

legal insider

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▶ Clifford Chance reduces tech toolkit from 25 to three

Clifford Chance has reduced the technology toolkit that it presents fee-earners with day-to-day from around 25 different systems to three - Kira Systems; Relativity; and transaction management platform Workshare Transact – with engagement said to be "through the roof" as a result.

The reduced toolkit is part of Clifford Chance's best delivery strategy, which focuses on making sure that fee-earners are using the right tools in order to optimise value for clients.

The magic circle firm's former toolkit consisted of everything from contract analytics to document automation, but global head of innovation and business change, Bas Boris Visser, told Legal IT Insider: "That's a bit overwhelming and nobody is going to use the tools we have unless we are very focussed and clear about it, so we made a big change in the way we rolled out our best delivery strategy by focussing on a limited number of tools and ways of working so that people can focus on a limited number of things to get used to them."

The firm opted for the reduced toolkit approach in the autumn of 2017 and Visser added: "That doesn't mean the other tools disappear by any means, but by focusing on those three, engagement levels have gone through the roof."

Law firms are finding that in order to engage lawyers at the start of a transaction they need a fairly robust infrastructure in place and Visser added: "User engagement has gone up over 100%."

"Transact is used in almost every finance transaction in Amsterdam compared to half a year ago, when we didn't use it at all. In 2018 we've moved from a push culture to a pull culture: the lawyers are now really asking us to deliver these tools because it makes a big difference to them."

Clifford Chance's best delivery strategy aims to transform the way it works by looking at the entire transaction process and ensuring that the right resource

CLIFFORD CHANCE REDUCES TECH TOOLKIT FROM 25 TO THREE CONTINUES ON PAGE 2

▶ The new Legal IT Insider Top 200 is out now!

Whoop whoop, the brand new and updated version of our Top 200 is out now on the legaltechnology.com site!

It has been updated after a lengthy process of engagement with both vendors and IT directors and now it is live further updates will be on an iterative basis.

Take a look and let us know as soon as possible if you think further changes are needed, because over the coming month we will be breaking down and analysing some of the changes from last year.

Given the growing interest in areas such as business intelligence, pricing and analytics, we will be adding sections to the Top 200 to populate going forward. We would welcome your input on which new sections would be most valuable to you.

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► Clifford Chance reduces tech toolkit from 25 to three

CLIFFORD CHANCE REDUCES TECH TOOLKIT FROM 25 TO THREE CONTINUED FROM FRONT COVER

is being used to for the right work, whether that be using a nearshore or offshore centre; alternative legal services provider such as Axiom or Thomson Reuters; or working with project managers internally. Visser said: "We're moving away from the traditional law firm set up where you look 10 square metres around in your team – we can probably all agree that is not the best way to do things if you want to find the best value."

The emphasis of the best delivery strategy is to create as much awareness of new ways of working and build them into lawyers' days. Visser observed: "Best delivery is not separate: it has to be part of our day-to-day operation. Clients are not interested in the name of the programme but want to get more value."

"This is about change management: if you're used to working in the same way for many years it's not going to change of itself. So, we've set up this important limb of our strategy. We have a team of 80 people who spend almost all their time supporting the best delivery strategy. That's a significant investment and we see the need for that because, for example, if you want people used to doing due diligence in the old way and you suddenly say you're going to use Kira, you can't just expect it will happen."

Clifford Chance has best delivery hubs in Singapore, New York, Dubai, Continental Europe, and London, and in addition to the dedicated team, has introduced 'best delivery champions' who are partners responsible for helping to execute that part of the strategy.

Visser said: "You need people on the ground. We have a legal technology support team headed by Anthony Vigneron that delivers that type of support, so they can explain what it's about, why it's better, how does it work. That requires support in the many areas in which we operate."

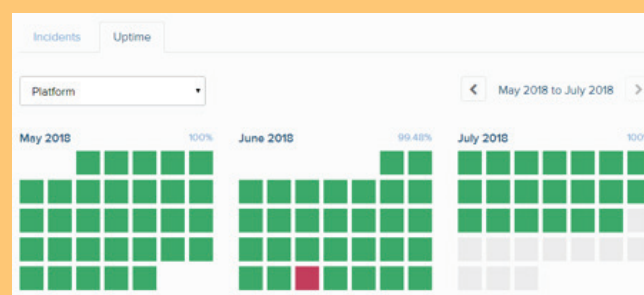
"We've worked out things by doing things right and wrong: you need to learn that if you want people to engage you need to make sure the infrastructure works well and the access is easy."

As we first revealed in July, Clifford Chance has approved a change of structure that will see it house and grow its subscription-based digital services out of a separate venture called Clifford Chance Applied Solutions. You can read more on that here: <https://www.legaltechnology.com/latest-news/clifford-chance-creates-separate-venture-to-house-and-grow-digital-products/>

► NetDocuments major outage and new live status pages

NetDocuments on 26 June had a major peak time outage of three hours and forty-three minutes in the United States, which was caused by human error in the deployment of a new global directory.

The outage – shown in red on NetDocuments' new live status page below, which went live at the start of July affected the entire US region and meant that (emergency backup locations aside) users were unable to open documents. Documents were available from emergency backup locations such as the echo location, ndOffice echo, ndMirror, and ndSync.




Indications of a system alert were first received at 2.57pm EDT and services were restored at 5.49pm EDT.


A statement about the outage on the US status page says: "This was a complex problem to identify as we investigated Hardware Security Module (HSM) proxies, the storage system, active directory, and the network. Because each of these systems was displaying anomalies, each were isolated, failed over, and restarted, but without success as the root cause was elsewhere."

"As we took a deeper dive into these systems, we discovered that there were duplicate IP addresses present as a result of human error related to the deployment of our new dispersed memory-resident auto-replicating global directory. A virtual control server was serving erroneous IP addresses, which caused network collisions and the inability for the HSM proxies, storage system, and other components to behave in a predictable way."

Speaking to Legal IT Insider, respected industry consultant Neil Cameron said: "I can see how duplicate IP addresses could cause such an event; but it's no excuse – and is caused by poor DHCP configuration and/or administration, which an organisation as concerned with security and resilience should have been able to avoid."


As a means of preventing future similar incidents, NetDocuments says it has placed into production the





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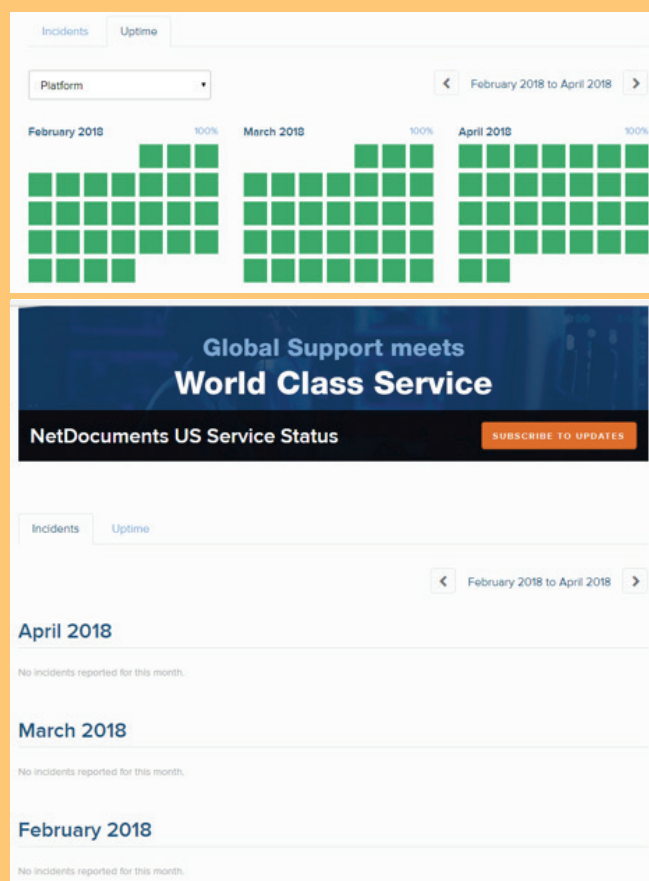
prevention of duplicate IP addresses by the insertion of code that will warn if a duplicate IP address is present.

