

# legal insider

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## ▶ Norton Rose Fulbright goes live on SAP with Fulcrum GT

Norton Rose Fulbright has gone live on SAP HANA with Fulcrum Global Technologies, after a project that signed in March 2016 and will ultimately consolidate five profit centres across the United Kingdom, United States, Canada, Australia and South Africa.

While South Africa is not scoped in the initial roll out, the remaining sites on 8 October swapped out Aderant and Elite for one instance of SAP in the private cloud, using Fulcrum's time entry, CRM, matter budgeting, finance and billing and analytics modules. Time entry and CRM are software-as-a-service products.

The go live follows a planning stage that began in around April 2016, with implementation beginning in late August of that year. Just over a year later, NRF has cut over to SAP on time and to budget, although the 3,700-lawyer firm is still within the hypercare period and understandably nervous about counting its chickens before they have hatched.

Just under a month after go-live, the transition is reported by insiders to have been very smooth or "quiet" so far. Silence really is golden in this case, although NRF was experiencing its first month end billing as we went to press.

While it is after go live that the change management really kicks in, speaking to the Orange Rag, Ahmed Shaaban, founder and managing director of Fulcrum GT said: "Partners are now feeling the change but as part of our process we implement change management and training from day one. All the processes are validated, and all the key stakeholders get involved and we run through trials. We pretty much go through dry runs and we did that in May and June to ensure data readiness. We worked very closely with people to make sure we bring together the people and processes."

As part of its Project 2020 transformation, NRF, which first began looking at SAP in 2014, has established a global shared services back office in Manila, which was announced in May 2016 and houses around 5% of the global business services workforce including much of its IT support function.

In terms of SAP/Fulcrum, Shabaan said: "Everything has gone to time and budget and the processes are in place to provide a truly enterprise solution that spans all countries. What is great about the Fulcrum solution is that it means the localisation of globalisation. It runs with your tax laws in your currency, so the UK has VAT, Australia has different trust rules and although it's a global platform it operates on a local level."

Rob Otty, managing partner, business integration said: "We can confirm that we cutover to our SAP GPMS in early October. We are currently in the hypercare period of the roll-out of the system and as such it is too early to comment on how the system is performing. We will comment once the hypercare period has completed."

We'll bring you more soon.

## ▶ The US Top 200 DMS table is out!

Our US Top 200 document management system supplement is out today (1 November) giving you the full low down on which US firms are using which system, as well as extensive interviews with clients such as Baker Botts (iManage Cloud) and Littler Mendelson (NetDocuments).

OpenText still has a significant number of sites within the Top 200 but – despite their protestations otherwise – those are waning, and in our commentary we focus on NetDocuments and iManage in what consultants and CIOs say is becoming a two horse race in pitches, albeit that iManage's acquisition of RAVN Systems has had a huge impact on firms considering a move away from the DMS leader.

See page 6 for more detail.

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## ► Ashurst progresses its cloud agenda

Ashurst has instructed IT infrastructure and services provider Softcat and begun engaging a number of key clients on moving much of its data to the cloud as the UK top 10 firm continues to lead a working party that puts Microsoft at the centre of law firm efforts to shift their infrastructure off premises.

Softcat is advising Ashurst on a hybrid-cloud model that will look at moving to Office 365/hosted Exchange and potentially putting the firm's document management system in the cloud. It currently uses iManage on premises.

As we revealed in July, Ashurst's global head of IT, Bruna Pellicci earlier this year set up a Microsoft legal working group designed to put the software giant at the centre of law firm efforts to move their infrastructure to the cloud.

The working group, which most recently met on 27 September and includes law firms such as Freshfields Bruckhaus Deringer, Herbert Smith Freehills, RPC, BLM, Bird & Bird and Clyde & Co has brought in representatives from Microsoft in a bid to answer recurring law firm challenges such as the security issues raised by client RFPs.

Pellicci said: "Requirements to keep information secure are growing and clients expect to see their law firms responding to this. Microsoft is working with us to understand these requirements and establish exactly how its cloud services can deliver on them."

The firm is now engaging its clients in its plans and Pellicci said: "We are currently reaching out to some of our clients via the client relationship partners to discuss what we are proposing to do with Microsoft and taking their views on that as we want to ensure that they would be happy with us potentially moving to a hybrid cloud solution."

Ashurst is planning to contact around half a dozen key clients in the financial services and insurance sector.

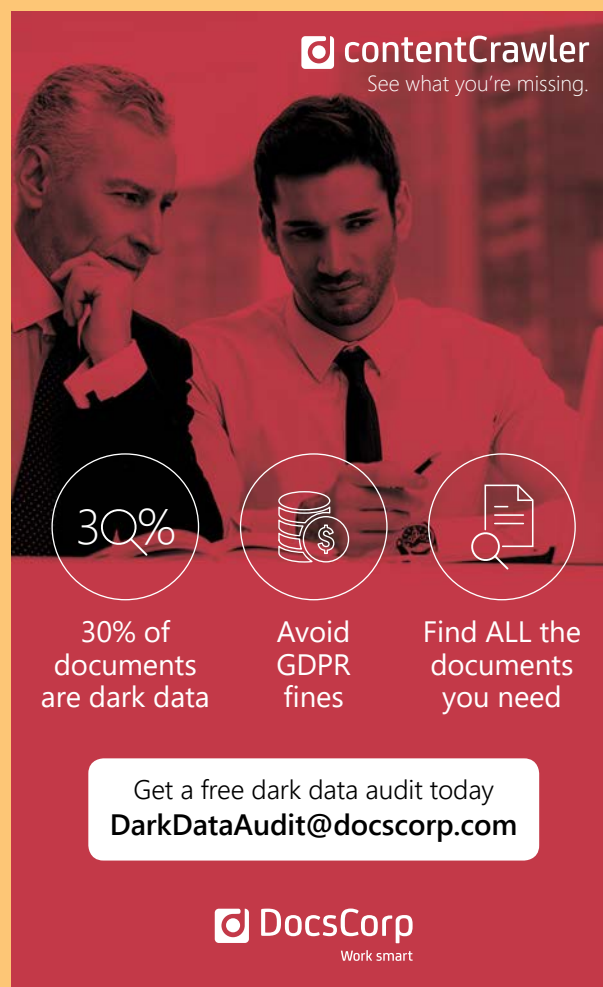
Pellicci says: "Clients don't have a blanket ban but say 'your system must meet these requirements'. We have gone through the requirements with our risk and compliance team and we've gone through 150 client panel terms to understand if there are any restrictions."

She adds: "Running an IT department should be about being innovative, not just business as usual."

Speaking to Legal IT Insider Lucy Bassli, assistant

general counsel for Microsoft, who attended the Ashurst meeting on 27 September and spoke to us on the same day, said: "What came out of today is that Ashurst is moving forward and the group is gaining momentum with more companies joining in. There is still the underlying challenge of financial services companies and it was interesting to broaden that out and really start to expose some of the challenges with their financial services clients. We want to help them join up with our financial services team so there are a lot of conversations around that and some real momentum in how we can work together."

The collaboration comes as Taylor Wessing reaches a half-way point in shifting its infrastructure and some software into Azure. If you missed the Microsoft video that we featured on 20 October take a look here: <https://www.legaltechnology.com/latest-news/taylor-wessing-talks-microsoft-azure-the-role-of-it-has-changed/>



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## ► Allen & Overy Fuse – an update

Allen & Overy's tech innovation space Fuse has to date generated a significant amount of interest quite rightly, because it is in the only law firm we know of so far to create this kind of sizeable tech incubator within its own City walls.

In October we looked around Fuse and chatted to the current startup and not-so-startup occupants, as well as chairman Jonathan Brayne and Fuse head Shruti Ajitsaria, who unbeknown to many can be credited with getting the idea off the ground.

Fuse was, according to Brayne, a "recognition that we need to become plugged in to what technology is out there, what it can do and how it can impact our world and the world of our clients." Technology will, he said, "perhaps profoundly affect the needs our clients have of us."

Fuse came about after Ajitsaria, an A&O derivatives lawyer since 2002 who did a bit of angel investing on the side, was approached by a platform-based derivatives startup that said traditional law firm derivative practices have got it all wrong. "I came into work after that and carried on in the same way," Ajitsaria said. "Fuse is about connecting lawyers with best in class technology and empowering them to do what makes sense for them."

With a focus on exploring legal, regulatory and deal technology, earlier this year Fuse selected eight occupants from 84 applicants, with each appointed an A&O partner sponsor. The eight span and are supposed to reflect the different A&O practice areas and are at different stages of development.

Startups sit in an open plan area opposite A&O's innovation team, who sit behind glass in order to satisfy confidentiality rules and regulations.

Speaking to the startups, the key benefits they've gained so far from Fuse are unfettered partner input and client access. Clients that have previously been hard to get hold of have reportedly been enthused to visit Fuse and discuss with the startups directly how their technology can help resolve problems.

At Opus 2 International, which is best known for its tech-enabled litigation solutions and paperless trials, the company is moving into the corporate space and A&O is helping to develop its transactional capability. Opus associate Josh Kirk said: "We've been able to short cut the development process and get straight to the pain points."

RAVN Systems (now iManage) is looking to achieve more use cases in order to help productise its currently often bespoke offering. A&O this year signed up to iManage document management system and was already using RAVN's software.

And at intelligent deal platform Legatics, A&O used the software before signing up Legatics and continues to use it. A&O has had input into the latest version.

Addressing the eternal dilemma over embracing technology that may cannibalise your own revenue stream, Brayne said: "If they're going eat our lunch that will happen anyway: we aren't going to wait until we wake up and our arm has been chewed off."

While there is no assumption that A&O will take equity

in the startups, it has done so in Nivaura, which automates and provides an end-to-end platform for issuing securities. Here is Phil Smith, debt capital markets partner and the sponsor for Nivaura, with more on that investment.

***What is the primary reason behind A&O's investment in Nivaura?***

We really want to be at the forefront of developments in this area. What Nivaura's doing marries well with what we've been looking at for a long time; that is, improving efficiencies around securities issuance. Nivaura's solution has the potential to be very important to our clients. We hope that will also ultimately result in revenue and profit for A&O.

***Will the investment have any impact on Nivaura's dealings with other firms?***

We've said from the beginning that our relationship with tech companies in Fuse is not exclusive. They are free to work with whomever they choose outside Fuse. But there may be situations where we see a closer relationship if the level of input needed from us is significant.

***Does the investment come from a dedicated R&D fund? Are you able to give an insight into the process you followed to reach agreement on investment?***

No it doesn't. The investment process was similar to that of other strategic financial decisions we have made as a firm, all of which require approval from our Board.

***Are you looking at investing in other Fuse startups? Or other startups generally?***

We won't invest as a matter of course but it's fair to say that we're always open to the idea.

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## ► Leading the field: Taylor Wessing talks cloud

Taylor Wessing has collaborated with Microsoft on a video documenting its journey into Azure, as the top 20 law firm reaches the half-way point in its three-year migration plan. You can watch the 2:50 minute video [here](#), in which chief information officer Kevin Harris and co-head of the international corporate practice, David Mardle, describe some of the wholesale cultural changes that have already resulted from the shift.

We spoke separately below to Harris and enterprise architect Richard Skinner about how they got to this stage of their cloud-first journey, including overcoming fears around client approval – the burning issue for many firms and a barrier to cloud adoption.

### **Infrastructure as a service**

Taylor Wessing began its cloud-first journey a year and a half ago, beginning in year one with utilizing Azure's infrastructure as a service platform, moving its development and test centre to Azure. In the summer of 2016, anything new in production was put into Azure and the plan later this year is to move low priority production servers. Year three, 2018, will see a final shift for 'anything else that can be moved.'

Speaking to Legal IT Insider in October, Skinner said: "We're in the process of implementing Azure's recovery as a service. While things are running on premises we will replicate it in Azure and take advantage of not having to pay for hardware testing."

### **Software as a service**

In terms of software as a service, Taylor Wessing's UK and Hong Kong offices in the Spring completed their migration to Exchange Online, which is part of the Microsoft Office 365 suite of products. Paris and Dubai will migrate across next year, with Germany, which has strict data protection laws, to remain on premises.

The firm is also using the Skype for Business part of Office 365 and StaffHub, an Office 365 application launched in January, which is designed to help staff workers manage their workday—with schedule management, information sharing and the ability to connect to other work-related apps and resources.

### **Core systems**

With regard to its core document and practice management systems, Taylor Wessing is assessing its options and Skinner said: "We are becoming 'cloud-first' so we're in discussions with iManage around moving to the cloud. This isn't just about IaaS, which gives us benefits but you still have to manage a lot yourself, so where possible we will move to a SaaS model."

The firm, which uses Aderant Expert on premises, has an Aderant environment running in Azure for its Hong

Kong office, which is said to be working well, although the PMS is not on the list of immediate priorities.

