legal it insider

▸ National Grid adopts SharePoint matter platform ES/Unity

In a massive boost for Microsoft Office 365 and SharePoint-based matter and document management solution ES/Unity, National Grid has agreed to be named as one of its first and largest clients, we can reveal.

ES/Unity, which launched in March 2017, combines Eversheds Sutherland's legal experience with Repstor's case, document and email manager, called Repstor Custodian.

Custodian is built exclusively for the Office 365/SharePoint platform, offering native integration with Microsoft Office and incorporating reporting and analytics from Microsoft BI.

Mo Ajaz, National Grid's group head of legal operational excellence, told Legal IT Insider: "We needed a matter management system and didn't have the budget or inclination to go to the ones already on the market. The push for me was that we wanted something that people recognise and would be easy to work with – something that sits on top of SharePoint makes that easier to overcome. Then taking SharePoint and bespoking it to create legal tailoring takes a lot of the work out of it, so bumping into Eversheds made that quote easy."

Ajaz adds: "ES/Unity essentially talks to Outlook. It's a repository for files and documents and we are able to share documents and we are able to co-create and work on documents together. The drag and drop functionality was painful before but this time it works really well. When you send an item, it lists the possible folders and you can put it into a folder you want.

"This is a really good way of storing the latest documents and working on them and it avoids the risks of people putting stuff in their personal folders. It's quite intuitive and Eversheds has done a pretty good job of supporting us.

"The thing in the headlights here is the ability to integrate with our existing infrastructure. The fact that there was a consultancy arm available to support us is key and the model generally works well: we've had a ridiculous amount of success results."

Evidence of this success is demonstrated in a follow-up user survey by National Grid, in which 87% of the legal team at the British multinational electricity and gas utility company said their experience of ES/Unity and the new way of working was 'excellent' and the remaining 13% were very positive too. "Everyone is very happy," Mo says. "Collaboration is very good, there's improved visibility of where things are and what is

▸ Kingsley Napley to move to Azure PLUS swap out MatterSphere DM

Kingsley Napley's newly-appointed IT director Ash Cooper is now sole in charge of the London law firm's move to Azure, put in place as part of a wholesale strategy review led by outgoing IT director Thereza Snyman.

The other key decision by Snyman before her departure was to replace the Thomson Reuters Elite MatterSphere document management system (it will remain in place as a case management system) and an evaluation and selection process is underway that includes iManage and NetDocuments.

▸ More on Travers Smith's selection of Aderant Expert

Legal IT Insider catches up with Matt Chandler, head of accounts at Travers Smith, to find out more about the firm's Aderant Expert selection.

As we reported on 17 April, in a big UK win for Aderant, Travers Smith has selected Aderant Expert as its new practice management system.

The UK top 50 firm, which has offices in the City of London and Paris, has been using Timeslice for decades and was the UK vendor's flagship law firm site. We reported in 2004 that Travers (then Travers Smith Braithwaite), already a longtime Timeslice user, had just exchanged contracts to implement Timeslice's latest gen Lawman practice management system.

Matt Chandler, head of accounts at Travers tells us that the firm conducted a big review of the market – including looking at where its current offering sits in the market and its future development – before looking to move forward with a new practice management system. In the running as part of the pitch process, which was led by Paul Longhurst at 3Kites Consulting, were Thomson Reuters Elite 3E, Aderant Expert, LexisOne and SOS Connect.

Chandler says: "Aderant shone through as the best fit. We're UK based apart from a small presence in Paris. We're a mid-sized firm and don't have the complexities of international offices and multi-currency. Aderant was a good fit. One key feature was its off the shelf capability. We don't have huge internal resource, so we liked the fact that it came with all the functionality off the shelf without requiring a huge team to develop it internally."

He adds: "We're going to bring in more recent modules: we're going straight to paperless billing and time recording in the first phase. In the second phase we may look at expenses management – that was the main one we parked."

Travers is already a client of Handshake, which was acquired by Aderant in 2017, although Chandler says the offering is not yet "joined up", partly thanks to the fact that Aderant Expert is owned by finance whereas the work with Handshake is a legal IT project.

According to Chandler, deciding which department led the Aderant Expert decision-making process wasn't a difficult decision. Lead by Chandler and Travers' finance director Paul Johnson, the steering committee also included IT director Ann Cant. Chandler says: "We are very collegiate and work well together. Ann and Dave Cassidy helped us through the tendering process and the input after that was more around finance functionality."

The decision was probably made easier by the fact that the IT team is engaged in rolling out a new document management system after its selection of NetDocuments, announced in January.

Engaging in a simultaneous document and practice management system overhaul isn't for the faint hearted and doesn't come cheap. Chandler said: "We have a programme of working smarter and our strategic business decisions need to be invested in. Being honest we have a legacy of under investment and we're playing catch up.

"The firm has already been very profitable, and this coincides with a real drive in strengthening the calibre of people in the firm and the weight they carry."

Chandler joined Travers last year in what is a newly-created role for the firm and there have been similar hires across other departments.

▸ Exclusive: DACB begins iManage Cloud roll out in South America

DAC Beachcroft is moving to the iManage Cloud in its South American offices, we can reveal, in a staggered approach that will also see the UK Top 20 law firm deploy iManage Work in the cloud as new offices open, as the firm executes on its cloud-first strategy put in place by IT director David Aird two years ago.

While a wholesale review of DAC's document management arrangements is not on the cards yet, Aird told us: "This is a kind of a staged approach: we need to provide parity of service across the globe and the easiest way to do that is through the iManage cloud. Then we will look at the best solution across the board. It's not like next week we're going to move off prem but it's not not on the agenda. It's not something we're looking at at the moment, but it will come into view because we're moving a lot of our services to the cloud as we speak."

DAC is moving all of its development and test servers into Azure and is looking at its production servers next. The 2,300-lawyer firm has a big IT team that is doing much of the work itself, but it initially turned to Hitachi Consulting to create a base infrastructure.

Aird says: "We continue to expand our presence in South America and it has become more important that they are able to work globally and as one firm on a level playing field. If they were on premises, we would have to put in an individual infrastructure and that's difficult to manage remotely – cloud is more secure, easier to manage and improves the speed of work."

Aird and his team didn't consider using other DMS providers and he says: "We trust iManage and are happy with their service. We have already done tests and trials of iManage Cloud and we're happy that users can connect adequately and that the speed is ok."

Beachcroft will be rolling out iManage Cloud to offices including Chile, Colombia and Mexico. iManage partner Phoenix Business Solutions is assisting with the move.

National Grid adopts SharePoint matter platform ES/Unity

CONTINUED FROM FRONT PAGE

happening, and people are working well and retrieving matter-related content easily."

As a result, National Grid's risk and head of investigations have now also rolled out ES/Unity, and the company secretary's office, property and other departments have expressed an interest too. "Having seen how easy ES/Unity has been to adopt, enthusiasm has spread across the business," Ajaz says.

The news will be good news for many in-house teams and law firms looking to leverage their existing Microsoft stack.

While traditionally on premises SharePoint DMS have failed thanks to a number of reasons not least the sheer amount of customisation that has been required, its use as a component of Office 365 – which coincides with the legal sector's slowly growing acceptance of storing their data in the cloud - is changing the game.

Sheila Gormley, director of business development at Repstor, said: "There are several reasons to use Office 365 for matter management.

"SharePoint has not been adopted for matter centric email and document management because it fails in a couple of key areas: when we speak to lawyers, they live in Outlook. SharePoint takes a lot of customisation to configure to these use cases. We have taken a powerful, secure platform that Microsoft invests literally billions in and we have brought matter centricity to it. Custodian allows you to define and configure your matters and workspaces and integrates into your practice management system if that's what you need. On the client side it's able to work in a collaborative way through Microsoft Outlook."

Repstor's solution is not confined to the in-house legal market: Eversheds Sutherland is itself going through deployment right now. Other clients include KPMG. Gormley said: "Many large customers are using our software. Legal is a bit unique: effectively there is one player monopolising that document management system space but there is room for others.

"The comparative cost of buying a niche document management system as opposed to an addition to the platform they have already invested in is like night and day; it's about exploiting your existing investment in Office 365 as opposed to buying a new platform. It's all about exploiting what our customers have."

One vendor who works with both document management leader iManage and challenger NetDocuments said: "SharePoint DMS failed because of lawyer expectations but Microsoft has a much stronger offering than in previous years and regardless of what is slapped on top of it, firms aren't going to care where their repository is if it has a usable front end.

"No-one wants to pay iManage a shit load of money that you could spend on client delivery services. Why wouldn't you use Microsoft? Office 365 isn't perfect, but it works well and it's getting better."

National Grid will give a presentation about its experience of deploying and using ES/Unity at AIIM Forum UK 2018 on June 20th in London. Register to attend here.

Kingsley Napley to move to Azure PLUS swap out MatterSphere for DM

Kingsley Napley's newly-appointed IT director Ash Cooper is now sole in charge of the London law firm's move to Azure, put in place as part of a wholesale strategy review led by outgoing IT director Thereza Snyman.