Now new servers will be automatically stopped from entering the network if duplicate IP addresses are identified.

The new status pages – which cover the US, Australia and Europe - are the result of a significant effort by NetDocuments to bring information to customers about the health and the performance of the NetDocuments platform.

They are intended to show any downtime in the past 90 days. A statement from the Utah-headquartered company said: “These pages will also help showcase historical uptime and outages on our services. As of this message, all future service status postings will be done via the new status pages, and we encourage you to subscribe to service announcements on their respective service page.”

The attempt to be completely transparent and the fact that these status pages are publicly available is commendable. However, currently they are misleading because beyond the 90 days and going back years they show 100% uptime for each and every month.



The website has only just gone live and NetDocuments said it is now talking to the website provider. New CEO Josh Baxter told Legal IT Insider: “The solution we chose for our status page doesn’t allow us to retroactively enter incidents. The team is now talking to the provider about deleting all days prior to us standing up the pages.

“Our objective with these sites is to be much more transparent. For example, our AU service had a notice on it during their business day earlier this week when we had a problem with our phone service provider. That situation had no impact on the service, but we want our customers to easily know these things.”

By contrast iManage does not currently publish the downtime for its iManage Cloud.

It is common for cloud providers to publish their status history – here is Azure’s: <https://azure.microsoft.com/en-us/status/history/>

In June Microsoft Azure had a major outage in Dublin, which was widely tracked by the mainstream press.

With regard to the NetDocuments outages, the head of IT at one existing customer said: “It obviously is a worry but when we asked for the stats in our request for tender, it was four minutes a year when you averaged it out.

“When Mimecast goes down – and it does go down – every law firm customer is affected.

“What you have to remember is that DLA had no cloud, and no-one could work as a result. That wouldn’t happen to us – everyone could have worked from home.”

In Europe NetDocuments has 100% uptime in the past 90 days. In the United States, that figure is currently 99.82%, which averages out at two minutes and 35 seconds of downtime daily; 18 minutes a week; one hour and 18 minutes monthly; and 15 hours and 46 minutes over a year according to uptime calculator <https://uptime.is>

► BigLaw “may not be able to access O365 for years”

Big law firms could be years away from a full move to Microsoft Office 365 - despite the fact that much of Microsoft's investment is focussed on its cloud-hosted suite of services and that most BigLaw firms have the move on their roadmap – because Microsoft is continuing to refuse to hand over the encryption keys.

Microsoft for the past two years has been engaged in conversations with many, if not most of the Global 100 firms, including Linklaters, where global chief operating officer Matt Peers said: “The issue for us and other large law firms is that, as things currently stand, Microsoft can access our clients’ data without our prior authorisation. While we see the huge benefits for both us and our clients of moving to O365, Microsoft’s refusal to hand over the encryption keys or to introduce technical controls that stop Microsoft’s administrative support staff accessing the keys means that big firms with highly confidential client work may not be able to access O365 for years.”

While much of BigLaw is using parts of the Office 365 suite, email is a particular problem for law firms and Rick Howell, chief information officer at Perkins Coie, said: “Several small firms are using Exchange online and Office 365. The issue that BigLaw has is that we are bound by client outside counsel guidelines, which means we can put some material in Office 365, in OneDrive, Box, and use Excel and PowerPoint. An acceptable use policy controls what we can and can’t put in. With email, you can’t untangle it.”

Microsoft told us: “For security reasons, we do not share the encryption keys to data on our service, however we do provide Customer Keys. These enable a customer to provision and manage the keys used to encrypt data at rest in Office 365 whilst meeting compliance requirements. Microsoft engineers do not have default access to cloud customer data, instead, they are granted access, under management oversight, only when necessary. Microsoft personnel will use customer data only for purposes compatible with providing contracted services, such as troubleshooting and improving features, such as protection from malware.”

However, this doesn’t get over the fact that if a government were to demand access to client data, Microsoft could hand it over unencrypted and without the law firm’s prior authorisation or even knowledge. While law firms may ultimately have to hand over the information themselves, they want to be in control of the disclosure process and have the opportunity to

mount a legal challenge, rather than leaving it in the hands of Microsoft’s back office.

Howell said: “It can be solved because Amazon has solved it and Cisco has solved it. The key management system that Amazon uses means we get to own the encryption keys, which solves the problem. Yes, it’s very difficult to prevent the admin side of Microsoft touching the data and they do have Lockbox that requires us to give them permission to access it. But the fact is that if there was a subpoena they can get to our clients’ data and turn it over and when they turn it over it won’t be encrypted.”

Microsoft has in the UK been building up a team dedicated to serving law firm clients but across the G100 and beyond there is a huge concern that the legal sector, which is governed by regulations and practices that don’t apply to other sectors, still barely features on the software giant’s radar. That is despite the fact that in 2017, the legal services market worldwide was valued at \$849bn. See <https://www.statista.com/statistics/605125/size-of-the-global-legal-services-market/>

One option being looked at now by law firms is third party digital rights management tools such as Vaultive, which encrypt all email data before it goes to Office 365, meaning that Microsoft has zero visibility of a firm’s data.

However, as law firms and legal market vendors increasingly back the Microsoft stack, it is incumbent on Microsoft to demonstrate that its product team is aware of and prepared to meet the needs of the legal vertical.

► Converge TS appoints Mark Fowle as chairman

Converge Technology Specialists (Converge TS) has made a further C-Suite appointment following the injection of private equity funding at the start of the year, with serial tech entrepreneur Mark Fowle set to join the business as non-executive chairman.

Fowle started life at WordPerfect and has co-founded a number of companies, including cloud provider Attenda, which was sold in 2016 to Ensono for £100m. He retains a non-executive role at Ensono as well as chairing Datum Datacentres.

Nigel Wright, CEO of Converge TS said “Not only does Mark have experience of leading successful technology businesses, he’s passionate about creating a fantastic culture and workplace. This will be invaluable in attracting talent and building a dynamic environment in which our team can thrive and provide the best service to our customers.”

As we revealed in June, Converge TS appointed PwC corporate finance director David Byrne as its



chief financial officer, following the recent hire of Peter Gill, formerly sales head for Thomson Reuters Elite EMEA, as its chief commercial officer.

Converge TS in January received investment (the sum was undisclosed) from mid-market investor Tenzing Private Equity with the objective to become the leading cloud provider to the legal sector. Tenzing targets high growth UK-based companies with an enterprise value of between £10-50m: Converge TS has achieved over 50% revenue growth year on year in the last three years.

► UnitedLex ULX Partners: What exactly is it?

With the law firm partnership model continuing to act as a block when it comes to freeing up capital for investment in technology and more efficient processes, UnitedLex's new ULX Partners law firm insourcing venture is piquing interest on both sides of the Atlantic, and the legal services provider is currently in discussions with law firms in the UK, including one magic circle firm.

ULX was launched in June together with Am Law 200 law firm LeClairRyan, with the announcement of the new venture which, to be frank, raises more questions than it answers. Essentially, the way it works is that a law firm enters into a joint venture in shared resources vehicle ULX and, as in the case of LeClairRyan, a significant number of support staff (300 at LeClairRyan) become employees of the joint partnership alongside UnitedLex professionals (130 in the above deal).

The law firm pays a flat management fee and is given equity in the joint venture.

So, the argument goes, the model means that not only does the law firm no longer have to manage their support staff but they will have access to far greater resources and training than ever before = greater efficiency = more profit. The talent pool will include a full range of support covering transactional and non-transactional practice areas as well as finance, HR, IT, pricing, procurement and knowledge management.

The move is an extension of UnitedLex's legal managed services and technology services deals with the likes of US tech company DXC and GE respectively.

However, speaking to Legal IT Insider, UnitedLex CEO Dan Reed said: "It's not just an alliance, the law firm becomes a part owner."

He adds: "The equity/ownership is what enables additional value to flow into the law firm so the law firm gets three benefits: 1) it can put more energy into the client and has less worries about operational administrative issues – they don't have to think about them, ULX takes that off their hands so the firm gets to focus on what it does best; 2) The quality of the services being provided is therefore superior; and 3) ULX, because we're able to drive more value, creates more profit."

