

legal*i* insider

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▶ **Exclusive: It's official, Hogan Lovells signs with NetDocuments**

In a major milestone for NetDocuments and cloud technology adoption as a whole, we can confirm publicly for the first time that global top 10 law firm Hogan Lovells has signed up with the Utah-headquartered software-as-a-service document, email management and collaboration software vendor, swapping out its legacy OpenText and iManage document management systems.

With more than 45 offices in Africa, Asia, Europe, Latin America, the Middle East, and the United States, Hogan Lovells is by the largest law firm to sign with NetDocuments to date. The new global platform will replace the dual systems that have been in place since Hogan & Hartson (iManage) merged with Lovells (OpenText) in 2010.

NetDocuments' other global law firm clients include US-headquartered firms Orrick, Akin Gump and King & Spalding. However, in the UK, the largest DMS client to date is Farrer & Co, which is ranked at 58 in the UK top 100 of law firms. Linklaters, which has used NetDocuments' email management system (formerly Decisiv, now NetDocuments Email) since 2015, and is also a client of iManage RAVN, is expected to make a decision on its DMS selection later this year.

The selection by Hogan Lovells is the result of an extremely lengthy pitch process, evaluation and pilot that will now result in a whopping 7,370 staff transferred over to the new system.

While according to The Insider Top 200 Hogan Lovells is a Mimecast user and therefore its emails are already hosted

in the cloud, this selection is nonetheless symbolic of a major shift in global law firms' attitudes towards cloud technology when it comes to their core systems (document, practice and case management) and is likely to pave the way for other large law firms to consider or push through a similar move.

Issues still faced by large firms when considering a shift to the public cloud include how to satisfy data privacy laws in jurisdictions that demand data is stored locally, and how to satisfy clients that their data is secure.

IT'S OFFICIAL: HOGAN LOVELLS SIGNS WITH NETDOCUMENTS CONTINUES ON P.5

▶ **Wedlake Bell selects 3E in LexisOne U-turn**

We're all about the core systems this month, as, hot off the press from Thomson Reuters Elite's Vantage user conference comes the news that Wedlake Bell will transition from Envision to 3E – hang on, didn't Wedlake Bell announce to some fanfare in 2014 that it had selected LexisNexis' enterprise resource management system LexisOne?

It did indeed – but trying to get to the bottom of the change of direction has been interesting.

LexisOne was originally built on the Microsoft Dynamics AX platform but post Wedlake Bell signing up, switched to the cloud-based Dynamics365 platform, which was first unveiled by Microsoft in July 2016.

WEDLAKE BELL SELECTS 3E IN LEXISONE U-TURN CONTINUES ON P.5

 **Capture**

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► Exclusive: Taylor Vinters signs up to the iManage Cloud

Yes, document management is still very much dominating the headlines and this time its Taylor Vinters, which has confirmed to us that it is moving to the iManage Cloud.

The UK top 150 firm led by IT director Steve Sumner has kept a watchful eye on iManage's roadmap since the MBO that saw the its leadership team exit HP in mid-2015, as iManage made progress that Sumner describes as "all positive."

Sumner tells us that the decision to move to the cloud followed iManage briefings and closely following developments under 'White Rabbit' culminating in the release of iManage Work 10.

Sumner says: "I was very happy with the architecture they put under it all," and that the focus for the firm was "scalability, performance and security."

While cloud technology is increasingly (and in something of a U-turn) being looked at because of its added security in a climate where cyber-attacks are dramatically on the increase, Sumner said: "Security isn't a business strategy. If cloud fits great and for our firm if it ticks all the boxes great. But if it doesn't, we don't do it."

The iManage Cloud ticks all the boxes and in terms of timeline, Taylor Vinters is currently on iManage 8.5 with 9.3 built and ready for testing. The firm, which has long had a full range of managed cloud services through Proact, has entered a new agreement with the leading European cloud vendor, on which iManage's servers sit.

Sumner and his team will use the move to the iManage Cloud as a GDPR compliance exercise and he said: "Some of our old content we will, as part of GDPR, get rid of. We'll effectively end up with live and current documents in one library in the cloud and then an archive library with the older stuff: then we'll delete what's agreed, so we're optimising our data."

In the new financial year, which is in May, Taylor Vinters plans to upgrade to iManage 10 and the cloud.

He said: "One of the reasons for wanting to move to the cloud are the instant updates, which will save time upgrading software on premises."

He added: "This is a natural progression and fits with our cloud-first strategy. We're looking forward to seeing what iManage is doing with RAVN – while that wasn't relevant to this decision, it's exciting to think about what might come out of it."

► CheckRecipient rebrands to Tessian

We normally ignore rebrands like the plague but given the current popularity of next generation email security platform CheckRecipient and given that this is a no-messing about rebrand, we can reveal that after a year of triple digit growth, some major client wins, and a team expansion from seven to 40, CheckRecipient has rebranded to Tessian.

Tessian [go with it, it will take time] uses machine intelligence to analyse enterprise email networks in order to help law firms automatically detect and prevent misaddressed emails, data loss to unauthorised email accounts and non-compliance.

The rebrand – which has been run by the team behind the rebrand of the likes of Airbnb and Paypal – is part of a strategy to unify the company's product suite under one platform and support their upcoming product releases which address a number of other security issues on enterprise email using machine learning.

Tessian worked with Koto, which in addition to rebranding Airbnb and Paypal have also worked with Sonos, Gumtree, and Fanta. It was Koto's first time working with a cybersecurity company.

Tim Sadler, CEO & co-founder of the company now known as Tessian said: "2017 has been a breakthrough year for Tessian. As we've grown exponentially and dramatically expanded our client base we've found our company expanding far beyond the scope of our initial brand and company name. Tessian for us is so much more than a name, it sets the tone and pace for the ambitions we have in 2018 and beyond of becoming the world-leading platform for Enterprise Communication Security."

Last year CheckRecipient raised \$2.7 million in a Seed round co-led by Accel and LocalGlobe, with the participation of Winton Ventures, Amadeus Capital Partners and Crane.

We broke the news of the London-headquartered company's first major law firm win – Travers Smith in 2016 became one of the early law firm adopters, rolling out the product in September 2016, having helped to develop and tweak it in 2015 led by IT director Ann Cant.

► Case management in the spotlight

On the subject of core systems reviews, DWF is currently reviewing its case management systems and DAC Beachcroft plans to do so in the next 12 to 18 months, as BLM writes out FloSuite and achieves a pretty much bespoke CMS. And we bring you details of Maluma, a startup founded by former LexisNexis Visualfiles technical consultant David Hartley and architect Martin Reid – has begun winning business helping law firms to manage and leverage their data within protection policies and guidelines. See page 7 for more.



► Saving money and improving lives: BLM's head of analytics discusses the new LSE partnership

BLM in mid-February signed a two-year research and development partnership with the London School of Economics and Political Science (LSE), in which the UK top 40 law firm's in-house data analytics team will work with three LSE professors to develop new litigation risk management offerings for BLM customers.

Legal IT Insider caught up with BLM's head of analytics, Andrew Dunkley, to find out more about the new arrangement.

How did your arrangement with LSE come about and what are you trying to achieve?

I joined at the end of 2016 and over the course of the last working year, my team has continued to expand and the work we've been doing has become more sophisticated, but we're finding that a lot of the gains in this area come from being able to put together different skillsets and perspectives. People often ask, 'what piece of technology have you bought' and we tell them 'we've decided to invest in people, not technology.'

There are lots of brilliant bits of technology but what we're trying to do with LSE is bring real expertise and brain power as to how you value and manage litigation risk. All the technology that is trailed in this part of the market is trying to help answer that question. The logic behind this partnership and the collection of skills in it is very much to say 'we're not going to focus on buying or building a snazzy bit of technology.' Yes, AI will be a big component, but we think we can do more by blending skills to help manage litigation risks in the two strands we work on - volume litigation and lower volume, higher value claims.

Are you risking reinventing the wheel?

No, one because we make sure we keep abreast of what is out there and if we do come across a use case already solved, ask if we build it ourselves or procure it.

A lot of the AI solutions on the market are about data extraction - people get a bit confused about what AI is and the use cases. Fundamentally most solutions are predicting classification. Once you've got to that metadata you still need to build a predictive model off that, and that sort of model isn't something that's productised in the UK.

So who is involved from LSE?

Professor Henry Wynn will be the lead contact and have the majority of the input: he is a statistician with a strong background in decision science, so asking 'how do you best

make a decision in an uncertain environment where you don't have all the information you'd like and there may be a cost in obtaining that further information', which is a pretty good analogy with litigation. He'll be the lead point of contact and we will also draw on Professor Pauline Barrieu, head of LSE's statistics department, who has extensive experience of the insurance sector (a traditional area of strength for BLM); and Professor Milan Vojnovic, who is chair in data science and an expert on machine learning.

LSE is appointing a dedicated post-doctorate research officer who is 100% dedicated to the process and will spend a lot of time at our office working with us. It's very much a hand in glove partnership and a serious commitment.

Ultimately are you hoping to create a product?

We're hoping to create an offering. In relation to the volume claims business, that is likely to be based on one or more predictive models and we're whittling those down. How that then gets implemented in a commercial sense is likely to be driven by where the research ends up - it's likely to be an offering wrapped into what BLM currently provides.

There are various different ways of getting value out of that kind of model. The risk in all of this is that you set out saying 'we're going to build a computer program that solves the litigation problems of the world' and there are a few players in the market that are setting out to be that ambitious and maybe it's possible. But I do know that if you say you're going to do that, it might be quite some time before you start extracting value, so we're going to develop the model and find ways of implementing it so we don't have to wait five years for an all singing, all dancing computer system. We're trying to be pragmatic in delivering value out of the research.

What is the best outcome you can envisage from this partnership?

I'd like to take the opportunity to put all of this in a human context, which is often forgotten. We've got a situation in any dispute where you have a claimant who frequently has suffered some kind of loss - in our world that loss is often life changing - and an insurer who will have to compensate that victim to the appropriate amount and, looking at the broader picture, an insurer has to charge policy holders enough to pay on its claims. To sort that out we have a process that is painful and expensive for everyone involved. What I see this collaboration as opportunity for is 1) to help us triage and value claims as early as possible in their life to help our clients realise cost savings but also to help everyone in the dispute get to the right answer as early as possible.

