

# legal insider

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## ▶ Financial Results 2016-2017: Change gathers pace

Revenue generated by alternative legal services may still be a drop in the ocean for big City law firms but in 2016-17, that revenue notably became material for many firms, with many having launched home-grown tech tools.

In our report on page 8 we speak about the latest set of financial results to senior management at law firms including Clifford Chance, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, Pinsent Masons, Macfarlanes and Mishcon de Reya, all of which say are winning business as a result of new delivery models.

Progress is being made in delivering better value to clients, in automating routine legal services, in project managing work and in using technology-led solutions such as document review tools to create client efficiencies.

But what really jumps out is the number of firms that over the past year have built internally developed, revenue generating, tech-led products that are in some cases forming the basis of entirely new business lines.

Key findings from our report include:

Clifford Chance saved £15m in operational savings last year thanks to its 'continuous improvement' programme that includes using Kira Systems, Contract Express and a range of 'best delivery tools'. Its Clifford Chance Dr@ft document automation tool has exceeded €1m in its first full year of operation, with 2000 licenses sold to eight or nine different clients.

Herbert Smith Freehills alternative legal services arm ALT grew by around 7% in the past year and generated over £30m in revenue. It is in the process of developing two home-grown tools as CEO Mark Rigotti tells us: "We are tilting towards business-driven solutions that are developed internally at the coal face."

Pinsent Masons alternative legal services businesses now contribute "well into the seven figures" as it expands its flexible legal resource business Vario into areas including data protection.

Mischon de Reya has over the past year developed its own data extraction and visualisation tools within the real estate department and is doing significantly more work with Contract Express to automate contracts, with plans to share that data with clients for a fee.

The innovative firm is about to launch its own brand management business and over the past year has launched Mishcon Cyber Intelligence to gain an advantage in litigation, as well as startup venture MDR LAB.

*FINANCIAL RESULTS 2016-2017 CONTINUES ON P.2*

## ▶ Ashurst tells Microsoft 'take us to the cloud'

Ashurst led by global head of IT Bruna Pellicci has formed a Microsoft legal working group designed to put the software giant at the centre of law firm efforts to move their infrastructure into the cloud.

The working group, which has now met twice and includes law firms such as Freshfields Bruckhaus Deringer, Herbert Smith Freehills, RPC, BLM, Bird & Bird and Clyde & Co, has brought in senior representatives from Microsoft in a bid to help answer recurring law firm cloud challenges such as the security issues raised by client RFPs.

Pellicci said: "I started this because we are looking to refresh a lot of our infrastructure and I thought 'putting Exchange in the cloud, rather than going out and buying lots of servers again, should be explored.'"

*'TAKE US TO THE CLOUD' CONTINUES ON P.6*

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## ► Enable partners with iManage as uncertainty hangs over Tikit TMS integration

Enable Business Solutions has formally entered into partnership with iManage to integrate its template management system into iManage Work as questions hang over the future integration of Tikit TMS.

LegalPerfect, which was launched in February 2017 and builds on Enable's flagship proposal building tool PitchPerfect., has become fully integrated within the iManage document management system.

Traditionally iManage's template management system has been Tikit TMS, which was built by Enable's founder Liam Flanagan, a co-founder of Tikit, and former Tikit developer Nathan Lusher.

However, uncertainty now hangs over the future of that integration after the 15-year partnership between Tikit and iManage came to an end this year, meaning Tikit won't have access to iManage's APIs.

Tikit's CEO Katherine Ainley told Legal IT Insider: "Tikit is committed to working with other vendors and products, and TMS is no exception. Tikit works with all of the major vendors and plans to continue to do so."

She adds: "We have a significant client base of happy TMS customers and everyone expects us to continue working with other vendors. Over the past few years, we have invested heavily in TMS and have continued to make extensive enhancements to the application. We have a very exciting roadmap for the product over the next 12 months."

However, Tikit this year entered into a strategic partnership with iManage rival NetDocuments meaning it has technically become a competitor of iManage.

iManage's general manager EMEA, Geoff Hornsby told us: "iManage has no desire to or interest in standing in the way of any client that wishes to use Tikit TMS but right now it is unclear how that will work, given that Tikit has cancelled agreements with iManage from 5 August and made the decision that from that date they will no longer be a partner of iManage."

The uncertainty already appears to be creating flux in the market: Enable originally had no intention to compete in the template management space but says it was forced to create LegalPerfect after a client began looking for an alternative to TMS. Flanagan says: "Enable saw an absolute need to compete with other template management providers when faced with the prospect of a client(s) moving away from PitchPerfect."

Since its launch in early 2017, LegalPerfect has been adopted by UK top 100 firms including Travers Smith and Charles Russell Speechlys.

## ► Financial Results 2016-2017: Change gathers pace

FINANCIAL RESULTS 2016-2017 CONTINUED FROM FRONT COVER

Macfarlanes has developed tech-led tools for clients in the financial services regulatory field, for example in helping them to get to grips with MiFID II.

Freshfields Bruckhaus Deringer's Legal Services Centre, which has expanded out from Manchester to Europe and Asia, has reached 100 staff. While there is a strong focus at the firm on using technology to streamline its services and provide better value, joint managing partner Stephan Eilers tells us: "Moving the firm into areas such as information services that do not generate a client relationship and which offer an isolated legal product is not the space where we should compete."

And we speak to Accenture, where client lead David Potts, who specialises in technology and outsourcing says that law firms must have a clear strategy for their tech capability, commenting: "People are dipping into tech but you really need to understand where it is taking you and have a clear strategy and work towards where you see yourself in five years' time."



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## ► Tech education in law – a call to arms

Public pressure on UK law schools to incorporate technology into their teaching is growing as leading figures urge law schools to do more and a recently published list of English language legal technology courses shows the UK in a very poor light. However, leading University College London (UCL) vice dean (research), professor of law and professional ethics, Richard Moorhead has called for some balance in the dialogue and launched a legal tech education survey to show “what is actually happening” in UK schools, as he says the market is unaware of legal tech courses – including UCL’s – that are already up and running.

Netherlands-headquartered business intelligence and analytics firm Clocktizer earlier this month put the cat among the pigeons by publishing a list of legal tech courses by location, which shows the US leading by a country mile.

Across the US there are 21 educational establishments teaching legal tech courses according to Clocktizer, including Georgetown Law and Chicago-Kent College of Law as well as Cornell Tech (singled out because we have already written about them.)

In Australia, Clocktizer cites the University of Technology Sydney, where in June the Faculty of Law launched a brand new Bachelor of Laws degree in Legal Futures and Technology to “prepare graduates for careers that require a capacity to work with technology and its impact, innovation and new law as a result of unprecedented change and disruptive technologies.”

Justin North, founder of legal management consultancy Janders Dean, which is itself a founder of the Australia and New Zealand annual Legal Innovation Index, said: “To us, the Australian market is a clear leader in combining technology and the law in their teachings. Universities such as University of Technology Sydney, Melbourne University, Queensland University of Technology, and Griffith University are moving forward at pace in this space – and both law firms and their clients are ultimately going to benefit.”

Across Europe, however, there are a total of just 11 schools or universities listed by Clocktizer, including Ulster University, which in February teamed up with Allen & Overy and Baker McKenzie to launch a Legal Innovation Centre, having also received sponsorship from Invest Northern Ireland. Also listed is the University of Edinburgh, which runs a LLM in Innovation, Technology and Law and King’s College London, which runs an MSc in computing, IT Law & Management.

The list will give added weight to the growing number of senior voices calling for UK law schools to adapt with the times. Roger Smith, a visiting professor at London South Bank University and an honorary one at the University of Kent who writes at Law, Technology and Access to Justice said in a recent blog post: “Proposals

by the Solicitors Regulation Authority (SRA) to upend the traditional organisation of legal education in England and Wales offer the opportunity for discussion of the importance of covering the impact of technology on the training of lawyers.

“Domestic English law schools have been rather slower than their American cousins in absorbing technology into the syllabus. Richard Susskind reports ‘with a heavy heart’ that ‘not a single law school in England can boast of a centre focusing on either the future of legal services or the role of technology’ in the recently released second edition of his *Tomorrow’s Lawyers: an introduction to your future* (OUP).”

Partly at fault is the heavy onus on research at UK educational facilities – frankly speaking, the time taken in creating a new technology-based course will not lead to promotion, research will.

