Outsourcing finally on law firm agendas?

Although the Insider has long been an advocate of more outsourcing (in all its various forms) within law firms, it now seems the concept is finally getting the traction it merits. The latest firm to begin outsourcing is Eversheds, which is expected to shed 95 secretarial jobs in the UK as it transfers document processing tasks to Exigent’s LPO centre in Cape Town. The move follows a pilot at the firm’s Cambridge office which revealed it was possible to achieve a fee-earner-to-secretary ratio of 6-to-1. The firm currently has a 3.4-to-1 ratio and anticipates that once the outsourcing project has been implemented, ratios will average 5-to-1. In July the Insider reported that Pinsent Masons was also outsourcing to Exigent – we understand that firm is now running a fee-earner to secretary ratio of 4.5-to-1. Exigent told the Insider the last few months had seen a “massive momentum” build up in favour of outsourcing, with two more orders in the pipeline and set to go public before Christmas, and negotiations now underway with both other UK and global law firms.

Freshfields stay with Tikit Firmware PMS

In a move that seems to have taken many people by surprise, after reviewing offerings by SAP and Elite, Freshfields Bruckhaus Deringer has opted to retain Tikit’s Firmware system as its PMS platform. Although Freshfields originally implemented Firmware a decade ago, Tikit is working on a 64-bit upgrade and a new version (v4) of Firmware will be available for Freshfields to roll out later next year. Freshfields finance director Laurence Milsted said “We periodically review the market for alternatives to Firmware but believe that, at this time, the best value-for-money option is to upgrade what we have.”

September’s new wins

SOS continue to bring in the deals
Solicitors Own Software continue to have a good year. Recent deals include Toller Beatie, who have selected SOS Connect case and matter management to support a new range of online client services, and longtime SOS user Oxford Law Group, who are upgrading to Connect to support mobile working and ‘access anywhere’ needs. Another longtime SOS user – Eversheds Legal Services Group in Cardiff – is upgrading to SOS Connect and subscribing to the SOS web development portal to support inhouse customisation of the product. Continued page 3...
That was the summer that was

For those of you who don't follow our Orange Rag blog, here is a quick catch-up on the main news stories that broke over the summer...

Pilgrim has a good summer
Pilgrim Systems had a good summer winning two sites – Cardiff Bay-based Capital Law LLP and Lanyon Bowdler – both at the expense of the IRIS Group. Lanyons, which employs around 180 people at offices in Shrewsbury, Telford, Wellington and Ludlow, was a long-time IRIS AIM user – in fact the firm’s finance & IT director Dave Grattage was previously the AIM Computer Users Association (ACUA) chairman. Peter Owen of Lights-On Consulting assisted the firm in the selection process.

Pilgrim also announced it was pulling out of the Legal IT exhibition in London next February, the company saying it felt “these types of trade shows have run their course and there are a number of other more effective methods of spending marketing budget to attract new customers”.

LexisNexis Axxia has a mixed summer
LexisNexis had a mixed summer. It started well with Brabners Chaffe Street LLP – currently ranked number #86 on the Insider top 250 chart – selecting LexisNexis Axxia DNA as its integrated business management platform of choice. The deal sees two legacy IRIS systems, including another AIM PMS, being replaced as part of a 10 year deal, with DNA being rolled out to 400 users. But then things turned pear-shaped. Firstly long-time Axxia stalwart – and one of the best known faces in the UK legal IT market – Doug McLachlan resigned. Doug told the Insider “It was 4th January 1984 when I joined the business, a mere 25 years. Long enough! Time for a late gap year.”

Then Berrymans Lace Mawer LLP (currently #33 on the Insider 250 chart) selected Aderant Expert to replace its legacy LexisNexis Axxia PMS. Among other things, head of IT Fran Evans said the firm wanted its new practice management system to be built on standard Microsoft technologies so it would provide a low total cost of ownership. In addition to Aderant Expert’s core functionality, BLM also licensed Aderant’s new Microsoft Windows Workflow Foundation-based file opening application and workflow capabilities that make up the Aderant Expert Golden Gate Release. The final PMS choice was a straight run-off between Aderant and Elite 3E. We also understand BLM reviewed its case management platform (over and above the Aderant Workflow functionality) opting to remain with Flosuite.