It's about making sure people with legitimate claims get what they're entitled to. It's about catching people who are trying to defraud the system and making sure people with a valid claim get paid the right amount. If we get it right, our clients will save money and everyone will have a better life.

aka 'The Orange Rag'



WHEN IT COMES TO CLOUD DMS, EXPERIENCE MATTERS



When it comes to something as mission-critical as document and email management, law firms with a cloud strategy want to partner with a cloud-first provider – one that has the highest levels of confidence and experience in the security, reliability, and scalability of its native cloud platform. NetDocuments is committed to the vision of becoming the trusted cloud platform in legal and delivering world-class DMS service to firms ready to leverage the next generation document and email management service.

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► Exclusive: It's official, Hogan Lovells signs with NetDocuments

EXCLUSIVE: IT'S OFFICIAL, HOGAN LOVELLS SIGNS WITH NETDOCUMENTS CONTINUED FROM FRONT COVER

Speaking to Legal IT Insider, NetDocuments co-founder and chief technology officer, Alvin Tedjamulia said that NetDocuments flexible storage architecture, ndFlexStore technology, which was formally announced in December 2016 and under which NetDocuments allows private storage facilities to be deployed by the firm, is having a significant impact on firms with geo-aware storage needs.

"The capability to store documents on premises, at the client site, flexible by matter, and then having a global access so that navigation can be globally applied and encryption is the same whether the documents are local or on the client site or in Azure is huge, because now CIOs can tell their clients that there are no circumstances that we can't accommodate," Tedjamulia told us.

NetDocuments directly manages eight global datacenters in the US, UK and Australia, and now via Microsoft Azure is able to offer regional storage in Canada, Singapore, Hong Kong, Germany, Netherlands, Ireland, China, Japan, Korea, Brazil and India.

Law firms using ndFlexStore include Orrick, which has over 25 offices across Asia, Europe and North America. Flexible storage was a key factor in Orrick's decision to select NetDocuments - as attested to by Orrick's CTO Craig Dean when the move to NetDocuments was announced in July 2016.

Ash Banerjee, Global CIO at Hogan Lovells, said in a statement seen by Legal IT Insider that will shortly be released to the market: "Replacing our two document management systems with one global platform to leverage our worldwide network and improve our client service is a key part of our strategy. We believe the NetDocuments platform to be a modern and feature rich platform that delivers on our current and future business requirements."

Matt Duncan, CEO at NetDocuments said: "Hogan Lovells conducted a thorough review of product offerings and we are pleased to have been selected as their document management platform for the future. We believe NetDocuments maturity and the scalability of our proven platform, as well as the trust we have earned through nearly two decades of consistently delivering innovative software solutions to our global customer community, were factors in the decision. We are honored to be partnering with market leaders such as Hogan Lovells as we continue to help drive the legal and compliance industry's transition to the cloud."

Asked for a reaction to this latest news, which comes as NetDocuments fights to gain share from legal market DMS leader iManage, one international law firm CIO, who is an iManage client, said: "It certainly adds credibility to NetDocuments and will boost them in the marketplace. But I think it will have a more significant effect on attitudes to cloud: that's the bigger boost."

► Wedlake Bell selects 3E in LexisOne U-turn

WEDLAKE BELL SELECTS 3E IN LEXISONE U-TURN CONTINUED FROM FRONT COVER

LexisNexis general manager, enterprise solutions, Andy Sparkes told us: "The latest version of LexisOne is a SaaS offering which has been built native for the Azure cloud on Dynamics365. Wedlake Bell and LexisNexis reviewed the Dynamics 365 version of LexisOne and decided that it would be in the best interest of both parties for Wedlake Bell not to pursue a LexisOne implementation at this time."

Wedlake Bell's managing partner Martin Arnold sent us a remarkably similar statement and would not comment any further on the reasons or circumstances behind the decision.

The U-turn will lead to questions over whether Lexis' decision to move to Dynamics365 is too early for the still cloud-resistant legal market.

However, one person close to the situation suggested to us that the decision was not cloud related, commenting: "They started the process ages ago and never got over the line after Lexis put all their eggs in the Fieldfisher basket."

► Aderant in double UK top 100 win

We are guilty of not giving enough profile to a recent double whammy win by Aderant, which has been a bit quiet lately but has won UK top 100 law firms Freeths and Turcan Connell, both of which have selected Aderant Expert for their legal practice and financial management software.

Freeths is swapping out Lexis Axxia while Turcan Connell is swapping out Thomson Reuters Elite Enterprise.

"Aderant Expert is the top choice among the Am Law 200 in America, and we are making ground in the U.K. and the European region," said Chris Cartrett, Executive Vice President of Aderant. "Our enduring pledge to quality, comprehensive legal practice and financial management solutions for law firms has led to partnerships with more firms in the region."

► Getting the band back: Foundation Software Group names Barry Solomon as president

Barry Solomon, the chief marketing officer of US giant Sidley Austin, is joining Foundation Software Group as president, effective immediately, as the Colorado-headquartered experience management vendor gets the Interface Software band back together.

Solomon takes over as president from Nate Fineberg, co-founder of Foundation Software Group. Fineberg will remain chief executive officer of the company.

Before his role as CMO at Sidley, Solomon served as executive vice president of LexisNexis InterAction and CMO of Microsystems. He was part of the original Interface Software team with Fineberg and senior VP of customer success, Chris Vorderer among others.

"Barry's experience in software solutions for large law firms combined with a deep understanding of the needs of lawyers makes him a perfect fit for this role," said Fineberg. "We see great growth for the Foundation platform. Barry's dynamic leadership will be a game changer for the future of our organization."

Solomon will be responsible for growing the company's customer base, which currently consists of 20 of the world's leading law firms.

"Barry is joining Foundation Software Group at a critical time as we're seeing law firms increasingly investing in experience management as a response to the buying behaviour of sophisticated clients," said Kent Zimmermann, principal with the law firm consultancy Zeughauser Group. "Law firm clients are placing a higher value on outside lawyers who have deep industry and relevant substantive experience. Experience management is a key technology that helps law firms improve knowledge management and drives enhanced law firm financial performance, competitiveness, and ability to attract and retain sought-after clients."

► Heads up CIO 2.0 is out in hardback soon

The hardback version of CIO 2.0 will soon be out, a crowdsourced book in which 16 CIOs including BLM's IT director Abby Ewen contribute a thought leadership chapter designed to give an insight into what it means to be a CIO and the plethora of issues they face every day.

Currently available on Kindle, the welcome preface to the book, which was published in December 2017, says: "This book is a testament to some of the exceptional

work that many CIO's have done and hopefully these real-world solutions will inspire and help many in the role, or those taking the next step in their careers. There is nothing like real world examples to help you through a situation and realise that others have been there before you and faced the problem while achieving a successful outcome."

Ewen, who is a STEM (Science, Technology, Engineering and Maths) ambassador and attends schools to help raise the profile of design and technology, focuses in her chapter on the technology skills gap we may be facing in the next few years, and how our academic system is struggling to address it at grass roots level by adapting teaching practices with school children. In the last sentence of her chapter, she says that all of those working in the IT industry owe it to the future of technology to get involved in mentoring.

CIO 2.0 is a leading movement of business leaders with a technology focus pioneering the future of the CIO role. All the proceeds of the book – which is available on Amazon – go to charity.



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Clive Knott, IT Director, Howard Kennedy LLP

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Steve Dalglish, Applications Manager, Shepherd & Wedderburn LLP

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► Case management in the spotlight

Current or pending reviews by DWF and DAC Beachcroft; BLM writes out FloSuite; startup Maluma makes headway extracting data from Progress/OpenEdge databases

Twenty years ago, CMS was what one longstanding CIO describes as “all the rage”, but it has suffered from a serious branding crisis thanks in part to difficulties in the implementation of early-to-market legal products and lack of real innovation or (in newer entrants case) productisation, leading to firms attempting to build their own systems, sometimes getting their fingers badly burned in the process. CMS also has the unfortunate connotation of turkeys voting for Christmas – a truly successful system is a tough sell, encroaching as it does on work that lawyers typically regard as too specialist to automate.

Attitudes die hard but there is an undeniable and client-driven wider cultural shift in play. Pressure is growing on firms – no longer just those with volume businesses such as bulk insurance work – to create more efficient workflows, improve their margins, and to provide clients with new intelligence and analytics.

In 2018 we will conduct an extensive review of the CMS market, including who is using what (and why), and speaking to vendors about updates to the products available on the market and their roadmap.

In the meantime, we can reveal that at least two major law firms – DWF and DAC Beachcroft – are either midway through or preparing to review their CMS arrangements, while BLM has nearly written FloSuite out of the CMS/BPM systems it bought nine years ago and Maluma Solutions – founded by former LexisNexis Visualfiles technical consultant David Hartley and architect Martin Reid – has begun winning business helping law firms to manage and leverage data within Progress and OpenEdge systems.

DWF

DWF is currently reviewing its patchwork of CMS arrangements led by CTO Richard Hodkinson.

The UK top 30 firm, which has merged more times than many CIOs have had corporate hot dinners (ok, who are we kidding,) inevitably uses a mixture of systems including LexisNexis Visualfiles; KIM from Riverview (just about to go into production after a pilot); and Liberate from Linetime.

As part of a wider holistic IT strategy review kicked off last year that will see the firm become a cloud-first organisation, Hodkinson and his team are now looking at a number of different CMS including sharedo; Thomson Reuters Elite

Mattersphere; Visualfiles; and Gartner BPM leader Appian.

Reflecting a current trend towards using more of what you’ve got, Hodkinson says: “CMS needs rebadging – Gartner call it Intelligence Business Process Management. Personally, I think it’s been underrated: some of the systems have been poorly implemented, but whereas a lot of people over the last 18 to 24 months have been looking at AI, they are overlooking the core systems they have, which still have a strong play at creating greater efficiencies. They are being overlooked and are a force to be reckoned with.”