Asked how this differs to Integreon's back office outsourcing deals with the likes of CMS and Osborne Clarke a few years ago, which the firms backpedalled from in around 2013, Reed says: "They were priced at levels that were unsustainable and they only took a piece of the operation. They took back office work. What ULX does is goes full spectrum: it helps alleviate all the operational concerns of the firm. We're fusing technology and all operational support and bringing not only technology but domain expertise."

He adds: "Employees are still at the firm – they don't move physically – but they are no longer a part of a cost centre, they are in a value-driving part of the business. ULX is an enabler, so psychologically one reason employees should want to do this is to become part of a much more vibrant community. It will give them an uplift in morale, capability and resources."

The new venture leverages decades spent building up and investing in UnitedLex's capability and Reed says: "We already have so much more infrastructure: because we are venture-backed by JP Morgan we've been able to invest over the last decade in systems and tools and locations and can tap into that in a very similar way to the way PwC or Accenture might do - but no-one has done it for law firms. No-one has done it to this scale and to this degree."

UnitedLex has its own proprietary tech but inevitably has third party software in its toolkit, for example in the States for litigation services its proprietary technology is Questio but it also uses LAW Prediscovery, Relativity, AccessData's Forensic Tool Kit and Guidance Software's EnCase.

In the UK the provider now has around 80 professionals – up from 10 around two years ago.

Despite the fact that the UK is deregulated and firms can operate as multi-disciplinary partnerships, it is envisaged by UnitedLex that the structure will be the same in both the UK and the US.

Reed says: "The philosophy or purpose is ultimately to drive more value to the client."

The partnership models that most law firms are structured in have evolved little despite massive technological advances in other sectors and Reed said: "Unlike other sectors law has enjoyed immunity from scrutiny but the C-Suite is now saying 'we need to figure out how law becomes more digital.'"

"Law firm partnerships haven't evolved because they are not equipped to make the investment in technology, in project management, in workflow, design and training. Because the partnership sweeps out the profits there's not much opportunity for investment.

"The question is how to move forward and in our view they need a partner that can bring in capital and expertise. Firms such as Fieldfisher are nice attempts but lack the depth and breadth of experience and they also lack the path to dynamic liquidity."

The plan is to get the LeClairRyan deal properly underway before launching a similar partnership in the UK and then a full-blown "constellation".

Reed said: "In the UK we think the number of deals similar to LeClairRyan will be high, there is no cap, the question is one of timing. We'd like to be able to launch or scale in the UK in 2019 although we're having some preliminary talks.

We're hell bent on making sure the model works with LeClairRyan and every aspect is nailed down before looking to the beginning of 2019 for an opening in UK."

In terms of the types of firms that UnitedLex or ULX is engaged with, they are larger than you might expect.

"We had one magic circle, one Am Law 10 and a smattering of substantial size law firms that are curious and very interested as to how this could help them leverage or expand more efficiently. From a size perspective, there is no limit. What we do that can work for a midsize firm works well for the world's largest firm. Our balance sheet is bigger than any magic circle firm and so is our ability to make the investments, and our capability to invest across the globe."

In terms of whether this model is tried and tested, Reed says: "We're following a very clear path of what IBM does. The difference is that we have a profit share. PwC's arrangement with GE is identical in the sense that there is a profit share."

He adds: "It's no different to what we're providing to our Fortune 500 clients. We just thought 'how can we do this for law firms?' We've tweaked the joint venture concept but other than that it's a natural evolution for us."

"The history of it is that over the last 10 years we have been working with massive corporates and the reason they choose us is that we bring a range of capabilities that they don't have, including technology training and access to suites of resources so partnering with us gives them a wide range of benefits.

"We saw an opportunity to transpose that capability to law firms. Just as we have been able to add value to the largest corporates, we have looked at law firms and seen that they also have significant back office needs, technology needs and resource needs, because partnerships generally have a lack of capital and after distributions can find it hard to invest in technology.

"Law firms' sole focus is on serving clients through the business of law. If you look at other industries they have the advantage of engaging, for example, Accenture. We are able to give law firms the same opportunities and tools as is prolific in almost every other industry – law is the only sector that hasn't undergone progress in resource optimisation and we're enabling law firms to achieve that."

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► Profile: Jamie Whalebone, Freshfields Bruckhaus Deringer

Freshfields Bruckhaus Deringer at the start of the year created a centralised legal operations team led by Jamie Whalebone. Here he talks to editor Caroline Hill about his role, the role of the new team and their toolbox.

Jamie, tell us about you?

I run Freshfields' Legal Technology Operations team. We work with a lot of different legal tech tools because Manchester is our natural home for the likes of Kira Systems, which works well on the large transactions that take place in the Legal Services Centre. We have started to raise the profile of legal tech within LSC matter delivery, over the last 18 months there's been a more global understanding of what these tools can do.

What are the pros and cons of the Manchester office?

It's a new office with a fresh mind-set and new thinking. We are not limited by the nature of a long-established office: there's lots of flexibility to think about different models of working and collaboration between teams is key. It might seem tricky when you can't just go to a 4pm client meeting, but the use of tools like Skype and planned workshops are a great way to establish that tangible link with clients.

Where do you fit in the firm?

The Legal Technology Operations team was created at the start of the year. The team sits within our Global Technology & Innovation group, working closely alongside our LSC team for client delivery work.

The idea is that Legal Technology Operations is a bridge that helps to connect fee-earners and our Global Technology and Innovation Team or the LSC delivery team. I work with all of them. Most of my team have a legal background as well as a good understanding of technology so they can interpret requirements and act as a gateway between the different teams, depending on the best way to service the requirements.

My team has a strong delivery mindset, so when a problem comes in we'll look at the best way to deploy legal tech alongside the LSC. If a matter comes in and that will need people from LSC, my team would be

assigned alongside to advise on what legal tech is used.

The idea of a centralised team is to make sure that discussion is being had in each case. We deliberately called it Legal Technology Operations so that clients can relate to what we do.

It requires quite specialist knowledge to use these tools, and it can be hard for the relationship partner to know when to pick up the phone, but now we're seeing matters using legal tech it's easier.

Tell us about your toolkit

We have a toolbox of different technology we can turn to and at the moment we're working quite hard to spread the knowledge internally so that the fee-earners are aware. We have machine learning contract analysis; expert logic and document automation tools. One key thing is that it shouldn't matter what practice area we look at, we look in our toolkit for the best solution. Equally, we are always looking for new tools that can support our clients and our business.

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► CIO leavers (and joiners) corner

The past 12 months has seen a fairly unprecedented number of CIO moves, with changes at the top of at least six of the top 50 law firm IT teams, so we thought a little recap might be useful for all you Movers and Shakers aficionados out there.

In December 2017 Rob Cohen left Charles Russell Speechlys and subsequently formed his own consultancy, Futurae. As we revealed in June, Duncan Eadie has now joined that UK top 50 firm from Foot Anstey, as director of information technology.

In March we broke the news that Daniel Pollick was leaving DLA Piper after 23 years at the firm. In an email to friends and colleagues in the industry, Pollick said: "I'm leaving DLA Piper on 23 March, after just over 23 years at the firm. It's been quite a ride.....As for what comes next, I have no idea. At the moment I feel almost delirious at the prospect of several months of doing not much at all. It will be the first time for more than 30 years that I have had more than 2 weeks off, I think."

What a difference a few months makes, as at the start of July we revealed that Pollick is joining DWF in the newly-created role of chief information officer at the soon to float UK firm. Chief technology officer Richard Hodgkinson is moving on from the firm, so no doubt we will shortly be reporting his next move.

At DLA, Pollick has been replaced on an interim basis by Paul Gilford, who is helping the firm to recruit a permanent IT director.

In the US, Jacqueline King joined the global firm in October 2017 in the newly created role of director of operations, and all service directors - including the new IT director - will report to her. King came from Bank of America Merrill Lynch and has held a number of CIO and COO roles.

As we revealed exclusively in April, 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. He replaces Bruna Pellicci, whose last month at the firm was July.