However, in a recent blog post, Moorhead said: “Law schools should do more, but I think that Roger’s post is limited in the sense that it does not demonstrate much awareness (if any) of what is actually happening in this country around teaching law students about law, innovation technology. That’s disappointing, but rather than complain or tell you all what awesome things we already do at (say) UCL, I thought it might be an idea to do something a bit more constructive and less self-aggrandising.

TECH EDUCATION IN LAW CONTINUES ON P.5

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## TECH EDUCATION IN LAW CONTINUED FROM P.4

"So, I am asking you, if you are in legal education, to help me collect some information on what is already happening in the nation's law schools (and I am defining nation as meaning the UK here but really would be delighted if others wanted to join in). If you are willing (and you can provide your information confidentially) I will publish a summary and if you are keen, I will try and organise a way of bringing all those interested together to discuss progress and problems in this area.

"So if you teach or oversee activity in legal education on innovation or technology in legal services please fill in this survey."

Richard himself has been teaching a Master's programme called The Future of Legal Practice which looks at innovation and machine learning as well as artificial intelligence and judicial prediction. He told Legal IT Insider: "We get practitioners involved in the course such as Alex Hamilton from Radiant Law and Chris Dale. Richard Susskind has been in a class or two, Neota Logic has done one and we tried to do one with Kira Systems over Skype that didn't quite work out but was a brave attempt."

He adds: "It's a mixture of getting students to think about broader ideas of theories and engaging with what's really going on at the cutting edge."

North says: "UCL is clearly leading the way in the UK, and setting an example for others to follow. Not only are they exploring ways to champion the role of technology and design in their legal education programmes, their involvement in global initiatives such as LawWithoutWalls.org further strengthens their position. Through Miami University's LawWithoutWalls.org programme, they are able to connect to dozens of law firms around the world and learn what others are doing in this space – bringing it back and translating it to the UK market."

Another UK course not yet on Clocktimizer's list is at Queen Mary University of London, which in October 2016 launched an eDisclosure course supported by Anexsys and kCura.

The trailblazing course, which was conceived and put together by former litigator Maggi Healey, who now specialises in eDisclosure at The Review People, will combine guest lectures from a panel of leading lawyers and practitioners with in-depth access to kCura's e-disclosure software Relativity.

Practitioners involved include leading consultant Chris Dale, Simon Manton of Epiq Systems, Marie-Claire O'Hara of Bevan Brittan, Andrew Haslam at Squire Patton Boggs, Sanjay Bhandari at EY, Alex Dunstan-Lee at Navigant, Clive Freedman at 3 Verulam Building Chambers, Andrew Herring at Pinsent Masons, and Matthew Davis at Consilio.

With the exception of Queen Mary, UK law schools that are offering legal tech education have been very slow to promote it.

Despite that, North says the UK should avoid what he describes as a "rush to press release" approach. He singles out the efforts by Stanford, Harvard and the University of Chicago but says: "Other schools in the US unfortunately suffer from a "rush to press release" approach in an effort

to create noise around faculty members themselves – rather than focus on the students or their future. So few of these have the desirable calibre of law or technology schools inside them that are aspirational brands to students, and so they will often be noise over substance."

Back to the UK and the final word goes to Moorhead, who tells us: "I'm getting fed up with people saying law schools aren't doing anything, some are. I'm going to find out what's going on and see if there is a way of bringing it together."

Fill out the survey people, it closes in August.

## ► Quote/Unquote

"Law schools are failing to prepare the next generation of lawyers for life in a modern law firm. Nearly every task a fee earner performs utilises technology in some way, yet trainee solicitors arrive on day one with little or no idea how much technology will impact their working day. If anything, they're shocked by how much legal technology exists. There is also an assumption in many law firms that 'youthful' trainees already know how to use technology. That may be true in the case of iPhones, Facebook, Instagram and Snapchat, but in my experience this does not extend to business tools." **Chris Davies, director and consultant, iTrain Direct**



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## ► Ashurst tells Microsoft 'take us to the cloud'

*'TAKE US TO THE CLOUD' CONTINUED FROM FRONT COVER*

She adds: "We've been talking to Microsoft for a while as their vision is cloud first. I said to them 'we have restrictions and client requirements which we need to adhere to and some cloud solutions don't meet them.'

"After various discussions, I suggested setting up a legal working group where Microsoft can support us in moving to the cloud."

Large law firms are increasingly looking at moving their data to the cloud but as yet very few have taken the step, with Taylor Wessing one of the few City firms already in the process of moving to Microsoft Azure.

Pellicci said: "When you look at the investment model for the cloud, it's not cheaper but different. You're not having to refresh systems every four to five years but rather on an annual pay as you go basis. It's a better way to invest and use your money: rather than a big lump sum, you can spread out the investment.

"Plus, you are getting the latest technology and don't worry about upgrading as many services and patching. That starts to free up the IT team to focus on new things rather than just running a service."

At the second meeting on 29 June law firms ran through with Microsoft their clients' requirements and Pellicci said: "We're looking at where Microsoft complies and where it doesn't and how they can make Office 365 and Exchange in the cloud work for us and our clients.

"It's not going to be the fastest process but we're making progress."

Microsoft, which will talk at ILTA in August about helping law firms move to the cloud, is represented at the meetings by, among others, industry business manager Mickael Gartner.

Attendees from Ashurst include ex-managing partner James Collis and technology partner Christopher Bates, who is a member of the technology steering group. Chris Vigrass, Ashurst's co-general counsel is looking at the issue from a risk perspective, while members of the Ashurst IT team are also involved.

Following the meeting, Ashurst is meeting with Microsoft to go through 50 different concerns and queries raised collectively by participating law firms.

Pellicci said: "We're putting all the concerns and queries on the table to go through with them. We're

taking them through our requirements, looking at the clients need and the options available to determine the best solution. But ultimately there is still some hesitation in the industry of putting data into the cloud."

Ashurst is one of the many City law firms looking at moving to Windows 10 and Office 365 in the cloud – a trend accelerated by the recent global cyberattack, which saw many of DLA Piper's core systems go offline for over a week.

Pellicci said: "At the end of the day, Microsoft is more secure than anything else. We're all trying to do the same thing and the sensible thing to do is work collectively: this is about getting ourselves and our clients comfortable with these new ideas and we also need to ensure we keep pace with new developments."

"If you started a new business, it is highly unlikely you would put your technology on premise and run it all in house, you would consider Microsoft, Google and Amazon as a starting point."



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## State of the Industry 2017: Financial Results

Revenue generated by alternative legal services in all its many guises may still be a drop in the ocean for big City law firms but in 2016-17, that revenue notably became material for many, in a trend that can be expected to accelerate.

We spoke about the latest set of financial results to senior management at law firms including Clifford Chance, Freshfields Bruckhaus Deringer, Herbert Smith Freehills, Pinsent Masons, Macfarlanes and Mishcon de Reya, all of which say they are winning business as a result of new delivery models.

Progress is being made in delivering better value to clients, in automating routine legal services, in project managing work and in using technology-led solutions such as document review tools to create client efficiencies.

Taking that a step further, of the firms we spoke to, all but Freshfields now have a deliberate focus on generating revenue through productising legal services or creating adjacent business lines.

Allen & Overy started the ball rolling when it announced its 2016-17 results, commenting: "Our range of alternative client delivery initiatives, which includes our Legal Services Centre in Belfast, our consultant lawyer business Peerpoint, the Project Management Office which assists clients in managing complex projects, our online services business aosphere and digital derivatives compliance system MarginMatrix have added significantly to our bottom line in this set of results."

But behind the scenes many firms are still having something of an existential crisis asking questions of themselves such as:

- ▶ How can and should the benefits of alternative legal services be measured?
- ▶ What 'value-add' services should be revenue generating and what should be offered as "part of doing a good job for clients"?
- ▶ In particular, is legal project management a service that clients are charged for or should it be an efficiency simply absorbed by the firm?

We spoke to David Potts, client account lead at Accenture, who specialises in management consulting, technology and outsourcing and who says dipping in to technology is not enough unless law firms have a razor-sharp strategy for where and what they want to be in five years' time. "If you try to hang on to your legacy business you will lose – 50% of the Fortune 500 have disappeared over the last ten years because they failed to move on to the new," he said.

And in a further trend that this year has visibly come to the fore and should make vendors sit up and take note, law firms are rejecting vendor-built, complex technology tools in favour of in-house tools that need little to no training.