DWF is looking to consolidate its CMS but it is unlikely that one solution will address all the needs of the UK top 30 business. Hodkinson says: “Our current CMS have been extensively developed and over the years it’s become quite complex. There are workflows and documents that may not be appropriate or defunct. With the help of techniques such as Six Sigma, we are starting to re-work some processes, so they are now more effective.”

While LexisNexis is the market leader and the CMS sector continues to be dominated by the likes of Thomson Reuters Elite (Enterprise and, increasingly, MatterSphere), Eclipse, Linetime, DPS Software, Tikit and SOS Legal, Hodkinson says: “There is space for the likes of Appian or sharedo – if they can get critical mass the market is wide open” adding, “I can’t help thinking that CMS will come back into fashion, but it needs vendors and products that are more modern; mobile and ready to be 100% hosted in the cloud. The market is ripe for a big new innovative supplier, maybe with an AI engine woven in that can interface with existing document repositories to help adoption and reduce data silos. The trick will be positioning itself so it’s not threatening to lawyers who are nervous about the march of automation, but creates capacity for them to work on higher value activities; the intellectual work, client relationships, etc.”

It is interesting to note that as part of its overall IT strategy, DWF has done a wholesale review of its applications to see whether it needs to continue shopping in the legal market or if there are vendors outside with efficient workflow systems. Hodkinson says: “We’ve no interest in anything on premises. Anything with mobile capability gives it an edge. And talent – how easy is it to hire and maintain staff to programme and support our future.”

He adds: “The firm is changing shape and model – while we continue to look at the legal market place, other sectors have done workflow to a better degree than we have.

“We are behind the curve for a large firm not having multiple data centres across the globe, so we are cutting to the chase and moving everything into the cloud, both in private

CASE MANAGEMENT IN THE SPOTLIGHT CONTINUES ON P.8



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CASE MNGT IN THE SPOTLIGHT CONTINUED FROM P.7

installations and Azure. If a vendor has a cloud option like iManage, we're exploring that."

DWF is looking at cloud in part because its aggressive growth strategy can mean offices appear at a moment's notice and currently it can be a struggle to get mobilised, as opposed to simply requiring "a computer with internet connection." Hodkinson says: "It's a no brainer to me and I struggle to understand why some people are more reticent. From a security and risk perspective, I can't compete with a cloud provider in terms of tools, monitoring and talent."

When it comes to access to talent, the proprietary nature of many legal CMS can be limiting, Hodkinson says, commenting: "We have trouble with access to talent. If you're a programmer, why would you programme a proprietary system when you could programme Java, .NET or C Sharp? So, we're looking at solutions to improve our speed to market and possibly to change to a low code or no code system that should be easy to mobilise. Whether that's a pipedream or not remains to be seen."

DAC Beachcroft

DAC Beachcroft primarily uses LexisNexis Solcase and Visualfiles as well as Proclaim from Eclipse in its Newport office and Tikit P4W in Glasgow.

DAC's looming CMS review is interesting because it deliberately doesn't feature in the four-year IT strategy put in place by IT director David Aird, with the intention to put some clear blue water between the firm and its pre-Aird unsuccessful CMS self-build, which led to a £4.39m write off.

In the next 12-18 months Aird says he will revisit the CMS issue, having made process changes to eliminate unnecessary repetition and duplication.

Echoing other CIOs, he says: "We've made quite a lot of changes to our processes, which will create efficiencies in themselves. We met with several other firms and we agreed that it's not the systems at fault – they do what we need – but it's about better process and management."

He adds: "We're doing a lot of work on our processes across the whole group but in the case management system, you might find 10 different ways to do things and multiple documents. We're stripping out what has been devolved rather than designed, working with one or two consultancies who are helping us with what we're trying to achieve. That means when we do move to a nice, shiny, web-enabled single system, that system will work better."

DAC is currently engaged in a review of its practice management system and as we revealed in January, expects to make a decision by the summer, so Aird has a fair amount on his plate, but he says: "We're looking at reducing the number

of case management systems we use and if we're getting rid of some why not move to something bigger? In the meantime, we are making the most of what we've got before moving to something more sophisticated."

BLM

In 2009 BLM bought BPM and workflow tool FloSuite, building a case management tool within it before IT director Abby Ewen joined the firm.

For the past 18 months the UK top 40 firm has been writing the FloSuite engine out and the system is, Ewen says, pretty much a bespoke CMS now.

Writing your own CMS has proved to be a risky business and risks reinventing the wheel but Ewen tells us: "There's still nothing on the market I can see that would give us the flexibility we need. I'm sure there will be one day, but when you're in insurance you have to be so customer centric. Mattersphere is great, but for collecting MI it's not going to work for us."

She adds: "If I bought another system we would be starting again to fit the firm."

While choice is normally a good thing, one of the issues in the CMS market is the overwhelming number of providers and systems. Ewen said: "If you work in insurance and want a new claims system you buy Guidewire. That's not the same in legal."

The likes of slicedbread is doing some comparatively cutting-edge CMS work with Keoghs but Ewen adds: "slicedbread is entirely bespoke: I can't say 'sell me what you sold to Keoghs' because I would be going back to the beginning with a different bag of spanners. If you want to review your practice management system there are a small number of providers you can go to and in the likes of digital dictation it's the same, but case management is a nightmare."

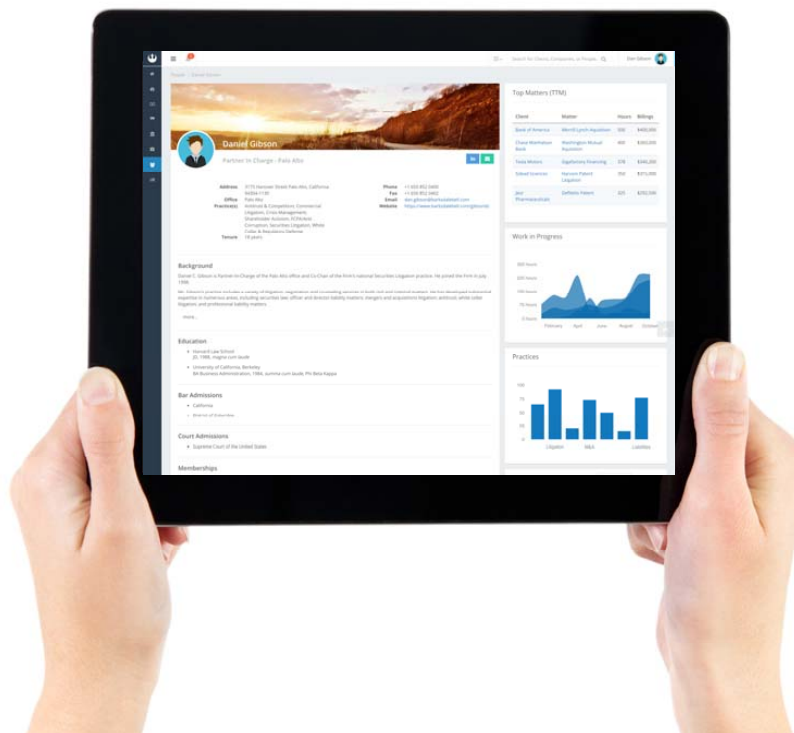
Ewen and the team are just getting to a point where they are seeing a return on their FloSuite investment and she says: "It fits our purpose and we can now create a client rule in half an hour when it used to take hours of programming. We're creating a more self-service environment and we will get to the point with MI where the end user can translate what the client needs."

And with case management set to spread beyond volume work, Ewen observes: "Case management gives you certainty and governance over all the stuff overlaying what lawyers do. If you embed legal project management into case management it makes it more obvious where you're spending money and who is doing what at what price."

CASE MANAGEMENT IN THE SPOTLIGHT CONTINUES ON P.14

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Thoughts from the Market

► Data breaches are evolving – so is our ability to investigate them

By Stuart Clarke, Chief Technology Officer for Security & Intelligence, Nuix

Cybercrime evolves quickly, so it is logical that our techniques and tools to respond should evolve with it. Threats can come from many angles - whether it be lapses in employee behaviour (such as the Uber hack) or the recent accidental leak of iPhone source code from Apple. There have also been more targeted hacks such as the recent rise of hackers hijacking machines to mine cryptocurrencies, or attacks like NotPetya or WannaCry which targeted specific vulnerabilities in Windows systems. In all of these cases, establishing the facts is an enormous challenge. This is because the wealth of digital evidence in the wake of a breach or hack is growing all the time – across different file types. For instance, evidence may comprise of anything from emails, logs, system files, video, images and network data to name just a few. In complex investigations, evidence can amount to terabytes worth of documentation. Consequently, in the case of malicious hacks, prosecutions for cybercrime remain woefully low.

The solution is to work smarter rather than harder. Simply increasing the number of investigators is not sufficient to tackle the rising tide. Instead, true progress is being made by empowering investigators with powerful tools which augment human intelligence.

Managing data better

The increasing complexity of company servers, security systems and other vital internal infrastructure means that it is commonplace for businesses to be unaware they have been hacked until months after the fact. For example, the Yahoo 2016 hack originated from a breach that occurred in late 2014, and was only discovered when the data was posted for sale on the darknet. In order to build up a post-breach understanding of what has occurred, authorities are required to achieve superior visibility of all the breached subject's data. With such a huge amount of information involved when analysing a breach, establishing responsibility and gaining enough evidence to remediate, get back to the business and then prosecute is a daunting prospect.

Better forensics

With the right tools and workflows, these post-breach investigations are simpler. The right technologies mean that vast quantities of data can be managed and more efficiently analysed, leading to greater insights. Previously, investigators

and cyber risk teams often had to manually review huge numbers of files and correlate their findings, sometimes across different investigation teams. Today, this data can be analysed at once through a single investigative window with a variety of visualisations, enabling investigators to categorise items of interest such as log entries, device access records, notable operating system events and newly created files. Rather than looking at a large list of communication data extracted such as email, instant message or network data, investigators can now display this information as a visual network so, at a glance, they can see what is primarily responsible for the communication traffic and how often these communications occurred. They can build a web of understanding and intelligence that links the nuanced narrative strands of seemingly unconnected data. This streamlining ultimately leads to more focussed lines of inquiry.