Snyman told us: "We are moving to Azure infrastructure as a service by the end of the year. Our partner for the first discovery and audit phase - to see what we need to do to get cloud ready - is Exponential-e. There was a shortlist of two and the other contender, CenturyLink, are still in the picture for the main body of work. It partly depends on how Exponential-e performs but both will be invited to tender."

The main body of work is expected to start in the summer.

The other key decision by Snyman before her departure was to replace MatterSphere as a document management system and an evaluation and selection process is underway that includes iManage and NetDocuments.

Other projects include a business efficiency drive and the firm is rolling out Windows 10. Snyman said: "The focus is more secure mobile working. There is nothing rocket science about it."

Kingsley Napley is currently looking for a replacement IT operations manager and a project manager. In the mean time Cooper can be expected to be run ragged holding the baby, so get applying people.

▶ BigHand acquires DW Reporting – reactions

BigHand's acquisition of business intelligence and pricing solutions provider DW Reporting in April has been received well by clients, albeit one rival suggests they will struggle to integrate the offering.

DWR, which has two products: financial BI solution Quantum; and matter pricing, budgeting and tracking solution Evaluate, was immediately rebranded as BigHand. DWR Founder Dan Wales will continue as commercial product director.

BigHand is best known for its dictation and speech recognition software, inevitably raising questions over the synergy of the deal. However, reacting to news of the acquisition on the legaltechnology.com website, Stuart Chapman, IT applications manager at Osborne Clarke said: "Exciting news, both in terms of the broadening of BigHand's capabilities around the analytics piece but also for the continued enhancement of DWR's product range through the additional investment it will no doubt receive. Looking forward to working with the combined team!"

Clyde & Co's global chief information officer, Chris White, said: "This looks like an interesting and exciting acquisition. In my experience both firms offer great technology that add real value. Also, this will help with my quest to consolidate the number of suppliers I work with!"

The ambition at BigHand is to extend its analytics offering and BigHand's managing director for product strategy & innovation, James Kippenberger, told us at the time the acquisition was announced: "Dan's two main products are Quantum and Evaluate and one reason we first started chatting to him was because with BigHand Now, we're lifting a lid for law firms on how much they spend on back office support services. We are already providing information on the genuine cost of providing legal work and insights into the cost of the support service. DW Reporting does the same for the fee-earner so for the first time law firms will have a unique insight into the cost of delivering work.

"With the pressure of fixed fees, law firms need to work out how to turn revenue into profit and they can't do that with just half the cost equation. If we bring them together and say, 'this is the cost of delivering legal services and our pricing tool can help you make a sensible margin' then firms are in a much better position than a few years ago."

However, one rival said: "This is a whole new world for BigHand, and in the US we don't see them doing that level of strategic engagement with clients.
"How would you operationalise this - how do you take people selling digital dictation and go to the CFO and sell finance? It takes a lot of work to do that."

▶ Ashurst brings in new CTO from GE Capital

As we first exclusively revealed last week (19 April), in a heavyweight hire from outside of the legal sector, Ashurst has appointed GE Capital Bank International's IT director Noel Jordan as its new chief technology officer, as current CTO Bruna Pellicci prepares to leave the firm at the end of July.

Jordan, who was previously chief information officer at GE Capital Bank UK before taking on the global IT director role in October 2016, will join Ashurst in May.

He will report to Ashurst's chief financial and operations officer Jan Gooze-Zijl, who joined Ashurst in February 2017 from UKTV – another out of sector appointment pitched as helping the UK top 20 law firm address head on the transformation taking place within the legal industry.

Gooze-Zijl said: "Noel has a strong track record of leading change and driving transformation and innovation. We are confident that he will play a critical role in continuing to further develop our technology programmes and initiatives to ensure that our service offering operates at the forefront of the market."

Jordan added: "The continued transformation within the legal sector and the role that technology plays in driving that change makes joining Ashurst a fascinating opportunity. I look forward to partnering with Jan, the Executive Team and the wider firm to further drive Ashurst's growth plans."

It is understood that Ashurst wanted to hire someone with a background in working with blue chip corporations who can leverage that experience to improve its cross-firm client service delivery.

Ashurst's 2016/17 results saw a 12% increase in turnover from £505m to £541m and PEP up 12% to £672,000 but it saw two consecutive years of decline after its merger with Blake Dawson and has been beset by partner departures.

Pellicci, who is one of just a handful of female CTO's in the UK top 100, has been with Ashurst since 2007, when she joined from Penningtons as head of IT applications. She became head of IT in May 2009; associate director of IT in 2011; and global IT director in November 2013.

Pellicci told us: "I have had a fantastic ten years at Ashurst. I have been given some super opportunities, have learnt a great deal and most importantly I have worked with some very talented people. I am looking forward to taking a break and considering new opportunities."

A spokesperson for Ashurst said: "After 10 years at Ashurst, Bruna Pellicci will be leaving the firm at the end of July and will be taking time out before pursuing other opportunities. Bruna has been pivotal in a number of important strategic projects, including the firm's merger and setting up a shared service centre in Glasgow, as well as building a global IT department working across three core hubs in London, Glasgow and Sydney. More recently Bruna has set up the Microsoft Legal Cloud Working group and has been working with the business driving a technology refresh which will take Ashurst to Office 365 in the cloud.

"We thank Bruna for her hard work and contribution

and wish her all the best for the future."

Other firms to have brought in IT heads from outside of the legal sector include Linklaters and Taylor Wessing, with Matt Peers and Kevin Harris both joining those firms respectively from Big Four accountant Deloitte, and Herbert Smith Freehills, which in 2012 hired Bupa's IT director Haig Tyler as its CIO.

Intapp wins Slaughters, Mishcon, A&L Goodbody + more

In what at first glance appeared to be one of those generic self-congratulatory growth stories that usually end up in our trash, Intapp in April announced that it has signed 13 new law firm customers in Europe over the past year.

What saved it from the trash was that a few of those new customers were named and on further examination it turns out that none have previously been reported. The new wins include Slaughter and May and Mishcon de Reya in the UK, as well as A&L Goodbody, BonelliErede, Homburger, PLMJ and Roca Junyent in Europe.

Speaking to regional vice president EMEA Chris Turk, the wins came in across the whole of the past year, with Slaughters having signed up to a broad application of business solutions around this time last year.

Mishcon signed up around the same time whereas A&L Goodbody, led by the firm's CIO Susan Kemp, signed up in March this year.

According to Turk, many firms currently reviewing their financial system arrangements, particularly those looking at moving from sunsetted Thomson Reuters Elite solutions Enterprise and Envision, are speaking to Intapp before they invest in their back office.

He says: "There is a general move for firms looking at their practice management system and investing in their back office to ask what will benefit their fee-earners and they are coming to us and our competition to talk about that.

"We're not in the business of advising people on their practice management system selection but we get called in by firms saying, 'We understand from other firms that there is a potential for a financial management strategy.' We know that any practice management project is a long-term project. What we're suggesting to firms is that you can do things more quickly that impact your front office, like time recording and business acceptance and delivery – and you can benefit from the solutions tailored to meet those needs while you work on the wider system change."

Peppermint appoints Tony Cox as chief sales officer

Peppermint Technology, which recently appointed Gary Young from KCOM Group as its CEO in place of founder Arlene Adams (see our full story and accounts analysis on page 17) has strengthened its executive team with the appointment of Tony Cox as chief sales officer, we can reveal.

Cox, who was previously managing client principal, also at KCOM, was responsible for the provision of a 30,000 seat multi-channel cloud contact centre solution and voice biometric service to HMRC.

He will take over part of the dual role filled briefly in 2016 by Kaye Sycamore, who was chief sales and marketing officer. Sycamore joined from Intapp but returned in February 2017 to a global sales role.

Cox said: "Only very occasionally in your career are you fortunate enough to find the right product, in the right market at the right time. With a strong customer base and thousands of users of its service in the UK, Peppermint is already the clear leader in cloud application services for the UK legal market. As the number of on-premise systems and those built on older technology going end of life continues to increase risk for those firms still saddled with them, those firms are increasingly realising that being built on Microsoft Dynamics CRM gives Peppermint and its customers a clear competitive advantage and certainty that their services will remain flexible and future-proof."

Charles Russell Speechlys hunts for an IT director again

Charles Russell Speechlys is once again looking for an IT director after Sam Luxford-Watts resigned from the role after around six months.

Luxford-Watts replaced Rob Cohen, who departed Charles Russell towards the end of 2017. A spokesperson told us: "Sam has resigned and we're recruiting."

Product review: The power of the pen or the pencil?

Jason Plant, head of legal technology at DLA Piper, reviews the Apple pencil with an iPad Pro and a Surface Pro 4 & HP Elitebook 360 laptop with pen.

Pens for PCs, they've been around for some time now. But with the iPad Pro and the Apple Pencil and Microsoft's Surface line with their Pens, there has been a big resurgence in pen-based input. But really how useful are they with a PC or tablet? Is this just a tech fad with no real long term use, simply something to get gadget fans to buy more stuff, ie a bit 3D TV, or is this a genuine change in how we use PCs/tablets in the workplace?

