

legal*i* insider

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▶ Thomson Reuters reorg leads to eBillingHub office closure

eBillingHub's main office in Pittsburgh is being shut down and the team made redundant as part of the ongoing wholesale restructure at Thomson Reuters, we can reveal. The closure is driven by a location strategy under which Thomson Reuters is cutting a third of its real estate in order to "reset" the organisation, following the \$17bn sale of Thomson Reuters finance and risk division to Blackstone Group.

eBillingHub will, going forward, be supported from a centre of excellence in Toronto – where Thomson Reuters is headquartered - which will house developers and technical support for multiple products lines.

However, those arrangements won't be finalised for around another six months, leaving affected clients in limbo until at least June 2019.

Other offices affected include a business development office in Boston that was recently closed down, and in mid-November Thomson Reuters confirmed that it would be closing its Rochester offices.

In the UK, Thomson Reuters has already closed the Northampton office that was acquired through FWBS (now MatterSphere) and the MatterSphere user group has been briefed.

The reorganisation comes as Thomson Reuters takes advantage of having the capital it needs in order to take on a restructure of this magnitude, with the associated severance costs.

However, it was only in 2016 that Thomson Reuters

cut 2,000 people from its workforce, with chief executive Jim Smith telling staff in an email published by The Guardian: "We are taking these actions now because we see a real opportunity to break down internal silos, position ourselves closer to customers and become more agile."

THOMSON REUTERS REORG LEADS TO EBILLINGHUB OFFICE CLOSURE CONTINUES ON P2

▶ The legal tech market: 2018 and beyond

Crikey, what a year it's been. A year of some progress and a lot of nonsense, 2018 can be summarised as a time when expectation far outpaced reality in legal tech land. The buzz around AI has meant that many law firms have bought solutions that they, particularly their partners, believe will be a panacea for all of their problems, and have inevitably been disappointed.

As I said in a talk at Legal Geek that seems to have resonated with a lot of people, the smartest law firms are realising that they first need to get on top of their data and processes before slapping a shiny toy on top of what is, in tech terms, still effectively chaos. The message is getting through, but the shiny toy culture is one that needs to be managed carefully and by a strong IT team, if good money isn't to be thrown after bad. It's a battle that many IT teams are not currently winning as partners become tech experts thanks to Apple.

THE LEGAL TECH MARKET: 2018 AND BEYOND CONTINUES ON P2



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► Thomson Reuters reorg leads to eBillingHub office closure

CONTINUED FROM FRONT COVER

Thomson Reuters has grown through multiple acquisitions and it makes sense to rationalise its sprawling real estate. But make no mistake, the disruption for clients is huge at a time when there has never been more pressure on law firms to deliver on their IT roadmaps.

And then there's the people factor. At least three of the eBillingHub team have gone to Aderant but many across the organisation are looking for work. Jean O'Grady writing in Dewey B Strategic says succinctly as ever: "Thomson Reuters achieved its dominance in legal publishing at least in part due to the strength of its editorial enhancements. Yes they have built some great technology. But smart machines don't build good will, people do."

Asked for a comment Thomson Reuters said in a stock statement: "Thomson Reuters routinely looks at ways to run our global business operations more efficiently. This disciplined approach sometimes includes reviews of our real estate portfolio to best balance our internal resources with the needs of our customers in a highly competitive environment."

► The legal tech market: 2018 and beyond

CONTINUED FROM FRONT COVER

Contract review is an area where we have seen most progress this year: Kira Systems and Luminance have both had a great year and within a minority of the bigger corporate teams, contract review software is becoming the default position – they must use it unless an excuse is given not to. That is still far from the norm but great progress nonetheless.

Thanks to deregulation the UK is outpacing the US in almost every area of legal tech 'innovation' apart from litigation analytics, where most recently we saw the launch by LexisNexis of case law analytics tool Context, which will be available next in Canada and then the UK.

However, there is a skills gap across the legal sector and many projects are failing or not moving as quickly as law firms would like because they don't have the right people to deliver them.

Automation is an area where firms can create huge efficiencies but among firms of 50 partners and over, under a quarter of them have attempted document automation in

any meaningful way.

Aside from the fact that the talent pool in this area is relatively small, firms are also in many cases still unwilling to invest in hiring or devoting dedicated resource to IT projects – the curse of the partnership model still holds fast – and vendors should do more to step up the services side of their offering.