Having the freedom to explore the logs and evidence gathered is vital in building timely criminal prosecutions, or determining preventive measures. Furthermore, for those using outdated systems, technical hinderances lead to evidence backlogs, and backlogs jeopardise the chances of a prosecution or effective learning. Creating efficiencies using sophistication technologies and techniques allows investigators and teams to overcome backlogs. The importance of this was pointed out in a recent report which highlighted the dire state of digital forensic work in the public sector, observing that many criminal trials are failing because of evidence issues.

More insight

Investigative tools and AI (artificial intelligence) can never replace the work of human investigators. Investigative work and weighing up leads and context requires a degree of human judgement which a machine cannot replicate at this time. However, they can augment intelligence so that we are able to make smarter, strategic choices from a better knowledge base and allow us to focus on the evidence that matters.

Historically, data breach investigators have been hamstrung by human limitations preventing them from linking connections from even a small number of digital data sources. With the gradual evolution of our investigative tools, we increase our chances of learning from hacks and being able to apply this new knowledge in the future.

Human intelligence, augmented

Like the hacks and cyberthreats they seek to investigate and contain, data analysis tools are always evolving. In the present, the tools can help sift through vast quantities of data, help teams make better decisions, and optimise future strategies by highlighting flaws in previous business structures.

By implementing the best tools available, and evolving to keep up with the threat landscape, investigators will be empowered to do more with large data sets and bring clarity to crimes in a complex digital world.

Thoughts from the Market

► UK legal megafirms are on the up: 2018 must be about tech consolidation

Mark Adams, Regional VP, UK&I, Veeam

Mergers and acquisitions in the legal sector ramped up significantly in 2017. Between January and April alone more than 35 deals involving US and UK law firms were announced, the largest being the merger of CMS UK, Nabarro and Olswang. At a regional level, deals involving UK regional law firms were up 27% in the first half of the year, compared to the same period in 2016.

It's a trend that's set to continue. Top 100 law firm, Gordon Dadds, has clearly stated its ambition to continue on the acquisition warpath by becoming a "major consolidator" of both top 200 law firms and smaller practices. Demonstrating that law firms, both big and small, are forming alliances to stay relevant and remain competitive in a traditional sector that has yet to embrace the pace of technological change. As the Financial Times points out, "leading firms seek to avoid being squeezed between bigger and more powerful players and smaller, technology-focused innovators."

Of course, acquisition is not just about technology. With firms feeling pressure from corporate clients (who are increasingly sending more of their legal work to fewer law firms in exchange for lower prices), consolidating with rivals means less competition and potentially a bigger slice of the pie. But with things set to change further in 2018, law firms face bigger challenges than the cultural and physical integration of once separate workforces.

Data, for example, is a particularly prevalent issue. Much like the wider trend seen across all business industries, digital transformation is now pervading the legal sector. Which, despite its traditional roots, has not been able to remain completely immune to emerging technology to support business practices.

Getting IT right is critical

In part this increased reliance on technology is because the core asset of every law firm is data. If data becomes corrupt and can't be recovered quickly, firms risk losing clients' trust, their firms' reputation, as well as billing opportunities, and of course regulatory compliance issues. It means that IT teams in the sector have more of a spotlight on their work, and have been busy assessing and deploying technologies such as virtual machines (VMs), increasing security policies and technologies, while no doubt using cloud computing-based services, and leveraging data centres to improve their service delivery to internal stakeholders, and ultimately safeguard

the firm's prized possession, data.

The issue is that against the backdrop of mass law firm consolidation, integrating the data and critical IT systems of previously disparate companies is no mean feat. And, the potential dangers of getting it wrong are costly in more ways than you might think.

One hour of downtime a month costs the average law firm £45,000 in lost billing over the course of a year (based on 25 lawyers billing at £150 per hour). When law firms merge, the volume of owned data increases enormously, meaning fast, efficient migration is a must. Critical VMs running key applications like the mail client Microsoft Exchange, bespoke apps for the legal industry or even custom apps for the firm itself, dictation tools, customer relationship management software and document management software must all be seamlessly combined from different sources, with no impact on revenue and uptime.

Therefore, there's more to legal M&A and consolidation than meets the eye. Even the most sedentary or cumbersome firm relies on technology to conduct business. So, when it comes to tech consolidation, reliable backup and fast recovery serve as the backbone of the process. Without a marker for what once was, you cannot even attempt to risk live data systems.

Meanwhile storage must be agnostic to software and file systems, and of course, easy to integrate. Advanced monitoring, reporting and capacity planning are critical tools to aid the IT teams' visibility into a new firm's legacy infrastructure, be it on-premises, virtual or in the cloud, and their ability to identify and resolve issues before they impact users and the business. Finally, tech consolidation in the legal sector must be underpinned by a solid availability strategy that supports 24/7 operations – it sounds obvious, but making sure data is available when it is required is not an expectation that all businesses can deliver.

Changing times for legal tech

Despite its importance and popularity, mergers and acquisitions are by no means the only reason for law firms to get their IT houses in order. According to a report published by business advisory service BDO, the global legal profession is facing a period of unprecedented change, with technology set to have a huge impact on law firms over the next five years. As firms vie for competitive advantage, seek to engage better with the customers and create workplace efficiencies, technology has been touted as the solution.

Concerning for some, a Deloitte report in 2016 predicts that around 114,000 jobs in the legal sector are likely to become automated over the next two decades. As software capable of executing more traditional, routine tasks leads to self-learning algorithms replacing human input, and driving efficiencies and cost savings in delivering legal services. However, this should not be a point of concern – shipping out menial tasks allows IT staff to focus on more strategic and meaningful projects, that better engage a firm's

Thoughts from the Market

leadership and show return on investment in IT projects. The good news here is that BDO's recent findings suggest that 94% of law firm leaders consider technology to be strategic priority with significant investment expected in the area.

Technologies getting hyped up such as AI, automation and virtual assistants may eventually become the de-facto norm in law firms in the future. Right now, a foundation layer of availability is needed to ensure that data is protected and managed to consistently high standards. Without this, new technologies cannot be adopted and the exponential growth of data anticipated cannot be managed.

Regardless of whether your business is likely to be merged or acquired, availability is an IT strategy that can equip the legal sector for years to come, and deliver innovation and growth. Getting it right now, will prepare your law firm for tomorrow.

► GDPR & Law Firms: Your five-point plan

Craig Matthews, CEO, Practice Ltd

Given everything that's been written about GDPR, it should come as no surprise to you that it comes into force on 25 May 2018. The fines for failing to comply are substantial - up to £17m or 4% of global annual turnover – and it's vital that you do, since ignorance is no defence for non-compliance. Even though we're leaving the EU and the GDPR is an EU Directive it will still come into law in the UK, so every firm that controls or processes the data of EU citizens must adhere to the new regulation.

There's still time to act, although if you're starting from scratch with GDPR then you've got some work to do. Like most things, though, if you break it down into manageable chunks you can still ensure that your firm is GDPR compliant before the 25 May deadline.

To help you achieve this, I've set out a five-point plan: -

1. Bring your partners on board

Being compliant with GDPR isn't just a question of software. Software will play a major part but GDPR is also about considering privacy every time your firm processes personal data. You may find that some of your processes need to be reworked and that a broader understanding amongst your staff of how to manage data is needed. With your partners / leadership team on board you will have the necessary support to devise the new processes your firm will need and, working closely with your IT team, you'll be able to implement these processes making the best use of the available technology.

2. Consider appointing a DPO

Some firms are obliged to appoint a Data Protection Officer. For other firms it may well be a prudent step to take. It may

even be that you become the DPO! You or your DPO will take on the responsibility of understanding the nature of your data estate – essentially all of your firm's data - and, working with your IT team and under direction from your partners, the DPO will be responsible for implementing the procedures and the processes to ensure you are compliant (and remain so).

3. Understand your data estate

It's vital that you work out what data you already have and make sure it adheres to your new working practices. I tend to think of data as managed or unmanaged. Managed data resides in a database, with access controlled by permissions and data that can only be accessed through a secure connection. Unmanaged data is the rest of it - your emails, stored on your PC and phone and tablet, along with documents saved locally or "kept safe" on a USB stick that is probably not encrypted and can so easily be lost or misplaced. It is this unmanaged data that is likely to pose the greatest risks to your organisation. In short, understanding your data estate and taking steps to safe guard it couldn't be more important.

4. Implement new working practices

Once you've worked out the nature of your data estate you need to bring this into line with your new GDPR working practices and ensure all new data generated is done so in line with your new working practices. This should be relatively straight forward if you've set up new working practices and provided your staff with the necessary training.

5. Monitor, review, report

Becoming GDPR compliant isn't enough. You need to monitor, review and report. This should take the form of on-going staff training, auditing of your systems and data and reviewing your working practices. If you embark on a new area of work then design the whole process with privacy in mind and don't be tempted to add it on at the end. Considering privacy from the outset will make the implementation of the new working practice fit seamlessly alongside your other GDPR processes.

By using the right software products your firm is in a strong position and you should be able to implement the vast majority of processes without having to disrupt the way you and your colleagues work. The GDPR is not designed to make our working lives more difficult, less efficient and more costly, although I fear some organisations may implement such bureaucratic processes that it may become hard to do your job. It's about protecting data - and the rights of those individuals the data relates to - and it's therefore important to work with a software company that you can trust, that understands your responsibilities (and theirs), as well as your need to drive efficiencies and improve your services whilst maintaining and increasing profit margin. This is the key to surviving - and thriving - under GDPR.

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CASE MNGT IN THE SPOTLIGHT CONTINUED FROM P.8

Maluma Solutions

Feeding off increasing client demand for management intelligence, David Hartley and Martyn Reid left Lexis to found Maluma in 2013, focusing on providing data services for Visualfiles and Solcase but also any Progress or OpenEdge system. In the past 18 months they have launched two solutions: 'Fusion' consolidates data and documents from cases and practice management systems that don't talk to one another into one centralised application, allowing it to be searched and managed; while datasync makes OpenEdge data available for interrogation inside a SQL Server database so that law firms can start understanding the BI.