Harris said: "There will still be data left on premises, we haven't set out from the beginning to remove our data centre, but where it makes sense we will move data."

### **Where does the data reside?**

Taylor Wessing is using Microsoft's West Europe data centre, in the Netherlands. Skinner says: "When we started our Azure migration, the UK data centre hadn't been announced but even knowing the UK one exists, I would recommend the Netherlands because when any new Microsoft features come out they come out there first. Also it is lower cost. A lot of the services more expensive to run in the UK, and because we don't have that need to run them in the UK it made sense."

### **The internal process and client approval**

As many Top 50 law firms struggle to gain internal adoption for a cloud-first strategy, Harris says: "We had to go through our international risk committee and explain our journey, as well as obtain approval from data protection lawyers in various jurisdictions. Luckily our risk partners have been very supportive. We haven't had the same issues as some other firms."

Taylor Wessing is a Mimecast customer and already states in its engagement letter that it uses third parties to host its data. It is currently refreshing that wording.

Harris said: "The process has been about making ourselves comfortable and because of the cloud piece we have come out with far better security than we had before. We use all the tools that Microsoft has, which is better than anything we could provide ourselves."

He adds: "A few of our large, high profile clients are now promoting the fact that they use Azure and over time more big names will join them."

Skinner says: "It's getting to the stage where if you're not in the cloud it will be a disadvantage for the client."

### **Client-facing projects**

One of the impacts that Taylor Wessing says it has enjoyed so far in its move to the cloud is that IT staff are becoming more involved with lawyers on client-facing projects.

Skinner told us: "There are a couple of new client facing projects we're working on at the moment. We're making use of the platform as a service model and something that prior to the cloud would have taken months with the procurement of hardware, we're now using PaaS for so can build these apps and environments for clients in a couple of hours, so we are far more agile in getting these things up and running."

Harris added: "What's tending to happen is that as the infrastructure is becoming that much easier, we can concentrate on the solution and providing client value."

As Mardle says in the video: "The most exciting thing is that the role of the IT team has changed." In a cross-department client team, Mardle adds, "The most significant contribution will be from IT."

## US Top 200 - DMS

# ► The Insider US Top 200 Document Management System Vendor Chart

## In this report...

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### The 2017 State of Play

Rivalry between document management system leader iManage and challenger NetDocuments has never been higher or arguably more acrimonious - a key talking point at ILTA 2017, with US CIOs keen to look behind the rhetoric and discover what the real DMS landscape looks like in terms of wins and losses.

At Legal IT Insider, we have huge visibility over movement between UK-headquartered international law firms thanks to our indispensable Top 200 chart documenting which firms use which IT systems.

Outside of the UK it has been harder to form an accurate picture of which firms are using which DMS in the US. Until now.

In this supplement we bring you the most up to date US Top 200 table for the DMS market. Headline stats include:

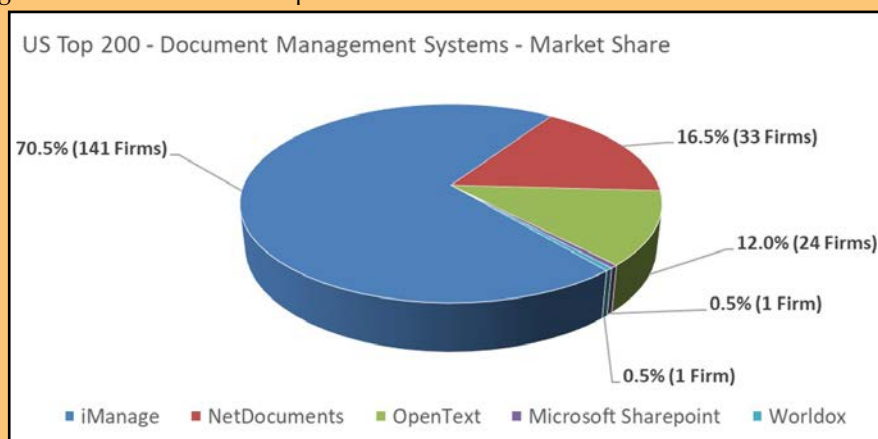
#### In the US Top 100:

- iManage has 70 sites
- NetDocuments has 17 sites
- OpenText has 12 sites
- SharePoint has one site

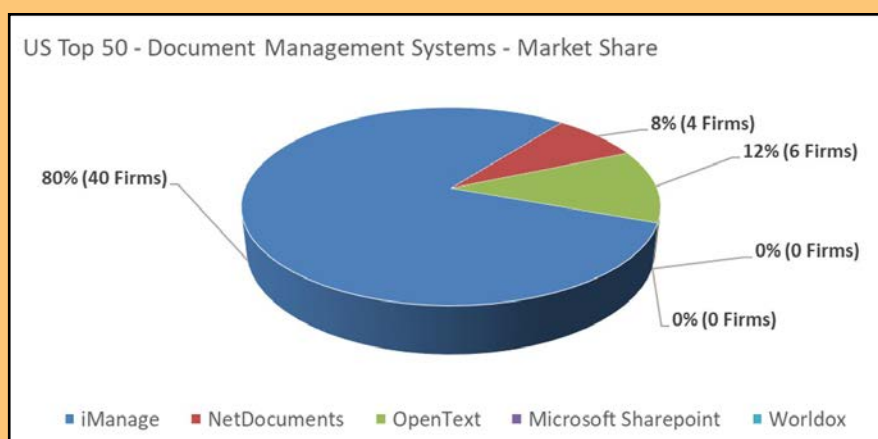
#### In the US Top 101-200

- iManage has 71 sites
- NetDocuments has 16 sites
- OpenText has 12 sites
- Worldox has one site

NetDocuments penetration across the bottom and top half of the Top 200 is surprisingly even, with a total Top 200 market share of 16.5%. iManage retains 70.5% of the Top 200.



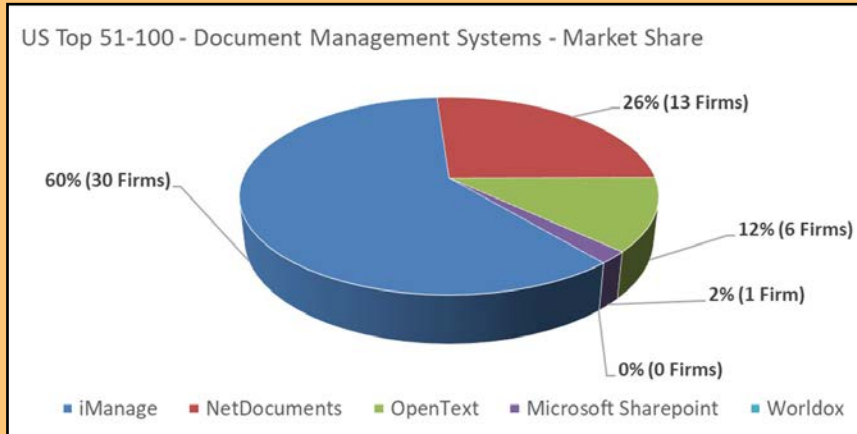
iManage's share increases to 80% in the top 50 firms, where NetDocuments has an 8% share. OpenText retains 12% of that segment of the market:



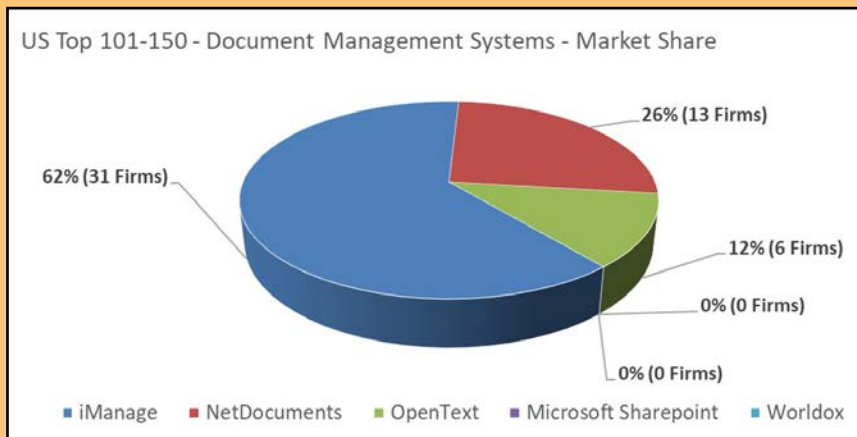
Excel analysis courtesy of @xlteq: info@xlteq.co.uk

## US Top 200 - DMS

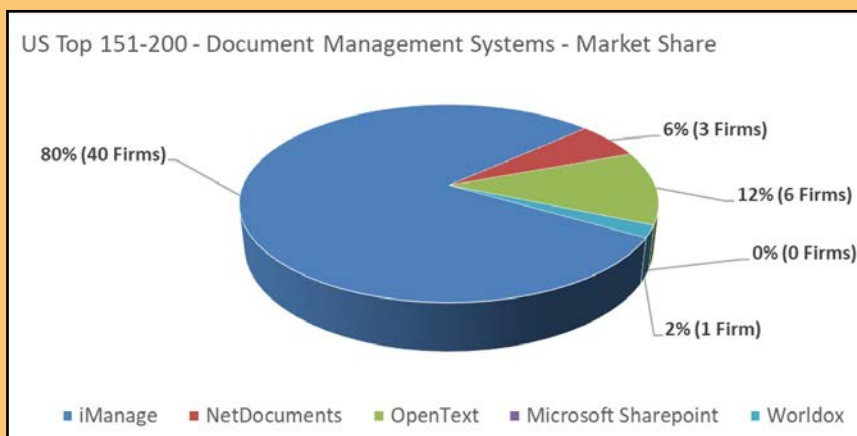
NetDocuments share jumps significantly, up to 26% in the 51-100 bracket, where iManage retains a 60% share. OpenText has a 12% market share, with the other 2% accounted for by Fish & Richardson's SharePoint-based DMS.



Those percentages are closely replicated in the 101-150 sector, where NetDocuments has 26% and iManage 62%. OpenText once again has 12% of the market.



In the last quarter of the Top 200, where you would expect NetDocuments to have a higher market share the figures look like this:



While the number of OpenText sites is still significant they continue to form the hunting ground for NetDocuments and iManage, which consultants tell us are aggressively competing for eDOCS swapouts in what is turning into a two-horse race. In the editorial surrounding this report we focus on the competition between those two vendors but we have received a statement from OpenText saying: "eDOCS is still a key solution in addressing the specific, evolving needs of the legal industry. This goes beyond document management – eDOCS can form a fully featured ECM solution for legal and professional service organisations. A recent Hyperion Research report grouped OpenText eDOCS with iManage, NetDocuments, and three other solutions as 'advanced solutions for legal' on the basis of market share, financial stability, consistent flow of enhancements, strong client satisfaction, and significant strength in product functionality and overall solution capabilities.

"OpenText is committed to the ongoing development of eDOCS. We've continued to invest in product innovation designed to meet the changing needs of customers, enabling them to deliver exceptional service to their clients. Over the last few years, investments in eDOCS have given users increased speed and flexibility to work the way they find most efficient and productive – from integrating the AI-enabled Decisiv Search into the eDOCS suite last year, to launching a new, modernised dashboard interface in May this year, allowing users to personalise their work environment.

"Upcoming updates will ensure eDOCS continues to evolve to suit workstyles today – retaining its strong record of client satisfaction."