There are a few law firms that are very visibly pulling ahead. One that really stands out this year is Clifford Chance, which as Legal IT Insider exclusively revealed this year, has launched a separate company to house its digital solutions, including white labelled automation offering Clifford Chance Dr@ft. That company, called Applied Solutions, is led out of New York and will be on offer to US clients in what will be a shock to local US law firms.

Clifford Chance has also signed up with Workshare Transact and the adoption of transaction and contract management platforms such as Avvoka, Juro and thedocyard picked up significantly in 2018, albeit those offerings are not always being used for what it says on the tin.

We have this year seen a widening between the firms that really are leveraging technology and the ones who are failing to get off the blocks and that goes particularly for the midmarket, where progress this year has either been concealed or isn't happening on any great scale. I'm still amazed at how many midmarket firms have little dedicated IT resource.

What also really jumps out are the number of IT teams that have effectively lost the innovation battle and that applies to the biggest law firms. The challenge of keeping the lights on and dedicating time to new tech means that a growing number of firms have split business as usual and innovation, creating a new infrastructure, with roles such as innovation manager on the rise.

In order for firms to really progress the innovation agenda there needs to be a coherent, joined up approach and we will be looking at how to achieve that at our Legal Leaders conference in Gleneagles at the start of March.

Next year we can expect to hear more of the alternative legal service providers that are taking over the back office of major law firms in order to help them invest. It would be a surprise if there are not more firms opting to float – we wait with interest to hear updates on DWF – as a means to invest in technology.

No summary of 2018 would be complete without a mention of the Big Four, which have had a huge year when it comes to legal services. It is no coincidence that our biggest story of 2018 was EY's acquisition of Riverview Law [see page 17].

PwC struck an alliance with Fragomen in the US, and in the UK KPMG has said that it plans to double its legal services capability to 3,000.

What the Big Four are doing well is providing clients with the Amazon experience, and we know from the sorry state of the high street how that story goes. Next year I have no doubt that we will see more clients moving their repeatable volume work to the Big Four, even if that work is fairly complex.

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► Richard Hodkinson joins Freeths as CTO

Richard Hodkinson has joined Freeths as its first-ever chief technology officer, as the UK top 60 law firm engages in a transformation programme that will see it overhaul its underlying technology stack before moving on to more strategic planning.

Hodkinson was previously CTO at DWF, where he was a member of the executive board as well as chairman of DWF's software arm DWF360. A legal tech veteran, before DWF he was group IT and operations director at Irwin Mitchell.

Freeths, which outsources much of its back office, is led by CEO Peter Smith and managing partner Philippa Dempster and until now decisions around its technology stack have been led by the partnership.

In July we revealed that Freeths had opted to replace its bespoke Lexis Axxia-based case management system with sharedo, which will run alongside Linetime Liberate and is currently in pilot in the private client and real estate departments.

Earlier this year seen the 860-staff firm swapped out its sunsetted Lexis Axxia practice management system for Aderant Expert. Both the Aderant and slicedbread implementations will be run through Nikec Hubshare – which, as we revealed at the start of July, Freeths has selected as its new collaborative project management portal.

The Aderant and sharedo implementation have been led to date by Kathryn Gray, who joined in February as senior implementation manager. Gray led the selection of Hubshare.

The firm's desktop infrastructure is being replaced, with around two thirds now using Microsoft HP Minis and a third Surface Pros.

The firm will select a new document management system by 2020, according to White, who told Legal IT Insider: "The background to Richard's hire is that we've been growing considerably and now have 12 offices with a turnover just short of £80m and we've decided to invest in IT and are in the process of putting in a new network and investing in new software. We committed to Aderant, which we bought at the beginning of this year and plan to roll out in November next year. We will be acquiring a new DMS and new intranet over the next couple of years."

The firm has long turned to Quiss Technology for its helpdesk training to manage its network but White says: "Because of our investment we felt that we should have a senior in-house resource, hence creating the brand new position of CTO."

"A large element of the decision making will be made by Richard on a day-to-day basis and more strategic decisions will involve me and the management board".

While the 800-staff firm's recent Aderant selection is on premises the firm is not averse to using cloud solutions

and is a client of Mimecast, Select HR and document sharing tool Egress.

Speaking to Legal IT Insider Hodkinson said: "There's plenty to do, which is great because I can make a difference and I hope, once a lot of this modernisation work has been completed, we will have scope to do some more transformational stuff."