Speaking to Legal IT Insider Jon Roscow, managing director of Laureus Consulting, who is helping Maluma to raise its profile, said: "Firms large or small with one or more case management system struggle to get stuff out of them. How do you manage and leverage them from a business perspective? Also, with the likes of GDPR people are having to be more thoughtful about how they manage data.

"Maluma isn't trying to replace case management systems, but they understand how to manage data through the cycle and help manage business effectively and not breach GDPR. From chatting with law firms, the issue is that they need better BI and information about how cases are performing."

While Maluma doesn't yet have sign off to publicise many of the law firms it is working with, in January it announced that Edinburgh based law firm Lindsays has selected Maluma Solutions' DataSync to aid them in the transfer of case management data from their Visualfiles environment into their Microsoft data warehouse.

On Maluma's website, Paul Morris, Solcase/Visualfiles team manager at the Bank of Ireland notably says: "Maluma have some of the most talented developers I have had the pleasure of working with and hope to continue to work with in the future."

We have already begun engaging with vendors for our in-depth CMS report: if you would like to discuss your CMS offering and roadmap, or you are a CIO and want to share your views or plans, please contact editor caroline.hill@liti.co.uk

► When TAR Is Not Enough, By Vince Neicho

The countdown to the new English disclosure rule is on. The consultation period expires in a week – at the end of February – ushering in a two-year pilot period in which the new rule will govern most proceedings in the Business and Property Courts. With the clock ticking down, I had the honour of moderating a panel for ACEDS on Feb. 7, which generated insightful, last-minute discourse on the new standards.

The conversation was all the more valuable for

including, as participants, a number of individuals who have been instrumental in developing the new rule. While Lady Justice Gloster, who chaired the Disclosure Working Group, was unable to attend, the panel included: Ed Crosse, partner at Simmons & Simmons and member of the sub-committee that drafted the practice direction; Tim Brown, partner at RPC and a member of the Disclosure Working Group; Caroline Field, partner at Fox & Partners, who participated in the road testing of the Disclosure Review Document; and HH Judge David Waksman QC, judge-in-charge of the London Circuit Commercial Court. Judge Waksman is also course director of the Judicial College responsible for judges' training.

Panel members illuminated their views on the intent behind the new disclosure rule, which grew out of dissatisfaction with the way disclosure is conducted under the current Civil Procedure Rules. Much of the discontent was with the fact that the sometimes-overbroad "standard disclosure" has remained the default in most litigation, rather than parties utilising other models from the "menu" of options offered by CPR 31.5(7). The result is a wasteful disclosure process governed by orders that do not tailor disclosure to the issues at hand.

The new rule seeks to correct this, in part, by requiring disclosure only of key documents – "basic disclosure" – while allowing parties to require more detailed "extended disclosures" on an issue-by-issue basis.

WHEN TAR IS NOT ENOUGH CONTINUES ON P.16



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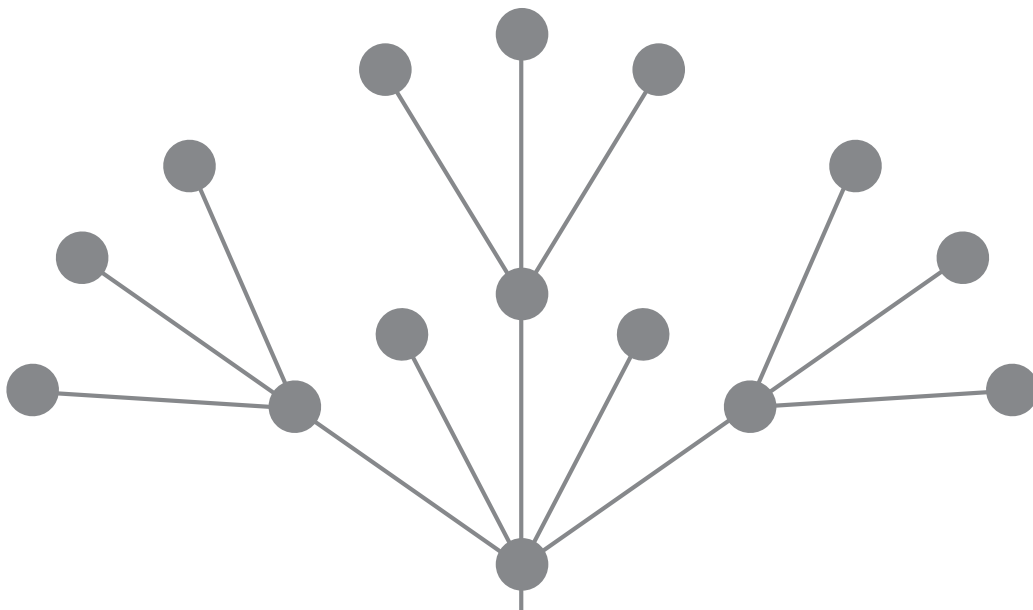
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WHEN TAR IS NOT ENOUGH CONTINUED FROM P.14

The general spirit behind the new rules came into focus for me in the panel's discussion of the need for robust case management, the treatment of disclosing and producing adverse documents and the effect on cost budgeting. Judge Waksman was adamant that the estimates for e-disclosure costs should not be excluded from the obligations and should be produced at the appropriate time. At this point, judges accept that there is likely to be a significant line item for costs incurred by e-disclosure companies assisting in a given case. However, some judges will be surprised to see that, notwithstanding the work carried out by those providers, law firm fees are still substantial.

To some extent, those fees are inevitable. As much as we would like e-disclosure solutions to act as a panacea, they cannot be. Technology-assisted review (TAR) is wonderful, but to perform most effectively requires human management.

That said, consistent with the spirit behind the new disclosure rules, lawyers can and should look beyond technological tools as a means to reducing inefficiency in the disclosure process. Managed document review performed by reputable alternative legal service providers, for one, can bring about substantial savings and increased focus and accuracy. The managed document review company should always work collaboratively with the law firm (who would be responsible for sampling its work). While outsourcing document review will not entirely eradicate the law firm disclosure cost, the combination of TAR, managed review, and law firm expertise can bring about optimal cost savings. Most importantly, it allows the lawyers involved to concentrate on the higher-level, strategic aspects of their cases, as opposed to the disclosure process.

If this model is used to the full, the courts engage in active case management, and the culture of the parties towards disclosure changes, the new issue-based approach can dramatically improve the current situation. Here's hoping!

Vince Neicho, vice president of legal services at Integreon, is a recognised expert in e-disclosure and document management, having spent over 41 years' experience at Allen & Overy, latterly as litigation support senior manager.

► Reports ahoy – DWF Ventures/The Raconteur

"In the past you were either the incumbent business model and your prerogative was to improve it, or you were Silicon Valley and looking to come up with the next best thing. But interestingly and challengingly, you now have to do both. Our answer to that was Ventures."

The Raconteur Legal Innovation report was published in February including a feature from DWF on innovating for a competitive future.

The main input for the article came from Jonathan Patterson, managing director and head of development at DWF Ventures, who works with clients to develop new products and services that combine legal expertise and new technology.

DWF Ventures is worth a recap. It was set up in September last year as an arm's length, separate venture to capture all of the more innovative work that DWF is doing, such as its client apps and AI-backed document review.

We caught up with Patterson, who says the motivation for writing an article on where innovation in the legal industry sits was largely "because in general everyone needs to wake up. Everyone is jumping on technology, which is great, but it's not just technology that's needed and that is what gets lost."

Ventures is divided into what is referred to internally as 'engine one' and 'engine two'. The former looks at R&D and innovation within the context of DWF's business-as-usual activity, finding ways to make that more efficient. The latter is what could be described as 'cool tech' – looking at ways to radically transform the business.

Patterson is working closely with CTO Richard Hodgkinson – whose team has operational responsibility for keeping the lights on – and says: "Ventures gives Richard an avenue to expand and look at genuine innovation and experiments safe in the knowledge that no-one's desktop is going to switch off."

DWF VENTURES/THE RACONTEUR CONTINUES ON P.17



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DWF VENTURES/THE RACONTEUR CONTINUED FROM P.16

He adds: "Engine one is Addison Lee, which spent a fortune buying better cars and better drivers to provide a better service. Engine two is Uber, which is disruptive because essentially, it's a platform play, and they're not fussed about cars and service.

"The message we're giving out regularly at DWF is that you used to be one or the other – you were either the incumbent business model and your prerogative was to improve it, or you were Silicon Valley and looking to come up with the next best thing. But interestingly and challengingly, you now have to do both. Our answer to that was Ventures.

"Ventures is not a 'top down in a big law firm' approach - saying 'we do this, and you must not do that'. We use design thinking in terms of thinking about a particular problem. We've found if you start with the customer and talk to them and work backwards, or a front-line team and work backwards, uses emerge that wouldn't have if you took a top down approach and the buy-in is a lot better than if you say, "the CEO says to use this."

► ISO 27001 accreditations: the recent converts

Thanks to those who followed up our story in the January Orange Rag – **A year for ISO 27001: Phoenix achieves certification** – with their own ISO accreditation news.

First up is A&L Goodbody, which has similarly been acknowledged for its high standards in information security with the internationally recognised ISO 27001 certification.

The certification reinforces A&L Goodbody's commitment to protecting its information from security threats such as cyber-attack, misuse, theft, vandalism and terrorism.

A rigorous auditing process, conducted by Certification Europe, has resulted in A&L Goodbody achieving a full scope certification.

Michael Brophy, CEO of Certification Europe and an industry leading expert in ISO 27001 said: "The issue of information technology security has never been more important, and the protection of data is a growing concern for clients and stakeholders alike. Having achieved an ISO 27001 certification, we are confident that A&L Goodbody has continually demonstrated their commitment to maintaining the confidentiality of its clients' data and protecting this information from misuse, corruption or loss. Their clients can be secure in the knowledge that A&L Goodbody adheres to best practices for information security management."

Julian Yarr, managing partner at A&L Goodbody added: "Protecting information in today's environment is one of the biggest challenges businesses face. Achieving this ISO certification shows that we are doing all we can, set against international best practice, to make our data and that of our clients as secure as it can be. It's clear to us that clients want to engage with firms who have the highest standards in data protection, and we believe that achieving ISO 27001 provides

them with that comfort."