And the acquisitions kept taking place
This summer also saw a steady flow of vendor acquisitions (and we anticipate more before the year is out) including: London based Hobs Legal Docs (part of the Hobs Reprographics Group) acquiring specialist litigation support company Datalex. And, the IRIS Software Group acquired Formation Software Limited, which supplies the InQuisita Law system to barristers chambers. The former Formation business now falls under the remit of Nicholas Ozga, director for barrister & coroners systems at IRIS Legal.

However, potentially the most far reaching acquisition, was Aderant’s purchase of StarLaw’s enterprise content management (DMS plus email and records management) applications. Aderant president & CEO Michael Kohlsdorf said “This transaction moves us closer to becoming a single-source software vendor for law firms, providing integrated solutions for both the front and back office that reduce IT complexity and costs.” Aderant say early adopters of the ECM application suite include Cooley Godward Kronish LLP and O’Melveny & Meyers LLP. The new ECM products are scheduled for availability from Q1 2010.
September’s new wins

Simpson & Marwick automate data extraction
Simpson & Marwick has implemented LexisNexis Visualfiles Reporting Toolkit, a data extraction automation system to speed up and simplify report generation. The Toolkit extracts data from Visualfiles case management records and loads into a SQL Server database.

Bulgarians buy TFB software
Bulgarian law firm Borislav Boyanov & Co, one of the founders of the South East Europe Legal Group, has selected TFB’s Partner for Windows software to handle case management, time recording and billing. Apparently the firm tracked down TFB after reading about them in the English Law Society’s Software Solutions Guide. Other recent TFB wins include Bond Adams selecting TFB to supply a new PMS – the firm previously ran a combination of Sage and Microsoft Access, and Keith Flower & Co switching to TFB from an IRIS Laserform PMS.

Irwin Mitchell licenses DPL for online wills
Irwin Mitchell LLP has launched an internet-based wills service using the DPL Professional online will system. The firm provides a will drafting service to a number of high volume corporate providers, including HSBC, Barclays Trust, Lloyds TSB, as well as direct to its own private client base. The firm has been using a customised version of the DPL desktop will software since 2007.

More users and modules for Isokon Probate
Two more firms are now using Isokon’s trust and probate applications: Kirby Simcox in Bristol plus top 100 firm HBJ Gateley Wareing. Isokon now has almost 100 firms using its software.

Raleys save £30k pa with unified comms
Raleys Solicitors in Barnsley say a switch from their Centrex outsourced telephony system to an IP-based SwyxWare unified communications solution should save the firm £30k a year. The project is being handled by local Swyx partner Digital Exchange Yorkshire.

www.thedigitalgroup.co.uk

Harrowells go with Indigo
Harrowells LLP is implementing an Indigo accounts system from FWBS. The firm already uses the FWBS MatterCentre application.

Ince & Co select Phoenix for KM
Ince & Co is implementing the Knowledge Assist product from Phoenix Business Solutions to manage the firm’s precedent and knowledge content. The Knowledge Assist database will be indexed and searched by a Microsoft search engine with Sharepoint as the user interface.

More firms going online with Conscious
Conscious Solutions report that over the summer they picked up a total of 12 new website projects from eight new law firm clients, including Healys, Debenhams Ottaway and 20-partner John Collins & Partners in Swansea.

www.conscious.co.uk

Tikit support MTG
The Allen & Overy private client breakaway Maurice Turnor Gardner LLP, which earlier this year selected TFB Partner for Windows as its new PMS, has also been using TFB parent Tikit for IT infrastructure projects. This included a joint project with Urban Wimax to establish a secure wireless internet connection.

Clarke Willmott select IntApp Time Builder
Clarke Willmott LLP has selected IntApp’s Time Builder application to increase fee-earner time entry effectiveness. The system produces a daily activity report to help fee-earners identify missed or under-billed time.
Merger aims to help firms find ‘online place’

Legal systems provider Anya Designs has merged with software partners Dreamteam Design to provide law firms with a ‘total business management’ package from internet marketing through to computerised client care and financial management. The newly merged company is called Brightscape Solutions although the Anya and iLaw brands will be retained. According to Anya managing director Christina Grzasko “Law firms need to find their place online, from marketing to virtual practices, and Brightscape is well placed to deliver all kinds of legal internet strategies to boost firms’ profitability. Alongside our case management software, we can provide best practice end-to-end business solutions.”

www.anyadesigns.co.uk

Eurodata sets out stall

Following last year’s acquisition of Transam Microsystems by Eurodata Systems, the company has set up a new legal sector business development and account management team, with the objective to ‘significantly grow’ Eurodata’s presence in the legal sector. Currently the company has a user base of around 50 firms. The team is headed by Bev Nicholls, previously Transam’s sales & marketing manager, with Alan Heals as senior account director. Other members include Ben Konopinski and Shrikar Shah.