## US Top 200 by DMS Vendor

### ► iManage

#### Firm Ranking

1	Latham & Watkins LLP	44	Wachtell, Lipton, Rosen & Katz	68	Faegre Baker Daniels LLP
2	Kirkland & Ellis LLP	45	Wilson Sonsini Goodrich & Rosati, Professional Corporation	71	Duane Morris LLP
5	DLA Piper International LLP	46	Cravath, Swaine & Moore LLP	72	Cadwalader, Wickersham & Taft LLP
6	Jones Day Limited Partnership	47	Debevoise & Plimpton LLP	74	Polsinelli PC
7	Sidley Austin LLP	48	Alston & Bird LLP	75	Drinker, Biddle & Reath LLP
8	Hogan Lovells US LLP	50	Willkie Farr & Gallagher LLP	77	Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
9	Morgan, Lewis & Bockius LLP	51	McGuirewoods LLP	78	Blank Rome LLP
9	Norton Rose Fulbright LLP	53	Vinson & Elkins L.L.P.	79	Williams & Connolly LLP
11	White & Case LLP	55	Arnold & Porter Kaye Scholer	80	Fox Rothschild LLP
12	Gibson, Dunn & Crutcher LLP	56	Seyfarth Shaw LLP	80	Kilpatrick Townsend & Stockton LLP
13	Ropes & Gray LLP	60	Locke Lord LLP	83	Schulte Roth & Zabel LLP
14	Greenberg Traurig, P.A.	61	Fried, Frank, Harris, Shriver & Jacobson LLP	87	Cahill Gordon & Reindel LLP
16	Simpson Thacher & Bartlett LLP	62	Katten Muchin Rosenman LLP	89	Cozen O'Connor
17	Cleary Gottlieb Steen & Hamilton LLP	63	Hunton & Williams LLP	91	Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.
18	Weil, Gotshal & Manges LLP	66	Venable LLP	92	Barnes & Thornburg LLP
19	Mayer Brown LLP	67	Troutman Sanders LLP	93	Fenwick & West LLP
20	Paul, Weiss, Rifkind, Wharton & Garrison LLP		Georgia Pac, Inc	94	Steptoe & Johnson LLP
21	Quinn Emanuel Urquhart & Sullivan, LLP			97	Akerman LLP
22	Davis Polk & Wardwell LLP				
23	K&L Gates LLP				
24	Wilmer Cutler Pickering Hale and Dorr LLP				
25	Reed Smith LLP				
26	Paul Hastings LLP				
28	Squire Patton Boggs, LLP				
30	Cooley LLP				
34	Goodwin Procter LLP				
35	Dechert LLP				
36	McDermott Will & Emery				
38	Proskauer Rose LLP				
39	Baker Botts L.L.P.				
40	Covington & Burling LLP				
41	Winston & Strawn				
42	Holland & Knight LLP				
43	Perkins Coie LLP				

### ► NetDocuments Top 15 Global Clients with 300+ users

Ranking	Firm
1	Goulston & Storrs
2	Akin Gump Strauss Hauer & Feld
3	Crowell & Moring
4	King & Spalding
5	Sheppard, Mullin, Richter & Hampton
6	Finnegan
7	Haynes and Boone
8	Orrick, Herrington & Sutcliffe
9	Snell & Wilmer
10	Littler Mendelson
11	McKool Smith
12	Robbins Geller Rudman & Dowd
13	Segal McCambridge Singer & Mahoney
14	Gilbert + Tobin
15	Rajah & Tann



## US Top 200 by DMS Vendor

### ► iManage

#### Firm Ranking

98	Pepper Hamilton LLP	158	Brownstein Hyatt Farber Schreck	178	McElroy, Deutsch, Mulvaney & Carpenter
99	Ballard Spahr LLP	159	Robins Kaplan	179	Armstrong Teasdale
103	Hughes Hubbard	160	Day Pitney	181	Phelps Dunbar
104	Kaye Scholer [Merged with Arnold & Porter]	162	LeClairRyan	183	Miller, Canfield
106	Manatt	163	Lewis Roca Rothgerber Christie	184	Robinson & Cole
107	Sutherland [Merged with Eversheds]	165	GrayRobinson	185	Jeffer Mangels
110	Gordon Rees	166	Saul Ewing	186	Porter Wright Morris & Arthur
111	Andrews Kurth Kenyon	167	Clark Hill	188	Sherman & Howard
113	Arent Fox	168	Gardere	189	Gibbons
114	Womble Carlyle	169	Shutts & Bown	190	Hinckley, Allen & Snyder
116	Stroock & Stroock & Lavan	170	Lathrop & Gage	191	Kobre & Kim
117	Loeb & Loeb	171	Adams & Reese	192	Lane Powell
118	Quarles & Brady	172	Burr & Forman	194	Rutan & Tucker
120	Lowenstein Sandler	173	Buckley Sandler	195	Benesch
121	Holland & Hart	174	Williams Mullen	196	Smith, Gambrell & Russell
122	Jackson Walker	175	Michael Best & Friedrich	197	Arnall Golden Gregory
123	Stinson Leonard Street	176	Greenspoon Marder	200	Archer & Grenier
126	McCarter & English	177	Morris, Manning & Martin		
127	Munger Tolles & Olson				
128	Chadbourne & Parke				
129	Dinsmore & Shohl				
131	Hinshaw & Culbertson				
132	Schiff Hardin				
133	Knobbe, Martens				
135	Choate Hall & Stewart				
138	Stoel Rives				
139	Thompson & Knight				
143	Honigman Miller				
144	Thompson Coburn				
146	Carlton Fields Jordan Burt				
148	Brown Rudnick				
149	Vorys, Sater				
150	Moore & Van Allen				
152	Patterson Belknap Webb & Tyler				
153	Irell & Manella				
154	Curtis, Mallet-Prevost				
155	Fisher & Phillips				
157	Sedgwick				

### ► US Top 100/200 Swap-Outs to NetDocuments in the past 12 months *(accurate at collation of data in September 2017)*

Firm	Former DMS
King & Spalding LLP	iManage
Littler Mendelson, P.C.	iManage
Akin Gump Strauss Hauer & Feld LLP	iManage
Sheppard, Mullin, Richter & Hampton, LLP	iManage
Haynes and Boone, LLP	iManage
Bradley Arant Boult Cummings	OpenText
Boies, Schiller & Flexner LLP	Folders/Share Drives
Chapman & Cutler LLP	Mac
Harris Beach PLLC	OpenText
Goulston & Storrs P.C.	iManage
Strasburger & Price, L.L.P.	OpenText

## US Top 200 by DMS Vendor

### ► NetDocuments

#### Firm Ranking

27	King & Spalding LLP
29	Akin, Gump, Strauss, Hauer, & Feld LLP
32	Orrick, Herrington & Sutcliffe, LLP
37	Milbank Tweed Hadley & McCloy, LLP
52	Foley & Lardner LLP
54	Baker & Hostetler LLP
58	Sheppard, Mullin, Richter & Hampton, LLP
59	Pillsbury Winthrop Shaw Pittman LLP
65	Littler Mendelson, P.C.
69	Nixon Peabody LLP

73	Lewis Brisbois Bisgaard & Smith LLP
75	Crowell & Moring LLP
82	Boies, Schiller & Flexner LLP
84	Jackson Lewis LLP
86	Baker, Donelson, Bearman, Caldwell & Berkowitz, A Professional Corporation
88	Nelson Mullins Riley & Scarborough, LLP
90	Haynes and Boone, LLP
101	Davis Wright Tremaine
102	Dorsey
105	Finnegan

108	Buchanan Ingersoll
112	Bradley Arant Boult Cummings
119	Snell & Wilmer
124	Kelley Drye & Warren
130	Kutak Rock
134	Dykema Bossett
136	Frost Brown & Todd
140	Winstead
145	Thompson Hine
147	Chapman & Cutler
164	Goulston & Storrs
182	Miles & Stockbridge
198	Strasburger & Price

### ► OpenText

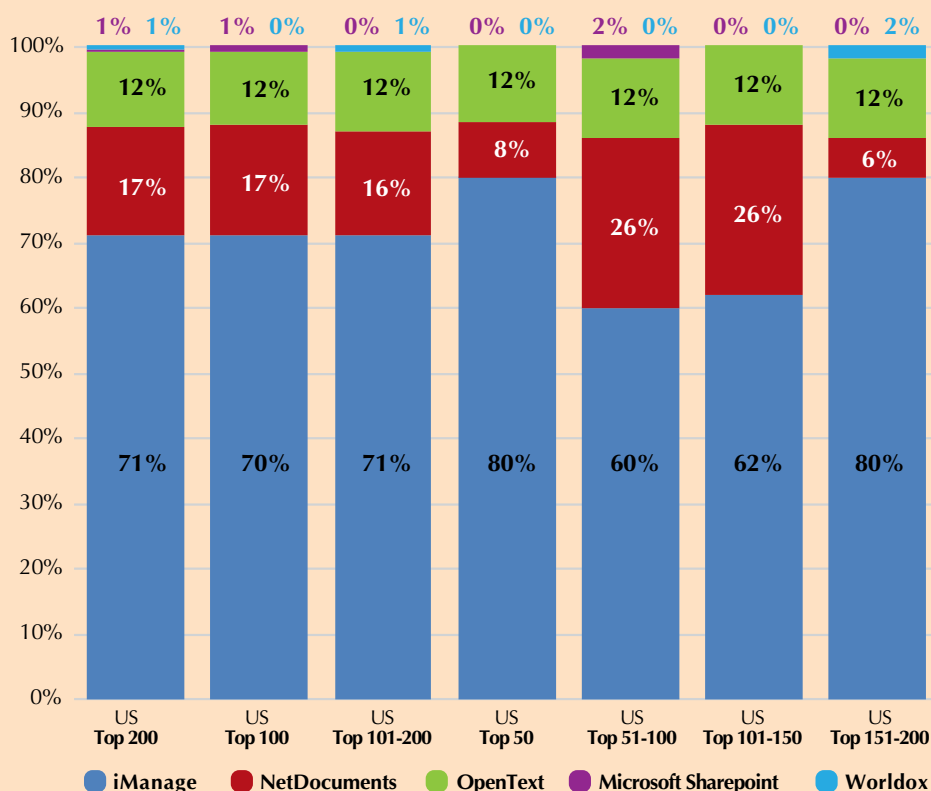
#### Firm Ranking

3	Baker McKenzie LLP
4	Skadden, Arps, Slate, Meagher & Flom LLP
15	Sullivan & Cromwell LLP
31	Morrison & Foerster, LLP
33	Shearman & Sterling LLP
49	O'Melveny & Myers LLP
57	Bryan Cave LLP
65	Fragomen, Del Rey, Bernsen & Loewy, LLP
70	Jenner & Block LLP
95	Kramer Levin Naftalis & Frankel LLP
96	Husch Blackwell LLP
100	Shook, Hardy & Bacon L.L.P.
109	Wilson Elser
115	Bracewell
125	Vedder Price
137	Kasowitz, Benson, Torres & Friedman

141	Wiley Rein
142	Dickinson Wright
151	Foley Hoag
156	Ice Miller

161	Allen Matkins
180	Shumaker, Loop & Kendrick
187	Bond, Schoeneck & King
199	Procopio, Cory

### ► Market Share



### ► Microsoft Sharepoint

#### Firm Ranking

84	Fish & Richardson P.C.
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### ► Worldox

#### Firm Ranking

193	Sullivan & Worcester
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Courtesy of @xlteq

## US Top 200 DMS Commentary

### ► Commentary

#### Introduction

As we have often reminded the market but in fact needs little reminding, before its management buyout from HP in 2015, iManage had suffered from years of under-investment at the hands of changing owners – a gift to NetDocuments, which has been able to take advantage of its rival's lack of credible cloud offering and roadmap, as the legal market finally – albeit painfully slowly – begins ditching its on premises infrastructure and core systems.

Whereas iManage could previously write NetDocuments off as small fry and no competition for BigLaw business, that is no longer the case and NetDocuments has in the past 12 to 18 months won some key mandates that are causing the market to pay attention, including top 100 former iManage sites Littler Mendelson; King & Spalding; Akin Gump and most recently Sheppard, Mullin, Richter & Hampton, which announced on 9 October.

Off the back of those wins NetDocuments is growing: on 27 October it announced that it has hired 50 individuals in the past 12 months, including chief revenue officer Michael Gibson, who was formerly at ECi Software Solutions; director of partnerships Ian Kujawa, who was formerly the president at Esquire Innovations and managing director at BigHand; director of marketing, EMEA Josie Jakub, who has previously held roles at the likes of Clearwell and LexisNexis; and director of customer success Brandon Russell, who has held similar roles at Ivanti and inContact.

NetDocuments brags a single cloud instance with automatic cross platform updates, as well as machine learning-based e-filing, entity extraction and auto-classification courtesy of its Solr search engine. More importantly, the Utah-headquartered vendor is still perceived by many law firms to hold the cards when it comes to security, with document level encryption and now multi-layer encryption key management.

The fact that a number of large firms have taken the plunge into the cloud means that more CIOs faced with upgrading their DMS are likely to trial both NetDocuments and iManage in what independent consultants and CIOs tell us has become something of a two-horse race.

While there is still nervousness around cloud, at Prosperoware, which is a partner of both NetDocuments and iManage, vice president of solutions Ben Weinberger said: "Given the recent announcements of a few large firms moving to NetDocuments, it would seem that enough firms have gotten past the early concerns of moving their DMS to the cloud. Now, with iManage heavily promoting their own hosted environment, it seems there's a pretty healthy competition between the two vendors."

But speaking to CIOs, consultants and vendors in the US DMS market, the perception is that the tide against iManage has not only started to slow but in some cases turn back in light of developments over the past year.

The Chicago-headquartered vendor's heavy investment in its core product, launch of a credible albeit immature cloud offering; added security features and solutions such as Security Policy Manager and Threat Manager; and recent acquisition of RAVN Systems is causing iManage customers that need to upgrade to question what they will gain from a vendor shift that will inevitably entail an intensive change management programme. Outside of the US Top 200, there are also two recent examples of former iManage sites that have switched back from NetDocuments.

iManage's cloud product is in its comparative infancy but its hybrid model is attractive to cloud-nervous law firms and it has made a clever play in ensuring that what was once a DMS plumbing conversation with clients and prospects has been elevated to a decision over what is the best platform to underpin a firm's security, analytics and knowledge management goals.

