipalities.

Key challenges: Reluctance of firms to move to new working practices.

Key market opportunities/developments: Banks becoming more open to collaboration with smaller technology companies and embracing disruption.

What you probably didn't know: ClauseMatch is a multinational FinTech company. Every member of the team has diverse professional experience, speaks several languages, and is actively involved in hobbies from skiing to chess.

Company Name: Contractinabox.com

Description: e-Contracts marketplace and global lead-gen cloud-platform connecting users and providers of B2B deals.

Founded: Fourth quarter of 2016.

Founders: Heema Dawoonauth.

Managers/senior execs: As above.

Growth Strategy: Built to scale globally from day one. Already have members from different continents and about 20 countries.

Investment: Self-funded.

Target clients: a) Businesses that want to close international deals faster; b) Corporate services that want to be digitally enabled to trade worldwide.

Key challenges: Not every global law firm is happy to see a LegalTech startup succeed in a traditionally protected market. Problems with contracts and running contract litigation is big business. Not every country wants trade in services to be digitally enabled.

Key market opportunities/developments: The success of LegalTech entrepreneurs and involvement of large brands in the startup sector.

What you probably didn't know: Dawoonauth customised the front-end of Contractinabox.com without any previous coding background.

Company Name: DivorceRight

Description: Online platform to help divorcing couples exchange documents, review their case online, undertake mediation and achieve divorce outside of court.

Founded: 2014.

Founders: Anne-Marie Cade.

Managers/senior execs: As above.

Growth Strategy: During 2017 plans to consolidate and grow in Victoria, Australia and then further around Australia.

Investment: Self-funded.

Target clients: Couples who are separating or divorcing.

Key challenges: The legal system is based on old values and the procedures designed by people who lived a different era; they need to be updated and lawyers think more intuitively and in a more inclusive way.

Key market opportunities/developments: People are becoming more receptive to accessing legal services online as they see the cost benefits that go with this approach.

What you probably didn't know: Cade's priority is to make things 'right' again, in the divorce process, saving her clients money and their sanity.

Legal Tech Startup Directory

Company Name: Foundation Software Group

Description: A software company developing state-of-the-art SaaS applications for large law firms.

Founded: 2014.

Founders: Nate Fineberg, president; Brett Balmer, chief technology officer.

Managers/senior execs: As above + Christine Vorderer, senior vice president of customer success; Matt Thompson, vice president of product marketing; Bill Block, director of product development.

Growth Strategy: Focus on product development.

Investment: Self-funded.

Target clients: Initially large law firms (300 or more lawyers) around the world.

Key challenges: Competitive pressures on large law firms.

Key market opportunities/developments: Firms realising that experience management is not just a marketing solution, but also a firm-wide imperative.

What you probably didn't know: Through word of mouth, Foundation Software Group already has 12 large firm customers, including 10 Am Law 100 firms. Nate Fineberg was the founder of Interface Software which created the InterAction CRM product - in fact in September 1998 the Insider predicted Nate's InterAction would be "the next big thing" in legal software - and it was - at the time it only had one UK law firm site.

Company Name: Hoowla

Description: Legal cloud case management system.

Founded: 2013.

Founders: Adam Curtis, CEO; Edd Turtle, lead software developer; Tom O'Brien, account manager; Bethan Jones, designer.

Managers/senior execs: As above.

Growth Strategy: Direct customer acquisition online and through its partners. Hoowla is also expanding to other case management industries, outside of the legal industry.

Investment: Self-funded.

Target clients: Solicitors/smaller law firms looking for great case management and no set up cost. Seeing more interest from firms north of 100 employees.

Key challenges: Managing change in the legal sector.

Key market opportunities/developments: Digital signatures: Hoowla launched its digital signature and welcome pack last year.

What you probably didn't know: Hoowla believes strongly in giving back to the community. The team finds time to regularly give talks and mentoring sessions at local schools and Universities across South Wales about how to start a tech business or a career in software development. Many of the team also volunteer on a number of local community projects.

Company Name: Juralio

Description: Develops software to help lawyers and their clients collaborate more effectively.

Founded: 2013.

Founders: Graeme Johnston, CEO; Steven Larcombe, chairman.

Managers/senior execs: Victor Bekink, CMO.

Growth Strategy: Niche marketing, initially.

Investment: A number of private investors but the principal investors are the senior management.

Target clients: Focus on firms with strong positions in London and/or Amsterdam where Juralio's product is a strong fit for firms facing issues of efficiency, quality, risk and client experience.

Key challenges: : Legal sector conservatism.

Key market opportunities/developments: Growing awareness that, despite the "hype", law firms can't afford to ignore legal tech advances.

What you probably didn't know: We're based in Dundee - the sunniest city in Scotland!

Company Name: Legatics

Description: Redesigning legal processes to cut out deal administration and let lawyers focus on legal tasks. Started with the conditions precedent (CP) processes in financings and now working in partnership with a number of firms to redesign further legal processes.

Founded: 2015.

Founders: Anthony Seale, CEO, previously a magic circle finance associate.

Managers/senior execs: Anthony Seale; Yuriy Litovchenko, lead system architect; Andrew Tsiupiakh, senior developer.

Growth Strategy: Working with firms that are most interested in cutting edge innovation that delivers real and practical benefits to their lawyers, which are growing in number.

Investment: Recently raised a six-figure equity investment from external investors as a seed round. Using funding to grow the team and bring a number of ideas that were previously at 'lab' stage to fruition.

Target clients: City and specialist firms conducting transactional work.

Key challenges: The speed at which large firms operate. The time from first contact to sale can be very long and their contracts often do not cater for models such as SaaS.

Key market opportunities/developments: The desire for innovation and reform within firms, which has expanded enormously over the past year. Microsoft ending support for Windows XP in 2014, forcing firms and their clients to move to newer operating systems and in doing so adopt more modern web browsers that support rich HTML5 web applications, which support new, sophisticated software offerings.

What you probably didn't know: Firms approaching us, either through scouting out new legal technologies or whose lawyers have used our software on the other side of a customer's deal has meant that our marketing is mostly reactive.

Company Name: LinkiLaw

Description: Legal platform for Startups.

Founded: February 2015.

Founders: Alexandra Isenegger, CEO.

Managers/senior execs: Isenegger + Vlada Djidjeva, marketing manager; Amina El-Marini, chief legal officer.

Growth Strategy: Core strategy lies in client satisfaction and decision to 'build, measure, learn' alongside clients. Growth by word of mouth.

Investment: Have received angel investment from undisclosed funders

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Target clients: Help pre-Series B startups and make sure they are legally covered for all their business needs.

Key challenges: Opposition from purists; archaic and change averse legal industry.

Key market opportunities/developments: Uptake of legal tech such as AI in document automation, with the aim of democratising the industry and making it more cost efficient.

What you probably didn't know: Linkilaw was built out of the desire to ensure that everyone, regardless of who they are or where they come from, is able to get the legal services they need.

Company Name: Panache Software

Description: Streamlines administrative and non-chargeable tasks, freeing up a lawyer to do legal work.

Founded: November 2015.

Founders: Peter Davis, CEO; Neill Pemberton, COO.

Managers/senior execs: As above.

Growth Strategy: Organic. So far preferred to grow with customer support rather than with financial investment.

Investment: Self-funded.

Target clients: Currently small to medium-sized firms.

Key challenges: Legal sector's reluctance to change.

Key market opportunities/developments: Building AI and bots into modern SaaS solutions, like Panache Legal, provides users with simple, cost effective, access to this new functionality, without the IT infrastructure costs of previous generations of software.

What you probably didn't know: After a tough negotiation, involving a large quantity of carrots and hay, Panache secured the use of its name from Peter's horse.

Company Name: Ruby Datum

Description: Virtual data room platform.

Founded: 2016.

Founders: Alastair Banks; James Dawkins; Nick Watson; Garry Mackay; Chris Dyson; Tom Godwin.

Managers/senior execs: Nick Watson, managing director; Tom Godwin, director and head of client services.

Growth Strategy: Agile strategy, quick to adapt to market demands in an industry that is still finding its feet with technology.

Investment: Ruby Datum is financially backed by Digital Marketing Agency Optix Solutions and Top 200 Law Firm Ashfords LLP, who invested expertise, resource and cash in the six figures.

Target clients: Law Firms looking to cut down on costs and improve their client experience, Small M&A Boutiques, Corporate Finance, Real Estate and a new service launched to Insolvency Practitioners, assisting technically with the analysis and extraction of company data during pressured times. Engaged Quantuma in connection with the administration of Kings & Wood Mallesons, involving the transfer of millions of files to multiple law firm purchasers.