Second up, Roythornes achieved accredited certification for ISO 27001 in December 2017.

The East Midlands law firm has been working hard on a 'prevention is better than the cure' approach to cyber security and continues to implement measures intended to reduce the risks of security breaches including the use of cyber security experts to test systems, people and processes for weaknesses.

Operations and IT Director, Jonathan Swan told us: "As a law firm, ensuring that our clients can trust us is critical to our business. Recently we achieved ISO27001 accredited certification, the international standard for information security. This provides a management framework to help maintain and continuously improve the confidentiality, integrity and availability of our information systems. We believe that having this certification will help further instil client confidence in us as a firm and provide a higher degree of assurance in the governance of our systems and client data."







Turning to legal tech vendors next and Luminance in February announced its successful ISO 27001:2013 certification from BSI (Business Standards Institution).

The company has established a heavyweight Security Advisory Board to provide expert guidance on its information security principles. The Board consists of the former Director

ISO 27001 ACCREDITATIONS CONTINUES ON P.18

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ISO27001 ACCREDITATIONS CONTINUED FROM P.17

General of M15, Lord Evans of Weardale KCB, alongside Jack Stockdale and Dave Palmer, who are respectively CTO and director of technology at world leading cyber security company Darktrace.

Luminance continues to apply the most rigorous information security procedures to all client work. Any information uploaded to Luminance is stored securely on the company's cloud servers or on-site appliances and encrypted to ensure that document content and metadata are protected.

"We take the security and protection of our customers' data very seriously," said Emily Foges, CEO of Luminance. "The ISO certificate is further proof of our commitment to offering clients the highest security standards, as well as excellent service. We welcome the advice and support of a highly experienced Advisory Board to ensure we maintain these standards as we continue to grow."

Another vendor to have very recently achieved certification is intelligent deal platform startup Legatics, which you will recall is to be rolled out globally at Magic Circle giant Allen & Overy after a stint in A&O's tech incubator Fuse. Legatics obtained its ISO27001:2017 certification on 17 January 2018.

And last but not least, DictateNow has achieved ISO 22301:2012, the internationally acclaimed standard for business continuity.

The firm's business continuity management system (BCMS) underwent a detailed assessment by Lloyd's Register Quality Assurance (LRQA), a world leading UKAS certified, independent provider of Business Assurance services, who found the system in full compliance.

DictateNow is already ISO 9001:2015 and ISO 27001:2013 accredited.

Managing director Garry Park commented: "Having a business continuity plan in place is one thing, but having it independently assessed and certified ISO 22301:2012 compliant is what really counts for our clients.

"Any business that outsources transcription services to DictateNow can rest assured that if anything goes seriously wrong, like an incident that denies us access to our offices, the service we deliver will not be interrupted.

"Managing our service across our home-based typists, spread throughout the UK, remains a challenge, but brings resilience to our service and limits the impact of any one localised event, like a fire, flood or power outage.

"Perhaps more worrying is the growing threat of cyber-crime, with the recent WannaCry ransomware attacks highlighting how quickly businesses can succumb. And if it's your niche service provider that's hit, your business will also suffer.

"The three ISO standards for which our business maintains certification, require that we continually improve our systems, within the context of how we work with our clients – and that's what's really important.

"This latest achievement has taken a lot of hard work by our internal teams and puts us amongst the very first service providers in the UK to achieve ISO 22301:2012 certification."

► Legatics: A&O roll out and update

It has been a busy start to 2018 for Legatics, the intelligent deal platform which automates administrative work on large scale legal transactions and provides live visibility to all transaction parties as to the progress of their deals.

Magic circle firm Allen & Overy announced this month that it has adopted Legatics throughout its global banking and finance teams. Banking partner, David Campbell, commented: "It's already getting very positive feedback from clients, saving time for our lawyers and making a significant difference to the way they support clients on deals." In January (see column to the left), Legatics obtained ISO27001:2017 certification, following external audits of its security systems and controls. This certification recognises that Legatics adheres to the highest standards of information security.

Legatics continues to see increased adoption of its software throughout some of the world's largest law firms. To cater for this ever-increasing demand, Legatics has started a fundraising round to help with scaling its operations.

LEGATICS: A&O ROLL OUT AND UPDATE CONTINUES ON P.19



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LEGATICS: A&O ROLL OUT AND UPDATE
CONTINUED FROM P.18

Anthony Seale, CEO of Legatics, told us: "We are seeing an increased number of law firms seeing the benefits of running their deals through Legatics. The quantifiable time and cost savings have enabled lawyers to focus on higher value, strategic work and the enhanced client experience has actually led some clients to push their lawyers to adopt our software. The partners running deals using Legatics tell us that there are additional benefits as well, such as a significant reduction of emails on deals, doing away with tedious all parties phone calls to understand the current status of deals and greater team satisfaction as a result of lawyers no longer having to stay late into the evening purely to stay on top of their administrative work."

► "100% growth year on year": Kira Systems update

Kira has had a busy 2018 so far, and we have some updates for you that so far only Kira customers will have heard about, including its latest growth stats.

Use Cases

Kira started off 2018 by releasing new built-in provision models that help customers take on different types of projects:

- It has added 185 new provision models to its existing suite, bringing the total number of provisions that Kira can automatically find out-of-the-box to over 430.
- 150 of these new provisions make up a new group that allow Kira customers to review credit and facility agreements without having to do any of their own training.

New Features and Workbench Capabilities

Kira continues to focus on improving and adding new functionalities to its product to ensure the best user experience. Just in the past couple of months, its customers have been provided with an end-to-end update of its user interface, including:

New visualizations that allow users to instantly understand the contents of a project, including data visualizations on languages, types of agreements, and any custom tags.

A beautifully redesigned login page.

Numerous other refinements to its existing features, including its integrations.

It also continues to work with other companies to find new and exciting ways to make its product available to professionals. In January, NetDocuments announced the creation of an AI marketplace, with Kira Systems as the inaugural participant.

Growth


Kira has experienced over 100% growth year-on-year for the last two consecutive years. Since January 1, it has brought on nine new customers.

Kira's team is now made up of almost 80 employees, meaning it has more than doubled in size in the past year and a half. The pace of change in the AI-backed due diligence market has been rapid and Kira has made growing the team a priority. Leading these efforts is a group of new executive team members, including:

Susan Fox, Chief Financial Officer and Chief Operating Officer: Susan leads the finance and operations teams at Kira. She is a CPA and CA, and has over 25 years of experience as a Chief Financial Officer at several small and medium sized public and private companies, including TSX-listed issuers.

Michael Raw, Vice President of Technology: Michael leads Kira Systems' Technology team, including development, quality engineering, devops and systems. He holds a Ph.D in Mechanical Engineering and a Bachelor of Applied Physics degree from the University of Waterloo. Michael's original field was in the computer modelling of fluid flow and heat transfer, and later worked in the mobile computing industry. He has been part of startups, mid-size and very large companies in both technical and senior people leadership roles.

KIRA SYSTEMS UPDATE CONTINUES ON P.20



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KIRA SYSTEMS UPDATE CONTINUED FROM P.19

Daniel von Weihe, Vice President of Sales: Before joining Kira Systems to lead sales and customer success, Dan co-founded Skydox, a document collaboration SaaS company which later purchased and merged with legal tech heavyweight Workshare. Post-acquisition Dan created and managed the UX and Product Design team. Prior to Skydox, Dan was a VP and General Manager at LexisNexis where he built the InterAction CRM business in EMEA and Asia-Pacific. Dan is a U.S.-qualified lawyer and member of the California Bar. He brings 25 years of legal tech experience to Kira Systems in sales management, customer success, consultancy, strategy and product management.

Kate Boyd, Vice President of Marketing: Kate started out as marketing technology project manager at Shearman & Sterling before moving into the role of director of marketing technology at White & Case. A stint at HighQ as VP Americas marketing and client success was followed by marketing and client success at ComplianceHR. She joined Kira in 2017.

► Most popular on the web in Feb

"NewLaw and BigLaw are stronger together": Stephen Allen on Hogan Lovells' flexible lawyering partnership with Elevate

After Hogan Lovells on 15 February launched a new flexible lawyering programme in the UK in partnership with Elevate Services, we caught up with the global law firm's head of legal service delivery, Stephen Allen (pictured), to find out more.

The new partnership – Elevate's first major law firm enterprise agreement – gives Hogan Lovells access to a pool of 1,500 lawyers (Elevated Lawyers), for both internal projects and client secondments, and Elevate will help to nurture and manage Hogan Lovells alumni. What's interesting to note is that one of the key selling points for Hogan Lovells was Elevate's tech capability and willingness to innovate – including sending a short video of candidates along with their CV.

MOST POPULAR ON THE WEB IN FEB CONTINUES ON P.21



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MOST POPULAR ON THE WEB IN FEB CONTINUED FROM P.20

Stephen, how did the partnership with Elevate come about?

Elevate have had a vehicle for a while – Elevated Lawyers – and it's fair to say they have a large number of clients inhouse, placing lawyers across inhouse roles, but they also do a number of managed services. I've been talking to them about this partnership for a while. I like them, and they are easy to work with. I feel they have a genuine agenda for driving change and they're not a showboat organisation. We did go to the market and Elevate came back with the most compelling pitch, thanks to their technology and their understanding of client service.

Give us an example of how the technology sold you?

Obviously, they're an organisation built on process and they have a good amount of resource given the size they are, so in terms of the engagement model we liked the tech around that. But otherwise it's simple things like – and I think this is incredibly important – when they send over CVs, they send a short video. That's incredibly powerful if you're trying to get to a shortlist of one or two and it's an incredibly powerful thing at this level. When you're dealing with four to 10-year qualified lawyers, how they present themselves and whether they are able to put ideas over is incredibly important for time-pressed lawyers and our clients. Coming up with that idea is one example of how Elevate have genuinely innovated and they understand that our partners or clients are busy and don't have a lot of time to go through CVs.

And what do you mean by 'understanding of client service?'

They understand timeliness and it was important to us to have a global reach. Initially this service is for the UK market, but the intention is that we'd like to expand it globally, and having somebody who operates globally is important.