The million-dollar question is whether NetDocument's long-established cloud platform is enough to continue to draw firms away from the incumbent, and extraordinarily determined, DMS market leader.

#### NetDocuments – the USP

There is a perception among some law firms that NetDocuments is the 'new kid on the block' but the Utah-headquartered vendor itself makes no pretence of the fact - and iManage is the first to point out - that it was founded in 1999.

##### **One truth**

NetDocuments' USP is that it has from the beginning been delivering a multi-tenancy cloud-backed, single instance of software – undisputedly way ahead of legal market appetite - giving it the ability to deploy product innovation at a faster rate than businesses that have a majority of their customer base on older versions of on-premises technology.

The implication is that whereas NetDocuments' competition spreads their development resources, sales and marketing across on premises and hosted platforms, NetDocuments is focussed on one platform, which has real implications when you're talking about R&D.

## US Top 200 DMS Commentary

NetDocument's charismatic chief technology officer Alvin Tedjamulia has in public talks referred to this split as having different "puppies" – whereas NetDocuments can give all its love to one puppy, iManage has to spread the love.

This may sound like cute marketing but it is not wasted on clients, and speaking to CIO Durgesh Sharma at Littler Mendelson (see our client case study on p15), which selected NetDocuments in the summer, he tells us: "What iManage has done is to acknowledge the need to have a cloud-based platform but there is a problem: they have to continue to manage an on premises platform and their time will be spread between that and building a cloud-based platform."

This overlooks the investment that NetDocuments has made in Decisiv Email – now NetDocuments Email or EM – an on premises predictive email management solution acquired from Recomind in 2015, which NetDocuments has since decided undermines its pure cloud message. NetDocuments has been working on taking core components of EM and moving them into its datacenters and is 90% there but EM still requires on-site hardware.

However, NetDocuments' oft repeated mantra is that its unified code base means its customer community benefits from software improvements and security and compliance initiatives instantly, and it offers document level encryption that is only possible with a native cloud platform.

Sharma says: "We needed someone who could deliver better security than we could deliver ourselves, with high security certifications, and data encryption and encryption keys technology: something we couldn't have delivered ourselves without substantial expense."

### **Security**

It is NetDocuments security offering that has proved a powerful draw for firms such as Littler, where Sharma adds: "It is something we have considered very carefully and after doing a deep review of security architecture, certification and compliance of the NetDocuments platform, we were convinced that this is right decision."

Independent legal technology consultant Peter Owen, founder of Lights-On Consulting, who emphasises that he doesn't come out in support of one DMS vendor over another, adds: "I can't currently quote others' figures about encryption but the encryption that NetDocuments uses is stunning. They said it would take 3.31 to the power of 56 years for the most powerful computer to crack one key and they generally use four! Each document is broken into 24 pieces across the system with shared keys. That's very impressive."

One of the biggest thorns for NetDocuments has been overcoming issues surrounding client reticence and nervousness when it comes to law firm use of cloud technology, particularly within the financial services sector. JP Morgan Chase specifically prohibits its law firms from using cloud vendors unless certain criteria are met and in the fairly recent past, singled out NetDocuments by name.

NetDocuments told us: "As far as the bank question goes, some financial services companies like JP Morgan Chase advise against use of cloud systems in general unless certain key criteria are met. NetDocuments has designed sophisticated solutions to meet such criteria, such as our multi-layer encryption key management ("EKM") technology that includes optional private and customer-held encryption keys, and our "ndFlexStore" solution that allows certain client data to be stored on-premises if required.

"Additionally, NetDocuments is the only DMS to achieve the informal SOC2+ audit, which is an additional set of controls (on top of the standard SOC2) that a group of financial services organizations ("InfoSec Group") agreed on to serve as a "shared assessment" of third-party vendors such as NetDocuments. NetDocuments' SOC2+ audit is in addition to NetDocuments' other audits and certifications, such as SOC 2 Type 2, FIPS 140-2 Level 3 and ISO 27001."

This does not help NetDocuments' clients who themselves have clients that won't accept their data being held by a cloud vendor. This was a situation that recently drove Quilling, Selander, Lownds, Winslett & Moser (a US firm outside of the US Top 200) to switch from NetDocuments to iManage, with IT director Nate Robinson quoted as saying: "We work with many large and well-known financial services companies and failing security audits was simply unacceptable."

At NetDocuments, marketing director Marriott Murdoch, told us: "If it had anything to do with a client audit, it's a moot point now that our dual custody encryption technology has been officially released. None of our other 2100 customers have issues passing client audits with NetDocuments. In fact, a key driver behind our recent explosive growth has been law firms moving to NetDocuments to significantly enhance the security of their DMS and improve their ability to meet client-driven audit and security demands not possible with on-prem or hosted technology."



## US Top 200 DMS Commentary

### iManage – “fix the core, raise the bar”

Following iManage's MBO its mission statement was to “fix the core, raise the bar and change the game.”

In year one it focussed on significantly expanding its support and engineering capability and it has since ‘raised the bar’ by introducing solutions such as security and data protection solutions Security Policy Manager and Threat Manager.

Project White Rabbit focussed on changing the game: culminating in the release of iManage Work 10 (“the biggest piece of news for iManage in 13 years” according to CMO Dan Carmel) and a substantial rewrite of its iManage Cloud services. The hours iManage spent watching lawyers use its software under White Rabbit have paid off in terms of user interface and experience, which are consistently praised by users.

iManage Cloud is gaining traction and firms to have signed up include US Top 40 firm Baker Botts, which under the direction of CIO Rick Boulin rolled it out in 86 days, in a bid to accelerate the Houston-headquartered firm's move to Windows 10.

The transition has been smooth and Boulin tells us: “I haven't heard any complaints and iManage have been great: they have bent over backwards to make us feel like an important client and it's been a really good relationship so far.”

While iManage is increasingly stepping on the toes of many of its resellers with their own-IP ethical walls and security products, its play to leverage and expand out from the DMS is clever.

Carmel tells us: “SPM and Threat Manager do more than just dig the moat deeper and walls higher and protect clients from a back-door attack, which is based on backwards thinking. 95% of attacks come through the front door and we're the only vendor today defending you against this modern security threat. We're shaking the earth with this SPM approach and with Threat Manager.”

He adds: “We are now so much bigger than just DMS. We are moving into making the firm more efficient and changing our value proposition. Someone said recently ‘you're talking about more than transforming how individuals work, you're talking how the organisation operates.’”

Threat Manager and SPM encompass the financial system, SharePoint and email while enhanced functionality in Records Manager, including its integration with iManage 10, has seen iManage enter conversations with CMOs and CKOs, embedding itself further into the firm. Carmel says: “If you want to call it DM do that but it's not just about DM, it's the whole problem a CIO has to solve.”

Set against a backdrop of the progress in iManage's cloud roadmap, it is iManage's acquisition of RAVN this year that stopped the market in its tracks.

An opportunity to at last swap out the unwieldy and hugely expensive IDOL search engine, firms that we have spoken to that were looking at NetDocuments but have a relationship with RAVN have paused for thought, as the full potential of the iManage-RAVN integration fires the imagination.

In a blog post in June this year, Jason Plant, now head of lawyer technology at DLA Piper, an iManage user, said of the iManage/RAVN merger: “If you're a customer of either it's got to be exciting or at the very least interesting news. The possibilities of all that core law firm data in your document stores combined with Cognitive Search and AI are numerous. It also makes the introduction of AI solutions more about what you're trying to do than about the technology complexity of getting all that volume of information through yet another system.”

As law firms still bogged down with the plumbing and infrastructure of core on premises systems struggle to find the time to innovate and experiment with AI, injecting AI into the plumbing has turned out to be one of the smartest things iManage has done.

### Change management

The struggle that NetDocuments will face going forward is no reflection on the brilliance of its platform or otherwise, but whether it can convince CIOs that it has enough to offer to justify the change management programme that goes alongside swapping out a core system.

At Baker Botts, Boulin told us: “We looked at a couple of different options and the one that received most scrutiny was NetDocuments but we were put off by the cost. We think it's a great platform but the cost was much higher than iManage's cloud offering and what made everybody's eyes bug out was the huge change management program we'd have needed to swap out when we've been with iManage for so long. If it had been less money we might have considered it but all that change management for greater cost didn't make sense.”

## US Top 200 DMS Commentary

One firm outside of the US Top 200 that recently switched from NetDocuments to iManage was Maschoff Brennan, where shareholder and registered patent attorney Jared Braithwaite was quoted saying in a press release announcing the switch: "Our users expect a high level of usability, performance and reliability for any solution to be adopted. Our existing cloud DMS was not fully meeting our expectations."

Speaking to Braithwaite for this report, he told us that the issue revolved around the disruption to workflow. "What we didn't appreciate was the disruption to existing workflows that changing DMS would entail," Braithwaite said.

"We have a couple of particular workflows that are very particular to patent litigation and had trouble adjusting."

Maschoff preferred iManage's integration into Outlook and its drag and drop functionality and Braithwaite added: "Now iManage has spun off on their own and created a web interface and updated their software - not much of that happened while they were with HP - they've brought the best part of NetDocuments that we liked and the legacy part of iManage that we really liked and put them together."

### Conclusion

The conversation around document management has been elevated from just 'dumb plumbing' to one that has far wider reach.

At Fireman & Company, leading legal tech consultant Ron Friedmann tells us: "Firms are coming to us and asking for an honest evaluation of their business requirements and it's not a straightforward slam dunk. Firms want to make an informed platform decision. They realize this isn't just about "which bucket we pick for storing documents" - it is foundational to security, pricing, KM, experience management, and a growing list of AI applications. The DM decision will influence these business-critical areas for the next decade."

In iManage's favour is that many law firms are simply not yet ready to move to the cloud yet, giving the iManage Cloud more time to mature.

Sharma says of iManage: "They may stem the tide moving to NetDocuments. Not every law firm is looking for a cloud-based solution right now and some law firms are hesitant. We spoke to many customers - customers that have moved from iManage and those that decided after evaluation not to move - not because they didn't like NetDocuments but because they didn't strictly need to move and they felt more comfortable and had a good relationship with iManage."

The recent wins of Littler and Sheppard Mullin are highly significant for NetDocuments and contradict the suggestion that the tide has turned in iManage's favour. However, there is a perception that NetDocuments needs to pull its own RAVN from the hat - albeit it that its REST API's mean it can integrate with many partners. Having been acquired in March 2017 by Clearlake Capital, questions inevitably hang over whether NetDocuments will have the capital at its disposal to take the AI and analytics offering of its product to the next level.

NetDocuments has done a good job of shaking up a change-reticent legal sector, which has arguably reached a tipping point for cloud adoption. But within the top 200, the cloud vendor will undoubtedly have to work harder now to prove that the pain of switching DMS is outweighed by the benefits.

The decision will likely come down to how much emphasis is placed on the cloud architecture itself and the firm's appetite and justification for change, with one vendor commenting: "Firms deep down don't care about the intricacies of the technology: it's emotional and financial."

Certainly both vendors could do more in terms of talking about real world client problems and how their technology solves them, rather than fixating on the tech itself.

Sharma sums up the views of many in commenting: "iManage may stem the tide moving to NetDocuments. Not every law firm is looking for a cloud-based solution right now and some law firms are hesitant. We spoke to many customers - customers that have moved from iManage and those that decided after evaluation not to move - not because they didn't like NetDocuments but because they didn't strictly need to move and they felt more comfortable and had a good relationship with iManage."

"That gives iManage some time to get their act together in terms of their road map. I could see some stemming of the tide in terms of people leaving iManage for NetDocuments. But in terms of people who want a true cloud offering they will continue to evaluate the market."

"Both iManage and NetDocuments will be in this space for a long time to come."