"There's a little bit of catching up and they recognise that but we'll get there very quickly and have an aggressive programme so this time next year we'll probably be done and talking about what do we do next."

He adds: "Clients are getting more specific about the quality of services they require and the differentiator in services is usually via technology."

Hodkinson is in the process of having discussions with stakeholders and will present his views to the board early next year.

Unlike at DWF, he will run a very small team of five and says: "There is work to do around helping it to mature."

With Quiss taking care of the service desk infrastructure, LAN, WAN and print, Hodkinson observes: "An awful lot of stuff has gone to third parties so it will be a case of looking at the team and seeing what its role is in life."

► Linklaters creates global Women in Tech working group

In one of the most welcome bits of news at the start of December, Linklaters announced it is driving diversification into technology and innovation roles within the firm. Actions include creating a new Global Women in Tech working group to focus efforts, and a commitment to the Tech Talent Charter to share best practice and measure diversity across tech teams.

The Global Women in Tech working group aims to identify priorities and empower people to tackle the issue of gender imbalance. This involves auditing functions such as recruitment processes and ensuring language in tech job descriptions is attractive to both men and women.

It follows the hire of Bruna Pellicci as chief technology officer and Shilpa Bhandarkar as head of innovation and efficiency. Other senior tech positions held within the firm include Jas Mundae as head of legaltech and alternative resourcing.

Linklaters has become the first magic circle firm to join the Government-supported Tech Talent Charter which aims to drive diversity and address gender imbalance in tech.

► CIO Moves at K&L Gates and NRF

There have been more big-name moves in legal CIO land, particularly in the United States, where K&L Gates CIO Neeraj Rajpal has moved on and been replaced for the time being by Bart Gabler, formerly director of pricing and project management, as acting CIO.

K&L Gates announced in May 2016 that it had selected SAP as its financial management system, with NTT as its systems integrator but you'll recall that at the start of 2018 we revealed that the top US firm had shelved the project and decided to stick with Thomson Reuters Elite.

Rajpal joined in 2017 from Morrison & Foerster where he was global head of technology and chief privacy officer. He is currently exploring opportunities for the next wave of his career.

And at Norton Rose Fulbright Edie Dillon has joined Markwardt Performance Consulting and been replaced at NRF for the time being by Rob Otty, managing partner, business integration, who is acting CIO. We understand that the search for a replacement is well underway.

► Workshare appoints new CEO

Workshare in November brought in a new CEO in an appointment understood to have been driven by its private equity backer Scottish Equity Partners. Michael Garrett took over from Anthony Foy in October. Garrett previously led global services for Micro Focus following its merger with Hewlett Packard Enterprise's software division, creating the 7th largest public software company.

Garrett's appointment comes as people familiar with the situation tell us that SEP, a high growth investor, has become impatient with the rate of growth at Workshare, which they injected just under £20m into in 2012, when Foy engineered a takeover of Workshare via a merger with SkyDox.

► Hempsons swaps out Workshare for DocsCorp

Hempsons has replaced incumbent Workshare products with the DocsCorp productivity suite: compareDocs for document comparison, cleanDocs for metadata management and email recipient checking as well as adding pdfDocs for PDF creation and editing, we can reveal.

Anna Lawton, IT Director at Hempsons, said stability and performance issues were driving factors in looking for an alternative to Workshare. "We were experiencing delays with metadata cleaning since the Workshare add-in was causing Outlook to freeze."

Workshare was also creating integration problems between Outlook and the firm's case management system. "I decided to run a pilot with a cross-section of users across the firm, so they could see how DocsCorp worked in comparison to Workshare," Anna continued. "Users reported that the DocsCorp solutions were easy to use and resolved the stability issues in Outlook. Since deploying the DocsCorp suite firmwide we have had no reported issues and a significant reduction in the number of incidents involving Outlook crashing – it has been a resounding success."

Responding to this story Workshare said: "Workshare would like to thank Hempsons for their business over the years and the team is sad to see them go. Many of the areas Hempsons found challenging have been tremendously improved in more recent releases and we keep moving further down that path to solidify our position as a leading provider of metadata removal and content protection."