- In other Eurodata news... the company has become a reseller for Litera’s Change-Pro document comparison product family and is implementing VMWare virtual server and Datacore SAN shared storage technologies at Wilsons Solicitors.

www.eurodatasystems.com

Corporate news

Kestrel flying in on target

Despite the current economic climate, Kestrel Business Solutions report they will hit their targets for their year ending October 2009. Kestrel sales & marketing director Carol Cuthbert says the consultancy’s work with Aderant as an upgrade and implementation partner continues to bear fruit. Recent projects include a PMS upgrade at Reynolds Porter Chamberlain, that also involved a clean up of various customisations, and an Aderant 7.5 implementation and go-live at Farrer & Co. Along with recently opening an Australian office, Kestrel has also relaunched its website.

www.keстрел-bs.com

PISCES and OSCRE in merger talks

The two leading organisations in the real estate systems standards world – PISCES and OSCRE Americas – have formed a joint taskforce to consider a merger. Initial talks have been constructive with a merger now expected to take place in early January 2010.

www.oscre.org + www.pisces.co.uk

Ochresoft and Lockton aim to cut PI premiums

Ochresoft Technologies, the company behind the Intelliwoks case management system, has teamed up with insurance brokers Lockton to persuade insurers to reduce professional indemnity premiums to firms using Ochresoft’s software to process conveyancing, as it is effectively a risk management system that reduces human error.

www.ochresoft.com + www.lockton.com/solicitors

LexisNexis and Calvis in Interaction alliance

LexisNexis and Calvis have announced an alliance that will see the Calvis-developed Interaction for Blackberry application being deployed to give offsite access to the information stored within a law firm’s Interaction CRM system.

www.calvis.com
Digital dictation news

Remember sound file security
Heather Wylie, the managing director of Winscribe partner Voice Technologies (0141 847 5610), has been in touch to say firms should never overlook the importance of security with digital dictation systems. In particular, she says firms should consider housekeeping management routines and encryption to ensure users can only access sound-files to which they have clearance.

Two Bighand sites in Northern Ireland
Two more firms in Northern Ireland – McShane & Co and Samuel Cumming & Son – have replaced legacy dictation equipment and switched to Bighand digital dictation systems. The projects were implemented in conjunction with Belfast-based speech technology consultancy Nivotec.

www.nivotec.com
• Other law firms in Northern Ireland using Bighand include Carson McDowell, Cooper Wilkinson, Mills Selig and Tughans.
• Bighand also report the number of users now recording dictations or instructions via Bighand for Blackberry, for instant submission to internal or external outsourced support, has just exceeded the 9000 user mark.

www.bighand.com/blackberry

Norwegians say nFlow would be good
One of Norway’s largest law firms – Wikborg Rein – has selected nFlow’s v5.0 digital dictation system, plus nFlow’s Mobile for Windows application, for its Oslo and Bergen offices. Wikborg selected nFlow after running a simultaneous pilot of two systems at its Oslo site to benchmark functionality. In addition to existing support, nFlow has set up a Scandinavian support line to support Central European office hours.
• nFlow has also attained Microsoft Gold certified partner status with a new competency in Microsoft data management solutions, alongside its existing ISV software solutions competency.

Legal Inc unveils eDIKT
Legal Inc has just launched its eDisclosure Information Kit (eDIKT), a low-cost set of modules that can be tailored to the specific requirements of a law firm. Popular elements are expected to be early case assessment software, such as Clearwell, and online review systems including iConect, Caselogistix and Introspect.