## US Top 200 DMS Commentary

### ► Durgesh Sharma, CIO, Littler Mendelson, adopted NetDocuments 2017

*"The journey we knew we'd be on was 'cloud first, mobile first' taking us towards our technology transformation goal. We started asking iManage about their cloud story and at that time - over a year and a half ago - what I wanted to hear wasn't there. That has changed recently, although they still have to catch up. So that's what introduced me to NetDocuments. I ended up visiting their key people and seeing their technology and I was very impressed. They are wholly cloud based.*

*We dug deeper and found a lot other things we like. We needed a provider who had global capability with a single application able to store data around the world. Data sovereignty - keeping data in each country or client location - was key to us. We needed to keep Canadian data in Canada and European data in Europe, for example.*

*We also needed someone who could deliver better security than we could deliver ourselves, with a high security certifications, and data encryption and encryption keys technology: something we couldn't have delivered ourselves without substantial expense.*

*We liked the momentum in NetDocuments' favour: we saw that a number of iManage firms have moved and spoke to a bunch of firms who said the NetDocuments application is good, technology is amazing and the migration has been successful.*

*We spent over 2500 hours evaluating and going deep into the platform and we liked its intuitiveness, web-based design and predictive email filing capabilities. When we started to show it to our early adopters they really liked it.*

*What iManage has done is to acknowledge the need to have a cloud-based platform but there is a problem: they have to continue to manage an on premises platform and their time will be spread between that and building a cloud-based platform.*

*We did take a look again in May at the iManage Cloud. We spent three to four weeks looking at the new cloud solution and they've made progress but their cloud platform is two or three years behind NetDocuments, not from a user capability perspective around dashboards etc but around the underlying infrastructure. NetDocuments has geo-diverse architecture and security architecture - those things are harder to catch up on. iManage have a good team and their challenge has not necessarily been market leadership but their history around their previous acquisitions that has stopped them investing.*

*They may stem the tide moving to NetDocuments. Not every law firm is looking for a cloud-based solution right now and some law firms are hesitant. We spoke to many customers - customers that have moved from iManage and those that decided after evaluation not to move - not because they didn't like NetDocuments but because they didn't strictly need to move and they felt more comfortable and had a good relationship with iManage.*

*That gives iManage some time to get their act together in terms of their road map. I could see some stemming of the tide in terms of people leaving iManage for NetDocuments. But in terms of people who want a true cloud offering they will continue to evaluate the market.*

*Both iManage and NetDocuments will be in this space for a long time to come."*

### ► Rick Boulton, CIO, Baker Botts, moved to iManage Cloud in 2017

*"There were probably two big factors that caused us to move to iManage Cloud. Firstly, my background when I was at Booz & Company, we, in the interest of cost moved to a cloud model in early 2008 and had a lot of success with that especially with agility.*

*When I came to Baker Botts we were already a heavy iManage user and I very aggressively wanted to move to Windows 10 for a number of reasons. In the interest of rapid deployment, I decided to jump to the iManage Cloud and was able to effect that in less than 90 days. My staff were frazzled and didn't believe that it was possible but iManage gave them support and resources and we ended up doing it in 86 days so everybody is very happy.*

*"We looked at a couple of different options and the one that received most scrutiny was NetDocuments but we were put off by the cost. We think it's a great platform, but the cost was much higher than iManage's cloud offering and what made everybody's eyes bug out was the huge change management program we'd need to swap out when we've been with iManage for so long. If it had been less money we might have considered it but all that change management for greater cost didn't make sense."*

*When I came to Baker Botts they had huge capital-intensive IT infrastructure. That's not very modern and I would have moved to the cloud anyway. We're in professional services and we shouldn't be in the software business. So for us we would have moved in this direction anyway and given our strong ties with iManage and our lawyers' understanding of their interface, iManage was always going to win the day.*

*You can work from iPad and laptops, which we didn't have before. I haven't heard any complaints and iManage have been great: they have bent over backwards to make us feel like an important client and it's been a really good relationship so far.*

*One thing I would say is that we have been completely satisfied and our security director is comfortable is security, which was a real fear factor within the senior leadership team.*

*While the vast majority of our documents are in the iManage Cloud, we still have in-house capability for any client who has security or confidentiality concerns. However, the iManage Cloud met or exceeded all of our security requirements, so we feel that in-house document storage would be due to fairly exotic client needs."*

## US Top 200 DMS Table

Firm Ranking		DMS
1	Latham & Watkins LLP	iManage
2	Kirkland & Ellis LLP	iManage
3	Baker McKenzie LLP	OpenText
4	Skadden, Arps, Slate, Meagher & Flom LLP	OpenText
5	DLA Piper International LLP	iManage
6	Jones Day Limited Partnership	iManage
7	Sidley Austin LLP	iManage
8	Hogan Lovells US LLP	iManage
9	Morgan, Lewis & Bockius LLP	iManage
9	Norton Rose Fulbright LLP	iManage
11	White & Case LLP	iManage
12	Gibson, Dunn & Crutcher LLP	iManage
13	Ropes & Gray LLP	iManage
14	Greenberg Traurig, P.A.	iManage
15	Sullivan & Cromwell LLP	OpenText
16	Simpson Thacher & Bartlett LLP	iManage
17	Cleary Gottlieb Steen & Hamilton LLP	iManage
18	Weil, Gotshal & Manges LLP	iManage
19	Mayer Brown LLP	iManage
20	Paul, Weiss, Rifkind, Wharton & Garrison LLP	iManage
21	Quinn Emanuel Urquhart & Sullivan, LLP	iManage
22	Davis Polk & Wardwell LLP	iManage
23	K&L Gates LLP	iManage
24	Wilmer Cutler Pickering Hale and Dorr LLP	iManage
25	Reed Smith LLP	iManage
26	Paul Hastings LLP	iManage
27	King & Spalding LLP	NetDocuments
28	Squire Patton Boggs, LLP	iManage
29	Akin, Gump, Strauss, Hauer, & Feld LLP	NetDocuments
30	Cooley LLP	iManage
31	Morrison & Foerster, LLP	OpenText
32	Orrick, Herrington & Sutcliffe, LLP	NetDocuments
33	Shearman & Sterling LLP	OpenText
34	Goodwin Procter LLP	iManage
35	Dechert LLP	iManage
36	McDermott Will & Emery	iManage
37	Milbank Tweed Hadley & McCloy, LLP	NetDocuments
38	Proskauer Rose LLP	iManage
39	Baker Botts L.L.P.	iManage
40	Covington & Burling LLP	iManage
41	Winston & Strawn	iManage
42	Holland & Knight LLP	iManage
43	Perkins Coie LLP	iManage
44	Wachtell, Lipton, Rosen & Katz	iManage
45	Wilson Sonsini Goodrich & Rosati, Professional Corporation	iManage
46	Cravath, Swaine & Moore LLP	iManage
47	Debevoise & Plimpton LLP	iManage
48	Alston & Bird LLP	iManage
49	O'Melveny & Myers LLP	OpenText
50	Willkie Farr & Gallagher LLP	iManage
51	McGuirewoods LLP	iManage
52	Foley & Lardner LLP	NetDocuments
53	Vinson & Elkins L.L.P.	iManage
54	Baker & Hostetler LLP	NetDocuments
55	Arnold & Porter Kaye Scholer	iManage
56	Seyfarth Shaw LLP	iManage
57	Bryan Cave LLP	OpenText
58	Sheppard, Mullin, Richter & Hampton, LLP	NetDocuments
59	Pillsbury Winthrop Shaw Pittman LLP	NetDocuments
60	Locke Lord LLP	iManage
61	Fried, Frank, Harris, Shriver & Jacobson LLP	iManage
62	Katten Muchin Rosenman LLP	iManage
63	Hunton & Williams LLP	iManage
65	Little Mendelson, P.C.	NetDocuments
65	Fragomen, Del Rey, Bernsen & Loewy, LLP	OpenText
66	Venable LLP	iManage
67	Troutman Sanders LLP Georgia Pac, Inc	iManage
68	Faegre Baker Daniels LLP	iManage
69	Nixon Peabody LLP	NetDocuments
70	Jenner & Block LLP	OpenText



## US Top 200 DMS Table

Firm Ranking		DMS
71	Duane Morris LLP	iManage
72	Cadwalader, Wickersham & Taft LLP	iManage
73	Lewis Brisbois Bisgaard & Smith LLP	NetDocuments
74	Polsinelli PC	iManage
75	Drinker, Biddle & Reath LLP	iManage
75	Crowell & Moring LLP	NetDocuments
77	Ogletree, Deakins, Nash, Smoak & Stewart, P.C.	iManage
78	Blank Rome LLP	iManage
79	Williams & Connolly LLP	iManage
80	Fox Rothschild LLP	iManage
80	Kilpatrick Townsend & Stockton LLP	iManage
82	Boies, Schiller & Flexner LLP	NetDocuments
83	Schulte Roth & Zabel LLP	iManage
84	Jackson Lewis LLP	NetDocuments
84	Fish & Richardson P.C.	Microsoft Sharepoint
86	Baker, Donelson, Bearman, Caldwell & Berkowitz, A Professional Corporation	NetDocuments
87	Cahill Gordon & Reindel LLP	iManage
88	Nelson Mullins Riley & Scarborough, LLP	NetDocuments
89	Cozen O'Connor	iManage
90	Haynes and Boone, LLP	NetDocuments
91	Mintz, Levin, Cohn, Ferris, Glosky and Popeo, P.C.	iManage
92	Barnes & Thornburg LLP	iManage
93	Fenwick & West LLP	iManage
94	Step toe & Johnson LLP	iManage
95	Kramer Levin Naftalis & Frankel LLP	OpenText
96	Husch Blackwell LLP	OpenText
97	Akerman LLP	iManage
98	Pepper Hamilton LLP	iManage
99	Ballard Spahr LLP	iManage
100	Shook, Hardy & Bacon L.L.P.	OpenText
101	Davis Wright Tremaine	NetDocuments
102	Dorsey	NetDocuments
103	Hughes Hubbard	iManage
104	Kaye Scholer [Merged with Arnold & Porter]	iManage
105	Finnegan	NetDocuments
106	Manatt	iManage
107	Sutherland [Merged with Eversheds]	iManage
108	Buchanan Ingersoll	NetDocuments
109	Wilson Elser	OpenText
110	Gordon Rees	iManage
111	Andrews Kurth Kenyon	iManage
112	Bradley Arant Boult Cummings	NetDocuments
113	Arent Fox	iManage
114	Womble Carlyle	iManage
115	Bracewell	OpenText
116	Stroock & Stroock & Lavan	iManage
117	Loeb & Loeb	iManage
118	Quarles & Brady	iManage
119	Snell & Wilmer	NetDocuments
120	Lowenstein Sandler	iManage
121	Holland & Hart	iManage
122	Jackson Walker	iManage
123	Stinson Leonard Street	iManage
124	Kelley Drye & Warren	NetDocuments
125	Vedder Price	OpenText
126	McCarter & English	iManage
127	Munger Tolles & Olson	iManage
128	Chadbourn & Parke	iManage
129	Dinsmore & Shohl	iManage
130	Kutak Rock	NetDocuments
131	Hinshaw & Culbertson	iManage
132	Schiff Hardin	iManage
133	Knobbe, Martens	iManage
134	Dykema Bossett	NetDocuments
135	Choate Hall & Stewart	iManage
136	Frost Brown & Todd	NetDocuments
137	Kasowitz, Benson, Torres & Friedman	OpenText
138	Stoel Rives	iManage
139	Thompson & Knight	iManage
140	Winstead	NetDocuments
141	Wiley Rein	OpenText
142	Dickinson Wright	OpenText

## US Top 200 DMS Table

Firm Ranking		DMS
143	Honigman Miller	iManage
144	Thompson Coburn	iManage
145	Thompson Hine	NetDocuments
146	Carlton Fields Jordan Burt	iManage
147	Chapman & Cutler	NetDocuments
148	Brown Rudnick	iManage
149	Vorys, Sater	iManage
150	Moore & Van Allen	iManage
151	Foley Hoag	OpenText
152	Patterson Belknap Webb & Tyler	iManage
153	Irell & Manella	iManage
154	Curtis, Mallet-Prevost	iManage
155	Fisher & Phillips	iManage
156	Ice Miller	OpenText
157	Sedgwick	iManage
158	Brownstein Hyatt Farber Schreck	iManage
159	Robins Kaplan	iManage
160	Day Pitney	iManage
161	Allen Matkins	OpenText
162	LeClairRyan	iManage
163	Lewis Roca Rothgerber Christie	iManage
164	Goulston & Storrs	NetDocuments
165	GrayRobinson	iManage
166	Saul Ewing	iManage
167	Clark Hill	iManage
168	Gardere	iManage
169	Shutts & Bown	iManage
170	Lathrop & Gage	iManage
171	Adams & Reese	iManage
172	Burr & Forman	iManage
173	Buckley Sandler	iManage
174	Williams Mullen	iManage
175	Michael Best & Friedrich	iManage
176	Greenspoon Marder	iManage
177	Morris, Manning & Martin	iManage
178	McElroy, Deutsch, Mulvaney & Carpenter	iManage
179	Armstrong Teasdale	iManage
180	Shumaker, Loop & Kendrick	OpenText

181	Phelps Dunbar	iManage
182	Miles & Stockbridge	NetDocuments
183	Miller, Canfield	iManage
184	Robinson & Cole	iManage
185	Jeffer Mangels	iManage
186	Porter Wright Morris & Arthur	iManage
187	Bond, Schoeneck & King	OpenText
188	Sherman & Howard	iManage
189	Gibbons	iManage
190	Hinckley, Allen & Snyder	iManage
191	Kobre & Kim	iManage
192	Lane Powell	iManage
193	Sullivan & Worcester	Worldox
194	Rutan & Tucker	iManage
195	Benesch	iManage
196	Smith, Gambrell & Russell	iManage
197	Arnall Golden Gregory	iManage
198	Strasburger & Price	NetDocuments
199	Procopio, Cory	OpenText
200	Archer & Grenier	iManage

### Disclaimer

While every effort has been made to ensure that the contents of this table are accurate, if there are errors we will correct them in the table published online, which will be freely available alongside our UK Top 200 vendors table.