In this post I take a look at the Apple pencil with an iPad Pro (traditional size) and a Surface Pro 4 & HP Elitebook 360 laptop with pen. For an initial test of the hardware I am using OneNote on both devices for consistency.

Design of the hardware

First up the pencil. As you'd expect from Apple the build and feel of it is really good, the weight makes it very comfortable to use. But it only does one thing, there are no buttons to add extra functionality. Not a show stopper and for some the simplicity may be a plus. To charge the pencil is a bit fiddly, you can plug it into the iPad lightning connector, but for me it is preferable to use the provided additional adaptor to use the iPad charger as I don't want additional drain on the iPad battery. You've therefore got two bits to lose (which I have once already!), a cap off the top of the pencil and a small adapter.

The pen by comparison feels a bit cheaper and a bit lightweight on both the HP and the Surface, somewhat like a bic biro when compared to the quality feel of the pencil. It's not rechargeable either, so although the charging of the pencil is fiddly at least you're not going to need to shop for tiny batteries like you will with the pen. The pen though does make up for that in functionality through the addition of configurable buttons. This allows functions like erase to be managed from the pen rather than from the toolbar of the software.

Writing

So, what are each like to write with? Well both are surprisingly good; the difference is really in the tablet being written on. The iPad is a better shape, especially when making notes in portrait, the HP and Surface's 16:9 form work OK but don't feel quite as "normal". However, when it comes to 'feel' when writing the PC's win as the screen and pen tip have a little bit of give in them. This makes writing feel a little bit more comfortable than the iPad in my opinion.

Both devices though make note taking in meetings and at conferences so much easier than typing. When typing I find I have to switch concentration between what's going on in the meeting to making notes. So, in free-flowing meetings or conferences where the notes are coming thick and fast, I tend to revert to pen and paper to keep up. With the pen/pencil and the iPad/PC I find you can scribble notes down just as easy as with a paper pad. You also get the benefit using OneNote that your typed and hand-written notes can be stored in one place electronically. Paperless office at last?
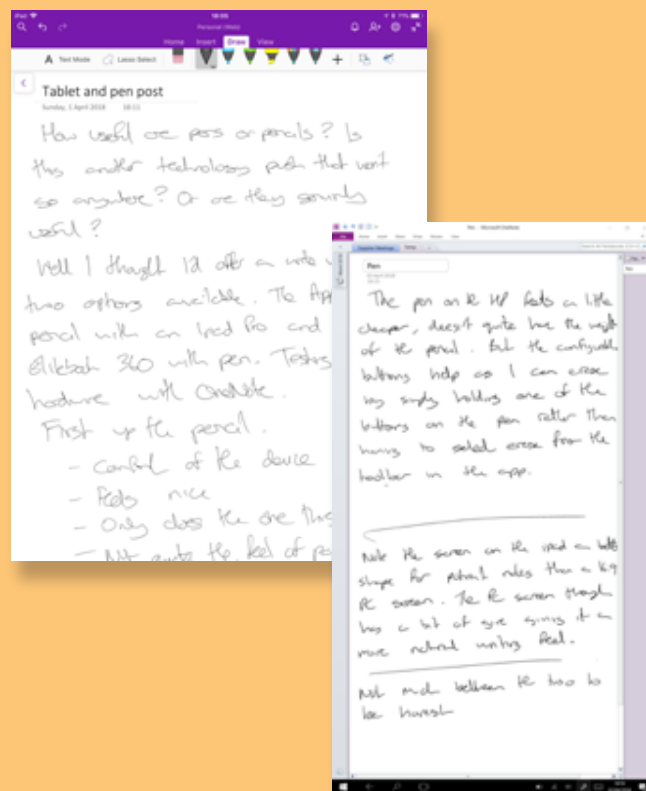

What about Word?

OneNote is a great way for making notes, but what about Microsoft Word? In theory the pen/pencil should be great for document review in Word, the ability to take a document and make notes with a pen (electronic) rather than printing out and marking up with a pen (ink). So from a process point of view nothing changes other than the printing out reams of paper to mark up (saving money!).

And it does work well. It probably will take some adjustment as neither device is true A4 in size, but I think (and we've tested this with a few lawyers) that the smaller lightweight device outweighs a larger screen size for most people. However personal preference will come in here so it's worth trying various devices to find out that suits. But overall the pen/pencil-based input is great.

The screenshots show Office 365 on an iPad and Office 2010 on the Elitebook 360, clearly the former version of Word is slightly better being the latest version, but this type of electronic mark-up is possible in 2010. The killer challenge here for law firms is not the version of office but the huge benefits the Office 365 platform potentially brings. In this demo to get the mark-up from my iPad to the laptop I have had to use email from the iPad, save locally on the PC and then edit. To get the seamless access I have in my consumer world there will need to be a few changes in most law firms, either embracing 365 or cloud based document management systems or both.
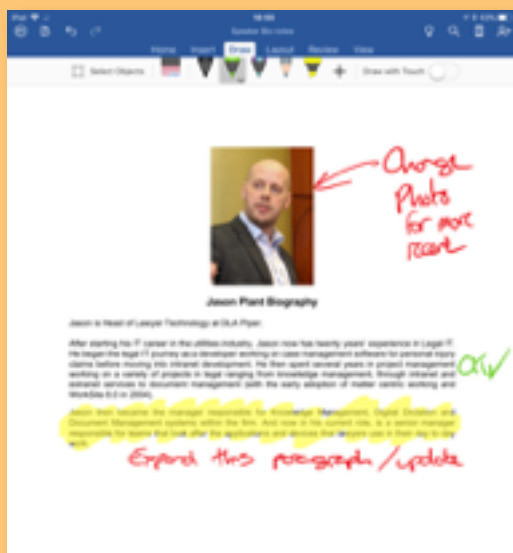
Other software of note

It is worth noting one other specific piece of software I have used regularly on the PC's and that is the in-built Sketchpad of Windows 10. This is like a plain piece of paper or if you're using in a Skype conference call a meeting whiteboard. You can quickly sketch diagrams or illustrations or make notes for the attendees. It sounds so simple and yet it adds so much in that I rarely feel the need to use a paper notebook anymore, I can sketch my thoughts and email them out or talk them through on a call. There are equivalent apps for the iPad, from the in-built Notes app to more sophisticated apps like Goodnotes 4 or Notability.

Summary

This wasn't an iPad or PC review, but more a look at the pen/pencil concept. And I do think tablets with pens/pencils are more than tech gimmicks and offer a viable alternative to paper notebooks. The software makes a huge difference, and this is where changes may be required in law firms. The challenge is with security and protection of data. To get the best out of a lot of these apps you may need access to cloud drives, this will require some analysis of the risk and an understanding of client requirements when it comes to data (assuming the material is client related). However will the Office 365 there are genuine business ready platforms available that will enable a lot of this functionality. But regardless steps can be made right now in most firms, simply with the right hybrid laptop/tablet, a pen and your current office suite.

▶ Biggest stories in April

Many of these stories also feature in our Wins and Deals section on page 10 but are worth a longer mention because they generated the most hits in April.

BigHand acquires DW Reporting

Generating the most hits of any story in April was BigHand's acquisition of business intelligence and pricing solutions provider DW Reporting, in which we brought you an exclusive interview with managing director of product strategy & innovation James Kippenberger and DWR founder and managing director Dan Wales.

If you missed that interview you can catch it on the link below and don't forget to take a look at some of the client and market reactions to that acquisition on page four. https://www.legaltechnology.com/latest-news/breaking-news-bighand-acquires-dw-reporting/

Clifford Chance to teach coding as part of client-focussed Tech Academy

Clifford Chance in April formally launched a global training programme that will provide fee-earners and staff across the firm with a combination of online training and face to face workshops to bring them up to date with the latest technology trends across its various client sectors. While the emphasis of the Tech Academy is not on training staff in order to improve the internal delivery of client services, it is interesting to note that the online training programme includes two levels of coding training - one for those with basic understanding and another for those with intermediate knowledge.

Whereas to date the focus for technology expertise within CC has been the TMT team, a growing recognition that technology pervades all sectors means that the magic circle firm last year created a 400-strong cross-practice Tech Group, with the new academy a continuation of that theme.

As well as the online site, the Tech Academy will host a series of workshops run by Collective Campus, the education and innovation consultancy based in Australia. These are full day training courses to be held throughout the year around the world on a range of topics, from e-commerce and connected vehicles to artificial intelligence, blockchain, data privacy and cybersecurity.

Reacting to the story online, Jason Plant, head of lawyer technology at DLA Piper, said on Twitter: "Clifford Chance to teach coding as part of client-focussed Tech Academy: if only they had a group of people that were tech savvy in their firm that they could use in client facing teams rather than retrain??? Say some kind of shall we call it, IT team??"

BIGGEST STORIES IN APRIL CONTINUED FROM P.7

Juro raises a cool £2mil

UK-headquartered contract management platform Juro in April raised $2m in a funding round led by Berlin-based VC Point Nine Capital, with contributions from Seedcamp, Taavet Hinrikus (co-founder of TransferWise), Michael Pennington (co-founder of Gumtree) and the family office of Paul Forster(co-founder of Indeed).