Jordan, who was previously chief information officer at GE Capital Bank UK before taking on the global IT director role in October 2016, joined Ashurst in May. He is one of a number of senior technologists brought into the legal sector from outside, following in the wake of Matt Peers at Linklaters, Kevin Harris at Taylor Wessing, and Haig Tyler at Herbert Smith Freehills.

In July, Clyde & Co's global CIO Chris White formally confirmed his departure from the international firm, after over five years at the helm. The firm has appointed DiAnna Thimjon, former CIO of California law firm Sedgwick, as acting

CIO. Thimjon, who was part of the team brought in by Clyde & Co in December 2017, is conducting a review of Clyde & Co's data strategy and IT provision globally. She will work together with Chris Barrett, who joined from Capita last year as Clyde & Co's global director of transformation, based in Manchester.

Elsewhere, Travers Smith has decided on a replacement for retiring IT director Ann Cant, we revealed towards the end of July, with Freshfields Bruckhaus Deringer's interim chief technology officer Oliver Bethell set to join the UK top 50 firm in September as CTO.

You can read about that appointment in full on page 11.

Meanwhile, Freshfields Bruckhaus Deringer has been quietly restructuring its senior IT team. Jon Grainger took over from Richard Harris as chief information officer in November 2017 and in December, Charlotte Baldwin joined as chief digital and technology officer. Grainger was previously vice-president and programme director at Capgemini. Before that he was deputy head of private sector programmes at Fujitsu and he has held director roles at both Deloitte and Accenture.

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► Travers Smith hires new chief technology officer

In our most read and one of the most commented on stories on in July, Travers Smith has decided on a replacement for retiring IT director Ann Cant, with Freshfields Bruckhaus Deringer's interim chief technology officer Oliver Bethell set to join the UK top 50 firm in September as CTO.

Bethell has been with Freshfields since 2008, and between June 2015 and October 2017 led the strategy and architecture team as the magic circle firm puts together its technology strategy and roadmap. He was part of the leadership team that transitioned Freshfields' technology centre to Manchester.

As CTO – more on that title in a minute - Bethell will be responsible for the delivery of all technology services within Travers Smith, from the IT Service Desk through to implementing new technology change.

He will – as Cant has done – report to managing partner David Patient and the board, but will not have a board position.

While law firms are keen to show that technology is being elevated in priority, it was refreshing to speak about the hire to Patient, who told us: "Technology has always been strategic for us, especially in recent years and we've been pursuing a very clear IT strategy led by Ann and her team, supported by the other decision makers, to move to the cloud, focus on cybersecurity and ensure that we have in place all the virtual infrastructure to enable us to work any time and any place."

Travers Smith has just gone live on cloud-based document management system NetDocuments, although this year it also selected Aderant Expert, which is not currently in the cloud.

Patient added: "It just so happened that Ann told us of her intention to retire and luckily she gave us plenty of notice. That coincided with this opportunity with Oliver. To say we've elevated IT to a more strategic level, you could say that because it's such an important part of running any business and his experience coming from Freshfields is terrific."

In a statement Bethell commented: "I am really excited to be joining Travers Smith. Ann has grown an incredible team and I am looking forward to working with them to build on what is already a very impressive year of technology change at the firm. Technology is so important to the success of a business and I am sure there will be plenty of opportunities to grow and add new capabilities in order to meet the changing demands of the firm and its clients."

Clearly hugely popular, comments about Bethell flooded in on LinkedIn after we broke the news of his hire on 20 July.

Jon Grainger, chief information officer at Freshfields said simply: "An excellent human being."

Freshfields chief legal innovation officer Isabel Parker said: "Best of luck Olly. You will be missed at Freshfields but I know you will do a fabulous job at Travers."

► Tricostar in double CMS win

Tricostar has been awarded two contracts for their legal case management system (TCM), using the G-Cloud Framework.

The first is with Ofsted, whose key criteria included tight integration with their SharePoint document management system and a Court Bundling application, which Tricostar were able to meet. Another key factor was that the application was current with Microsoft's latest desktop, browser and server technologies.

The application has been delivered in the cloud using Microsoft's Azure hosting platform.

The second client, an undisclosed major city council, was looking to replace their existing AIM Evolution system, and to integrate with MS SharePoint. Additionally they are undergoing an extensive data migration exercise, as well as being trained in advanced workflow automation.

James Lawler, Tricostar's commercial director, said: "As our case management application is based on a configured Sage CRM platform, we are able to focus on functionality and leave Sage's large development team to ensure the platform is current with the rapid technological changes happening in Microsoft's platforms and other browser technology."

Tricostar this year successfully submitted a bid for the pan-government G-Cloud 10 Framework Agreement for services provided both Software-as-a-Service (SAAS) and Support Services covering SaaS products, including TCM.

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► £££ for innovative digital solutions

As part of its industrial strategy, the UK Government has said it will invest up to £20m in the Industrial Strategy Challenge Fund (ISCF), and businesses and academia working in the sectors of accountancy, insurance and legal services and those providing innovative digital solutions in artificial intelligence, machine learning and data analytics are invited to submit bids to support research and development in this field.

If you are in any of these disciplines and want to know more about how to develop a bid, you can contact nextgen@lawsociety.org.uk

Also see this YouTube video from UK Research and Innovation: <https://www.youtube.com/watch?v=xbvRyNIIV6E&feature=youtu.be>

► Radiant Law enters North American market with Conduit Law JV

London headquartered managed legal services boutique Radiant Law has entered into a joint venture with Toronto-based flexi legal resource provider Conduit Law, in which Radiant's processes and technology will be applied to help clients in the North American market handle their commercial contracts in a more efficient way.

Conduit, which was acquired by Deloitte in 2016 but became independent again in October 2017 in order - founder Peter Carayiannis said at the time - to scale faster and be more agile, provides on demand lawyers to support clients on a project basis.

It has recently been working together with Radiant for a US client but the pair have now formalised that arrangement with the creation of a jointly-owned US entity called ConRad, which has been formed as a 50-50 Delaware corporation.

Speaking to Legal IT Insider, Radiant's founder and CEO Alex Hamilton said: "Radiant has processes and technology in order to change the way that you do contracts and we work for major corporates in the Radiant way, but we have found that you have to be in the time zone to conduct a negotiation.

"We worked recently with Conduit for a client and thought 'why not bring the Radiant methodology and combine it with Conduit to target the US legal market?'" Radiant's large corporate clients include Sky and the London Stock Exchange.

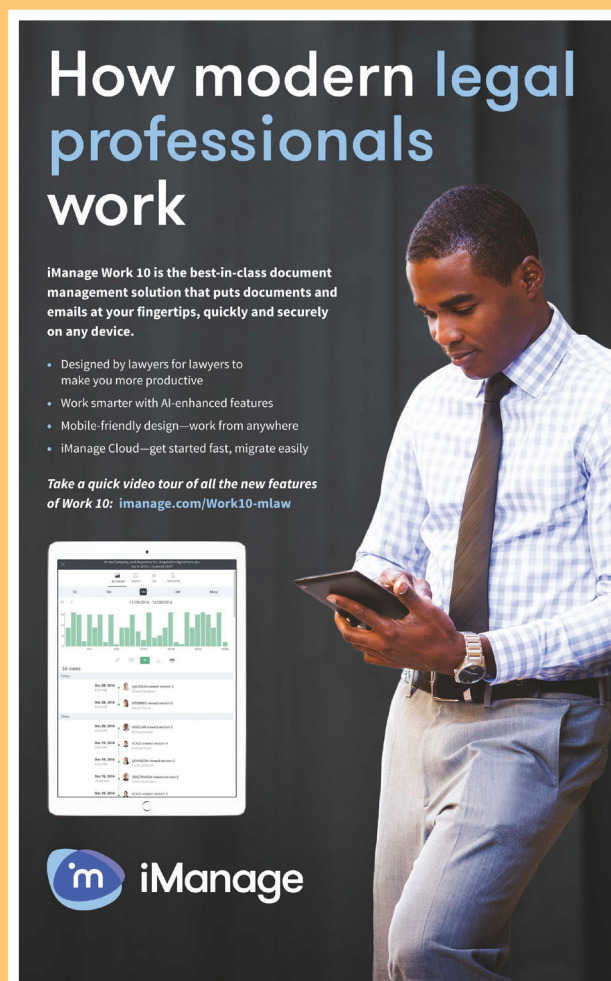
► Enable wins Linklaters as a client

Congratulations to Enable Business Solutions, which has signed up Linklaters to its flagship PitchPerfect proposal generation and content management software.