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

**DOCUMENT MANAGEMENT** In a major Am Law 100 swapout for **NetDocuments**, 750+ attorney law firm **Sheppard Mullin** will replace its incumbent iManage DMS for NetDocuments' cloud platform across its 15 offices in North America, Europe and Asia. Donna Paulson, CIO at Sheppard Mullin, said "At the end of the day, our cloud initiative is not just about solving our current DMS challenges, it's about aligning with best-in-class technologies and service providers that have a proven track record of delivering world-class security solutions and continuous product innovation to take our firm into the future."

In other NetDocuments deals... Alberta law firm **Duncan Craig**, which has a total of 150 lawyers and support staff, has selected the NetDocuments cloud platform to replace its current DMS. Three Minnesota law firms – **McCollum Crowley**, **Bassford Remele**, and **Zimmerman Reed** – are all heading to the DMS cloud with NetDocuments. And, London law firm **Silver Shemmings Ash** has gone live with NetDocuments document and email management system. The implementation was handled by **Hoffbrand Consulting**.

Meanwhile **iManage** reports that **Arent Fox LLP**, with approximately 400 attorneys, will migrate its existing iManage Work implementation to the iManage Cloud and add two iManage cloud-based applications to protect critical client data: iManage Security Policy Manager and iManage Threat Manager.

Over in EMEA, **Phoenix Business Solutions** is enjoying a surge in iManage work with both upgrades to existing iManage sites and competitive swapouts from legacy DMS to iManage. These include **Capital Law** replacing Thomson Reuters Elite Envision with iManage Work 10, **Geldards** upgrading iManage to Work 10, **SA Law** deploying iManage 10 and Phoenix Workspace Control, **Stone King** replacing Thomson Reuters Elite MatterSphere DMS with iManage Cloud, and the inhouse legal team at **Abu Dhabi Islamic Bank** implementing iManage Work 10.

Phoenix add that over the last quarter a raft of original Tikit clients have moved their iManage support to Phoenix, the latest switches include **Foot Anstey**, **DLA Piper Denmark**, **DAHL Denmark**, **Hewitsons**, **Peters & Peters**, **Clarke Willmott**, **De Brauw Blackstone Westbroek**, **Kammeradvokaten/Poul Schmit**, **Barlow Robins Solicitors**, **Enyo Law**, **Maitland Group**, and **Gartlan Furey**.

**UK & EMEA** **DocsCorp** announced their products have replaced Workshare's at **Dirkzwager**, one of the largest firms of lawyers in the Netherlands. The deal comes on the heels of other significant Workshare swap outs in the Benelux region for DocsCorp, including **Stibbe** and **Lexence**. As part of the deal, metadata cleaning tool cleanDocs and PDF application pdfDocs has been

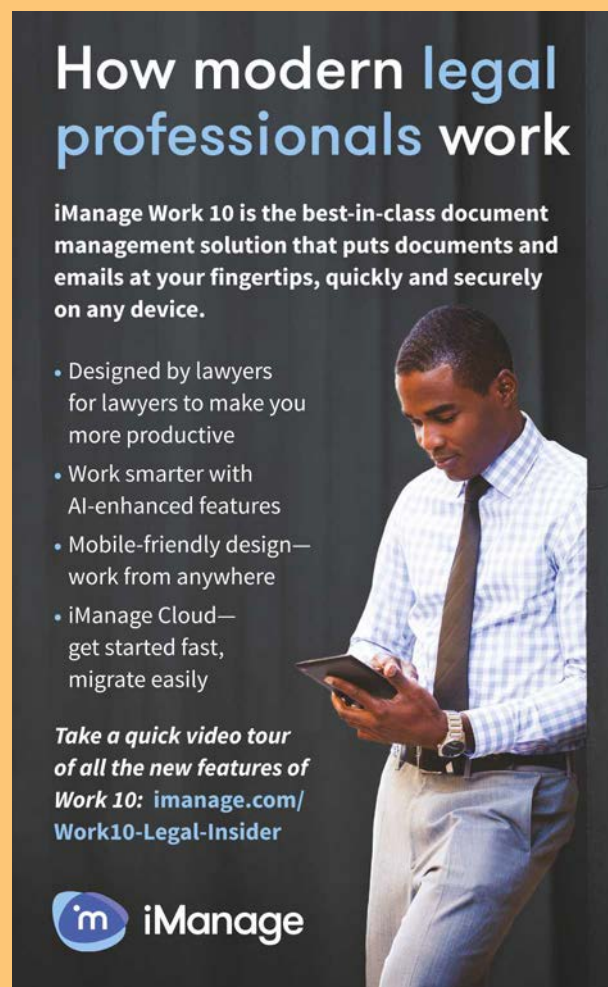
deployed enterprise-wide and is now available to all users at Dirkzwager. Additionally, compareDocs will be used for document comparison workflows firm-wide.

Leading Finnish firm **Borenus** has also deployed DocsCorp pdfDocs across all of its offices after a review. The Helsinki-headquartered firm had been using a combination of pdfDocs, Adobe Reader and Adobe Acrobat but chose to retain only pdfDocs to provide better PDF editing options for all of its employees. And **Luther Rechtsanwalts-gesellschaft** in Germany purchased contentCrawler from DocsCorp for OCR and compression.

**Tikit** announced that a further three firms – **Hedges Law**, **McCormacks** and **Morgans Sports Law** – have recently invested in P4W, TikitConnect and Carpe Diem. This brings to 27 the number of new clients that have signed up for P4W in 2017.

International law firm **Eversheds Sutherland LLP** has selected the **Lexis InterAction** Business Edge CRM solution, from LexisNexis Enterprise Solutions, to optimise the firm's business development efforts and to support the growth of this newly merged entity. Business Edge will automatically provide the business development teams with firm-wide 'lawyer to client' engagement dashboards to assist and support the firm's focus areas.

WHAT'S HOT & WHAT'S NOT CONTINUES ON P.21




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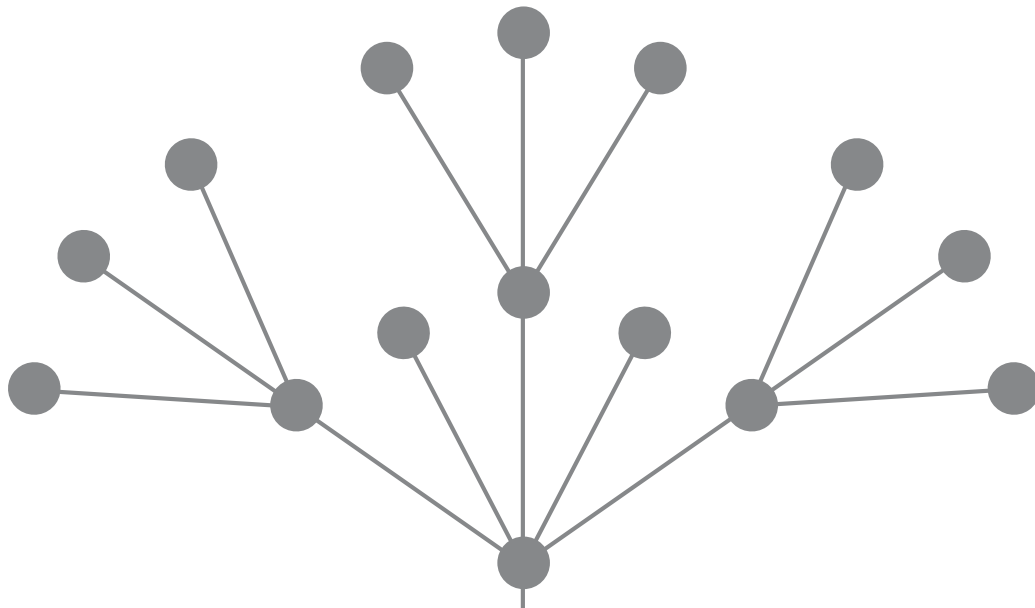
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WHAT'S HOT & WHAT'S NOT CONTINUED FROM P.19

**Metamorph Law Limited**, an alternative business structure (ABS) has adopted **Lexis Visualfiles** as its legal workflow and case management solution of choice provided by LexisNexis Enterprise Solutions. Metamorph Law deployed the Visualfiles platform in four months from project initiation to go-live.

Scottish firm **DJ Alexander Legal**, is implementing Proclaim practice management software from **Eclipse Legal Systems**. The firm said that with over 30 years' experience of lettings and estate agency services in Edinburgh and Glasgow, providing clients with a range of legal services, particularly conveyancing, was the next logical step in order to offer a tailored and seamless service for property clients across the UK. Legal start-up **Phoenix Legal** is implementing the Eclipse Compact solution from Eclipse to support its boutique personal injury claims practice. And, Liverpool-based **Harvey Howell Solicitors** is implementing Proclaim practice management software solution to support its Private Client and Family work, whose clients range from police federations and hospitals through to local and national charities and palliative care teams.

North East commercial firm **Mincoffs Solicitors** have contracted with **Linetime** to implement the full Liberate software suite, providing integrated accounts, case and matter management, and CRM firm-wide. Following a competitive selection process that included other well-known software suppliers, Mincoffs chose Linetime for its wide range of tightly integrated products that are both sophisticated yet easy to use.

East Midlands firm **Sills & Betteridge Solicitors**, which has eight offices, has signed up to integrated practice and case management with SOS Connect from **Solicitors Own Software** after a decade of growth. Martyn Hall, practice director, says the aim is to go live with SOS Connect early next year, after its integration with the firm's new document management and existing conveyancing case management systems.

**Converge TS** has been chosen by legal expenses insurance and claims services specialist **MSL** to provide a fully managed disaster recovery service and 24/7 technical upport following a vigorous tender process to select a new provider. MSL was named the Claims Management Company Team of the Year in 2017.

Harrogate and Leeds-based **Berwins** report that since implementing the **BigHand Now** desktop and mobile application, the firm has enjoyed substantial workflow efficiencies in delegation and progress tracking.

**Cristie Data** has won a five year contract with **Stone King LLP** to help the firm transform the way it protects its data. Cristie Data will provide Disaster Recovery as a Service (DRaaS) and managed cloud backup to Stone King. The five year deal also delivers enterprise-class virtual replication for Stone King's production environment, enabling the firm to rapidly restore its business applications and data to a dedicated private cloud in one of iomart's secure UK data centres.


**Clarion Solicitors** has awarded **iTrain Direct Limited** a contract to deliver **iManage** training.

**nQueue**, a provider of cost recovery and document scanning and routing technology, announced long-time customer **Rosling King LLP**, has refreshed its cost recovery technology by installing nQueue's Embedded software on its multi-function devices. The firm has also rolled out nQueue's Print Anywhere to improve its printing security and InfoRoute scan technology.

**NORTH AMERICA** **Johnson Controls-Hitachi Air Conditioning** has selected the **ANAQUA** unified IP platform in order to globalize the joint venture's IP management systems. Johnson Controls-Hitachi, which has approximately 15,000 employees in over 20 locations across four continents, was established as a joint venture between Hitachi Appliances and Johnson Controls in 2015. As the worldwide joint-company took shape, the company became concerned about global operating efficiency and security implications and decided to move all their IP management matters to Anaqua.

Recently formed law firm **Johnston Pratt PLLC** has chosen **Innovative Computing Systems** for legal technology services and support. Johnston Pratt PLLC was formed in June this year and consists of partners and associates who split from Kane Russell Coleman & Logan.