Key challenges: Proving to companies it had the infrastructure to support them.

Key market opportunities/developments: Law Firms starting to invest more into automated systems. AI.

What you probably didn't know: Ruby Datum took over three years to develop, and stemmed from a history of knowledge

developing bespoke Virtual Data Rooms and Client Extranets, over more than a decade. User Experience testing meant the design went back to the drawing board about five times before development.

Company Name: thedocyard

Description: All-in-one cloud-based deal management platform.

Founded: Mid-2015.

Founders: Stuart Clout, CEO.

Managers/senior execs: Greg O'Reilly, chief sales officer, Luke Murphy, CFO; Stephen Aspey, CTO; Charles Whitehead, Head of Europe.

Growth Strategy: Launched in Australia in early 2016 with a focus on law firms and large corporate but now expanding reach into the accounting and corporate finance sectors and opened in the UK at the start of the year. Will continue to grow presence in these sectors and geographies for the remainder of 2017 and beyond, internally through content and brand engagement and externally through strategic partnerships.

Investment: Yes. Investor base comes from the senior ranks of global professional service firms.

Target clients: Any professional advisor who works on transactions—typically law firms, large corporates, accountancy practices, corporate finance houses and investment banks.

Key challenges: Change management/identifying early adopters.

Key market opportunities/developments: Increased user adoption.

What you probably didn't know: Founder Stuart Clout had tried a raft of workflow and project management applications to help run his transactions but none fit the bill. It was late one evening he had a moment of clarity: why not build it himself? Armed with few IT skills and a new born baby to support he took the decision to quit his job and build thedocyard.

Company Name: The Link App

Description: An app enabling lawyers to communicate with and send updates to their clients.

Founded: Summer 2014.

Founders: Lauren Riley, former solicitor.

Managers/senior execs: Sir Nigel Knowles, chairman; Tim Corrigan, CTO; Martyn Knight, FD.

Growth Strategy: Keeping the app free for clients of firms to use. In 2017, launched partnership model and The Link App is the Official App Partner of Eclipse Proclaim. It hopes to roll this out with more suppliers to the legal profession later in the year.

Investment: Went through an Angel round in 2016 which included some notable figures in this space. In 2017, received external investment from London based Jenson SEIS and EIS Fund.

Target clients: Law firms.

Key challenges: Law firm attitude to change; overly complex and slow decision making process.

Key market opportunities/developments: Focus on cybercrime and fraud within law firms: The Link App was recommended as a secure alternative to email in The Law Society Cyber Security Toolkit 2016.

What you probably didn't know: 97% of The Link App

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notifications are read by law firms clients, which is significantly higher than traditional methods of communications such as email and letters.

Company Name: Zylpha

Description: Write standalone and integrated tools for the legal sector. Typically integrate with CMS & DMS such as SolCase, Visualfiles and iManage.

Founded: December 2014.

Founders: Tim Long, managing director.

Managers/senior execs: Nigel Spicer, head of development; Vicky Ellis, head of operations; Dave Chapman, head of marketing.

Growth Strategy: Retain clients by adding value to the tools they already purchase; introduce new clients; develop new tools that automate manual processes for lawyers.

Investment: Self-funded.

Target clients: Law firms and legal teams in the UK.

Key challenges: Market in its infancy; speed of change.

Key market opportunities/developments: The rise of electronic signatures; dominance of mobile technology; tools such as IFTT and Zapier bringing different systems together to create streamlined processes for very low cost; the influx of non-legal people bringing a different track record into the sector.

What you probably didn't know: We have a mandatory interview question about the zombie apocalypse.

► Contract Management /Automation

Company Name: Cognitiv+

Description: A platform that enables users to identify and manage contractual and legislative risk.

Founded: 2015.

Founders: Vasilis Tsois and Achilleas Michos.

Managers/senior execs: As above.

Growth Strategy: Integrate specific industry know-how into the Cognitiv+ platform, in order to provide specialised insights on a number of verticals and types of contracts. Aims to target the financial and procurement sectors in the coming 12 months. Will add two further sectors in 2018.

Investment: Received a major grant from the UK government and additionally raised seed-funding. In total has raised more than £500K.

Target clients: In-house legal departments, compliance and commercial teams as well as law firms.

Key challenges: "Disrupting the way people interact with contracts and regulation cannot happen in one day!".

Key market opportunities/developments: Teamed up with a major consultancy and a major law firm. More clients to be announced very soon.

What you probably didn't know: Cognitiv+ will present its technology in the 16th International Conference on Artificial Intelligence and Law, London, UK - June 12 - 16, 2017.

Company Name: Juro

Description: Contract management provider that enables businesses to automate the generation, negotiation, signing and management of contracts through an AI-enabled workflow.

Founded: 2015.

Founders: Richard Mabey, CEO; Pavel Kovalevich, CPO.

Managers/senior execs: As above.

Growth Strategy: Currently focused on in-house counsel and plan later to sell to law firms.

Investment: Closed \$750,000 seed funding round in January 2017. Funded by Point Nine Capital, Seedcamp and angels including the founders of Gumtree and Indeed.com, Michael Pennington and Paul Forster.

Target clients: High volume, high growth enterprises.

Key challenges: A traditionally high cost of customer acquisition; the risk aversion of in-house legal teams; the long sales cycles that selling to legal customers can entail.

Key market opportunities/developments: The increased willingness of in-house counsel to engage with AI solutions. Advances in machine learning are shifting the paradigm of contracts, and the speed at which the market is adopting the technology is "breathtaking".

What you probably didn't know: Juro operates in 12 countries globally.

Company Name: LawHawk Limited

Description: Managed HotDocs automation service. Can automate complex banking and corporate documents (including sets of documents) for fixed fees that can be lower than firms charge clients per transaction.

Founded: June 2016.

Founders: Gene Turner, managing director.

Managers/senior execs: As above + document automation specialist Allen Li, who joined in 2016 from Barclays Capital.

Growth Strategy: Initially focussed on New Zealand, LawHawk is seeking opportunities in other Commonwealth jurisdictions.

Investment: Self-funded to date.

Target clients: Law firms, corporate legal departments and procurement teams that want the benefits of automation within days or weeks, without having to install or maintain their own systems, do their own coding, or spend a lot of time providing detailed instructions.

Key challenges: Raising awareness among lawyers of how much work can be automated, quickly and at low cost, and the opportunities that presents to do more interesting and profitable work.

Key market opportunities/developments: What Larry Bridgesmith refers to as recombinant technology – where so many of powerful new technologies are being designed in a way that they can work together and further reinforce each other. Document automation can be part of overall workflow solutions, and integrated into other systems so that most information can be automatically pulled from those systems rather than re-typed by people. Blockchain or technology assisted review could be further added on top.

What you probably didn't know: While LawHawk is based in New Zealand – with a cost structure to match - its automation processing is done in Dublin using HotDocs Cloud Services on Microsoft Azure.

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Company Name: ThoughtRiver

Description: Machine learning-based contract risk assessment and management tool. Enables contracts given the 'green light' to be automatically signed and processed, while a 'red light' contract is referred to a lawyer.

Founded: 2014.

Founders: Tim Pullan.

Managers/senior execs: Pullan; Richard Moss, CTO; Mike Jones, sales director.

Growth Strategy: Focus on providing the best contract intelligence tool and to make intelligence universally and easily consumable for all transactional scenarios.

Investment: Most recent funding round (closed in April 2017) was in excess of US\$1M. Key investors to date include Duncan Painter (CEO Ascential); Michael Findlay (recently retired as co-head Investment Banking Bank of America Merrill Lynch); and Guy Laurence (ex-CEO Vodafone UK and most recently CEO Rogers Telecom in Canada). Guy has taken on a formal brief of advising on commercial strategy.

Target clients: Any business looking to drive improvement, insight and efficiency into their transactional activity. Currently these are large companies, but needn't be in the future.

Key challenges: Anticipating and influencing the pace and direction of change in legal services/contract management markets over the next five years.

Key market opportunities/developments: That the message about how technology can make things better for the consumers and providers of legal services is now mainstream, helped by publications such as Legal IT Insider and events such as Legal Geek.

What you probably didn't know: ThoughtRiver started life in sunny Singapore. A while ago we thought about calling the company ContractCurve, but market research suggested people thought it was a weight loss business.

► Email Security & Cyber Defence

Company Name: Amicus

Description: Currently focusses on online anti-money laundering and KYC checks but strong access to justice leaning and plans to focus shortly on building tools that open up civil justice to all.