## ▶ The Bottom Line

### Clifford Chance

Clifford Chance in July posted double digit increases in both revenue and profit per equity partners, with turnover up by 11% to £1.54bn and PEP up by 12% to an average of £1.38m.

In announcing the results, managing partner Matthew Layton said that the firm's profit growth reflected increases in revenue but also efficiencies in internal operations.

Clifford Chance's innovation strategy has two distinct strands. The first focusses on best delivery – using the right tools or resources to provide the best value. Here the magic circle firm is transforming the way it delivers legal services by 1) using technology-based client solutions such as its partnership with Kira Systems which it uses for document review; 2) increased use of automation using Contract Express; and 3) a range of what is calls 'best delivery tools' to make its lawyers question what the best resource.

Under this limb falls Clifford Chance's innovative and tech-based partnership with Thomson Reuters, announced in September 2016, under which the pair joined forces to help financial institutions tackle – in a more cost-effective and efficient way – their changing obligations under changes to regulation governing uncleared over-counter-derivatives.

Speaking to Legal IT Insider, global head of innovation and business change and Clifford Chance partner, Bas Boris Visser said:

“

**Under the continuous improvement limb alone we've saved almost £15m of operational savings by working in a better way last year.**

”

He adds: "I'm convinced that the value is in the fact you have a number of players all competing for the best work from our clients and one of the ways to differentiate ourselves is delivering our service in more modern, better way using technology and where we work in partnership with others, for example our big project around margin requirements in the derivatives space where we have a joint proposition with Thomson Reuters.

STATE OF THE INDUSTRY 2017 CONTINUES ON P.9



## State of the Industry 2017: Financial Results

STATE OF THE INDUSTRY 2017 CONTINUED FROM P.8

"Those kinds of initiatives are created because we are looking at it from the perspective of 'how can we create most value for the client'? In certain circumstances a joint proposition may create better value to the client than doing everything on our own. This way of looking at our client proposition has a positive impact on our financial results: we maintain a more competitive position than lawyers who are not looking at tech-based solutions, outsourcing or working in partnership with alternative legal service providers. It is about finding the right resources for the right work."

The second strand focusses on how to generate new income streams for the top 10 global firm, including building revenue streams around document automation with Clifford Chance Dr@ft, in which lawyers who are coding experts (still a rare combination) have worked with clients on building templates for financial institutions which are then automated and placed in Clifford Chance's private cloud, with users buying a license to generate their own documents in their own house style.

Clifford Chance has sold eight or nine different clients over 2000 licenses for Clifford Chance Dr@ft and revenue after its first full year in operation has exceeded €1m. Visser says: "Clifford Chance Dr@ft really adds value to our clients. Where they now have to work with senior in-house counsel or external counsel, to ensure satisfactory levels of consistency and quality Clifford Chance Dr@ft allows them to use more junior lawyers or the business whilst actually improving on consistency and quality to create the first draft of a document."

**He adds: "We've approached Clifford Chance Dr@ft like our start-up venture and are pleased with how quickly we are able to generate the interest of our client with this product and we can now start scaling it. Revenue of our new income streams is small in comparison to our overall revenue but within a relatively short period of time we'll be able to grow this type of business and when we get right up to scale I'm quite sure it will be an interesting income stream."**

Another revenue generating tool is a product that Clifford Chance has developed with Neota Logic, announced in February 2017, which helps its financial institution clients assess and address the extensive impact of MiFID II. Visser says: "Our MiFID II tool is a product developed with Neota Logic that automates parts of the process around the repapering requirements coming out in MiFID II. It is clear that our clients are keen to work with tools where it helps them to manage the risk better and enables them to cope with the various challenges that these big regulatory projects bring."

He adds: "When we look at how we are transforming the way we are working with clients, the impact of improving the way we work, and the revenue we are generating with our new products, we are quite proud of the way we're working with our clients and that we are generating substantial income."

Clifford Chance is in the process of building and optimising the platform from which new tools can be developed to improve the way it delivers its services and products which it will develop into new income streams. It has had an offshore centre in India for 10 years, which is integral to its digitisation process.

### Herbert Smith Freehills

HSF in 2016-17 like many international firms this year enjoyed double digit revenue growth – up by almost 11% to £920.5m - while its profit per equity partner dropped by 2.5% to £760,000.

In publishing its results, the top 30 global firm mentioned, among other things, the fact that over the past year it expanded its trailblazing alternative legal services arm (known as ALT) – now recognised as a department of the firm in its own right - with new centres in Johannesburg, Melbourne and Shanghai, building on its existing centres in Belfast, London, Brisbane, Perth and Sydney.

HSF's alternative legal revenue is generated from three notional buckets. The first is ALT, which this year grew by around 7% to in excess of £30m across all practice areas but with an emphasis on disputes.

ALT combines legal expertise, process efficiency and technology to process high volume or document intensive work more efficiently and cost effectively for clients.

Rigotti says: "ALT grew out of Belfast and we're very proud of it. It's grown massively from approximately 20 to 400 people in six years and is multi-jurisdictional and multi-lingual. The biggest component in terms of revenue is disputes and English law litigation and we have a lot of that sort of work."

STATE OF THE INDUSTRY 2017 CONTINUES ON P.10

## State of the Industry 2017: Financial Results

STATE OF THE INDUSTRY 2017 CONTINUED FROM P.9

ALT has traditionally always focussed on disputes work but there are plans to expand that out for the first time and Rigotti adds: "There are no plans to grow ALT geographically but there will be growth around products and ALT touching more parts of the firm. There's very much a focus on English law and English speaking legal services but a third of the firm speaks Mandarin or Russian or Arabic or other languages and renders services in that environment. The next chapter will be more of the same geographically but thinking ahead, ALT can equally apply to civil law and that's probably where we'll start to look next."

The second bucket is legal project management, where HSF is also recognised as a market leader, with a team led by Cathy Mattis, who HSF hired alongside a team of three from Berwin Leighton Paisner in October 2015. Rigotti says:

**"About 50% of their time is chargeable to clients and for the other 50% they work on managing projects internally as part of our value add to clients."**

"It's a nascent team and I don't know exactly what revenue it generates – you can measure how much time they charge but that is not always billed to the client, sometimes it's soaked up in the overall price. What it does is create a difference for clients and ensure we do things differently so we don't have that ugly moment where we say 'we told you £1m and it's going to cost £4m.'"

And the third bucket incorporates the equally nascent revenue generated by new tech-based apps, where the firm is currently developing two business-led, internally built apps that have yet to be released but will operate in the space of existing vendor-built products.

Across the three buckets Rigotti says the non-traditional legal services business is both significant at a revenue level and symbolic level, where clients will 'red card' law firms if they don't show sufficient progress.

And in a trend visibly replicated across many of the firms we spoke to Rigotti says:

***"There is a tension between business-driven products and vendor products, which you need a 'PHD from MIT' and significant training to use. We are tilting towards business-driven solutions that are developed internally at the coal face."***

***If you're a client running 15 simultaneous bits of litigation, you just need something which in a quantitative way helps manage risk and take decisions. We're developing solutions led by client demand and internal champions."***

### Pinsent Masons

Pinsent Masons at the very beginning of July posted a double digit increase in 2016-17 turnover – up 11% to £423.1m – with PEP also up by double figures, rising by 14% to £625,000.

Managing partner John Cleland said at the time: "The profitability is actually more around improving our financial hygiene. On a net basis, we have increased the number of equity partners, so the profitability increase is just down to doing the basics correctly and getting the business to focus on the things that matter. There is no magic bullet."

Alternative legal services now contribute well into the seven figures at Pinsents, which has long stood out as being one of the most innovative law firms, offering clients alternative legal services including intelligent project management system TermFrame; flexible resourcing hub Vario; online compliance business Cerico; and SmartDelivery, a "combination of people, process and technology" to help clients with their 'more for less' agenda.

Speaking to Legal IT Insider director of knowledge and innovation delivery, David Halliwell said: "We call it less 'alternative services and more 'adjacent services': it's about ways that the firm can move into adjacent markets where we use our existing skills to deliver value to clients in a different way."

Vario, which launched in 2013, offering flexible freelance legal professionals, has expanded and broadened out its services over the past year. Halliwell says: "Vario is now providing some of the rarer or in-demand skills that are needed by our clients e.g. data protection (GDPR) and ringfencing lawyers; plus some specialist, non-legal capabilities."