WHAT'S HOT & WHAT'S NOT CONTINUES ON P.23



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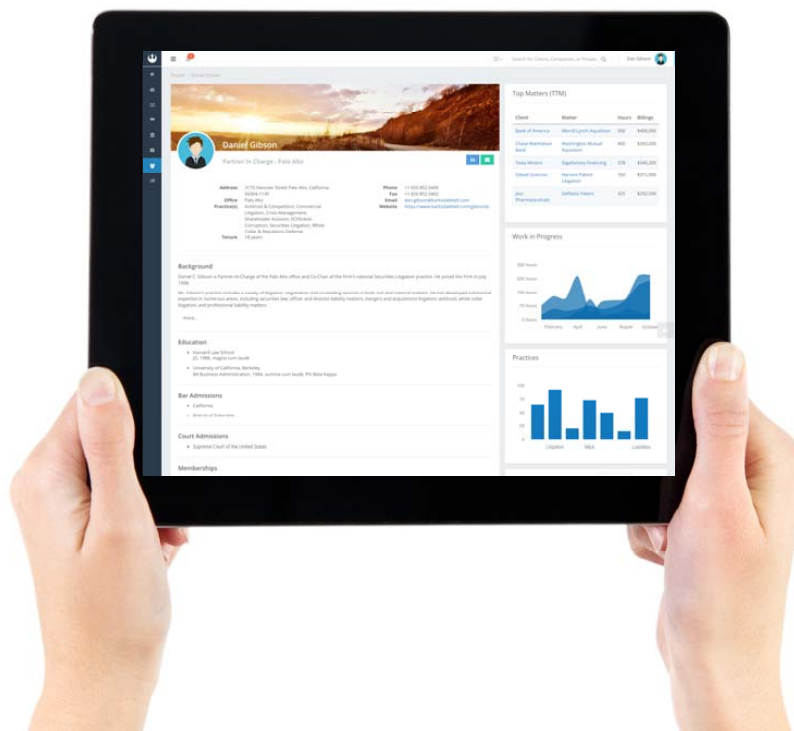
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#### WHAT'S HOT & WHAT'S NOT CONTINUED FROM P.21

**Armstrong Teasdale**, an AMLAW 200 firm with ten offices across the United States, is migrating its ediscovery projects into an iCONNECT XERA system, to be managed by iCONNECT partner Avansic. Lawgical Choice, the ediscovery and litigation support subsidiary of Armstrong Teasdale, will now use this integrated platform for its processing, ECA, document review, analytics and production.

**Levene Gouldin & Thompson LLP**, in Binghamton NY, has purchased **DocsCorp's** full range of desktop productivity tools including cleanDocs for metadata cleaning, compareDocs for document comparison, and pdfDocs for PDF creation and editing.

**APAC Sparke Helmore**, which has eight offices and 400 lawyers across Australia, has selected **Intapp Time** for total time management. "As we plan our migration to a new financial and practice management system, we've made the decision to select Intapp Time as part of our solution," said Lee Hodge, CIO, Sparke Helmore. "Under the old system, lawyers have been frustrated by the lack of support for mobile time entry and the time they spend recreating timesheets after the fact."

**Rajah & Tann Asia**, one of the largest legal networks in the region with over 600 lawyers in ten countries, has adopted **Luminance's** artificial intelligence technology to enhance its due diligence processes for M&A transactions following a competitive selection process and a pilot of the technology.

**Simpson Grierson**, a leading commercial law firm in New Zealand, purchased **DocsCorp's** complete desktop range (pdfDocs, cleanDocs and compareDocs) to replace their Workshare legacy products. Also in New Zealand, global law firm **DLA Piper** purchased pdfDocs from DocsCorp.

Continuing its pioneering approach to open innovation, Australia's leading independent law firm **Corrs Chambers Westgarth**, has announced the adoption of the latest digital conveyancing technology by the firm's market-leading property practice. Corrs is adding **InfoTrack PlanIT** to the firm's suite of secure cloud-based solutions, following extensive collaboration with developers InfoTrack. PlanIT allows for the management of document production, distribution, execution, reporting and settlement for off-the-plan apartment and master-planned communities.

## ► 'Machine beats man' in CaseCrunch lawyer challenge

As several cameramen recorded events at Kennedys' City office on Friday evening (27 October), the latest Man v Machine challenge reached its conclusion. But there was no real surprise when the results were announced: the machine, aka CaseCruncher Alpha, won hands down securing victory by a clear 24.3% margin. Its accuracy rate of 86.6% compared with a more modest 62.3% achieved by the men and women challengers – every one a lawyer.

CaseCrunch, which builds systems that predict legal decisions using AI technology, devised the challenge. The tech start up is run by four Cambridge law students. Three are still undergraduates: Nadia Abdul, Ludwig Bull, and Jozef Maruscak – respectively, Romanian, German and Slovakian. Having graduated this summer, the team's final member, Rebecca Agliolo, hails from Glasgow.

This legal quartet began their AI adventure in November 2016 with LawBot, a chatbot designed to offer students free legal advice on 26 serious criminal offences. After a successful four-month beta trial, LawBot rebranded as Elexis, part of Elixirr Technologies, providing free legal counselling via Facebook Messenger. Most recently, it morphed into CaseCrunch Systems whose Twitter handle reads: 'We're Solving Law. On a Mission to Find Objective Truth in Law.'

The challenge idea was originally conceived 'over a beer, in a bar, in Berlin,' according to Agliolo. More than 110 lawyers eventually agreed to take on the machine. Participants were comprised of barristers, in-house counsel, and lawyers from over 20 law firms including: Allen & Overy, Berwin Leighton Paisner, Bird & Bird, DLA Piper, DWF, Norton Rose Fulbright and Pinsent Masons.

Lawyers faced the same challenge task as the machine, albeit on a lesser scale: to evaluate the outcome of genuine complaints that had been made about Payment Protection Insurance (PPI) mis-selling. Following an FOI request, the Financial Ombudsman Service (FOS) provided CaseCrunch with data on decisions that had previously been made relating to 23,291 PPI complaints.

MACHINE BEATS MAN CONTINUES ON P.25

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MACHINE BEATS MAN CONTINUED FROM P.23

Revealing characteristics were then stripped away in every case before an identical question was put to test both participating lawyers and the machine's predictive algorithms: is the claimant likely to have their claim upheld? Two judges oversaw the proceedings – technical judge Ian Dodd, UK director of Premonition Analytics, and legal judge Dr Felix Steffek from the law faculty at Cambridge.

CaseCruncher Alpha correctly predicted the outcome in 20,174 cases (86.6%). Meanwhile, participating lawyers were allowed to research any relevant information that they wanted about PPI and its impact in an unsupervised environment. The lawyers' combined efforts resulted in 775 predictions, of which 483 (62.3%) were correct.

'Evaluating these results is tricky,' said CaseCrunch in a website statement afterwards, adding cautiously that 'machines are able to compete with and sometimes outperform human lawyers. The main reason for the large winning margin seems to be that the network had a better grasp of the importance of non-legal factors than lawyers. This experiment also suggests that there may be factors other than legal factors contributing to the outcome of cases.'

The statement concluded with a bold claim: 'The use case for systems like CaseCruncher Alpha is clear. Legal decision prediction systems like ours can solve legal bottlenecks within organisations permanently and reliably.'

Among practitioners who attended the event, opinion was generally positive, although they were less certain of the outcome. Timothy Leeson, a partner at Lewis Silkin who advises automotive clients using AI, said: 'CaseCrunch met my expectations. But then I think I was pre-programmed to expect this result – as night follows day, it's a product that's coming on the market. I'm not completely clear what it will look like yet: an end-to-end product that means 5% of the workforce of private practice law firms is no longer required, or a product which allows us to deliver a much better service to clients.' However, he suggests that systems like CaseCrunch 'are better marketed to the clients of law firms with a greater propensity to invest.'

Ralph Cox, a patent litigation partner at Clyde & Co, was similarly circumspect: 'I keep an open mind. However, it struck me that the computer was given all the database information and therefore had an unfair advantage. Lawyers who took part were from outside this area of expertise without any real experience of PPI; they had to do it in a limited time. But the really interesting part is not the human bit, but the percentage that the computer got right – 86% is not bad at all.'

The unfair advantage point was 'one of our concerns when we setting it up,' conceded Abdul. 'Initially, we were going to cover many areas, but we narrowed it down to one which gave everyone the chance to learn about that area as much as the system. Whereas the system does not have the experience of a lawyer who has worked in the field of PPI.'

Bull added: 'We did point lawyers towards the Financial Conduct Authority so that they could learn something about PPI – they could have gone there and seen sample cases, for example. We struggled to find an area because lawyers specialise in so many niche areas. So we had to find something that was relatively easily intelligible to most lawyers and where they could also understand the underlying principles relatively quickly. It was as fair as we could make it. As to the advantages that the machine had – it is not wrong, these are inherent advantages that the machine will always have.'

So where does CaseCrunch go from here? As managing director and the majority shareholder, Bull made it clear that he is not seeking any further investment. 'The ultimate goal is to be like (Ronald) Dworkin's Judge Hercules who can make perfect predictions about every single case,' he said. 'In terms of the immediate goal, we think we have shown the use case; now we want to build systems for a number of our clients. We also want to extrapolate to build end-to-end systems, not just niches – that's the path we have to take in order to build a system that has a more general application.'

***Dominic Carman is a freelance legal journalist and regular contributor to the Times, Sunday Times, Legal Business, Legal Week, Telegraph, Guardian, Observer, Daily Mail and Mail on Sunday.***



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## ► Movers & Shakers

**UK & EMEA** **Herbert Smith Freehills** has appointed a legal project management (LPM) lead for Europe and the Middle East, with **Mark Collins** joining the firm to help drive the adoption of LPM on the Continent. The firm, which in October 2015 hired a four-strong LPM team from Berwin Leighton Paisner led by Cathy Mattis, is a recognised leader in the area and now has 21 LPM specialists across the globe. Collins, who was previously director of knowledge and innovation at Penningtons Manches followed by a brief four-month stint as head of innovation at BPP Law School. He will be based in London but his remit will be Continental Europe, the Middle East and Johannesburg, where HSF opened an office, also in October 2015.

**Ascertus Limited** has appointed **Chris Thomas** as Technical Support Manager across the company's product portfolio. Chris joins Ascertus from Mitrastech, where he was a Project Manager. He has also held IT roles at Freshfields Bruckhaus Deringer and Kennedys Law.

**Legal IT Insider** founder **Charles Christian** was this month named by **Sage UK** as one of the UK's Top 100 Business Influencers in his capacity as an individual "whose commentary and social influence help to drive ideas and change within the small business sector".

**NORTH AMERICA** If she wasn't one of the biggest names in legal tech before we revealed she had been exited from ILTA she is now, so it's no wonder **LTC4** says it is "pleased to announce" that **Peggy Wechsler** has become the first LTC4 "Lion". LTC4 says that its Lions are legal technology professionals who have been invited to form an Advisory Council to assist the board with the strategic direction of LTC4.

**NetDocuments** announced that it has hired 50 individuals over the last 12 months, including several key management positions: **Michael Gibson** as Chief Revenue Officer; **Ian Kujawa** as Director of Partnerships – formerly the President at Esquire Innovations and Managing Director at BigHand; **Josie Jakub** as Director of Marketing EMEA – previously with Clearwell eDiscovery, and LexisNexis; and **Brandon Russell** as Director of Customer Success.

**EDISCOVERY & COMPLIANCE** **Allen & Overy** announced the appointment of **Scott Robson** as its first Global Head of eDiscovery. Scott, who will be based in A&O's London office, joins from EY where he was an Executive Director in the Forensic Technology & Discovery Services. Over the last year, A&O has grown the size of its eDiscovery team by almost 50%. The firm has hired senior resource in Asia Pacific to complement the capabilities already established globally, and continues to grow the teams in the US, UK and European offices. In June this year the Insider reported that Allen & Overy's respected litigation support senior manager

Vince Neicho had joined Integreon as a legal solutions consultant for clients in the UK and globally.







**Nuix** has named **Mark McCluskie** as its head of Investigations, EMEA. McCluskie joins Nuix from a long career in law-enforcement where his experience covers digital forensics and cybercrime. In his new role, McCluskie will work with Nuix's digital forensic investigation team, key customers and the broader marketplace to provide insight on its products and direction in the large scale investigative sector.

**Women in eDiscovery** has announced the addition of three new regional directors. **Andreae Selleck** has been named regional director of the Northeast Region; **Rebecca Bishop** will be responsible for management of the North Central Region; and **Aileen Borders** will manage the South Central Region

**Sandline Discovery**, a boutique litigation support and ediscovery service provider, reports industry veteran **Daniel Cohen** has joined the company as its director of business development. Cohen, an ACEDS certified ediscovery specialist, was most recently legal technology operations manager at Washington DC law firm Buckley Sandler.

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## ► The Great Legal Reformation: Notes from the Field – an excerpt

The following is an excerpt from our regular contributor Mitchell Kowalski's new book, *The Great Legal Reformation: Notes from the Field* which is now globally available via Amazon. We'll be reviewing the book very shortly; if you've/when you read it, let us know your thoughts.