Founded: July 2015.

Founders: Callum Murray, CEO. Murray brought in as co-founders Kathryn McBean, finance director; Rik Hudson, front end designer; Steven Easton, back end engineer; Robbie Manson, product advisor; Doug Kelly, devops.

Managers/senior execs: Murray; Robin Knox, whose previous company, intelligentpos was acquired by iZettle; and Gavin Dutch, whose company Kotikan was acquired by Fanduel.

Growth Strategy: Development work based upon the unmet needs of users leading to strong referrals and high uptake from new clients.

Investment: One round of seed investment in 2016. Follow on round of EIS Summer 17.

Target clients: Small to medium sized law firms and regulated professions, such as accountants.

Key challenges: Historical and cultural aversion to change, lack of access to data; and firms slow to adapt due to partnership structures.

Key market opportunities/developments: UK government move towards online courts; the opportunity to open up and access data generated by publicly funded courts; a platform and API based approach to legal information.

What you probably didn't know: Over the last year, Amicus has won all three categories of the Scottish EDGE fund, which supports high-growth businesses based in Scotland.

Company Name: CheckRecipient

Description: Uses advanced machine learning and natural language processing techniques to analyse outgoing emails and automatically determine that a user is sending content to the wrong person.

Founded: 2013.

Founders: Founded by a team of Imperial College engineers, Tim Sadler, CEO; Ed Bishop, CTO; and Tom Adams, COO.

Managers/senior execs: As above.

Growth Strategy: Direct customer acquisition and currently exploring partnership opportunities and marketing to expand reach in 2017.

Investment: Current investors include Europe's largest hedge fund and European Angel investors. To date they have raised \$3.68m including, mostly recently, \$2.7m Series A in April 2017.

Target clients: Anyone with cause to email sensitive data, including banks, lawyers and healthcare professionals. Current clients include Travers Smith.

Key challenges: Car crash v shark mentality. Firms are more likely to fear and spend money to prevent big cyberattacks but more likely to be damaged by every day activity such as misaddressed emails.

Key market opportunities/developments: Growth of high profile incidents and fines, and GDPR.

What you probably didn't know: CheckRecipient's company offices are located about 50 metres away from the kitchen table where the first line of code was written in 2013.

► BI & Analytics

Company Name: Apperio

Description: Specialist software for General Counsel and law firms. Unparalleled control, transparency and accuracy when budgeting, tracking and analysing legal spend in realtime.

Founded: Feb 2013.

Founders: Nicholas d'Adhemar, CEO.

Managers/senior execs: d'Adhemar; Stephen Wilcock (CTO).

Growth Strategy: Apperio's two offerings for both corporate counsels and law firms are complimentary to each other.

Investment: Yes, VC backed by Notion Capital, IQ Capital, NextLaw Labs and Burford Capital. Closed a Series A round of £1.7m in 2016.

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Target clients: Large corporates that work with multiple law firms and spend a significant amount of legal fees, i.e. Octopus Investments and Deliveroo. Large law firms focused on Corporate / Commercial work, such as Dentons and Lewis Silkin.

Key challenges: Existing law firm IT infrastructure – Apperio says much of what it integrates with is heavily customised and has sometimes been in use for decades.

Key market opportunities/developments: Clients expect the same behaviour from their law firms as they see in other industries when it comes to billing and transparency. They, along with shifts in attitude to cloud software, are driving much of the change in the legal industry.

What you probably didn't know: Apperio comes the latin word 'aperio' which means to reveal, or disclose. Despite the slight artistic licence on the spelling, bringing transparency to the legal industry is a core Apperio value.

Company Name: DW Reporting

Description: Software agnostic financial Business Intelligence and data analytics for law firms.

Founded: January 2013.

Founders: Dan Wales, managing director.

Managers/senior execs: Dan Wales; Jon Roscow, commercial director; Rob Stote, director, North America; Samuel Sheldon, technical manager; James Baldassarra, services manager.

Growth Strategy: Continue to grow headcount, infrastructure, client base and revenue streams as well as improve processes, product lines and establish key partnerships. In 2016 launched first office outside of London, in Canada as extended launch pad into North America.

Investment: Self-funded.

Target clients: Law firms and professional service clients. 95% of DW's client-base is law firms ranging from 2,500 to a 10-lawyer boutique firm.

Key challenges: Resourcing growth and satisfying market demand without compromising core USP and quality. Increased competition.

Key market opportunities/developments: Increase in capture of data; consumer tech driving workplace transformation; growth of BI and analytical offerings across many legal applications.

What you probably didn't know: Our office beer fridge is set to 7 degrees Celsius.

Company Name: Iridium

Description: Business intelligence applications for law firms.

Founded: December 2009.

Founders: Tom Jones (president). Martin Vizner (CTO) joined as a partner in 2011.

Managers/senior execs: As above + Fraser Mayfield (director, UK/ EMEA); Ali Zafar, director, APAC; Dominic Daniels, sales director, North America.

Growth Strategy: Grown over seven years to 20 employees and currently onboarding five more employees – expect to have 30 employees by end 2017. On track for 100% growth in 2017.

Investment: Self-funded.

Target clients: Legal and professional services firms running

either Aderant, Elite Enterprise, or Elite 3E. Serves clients in North America, UK/EMEA, the Caribbean, and Asia/Pacific.

Key challenges: Managing growth. Signed up 21 new clients in 2016 and have already signed up nine new clients in the first four months of 2017.

Key market opportunities/developments: Business intelligence for law firms has moved from "nice to have" to "need to have".

What you probably didn't know: Iridium's 'Our Team' page includes a dashboard for each employee detailing their experience, interests and activities.

Company Name: Legal Monitor

Description: Provides in-depth intelligence on the legal activity and strategy of corporates and law firms.

Founded: 2012.

Founders: David Kekwick, director (founder of Ark Group); Jason Schofield, publishing and research director.

Managers/senior execs: As above + Ed O'Brien, commercial director.

Growth Strategy: To expand footprint in continental Europe, Middle East and APAC.

Investment: Self-funded.

Target clients: Law firm recruitment teams and legal recruitment & executive search firms.

Key challenges: Brexit and its impact on law firm recruitment.

Key market opportunities/developments: Increasing law firm interest in data analytics around resourcing and increased trends towards direct candidate sourcing.

What you probably didn't know: Legal Monitor tracks all fee-earner movers globally across more than 300 law firms – over 15,000 lawyer moves in 2016.

► Client Onboarding/KYC

Company Name: Encompass Corporation

Description: Helps banks and law firms to automate AML and KYC background checks on potential customers, speeding up and reducing cost within their onboarding process.

Founded: Founded in Australia in 2012 and launched in the UK in 2015.

Founders: Roger Carson, global head of sales; Wayne Johnson, CEO.

Managers/senior execs: As above + Alex Ford, VP operations & marketing; Graeme Buchanan, VP product development.

Growth Strategy: During 2017, plans to consolidate and grow its market both in the UK and globally.

Investment: £3.6 million in investment funding in 2016. £1.8m from the investment arm of Scottish Enterprise and a further £1.8m from Sydney-based investment fund Adcock Private Equity.

Target clients: Corporates in financial services and legal markets.

Key challenges: Constant change in and increase in stringency of compliance and regulation laws.

Key market opportunities/developments: Continuing focus by governments across Europe on regulations around anti-

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money laundering and counter terrorism financing.

What you probably didn't know: Retaining a healthy office is a key focus, with free fruit, flexible hours, complementary yoga sessions once a week and a table tennis table to enable the sales team to hone its competitive edge.

Company Name: MyDocSafe

Description: A workflow orchestration engine that empowers companies to design and deploy end-to-end client onboarding processes that involve personal data, identity verification, contract signing/stamping and payment setup.

Founded: 2013.

Founders: Daniel Stachowiak, managing director.

Managers/senior execs: Stachowiak; Philip Crawford, chairman; David Barron, NED; Alex Dmitriyuk, head of engineering; Pawel Glowacki, lead developer.

Growth Strategy: During 2017, plans to consolidate and grow its market both in the UK and globally.

Investment: Yes, £200k (SEIS mainly); raised £300-£600k EIS late seed round.

Target clients: Law firms and accounting firms. Aim to work with enterprise clients, especially their HR, compliance and procurement departments. Long term potential in public and education sector.

Key challenges: Partnerships with channel partners; access to enterprise accounts; access to public sector buyers; cost of sales.

Key market opportunities/developments: Timestamping and database anchoring using blockchain is surfacing as most relevant & defensible 'public blockchain' use cases. The first to protect IP/copyright, the second to check for data integrity.