In March, Pinsents launched Vario in Australia, its first move out of the UK, and has over 300 professionals on its books, as it plans to scale internationally.

In 2015, Pinsents acquired a majority share in Cerico, a technology-driven solution that automates many of the compliance processes that businesses need as a result of legislation such as the Bribery Act and the Health and Safety at Work Act.

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TermFrame, an AI application forming part of a matter management system developed by Pinsent Masons, led by head of R&D Orlando Conetta, guides lawyers through different types of work while connecting them to templates, documents and precedents.

**Halliwell says:**

***“The revenue from all our adjacent services is well into the seven figures but in the context of our overall business it’s less about the value than the potential.”***

There is a big interest from clients and compared with others trying to enter the market, we have the brand and the client relationships that they don’t have. Clients are getting used to the idea that we can provide a really high quality alternative.”

He adds: “We have done a huge amount of work automating the services we offer so we have the power to change our resourcing model. We are able to deliver the same services faster, cheaper and better and in many cases use different resourcing models so that we don’t have to use and charge for highly qualified lawyers but put the process into an engineered technology tool.”

### **Mishcon de Reya**

The envy of many for its year-on-year growth, Mishcon in 2016-17 again posted a set of great results despite an uncertain Brexit economy, generating revenues of £149.4m – up 17% on 215-16 – with PEP also up in double digits from £1m to £1.1m, an increase of 10%.

The firm in 2016 set a target of boosting its revenue by 40% to £175m in three years, which if it maintains its current performance it is set to smash, despite, as pointed out by managing partner Kevin Gold when the results were published, that it has been ‘one of the most uncertain years politically and economically that we have experienced in a decade’.

The litigation-led firm is executing against its 10 Year Vision, which was launched at the beginning of 2016 and is seeing the firm invest heavily in technology and cyber security, including launching startup programme MDR LAB and launching a new cyber security capability called Mishcon Cyber Intelligence under the leadership of Joe Hancock, who joined in October 2016, and has held senior roles at PwC, Deloitte and BAE Systems.

Having three years ago launched high-end private client satellite business Mayfair Private, in 2016 Mishcon launched a second business, Mishcon Discover, working with eDiscovery services provider Unified and software developer kCura.

Speaking to Legal IT Insider, chief strategy officer Nick West said:

“

**Mishcon Discover allows us to capture revenue and profits that we would have paid to third parties. As a percentage of Mishcon’s overall revenue it’s small but it contributes nicely and it will get bigger.**

”

Director of business development and Mishcon partner Elliot Moss told us: “It’s just a better way of delivering the discovery part of litigation, and litigation is over half our business. Anywhere there is eDiscovery you can use technology to improve efficiency and do more of that work, which is a top line driver.”

West adds: “The whole point behind becoming an alternative business structure and in setting up these two businesses – and there may be more in next 12 months – is because we think in the future the core law firm will continue to grow and around it will be satellite businesses that grow faster and which collectively will make up Mishcon.”

The reference to another business is because the firm will shortly launch a new brand management business led by Moss, with the work it is doing around data extraction in its real estate and litigation department also likely to become revenue generating tools.

Moss says: “We do a lot of work for brands and have one of the biggest IP practices in the country, advising companies like Leboutin, Pfizer, BMW, Microsoft, Gucci and Prada. We also get asked by those companies to do brand licensing agreements, which is about management rather than litigation. That got us thinking ‘why not just get involved in putting brands together?’

***“There’s an opportunity to exploit and promote rather than just defend brands. We think it’s an utterly complementary business to our IP, reputation protection and cyber businesses. When, you think about it, cyber is about protection of a brand.”***

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He adds: "My own personal background is in brands and the people in my team have an unusual set of skills in that brand space. We're thinking about brands more holistically and I believe this is just the beginning."

### Real estate

Within real estate over the past year Mishcon has built a series of tools to increase productivity, encourage lawyers to think differently about matters, and ultimately generate revenue - although the finer details of the latter are still being worked out.

Mishcon has built a data extraction tool to pull data from the Land Registry and populate automated contracts using ContractExpress. West says: "Real estate work is almost always fixed fee so if you are doing the purchase of a building or sale of a shopping centre and have to quote fixed fee whether it's £50,000 or £500,000, the pressure is on to deliver high quality legal services in a cost-effective way. You have to think about what are the things that lawyers have to do and how to streamline them."

"Take for example the first steps in the matter - checking title. Five years ago, the only option was to get lots of office copies from the Land Registry and have lawyers or paralegals manually extract the key information, but now you can pull the data you want from the Land Registry as a data file and use it directly in whatever app you are using. We've developed an in-house data tool to do that. We pull back the data and, using Contract Express, that data is used to automate contract writing."

While this saves time and creates efficiencies that can be passed on to the client, there is more to it than that. Instead of the extracted data becoming lost in legal files, it can now be shared with the client, potentially for a fee. West says: "Ordinarily contracts are flat documents but through Contract Express, if you're filling in fields such as name, address, rent, and date, that is information that can be reused. We use a lot of that data to build data bases that you can then send to your client. You can send the native data to upload into their system so they can bill the tenant on the right day. Ordinarily the lawyers extract all that information and then the client extracts it again. Why are we doing it and then redoing it? Because normally the data is packaged up in a 10-page lawyer report which the business teams can't or won't use."

**He adds: "The data product we can absolutely monetise. Imagine if you completed on a shopping centre: the amount of time it would take you to load 300 properties on to your system would be weeks but we could give you all that on day one. We will charge but are in the early stages."**

Once the data has been obtained, it can be plotted on Mishcon Maps, a visual tool built internally that can present 'at the click of a button' all the information known about each property Mishcon has worked on.

While it is likely that Mishcon will ultimately have to work out how this tool fits with the increasing demands of clients to lock down their data, West says: "Normally at the beginning of a matter a partner will email round the entire department to find out if anyone has acted on a property before but with this app they can search on the map. It will show which partners and lawyer have acted on that property or neighbouring ones, as well as other information such as the size of the transaction. It allows the team who are just getting started to speak to the people with prior experience and find out whether there is anything weird about the property, such as the landlord is absent and that may cause delay. So far we're not monetising it as a separate application but we haven't ruled that out."

### Litigation

For every 100 litigation matters that come in to Mishcon, something like 10 get to disclosure and not even one to trial. So, it is unsurprising that the firm is focusing heavily on tools and techniques for the early stages of litigation.

Mishcon Cyber Intelligence focuses on the very earliest steps, when the firm needs to work out who all the key people in the case are. It has licensed an undisclosed external tool used by government intelligence services to extract and make connections from information from publicly available data, as well as trialling data analytics and eDiscovery tools such as Brainspace among others.

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West says: "We use tools that help us find out about people and connecting the dots in limited data sets. What is all the data telling you? The main protagonists may have told us that they don't know each other but our data shows they sit on a board together and are connected by Facebook. If you have to search public information sources about one person that's easy but if there are 300 people in an organisation, then tools which help you automate the collection and analysis of public data are incredibly helpful. The whole purpose of litigation is to find the needle and start asking questions before the other side have even caught their breath."

Of this array of alternative services Moss says: "The truth is its minimal today but that's the point in a 10 year vision and we hope it won't be: that's the journey. The reason we've created our discovery, cyber and private client businesses and the reason why we're looking at a brand management business is because those are very good ancillary businesses to have when you're offering legal advice.

He adds: "Those businesses are going to be the source of non-legal fees we generate but we talk about technology transformation over next ten years as being about services that generate revenue and hit the top line as well as those that create efficiencies that help the bottom line.

"In five years' time, every business will have an element of tech, it's just how we define our lives."

### Macfarlanes

It was Macfarlanes increase in PEP that stood out in 2016-17, up by 7.6% to £1.38m (having dropped by almost 17% the previous year) while its revenue grew by 4% to £167.6m.

The highly profitable firm has eschewed a multiple office strategy in favour of partnering with the best local law firms, has around 87 partners and 220 solicitors, so is significantly smaller than many of its UK top 30 rivals.

Not the first to shout about alternative legal services, Macfarlanes in 2013 hired Christopher Tart-Roberts as head of knowledge, innovation and legal technology and is now deriving revenue from tech-based tools.