As well as showcasing features and benefits, the idea is firms will use a bespoke eDIKT to demonstrate to their clients and prospects how they can use technology to drive down costs and timescales while simultaneously improving the quality of disclosure. For example, in a recent pilot project, a litigation team at a commercial practice had five lever arch files of client data processed and uploaded onto a hosted iConect review system ahead of a tender for new work. The system was then accessed live during a later presentation, with the client shown how the tools and functionality could be leveraged to deliver a far superior time/cost/quality outcome than that achievable by traditional paper-based disclosure.

www.legalinc.co.uk

Litigation support news

Dechert implements Caselogistix
Dechert LLP has implemented Anacomp’s Caselogistix litigation review platform to help collect, organise, review, analyse and produce electronically stored information (ESI).

www.anacomp.com

ACT Litigation certified safe harbor compliant
ACT Litigation Services has been certified by the US Department of Commerce as being compliant with the US-European Union and US-Switzerland safe harbor frameworks.

www.actlit.com
People & Places

Scott Walker becomes MD of CT Europe
Scott Walker, previously a vice president with the Dow Jones group, has been appointed to the newly created role of European managing director for Wolters Kluwer’s Legal Technology Group, which includes the CT TyMetrix and CT Summation businesses. Wolters Kluwer said the role was intended to drive expansion and to ensure products met the requirements of the UK and European legal markets.

Beverley Grant joins Copitrak
Beverley Grant has joined Copitrak Systems as the cost recovery company’s new business development manager. She joins from LexisNexis Axxia where she spent five years in sales and account management.

After 27 years Norwel moves to new home
After being based at its Parkway House offices in Manchester for 27 years, Norwel Computer Services has moved to new premises at No.1 Lakeside, Cheadle Royal Business Park, SK8 3GW. The new switchboard number is 0161 492 1600.

Forensics expert joins Epiq
Duncan Gardiner, most recently with Data Genetics/Stroz Friedberg in London, has joined e-disclosure specialists Epiq Systems as director of forensics, with responsibility for setting up a European forensics investigations presence.

Barr joins HighQ
Stuart Barr, previously head of operations and Headshift and before that online services manager at Freshfields, has joined law dealroom and extranet specialists HighQ Solutions as a director.

New consultant at Calvis
The IT consultancy Calvis has appointed Laurence Traboulsi as a managing consultant, where he will be working on Sharepoint, vendor selection and technology management services. Most recently Traboulsi was a project manager at Eversheds, working on extranet projects.

SOS adds to customer services team
SOS had added to its customer services team with the appointment of Rob Ainsworth as a legal accounts trainer/consultant. Ainsworth previously worked at AIM before being made redundant by IRIS. Also joining the team is Matthew Ponting, previously a legal cashier in a private practice.

Bar chambers IT news

Latest set gets connected with IRIS Meridian
Chancery chambers 5 Stone Buildings is the latest barristers’ set to deploy the up-to-date release IRIS Meridian Law Connected (MLC) diary, fees and chambers management application.

Bar Squared enjoying booming business
With the IRIS Group’s recent acquisition of Formation Software and the InQuisita Law product (see page 2) further reducing the players in the barristers’ software sector (the IRIS group already includes the old Meridian and ACE businesses) how are the competition coping? According to David Connolly, managing director of Bar Squared who produce the Lex chambers management system, business is booming as they continue to enjoy the ‘IRIS effect’ among sets looking for an alternative to the market leader. Connolly says since the first Lex users went live in March 2007, users increased from 12 live sites in February 2008, to 44 live sites today, with another 17 sets in the pipeline. According to Bar Squared’s website, the 44 comprise six greenfield sites, 22 legacy Meridian conversions, eight InQuisita conversions, five ACE conversions and three MLC swap-outs.

www.barsquared.com
ILTA 2009 - not a classic year but still good?

As ILTA (the International Legal Technology Association) warned earlier this year, the number of law firm and legal department delegates attending last month’s ILTA ‘09 annual conference in Washington DC was down. We’d estimate there were between 700-to-800 delegates, so attendance was down about 40-45% on last year but, with most firms slashing their travel budgets, this was understandable.

We’d also guesstimate the seniority of attendees was lower (more managers, less directors) and that the number of business people (in comparison to IT) was lower. There were also fewer exhibitors this year – the missing vendors were mainly from the litigation support/e-discovery sector. However, the number of firms and legal organisations represented actually increased this year.

There again, with few exceptions, most vendors came away happy. As one put it “We did what we always do well, network with the industry leaders and plant seeds for future deals”. It was also interesting to find that US legal IT vendors grumble about their exhibition and events scene as much as UK vendors, with LegalTech NY apparently held in similar esteem to Legal IT London.