► UK Legal Tech Association launches – here's how to join

Watch out ILTA, there's a new legal tech association in town: The UKLTA (the Legal Tech Association for the UK) launched at the inaugural Legal Technology North Conference, with over 15 members joining the ranks by Friday 23 November, including Miscon de Reya, DWF and Addleshaw Goddard.

The association aims to improve access to legal services through better use of technology by "fostering a collaborative community where legal professionals, technology providers and consumers of legal services can come together in order to help shape the future of legal services delivery." UKLTA members will come together through demo days, collaborative groups and legal technology education.

Applications to join the UKLTA are now open, with membership rates available from the website www.uklta.org.uk.

► Exclusive: Mo Ajaz launches opensource knowledge portal

National Grid's global head of legal operations Mo Ajaz has launched an opensource network for heads of legal and the wider legal ecosystem to share learning on the business of law, which he describes as the Mumsnet for lawyers.

LexOpenSource.com is a not for profit platform that prohibits sales and encourages shared learning for the mutual benefit of the profession.

Not restricted to the in-house community, LexOpenSource is, Ajaz tells us, his way of giving his learning back to the profession. "When I do a workshop or a session on HighQ that output will be published," he says. "This is a place where GCs can find know how and law firms can see what their clients want."

He adds: "The reason I'm doing it is to connect all the people I speak to. People don't want to pay to subscribe and as we get more mature in this space people are starting to collaborate. We're doing something with DWF and Radiant Law and Wavelength looking at the contract lifecycle and running a workshop with 50 organisations from multiple countries. This next step is a forum where people can take material or share their own – it's a way of raising your own profile and giving tools back. There's no selling."

The website is already live and in order to up or download knowledge you have to be a subscriber. Ajaz says: "That's so we can establish some house rules." Vendors can join but will be excluded if they break those house rules.

In-house teams already signed up include BT and Lloyds. Ajaz says: "It's a business of law tool kit including ways of working and lessons learned. Maybe a template of how you write a strategy document. It's all around the business rather than the practice of law."

After loading up their learning GCs will be able to add and improve their contribution as their knowledge grows or changes.

Shortly to go up on the site is a report around the legal considerations for AI.


Perhaps most usefully, eventually users will rate articles and the most popular will rise to the top. Ajaz says: "There will be rating and tagging. Rating isn't there yet but we want to do that."

► Legal Tech Win! TLT selects Intapp Time

After a pitch process involving Tikit Carpe Diem and Intapp Time, UK top 50 law firm TLT has selected Intapp Time, we can reveal.

The selection, TLT's director of operation Jeff Wright tells us, came down to user experience but it also comes as TLT shifts its spend towards more strategic technology projects.

Speaking to Legal IT Insider, Intapp's managing director for EMEA major accounts, Samia Rauf said: "The fact is that our solution is not only best of breed in its own category but TLT is already using Intapp Conflicts and Integration Builder and they liked the fact that our time solution is part of an integrated front office platform."

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Five things to consider...

5


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03

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 **Engaging Forums**

► Taking stock

As 2019 approaches, 12 technology and innovation leaders tell us about their biggest achievements, challenges and priorities for the year ahead.

Haig Tyler, Chief Information Officer, Herbert Smith Freehills

Andrew McManus, IT Director, Eversheds Sutherland

David Wood, IT Director, Watson Farley & Williams

Ian Lauwerys, IT and Facilities Director, TLT

Stewart Crane, International IT Director, Withers

Karim Derrick, Head of Research and Development, Kennedys Law

Rachel Roberts, Head of Business Solutions, Burges Salmon

Kevin Harris, IT Director, Taylor Wessing

Shilpa Bhandarkar, Head of Innovation and Efficiency, Linklaters

Stuart Whittle, Business Services and Innovation Director, Weightmans

Kerry Westland, Head of Innovation and Legal Technology, Addleshaw Goddard

Clive Knott, IT Director, Howard Kennedy

What would you say has been your most significant tech development of 2018?

Harris: It is hard to pick a single initiative as really it is progress made on many fronts that is shaping the firm. For example, we have released our first client service mobile app TW: glass, we have created our first commercial technology platform which is receiving great feedback, but if I have to choose one it would be TW: Detect. With TW: Detect we have brought together a ground-breaking tool which scans activity on the dark web to keep our clients safe. It combines technology and legal acumen, and really positions the firm positively with clients.