What you probably didn't know: MyDocSafe allows users to escrow or to own their private encryption keys, meaning they will not be able to decrypt the data (nor anyone trying to steal it). Two MyDocSafe's key developers share the same birthday.

Company Name: Siaro

Description: Cloud-based triage system that allows lawyers to securely capture client information on family law cases through a 'guided pathway' questionnaire in advance of an initial consultations.

Founders: Alan Larkin, Jon Sayers and Nic Ledger.

Managers/senior execs: As above.

Growth Strategy: Siaro is initially focused on B2B in family law, however the system can be easily adapted for other areas of law.

Investment: Self-funded.

Target clients: The regulated legal sector.

Key challenges: Not everyone believes their working practices need to change or can be improved upon.

Key market opportunities/developments: There are multiple conversations about the introduction of tech within the legal sector. "Lawyers know change is coming."

What you probably didn't know: Underlying the Siaro system is a secure normalised data structure. This will allow – in the future – for the anonymised data to generate accurate predictions on case duration and costs as well as to identify trends in family law financial outcomes dealing with their estates and engaging with their wills.

► Online Wills

Company Name: Farewill

Description: Wills online. Design-led product, which algorithmically generates wills, removing the need for a solicitor.

Founded: Late 2015.

Founders: Dan Garrett, CEO; Tom Rogers, CTO.

Managers/senior execs: As above + Anish Hallan, head of product; Constance Mantle, partnerships; Harry Copeman, design lead.

Growth Strategy: Majority of growth and acquisition through partnerships. Work with employers from other startups such as Deliveroo and Transferwise, to large national corporates, to provide wills for employees. Focus in 2017 on acquisition through content and brand engagement as well as paid social channels like Facebook.

Investment: Yes, a seed round of £400,000 in 2016. Investors include Alex Chesterman, founder/CEO of Zoopla; Errol Damelin, founder/CEO of Wonga; Kindred Capital & Saatchinvest.

Target clients: 28-50 year olds; life eventers (people having children, buying houses, getting married or engaged); people who are above 65.

Key challenges: Customer perception that making a will is complicated and expensive.

Key market opportunities/developments: Developments in digital legacy post death.

What you probably didn't know: 60% of Farewills' wills contain gifts to friends compared to an industry standard of 5%, evidencing a behaviour change in how people are dealing with their estates and engaging with their wills.

► Client-facing Apps

Company Name: Fliplet

Description: An online platform that empowers firms to create, launch and maintain their own mobile apps at a fraction of the cost and effort of traditional methods.

Founded: 2013.

Founders: Ian Broom; Tony Wu.

Managers/senior execs: As above + Jamie Fricker, sales director; Angie Ferrara, marketing director.

Growth Strategy: Legal market, via pre-built templates for the most common app needs in law firms and in-house legal departments.

Investment: 2015 – Seed funding: £500K.

Target clients: Mid to large law firms and professional services firms.

Key challenges: Market development rate; technology development rate.

Key market opportunities/developments: The booming mobile sector; firms struggling to catch up with technology; AI, automation and integrations.

What you probably didn't know: Fliplet's clients had 12.5 active apps on average in 2016.

Legal Tech Startup Directory

Company Name: Neota Logic

Description: The Neota Logic System (NLS) is a no-code, AI-powered software development platform with which subject matter experts and other professionals can develop intelligent applications to automate expertise, processes, and documents.

Founded: 2010.

Founders: Michael Mills, CSO.

Managers/senior execs: Betsy Braham, CEO; Andrew Shimek, President; Greg Wildisen, International MD; Rick Seabrook, MD EMEA; Julian Uebergang, MD APAC.

Growth Strategy: Partner with law firms and corporations to help them find ways to digitise their services for the benefit of their clients and their firm.

Investment: Private investment, sum undisclosed.

Target clients: Top 100 law firms, corporate legal departments looking to innovate with AI/robotics. Neota also has clients in accounting, tax, health, publishing and higher education.

Key challenges: Unlike other AI technologies (e.g. contract analytics, prediction tools, research technologies) that automate existing legal work while largely preserving the human relationship between the client and the lawyer, Neota aims to re-invent that relationship with technology. The challenge is the speed at which law firms are prepared to innovate.

Key market opportunities/developments: Legal technology 'tech stacks' such as the RAVN Systems, HighQ and Neota tie up that fully automates the due diligence for a set of lease documents. This concept is yet to be fully extrapolated by any major firm although many are now working on similar concepts.

What you probably didn't know: At last count Neota had three PHD's in Artificial Intelligence working for the company globally.

► KM and Legal Research

Company Name: Intelllex

Description: Builds an online workspace for lawyers to do legal research and knowledge management.

Founded: 2015.

Founders: Chang Zi Qian, co-founder & CEO; Li Jianxin, co-founder & head of products & operations.

Managers/senior execs: As above + Edmund Koh, law; Felicia Ng, HR, external relations and marketing; Adhyan Arizki, tech; Sim Yan Chuan, data science; Ellery Jeremiah Sutanto, business development.

Growth Strategy: As law firms move towards the digitisation of knowledge, capture opportunities by developing tech tools to help law firms across different jurisdictions transit smoothly.

Investment: Self-funded.

Target clients: Law firms, barrister chambers, MNC In-house legal departments.

Key challenges: Legal sector resistance to change.

Key market opportunities/developments: Emerging VC interest in the legal tech space (eg \$12m Series B funding by Casetext); law firm awareness that digital libraries and knowledge systems are a competitive

game changer.

What you probably didn't know: A large law firm with over 200 lawyers will shortly be signing on to Intelllex' platform to develop its intelligent KM system.

Company Name: Libryo

Description: SaaS platform built to overcome regulatory complexity. Libryo provides an intuitive dashboard which lists all legal obligations per the needs of its customers, enabling any person, working in any organization to understand the legal obligations in any situation.

Founded: February 2016.

Founders: Peter Flynn, CEO, SaaS entrepreneur; Garth Watson (former lawyer), and Malcolm Gray (former asset manager).

Managers/senior execs: As above.

Growth Strategy: Use the London and Cape Town office to target large multinationals operating across Europe and over Sub-Saharan Africa respectively. Engage direct and through channel partners, which typically are law-firms, assurance consultancies and management system consultancies. Within six years, Libryo plans to have covered all jurisdictions globally, for all domains of regulatory law and to be the category leader for platform delivered law to companies.

Investment: Selected in 2016 to receive investment and support from Seedcamp and NextLaw Labs.

Target clients: Large enterprises, typically those with significant operational and legal risks, which operate over many legal jurisdictions.

Key challenges: SaaS for regulatory law is a new market category that we are creating. "One does not simply create a new category!"

Key market opportunities/developments: An increase in the number of law firms adopting legaltech, and even investing in it.

What you probably didn't know: The founders all enjoy mountain biking and snow-boarding.

Company Name: Vizlegal

Description: A tool for keeping up to date with the latest judgments, filings and regulatory decisions from multiple jurisdictions.

Founded: 2015.

Founders: Gavin Sheridan, CEO; Fred Logue, non-executive director. Gavin is an investigative journalist who previously worked at social news agency Storyful, later sold to News Corp. Fred is a practising solicitors.

Managers/senior execs: Sheridan; Jose Alberto Suarez Lopez, CTO.

Growth Strategy: Offering the product in Ireland with an initial focus on Irish and EU legal data. Have rapidly expanded coverage and plan to offer product in other jurisdictions soon.

Investment: Yes, part of the most successful accelerator programme in Ireland, the NDRC, which included €100,000 investment. Bootstrapped the company in advance of that.

Legal Tech Startup Directory

Target clients: Barristers and solicitors, in all sizes of firms including sole practitioners.

Key challenges: Access to information in certain jurisdictions can be difficult or impossible - and the nature of published information is also of highly variable quality.

Key market opportunities/developments: The growth of interest in legal technology generally; the growth in meetup groups who are keen to discuss or capitalise on opportunities.

What you probably didn't know: Ireland-based but international in focus.

► Due Diligence and Contract Analysis

Company Name: Kira Systems

Description: Due diligence and contract review software. Uncovers relevant information from unstructured contracts. Powered by proprietary machine learning algorithms developed by in-house R&D.

Founded: 2011, out of beta 2014.

Founders: Noah Waisberg, former M&A lawyer at Weil, Gotshal & Manges LLP; Alexander Hudek, who holds a Ph. D in Computer Science from University of Waterloo.

Managers/senior execs: As above + Steve Obenski, head of sales and marketing; Joey Coleman, head of systems; Jeff Wilde, lead developer; Winter Wei, head of design.