Tell us how your Elevated Lawyers pool will be used?

They've got an initial pre-approved pool. We have, through our own guidelines, a set of criteria that we require and Elevate will only initially connect us with people who meet our criteria. The intention is, over time we'd like to use this as an opportunity to work with our alumni. We spend a lot of money and time training people and maintaining that relationship is important. We know the chemistry is there and we will give an option to our alumni to join and Elevate will help us look after that alumni, which involves a lot of work in keeping them connected, organised and looked after.

Clients are always looking for access to help on secondments. There are times when we can fulfil that and times when it's a challenge – we might have someone, but clients might want a nine year GDPR lawyer and we have a six year privacy lawyer. This partnership gives us an opportunity to offer something additional to our clients. But also, there are times when we're busy on a project such as GDPR or Brexit, when for a condensed period of time there will be a lot of demand for the same sort of resources and the ability to call on this pool will be very important and will give us a pool with a defined criteria.

The key thing for me is that this demonstrates that both NewLaw and BigLaw are stronger when they work together –

and Elevate would agree with that.

Stephen Allen joined Hogan Lovells from DLA Piper in September 2016, with a remit to bring together operations in legal project management and resource allocation – including the firm's use of alumni and contract lawyers.

Comment: Clifford Chance's acquisition of Carillion's managed legal services arm is both a relief and a huge opportunity

I feel an oddly personal sense of relief at the news on 14 February that Clifford Chance has acquired Carillion's Newcastle-based managed legal services arm Carillion Advice Services (CAS), in what has the potential to become not just a lower cost UK hub but a centre for innovation and change.

I was writing for Legal Week when CAS was born after Carillion acquired heating and renewable energy company Eaga in 2011. A group of highly trained and clever paralegals, the discrete legal unit at Eaga was, until its acquisition by Carillion, handling a fairly limited range of work including, I recall, some legal aid work. But ever-innovative Carillion general counsel Richard Tapp immediately spotted the potential, as he and I often discussed at the time.

At first the newly-named CAS worked on Carillion's internal employment matters, but it wasn't long before Tapp

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insisted that his panel law firms use CAS to take over the more commoditised portion of Carillion's legal work.

While that may not sound radical now, at the time it caused huge ripples among law firms unaccustomed to carving out their deals in the way that has become if not embraced, then more accepted. I took some delight in hearing at the time about meetings between panel law firms, where Tapp insisted they work out how to divide up and share their work – not just with CAS but one another, as he was also a pioneer of panel firms acting as a collaborative network.

If you're a Legal Week subscriber with nothing better to do you can read a conversation I had with Tapp all those years ago as to the benefits of CAS – Better out than in – how Carillion's legal process outsourcing venture worked wonders for the company – although now I fear that has become a bit of ancient history.

As for the acquisition by Clifford Chance, it is a sign of the times that it comes as something of a no-brainer. The Magic Circle giant was one of the pioneers of legal process outsourcing in India and has developed an impressive capability there where others have failed. But it notably hasn't acquired or developed a regional UK hub in the way that peers including Freshfields Bruckhaus Deringer have.

Freshfields is using its Manchester hub, headed by director of legal services innovation Isabel Parker, to test new technology and drive innovation in a way that can't easily be done within the main body of a traditional law firm (although Clifford Chance, led by Amsterdam-based head of innovation Bas Boris Visser, is doing a better job of it than many).

Lower cost regional offices were once there to satisfy clients that a firm was doing its bit to drive down fees, but they have morphed into much more than that, as firms (and corporates such as Barclays) recognise the bigger opportunities presented by a younger, smaller and more tech-savvy staff.

Not only has Clifford Chance saved over 60 jobs amid the vast number of job losses post the collapse of Carillion, but it has acquired a ready-made team that has previously shown itself capable of great change and growth, and given the opportunity, will no doubt do so again.

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*These articles first appeared on the Legal IT Insider blog at
www.legaltechnology.com*

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

UK & EMEA

Aderant continues to gain market share in the UK with its two most recent deals being **Freeths** and **Turcan Connell** both selecting Aderant Expert for their legal practice and financial management software. According to the Insider records, Freeths existing system is LexisNexis Axxia, while Turcans has Elite Envision.

There have been nine new wins in recent months for

the **Tikit Carpe Diem**. These include **Howard Kennedy** and **Anderson Strathern**, who both switched their time recording from Elite to Carpe Diem time recording platform, Manchester based firm **Kuits**, plus four European firms including **Ellex Valiunas** and **Kammeradvokaten**. In another Tikit win, Top 200 firm **FBC Manby Bowdler** has invested in **Tikit P4W** for practice and case management.

Howard Kennedy has awarded the contract for **iManage Work** product management system support services to **Ascertus Limited**. Ascertus has also been contracted to upgrade Howard Kennedy's 400 plus iManage users in the firm's London Bridge office to the latest version of Work later this year.

Swedish law firm **Moll Wendén Advokatbyrå** has chosen **Luminance** artificial intelligence technology to improve the contract review process for its work in M&A transactions, as has **Bird & Bird**. The Bird & Bird announcement follows a successful trial of the AI technology across the firm's London and Stockholm offices, also for use in M&A due diligence contract review.

London firm **Legend Solicitors**, which specialises in immigration, conveyancing and personal injury work, is implementing Proclaim case management software solution from **Eclipse Legal Systems**.

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



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WHAT'S HOT & WHAT'S NOT CONTINUED FROM P.22

Spanish law firm **SLJ Abogados** purchased contentCrawler from **DocsCorp** to ensure all image-based documents in its **NetDocuments** repositories were fully searchable. The DocsCorp cleanDocs product, which protects against information leaks through recipient checking and metadata cleaning, had two wins at Irish firm **Beauchamp Solicitors**, and **Moll Wendén Advokatbyrå** in Sweden is using it to remove metadata from documents. The DocsCorp document comparison solution compareDocs has been chosen by Dutch firm **Buren van Velzen Guelen**, while UK firm **Trethowans**, which also uses compareDocs, deployed pdfDocs firmwide after a substantial review of the product for creating and editing PDF documents. **Mea Culpa**: And apologies to the brain-freeze in the last issue when we credited some DocsCorp wins to HotDocs.

Caerphilly-based **Legal Services For Children**, which represents children in care proceedings across south Wales, has switched to the SOS Connect integrated practice and case management system from **Solicitors Own Software**.

Burton Copeland, one of the UK's leading criminal law firms, has selected cloud provider **Converge TS** to provide a Hosted Desktop solution, incorporating managed disaster recovery and support.

Graysons Solicitors has chosen **Land Registry Business Gateway** and eDRS (electronic Document Registration System) integrations from **Zylpha**. The integrations, with the firm's existing LexisNexis Visualfiles case management, streamline conveyancing processes whilst delivering significant time savings and efficiencies.

Graysons took the decision based on the successful experience they had of Zylpha's Moj Employers' Liability / Public Liability & RTA Portal integrations, which they have also now renewed along with Adobe Sign.

NORTH AMERICA Any doubt BI is hot right now? **Iridium Technology** reports record growth in 2017 and credits its purist BI focus for the wins. New customers include **Capsticks**, **LeClairRyan**, **McCarthy Tétrault**, and **Miller Thomson**. Iridium signed up 21 new law firm clients globally in 2017, bringing their total client count to 66 at EOY, a 46% increase in customer count. Three more firms have already signed up in 2018. New Iridium clients in 2017 included five more AMLAW 100 firms, bringing the total to 15. All 21 new firms were signed up under Iridium's subscription-based fee model.

InOutsource report growing momentum for its **FileTrail** technology implementation consultation and services. Eleven law firms, including seven Am Law 200 firms, have elected to work with InOutsource in the past year to upgrade their records management. The FileTrail wins include: **Davis Wright Tremaine**, **Kelley Drye & Warren**, **Loeb & Loeb**, **Nelson Mullins Riley & Scarborough** and **Thompson Hine LLP**

Tikit report several new North American firms recently joining the **Carpe Diem** family including Atlanta-based IP boutique **Meunier Carlin & Curfman**. Tikit say over 50 per cent

of its North American law firm clients have already migrated to the next generation Carpe Diem timekeeping platform since its introduction two years ago.

The **DocsCorp** contentCrawler solution was selected by several **Worldox** sites including **Hershner Hunter** (OR), **Tyson Mendes** (CA), **Skane Wilcox** (CA) and **OpenText** eDOCS site **Metro-Goldwyn-Mayer Studios** (CA) with the same goal of ensuring all image-based documents get automatically converted to text-searchable PDFs for searching purposes. The data breach protection solution from DocsCorp, cleanDocs, was chosen by **Sowell Gray Robinson Stepp & Lafitte** (SC) and **Estrella** (PR) to clean email attachments of harmful metadata.

QuisLex has been selected to collaborate with the **ACC Legal Operations** in the development of the eDiscovery & Litigation Management Toolkit, one of 14 toolkits that are part of the recently launched ACC Legal Operations Maturity Model, Toolkit and Webinar Series. The eDiscovery & Litigation Management Toolkit will become part of the ACC resource library and available to the entire 43,000+ ACC in-house counsel community. QuisLex will also be participating in a webcast with ACC on 22 March.

Two new wins for **Anaqua**, a provider of Intellectual Property (IP) management systems. They are with ATM manufacturer **Diebold Nixdorf** to manage its global IP portfolio from its operations in the US and Germany, and **Ceva Santé Animale**, one of the world's fastest growing animal healthcare companies.

Digital preservation specialist **Preservica** announced that the **Legal Information Preservation Alliance** (LIPA) has become the first customer of the company's new Preservica Cloud Edition for Consortia offering. The new offering enables smaller libraries, archives, museums, academic and government institutions to combine requirements, resources and buying power, and work together to preserve and provide access to their digital collections. LIPA is a non-profit alliance of over 113 academic, federal, state and public law libraries working on projects to preserve important legal information in print and electronic format. The Preservica consortium will initially be made up of four institutions: **LIPA**, **Georgetown University Law Library**, **Maryland State Law Library** and **Virginia State Law Library**.