Juro, which was co-founded by CEO Richard Mabey, a former Freshfields Bruckhaus Deringer corporate lawyer, says that it will use the funds to build the team across Juro's London and Riga offices and double down on its machine learning infrastructure. Naturally, the funding round was agreed through Juro. It brings the total funding to date to $2.75m.

LawGeex raises $12m in new funding

Who could ever imagine that £2m would seem like peanuts? It's a sign of the times: in April contract review automation vendor LawGeex closed a whopping $12 million funding round led by venture capital fund, Aleph. The investment brings LawGeex total funding to date to $21.5 million. Previous investors, including Lool Ventures, also participated in this round.

The LawGeex SaaS platform uses AI to remove the legal bottleneck of reviewing and approving everyday business contracts before signing.

We spoke to LawGeex VP of marketing, Shmuli Goldberg, about the strategy behind this latest huge cash injection. If you missed that interview you can catch it here: https://www.legaltechnology.com/latest-news/legal-saas-ai-platform-lawgeex-raises-12m-yes-12m-in-new-funding/

DAC Beachcroft goes live on Intapp Time

It's more good news for Intapp as DAC Beachcroft reported on 12 April that it is now live on Intapp Time - the firm previously used Tikit Carpe Diem.

DAC's relationship with Intapp has expanded under IT director David Aird, who in 2015 signed up to Intapp Integration Builder and Intapp Flow to connect and manage the UK top 50 firm's software applications and rationalise its IT infrastructure.

Critical to the decision to move to Intapp Time was Intapp's support for mobile time recording and users attest as to how easy Intapp is to use on a Surface Pro.

Aird said: "As we built the business case internally for Intapp Time, we worked on reviewing the potential ROI, and it was very clear to us that even marginal improvements across various metrics – additional billable hours recorded per lawyer, reduced time to collection, improved realisation rates, reduced time spent on time entry and corrections, and improved profitability on alternative fee arrangements – would deliver a tremendous benefit to the firm. And with a more complete view of how much it costs to serve our clients, we can make better informed decisions about how best to resource specific types of matters."

A legal director at DAC Beachcroft commented: "I am very impressed with Intapp Time so far and am already a huge fan, despite my initial apprehension about moving to a new system after having used the same time tracking tool for the last 18 years. I can see tremendous benefits in the time capture feature, which has helped me to record more time than I would otherwise, and have also been happy with how easy it has been to use with Surface Pro."

The legal research battleground: O'Melveny signs up with Casetext

Freemium US legal research platform Casetext has announced a new partnership with AmLaw 100 firm O'Melveny & Myers (OMM), which joins a growing roster of firms including Quinn Emanuel, Fenwick & West, DLA Piper, Baker Donelson and Ogletree Deakins to have adopted Casetext's AI-backed legal research tool CARA AI. We caught up in March with Casetext's founder and CEO Jake Heller, who says the 2013-founded company will shortly unveil a major product upgrade that will put it on a par with incumbent legal research leaders LexisNexis and Thomson Reuters Westlaw, as it pushes hard to develop its paid-for technology offering.

To read more on that story click here: https://www.legaltechnology.com/latest-news/the-legal-research-battleground-omelveny-signs-up-with-casetext/

▶ What's Hot & What's Not: Wins & Deals

UK & EMEA **Travers Smith** has selected **Aderant Expert** as its new practice management system. The UK top 50 firm, which has offices in the City of London and Paris, has been using UK vendor Timeslice systems since the 1990s and was the company's flagship law firm site.

DAC Beachcroft is now live on **Intapp Time** – the firm previously used Tikit Carpe Diem according to Legal IT Insider's top 200. DAC's relationship with Intapp has expanded under IT director **David Aird**, who in 2015 signed up to Intapp Integration Builder and Intapp Flow to connect and manage the UK top 50 firm's software applications and help rationalise its IT infrastructure. Critical to the decision to move to Intapp Time was Intapp's support for mobile time recording, including how easy Intapp is to use on a Microsoft Surface Pro.

Several iManage firms have gone with contentCrawler from **DocsCorp**. **Dillon Eustace** (Ireland) chose it for its ability to compress document file size, and **Delphi** (Sweden) to ensure all image-based documents are 100% searchable. South African firm **Adams & Adams**, chose pdfDocs for PDF creation and editing and for its out-of-the-box integration with iManage.

IRIS, a member of the Canon Group, just announced that Norwegian law firm **Kluge Advokatfirma** has selected **iManage Work 10** for its document and email management. Kluge say they were drawn to iManage Work 10 by its innovative collaboration features that enable users to follow their project team's content in realtime.

Dorset-based **Aldridge Brownlee Solicitors LLP** have signed up for **Tikit P4W** to help them drive productivity in their private, commercial and legal aid work. Tikit also works in partnership with **Legal IT** in Ireland to help law firms in the region drive efficiency in their legal case work. Irish firm **Fergus Mullen Solicitors** chose Tikit P4W as the system will help them meet and surpass their everyday business challenges.

Merseyside firm **174 Law** has chosen digital document bundling from **Zylpha** for its family team. The move is a recognition that digital bundling is fast becoming a best-practice innovation. It also reflects recent moves by Liverpool's Family Court to accept digital files.

Bundledocs reports a record quarter thanks to new partnerships, including **iManage, Tikit TFB, NetDocuments, Lawman** and **Worldox**, plus orders from **Clarke Willmott, Knight 1759 Solicitors, FBC Manby Bowdler** and South African Big 5 law firm **Cliffe Dekker Hofmeyr**.

HighQ announced that **Hjort**, a leading Norwegian law firm, is adopting the company's intelligent work platform to upgrade delivery of legal services to clients in the public and private sectors. Plus international HR law alliance **Ius Laboris** is leveraging HighQ Publisher to further strengthen its content management and digital knowledge products throughout its network, which includes more than 1400 lawyers in 53 countries

Livingstons Solicitors has selected the **Linetime Liberate** matter management system. Liberate will also be used for document production from a precedent bank, while the consolidated electronic file will assist with the firm's GDPR requirements via the use of the Liberate Data Manager module.

Arendt & Medernach, which last year was named *Luxembourg Law Firm of the Year,* has deployed **Luminance** artificial intelligence technology to enhance its due diligence processes for multi-language M&A transactions. The firm is also the first to trial Version 3.0 and the real estate functionality of the platform. In addition, two more Swedish commercial firms – **Delphi** and **Gernandt & Danielsson Advokatbyrå** – have deployed Luminance AI technology for contract review and M&A due diligence.

NORTH AMERICA AmLaw 100 firm **Shook Hardy & Bacon** is to swapout its legacy OpenText document management system for the **NetDocuments** cloud-based platform. The firm will deploy NetDocuments as part of cloud technology initiative across 12 offices and 1500 legal professionals. Shook will implement NetDocuments DMS platform, ndMail for predictive email management, ndSync for file and device synchronization, as well as customer held encryption key technology.

Freemium US legal research platform **Casetext** has announced a new deal with AmLaw 100 firm **O'Melveny & Myers**, who join **Quinn Emanuel, Fenwick & West, DLA Piper, Baker Donelson** and **Ogletree Deakins** as adopters of Casetext's AI-backed legal research tool **CARA AI**. Casetext founder and CEO **Jake Heller** recently told the Insider that the company will shortly unveil a major product upgrade to put it on a par with incumbent legal research leaders LexisNexis and Thomson Reuters Westlaw, as it pushes hard to develop its paid-for technology offering.

Canadian firm **Fasken** has adopted **Kira Systems** AI software to assist on a variety of projects including due diligence and analysis of clients' contractual obligations. Kira has more than 430 built-in models to identify common contract provisions and will be learning additional models specific to Fasken: once provisions are identified, they will automatically be extracted into a summary chart, allowing Fasken lawyers to compare information across documents. "We are continually reviewing how we provide legal services to meet the expectations of our clients, " said **Peter Feldberg**, Fasken's managing partner. "Through proven technology like Kira, we can offer more efficient contract review."

Several firms have gone with cleanDocs and compareDocs from **DocsCorp** for metadata removal and document comparison capability. These include **Trucker Huss** (CA), who also purchased pdfDocs and **Selzer Gurvitch Rabin Wertheimer & Polott** (MD), who were previously a Workshare site. Another swapout was **Dean Mead Egerton Bloodworth Capouano & Bozarth** (FL) who replaced iRedline with compareDocs. Delaware firm **Bayard** also went with compareDocs. And **Womble Bond Dickinson LLP** (NC) decided on contentCrawler to automate the conversion of image-based documents in its iManage DMS to text-searchable documents.

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Contract Analysis Software: The Technology Fundamentals

Kira Systems explains the technologies behind the various contract analysis software on the market.

Over the past few years, contract analysis software has become a mainstream solution that clients increasingly expect and request. Yet despite this growth in adoption, professional services teams and their clients often misunderstand the underlying technology. Vendor-created-hype doesn't help.