Growth Strategy: Solidify lead in the law firm market by continuing to focus on ensuring Kira remains both the most accurate and easiest to use platform of its kind.

Investment: Self-funded.

Target clients: Enterprises that do a lot of contract review and care deeply about accuracy and efficiency; includes law firms, legal departments and legal service providers.

Key challenges: Influx of new competition as the market for contract review matures.

Key market opportunities/developments: Widespread adoption of contract analysis software, which is becoming standard.

What you probably didn't know: Kira's Toronto HQ has a big mural in it, featuring a fierce looking owl. Owls are often associated with intelligence, but this one got included also partially because of all Alex and Noah's late nights in the early years (and still today).

Company Name: Nalytics

Description: High-powered content search, discover and analysis platform powered by full-text indexing and natural language processing (NLP).

Founded: 2013.

Founders: David Rivett, COO; Peter O'Hara, CEO; Tim Barrett, CTO; backed by OLM Group.

Managers/senior execs: As above.

Growth Strategy: As the Nalytics platform is delivered as Software as a Service, (SaaS), Nalanda's routes to market include self-service subscription, direct selling, strategic alliance partners, and an overseas sales office. Growth

strategies such as diversification, product development, market penetration and market development will be implemented as part of this.

Investment: Incubated and funded to date by OLM Group.

Target clients: Target market is the legal sector and clients include leading full-service commercial law firm Gosschalks Solicitors.

Key challenges: Crowded search and discovery software marketplace including big players such as IBM and HP; convincing law firms that they don't need to invest a huge amount of money in search and discovery.

Key market opportunities/developments: The growth of Artificial Intelligence and Machine Learning in the legal sector.

What you probably didn't know: Based and growing in Glasgow, Nalytics has staff working in the Netherlands, USA, England and Scotland. The founders have worked together in various organisations and start-up businesses over the last 30 years.

Company Name: Paper Software

Description: Develops Turner for Mac and Contract Tools for Windows PCs, both powerful applications for creating and analysing contracts.

Founded: 2010.

Founders: Ben Whetsell and Nate Whetsell. Twin brothers. Ben is an attorney; Nate is a software developer.

Managers/senior execs: As above.

Growth Strategy: To get the word out about the fact there are tools available to people who regularly deal with contracts that make creating and analysing them simple and easy.

Investment: Yes.

Target clients: Anyone who regularly works with contracts and similar legal documents.

Key challenges: The legal industry is cluttered with products – some that claim to do things they don't do. People need to weed through many products to find the ones that will be most beneficial to them.

Key market opportunities/developments: -

What you probably didn't know: We offer free trials of both Contract Tools and Turner (along with many other resources) at our website, papersoftware.com.

Company Name: Purple Frog Text

Description: Independent AI software company that make short and long-term solutions for legal professionals when they're working with datas.

Founded: Initially founded in 2009, its tools were brought to market in 2016.

Founders: Dr Masoud Saeedi.

Managers/senior execs: Christopher Bray, sales manager; Dr Sirvan Yahyaei, technical manager.

Growth Strategy: Organic. Focus on quality and high service, leading to new clients.

Investment: Self-funded.

Target clients: Applicable to all size firms, including smaller firms with short term needs that can use Purple

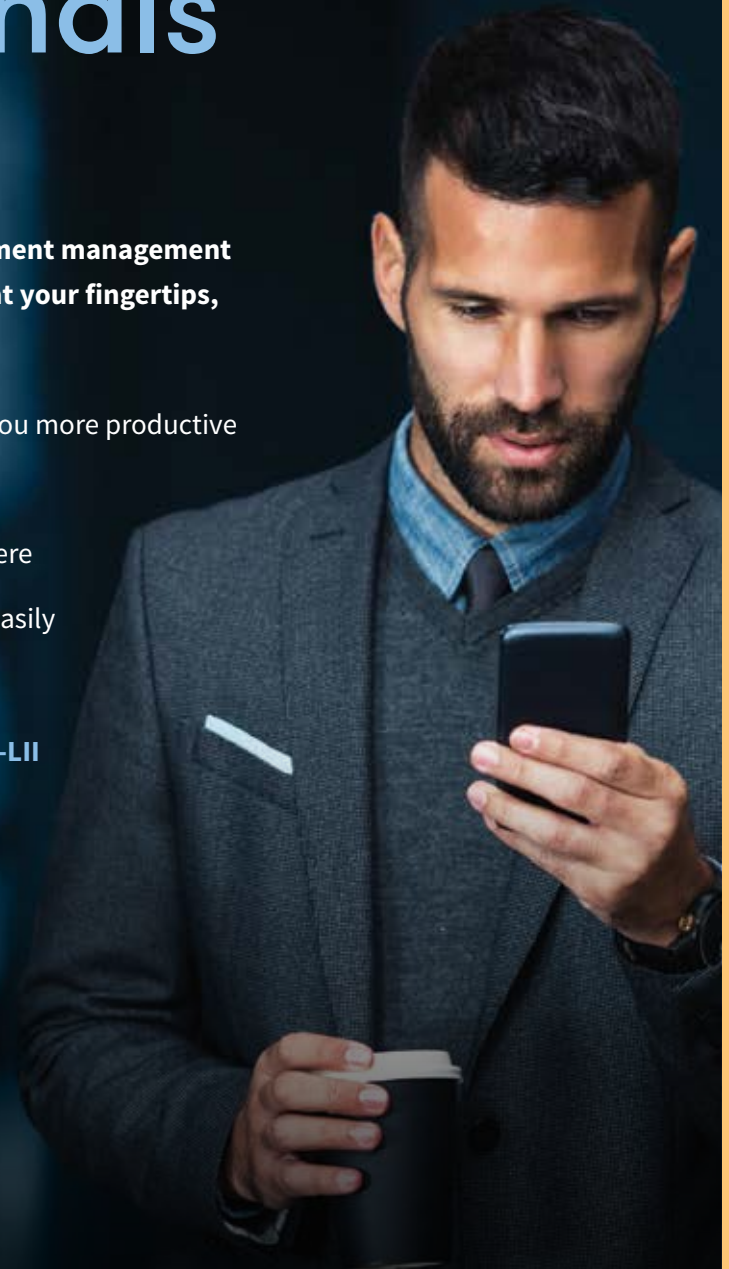
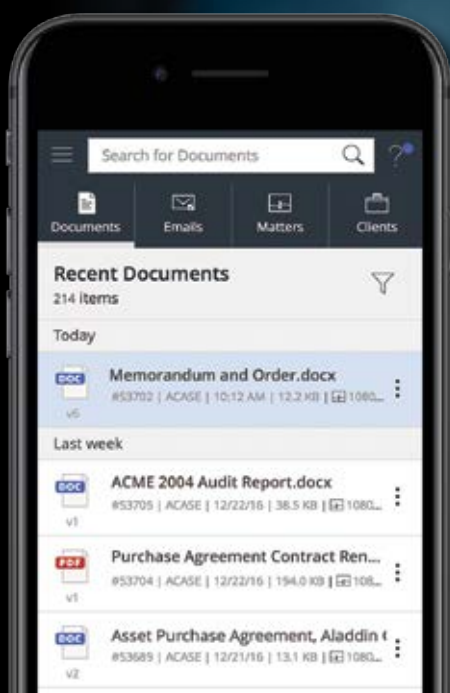
aka 'The Orange Rag'

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Legal Tech Startup Directory

Frog's outsourced AI service.

Key challenges: Wariness of new science; ensuring clients pay the best price by not spending thousands on PR means less brand recognition initially.

Key market opportunities/developments: Speed of change; blossoming approach of law firms and in-house legal teams; growing client awareness of how tech can take over repetitive tasks

What you probably didn't know: The name Purple Frog is all about evolution. There is a purple frog that has the ability to 'come back to life' after hibernating to an inert state. The idea is that, much like the frog, firms hold vital knowledge in their "dead" data and it needs to be re-awoken!

Company Name: RAVN Systems

Description: Creator of ground-breaking artificial intelligence and enterprise search technology which indexes, organises, discovers and summarises content, replacing repetitive, cognitive tasks.

Founded: 2010.

Founders: Jan Van Hoecke, CTO; Peter Wallqvist, CSO; Sjoerd Smeets, COO; Simon Pecovnik, professional services director.

Managers/senior execs: As above plus David Lumsden, CEO; Gareth Thomas, sales director; David Fisk, commercial director; Rebecca Tear, head of marketing; Adam Wilmer, head of development; Joe Campbell, lead solutions consultant.