The beginning of the Great Legal Reformation lacks the precision of Martin Luther nailing his 95 Theses to the door of the Castle Church, but upheaval in legal services delivery most certainly accelerated and gained strength with the financial crisis of 2008. Since that time, legal regulators, associations, authors, and consulting organizations, from England to Canada to Australia and all parts in between, have prepared numerous books and reports outlining the elements and symptoms of these tumultuous times. And if all of that was not enough for a staid, old profession to cope with, the Great Legal Reformation is also sowing the seeds of a technological revolution. The cool kids are "hacking the law" these days: harnessing their collective brainpower to explore new ways of delivering legal services—ways that are better, faster and cheaper. In the face of all this upheaval, how should new or incumbent legal service providers react? Are there already some role models that can lead the way? What would adapting to the Great Legal Reformation entail? Can the traditional business model simply be tweaked or does it require full-scale transformation of systems, pricing, ways of working and career paths? Do some jurisdictions have an advantage over others? Is there a secret sauce to be applied? These were the questions going through my mind from the cozy confines of my home in Toronto.

Many in our digital age, would begin, and end, a search for answers to my questions by scanning the internet. But finding role models and secret sauces is less easy than one would think. If you listen to law firm marketing efforts, hordes of law firms have suddenly become "innovative" and "client-focussed." It seems like barely a month goes by without another firm sending out a press release announcing their latest "innovation partner," or that they've formed an "innovation committee." But how many of these announcements are simply good public relations, and how many are real, actionable, and sustainable? The clatter of information about law firm "innovation" quickly becomes overwhelming, noisy, and confusing. Throw in a pinch of legal innovation failures and this

soupy maelstrom makes it easy for the more cynical to dismiss legal innovation at law firms as nothing more than a mirage. Add a dash of exciting new announcements and it's just as easy to swing the masses back to legal innovation nirvana. Just as generals talk about the "fog of war," the "fog of legal innovation" has settled thickly over the legal services industry.

So it's no wonder that Cold War spy George Smiley wrote that a desk is a "dangerous place from which to watch the world," particularly during the Great Legal Reformation. To really understand what's happening at law firms, one needs to get out of the office and poke around in the fog—and so I did.

Unfortunately, what I often found was that whatever innovation exists in most law firms today is incoherent, fragmented, and haphazard—rather than part of a comprehensive strategy to transform in the face of the Great Legal Reformation. Most law firms continue to "muddle through" the Great Legal Reformation in an erratic, undisciplined way without asking the most fundamental questions. Is the current legal services delivery model still fit for purpose in the 21st century? What's the risk of continuing to operate as business as usual? How does a lack of reform affect costs, revenue, clients, and the ability to attract and retain talent? And most importantly, how can we transform in a focused, disciplined way to face the challenges ahead?

But as I waded deeper through the fog of legal innovation, images of some very interesting and unique legal service providers began to sharpen and stand out: providers who actively sought out competitive advantage through the creation of unique client and employee experiences; providers who had made, or were in the process of making, fundamental changes to their business model. And while their approaches vary, they all understand where the Great Legal Reformation is taking the legal services industry and they're willing to move forward with vision, focus, and discipline. I wanted to tell their stories, not only to provide guidance and insight, but also to stir the imagination of a new generation of legal services workers.

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## ► Greg Bufithis on The Panama Papers, Ediscovery and Murder in the Afternoon

*If you missed Greg Bufithis' comment in October, quite frankly where have you been. It prompted an outpouring from our readers, with Alexandra Dumont commenting: "I'm speechless. I never thought I'd see Panama Papers, ediscovery and murder in the same sentence" and Paul Tannenberg commenting: "Jesus what a story!! Incredible."*

Daphne Caruana Galizia died on Monday afternoon when her car, a Peugeot 108, was destroyed by a powerful Semtex-driven explosive device which blew the vehicle and her body into several pieces and threw the debris across a nearby field.

My wife is Maltese and she was a close family friend. I have known her work for years.

Daphne was a fearless reporter, taking on the rich and the powerful. She was very well known among journalists (the Guardian had once called her a "one-woman WikiLeaks"). She led the Panama Papers investigation into corruption in Malta. Her most recent revelations pointed the finger at Malta's prime minister, Joseph Muscat, and two of his closest aides, connecting offshore companies linked to the three men with the sale of Maltese passports and hundreds of thousands of euros in payments from the government of Azerbaijan, plus many other nefarious deeds such as sweetheart real estate deals for the Russian oligarchs who have decamped to Malta – opening their own banks. And yet, despite a judicial inquiry into all of these allegations, Muscat won a snap election this past summer.

She had a blog that attracted more readers than the combined circulation of the country's 4 newspapers. She was a thorn in the side of both the establishment and the underworld figures that hold sway in Malta, Europe's smallest member state.

**NOTE:** many of my readers know Malta and/or have visited, knowing it only as "a charming popular holiday destination". Park that. Malta is witnessing an unconscionable level of corruption and malfeasance by a government whose actions are causing irreparable economic and social harm. Much like Herr Trump in America. But the execution of Daphne Caruana Galizia ... it was an execution ... I lay this at the feet of the Prime Minister and his corruption and the ambient violence that trails his entourage. As one writer in the Times of Malta put it "this was a clinical act of elimination which required logistics and money". As an attorney, I have spent enough time on the dark side to know the hallmarks of organized crime which more often than not operates on different planes.

She was the 10th journalist worldwide to be murdered this year – and the second in Europe – in pursuit of finding the truth. The assassination of an investigative journalist, one who had unearthed serious allegations of money laundering

and corruption in Malta, speaks volumes about the threat to freedom of speech in that country and the atmosphere of impunity and violence that has taken hold.

What is striking about Daphne's reporting is how rotten the state of Malta appears. The EU's smallest country, with a population of around 420,000, Malta held the rotating European Union presidency until earlier this year. It has been labelled an EU "pirate tax haven", helping multinationals avoid paying €14bn. But the darker side is the 15 mafia-style shootings and bombings that have punctuated its last decade. Its main industries have been infiltrated by crime gangs. Earlier this month Europol detailed how the Calabrian organised crime syndicate, the 'Ndrangheta, ran a €2bn money-laundering operation through Maltese online betting companies. Internet gambling companies account for 10% of the island's GDP.

But Malta's big money-spinner has been selling EU passports to the rich. More than 900 bought citizenship in 2016, which at €650,000 a pop means that they contributed nearly 16% of Malta's budget revenues. Since many were taken up by Eurasian oligarchs, one can understand the accusation that Daphne was up against not a democracy but a mafia state.

Her son, Matthew Caruana Galizia, is a journalist and programmer who works for the International Consortium of Investigative Journalists (ICIJ). As most of you know it was Nuix that supplied the document processing and investigation technology that was essential to the Panama Papers investigation which was conducted by the German newspaper Süddeutsche Zeitung and ICIJ. Both he and his mother were intimate with the use of the Nuix technology.

**BACKGROUND:** Süddeutsche Zeitung received an anonymous leak of approximately 11.5 million documents, totaling 2.6 terabytes of data, detailing the activities of Panamanian law firm Mossack Fonseca, which helped clients set up anonymous offshore companies. While these offshore entities are generally legal in the jurisdictions in which they are registered, the investigation revealed that some were allegedly used for unlawful purposes including sovereign and individual fraud, drug trafficking, and tax evasion. Süddeutsche Zeitung and ICIJ turned to Nuix software to process, index, and analyze the data. More than 400 journalists in 80 countries around the world then investigated the data before publishing the first set of results on April 4, 2016.

Over the last three years I have turned my attention more to "data journalism" and the ways e-discovery software can help. Plus an in-depth study of the Russian social media monster. Last month I was in Kiev, Ukraine for several days being briefed on the mathematical models Russian agents used to spread their false news on social media networks, and details on the true extent of the "computational propaganda" at work. We even had the opportunity to see the Russian training manuals for corrupting social media. I am having that material translated into English, all part of a series of subsequent posts.

GREG BUFITHIS CONTINUES ON P.31

GREG BUFITHIS CONTINUED FROM P.30

Data journalism is reinventing itself, and adapting for a world which is rapidly changing again. Where networked communications and processing power were key in the 2000s, automation and AI are becoming key in the decade to come. And just as data journalism raised the bar for journalism as a whole, the bar is about to be raised for data journalism itself. Now into its second decade, the technologies that it was built on (networked access to information and vastly improving visualisation capabilities) are now taken for granted, just as the “computer assisted” part of its antecedent “Computer Assisted Reporting” was.

**NOTE:** I first heard the term CAR not as “computer assisted review” but as Computer Assisted Reporting, a phrase that originated in the late 1960s.

CAR saw journalists using spreadsheet and database software to analyse datasets, but it also had important political and cultural dimensions too: firstly, the introduction of a Freedom of Information Act in the U.S. which made it possible to access more data than before; and secondly, the spread of social science methods into politics and journalism.

Data journalism, like CAR, had technological, political and cultural dimensions too. Where CAR had spreadsheets and databases, data journalism had APIs and datavis tools; where CAR had Freedom of Information, data journalism had a global open data movement; and where CAR acted as a trojan horse that brought social science methods into the newsroom, data journalism has brought “hacker” culture into publishing.

But much of the credit for the birth of data journalism lies outside of the news industry: often overlooked in histories of the form is the work of civic coders and information activists (in particular MySociety which was opening up political data and working with news organisations well before the term data journalism was coined), and technology companies (the APIs and tools of Yahoo! for example formed the basis of much of data journalism’s early experiments).

And, of course ... e-discovery software. Its use to support investigative reporting is now common because it allows journalists the ability to analyze large data sets quickly and accurately. More and more reporters are trawling documents – whether emails, text messages, or files – to uncover the stories within. This is much the same process attorneys go through while building a case. Finding key documents and weaving them into a story is what sophisticated e-discovery was designed for.

And while ediscovery software isn’t new, until recently it’s been hard to use except for those with specialized training. Plus, users often needed to ship the data to a third party for uploading – a non-starter for reporters on tight deadlines. Not to mention the technology was slow and at times inaccurate – hardly what you need when you’re not sure what you’re looking for. But that has changed. There are many e-discovery vendors to choose from, although Nuix would be my first choice. Plus you really need to learn Python to slice through databases.

So where do we look for data journalism’s next wave of change? We need to look – again – outside news organisations to see changes in two areas in particular: on

the technical side, an increasing use of automation, from algorithms and artificial intelligence (AI) to bots. On the political side, a retreat from open data and transparency while governmental organizations take on an increasingly role in policing citizens’ behavior and information.

And that, in a way, what Daphne was all about. Getting the truth out. I have been too much of a cynic. Daphne felt she could really change things. Her last blog was characteristically trenchant, pithy and, unfortunately, more prescient for her than she could imagine. She had warned: “There are crooks everywhere you look now. The situation is desperate.” Less than half an hour later, a huge bomb ripped her to shreds.

The charge is that Malta is turning into a state run by, and resembling, organized crime – which does not govern but disposes of positions, wealth and troublesome persons. Malta cannot be a sham EU state where elections, the rule of law and the courts are just for show. The continent’s citizens accept EU governance because every member state is a functioning democracy. When one of its own backslides on democratic commitments, when a life is lost in the pursuit of truth, then the EU must take action.

So I must join the call.

***Greg Bufithis is an attorney, journalist, writer, and media producer – currently floating off Malta in his yacht – you can find him at <http://www.gregorybufithis.com/about-me/>***



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## ► Uh oh, more ILTA fall-out

There's been more fallout at ILTA with four more senior staff set to pursue new jobs.

The departures are: Kristy Cole, former manager of marketing and publications; Cristin Gaffney, accounting administrator; Missy McDonough, events co-ordinator and Joanne Kiley, former content coordinator.

By our back of a fag packet calculations the departures mean that in the two months since former programme director Peggy Wechsler was exited from ILTA, around nine of the organisation's former staff – around 35% - have left or are leaving, including those that were exited at the same time as Wechsler such as IT director Clay Gibney and director of learning Deb Himself.

One former employee who asked not to be named said: "As far as what's going on behind the scenes, the staff that have left chose to do so because they either felt pushed out by the new CEO, and/or that his management/ leadership style is so toxic that they couldn't stand it anymore."

ILTA is also causing anger by hiring VP level employees. The not for profit, peer-led network has since the summer brought in partner development VP Jason Stookey and marketing and communications VP Patti Moran.

The question for many is why ILTA is moving so far away from a volunteer-led organisation.

A former ILTA committee member said: "If you look at ILTA's public tax returns, compensation is well out pacing "profits". I think that is the biggest issue with the new VPs. That and none of them know anything about the legal vertical."

ILTA have previously been unavailable for comment but responding to the above Moran said: "The series of words has no merit as you include an unnamed source referencing unsubstantiated and damaging claims around an environment at ILTA that simply does not exist.

"False, fabricated and sensationalistic stories hurt real people the most – the vast number of hard working ILTA volunteers, members and partners, along with the amazing staff who make up such a unique, growing, dynamic organisation."

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