McManus: I'm not sure this can be classed as a tech development, but 2018 has seen a mass of new legal experts who 'get' tech and who have therefore really moved us on in terms of delivering new agile client-facing capabilities. This internal network has sped up the adoption of new technology across our client base – and not by spending ever-increasing sums and employing more technologists – but by creating a far better network of existing team members to unlock the value of tech.

Knott: Our most significant development has been the first real use of AI technology in the business, which has significantly reduced the time taken to analyse source documents and produce specific reports.

Wood: Our most significant tech development has been the additional layers of security we have provided for our business including containerisation of our mobile devices to meet client security requirements. This has the added benefit of enabling our staff to be more productive and efficient on their devices.

Crane: The most significant technology delivery for us this year has been the refresh of our end user technology to support agile working across our London office. This has been achieved by the design and delivery of a user experience which is based around mobile devices, as opposed to a physical desk set up. This has included the implementation and adoption of softphones, collaboration tools and eFiling, which has significantly reduced our reliance on paper. As a result of this, our fee earners, and many of our business services staff, are able to work seamlessly from any location with a WiFi signal and are fully agile both within and outside of the office.

Lauwerys: Our biggest achievement was the launch of our combined intelligence solution for contract negotiation. It essentially sifts contracts for legal issues using powerful AI technology from LegalSifter, combined with written in-context advice from TLT lawyers. It merges the speed and efficiency of machine learning with the expertise and quality assurance of experienced lawyers. We believe we are the first law firm to offer this

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Derrick: We have redeveloped our core, virtual lawyer product, KLAiM, from the bottom up. We've abstracted the core competences from their narrow application in previous iterations of the product and generalised those so that they can be applied to a much broader set of legal processes and jurisdictions.

Roberts: For us, the biggest achievement has been seeing the continued development of a multi-disciplinary team capable of bridging the gap between technology and hardcore legal service delivery. There is a fascination with legaltech software and this does not mean very much without producing something that clients actually value. This means people who can talk to clients and lawyers and come up with practical solutions. A great example is a new digital solution we have produced for the employment team of a client organisation which has been used over 500 times by their HR and legal teams in the past 30 days. Use, day in, day out, is a real measure of success and significance.

Tyler: Our biggest achievement has been the great start we have had exploiting the benefits of the new finance system and the associated Global Data Warehouse, especially in terms of some of the global reporting now available as well as the ability to enable systems-access to the data. The Australia National Blockchain project has also been an incredibly exciting development, as have the myriad of other AI and machine-learning pilots and trials that we've undertaken. Moving a number of these to 'BAU' has been a milestone, particularly our use of ContractExpress and Clarilis in document assembly and automation.

Westland: 2018 didn't really have a technology big bang that we've seen in other years. Having said that, for us this year it's been about consolidation of solutions and also applying what we have developed to bigger and better matters and internal efficiency programmes.

Whittle: For us, the most significant development has been our investment in and adoption of our Master Data Management strategy. This is underpinning the investment we have made this year in our data scientists who are now applying their skills to drive insight out of the data which we hold, enabling us to make data-driven decisions for the business and our clients.

What is your biggest priority as we move into 2019?

Wood: I would have to say our biggest priority is the move to Windows 10 and Office 2016.

Knott: For us, the priority is continued work towards a paper-lite office and the improvement of agile and mobile working.

Tyler: We have a fair degree of activity planned in the innovation and technology space, particularly activities focused on working with our clients to better understand their needs. This is likely to lead to further developments of our client-facing dashboards and portals. We also have an exciting portfolio of technology delivery planned with our ALT business, building on the solid platforms of eDiscovery and contract analysis.

In addition, we plan for our digital workplace initiative to start delivery beyond a pilot group over the next year, with a more committed move to use cloud services such as Microsoft365. And as a business we will continue our shift to agile delivery with further expansion beyond IT and our project delivery teams.

Derrick: We currently have a large number of customer-centric innovation projects underway and I am genuinely excited about all of them. We will be scaling up our data science effort substantially in 2019 and looking to partner with our insurer clients much earlier in the development process. Innovation has taken us so much closer to our clients and their businesses and we're looking to build on those successes.

Westland: The buzzword for 2019 will be integration. At Addleshaw Goddard we want to better integrate the platforms and solutions we use ourselves and provide to our clients. We will focus more on integrated, legal-focused platforms that take and process data from other systems to allow us to offer even more astute and commercially-focused advice to our clients.