Linklaters is the first magic circle law firm client of Enable, which is currently in the planning phase with Linklaters and anticipates the implementation of PitchPerfect to commence towards the end of 2018.

As we revealed in May, David Lumsden, who was chief executive of RAVN Systems until its acquisition by iManage, in July took over as CEO of Enable from founder Liam Flanagan. Flanagan, who retains majority ownership, will take on the role of head of business development and innovation.

Enable's law firm clients now span the UK, US, Europe, Australia and the Middle East, including Stibbe, Gibson Dunn, Reed Smith and Baker Botts.



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► Client comment: “We are about managing costs, not innovation”

Want some insight into how much the client cares about your law firm's cutting-edge innovation efforts? Not much, according to a recent spontaneous LinkedIn debate sparked by Juniper Networks chief of staff and worldwide head of legal operations Hans Albers.

Albers was responding to our interview with Nextlaw Labs chief executive Marie Bernard, in which we discussed 'innovation as a service' and how true collaboration with tech partners and competitors alike is needed to achieve meaningful progress and disruption.

If you haven't read the original article yet, do - Bernard is fascinating on the topic and Nextlaw Labs, which is Dentons' accelerator of early technology, is light years ahead of many firms in its approach to new technology and processes.

But Albers had this to say on LinkedIn: “This is very interesting and over the next few months I hope to learn more about Nextlaw Labs but a comment in general: the innovation arms of law firms are very tech focused and seek collaboration with startups and tech providers, which in itself is great but this is not what is top of mind for their clients - the GC's and legal operations people. They are all about managing costs and delivering legal services as efficiently as possible within a budget that is either flat or going down.

“Most GC's are not interested in the latest shiny tool (“toy”). Innovation for a GC means something different.”

He added: “Innovation is certainly important, but my point is that the law firms in general don't seem to focus on their clients' needs. How are they innovating to improve the client satisfaction? That is what is missing in this discussion. GCs need/want predictability of costs, solutions to their problems and most of what I am reading is how law firms are stimulating startups to develop new tools. As a GC head of operations I don't have time to look at all these tools and systems that each in itself may be good and cool but I cannot manage a vendor landscape of 20 different legal tech providers each providing a tool for one specific use case. Don't forget implementing a new tool - any tool - no matter how good, in a legal department is a complex process requiring a huge amount of change management and communications and there is only so much change your team can deal with. We need to do a better job connecting the dots between legal

ops on the one side and the innovations teams at the law firms.”

In response to Albers, Alex Smith, innovation manager at Reed Smith had this to say: “Completely agree with this - the lack of “human centred design” in the accelerators and incubators and in the startups themselves. Having these exact conversations and running sessions on needs and taking a people and process approach. Sounds boring and not press release-able but it's the only way.”

Legal IT Insider's editor Caroline Hill observed: “I hear this from clients a lot but to me two things jump out: 1) having a separate innovation arm means Dentons can/should work on managing costs and delivering legal services by taking a people and process approach while NLL works with willing clients to develop ‘shinier’ tech; 2) The initiatives that NLL is working on may ultimately be built into Dentons' processes to, guess what, bring down costs and deliver legal services more efficiently. IMO this dual-pronged approach is a great idea - and it's not just about buzzwords like AI.”

However, Smith said: “It doesn't matter how you're structured if you're not talking and interacting with your clients - it's cultural and mind set. And if tech first you're missing the point. You'll work out the structure as the needs emerge.”

And Niels Montanana, chief operating officer at Scribestar, added: “Law firms need to focus on what clients want - not what law firms think they need. Then, working together with the client they can agree the best means of sourcing and delivering the intellectual capital required at an agreed price in the most effective way. This may include a new technology or innovative method but as Alex G Smith always points out this should not be the primary driver.”

Others were keen to agree with and support Albers with legal design specialist Marie Potel-Saville, founder and CEO of Dot. commenting: “Thanks Hans Albers. This is precisely the value of #legaldesign: putting the user at the centre of the action and focusing on meeting its actual needs. In my previous life as a GC, I was often faced with “tech for tech's sake” initiatives - don't get me wrong, I love the possibilities of tech, but the key is to start with the user. For example, I used legal design to automate online T&C's for 28 brands in 30 countries, ensuring that the new tool would not only fit the user's needs (fairly basic) but would also be seamlessly adopted: <https://medium.com/legal-design/why-legal-design-is-the-answer-for-time-crunched-in-house-lawyers-3ff34608449a>”

And Randall Lewis, general counsel at EHC Global, added: “Hans Albers I completely agree with your view on what innovation means for a GC. I can tell you that I have no appetite for blazing a new trail technologically in the legal department. I want proven efficiencies that create value and are

easy to use and steer clear of being a trailblazer with legal tech because the risk in terms of glitches, loss of legal time to manage a new platform and risk to the company is too much for me to sleep well at night."

In case you were in any doubt that the weight of opinion supported Albers, Melik Boudemagh, president of HERCULE Legal Tech said: "Thanks for the great insight Hans Albers. I believe that we focus way too much on 'innovation' where I think we should be concentrating more on the larger issue of 'transformation'. Not all lawyers need to innovate; they need however to realign the way they deliver their services with their clients' needs. To quote Mark A. Cohen on successful legal providers: "In their model, legal delivery is not simply about lawyers any more. It is a tightly-knit weave of leveraged legal talent, technology, process management, and supply chain resources aligned with the client."

Wrapping up the conversation, our editor said: "There is no suggestion that Nextlaw Labs is not putting the client/what the client wants first or is tech for tech's sake. I think we have to be careful not to tar every effort with the same brush just because they use the word 'innovation'.

To which Albers replied: "Fair point and to be clear I wasn't picking on Denton's specifically but more generally on the trend that every large law firm now sticks the innovation label on everything they do, setting up an innovation arm, appoint an innovation director etc etc. And that in itself is a good thing. My point however is that we - the clients - don't see much or any change in how they deliver legal services (again I am generalising to make a point) to large law. I hear GC's and organisations like CLOC (Corporate Legal Operations Consortium) make that point over and over again. We want to see the change happen and are happy to help the firms, and some have set up advisory boards to do exactly that - get our input. I will write a more comprehensive post on this soon as it seems it's a topic dear to all of us....."

A fantastic debate with some great client insights. We haven't quoted everyone in the chain; to read the full debate see Albers' post [here](#).

► Reviewtastic – have your say

If you haven't got enough to worry about already two reviews into the UK justice system kicked off in July and you can use all your free time to get involved.

The first is a review by The Law Society of England and Wales into the use of algorithms in the justice system. If you have strong views on the pros and cons The Law Society wants to hear from you as

part of its Public Policy Commission review into the wider use of technology in the justice system.

The commission is looking to the legal profession, the judiciary, the tech community, the enforcement agencies, academics, and citizens.

The initiative was launched by director of legal and regulatory policy, Sophia Adams Bhatti, who joined in July 2016 from the Competition and Markets Authority. Presiding over the Commission are Christina Blacklaws, Sofia Olhede, Sylvie Delacroix, and guest commissioner Andrea Coomber.

Contact commission@lawsociety.org.uk to get involved.

An independent review into the regulatory framework for legal services in the UK was also launched in July. Professor Stephen Mayson from UCL will lead the review after the Competition and Markets Authority in its 2016 study concluded that the legal services sector is not working well for individual consumers and small businesses and that the regulatory framework is unsustainable in the long run.