Growth Strategy: Now at the stage of moving from a startup to a medium-sized enterprise. London-headquartered to date, RAVN opened in mainland Europe, in Amsterdam in 2016 and plans to continue growing across Europe, North America as well as Australia and South Africa by building out its partnership channels and client bases.

Investment: RAVN has been entirely self-funded and profitable since inception.

Target clients: Any organisation that needs to make sense of, organise or extract information from a high volume of standard documents sets and unstructured data.

Key challenges: Increased competition in the enterprise search and AI sector.

Key market opportunities/developments: Interoperability of data; the increasing acceptance of AI and enterprise search technology by law firms, courts and corporations

What you probably didn't know: When Norse explorers set out in their longboats to discover new land, they would send ravens with them, which would return to the boat if there was no land in sight. This is how the first settlers navigated to Iceland. RAVN represents the raven of the information technology, guiding clients to their destination through a sea of information.

Description: Software company that transforms unstructured data (documents in PDF, Word, etc) to structured, searchable and analysable outputs.

Founded: 2012.

Founders: Aruna Schwarz, CEO.

Managers/senior execs: Schwarz; Pierre Fraise, CTO; Sandeep Raizada, VP Operations.

Growth Strategy: Working with complementary technology vendors, where output from our software Khemeia can be injected, to enable analysis, mining, management and search.

Investment: Yes, pre-series A investment.

Target clients: Legal, financial and aerospace and defence.

Key challenges: Overcoming inertia of big companies to transition from a manual work-flow to an automated, software driven process.

Key market opportunities/developments: The emergence of Big Data, Cognitive and analytics solutions which are driving the need for unstructured information (locked in documents) to be unlocked and utilized

What you probably didn't know: Two members of the Stelae Technologies team are graduates of the University of Manchester: Raphael is based in France and Lavina in India.

Company Name: Stelae Technologies



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Legal Tech Startup Quotes



Tony Williams,
founder Jomati Consultants

Board adviser to F-LEX

We're in a very interesting phase at the moment where firms are doing two things. They are trying to understand what is out there, what these companies can deliver and look through the hype. They are also using relatively careful option money – below six figures - to see if the concept works and how it goes, which I see as quite encouraging. Rather than just buying a product they are nurturing it along the beta test site. They are putting in some seed capital but not a massive amount. From a law firm point of view it's about understanding what is out there and what will change.

There is a lot of hype around tech and AI and firms don't want to be left behind but they don't want to spend ludicrous money on things that will fail in a year. Firms are in some cases acting as an incubator and seeing how that works. They want to show internally and externally that they are being active.

Law has the advantage that things are moving slower than in FinTech, where a hell of a lot more money is going into it than into law. But firms are rightly wary that if it gains traction, by the early 2020s it could have a really profound effect.

I think it's a case for firms at the moment of 'let's try a few things. We know if we help get five off the ground if one does really well we'll be happy, if two we'll be very pleased, it probably won't be more but the key thing is not if we win or lose but what are we learning from it.

It's an alien environment for most firms. They have a pretty boring business model that has worked for 30 years: you have a pyramid, you fill it with work, and money comes out the bottom.

There is hype but I don't think it's an excuse to sit on your hands. Firms have got to use the next few years experimenting and engaging. If they adopt the approach of 'let everyone else experiment first' they'll lose so much time and experience. The message is be wary of telling your partners what you can deliver. Where you have a lower cost centre do a lot of the work here away from partners who say 'this is not how we do things.' Be prepared to admit failures. Don't spend millions – startups need some money but it's much more about providing a supportive partner and collaboration to develop a product that really helps to drive the law firm's business.



Josh Becker, CEO, Lex Machina,
a LexisNexis company

Heads LexisNexis startup accelerator in Silicon Valley

No-one would have ever used the words froth or hype in 2010, it's a great example of how different things are now. It was seen as a very hard place for startups to have any degree of success because law firms were difficult to sell to. They still are but the market as a whole wasn't receptive to new technology. The sense was that it would take way too long to see anything out: startups work on 12 month cycles. They plans to raise money and make progress in six to 18 months and then raise money at a higher value. That model didn't work for legal technology because you couldn't work in those increments.

That has changed. You have law firms and other firms in the ecosystem that want to be part of the innovation. Firms are engaging in various ways and various levels. Some a trying to innovate internally, some looking for startups to invest in or partner with, they are not just waiting to say 'let me see how the others do it.'

The problem comes because there may be three or four startups going after the same opportunity but there may not be an opportunity for three and it may be only one that survives. You have to be prepared to take a risk.

There are three things firms ought to look for. One, is it a new idea, innovation or different way of solving an existing problem. Fundamentally, there has to be some key insight that hasn't been tried before. Two, look at the team behind it. Lex Machina can now say go talk to 50% of the Am Law 100 but if you don't have that look at 'is this a team I think can pull it off – what is their background, history and hustle like'. Three, how big is the market opportunity? If the idea works, is it a \$10m idea or a \$100m idea.

When you're talking about the board, an investor has to be careful and it's good to be wary but in Silicon Valley, it's a huge indicator. If people are lending their name, that says something. If people are known and respected, that says something. I always advise startups to leverage an advisory board.

What's the biggest mistake? There's a saying that startups die more often of indigestion than starvation; they try to do too much rather than be focussed. It's a common expression out here and it's very true in my opinion.

Legal Tech Startup Quotes

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**Justin North,
Director, Janders Dean**

Law firms have to weigh up what impact on revenue and profit new tech will have for the output on the table. If you can't see clearly that there is a direct opportunity to create new revenue of a significant level to offset the time and effort spent on a project, what are you doing?

It doesn't necessarily have to be a new revenue component, it could impact profit margin by making everyone more efficient. But revenue generation and profit impact client service. If you can't answer these questions really quickly you have a problem.

One metric we look at in assessing startups is market penetration and another is the scale of external investment from non-legal entities. If I see the founder of Google Maps has thrown a lot of money at a startup I'm more confident than just relying on marketing bullshit. We're more likely to go for someone with a significant amount of investment. If the VCs out there that are not connected to legal can see the business benefit, legal would be stupid not to follow suit.

Board advisers don't mean much. In some cases, people are there for their own publicity.

Law firms are putting a buffer in place to deal with the influx of new tech. The head of innovation is a buffer, because firms know the IT team is not the best place to identify if there is a real requirement. Practitioners have a huge volume of people coming to them so innovation heads are being put in to take that work off their hands.

“

**Alex Dunsdon, co-founder The Bakery
and partner in SAATCHiNVEST**

The Bakery helps large companies solve their challenges by developing new products and services with early stage tech companies. Recent clients include the legal department of one of the Big Four accountants. SAATCHiNVEST is a fund that invests in new tech and is an investor in Farewill.

We have worked with law firms but less so now because they are utterly clueless when it comes to technology. They are humans trained in excellent client service and the power of their own advisory skills. There's lots of talk but no-one has a clue what's coming. Everyone is good at saying 'We have a startup programme.' Well that's fricking great, see you in a couple of years, let me know how you're doing.

A big global law firm came to us and wanted to implement new technology but they were not set up to trial, implement, scale and use it. It's a real problem. There is a generational, insular, 'we're alright Jack' attitude. It's the classic Innovators Dilemma.

I'd characterise the stage law firms are at right now as everyone dipping their toe in the water. They are working with startups early so that when they get

big they can be their lawyer but even then they don't structure it well and sell high cost packages. Apart from firms like Taylor Wessing and Orrick, which are brilliant, and JAG Shaw Baker, which is good, they see it as a cost. They don't get the investment and time needed as a long-term investment and they are crap at picking the right tech companies to help, they want to pick the ones that get lots of investment.

The key is that they don't have empathy or any understanding of startup life. The most important metric is to get things done quickly. Taylor Wessing, Orrick, JAG Shaw Baker and to an extent Bird & Bird have structured themselves to provide products and services to the community but even then they probably don't have empathy, meaning you get stuff done quickly using the latest tech tools.

Law firms need to say what their five-year goal is and the investment needed to get there. The problem with the partnership model is that I can either spend my holiday in my villa in France or invest in tech. So, I choose France but I might not have a job in five years' time.

If it was me, I'd work out my five-year objective and get a pool of money large enough to invest. I'd work out what my business is going to look like in five years when my margins are eroded by tech. I would invest in software but also in people, processes, systems and culture to enable me to scale over time. I would create a portfolio and invest in companies but I'd invest in systematic, behavioural change systems to make it part of my core business, otherwise people will keep on talking and suddenly the money will go elsewhere, as it did in the music industry.