Charles Martin, senior partner at Macfarlanes told Legal IT Insider; "There is undoubtedly a greater focus on finding creative ways of doing a better job for our clients using IT. The word 'innovation' has become a bit hackneyed but essentially that's what we're talking about. Along with many of our peers in this sector, we have a team of specialists helping to support our lawyers in this area. We have a head of innovation who supports and challenges all our practice areas. His main focus is on document automation and efficiency of delivery of our existing client services. Other people in that team concentrate on improving cross-firm communication and collaboration using IT tools."

**He adds:**

***"We have developed some tools for clients in the financial services regulatory field, for example in helping to get to grips with MiFID II, and have seen some revenue as a result of that. We're keen to make sure that we are quick to identify specific client needs in our key areas of specialist expertise, where some kind of IT-based solution might be of value."***

What we haven't done unlike some of our larger competitors is invest significant sums of money and time in effectively joint venturing with third parties to develop products from which substantial revenue could be expected to flow. It's an interesting idea and I would expect that it's the type of things we will be doing in the fullness of time."

### Freshfields Bruckhaus Deringer

One of the world's largest firms by turnover and mentioned last only because it is taking a different path when it comes to productised legal services, Freshfields in 2016-17 posted static revenue of £1.33bn. Net income fell by just under 1% to £612m, while average profit per equity partner grew by 5% to £1.547m after what joint managing partner Stephan Eilers described as a "challenging year."

In terms of alternative legal services, the firm's efforts are focussed within its Legal Services Centre, which launched in Manchester in 2015 but has spread to Europe and Asia and has now reached 100 staff.

Headed by Isabel Parker, the LSC is a home for the exploratory work that Freshfields is doing with Kira Systems, and Parker told Legal IT Insider:

***"Our use of AI has been very well received by our clients. We use Kira and other types of solutions and have found we've been able to add real value by teaching the algorithm ourselves, including in languages other than English, for the benefit of our clients. There is huge excitement around the possibilities that AI opens up."***

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The LSC umbrella provides not only a base to develop and trial new technology and processes but a way of measuring its success and Eilers told Legal IT Insider: "I would describe the impact of the Legal Services Centre as significant. Our model is not about creating three or four different businesses but taking an integrated approach and innovating in an integrated way- and that is how we make sure that quality is consistent.

"You can look at a transaction and see what proportion of the due diligence or claims management is done through the Legal Services Centre. That helps us to project demand. In addition, we wouldn't get some of this work if we weren't able to offer this delivery model - or we would have a lesser percentage of the work. That is one way of tracking value we know there are 20 to 30 clients which would not instruct us on this work and related work without the LSC."

Parker adds: "We're very alive to the importance of process. Defining and improving what we do is an essential foundational layer of any innovation. Using technology without first thinking about how we deliver will not give us the same competitive advantage - it has to be a combination of the two."

However, the firm has not gone down the path of many of its peers of productising the commoditised element of some of its legal services and Eilers said:

**"Moving the firm into areas such as information services that do not generate a client relationship and which offer an isolated legal product is not the space where we should compete. We're high end, and people should get from us top processes and the best legal minds and that's the space we should be in. We are interested in using technology to streamline and provide better value - that is different."**

### Existential dilemmas

While streamlining and providing better client value are becoming a given (we'd argue there is a long way to go), many firms are struggling with how to measure the success of their alternative ventures, not to mention having crisis of confidence over the brand-consistency of productising their services that Freshfields is so clearly avoiding.

For firms such as HSF and Freshfields, having an ALT or LSC arm through which they charge for their alternative services means the success of those services is easier to measure and track.

However, across the board there is a lack of consistency and transparency in the way that firms charge clients and one partner comments: "We measure things in a way where it's still quite difficult to attribute a new initiative to a set of results."

For Potts, many law firm issues stem from not having their back office in order. He says: "We became a PLC and added a billion pounds to our bottom line by sorting out our back office and introducing much more transparency. A lot of what we do is automated so we can fix the price and get a bigger margin. For every single engagement with a client at Accenture I can tell you what the gross margin each day is for that project."

### Legal project management

Legal project management is something that law firms are increasingly embracing and we predict within the next few years not having it will be like buying a house without plumbing.

Yet firms such as HSF, which is a leader in the LPM field, are currently grappling with how to measure its value.

Rigotti says: "It's hard to measure what the real value is by preventing reductions and write offs and it is a bit of an untold story. Thus, often the value of LPM goes beyond charged and recovered fees."

He adds: "There's also a lot of cultural stuff around this, such as whether partners allow alternative legal services to reach their full value or are stunting their growth. There's an element of not wanting to cannibalise our own revenue. For example, legal project management definitely has improved acceptance and the repeat users in some parts of the litigation team wouldn't do anything without it. But others see it as witchcraft that will hopefully go away. The acceptance is mixed and I can understand that: "it's easier to accept something if I've seen it rather than just heard about it" - and acceptance goes up after people have used it."

At Mishcon, West is bullish that LPM should not be charged to clients at all. "Lawyers have always project managed matters. And the quality of that management has been variable, at best. For me, LPM is about teaching lawyers how to manage matters much better - to use tried and tested tools - and in some cases to use specialist project managers. I'm not knocking the idea of LPM, but I do think that people over-complicate it.

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***I don't agree with the idea that firms should be developing significant businesses around project management. It's a component of our service and should be made clear, but I don't think firms should have project management practices.***

"People have to have the confidence to say 'we don't want to be a project management firm. We are offering complicated legal services, there's lots of moving parts. Project management is a component of our offering, not the offering itself' For many years, firms have just hoped that everything on a matter will come together; now they realise that it's a better approach to manage all the workstreams carefully, with a set of tools and techniques. Whether you do that by upskilling lawyers or bring in project management specialists is a good question – there's room for both approaches. But firms have to do something around project management because firstly matters are ever larger and more complicated and second because clients now believe in the benefit of project management - if their SAP implementation has a project manager then why shouldn't an M&A acquisition - it's just the way corporate business works these days."

### ***To productise or not to productise?***

Outside of LPM there is deep-rooted insecurity around whether law firms should be charging for certain value-add services and products or whether they are just part of the job.

Rigotti again says candidly:

***"We have developed client apps and to be honest are struggling to work out how to charge for them. The big question is, are we providing extra to clients or are we just doing our job for clients?"***

The question of brand that Freshfields is so clear on resonates with its competitors, which are all trying to work out how best to protect their reputation for high quality when they are operating under different price points.

Firms look for inspiration to the likes of the multi-billion-pound business of McKinsey & Company, which complements its high-end consultancy work with McKinsey Solutions, a technology-based suite of tools and solutions. Visser says: "If you are able to package your knowledge in a broader way the market can benefit."

He adds: "All of the top-tier firms have a strategy to go after the right clients and the right work but the market is changing and things become a commodity much faster

than before. That doesn't mean those products are not of high value to our client but they won't pay top whack. The unique input we can have from a legal perspective is to combine our legal expertise with top notch technology and build a beautiful product.

"We're very much taking a client-centric approach about 'what type of tools are you interested in, what would you buy, and what does the tool look like'.

**Halliwell adds: [It's about] asking what your brand is about. For us, a key part of our brand is the bold pursuit of innovation to solve our clients' commercial challenges. Demonstrating innovation in a wide range of different commercial contexts supports that brand and encourages clients to think of us when they have tough questions that might need a different or lateral mindset."**

At Accenture Potts agrees: "A lot of things will become commoditised and if you're wrestling with that you're wrestling with the inevitable," he says.

"You can move to a higher level of customer satisfaction by understanding your customers better through digitising your business and automating much of the business through RPA and moving along an intelligent continuum into machine learning. By understanding what your customer is doing rather than letting that work go, you can apply wise minds to the more in-depth problems.

He adds: "What you need to do is try to create transparency in your business so you can understand your customers better than anyone else through intelligent automation, without which you can't leap to proper AI. You have to start digitising the business through RPA and build out from there."

The existential crisis, he says, arises from the fact that many law firms have not defined clearly enough what they are trying to achieve and where they want to go.

***"People are dipping in to tech but you really need to understand where it is taking you and have a clear strategy and work towards where you see yourself in five years' time," he says***

For those who have tracked the legal industry for many years, the progress over the past year is enormous. But clarity is still required.

## ► iManage ConnectLive: Reflection is a dish best served cold

So, the dust has long settled on iManage ConnectLive London, giving everyone time to reflect on the keynotes and recover from their personal contribution to the £22,000 Tuesday night bar bill (yes, we saw first-hand the receipt that went from one side of the Intercontinental Sky Bar to the other.)