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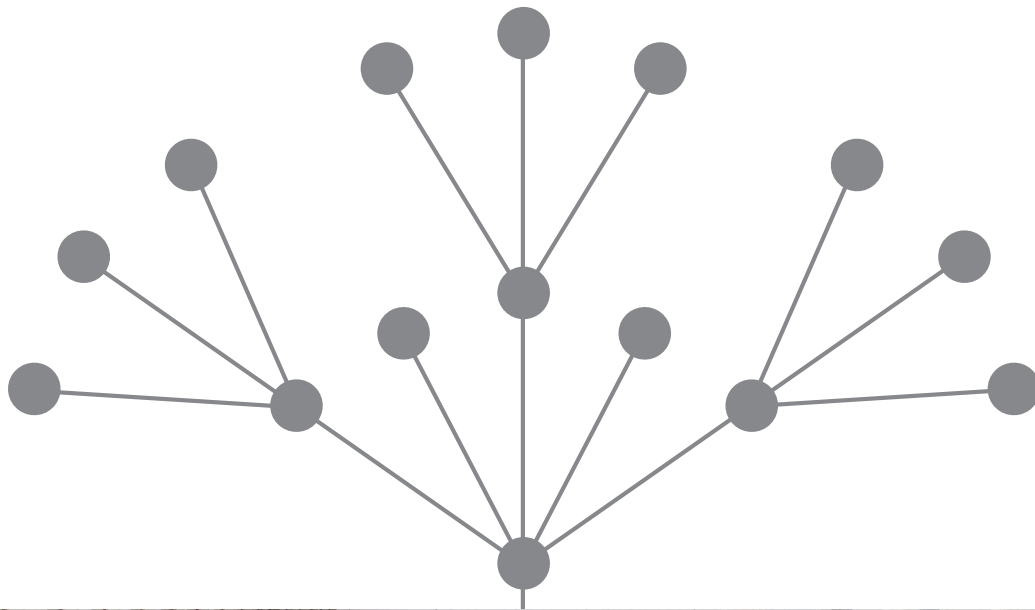
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► MDR LAB: What is it really good for?

Mishcon de Reya on 17 July staged its second MDR LAB Demo Day, when the start-ups and scale ups in its annual 10-week incubator present what they have learned, although chief technology officer Nick West and his team will now be working out whether, going forward, the format ought to be repeated or shaken up.

The second cohort of startups, as with the first, covers a range of commercial use cases that potentially complement Mishcon's own practice areas, including an integrated legal workflow tool for transactional lawyers, dealWIP, which was founded in Brooklyn; price prediction and management tool Digitory Legal which originates from San Francisco; London-based LawPanel, which is an online trademark management platform; Tel Aviv-founded litigation argument analysis tool Litigate, which is at prototype stage; and London-founded web hosted software platform Thirdfort, which facilitates the exchange of money in property transactions.

Speaking before Demo Day 2018, West told Legal IT Insider: "We're looking for early stage companies focussed on the legal sector where the product is good, we like the technology and 1) they are solving a pain point that we at Mishcon recognise and 2) we like the way they are solving it."

Competition for the incubator was high – 130 applied – and if the success of a number of the first cohort was anything to go by, it's not surprising.

Orbital Witness and Ping, both part of the 2017 MDR LAB and now both in pilot with Mishcon, kicked off the 2018 demo day by talking about some of their successes over the past year.

These were very human stories that had a slightly Oscar-type feel to them with West singled out often for praise and thanks. Ed Boule, co-founder and CEO of Orbital Witness described how having access to Mishcon's legal brains and input gave the company the leg up that has now led to them getting funding from the European Space Agency and partnering with HM Land Registry. Their experience at Mishcon helped them raise pre-seed funding and the company now has three independent law firm clients.

Ping, whose product automates timekeeping for lawyers and provides data analysis for law firms, is one of two companies that Mishcon invested in out of the first cohort of startups. CEO Ryan Alshak described how having unfettered access to Mishcon's lawyers has been transformative and a stepping stone to Ping's fund raising in Silicon Valley. It has just wrapped up a law firm pilot and seen a 13% increase in revenue.

Ping is no stranger to accelerators – it was part of the LexisNexis 2017 accelerator program run by

Lex Machina – but Alshak said the reason he returned from the US to speak in London is because the people at Mishcon had become friends.

Friends is good, but the question naturally arises: exactly how does the LAB really benefit Mishcon: is the output worth the huge amount of time it takes to run the 10-week session?

If you care about publicity, the LAB is extremely positive and has given rise to all sorts of coverage that positions Mishcon as an innovator.

But, thankfully, that's not the main reason they do it.

Out of the first LAB, aside from the pilots above, Mishcon is now working with two of the companies: encrypted communication platform SaltDNA and case management platform Everchron.

West said: "The more interesting story is that we are using these technologies. Outside of the LAB, we're at the mercy of how the companies present themselves to the partners. They might do a bad presentation and then that's that, but with the LAB it's different.

"Ping had half a product but we could take them through a journey and people got excited about them solving a pain point. Now people are invested in them and people have more tolerance each time.

"Last year we had the early adopters, the people on the fence and the sceptics but this time round people were right with us on the starting line."

A property partner at the most recent Demo Day inadvertently supported this observation, commenting: "Culturally this is having such a positive impact on the firm."

West will now consider whether the format of the Lab needs to be tinkered with, commenting: "If we find a startup in June, currently it will be January before they can apply for the next Lab by which time they might be dead.

"I'm aware that at the moment our fixed schedule doesn't fit with the startup cycle. We could run more than one programme a year or rather than having everyone start on the same day break it up but that needs some looking at."

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

UK & EMEA The Middle East's largest law firm **Al Tamimi & Company** has selected **OnePlace** as its CRM platform. Conversations with OnePlace began in February 2018 and Al Tamimi & Company were on board just four months later. OnePlace will be rolled out across the firm. The initial focus will be business development and marketing functions, with Al Tamimi keen to make the most of OnePlace's Referral Management, and Proposal Builder modules. OnePlace will also integrate with other solutions in place at Al Tamimi & Company, including their PMS and eMarketing system.

In a welcome UK win for **slicedbread**, top national law firm **Freeths** has opted to replace its bespoke Lexis Axxia-based case management system with **sharedo**, which will run alongside **Linetime Liberate** for property-related work. The selection is part of a major overhaul of Freeths, technology that has also this year seen the 860-staff firm swap out its sunsetted Lexis Axxia practice management system for **Aderant Expert**. Both the Aderant and slicedbread implementations will be run through **Nikec Hubshare** which Freeths has selected as its new collaborative project management portal. The Aderant and sharedo implementations are being led by **Kathryn Gray**, who joined in February as senior implementation manager. Gray led the selection of Hubshare, which she, incidentally, says is "head and shoulders above others in terms of functionality." Freeth's chief executive Peter Smith added "After an extensive selection process, the management team unanimously decided that sharedo was the right platform. It ticked all the business requirement boxes, integrates with the other best-in-class systems we are implementing, uses emerging technologies like machine learning and AI and is adaptive - as our needs change we can easily evolve sharedo to match these."

When **Allen & Overy** announced in April that **Kira Systems** was among the second cohort of companies awarded a place in its tech incubator Fuse, we could have bet money that an announcement re a licensing agreement would follow, and now it has. A&O is embedding Kira in its Legal Service Centre in Belfast as well as in a number of its transactional practices to help expedite contract review work and the due diligence process. "We are thrilled to be partnering with Allen & Overy in their commitment to innovation and look forward to hearing more as the firm incorporates Kira into their ongoing services for clients," said **Sam Spivack**, AI practice consultant at Kira Systems. "Allen & Overy is a firm that always strives towards delivering the highest level of client

service, and we are excited to work with them in streamlining their contract review processes."

Tikit announced that **O'Connors Legal Services Limited**, **DTM Legal LLP** and **VHS Law** have selected **Tikit P4W** for practice and case management. **Nigel Wallis**, a director of O'Connors in Liverpool, commented "We wanted to invest in the best technology to support our quality client service and the efficiency of our lawyers. Tikit's P4W along with tightly integrated **Tikit Connect CRM** provide exactly that." DTM Legal LLP, with offices in Chester and Liverpool has signed up for a P4W practice and case management solution to replace its incumbent Elite Envision system

Bott and Co has chosen **Zylpha's** document bundling software following a successful pilot scheme. The software, which will be deployed in conjunction with **LexisNexis Visualfiles** case management system, is to be used by Bott's flight claims department which now handles over 50,000 flight delay compensation cases every year. Zylpha has also been approved as a supplier on **G-Cloud 10**, the **Crown Commercial Service's** procurement framework for Cloud-based computer services, hosted via the Digital Marketplace.