“

**Alex Smith,
Innovation Manager, Reed Smith**

We're looking at what technology we need in terms of efficiency and client service. The main issue for us is that there are a lot of companies coming out doing the same or similar things. We're having to pick through what's available – I've built my own map of startups linked to core themes.

Ultimately, no-one is doing it all. Some have AI and no workflow. Others AI and no analytics. At some point, all the tools are going to end up having to work together and be open because no one tool has all the answers.

We're looking at a lot of use cases both internally and for clients but startups are heavily dependent on funding and can only go at a certain pace or on a certain roadmap. They are building products they believe have a use case but the more firms they work with the better and the more they learn. It's not until they reach medium maturity, like RAVN or Kira that they can scale.

Going forward we are looking at all the options. On one hand the startups, on the other the likes of LexisNexis, or our own development team. We'll be evaluating what

Legal Tech Startup Quotes

we do against the tech available. Increasingly firms are adopting a hybrid approach.

The key now is developing the right tech stack and bringing all the pieces together. Everyone will have to play nicely and vendors should always have API strategy and collaborate or the law firms will develop on top of the technology.

Traditionally the waterfall approach saw vendors build a big product, put it out there and then realise it was wrong but that's not the way things work now with agile development the fashion. Startups are all agile and looking at a minimum viable product. We need that culture of change so we can put something out that benefits clients but might not be the whole way there from the start and we continue to iterate with them over five, to ten, to twenty years.

We're using design thinking. 'What is the problem; understand what really that matter collaboratively with the client, get to a minimum viable product or service; build and release it, measure and iterate.'

Things are going to get fun. It starts to ask questions about the way things are set up in firm structures, in ABSs, in GC teams. There's a lot of experimenting with the business model. It's as much about people and processes as it is about tech – we say people, process and then technology.

“ **Derek Southall, Head of Innovation and Digital, Gowling WLG**

There are many things start ups do really well - they often spot the obvious in areas where seasoned veterans are blind. They execute with energy and make things happen swiftly. The tools they use are hugely cost effective and due to their networks seem to be able to quickly identify high value products such as squarespace, hotjar, sli.do, zoom and Xero.

On lessons for start-ups, I think it is all about surrounding yourselves with the right people. Some of these need to be people with experience. Startups need to listen but not allow themselves to be dictated to. An example at the moment is that we are getting many approaches in relation to social tools. We are seeing many products which are great in their own right but seem to ignore the other enterprise wide social tools such as yammer, slack and workplace as well as the other tools being marketed to us in specific areas. Some simple market testing would have flushed out the fact that we can't have 3 social tools in HR, 4 in marketing etc on top of the enterprise tools we use as people are getting overwhelmed - also this would have meant more realistic pricing propositions would have been put forward.

In short, I am massively supportive of startups and the energy and self-belief they bring and really welcome them. In fairness, some are putting better resourced legal tech vendors and law firms to shame. There does need to be a voice of realism though and a recognition that all products tend to exist in an ecosystem - even a great product can fail if it is not a good fit or is disproportionately priced. Some input from experienced people will help with this.

“ **Milos Kresojevic, Global Innovation Architect, Freshfields Bruckhaus Deringer**

What do start-ups do well?

In our experience, Innovation Teams are almost an extended arm of start-ups – and therefore start-ups should consider them as such. A couple of great experiences we had with some start-ups is that they provided us with software for extended period heavily discounted or for free and therefore allowed us to identify significantly larger number of effective use-cases within the Firm and embed their product deeper within the Firm. That way we were also able to build much richer and insightful business use cases that led to successful outcomes. That way start-ups build a very close relationship with clients and relationships become less of classical “client-vendor” but more on a softer side, more towards partnership.

What they do habitually badly?

They usually do not have the operational maturity of large vendors in respect to customer support, training and in some cases documentation. But a big challenge for start-ups is information security and data privacy. In most cases start-ups see information security as a “hygiene” factor but we see it as a key selling point and show-stopper, we do not want to (and cannot) deploy any system for example on highly confidential M&A transaction that can jeopardise information security standards or increase operational risks regardless of how “cool” and innovative the system is.

What start-ups should do?

Due to “expected” lower levels of operational maturity they should provide extra level of transparency and integrity as a key value proposal. They should approach client relationships from different angle than classical software vendors. They should provide technical/idea excellence/ leadership, transparency and integrity. That should be their value proposal rather than classical sales proposal.

What they should not do?

They should not engage in a “classical” client-vendor relationship but more on the softer relationship, cooperative side. They should not consider information security as secondary requirements but as a starting point for the design and architecture of their systems. In some strange way, they should also not be focusing initially on sales and profit but building relationship with clients.



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► Movers & shakers

GLOBAL **HighQ** has appointed former Service Management Group's global head of sales **Paul Hunt** to the newly-created role of chief revenue officer, based in Kansas City, Missouri, in the latest addition to its senior leadership team. The addition of the CRO role, which follows the appointment of a new chief marketing officer and president and COO, comes in the wake of what HighQ describes as "explosive growth" in new sales, customer success and staff in 2016. It also follows private equity investment of \$50m in January 2016, led by One Peak Partners, Morgan Stanley Expansion Capital, and Goldman Sachs Private Capital. Hunt will work alongside Ajay Patel, HighQ's founder and CEO, to lead the global sales, solutions consulting and client success teams responsible for the development of all new and existing client business. Hunt has extensive experience of leading international sales teams in the software and technology space on both sides of the Atlantic. In the content management space he was part of the Perceptive Software leadership team from startup to becoming a major global software vendor as part of Lexmark Enterprise Software.

NORTH AMERICA **DocsCorp** continues its North American expansion drive with the appointment of former Ricoh eDiscovery consultant **Mark Neace** as director of sales for North Central US and former Chrome River Technologies director **Bob Kessing** as director of sales, Midwest US. Neace, whose region includes Illinois, Minnesota, Wisconsin, Iowa, Nebraska, North Dakota, and South Dakota, was most recently employed at VAST, a start-up technology firm. Kessing, who covers Ohio, Michigan, Indiana, Missouri, Kentucky, and Kansas, before Chrome River worked for companies including HighQ, Billback Systems and Thomson Elite.

InOutsource has recruited information governance expert **Tim Clauss**, who has more than 12 years experience implementing and enhancing information governance programs in law firms. Before joining InOutsource, he co-founded and led Clauss Consulting LLC, served as VP of solutions for Revolution Software and was a senior systems analyst for Thompson Coburn LLP. **Max Welsh** has also joined the company as a senior risk management consultant. Welsh comes to InOutsource from Am Law 100 firm Foley & Lardner LLP, where he served as deputy general counsel.

Anaqua Inc has appointed **Karen Taylor** as the new General Manager of Asia Pacific. Based in Hong Kong, Taylor will manage all business development across Asia Pacific. She previously served as an Executive Director with LexisNexis Asia and as a Director with Thomson Reuters.

QuisLex has announced the addition of **Chase D'Agostino** as Executive Director, Corporate Solutions. Prior to joining QuisLex, Chase worked as Commercial Counsel at Colgate-Palmolive Company where he was responsible for vendor relationships and negotiating a wide range of commercial contracts. Chase served as the Colgate lead in designing, implementing and managing Colgate's contract management system and processes.

Seal Software has appointed of **John O'Melia** as the company's first senior VP of customer success. He joins the team from Dell EMC, prior roles in his 13-year career at EMC include general manager of the Documentum Product Group.

Doxly has recruited **Dana Foreman** as senior director of marketing. With over 15 years of experience in product marketing, Foreman joins Doxly from Beckman Coulter Life Sciences where she served as the Senior Manager of Global Marketing.

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

UK & EMEA In the latest sign that law firms want to be seen to be doing something over nothing when it comes to AI, **Simmons & Simmons** has announced it is working with **Neota Logic** to explore ways in which its "award-winning Artificial Intelligence software platform" can be used in the delivery of the firm's services. Neota Logic is a producer of decision tree software that allows subject matter experts to automate their expertise and judgment and deliver it in an operationally useful form to end users. Current users also include **Clifford Chance**, **Baker Donelson**, and **Freshfields**.

Following the announcement that **Tikit** will no longer be supporting iManage Work as of November 2017, leading Benelux firm **NautaDutilh** has awarded its contract for support and maintenance of the iManage Work DMS to **Ascetus**.