While the various technologies behind contract analysis software are complex, the underlying concepts can be broken down into two simple categories of artificial intelligence:

- Systems that apply **predetermined rules**.

- Systems that **train themselves**, including:

- training **themselves without user supervision**; and

- training **themselves with user supervision**.

Within these AI systems, different techniques are used to achieve the desired results:

- All of these systems will also use natural language processing (sometimes shortened to NLP), since the review of contracts require the ability to process words. However, in our experience, vendors tend to mean "rules" when they use the term "natural language processing".

- Some of these systems will also use a type of artificial intelligence called deep learning that helps correctly categorise data.

CONTRACT ANALYSIS SOFTWARE
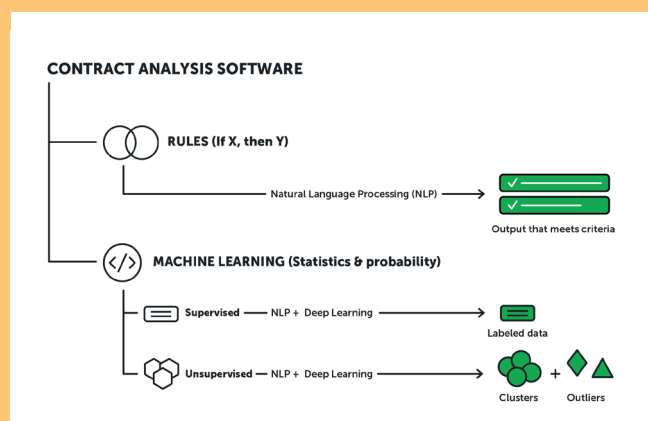
How Does the Technology Work?

Rules-Based Systems

These systems allow for the creation of manual "rules" (such as Boolean search strings) that describe the provisions.

The software then finds any language that fits within the parameters of those rules. For example, if a reviewer is looking to find change of control provisions requiring consent, they could create a rule stating that any sentence with the words "change of control" + "without the prior consent of" is a change of control hit.


RULES-BASED SYSTEMS
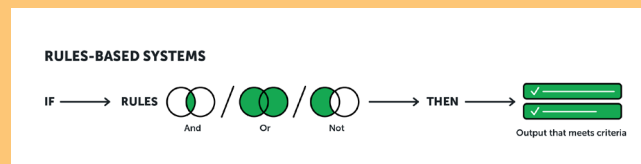
Unsupervised Machine Learning

Unsupervised machine learning systems study data and automatically group clauses or provisions into buckets that are similar (which may represent standardized language) and those that are outliers. One example of unsupervised ML technology is commonly referred to as "clustering".

UNSUPERVISED MACHINE LEARNING
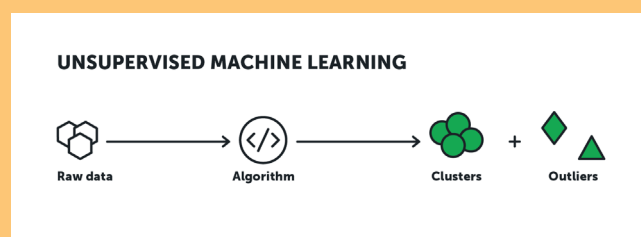
Supervised Machine Learning

In supervised machine learning, an experienced lawyer feeds provisions from real contracts into a system designed to learn from those examples. The system studies this data, learns what language is relevant, and builds probabilistic provision models. The models are then tested against a set of annotated agreements that the system is unfamiliar with in order to determine its readiness.


SUPERVISED MACHINE LEARNING
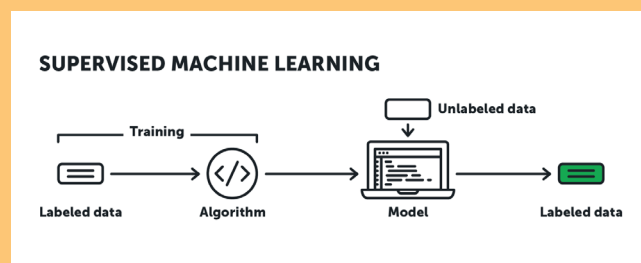
Numerous Technologies for One Solution

It is helpful to remember that most contract analysis software solutions incorporate a number of different technologies to get the user to the desired result. As previously mentioned, the most common of these is natural language processing, but adoption of deep learning has been increasing in recent years.

Natural Language Processing

Natural language processing looks at how applications can work with human language (as opposed to images, for example). Some types of natural language processing (such as statistical) are subfields of AI, while others are not.

NATURAL LANGUAGE PROCESSING
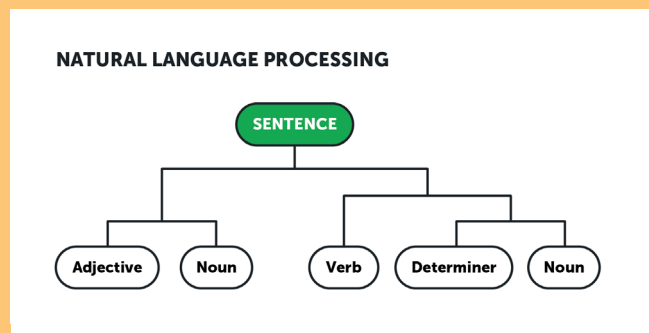
Deep Learning

Deep learning accompanies traditional prediction tasks with the system learning to correctly represent data. For example, classical machine learning might attempt to learn whether an image is of a cat, while deep learning will also attempt to determine what parts of the image make up a cat, such as their tail, whiskers, or eyes.

DEEP LEARNING

Contract Analysis Technology: A Head-to-Head

With a clearer understanding of the technology fundamentals, the best way to understand what contract analysis solutions can really do is to look at a concrete example of how different systems approach the same challenge. We've taken one of the most common items searched for during due diligence, the change of control provision, and considered the likely results of using each system (including the traditional approach of a simple keyword search, for the sake of comparison).

CONTRACT ANALYSIS SOFTWARE: THE TECHNOLOGY FUNDAMENTALS CONTINUES ON P.14

▶ GDPR Readiness Survey

With GDPR just around the corner we're launching an anonymous survey to gauge how ready the legal industry will be when the regulation comes into force on 25 May.

It's quick and we can't see who you are unless you tell us and give us permission to contact you.

We hear there is a fair amount of last minute panic behind the scenes and our questions revolve around two things: how ready are you for an ICO audit and are you confident that you can deal with an influx of subject access requests? Let us know and we'll share the results with you shortly.

https://www.surveymonkey.co.uk/r/Q2ZG2LX

▶ Legal IT Insider: GDPR steps

In line with the forthcoming GDPR regulation, we will be sending all our Orange Rag readers an email asking you to confirm that you wish to continue hearing from us.

It will take two seconds and if you don't click yes, we have to take you off our list by law, meaning you won't be among the first to know the legal sector's breaking news.

It's not often we have reason to quote Nike, but just do it.
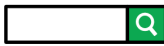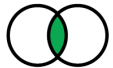
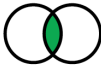# ▶Contract Analysis Software: The Technology Fundamentals

CONTRACT ANALYSIS SOFTWARE: THE TECHNOLOGY FUNDAMENTALS CONTINUED FROM P.13

SEARCH FOR A CHANGE OF CONTROL PROVISION WITH CONTRACT ANALYSIS SOFTWARE

Manual Keyword Search	Rules-based System	Unsupervised ML (Clustering)	Supervised ML
Would find			
Any instance of the words "change of control" appearing. A word search would lead you to all examples, including this incorrect example: "If a party adds, deletes, or changes a manufacturer/distributor/supplier, CSI will notify the other party, who will issue a Change Control request prior to implementing the change."	Any example of a change of control provision that the system was previously taught meets the specifications of the provision. These rules cannot be changed during the review to adapt to new or unusual examples of a change of control provision.	Agreements that have something appearing to be a change of control provision in one cluster, and agreements that do not appear to have change of control provisions in another. To find a specific provision, you would have to search through the entire cluster, which may or may not include the language you're looking for, unless it has been pre-annotated.	Any provision relating to the correct change of control concept, as it has been trained to find by experts. Might include additional examples that appear to be related to the concept.
Would miss			
Any provision that did not include the words "change of control". A word search would not lead you to this correct example: "Either party, immediately upon written notice of the other party, may terminate this Agreement upon the Merger or Bankruptcy of the other party."	Any correct example of a change of control provision that for any reason was not included in the parameters of the rules. For example, if the rule wasn't set to find change of control provisions that don't include the words "change of control", they will be missed.	Relevant nuances in language that would be hidden within large "clusters" of similar language. For example, if trying to find only language that requires consent upon a change of control, this would likely not appear in its own cluster.	Any variation of the change of control concept that the expert either intentionally or unintentionally did not train the system to find.

What's Going to Work For Me?

Finding the right contract analysis solution always starts with identifying the problem you're trying to solve. Teams can then move ahead to identify what characteristics of different technology solutions they will find valuable and will provide them with the results they're looking for. Looking at a list of pros and cons for each type of system can help professionals work through that process.