APAC Another win for **Luminance**, this time leading independent Australian law firm **McCullough Robertson**, which has deployed Luminance's machine learning technology for due diligence in corporate M&A transactions.

Intapp this week announced leading Australian law firm **Clayton Utz** has selected the Intapp business acceptance solution as part of its risk management and AML/KYC compliance programs. Clayton Utz will be deploying the Intapp professional services platform in the cloud for use across its six offices in Sydney, Brisbane, Melbourne, Perth, Canberra and Darwin.

New Zealand firm **Duncan Cotterill Lawyers** chose pdfDocs from **DocsCorp** to help streamline the creation of electronic casebooks for the courts.

► Movers & Shakers

GLOBAL **Norton Rose Fulbright's** Global & European head of technology & innovation (and our regular and much loved conference chair) **Mike Rebeiro** is to join **Macfarlanes** as senior adviser – head of digital and innovation. Rebeiro is a sourcing, technology and information security lawyer based in London and in recent years has distinguished himself as a thought leader on emerging technologies, regularly speaking on AI, digital disruption and transformation. He was conference chair at the Insider's Legal Leaders CIO Forum in Gleneagles in 2017 and will resume that role at the end of this month.

Workshare has announced three major hires to its global leadership team. They are: **Curt Meltzer** as VP Strategic Relationships, based in New York. Curt recently undertook a brief stint as chief of regional IT operations at Norton Rose Fulbright and his extensive legal IT background comes from having served as CIO at leading firms Chadbourne & Parke, Orrick Herrington & Sutcliffe, Dorsey & Whitney, and Oppenheimer Wolff & Donnelly. **Shaun Locke** as General Manager for APAC, based in Sydney. Shaun has extensive operational experience across the APAC region, having spent four years with both Reckon and DocsCorp. He has also held roles at Australian consulting and technology firm Oakton and Recomind (now OpenText). **Dave Englund** as Strategic Account Director based in New York. Dave, who joined Workshare in January, will be looking after clients on the East coast and Canada. He spent 10 years at OpenText and three years at iManage.

UK & EMEA **Ascertus Limited**, a provider of document and information lifecycle management solutions to law firms and corporate legal departments, has appointed **Ashley Allen** as Technical Consultant to support solution implementations for the company's growing customer base.

Lucy Bassli, a former assistant general counsel at **Microsoft**, is to join **LawGeex** as chief legal strategist, shortly after announcing that she will launch her own law firm and inhouse legal consultancy **InnoLegal Services**. We spoke to LawGeex, who tell us that Bassli will be an employed member of the Israeli-headquartered contract review company but will consult on the side.

NORTH AMERICA **Foundation Software Group**, developers of the Foundation Experience Management platform that helps firms leverage the collective experience of their professionals, just announced the addition of **Cindy Thurston Bare** as Vice President of Business Development. Bare was most recently the Director of Knowledge Management at Orrick, where she led a 186% increase in experience data captured in 2017. Cindy has 20 years of technology experience in large, global law firms. Previously, she led Knowledge Management, marketing technology, and web development for Pillsbury Winthrop Shaw Pittman LLP.

Towards the end of February Foundation Software Group announced that **Barry Solomon**, the chief marketing officer of US giant **Sidley Austin**, is joining as president, effective immediately. Solomon takes over as president from Nate

Fineberg, co-founder of Foundation Software Group. Fineberg will remain chief executive officer of the company.

DiscoverReady has appointed **Matthew D. Nelson** to lead the company's growing consulting organization. In the newly created role, Nelson will focus on expanding the company's information governance service offerings and serve as AGC of Privacy & Security. Nelson is a nationally known attorney, legal technology expert and author with 20 years of experience, and a co-founding member of the Association of Corporate Counsel Information Governance Committee. Most recently Nelson served as law and technology attorney in Symantec's Corporate Strategy group.

Catalyst has named ediscovery veteran **Eric Willis** as vice president of enterprise solutions. In this role, Willis will advise and collaborate with corporate clients to design strategies that meet their current and future needs across the data management lifecycle.

Nicole Bradick, a veteran legal technology innovator and entrepreneur, recently announced the launch of her new firm **Theory and Principle** focusing on legal technology design and development. She will serve as its CEO. A former lawyer, Bradick was most recently partner & CSO with legal development firm CuroLegal, where she led the product development team that built digital products such as Hate Crime Help, Veterans Legal Checkup, ABA Blueprint and LawHUB.

UnitedLex announced that **Christine Hasiotis** has joined as Senior Vice President & Deputy General Counsel. Prior to joining UnitedLex, Ms. Hasiotis was Executive Counsel & Director of GE's Legal Support Solutions.

► NetDocuments outage?

We've received reports that NetDocuments suffered an outage on 9 January, when it reported a performance issue that rivals suggest impacted over 1000 US customers for a number of hours.

NetDocuments is obliged to report any performance issues and follow that up with a root cause analysis.

Speaking to Legal IT Insider, NetDocuments co-founder and CTO Alvin Tedjamulia said: "Our uptime is almost 99.99%. Whenever there is a problem, even if it's not an outage, and five minutes later we solve it, we always publish a root cause analysis, which may be four hours later. Sometimes it takes 24 hours, but the problem was solved way earlier. We have to publish a root cause analysis, but this doesn't reflect the down time."

Service issues are reported here: https://support.netdocuments.com/hc/en-us/sections/200926570-Service-Status-US?mobile_site=true

► R3 launches Corda blockchain center of excellence to collaborate with law firms

Financial blockchain coalition R3 has launched the Legal Center of Excellence (LCoE): a platform to help educate and collaborate with the legal global community on blockchain technology. Ten law firms have joined the LCoE, including Ashurst, Baker McKenzie, Clifford Chance, Crowell & Moring, Fasken, Holland & Knight, Perkins Coie, Shearman & Sterling, Stroock, and White & Case.

The platform will be used to share and disseminate knowledge and best practice on blockchain generally and, more specifically, R3's soon-to-be-released Corda Enterprise Platform. Law firms are increasingly working with clients to provide specialist advice on how to handle the legal aspects of blockchain technology, such as structuring Corda business networks and drafting smart legal contracts. R3 has developed the LCoE to collaborate with and gather feedback from the legal sector, helping law firms to better engage with the technology, while updating R3 on the specific needs of the legal community and their clients.

Members of the LCoE will have access to R3's research on blockchain that provides a view into the concerns of their clients, monthly project demos that give members a practical understanding of real world blockchain applications, as well as Corda training workshops that have specifically been developed for attorneys. This will ensure that law practitioners have a strong understanding of the technology and are optimally equipped to advise their clients on new and emerging legal and regulatory issues associated with blockchain and Corda.

In an interview with CoinDesk, Jason Rozovsky, R3's senior counsel and head of the new centre, sought to portray the move as one that would lay the legal foundation for a wide range of enterprise applications. He told CoinDesk: "These are some of the last pieces that we need to ensure that folks, including our membership, get comfortable with using the technology."

Corda is an open-source blockchain platform designed to record, manage and automate legal agreements between businesses. These agreements take the form of smart contracts on Corda, linking business logic and data to associated legal prose in order to ensure they are rooted firmly in law.

Richard Gendal Brown, CTO at R3, said in a statement on 20 February: "A key feature of Corda is its ability to record an explicit link between human-language legal prose documents and smart contract code. This enables agreements between businesses to be executed automatically with minimal need for human intervention. The LCoE will allow R3 to directly engage with the lawyers that will be advising on and helping draft the smart contracts used by the network of Corda users

across the globe."

Rozovsky, comments: "Lawyers hold a key position in the financial services ecosystem. Many of our clients are also clients of the world's leading law firms, a number of which have joined our Legal Center of Excellence. There is an overall benefit to our membership and the Corda community at large to collaborating with these firms about Corda and its capabilities early on, and to obtaining their valuable insights into the legal and regulatory environments in which Corda operates."

R3 is an enterprise software firm working with a network of over 200 banks, financial institutions, regulators, trade associations, professional services firms and technology companies to develop on Corda, its blockchain platform designed specifically for businesses.

Gavin Raftery, a partner at Baker McKenzie told us that this new development from R3 would further enhance the legal profession's ability to provide up to the minute advisory services around blockchain and R3's Corda platform. "Blockchain technology is permeating out from financial services, with legal contracting a natural fit. We are pleased to be one of the firms in this group of legal 'early adopters', who can readily pass on the benefits of this collaboration to our clients," he said.

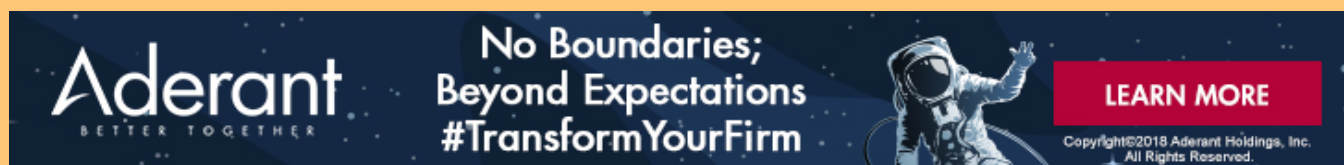
► Legal Leaders IT Forum Gleneagles countdown – our fabulous speaker line-up!

With just a few days to go until our GlenLegal annual CIO conference at Gleneagles kicks off, here is our fabulous speaker line-up, many of whom will also help us lead workshops on the topics being discussed. Hashtag #GlenLegal & @GlenLegal.

<https://www.legaltechnology.com/latest-news/legal-leaders-it-forum-gleneagles-countdown-our-fabulous-speaker-line-up/>

We're looking forward to seeing many of you there, and for those who can't attend, keep your eyes on social media and our reports after the event.

aka 'The Orange Rag'



► Whoop! The Orange Rag ranked as one of the UK's Top 40 Tech blogs!

We're ranked by Feedspot at Number #22 in a Top 40 of tech blogs – which is brilliant as we are the only vertical market industry blog in the chart. No surprises that The Register is at Number 1.

Blogs are ranked based on following criteria:

- Google reputation and Google search ranking
- Influence and popularity on Facebook, twitter and other social media sites
- Quality and consistency of posts.
- Feedspot's editorial team and expert review



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