Users were told that iManage has seen 21% revenue growth and 150% cloud growth over the past year, as it focused on the roadmap for iManage Work 10, cloud, and security in the form of Threat Manager. But it was RAVN Systems, acquired by iManage in May, which generated and continues to generate by far the most user interest, to the extent that insiders say it has taken iManage quite by surprise.

iManage's roadmap for RAVN is more developed than many in the sector seem to realise and worth revisiting for that reason alone. CEO Neil Araujo told us at the conference: "In terms of the roadmap for RAVN we have two 'buckets' and bucket one is about accelerating the path that RAVN was already on and the other how we infuse it into iManage."

### IDOL v RAVN

Within the latter limb, the RAVN search engine will be embedded as an optional alternative to the IDOL search engine and Araujo said: "The first thing we will embed is the RAVN engine as an option instead of IDOL. If you're an existing customer you get the equal functionality you had in IDOL for nothing."

This will go down well with users, with Macfarlanes IT director Andrew Powell commenting: "At its most basic level, it looks to be a swap out for the IDOL search engine, which generated enough interest in its own right. The general perception – or hope – is that RAVN as a search engine will be less troublesome, need less hardware and will be cheaper to operate. But beyond that, it's what you can do next, looking at your document base in terms of more clever stuff. The hope more than anything else is that if you have already ingested all your documents for search, it should make sense to use that system for AI, analytics, machine learning - you've got to be in a good place to take advantage of what it does next. Well that's the hope at least – they've only just come together and of course the detail of what it can achieve and how it will be licensed will be critical to its adoption.

He adds: "Some years ago iManage released Universal Search (IUS), which used IDOL and was separately licensed but the firms I worked for didn't want that kind of enterprise search product at that price point. But I think the world has moved on since then and the potential to go well beyond more traditional search technologies and have an AI/machine learning engine as part of the DMS stack - whilst at the same time simplifying some legacy components - should be attractive to the market."

### Bringing AI to the lawyer

The more advance, paid for integrated RAVN functionality will include auto-classification; identification of personally identifiable information (PII); and native RAVN extraction capability where you will be able to extract out key terms on selected collections of documents. Araujo said: "From an end user perspective, lawyers don't have to go looking for AI, it's brought to the lawyer and the tools they use on a daily basis."

He adds: "When you use Facebook or Google, there's a lot of AI tech running in the background and that will be the same for iManage. When you create an SPA, it will say you've classified it as a document that doesn't make sense and if it doesn't have security, the system will flag it.

"The same goes for PII: if a document has PII in it you may want to flag that before sending it out – we are moving to notion of content-aware repositories."

For law firms – anxious to demonstrate that they are using AI but in many cases without the resources or wherewithal to know where to begin - this is already music to their ears.

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#### IMANAGE CONNECTLIVE CONTINUED FROM P.16

Araujo says: "The first step you use AI for is clustering – things look similar so the system puts them together – it can't tell you the pile is employment agreements but you can train it and next time it will recognise the pile as employment agreements. The next step is to identify that these are the key clauses - the salary clause and the termination clause – and you can't do that with a high degree of accuracy if you don't have a good classification. The next step is applying interpretation – for example is the clause that was extracted a right or an obligation? And the last step is prediction. If I can extract out all these data points can I predict how much this matter is going to cost? RAVN's technology takes us all the way up to interpretation and we are working with certain customers on prediction.

"Cost is one example of prediction. If you look not just in the legal world, everyone talks about data driven decision and what that means is that you let the data do the talking. One of the challenges for law firms is that their data is stuck in the document. It is stuck in dumb filing cabinets and in time records that are impossible to interpret. By deconstructing those you have the basis for interpretation."

He adds: "What makes us stand out from things that just watch packets on the network is that we understand the context in which the information is accessed - we understand which practice areas you're in and what you should be doing and should not be doing."

#### Knowledge management/need to know

One area that appears to have gone under the radar is the way that RAVN's technology can be used to help firms overcome their knowledge management challenges in light of clients increasing expectations that matters will be locked down on a need to know basis.

Araujo said: "For knowledge management and 'need to know', RAVN can deconstruct the data and provide a knowledge graph that gives visibility into the document without revealing the details."

Powell said: That's where it gets really interesting. Knowledge and Risk are often at loggerheads – access to learn, versus no access for confidentiality -and if you can obtain knowledge in a way that obfuscates client details, that's potentially quite clever."

iManage could be clearer about its pricing plans but it is still early days and at Bird & Bird, IT director Karen Jacks, who attended the conference with her team, said: "It is probably too early for either party to share exactly what the roadmap map is but it certainly is likely to give us a more functionality in iManage as a product."

She adds: "To be honest I don't think the acquisition has had any impact on the market at the moment - we did

all have a conversation about how the market is evolving and maturing but nothing further than that. This is still immature in my mind and I predict lots of movement – but that is my prediction only!"

iManage will certainly have to get the pricing right and Powell says: "The value proposition has to be right and firms have still got to think about whose data it is, and what a system can have access to in order to learn. Many firms put information barriers around matter files and have sensitivities around data privacy."

Still, iManage is rightfully bowled over by the level of interest and engagement that the RAVN acquisition has brought and ConnectLive was described by both Powell and Jacks as having a buzz about it.

Powell said: "It's gone back to how it used to be – years ago when it was iManage first time round it was seen as innovative and fast paced but it went through a number of mergers and takeovers and by the end became a niche part of a much larger organisation and struggled to retain that.

"For all of that, to come out and be choosing their own destiny has reenergised them. People from the early days are rejoining them, which tends to happen when things are going well, so there's a buzz about the place."

#### Future strategy

iManage, which Araujo says plans to make further acquisitions but is currently focussing on RAVN and the necessary operational detail, is now positioning itself to evolve from document management system provider to technological facilitator.

Araujo said: "We view our mission to be a technology provider that is enabling an industry to adapt and change. If you look at what we've done so far, we've transformed the UX to drive adoption – ie what is in it for the end user. And we've introduced security products to manage and protect unusual behaviour on your system and introduced AI. We view our mission as a company that, in five years, helped transform this industry to where it wanted to go. Document management is a key component but it's about what impact we can have in helping our customers engage with their clients differently. How can they give clients more confidence in driving data – in achieving huge productivity gains.

"Our goal is to drive productivity, client engagement and security and RAVN is a key tool in that.

"The point is that all these things add up to how firms would wish to operate and it's not just about storing documents. That's where we were born but firms' needs and workflow is evolving from that and we need to support it. That's the inspiration and excitement."

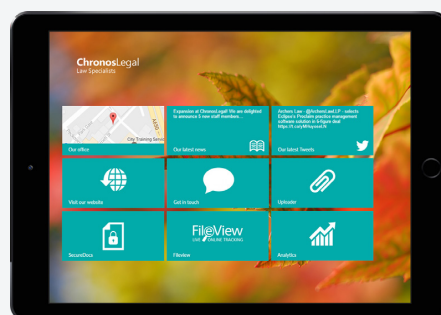
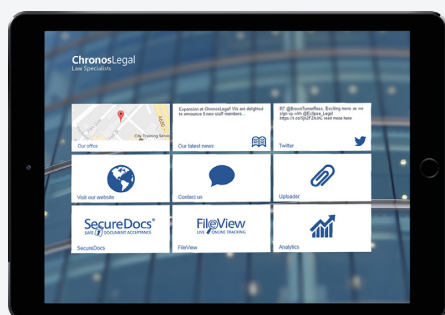
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## ► Luminance's CEO talks growth and international strategy

*Luminance has in the past six months visibly notched up a serious number of client wins, most of which Legal IT Insider has reported on, and which span the Nordics, Australia, Spain and Italy. CEO Emily Foges tells us what's behind them and what the strategy is going forward.*

### What has sparked the spate of international wins for Luminance?

This is something I've been thinking about a lot. We have a lot of inbound demand from all over the world. We always recognise that no due diligence data room is ever in one language - you always find five or six languages. We did a pilot the other day with a firm that said 'we don't believe Luminance will work in Danish and they opened up the documents and it was all in Vietnamese.

We also have a very scalable model - it's not something we need to spend lots of time on the ground and go off and build something as legacy products do. This is up and running instantly and 150,000 documents have gone through Luminance in the nine months since we launched. We go and see clients to see how they are using the technology and learn about them but we can go anywhere and have gone anywhere.