	Rules-based System	Unsupervised ML (Clustering)	Supervised ML
PROS	Easy set up Simpler to understand the technology	Assists with the identification of "clusters" of similar or dissimilar information	Superior accuracy Quickly find specific examples (not just groupings) Can tailor to specific objectives
CONS	Creator of rules must anticipate every possible language variation End user would need to know those limitations Results in poor accuracy on unfamiliar documents	Poor efficiency. System does not efficiently direct you to a specific location in a document, but only to a potential subset of documents or clauses that still require review More complex set up	Vendor or user must properly train the system More complex for vendor to build initially (though not necessarily harder for end user)

As you can see, each technology has particular consideration tradeoffs: manual rule systems are easier to set up but have significant result quality limitations; unsupervised machine learning systems can group similar and dissimilar information, but finding targeted information (like instances of a specific clause) is difficult; supervised machine learning systems are very hard for vendors to build well, but can be powerful once up and running. Depending on your preference and your requirements, one system may be better suited for your intended use than the other. It's important to keep the capabilities and limitations of each system in mind when evaluating contract analysis software to ensure it meets the needs of your clients and organisation.

▶The 2018 Buyer's Guide to UK eDisclosure systems is out!

This year's version of the most definitive Guide to UK eDisclosure systems is online, as Andrew Haslam and Legal IT Insider publish the 2018 edition of the "industry bible". There have been 78 modifications to the entries, with the Guide showing 98 suppliers and 73 products. The 17.7 MB, 435 page PDF can be downloaded using this link: https://www.legaltechnology.com/latest-news/the-2018-buyers-guide-to-uk-edisclosure-systems-is-available-now/

WHAT'S HOT & WHAT'S NOT: WINS & DEALS CONTINUED FROM P.10

AmLaw 100 law firm **Foley & Lardner**, with nearly 1100 lawyers in 24 offices across North America, Asia and Europe, has upgraded its enterprise records management and information governance systems by implementing **FileTrail**. The project is being overseen by **InOutsource** and includes integration of FileTrail's best-in-class RMS with the firm's NetDocuments DMS. A second phase includes the installation of GPS, FileTrail's recently launched governance policy suite for comprehensive records retention.

APAC **Sparke Helmore Lawyers**, which has more than 750 people in eight offices across Australia, has selected **Aderant Expert** for its legal practice and financial management software solution. "Aderant demonstrated their partnership style, ensuring our needs were met from the initial proposal, through to demonstrations and commercial negotiations," said Sparke Helmore IT director **Lee Hodge**.

Leading Melbourne firm **Corrs Chambers Westgarth** purchased **DocsCorp** pdfDocs to help it create, edit, and manage PDF content.

▶ Movers & Shakers

UK & EMEA In a heavyweight hire from outside of the legal sector, **Ashurst** has appointed GE Capital International's IT director **Noel Jordan** as its new chief technology officer, as current CTO **Bruna Pellicci** prepares to leave the firm at the end of July. Jordan, who was previously chief information officer at GE Capital Bank UK before taking on the global IT director role in October 2016, will join Ashurst in May. He will report to Ashurst's chief financial and operations officer **Jan Gooze-Zijl**, who joined Ashurst in February 2017 from UKTV – another out of sector appointment pitched as helping the UK top 20 law firm address head on the transformation taking place within the legal industry.

Former **Kingsley Napley** IT director **Thereza Snyman** has joined independent legal IT consultancy **Baskerville Drummond** as a consultant, focusing on strategy and security, as well as vendor management and change management. Snyman will be replaced at Kingsley Napley by now head of IT **Ash Cooper**, who Snyman recruited in March 2017 as IT operations manager.

The UK office of software and services business **Wilson Legal Solutions** has recruited Fieldfisher's head of business transformation **Lindsay Barthram** as director of consulting services for EMEA.

NORTH AMERICA **InOutsource** has expanded its staff with the addition of two new solutions consultants: **Alec Schoenfeld** and **Chris Parise**, who join the company in roles focused on implementation of conflicts and new matter intake solutions for law firms. The new appointments follow continuing growth at the company, which over the last 12 months has announced projects with a number of leading law firms including **Loeb & Loeb, Davis Wright Tremaine, Kelley Drye & Warren, Nelson Mullins Riley & Scarborough,** and **Thompson Hine LLP.**

Miles McGoun has joined the **Intapp** client development practice as associate practice group lead, based in Los Angeles. McGoun most recently served as an SVP of Manzama. Before Manzama, McGoun was business development director of Objective Manage, but he is best known for his 14 years in sales at Tikit.

JND eDiscovery, a division of JND Legal Administration, has appointed **David Hanika** as regional VP in the Pacific Northwest. In this role Hanika will be responsible for business development in all areas of eDiscovery, forensics, managed services, litigation readiness and analytics. Prior to joining JND, he was most recently the VP of business development at Advanced Discovery and a regional manager for Recommind.

▶ All change at Peppermint Technology

Legal IT Insider speaks to Peppermint's new CEO Gary Young, chief finance and operating officer Mike Kent and founder Arlene Adams about the new era for Peppermint Technology as it also files its latest set of accounts.

Peppermint Technology is once again under the spotlight after founder Arlene Adams announced on 11 April that she will be appointing a successor, Gary Young, to take over as CEO and Peppermint filed its 2016/17 annual accounts, which are either very positive or demonstrate an over inflated cost base and insufficient growth, depending on who you ask.

The new appointment, which is said to come as Peppermint embarks on its next ambitious growth phase, saw Young take over on 16 April after what Adams describes as a nine-month hunt for a successor.

Adams will remain on the board and is still a key shareholder in Peppermint. In the immediate term she will work full time as executive director alongside Young. In the mid-term she will become a non-executive director, which Adams says will allow time to focus on developing Peppermint's strategy as well as some wider personal interests.

It is the end of an era for the Scottish Equity Partners-backed company founded in 2010, which has sought to shake up a change averse market with inevitable highs and lows along the way.

In a statement on 11 April Adams commented "I set out to change a market and that's what we are doing. Since our inception eight years ago, Peppermint is the only software provider in the legal market to offer law firms all their core business applications in one platform, delivered from the cloud and based on an Industry Application Platform. This has allowed many firms, including 12 of the top 200, to access a modern, client centric, technology platform to support their future growth aspirations, free from the limitations of legacy software."

The unstoppable march of Microsoft technologies in search and AI inevitably presents opportunities for Peppermint and Adams adds: "Understanding and translating this into a meaningful strategy and product takes a significant investment in time. Fulfilling this strategy is my passion and why I founded Peppermint. I therefore want to ensure I can invest the time I need in our strategy and that means hiring a CEO who can focus on delivering that strategy into an optimal experience for our clients."

Young joins Peppermint from KCOM Group, where he ultimately ran the group's £220m mid-market consumer business, which included a number of law firms.

Prior to KCOM, Young was CEO of the Mettoni Group, a private business focused on developing communications software solutions in strategic partnership with Cisco and Nortel/Avaya across a number of international geographies.

Speaking to Legal IT Insider, Young said: "My background over 30 years has been across the wider IT and software industry both in the UK and internationally. I have a broad perspective on technology and all things digital so I'm very keen to quickly get up to speed on the legal industry which I have some experience of because my previous company had a lot of law firms who were clients." It may also be relevant to mention that Young's entire family are patent lawyers.

"What I've been doing over a number of years is moving businesses forward: growing them, developing great relationships with clients and building a successful business," he tells us. "Success comes in many forms, not just financial, but market success and making the company a great place to work and an attractive supplier for clients. Having been in the IT industry for 30 years, I've seen it change and the legal industry like many others is adopting technology and finding new ways to compete and grow its revenue.

He adds: "For me personally it's about how can we help our customers and prospective customers compete and take advantage of new ways of working and using technology to grow their business and look after their customers. I've worked in B2C and B2B and consumers regardless of industry are now a lot more tech savvy.

"Customer expectations are on the increase and the challenge and opportunity is how can we help law firms meet

*ALL CHANGE AT PEPPERMINT TECHNOLOGY
CONTINUED FROM P.19*

the changing needs of their customers and become more competitive in a disrupted industry."

It is the sort of talk that Peppermint's clients will welcome: so far the company stands regularly accused of falling short in its customer service, leading to a recent meeting where clients discussed withholding a percentage of annual maintenance payments.

According to chief financial officer Mike Kent that has not happened and Young said: "I am not hearing that there are any fundamental issues with clients or customers withholding payment."

Kent is also positive about the 2016/17 accounts, in which revenue rose by 0.83% or 17%. Asked to analyse the accounts, the CEO of a legal tech growth company described this growth as "nowhere near where they need to be," whereas the finance director of another disagreed, commenting: "Revenue growth of 17% is a solid result."

Kent said: "Any business that's in double digits is achieving good growth. As new customers come on board the percentage growth will vary but to achieve nearly 20% is reasonable. What drives the value of Peppermint is that revenue growth and that's why people want to invest as opposed to seeing an EBITDA profit."

Regardless of the double digit turnover Peppermint sustained a loss of £317,000 – albeit half the loss in the previous year – with a cost base of £5.1m on a turnover of £5.6m.