Not surprisingly, the international contingent was lower – in fact we met almost as many Australians as Brits at ILTA ‘09. And, talking of Australians, the only vendor out there showing what we in the UK would describe as a case management system was CaseFlow – an Australian outfit.

www.casflow.com.au

The event also saw the release of the latest ILTA/InsideLegal technology purchasing survey. Highlights include: 68% of firms in the sample only spend between 2-4% of total revenue on IT; 17% spend less than 2% and only 15% spending more than 4% (compared with nearly 30% last year) giving an average of around 3%. Not surprisingly 58% of respondents have seen budget cuts this year (the majority in the region of 5% +) whereas last year (prior to the downturn) 68% had anticipated IT budget increases.

In terms of cutbacks, along with slashing capital expenditure (69%), 50% of firms have reduced staff, 62% have worked with vendors on ‘economic relief options,’ and 50% have negotiated price cuts. A number of firms also said because they are now under-staffed, vendors should avoid hassling them with sales pitches. So when will the economy return to normal? While there is some optimism, as of July this year, 29% think it will take up to 12 months and 45% think it will take a further 12-24 months, if not longer.

What are firms likely to spend their IT budgets on when finances permit? Email management (in all its guises) remains the number one challenge however in terms of future trends, virtualisation, cloud computing and SaaS (Software-as-a-Service) are seen as the hottest technologies.

* Copies of the 2009 survey results can be downloaded from www.insidelegal.com

On a lighter note... while this year’s venue – the Gaylord National – had some advantages over the 2008 venue in Texas, including an exhibition and conference centre that was not half a mile away down a corridor, it was less well served in terms of bars and places to eat. More importantly, it was also subject to Maryland licensing laws which, by comparison, made the drinking scene in Wales on a Sunday in the 1950s seem hedonistic. On hearing the bar closed at 2:00am, one UK vendor ordered 6 vodkas at about 1:55am – only to learn that by ‘closed’ that meant no more alcohol to be consumed after 2:00am. With just seconds to go he drained the glasses lined up in front of him.

* The ILTA 2010 conference takes place at the Gaylord Opryland in Nashville on 22-26 August.
Microsystems move into templates arena

Best known for its document quality control and clean-up products D3, Knowledge Partnership and DocXtools, Microsystems is now moving into the template, numbering and macro arena with the launch of its new Legal TemplatesPlus software. (Probably the nearest competitor product is Tikit’s TMS template management suite.)

Although not a document assembly/automation package in the traditional sense, TemplatesPlus is designed to simplify document drafting, template design and maintenance for correspondence, pleadings, numbering, tables of contents and DocIDs. In addition, Microsystems say the pricing model ‘lowers the total ownership cost’ of such a product. Other features include a simplification of Office migration initiatives and enabling the creation of toolbars and ribbons fit to purpose.

One of the first firms to deploy the Legal TemplatesPlus application was Clifford Chance, who used it during the course of their Microsoft Office 2007 rollout to 7300 users, which began in Q4 last year. In fact at the time Microsystems were working with the firm on a suite of document production tools (including numbering, table of contents and DocID applications) the name Legal TemplatesPlus had not even been coined. Among other things, the combination of TemplatesPlus and D3 at Clifford Chance means the firm is now able to create documents in 21 different languages.

- Phoenix Business Solutions has been appointed a reseller for Microsystems’ Knowledge Partnership product, as well as the new Legal TemplatesPlus application.
- Microsystems has also announced the integration of DocXtools with Litera Corp’s Change-Pro document comparison software.

International news

Another Irish firm deploys Solcara

Irish top ten law firm BCM Hanby Wallace has deployed Solcara’s SolSearch system for searching and accessing primary sources of legal information, which in Ireland also includes the Irish Statue Book and The Oireachtas. BCM Hanby Wallace is now the sixth large Irish firm to rollout Solcara, the others are William Fry, Arthur Cox, A&L Goodbody, Matheson Ormsby Prentice and Mason Hayes & Curran.

www.solcara.com

Epona wins DMS, CRM and Sharepoint deals

Dutch firm Fort Advocaten is implementing Epona’s ContactManager CRM application. The project includes integration with the firm’s iManage DMS and CCLaw FPMS systems. Epona has also won an order from Stibbe to implement Sharepoint as an extranet. Starting in 2010, XMLAW’s OneView Connect will be used to allow Stibbe users to access multiple systems over Sharepoint from a single ‘lawyer’s dashboard’. And, the Amsterdam office of DLA Piper has just seen Epona complete the integration of iManage with the firm’s notary information system.