### Where are you seeing most traction?

We've got lots of traction with clients in Chicago and we've started looking for our own space. In New York we have our own space but in Chicago we've been borrowing space and working on live transactions - we wanted to be there and understand the market first.

The Nordic firms are early adopters and embrace technology and see it as a huge opportunity to work for the better. One of the Norwegian firms asked me to present at their partners meeting but I don't see that so much from the London or US firms yet.

### How do you think your tech differs from competitors?

Normally a big data room takes a lot of time to get up and running - our clients don't have time to set up a system and tell it how to analyse the transaction for them. Now the technology is capable of analysing a data room without instruction.

We talk to client with previous experience of clause extraction who get caught up on 'when do I do the training'? We say just focus on being a lawyer.

### What are your latest growth stats?

We've won around 20 new clients in the last six months. In terms of where the most wins have come from the UK stands out, closely followed by New York and then Australia and Singapore.

We have a new office in Trafalgar Square, in London and for the last couple of months have hired two new people a week so in London we are now 20.

In total, we have around 30-35 staff and the roles we're building are in sales and marketing. Our developers are in Cambridge.

### What is your strategy going forward?

We've always had a lot of interest from GCs and inhouse legal teams who are really struggling to understand what documentation they've got, so when a big regulatory issue comes along it can be very daunting.

Amazon started with books and we're starting with M&A but by the end of the year we will be launching regulatory capability, which is in a slightly different space because there are different levels of activity over different periods of time. Contract management might be the best way to describe it - what you've got and how you need to react.

We're also on cusp of launching a Spanish interface.

**Emily Foges joined Luminance from Equifax, where she was latterly international product development director. She has previously held senior roles at BT and Betfair.**



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

**UK & EMEA** IP firm **Potter Clarkson** is working with **Phoenix Business Solutions** to move its document and information management infrastructure into the **iManage Cloud**, having recently migrated to **Microsoft Office 365**. Phoenix has developed a tailored business solution, comprising iManage Cloud and iManage Share, as well as Phoenix MatterView and Workspace Control, with a view to improving workflows and business insight from the firm's data. The Nottingham-based firm selected Phoenix, a long term iManage partner, to help with the process after a competitive pitch.

**DTI** has been awarded multiple contracts for the provision of transcription services by the UK **Ministry of Justice**, including the provision of off-site transcription services for the Crown Courts in the Midlands region and attendance-based transcription services, providing loggers and stenographers to attend hearings in the Criminal Division of the Court of Appeal.

The forensic investigations arm of **BDO Netherlands** has selected the **Nuix eDiscovery Workstation** to replace its incumbent software as its system of choice to regularly conduct large-scale, complex digital investigations, including, insider threats, cybersecurity, ediscovery, information governance, compliance and privacy. "Our prior solution had very few of the attributes of Nuix. We've run several projects with Nuix, with a total data load of 10 terabytes and it has been faultless. The speed and accuracy of Nuix will allow us to conduct investigations with larger data sets than ever before, and help clients quicker and more efficiently. It's a win-win." said Bart Bleeker, Technology Manager Forensics & Litigation Support, BDO.

South coast law firm **Warner Goodman LLP** has signed up for the full Liberate software suite from **Linetime**. The fully integrated accounts, case and matter management system is to be rolled out to over 150 users across three branch offices in Southampton, Portsmouth and Fareham.

Finnish firm **Castrén & Snellman** selected the recently rebranded **iManage RAVN AI** engine to automatically review and perform checks in its real estate and M&A transactions to increase efficiency and accuracy.

**Portolano Cavallo** has become first Italian law firm to use **Luminance** artificial intelligence technology to improve the efficiency of its M&A due diligence across its Milan, Rome and New York offices. Portolano selected Luminance after completing a successful pilot in which they found 35% time savings on document reviews alone. As they examine more Italian documents using the system, Luminance will learn by example to recognise Italian clause and document types. These new Italian-language concepts will be made available to all Luminance users in the coming months.

**iTrain Direct** have recently been working with **Blake Morgan** to help them implement Peppermint Technology cloud-based software, delivering classroom-based training and floor-walking support to over 600 staff across multiple sites

**Wonga Group** has selected the **NewGalaxy ContractPod** cloud-based contract management tool to enable its legal team to generate contracts more efficiently using automated templates. ContractPod was launched in 2014 by NewGalaxy, which started life as a LPO and is headed by former McGrigors senior partner and KLegal chief executive Robert Glennie, and co-founder and director Sarvarth Misra. Other ContractPod clients include **asb law**.

**Harper Macleod**, one of Scotland's leading full service firms, has deployed **Lexis Draft** to help them reduce the time they spend on drafting, while increasing the quality of their documents. Lexis Draft is a toolbar that sits in Word and combines LexisNexis content with workflow tools, including advanced proofreading, citation checking, as well as document automation services.

Bedford-based **Deo Volente Solicitors** has selected the Proclaim Practice Management Software solution from **Eclipse Legal Systems**.

WINS & DEALS CONTINUES ON P.23

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## WINS &amp; DEALS CONTINUED FROM P.22

Long-time **BigHand** digital dictation users **Actons Solicitors** in Nottingham has adopted BigHand Hub and speech recognition to support business growth plans.

In a double win for **DocsCorp**, two of the world's largest Big Four accounting firms will deploy its document comparison and metadata removal software within their tax, legal services and compliance teams globally. The two separate wins will see the undisclosed global accounting firms, representing a total over 150,000 new users, roll out compareDocs for document comparison and cleanDocs for metadata removal.

The deals, which are two of the largest in the company's history, are said by DocsCorp to be the result of extensive product testing and pilot programs. Other recent DocsCorp EMEA wins include London-based **Clarkslegal LLP** selecting pdfDocs for its integration with its existing **TikitTFB** practice management system. French law firm **De Pardieu Brocas Maffei** purchased DocsCorp compareDocs in a deal through **NextApps**. And, to ensure all personal data was searchable, **Boodle Hatfield LLP** selected contentCrawler as its bulk OCR and compression solution in preparation for the upcoming General Data Protection Regulation (GDPR).

**NORTH AMERICA** In another major Am Law 100 win, **Proskauer Rose** has elected to move from Elite Enterprise to **Aderant Expert**, with implementation of the practice management system expected to begin immediately. The 725-plus lawyer New York-headquartered firm selected Expert after a competitive pitch and a proof of concept that is understood to have begun in the summer of 2016.

Other moves from Elite to Aderant Expert this year include **Cleary Gottlieb Steen & Hamilton**.

**ROSS Intelligence** has won **Sedgwick LLP** as a client. The San Francisco-based firm will apply ROSS Intelligence's AI research solution to its Creditors' Rights and Bankruptcy group. The firm's chair Mike Healy said the firm would use AI "to enhance our legal research, making it faster to analyse complex legal issues and to discover relevant connect-the-dots information that otherwise might go unnoticed."

**Phillips & Cohen**, with offices in Washington, New York, San Francisco, Miami, and London – the firm has worked with whistleblowers for over three decades holding healthcare providers, defense contractors, Wall Street firms and other entities accountable for fraud and other wrongdoing – has selected **iManage Work** as its new document and email management platform. The **Goings Law Firm LLC** in the South Carolinians has also selected iManage Work, while **Boutin Jones**, one of the largest firms in the Sacramento region has selected iManage Records Manager, part of iManage Govern, to manage both physical and electronic records

**Adams & Reese LLP**, a large regional firm with 18 offices throughout the Southern United States and Washington DC, has chosen **Bellefield iTimeKeep** as its firm-wide mobile time entry solution.

**Prosperoware** announced the successful integration of Prosperoware Milan Add-on features with iManage Cloud for Am Law 50 firm **Baker Botts**. The firm selected **Milan iManage** Add-ons as part of its initial iManage deployment in 2013 to enable matter centricity, ease administration, and improve the iManage end-user experience.

**Thompson Coburn LLP's** IP practice group is to use **Anaqua** for paperless management of patents, the firm selected Anaqua to bring all of clients patent portfolios onto a single platform in order to increase efficiency and reduce costs.

Recent **DocsCorp** wins include Virginia-based **Christian & Barton** replacing its legacy metadata cleaning tool with cleanDocs from DocsCorp. The Virginia-based firm also added contentCrawler for automated, 24/7 OCR processing and compression. The applications integrate with the firm's OpenText eDOCS DMS. Other deals include **Friday Eldredge & Clark**, **Lockridge Grindal Nauen**, **MLT Aikins LLP**, **Robinson Waters & O'Dorisio**, **Thomas Thomas & Hafer**, **McGuireWoods LLP**, **Jenner & Block**, **Dressman Benzinger LaVelle**, and **Chapman & Cutler LLP**. The Canadian branch of global law firm **Norton Rose Fulbright** has chosen pdfDocs as its PDF software.