The finance director we consulted said: "Whilst Administrative expenses have increased year on year primarily driven by increased headcount, due to the higher revenue and improved gross margin together with the conversion of intercompany debt, the loss has actually reduced by almost 50% to a relatively small £317k."

Kent said: "The actual cash loss was £172k - the EBITDA loss - and that's a very modest loss on a £5.6m turnover.

"We're a software firm that wants to grow. If you look at Salesforce, they've invested for top line growth and we've invested in the software – that makes us more attractive in terms of new customers and increased satisfaction with existing customers. We will trade at EBITDA roundabout breaking even or a small loss. We don't plan to make an EBITDA profit."

In terms of wage costs, which sit at almost £3.9m, our high growth CEO said: "£3.9m for this size of business is too high to sustain unless you are delivering much better top line growth."

However, our FD said: "Given the stated investment into existing product together with launch of a new CRM product I would completely expect an increase in staff costs. The 70% of revenue you refer to is totally normal and to be expected in a growing software business."

Kent said: "When we invest, where we invest is our wage bill. If we don't invest we would get a lower wage bill but won't grow. My job when we grow the wage bill is to do so in a planned and controlled manner. If that was going to be forever, the cost would be too high but as we grow you'd expect a substantial wage bill and in the short-term wages may outpace revenue as you add more customers."

According to Kent the next lot of accounts are unlikely to be significantly different as Peppermint is "still in investment mode."

In terms of where further investment comes from, rumours that SEP won't invest are untrue, Kent says.

SEP in December 2015 invested £10m in Peppermint and a further £1.5m in 2016. To some in the market that sounded an alarm bell but Kent says: "The reason was that we moved to a SaaS only offering, and as you know, when you move from a licence model to SaaS that slows down your cashflow. To make sure that we are well funded SEP gave us the additional funding."

Kent wouldn't be drawn on whether Peppermint has asked SEP for further cash injection but said: "We're always talking about funding with investors. We're looking at putting additional investment into our software, which might require additional funding."

Peppermint has two sources of financing: SEP and Kreos Capital, which works closely with SEP.

Both take a long view of investments and Kent says: "For SEP, their average investment is seven years and they take early stage companies through to a more mature stage." The average exit for a private equity fund comes after four years.

Kent says: "What SEP is doing is investing for success. We're a software business that's growing and as we invest heavily to provide market leading software that demands cash. Think of the situation in terms of some of the platforms like Salesforce, which only recently made any profit: they've invested for growth, which is what we're doing."

▶ Insider Job Vacancy: Senior eDisclosure Project Manager

Salary: Up to £70,000 – Law firm – London - 12 month fixed term contract.

Job Overview: A top tier international law firm is seeking an eDisclosure Senior Project Manager to become incorporated into their London team. The individual will be responsible for managing and overseeing operations for the firm's international requirements. With responsibility for data processing and databases activities, particularly review. See our free jobs section for more details on this contract and more. https://www.legaltechnology.com/legal-it-jobs/insider-job-vacancy-senior-edisclosure-project-manager-law-firm-london-12-month-fixed-term-contract/

▶ CLOC and LawGeex: The Anatomy of a Legal Ops director

The Corporate Legal Operations Consortium and LawGeex towards the end of April published a piece of LinkedIn-based research into the legal operations director role, with some fairly interesting findings around the companies that are adopting the role, which can attract annual salaries of $300,000.

Fortune 500 firms made up 21% of the sample, Fortune 1000 businesses an additional 6% of those analysed, and top 500 listed UK companies accounted for 3%.

While the UK leads the field outside of the US, we have a looong, long way to go to catch up. The majority of companies with legal ops directors are headquartered in the US (78%), but companies which have introduced the position are also based in 14 other countries, led by the UK (4%), Canada (3%), Netherlands and Switzerland (both 1.3%).

▶ Legal tech acquisition: Mitratech buys ThinkSmart

Mitratech has acquired ThinkSmart LLC, creating what it calls (in glorious marketing speak) "an end-to-end platform designed to transform legal operations into a center of innovation and excellence." With the addition of ThinkSmart and the ThinkSmart Automation Platform (TAP), Mitratech's TeamConnect platform can now bring people, processes, and information together, by leveraging TAP's easy-to-use workflow automation engine to extend TeamConnect's reach across the entire enterprise.

▶ Legal IT Webinar – Three steps to modernise your legal department by Apperio – 9 May

In-house legal departments are under increasing pressure to add additional value to the business by providing greater strategic insight as well as being more predictable and efficient in managing their costs.

This change in their role is leading General Counsel to re-evaluate how they operate their in-house legal department.

This webinar will focus on how you use real time and automated data to modernise your legal department. For more details on this and other events take a look at our free to advertise events page: https://www.legaltechnology.com/events/legal-it-webinar-general-counsel-3-steps-to-modernise-your-legal-department-by-apperio-9-may/

▶ Cybersecurity: Soon-to-launch Crypviser instant messaging app to offer blockchain security

In mid-April the French government announced it is to develop its own secure messaging app because it is concerned about the integrity of the Telegram and WhatsApp platforms. The issue with both of them is they ultimately rely upon central servers that could be compromised by hackers (whether criminal or government agencies) or via court orders.

To address this issue Dusseldorf-based Crypviser has developed what it claims is the world's most secure messaging platform that no government can block, stop or spy on because all verification is based on blockchain technology. This could be a platform that will appeal to a lot of law firms concerned about maintaining the confidentiality of their communications.

The app will be available for iOS in a couple of weeks and on Android about a week later. Pending launch, you can read a statement from Crypviser plus a white paper here: https://www.legaltechnology.com/latest-news/cybersecurity-soon-to-launch-crypviser-instant-messaging-app-to-offer-blockchain-security/

▶ What do we need? A lawyer-data scientist hybrid! What?

Sooraj Shah looks at the trends among the Big Four and law firms when it comes to hiring in the latest data must have.

Exploiting data to gain a competitive advantage is nothing new; every law firm will have been striving to do just this over the last few years, albeit with varying levels of sophistication and success. But as the value of the data held by law firms becomes better understood and the technology enabling us to analyse it matures, there is a new urgency in the race to use data to compete.

Key to making the most of the data at a law firm's disposal is a specialist skill set that is very difficult to obtain – that of a data scientist.

Many mistakenly believe a data scientist is just a synonym for a data analyst, but this is wide of the mark. While data analysts have been around for many years and continue to play an important role in the legal industry, data scientists are a relatively new breed. They have skills in mathematics, statistics and modelling that go far beyond that of a data analyst; meaning that they can help to develop technologies in-house that can glean more insight from data, and that they can also use a wider range of technologies on the market. One of the data scientists' core strengths is knowing the right questions to ask and ensuring that the quality and governance of the data is at a high level.

Law firms are increasingly concluding that this is a skill set that can set them apart from their competition. With troves of data such as emails, documents and time entry narratives requiring specialists to structure and analyse it appropriately, data scientists are high on the recruitment priority list for law firms.

According to Christian Zust, director of client technology at law firm Bryan Cave Leighton Paisner, this is because firms are beginning to appreciate the role analytics plays in enhancing strategic decision making.

"Many have been using historical rate and hours data for years to help accurately price legal work and others actively recruit data scientists and have dedicated teams of professionals to lead analytical projects aimed at internal process improvement," he says.

Zust suggests that firms are bringing in data architects who can help them understand how their data is structured and stored in their systems and then suggest improvements, making collection of data more reliable and easier to retrieve, while data scientists who can "crunch the numbers" have been recruited to uncover insights that can help to improve current processes or strategy.

Within their attorney base, firms are actively recruiting associates and partners who understand how to use data to enhance their practice – this could be attorneys in litigation, pouring over task-level data to eliminate overlap in process, or entrepreneurial employment attorneys who can recommend investments in management training based on emerging trends in their clients' employment claims.

But data science is perhaps most useful in aiding law firms in the way they can help their own clients. Knowing more about data and being able to act on this knowledge accordingly is the reason there is growing clamour for data scientists within the legal sector.

The Big Four approach

Although it's a positive step that law firms are looking outside of their traditional horizons and working out how to catch up with other industries, hiring technical expertise alone is not, or should not be the end goal.

A glance over at the Big Four professional services firms suggests that what is needed is an (in itself futuristic sounding) hybrid, combining data science and domain expertise.

The Big Four firms have not only been hiring data-savvy auditors, but they've been looking at a cross between an auditor and a data scientist. This means pairing an auditors' skill set with the ability to understand capturing, manipulating and visualising data. Essentially, who better to know how data science can be applied to the industry than an industry expert themselves?

Zust believes that this Big Four approach is the right one because they're not using data science to replace accountants but rather to enhance the way accountants deliver value to their clients.

While this type of hybrid role is still rare in the legal sector it does exist and has done for some time: Bennett Borden was named US law firm Drinker Biddle & Reath's first-ever chief data scientist in May 2015. Borden, who was originally a lawyer, had gone back to university to get a master's degree in business analytics. At the time he told tech company Relativity, that there was no part of the law that couldn't be aided with the use of analytics. But crucially, he suggested that while data analytics professionals could help with the core analysis, law firms and service providers go beyond this and help the company understand the legal and ethical implications of how they are using analytics and what potential consequences – whether they're good or bad – they may face by using the data in a certain way.