Gill Jennings & Every LLP is the latest **SeeUnity** customer and will be utilising the company's Fusion Web Parts to allow them to search and access their **iManage** DMS documents from within their **SharePoint** intranet.

McMillan Williams Solicitors has selected **Converge TS** to provide Managed Support. Delivering an enhanced technical skill set, Converge TS will act as an extension to the firm's in-house team, supporting with growth planning, optimisation and monitoring of the firm's growing IT estate and ensuring uptime of key applications such as the Thomson Reuters Elite software suite.

Field Seymour Parkes (UK) selected cleanDocs from **DocsCorp** to prevent information leaks by ensuring emails are sent to the correct person and that metadata is removed from attachments on send. **Byrne Wallace** (Ireland) purchased pdfDocs because of the enhanced Binder functionality and to better manage PDF creation and editing. **Ro Sommernes** (Norway) have also selected pdfDocs. **Aabo Evensen & Co Advokatfirma AS** (Norway), **Babbe Legal** (Guernsey) and **Advokatfirmaet Thallaug** (Norway) all chose contentCrawler from DocsCorp to ensure all documents in their DMS are searchable.

Anaqua Inc, a provider of innovation and intellectual property (IP) management solutions, this week announced that French multinational pharmaceutical and dermo-cosmetic group **Pierre Fabre** has entered into a multi-year agreement to use the ANAQUA software to accelerate its patent, trademark and design management processes.

Latest **Luminance** deals include **Morais Leitão Galvão Teles Soares da Silva e Associados (MLGTS)** who selected Luminance's artificial intelligence

technology to streamline the M&A due diligence processes at the top-tier Portuguese firm; Finnish law firm **Castrén & Snellman** for due diligence processes for real estate, employment, and M&A transactions, after a competitive bid and two-week pilot of the technology using both English and Finnish documents. Leading Baltic law firm **COBALT** has adopted Luminance across its Estonian, Latvian, and Lithuanian offices. Other wins include **Jalšovszky** in Hungary and Danish firm **Holst**.

NORTH AMERICA **Benesch**, an AmLaw 200 firm, has chosen **Aderant Expert** as its legal practice and financial management software solution. The firm said it saw an opportunity to go beyond the status quo with an intuitive, data-driven platform that would continue to evolve with technology and the legal industry. Indiana-based **Bose McKinney & Evans LLP** has also selected Aderant as its legal practice and financial management software solution. The firm said everything involving data on its incumbent system was cumbersome, making analysing data nearly impossible. And, St. Louis based **Greensfelder Hemker & Gale** selected Aderant Expert, citing front office and back office efficiency and mobile capabilities as the deciding factors.

Shook, Hardy & Bacon has selected **FileTrail** to replace its legacy records management system. Along with the upgraded RM installation, the firm is implementing **FileTrail GPS** (Governance Policy Suite) for comprehensive information governance.

Vancouver-based **Harper Grey**, one of the leading regional law firms in Western Canada, has selected **NetDocuments**. The firm chose the secure, localised, cloud-based NetDocuments document management platform plus its ndMail predictive email solution after extensive competitive review and evaluation of other legal document management providers. The addition of Harper Grey brings the number of Canadian users to 1600.

US firms **Walkers Global** (Cayman Islands), **Gentry Locke Rakes & Moore LLP** (VA), **Boyle Shaughnessy Law** (MA), **Robinson & McElwee PLLC** (WV) purchased pdfDocs from **DocsCorp** to help them better manage the process of creating and editing PDF documents. **McNees Wallace & Nurick LLC** (PA) went with cleanDocs, a single Outlook add-in that prevents accidental information and data breaches. **Shook Hardy & Bacon LLP** (MO) and **Lerners LLP** (ON) purchased contentCrawler to ensure all image documents in their DMS are 100% searchable and retrievable.

APAC Independent law firm **UMBRA Strategic Legal Solutions** has become the first Indonesian customer to adopt the Luminance AI platform.

Australian firm **Wisewould Mahony Lawyers** (Melbourne) have gone with a number of **DocsCorp** products: pdfDocs for PDF creation and editing, cleanDocs for recipient checking and metadata removal to comply with new laws on preventing data

breaches, and contentCrawler to ensure all documents in its iManage DMS are fully text searchable. As part of an application review, **KCL Law** (Melbourne) went with pdfDocs and compareDocs for comparing documents for changes. **Gadens Lawyers** (Brisbane) and **Meridian Lawyers** (Brisbane) purchased pdfDocs. The **Victorian Legal Services Board** chose pdfDocs for its binder capability as the Victorian Courts are transitioning to electronic filing. Many other firms purchased contentCrawler for different reasons: **Gilchrist Connell** (Adelaide) to help manage searchability issues in iManage, **Barry Nilsson Lawyers** (Sydney) to move closer to a 'paper-lite' office, and **Hunt & Hunt NSW Pty Limited** (Sydney) to address concerns about non-indexable/searchable data in iManage.

► Movers & Shakers

UK & EMEA DLA Piper's former chief information officer and director of business transformation **Daniel Pollick** is to join **DWF** in the newly-created role of CIO, as the UK top 25 firm considers floating on the London stock exchange in order to raise money to invest in technology and its Connected Services division. Pollick, officially joining DWF in August, will, on top of managing the mainstream IT team, be responsible for facilities and the operational change team, overseeing both the strategic and operational application of DWF's IT as well as further development of the business's data strategy. Until now DWF has had a chief technology officer: a role held since 2011 by **Richard Hodgkinson**, who, for the time being, is staying on as a consultant working with DWF's software consultancy DWF3Sixty, according to a spokesperson at the firm. Hodgkinson said on social media he will shortly be leaving the business soon. In practice there is often little difference between a strategic CTO and CIO, however DWF's managing partner and CEO **Andrew Leatherland** told us "There is a far bigger focus on our data strategy within the CIO role and this role will also take over our operational change team." Data strategy typically ensures that data is managed and used as an asset.

Travers Smith has decided on a replacement for retiring IT director **Ann Cant**, with Freshfields Bruckhaus Deringer's interim chief technology officer **Oliver Bethell** set to join the UK top 50 firm in September as CTO. Bethell has been with Freshfields since 2008, and between June 2015 and October 2017 led the strategy and architecture team as the magic circle firm put together its tech strategy and roadmap. As CTO Bethell will be responsible for the delivery of all technology services within Travers Smith, from the IT Service Desk through to implementing new technology change. He will, as Cant has done, report to managing partner **David Patient** and the board but will not have a board position.

Clyde & Co global CIO **Chris White** has formally confirmed his departure from the global firm, after over five years at the helm. In a statement he said "After over five years as Global CIO of one of the fastest growing law firms in the world it is now time for me to hand over the reins. During my time at Clyde & Co the firm has more than doubled in size to over 4000 staff working from over 50 offices around the world. I shall be moving onto new opportunities helping organisations get the most from their technology investments and understand how the innovative use of technology can help meet the many challenges facing businesses. I also plan to spend more time on a particular passion of mine, helping start-ups and disruptors to the industry bring their products to market."

Ascertus Limited has appointed **Lawrence Fox** as technical consultant, plus recruited three more executives to the team: **Zak Ali** joins as project manager, **Warren Matthews** as solutions architect and **Maggie Lai** as business development executive.

On its 40th birthday and to honour a long-serving director who passed away earlier this year, legal software and outsourcing provider **Quill** has launched a new annual employee award scheme called the Peter Dye Memorial Shield. **Peter Dye** spent 40 years as a board member, serving Quill almost since the company was first formed in 1978. The inaugural recipient of the Memorial Shield is **Maria Ashurst**, Quill's helpdesk support technician and the go-to person for technical assistance on Quill's latest version of its legal accounts and practice management software.

LEAP, a cloud software provider for small to mid-sized law firms, has opened an office in Pembroke Street Upper in Dublin's legal district, headed by LEAP sales manager for Ireland, **John Donigan**. Having been operating in Northern Ireland for the past 18 months the LEAP development team has been working hard to bring the software south of the border. Having recently introduced a Euro version of LEAP, the tailored product includes a library of over a thousand automated Irish legal forms and precedents across the most common areas of practice within the Irish legal system.