In conjunction with virtual data room provider **Ruby Datum**, **Tiger Eye Consulting** acted as one of the trusted IT advisors in the handling of the secure mass document and data migrations from **King & Wood Mallesons**, following the firm's recent high-profile collapse. More than 21,000 matters, stored in **iManage Work** DMS, were successfully migrated using Tiger Eye's own TEC Migration Suite. The project was commissioned by administrators and restructuring specialists **Quantuma**, in conjunction with Samantha Palmer and Crispin Jones of **Ashfords LLP**,

who were appointed as Joint Solicitor Managers, advising on all regulatory responsibilities including ensuring that clients' money and interests were protected. Peter Jones, IT Manager at Ashfords, said "Having already worked with Tiger Eye since last year, we knew already that they had the understanding and experience of the iManage DMS. Fortunately, they were also able to be flexible and fit the work in, given the critical time pressures we were all under."

The oldest law firm in the world – **Thomson Snell & Passmore LLP** – has selected **Intapp Open** for new business intake. In addition, leading South African firm **Webber Wentzel**, which has a total staff of approximately 800, including over 450 lawyers and offices in Johannesburg and Cape Town, has selected Intapp Time as its new time recording system.

Nordic law firm **Roschier** is using **Luminance** AI technology to improve the efficiency of its due diligence in M&A transactions. Roschier is currently piloting Luminance in an M&A project involving a team that spans the firm's Helsinki and Stockholm offices.

Lee Bolton Monier-Williams (LBMW) has made the switch to **BigHand** digital dictation from analogue tape as part of a larger IT project to help foster their approach to lean technology. In addition, **MSB Solicitors** is now using BigHand Speech Recognition in addition to digital dictation.

Gloucestershire-based **Simply Complete Solicitors** is implementing **Eclipse Proclaim** case management software solution in its conveyancing and probate departments, along with Eclipse's self-service portal TouchPoint+. In addition, in what is described as a "six-figure-deal" South Yorkshire firm **Taylor Bracewell** is rolling out Eclipse Proclaim to replace the firm's incumbent system (Pericom) with a fully integrated case and practice management system including support for conveyancing, employment, family, personal injury and probate work areas.

Wrigleys Solicitors has contracted with **Linetime** for the supply of their Liberate case management system. Liberate will be implemented within Wrigley's Court of Protection team to support a number of work streams including Deputyships, Gifting, Statutory Wills, and Trust and Court of Protection Administration.

Conveyancing search provider **SearchFlow** reports it has signed-up 115 new customers in the last 16 weeks. New users include **Boys & Maughan**, and **berg**, while recent enhancement to the SearchFlow product suite include the latest environmental risk assessments and a new Omnibox mapping location finder service.

Arthur Cox, the largest law firm in the Republic of Ireland, has deployed pdfDocs from **DocsCorp** to every user in the firm. The firm now uses the application's PDF capabilities and document bundling functionality to support their mission to reduce paper use. Arthur Cox also purchased contentCrawler from DocsCorp to ensure every document in their DMS is fully searchable.

Two more mid-tier firms – **Batchelors Solicitors** and **Grant Saw Solicitors** – are investing in **Tikit P4W** for case management and Tikit Connect for CRM. Batchelors is also taking and Tikit's Webshare client collaboration portal.



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NORTH AMERICA With the risk and concerns around data privacy and security continuing to escalate, **K&L Gates** has established a preferred provider program with incident response management company **RADAR** in order to offer clients enhanced-value services relating to the risk, detection, defense, and management of security incidents, including compliance with data breach laws.

Georgia-based **Langdale Vallofton LLP** has selected **iManage Work** for its document and email management and collaboration. The firm's new system will be delivered via the iManage Cloud.

Ten office, 130 attorney **Stradling Yocca Carlson & Rauth** is replace its on-premises DMS with a **NetDocuments** native cloud-based document management platform.

Baltimore-based law firm (and LTC4 member) **Offit Kurman** has selected **TutorPro LMS**, TutorPro Courseware, TutorPro Live Content Studio and TutorPro LTC4 Assessments to support its drive for LTC4 Certification for staff.

Scopelitis Garvin, Light Hanson & Feary PC, **Sturgill Turner Barker & Moloney PLLC**, and **Howard & Howard Attorneys PC** have purchased **DocsCorp pdfDocs**. **Howard & Howard Attorneys** has added compareDocs to its productivity suite. In Ohio, **Keating Muething & Klekamp PLL** purchased OCR Desktop licenses. In Canada, **Harper Grey LLP** purchased cleanDocs licenses while **Loeb & Loeb LLP** in the US is now using compareDocs. **Lathrop & Gage** in Missouri and **Rimon PC** are additional wins for DocsCorp, with purchases of cleanDocs.

Vorys Sater Seymour and Pease LLP has selected **Opus 2 Magnum** software for firm-wide transcript management and collaborative case analysis. The firm sought a hosted solution that would allow its case teams to streamline collaboration and easily share work product among its seven offices across the country. It also needed to standardize processes and workflow across teams to more effectively manage transcripts, deposition videos, annotations, facts and chronologies, and other case details.

► Corrs patents own OCR analysis tech

As law firms increasingly foray into the world of tech development, on 21 April leading Australia law firm Corrs Chambers Westgarth announced it has patented a new optical character recognition (OCR) analysis technology developed by its innovation and development team. The technology, which has received a patent from IP Australia, identifies documents with low quality searchable text and will be used as part of a new service being launched by Corrs called JustOCR.

JustOCR is a cloud-based OCR service that claims to be 50% faster than standard in-house OCR processing and 50% cheaper than existing OCR outsourcing options, in addition to offering the newly-patented analysis technology at no additional cost.

Standard OCR tools convert images of text into machine-encoded, searchable text. JustOCR performs this same function but also includes OCR analysis, which provides a

quality score for each document to help users identify where the black spots in their document collections are.

We are committed to helping our clients see around corners, and this is exactly what JustOCR does. OCR technology was a huge leap forward for the legal industry, particularly in litigation cases. Our new OCR analysis feature is the next step up, providing users with a significant strategic advantage in ascertaining where the gaps are in their own and other parties' document collections," said Corrs partner James Whittaker.

JustOCR was developed by Corrs' innovation and development team and will be available to the open market in Australia and internationally, as well as to Corrs clients. It is the latest example of law firms developing their own tech solutions where they see a gap in the market. In March, Linklaters announced that it has collaborated to launch a homegrown AI-backed data analysis and extraction tool called Nakhoda in conjunction with London tech startup Eigen Technologies. The magic circle firm last year launched Verifi, a home-grown program that can sift through 14 UK and European regulatory registers to check client names for banks.

Regulatory changes have sparked a number of new law firm products and in 2016, Allen & Overy built on its successful online derivatives and data management platform aosphere to launch MarginMatrix, a new digital derivatives compliance system delivered in conjunction with Deloitte's managed services team.



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► Buyer's Guide to eDisclosure out now

The wait is over! The most definitive Guide to UK eDisclosure systems is online, as Andrew Haslam and Legal IT Insider publish the 2017 version of what has become an industry bible. The Guide remains stable at around 101 suppliers and 76 products, but those figures include 10 new suppliers, balanced by 10 who have left / been acquired, as well as 3 name changes.

<https://www.legaltechnology.com/latest-news/the-2017-buyers-guide-to-uk-edisclosure-systems-is-available-now>

► Date for your diary: Summer Social & Launch of NextUp & ILTA Insight 2017

On 18 May, Legal IT Insider will be hosting a drinks party alongside NextUp and the International Legal Technology

Association (ILTA). The drinks party will be at Dirty Martini in London, which was the venue for Legal IT Insider's hugely successful 300th birthday party.

The summer social will be used as a platform to relaunch NextUp's one day conference, which will be on the 26th September 2017 at Tanner Warehouse, as well as promote the ILTA Insight Europe conference on the 16th November at the Bishopsgate Etc. Venue. To register email: registrations@liti.co.uk

Legal IT Insider has entered into a strategic partnership with NextUp, a networking initiative aimed at future leaders of IT within professional services, formed by Clyde & Co's head of IT service delivery Jo Owen. Jo and Legal IT Insider editor Caroline Hill will work together to achieve NextUp's mission to build a community to help mentor, guide and develop the leaders of tomorrow.

Meanwhile, ILTA's US Program Director Peggy Wechsler will be joining us on the night with a quick update on plans for this year's London INSIGHT conference - and if you have any thoughts on session ideas for 2017 then seize your opportunity to share them over a drink!

You can check out:

<http://www.iltanet.org/about/ilta-europe/events> to see what's on offer.

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The next Insider newsletter will be published on **Wednesday 24 May**.

To keep up with the latest news visit www.legaltechnology.com

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