www.epona.com

Timesoft is first European Smart Time partner

Timesoft in The Netherlands has become the first European reseller and installation partner for Smart Time, a new web-based on-demand time capture and entry system from Smart WebParts. Craig Wright of Smart WebParts describes Smart Time as a system that “finds missed or leaked time that may not otherwise get billed” by searching network applications (such as Exchange, document management systems and BES servers) to provide fee-earners with a detailed journal of their daily work activities and so help answer the question ‘what did I do today and is it billable?’

www.smart-webparts.com + www.timesoft.nl
New product launches

**Kutana upgrade Kappris system**
Kutana has released v1.3 of its Kappris advanced print job capture and page processing system. Kappris will work on any Windows application, including Citrix implementations – and not just Microsoft Office projects. Features include centralised management of application print defaults including paper types, watermarks, duplex and colour options.

www.kappris.com

**Dolphin links up with ARX**
Users of Dolphin Software's Contract Manager for Sharepoint system will now be able to apply digital signatures to the finished document, thanks to a link-up with ARX, who produce the CoSign digital signature solution.

www.dolphin-software.com

**I-Quest extends product portfolio**
I-Quest, probably best known in the UK and Ireland legal markets for its work with the Amicus Attorney range, has added two more products to its portfolio. The first is Softection of Australia’s digital asset protection (DAP) technology, which is designed to prevent internal information leakage. In the second deal, I-Quest has become a reseller for the Xerox DocuShare system.

www.i-questltd.com

**Zenprise upgrades and opens UK office**
Zenprise, which next month launches v5.0 of its MobileManager system for support and device management across multiple smartphone platforms, including Blackberry, iPhone, Palm and Windows Mobile, is opening a UK office to support its European operations. New features of v5.0 include additional security plus expense management to help cut wasted monthly cell phone bills.
- North Wales Police already use Zenprise.

www.zenprise.com

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The Backpage

Cheltenham firms go extra mile for Africa
Two Cheltenham-based firms – Rickerbys and BPE Solicitors – have demonstrated their green credentials by donating their old computer equipment to IT Schools Africa, a local charity that sends systems to schools in Zambia, Tanzania, Malawi and Madagascar. BPE’s head of IT Oli Restorick said “This is far better than other disposal routes, which typically result in the destruction of perfectly good kit. We see donating to ITSA as an important part of our corporate social responsibility – and a great way of boosting the opportunities of African children.”

• If you are interested in using the service offered by ITSA, either visit www.itschoolsafrica.org or call 01242 228800. There is also a video showing their work at http://tiny.cc/itsavid

A life on the ocean waves is better than selling IT
Congratulations (if that’s the right word) to Jane Ashley of nFlow Software, who spent part of her summer on a yacht, taking part in the annual race around the Fastnet Rock. Her boat finished 60th out of 77 in their class, with a race time of 5 days, 13 hours and 53 minutes. Ashley described the race as “an emotional experience”.

Workspace who?
Apologies for the confusion caused in July’s issue of the Insider when we got our iManage Worksite utilities confused. Phoenix Business Solutions produce a system called Workspace Assist, while DocAuto produce a competing system called WorkSpace Manager.

It was 10 years ago today...
The big stories in September 1999 included: Neil Ewin, the chairman of Solicitec (now LexisNexis Visualfiles) taking over as the chair of the Legal Software Suppliers Association. Keystone (now part of Aderant) won the PMS deal at Irish law firm A&L Goodbody in the face of competition from CMS and Elite. And Hummingbird (now part of Open Text) agreed to sell its CMS Data Corporation PMS business (now part of Aderant) to Solution 6 (now MYOB) for $30m.

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Next issue...
The next issue of the Insider (No. 224) is published on 22 October 2009 (editorial deadline 16 October). In the meantime keep up with the latest legal IT news from around the world by visiting our blog at www.theorangerag.com

Carol, schedule a staff meeting. What’s the topic?
I plan to fuse Six Sigma with Lean methods to eliminate the gap between our strategy and our objectives.
I’ll just say “waste of time.”

Autonomy and interwoven help 75% of the Global 100 law firms get their ducks in a row. Find out how at www.autonomy.com/imanager