"More than that, we can provide the legal support to handle those consequences," Borden said.

Borden isn't alone. Andrew Dunkley is head of analytics at UK top 50 insurance law firm BLM. He is a qualified solicitor with change management experience and now he leads a team of data scientists developing new ways of applying predictive analytics to the law.

He explains that his team's mission is to "predict the length, cost and most importantly, outcome of litigation". This can then help the law firm to act appropriately, whether that is to make or accept a settlement, or increase the head count of lawyers working on a specific case.

And Rajiv Shah, a customer-facing data scientist who holds a law degree, at tech company DataRobot, claims that "the best machine learning models are built by data scientists who have domain expertise".

Pure data scientists vs Lawyer-data science hybrids

While Borden and Dunkley have legal and data science knowledge, their teams are made up of 'pure' data scientists rather than lawyers with data science experience.

Why? There are multiple reasons but perhaps chiefly that qualifying as either a lawyer or a data scientist is already difficult enough. There is already a dearth of data scientists on the market and attempting to hire a data scientist with experience in the legal industry is currently nigh on impossible.

In the cases of Borden and Dunkley, their overlap provides an important piece of the puzzle in making data science work within a law firm.

"Anyone that just hires a bunch of mathematicians and tells them they're the data science team, gives them their data and expects them to begin working – that's not going to work," says Dunkley.

Instead, he suggests that a company needs to contemplate what its key goals are, and the mechanism of how they're going to achieve this internally. In addition, he believes it takes the combination of an IT department, finance team, change management teams and lawyers to get the most out of the data.

This is exactly how one of the Big Four firms, PwC, has been working in its NewLaw practice.

"We're harnessing data science and analysis capability from around our multidisciplinary business, with specialist lawyers working alongside AI and data analytics experts, financial analysts and forensic/legal technologists, allowing us to take a big data approach to solving our clients' important problems," says Juan Crosby, partner and head of PwC's legal technology and sourcing practice..

Crosby explains that by combining these skillsets, PwC has been able to develop an AI contract digitisation service, which has helped its clients to review thousands of existing contracts by understanding what terms were in the current contract, working out which terms needed to be added, removed or changed, and then generating a new version of the contract that meets the regulation and would be in agreement with the counterparty.

"Our automated solution reads 1,000 contracts, assessed the changes required and generated a new compliant version of each contract in under a minute," he says.

While law firms typically have neither the bandwidth or expertise to write their own AI software and should steer clear, Dunkley insists that law firms who take the approach of buying a software platform and believing that they have sussed AI aren't doing it the right way either.

"You need highly qualified people coming from a technical background – that's the trick of making it work. You need some unique selling points (USPs) but you also need some seriously dedicated data scientists, because the techniques aren't simple," he states.

Alternative ways of blending data science with the law

Given the current and enduring skills gap, law firms are having to be creative in their bid to obtain data science expertise, including training and developing their existing staff.

Zust explains that Bryan Cave Leighton Paisner has tended to develop talent in-house by offering those with an interest and aptitude for data analysis to experiment and innovate within their practice, as well as offering training and certification to sharpen their skills.

He says that other law firms are partnering with forward-thinking law schools to develop curriculums to expose students to real-world issues that can be solved by leveraging technology, analytics and process improvement.

"A few have established elaborate associated training modules, teaching new lawyers to embrace technology, process improvement and data analytics in their practice," Zust says.

These skills are more likely to be associated with data analysts than data scientists but at this stage of the game, progress is progress.

Dunkley suggests that while it may be unrealistic to expect lawyers to pick up data science skills, it isn't unrealistic for them to begin to use basic data tools and have more sophisticated conversations about probability with other lawyers within the business.

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"The cost budgets that lawyers have to produce are in Excel, so I don't think you need lawyers to be learning how to produce machine learning algorithms or Python but they do need to be able to work with people who can," he says.

And here is the rub: lawyers will need to be able to work with people who can code and have enough mathematical and statistical understanding of how a data scientist can help them. In addition, they need the confidence and knowledge to defer to data scientists when a part of a project falls within that area of expertise.

As Zust emphasises, "while expertise is helpful, it's far more important that lawyers know not to fear data science and understand how it can enhance their practice.

"Although it's fine if one doesn't understand quite how data scientists come to their conclusions, appreciating how data analytics can help spot issues more quickly, identify emergent trends and inform strategic decisions will be fundamentally important to rendering the best advice for one's clients," he says.

As for data scientists themselves, the legal industry may not be the usual route to take but it can be positioned as a highly rewarding career path even if not Silicon Valley lucrative.

"You're dealing with high levels of uncertainty and dealing with a problem that directly impacts real people – and a lot of the data scientists find that really motivating," Dunkley says.

Over the next ten years the hybrid role may well gain traction, but for now, a data scientist with the appropriate soft skills to work alongside lawyers and other colleagues is more than enough - if you can find one, that is.

▶ Kingsley Napley IT director Thereza Snyman joins Baskerville Drummond

As we first revealed on the Legal IT Insider website, former Kingsley Napley IT director Thereza Snyman has joined leading independent legal IT consultancy Baskerville Drummond as a consultant, focussing on the likes of strategy and security, as well as vendor management and change management. Snyman will be replaced at Kingsley Napley by now head of IT Ash Cooper, who Snyman recruited in March 2017 as IT operations manager with a view to him eventually succeeding her.

Snyman has worked in legal IT for 19 years, including six and a half years at London-based law firm Kingsley Napley. Prior to that, she was IT Manager at Boodle Hatfield for just

under six years and before that IT manager at Marshall Ross & Prevezer for the same amount of time.

Speaking to Legal IT Insider Snyman, who has been enjoying some long overdue time off in France, said: "I have my first assignment this week. Interestingly it's for a chambers and there is absolutely no reason why we can't branch out into that market.

"Baskerville Drummond has been very active in business development events and at some of those, I chatted to senior clerks, which is paying off.

"Some chambers are quite innovative and don't have the partnership structure to contend with: the progressive ones have really started organising themselves."

This is a full-time role for Snyman at Baskerville Drummond, where consultants are based at home, clients' offices or the likes of the British Computer Society's offices. Snyman said: "I like the lean, dynamic and virtual approach." Snyman's arrival brings the number of consultants at Baskerville Drummond to four, including founder David Baskerville, Kevin Goosman and Paul Hoffbrand.

As to why she left KN, Snyman said: "My average employment is five years and I'd been at Kingsley Napley for six and a half. I needed a new life and new challenges."
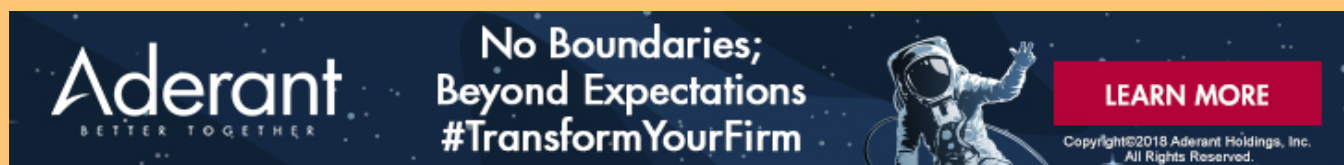
▶ Turbo charging London's law-tech ecosystem: Barclays launches start-up and scale-up incubator

In a bid to turbo charge London's law-tech ecosystem Barclays on 23 April launched a new law-tech incubator in partnership with the Law Society. The venture is backed by major law firms including Allen & Overy; Clifford Chance; and Baker McKenzie as well as Legal Geek and leading universities UCL and The University of Liverpool.

The law-tech Eagle Lab will open soon in Notting Hill, London, with the ambition to help companies start up and scale up. It will provide co-working space and support for up to 100 individuals, with events and meet-up space expected to be confirmed soon.

Ashok Vaswani, chief executive of Barclays UK, said:

"Law-tech is an area where the UK has every reason to be a world leader. It is home to some of the greatest law firms in the world and we want to help build on the success of its legal sector and play a leading role in transforming law-tech in the future. The impressive range of partners supporting this initiative shows just how important this is.

"Our Eagle Labs are supporting thriving new businesses up and down the country, and our Notting Hill lab will lead the way as an industry centre of excellence for law-tech."

Stephanie Pagni, general counsel for Barclays UK, said: "This initiative will help trigger a transformation in law-tech with significant potential, addressing not just commercial but also societal legal problems, and drawing on the expertise of data scientists, engineers and a range of other graduates and contributors from our university partners."

The firms in full are: Allen & Overy; Baker McKenzie; Brethertons; Capital Law; Clifford Chance; Clyde & Co; DWF; Gowling WLG; Latham & Watkins; Legal Geek; Norton Rose Fulbright; PWC; Simmons & Simmons; SO Legal; The Law Society; The University of Liverpool; TLT; and University College London.

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