**APAC** Australian law firm **Gilbert + Tobin** has adopted **Luminance's** artificial intelligence technology to enhance its due diligence processes for M&A transactions. Sam Nickless, COO and partner at Gilbert + Tobin said "We are excited to be AI to provide rapid insights into documentation that historically took days or weeks to uncover."

After a comprehensive RFP process **Johnson Winter & Slattery** has selected **iManage Work** as its a new document and email management system. The firm's CIO Ross Forgione said "We were impressed by iManage as a company: their position in the market, financial stability, ability to execute and reputation. It became quite an easy choice to make in the end."

Chinese law firm **Jingtian & Gongcheng** has become the seventh Chinese firm to select **Thomson Reuters Elite 3E** enterprise and financial management platform. With offices in Beijing, Shanghai, Shenzhen, Chengdu, and Hong Kong, plus more than 350 lawyers, the firm has become one of the largest and most comprehensive law firms operating in China.

**DocsCorp** had wins with pdfDocs at the **Office of Public Prosecutions Victoria** as well as Sydney-based firms **Law Partners** and **Barkus Doolan Family Lawyers**. **King & Wood Mallesons** in Hong Kong purchased cleanDocs to scrub documents and email attachments of metadata.



## ► “We’re always looking at innovative tech”: Fieldfisher invests in SeedLegals

Fieldfisher in July invested as part of a £1m investment round in automated startup platform SeedLegals, in a move that is hoped will help it build early stage start-up relationships.

The SeedLegals platform, which has been developed over the last six months to a year, allows start-ups and investors to negotiate, sign and close their deal in minutes, from any connected device, reducing the time and cost to complete the investment process by up to 90%. The platform integrates every component of a funding round into an automated process.

Tim Bird, a partner in Fieldfisher’s corporate team who led the initiative, told Legal IT Insider: “We’re always looking at innovative legal technology for the simple reason that we work with a lot of technology clients and they want us to process as much as possible with robotics or software.

“This platform on one level directly competes with us but the way they’ve created the templates enables people to create documentation for early seed rounds in very efficient way that we couldn’t compete with.”

He adds: “There’s still a role for an active lawyer on higher margin work and they won’t take market share for us but I’m sure they will take work from some law firms that churn out a lot of early seed work.”

Bird says that Fieldfisher put in a “small percentage” of the £1m investment round. The firm had kept abreast of its development and when it came to the first equity round Bird says, “we were keen to participate.”

Fieldfisher will introduce companies to the platform – which will help to back its investment – and Bird says: “What I’m hoping is that startups will do their first raises using the SeedLegals platform and then come to us for more complicated work. I hope we can maintain a relationship.

“Some firms do a lot of the seed rounds at a nominal rate and you might argue I’d rather have a junior lawyer than a platform but the way this platform has been created enables you to keep track of your share register and creates a cloud-based early data room. The other advantages are that it makes it easier for future fund raises or if someone tries to acquire you.

“Clients come to us saying they have used a newly qualified lawyer without experience, which doesn’t cost much but it’s not a great service and there’s no benefit to anyone.”

In a statement SeedLegals founder and CEO Anthony Rose said: “SeedLegals is looking to change the way the corporate legal market operates. Technology has always been a disrupter and we hope that our platform will do this for start-ups and their legal document needs. We are delighted that Fieldfisher saw the potential with the platform. This is just the first stage, and we are looking to develop it to cover other areas of law as well. We are excited to be working with Fieldfisher to develop this further.”

## ► Womble Carlyle partners with Kira

Womble Carlyle has become the latest firm to partner with Kira Systems, with the 500+ lawyer firm announcing on 24 July that it will immediately deploy Kira’s artificial intelligence (AI) software for document review and analysis.

“Kira will help us deliver the best of our talents at a scale impossible without technology assistance,” said Keith Mendelson, head of Womble Carlyle’s corporate & securities practice group, which will be the firm’s first adopter of the Kira software.

A Kira contract review saves 20-60 percent of the time spent on a conventional contract review, freeing up attorneys to focus on higher value client work.

Existing Kira clients include DLA Piper, Clifford Chance, Freshfields Bruckhaus Deringer and Addleshaw Goddard, while in March 2016, in the largest deployment to date of an artificial intelligence solution within the professional services arena, Deloitte’s US business entered into partnership with Kira Systems to bring its machine learning-based contract review capability directly to Deloitte clients.

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## ► Movers & Shakers

**UK & EMEA** Tikit has bolstered its EMEA consultancy arm with the hire of **Tayo Awere** as a lead consultant to focus on NetDocuments and Carpe Diem. Awere was previously at Phoenix Business Solutions, an iManage partner, and has over eight years of industry experience. Awere is said by Tikit to have been hired for his extensive experience of DMS implementation and migration work.

**DW Reporting** has announced three new hires to its Evaluate development team. **Lawrence Watkins**, a co-founder of DW Reporting, re-joins as Solutions Architect, bridging the gap between the ever-growing list of functional ideas and technical delivery, assisted by the addition of **Katrin Nitsche** and **Alejandro Sans**, both software developers tasked with assisting the execution of technical delivery.

Manchester-based **Quill** has appointed **Jo Poole** as regional sales consultant for the South East, with responsibility for both existing clients and prospective clients based in this area, involving additional and new product sales respectively. Jo brings with her over 20 years' sales experience, 16 of which have been spent in the legal sector, most recently with Redbrick Solutions. The role became available because Quill promoted long-

serving regional sales consultant **Clare Tuck** to the newly formed position of client relationship manager.

**DocSolid** has hired **Ed Bergstrom** as its newest sales director. Ed brings over two decades of global enterprise technology sales leadership experience, including his work in senior channel roles at NetDocuments and iManage. Ed will spearhead DocSolid's expansion in the UK and Europe, building on existing partnerships with legal IT providers such as Ascertus and Tikit.

**NORTH AMERICA** **Prosperoware** has appointed of **Hans Bengard** as account executive. Most recently with Wolters Kluwer, he will lead sales of Prosperoware's Umbria and Milan product in the southeast US.

**Keesal Young & Logan** has hired Twitter ediscovery and litigation operations head **Wendy Riggs** as a senior advisor.

**FRONTEO USA** has appointed of **Peter Florian** as senior VP of sales & marketing. Prior to joining FRONTEO, Florian was SVP of sales & marketing at Complete Discovery Source.

Cybersecurity and ediscovery recruitment specialist **TRU Staffing Partners** has added **Sarah Cook**, Southeast and Texas regional manager of recruitment, and **Cierra Short**, national talent scout, to its team.

## Swap your suit for a sleeping bag

Byte Night is the UK's largest sleepout event, aimed at the technology and wider business sectors.

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## ► 'Not Petya': "Security investments will face few barriers now"

The global 'not Petya' cyber security attack that in July took DLA Piper offline for over a week is having an immediate and significant impact on law firm behaviour, with three of the UK top 10 law firms confirming off the record to us that "security investments will face few barriers now."

Law firms have long been aware that they are vulnerable to attack but the IT director of one of the law firms told us: "Yes there is now more money available. People are realising that it could happen to them. It is impacting on law firms for the first time and it's sinking in that we really need to do something about it."

A further CIO said: "No-one can afford to be complacent but I would agree that the issue is now seen as very real. Security investments or related changes will certainly face fewer barriers, I think."

The third told us: "The cyber-attack gives rise to several topics and it obviously extends way beyond just legal. It's got the senior partners all having discussions which is a good thing. It also brought to light that many organisations don't have adequate fall-back plans when technology is not available."

The attack is accelerating the conversation around law firms moving to Windows 10 and the cloud, as it shines a focus on "years of under investment" by law firms in technology.

"Too many organisations don't know how to assess how much to spend on technology and are quite happy to prioritise profitability over making sure that their systems and processes are fit for purpose. You're right that now will be a good time to put forward a case to spend more on security," said the CIO of one magic circle firm.

Ah, we can just see all those unsolicited cybersecurity sales emails landing on CIOs desktops in the coming weeks and the tinkling sound of the delete, delete, delete button.

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