NORTH AMERICA There's a further shake up of leadership in former largely family founded and run document management system provider **NetDocuments**, as COO **Josh Baxter** takes over the top CEO role from **Matt Duncan**, who will become executive chairman. Long term sales leader **Marc Duncan** becomes VP of strategic sales in the **Clearlake Capital**-backed company. Baxter, described in a Clearlake press release as a "seasoned software industry executive" was named president and chief operating officer in November last year, when **Michael Gibson** joined as chief revenue officer.

Described in one publication as "the Godfather of legal operations," **David Cambria** has left Fortune 500 company Archer Daniels Midland (ADM) to become **Baker McKenzie's** first ever global director of legal

operations, a role that has been developed within and is normally associated with corporate counsel legal teams. Cambria, who as director of global operations at ADM reduced legal spend by \$22M+ in his first two years through innovative pricing models and performance-based pricing, will be responsible for ensuring that the strategies for Bakers' pricing, legal project management, and other commercial activities are closely matched to increasingly sophisticated client needs and expectations. He will extend the work done by Bakers' former director of global pricing and legal project management, Stuart Dodds, who left the global firm in January to found independent management consultancy Positive Pricing.

Following the recent launch of **Doxly's** integration with NetDocuments, the company has announced the appointment of former Bluelock president and CEO **Christopher Clapp** as executive chairman. Clapp joins the Doxly board after leading the growth of disaster recovery leader Bluelock for nearly eight years until its acquisition by InterVision, a Huron Capital-backed company. Under Clapp's leadership Bluelock became an industry leader in the Disaster Recovery as a Service (DRaaS) market.

Bob Moore has joined **Innovative Computing Systems**, a Los Angeles-based legal technology vendor, as an account executive. Moore comes to Innovative from its longtime partner DocsCorp, where he served as sales director for over nine years. His joining the Innovative team will bring the relationship between the two companies closer.

Harbinger (part of Protegga) announced the addition of forensic examiner **Lisabel M. Rodriguez** to its team of ediscovery and digital forensic experts. Rodriguez has more than eight years of experience as an IT systems administrator with a background in a broad range of IT areas such as network and system security, help desk operations, hardware/software upgrades, digital forensics and ediscovery tools. She is also a licensed attorney.

HaystackID, a specialist ediscovery services, announced the expansion of its Forensics First service capability with the appointment of computer forensics expert **John Wilson** as President of Forensics. The appointment also corresponds with the establishment of HaystackID's Digital Evidence and Investigations Practice. Wilson has more than two decades of computer forensics-centric audit, investigation, and litigation experience. A licensed private investigator, a certified examiner, and an IT expert, he has conducted national and international investigations on behalf of organisations including Fortune 500 companies, AMLAW 100 firms, Senate Oversight Committees, the US Securities & Exchange Commission (SEC), and the US Department of Justice (DOJ).

aka 'The Orange Rag'



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► More bigly shiny

We recently posed the question 'Is the legal sector at a turning point or have we been here before?' Jonathan Maas, founder of the Maas Consulting Group and author of the BONG! daily email update had this to say, and we've been laughing ever since:

"Oh look: they have a new shiny thing. I want a new shiny thing, too, but more bigly shiny. I WANT A NEW SHINY THING NOW!"

"But what does it do?"

"I don't know, but I WANT A NEW SHINY THING or everyone will think I'm no good."

"But what does it do?"

"Oooh look, they've got a new shiny thing, too: it must be good. Get me a new shiny thing! Now."

"But what does it DO?"

"Oh no – now THEY'VE got a new shiny thing and I still DON'T. I must be Billy no-mates. No-one's going to want to play with me. GET ME MY NEW SHINY THING."

"But what does i..."

"LOOK LOOK LOOK: there's a different new shiny thing over there. I want it!"

"You got that eight years ago and got bored of it in the first six months. Want me to dust it off?"

REPEAT

► NVM invests £3.1m in Clarilis

NVM Private Equity on 18 July announced that it has invested £3.1 million of growth capital into Midlands-based legal document automation business Clarilis, which combines proprietary technology with a team of lawyers to deliver its automation service.

The circa 20-strong business has seen high demand for its services but has been operating with limited capacity to date, partnering with firms such as Baker McKenzie, Addleshaw Goddard, Travers Smith and Burness Paull to implement automation projects that prove its ROI-driven approach to automation.

With NVM's help, Clarilis tells us they will be investing substantially in their technology platform and legal team – lawyers with a love of technology, logical minds and attention to detail should get in touch!

Co-founder James Quinn told us: "Almost all of the top 100 firms have active automation projects - the market has really woken up to the opportunities here. However, successful implementations are still thin on the ground in the general market. Once we get past meaningless statistics, such as the number of documents automated, and measure ROI in terms of fee earner hours saved, these projects are traditionally loss making despite the potential here. This is not sustainable and certainly creates an enormous opportunity for Clarilis."

Clarilis says it is being drawn into new markets and geographies but will remain focused on the UK for the short term.

► Luminance 2018 wins

Luminance has been on fire in 2018, signing 60 new law firm clients. While we haven't published every win individually here are the 21 that have been announced so far this year:

Delphi; Gernandt & Danielsson; Arendt; Russel McVeagh; Maddocks; Gattai; Brodies; Allens; Setterwalls; Webber Wentzel; Ellex; Wikborg Rein; Tadmor Levy; MLGTS; UMBRA; Castrén & Snellman; Holst; Eversheds Sutherland; Jalsovszky; COBALT; and Thai firm Weerawong, Chinnavat & Partners.

Within the 60, Luminance tells us they have signed five of The Global 100 law firms in 2018, which brings their total to over 10%.

Eversheds Sutherland is a recent win, and we asked the firm how Luminance is being used. Tom Jackson, senior legal technologist and lawyer told us: "Luminance is being used on corporate due diligence and is available to all of our transactional teams to deploy on transactions where AI can benefit our clients. The technology is also available across all of our practice groups and is being integrated and deployed in document review processes being undertaken by our real estate, employment, commercial and corporate practices."

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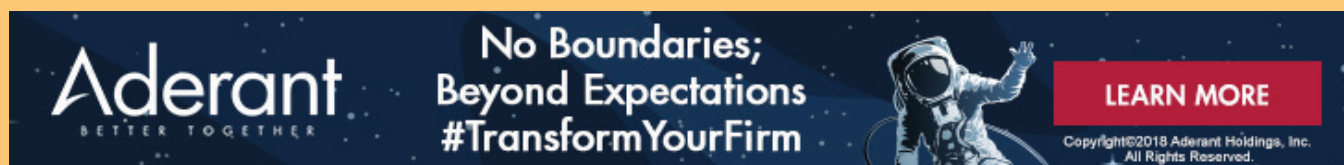
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► Legal Geek launches WomeninLawTech Mentoring Scheme

Lexoo's legal product manager Ivy Wong on 18 July led the launch of LegalGeek's #WomeninLawTech Mentoring Scheme, which our editor Caroline Hill is taking part in as a mentor.

The scheme involves 44 women across eight countries and for the UK launch we exchanged experiences of what support and mentoring really means, including listening to some of the formative experiences of Thomson Reuters head of small firms Kirsten Maslen, Vodafone legal counsel Chasni Snood and Kemp Little partner Emma Wright.

Wong said: "With the law tech community growing faster than ever, now is the time to start building networks and relationships that will consolidate as

the industry matures. By connecting women that are invested in each other's success through strong mentoring relationships, I hope this programme can help to address the notorious gender inequality that affects both the traditional legal and tech industries."

Legal IT Insider is working hard to build a diversity support group and network that spans all publications and organisations, because the endeavour to create an environment in which women thrive can only be achieved through collaboration. That's what we're good at!

► Quote/unquote

"I was in a meeting once with Eliza Hedegaard when Mimecast went down. I locked her in the meeting room until it went back up again." **An IT director recalls one of the more unusual methods for dealing with cloud outages.**

legal*i* insider

The next Insider newsletter will be published on **Wednesday 26 September**.

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