Whittle: Our biggest priority for 2019 is to extend the various proofs of concept our innovation teams worked on over the year in to more of our business to demonstrate the return on our investment in that team and the technology and ideas with which we have been experimenting.

Lauwerys: We launched our FutureLaw initiative over the summer with a £500,000 investment fund focused on developing new solutions to client challenges through a combination of legaltech, alternative resourcing models and near-legal consulting capabilities. This is all

about using expertise across the business to collaborate with our clients. Ramping up this programme during 2019 will be a priority, so that we can continue to have a strong and competitive proposition for clients.

Roberts: We have planned a number of collaborative client projects where we will aim to provide digital solutions to solve identified pain points. During 2018, we made significant investments in a number of tech tools which we can use almost like a toolkit. These tools enable online collaboration, analytics and automation. So, 2019 will be primarily about making the most of those investments.

McManus: Our emerging range of legaltech systems are going to become much more connected and coordinated next year. All of this is in the interests of getting more value from the mass of data we're only now starting to collect. We are excited about the ability to use this data on our most complex relationships to really add value and help us understand the future outcomes and provide far better client service.

Crane: The most exciting development that we are planning for 2019 is that there is a strategic objective within Withers to more formally leverage technology innovation to better serve our clients and to drive operational excellence and efficiency throughout the firm. To this end, we are establishing a centralised

innovation capability, working across IT, the fee earners, and business services team, to identify, prioritise and test opportunities to leverage technology developments.

This shares priority with a number of other initiatives, including the upgrade of our practice management system and improving the way in which we are capturing, managing, and using data to better serve our clients, to identify and capitalise on growth opportunities, and to support compliance initiatives.

What do you expect to be the biggest challenge that you will face next year?

McManus: Keeping up. The challenge of keeping our systems running and keeping them safe has to be balanced with moving ahead with tech that's going to transform our industry and provide an ever-improving platform for our clients. We'll especially need to protect the growing amount of sensitive data that we have in our care and keep up with the growing number of threats that are all aimed at accessing it.

Tyler: For us, I would also say balancing the necessity to move more core operations into utility Cloud against the enterprise and sovereignty risks will be the biggest challenge. One example of this would be our digital workplace programme which is, to a large extent, cloud-enabled.



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Derrick: Resourcing. We're hungry for talent and competing with the big technology firms for the very best is a challenge. In the end though, legaltech is one of the hottest spaces out there right now and, if we have a chance to tell our story, we can attract the best the talent pool has to offer.

Knott: The biggest challenge for us is the sheer volume of projects that are underway in the business right now.

Harris: AI! AI has matured and is beginning to be embedded in everyday transactions. To get the most from AI we know we have two challenges: structuring our data sets to make them as AI friendly as possible and training the machine. This second point is the biggest challenge as it requires lawyer time and it is the quality of training that will differentiate an organisation's AI capability in the market.

Westland: For me I think it's got to be information security. How do you focus on offering and providing integrated platforms, but do this in a way that's secure and carries no risk to the firm or the client? This will mean greater collaboration between IT teams and technology teams in the business to ensure that what is delivered adheres to our necessarily high data protection and security standards.

Lauwerys: Following the rapid growth of our firm over the past few years, internally we are focused on how we build a sustainable and responsive platform for the firm and our clients – a platform that will not only facilitate the next phase of the firm's growth plans but also ensure that we quickly grasp legaltech opportunities. Co-creation with clients and our people is also paramount. We don't want to just deliver commodity tech solutions off the shelf, although that is still an important part of our role. Our job is to identify the problems and then work closely with other specialists in the business to attempt to solve those using technology, people and improved process.

What do you consider to be the most exciting legal tech trend right now?

Lauwerys: It really is that focus on co-creation - bringing tech specialists together with others to deliver workable solutions. That applies equally to client problems as well as how we create tools to ensure our people can operate effectively wherever they are based. We have run a number of workshops recently with

clients in areas like retail and financial services, where the client brings a problem to the table and we use a wide range of specialists to help them solve it – this is definitely something we expect to see more of in 2019.

Harris: I would say, the analysis of legal decision history to forecast outcomes. There seems to be a small group of new AI tools which are attempting to work with the smaller datasets available in areas of litigation and case summary. For example, we are working with a start-up called LitiGate, which promises to recommend winning arguments for case filings. These really are in the sphere of augmented reality at present, providing lawyers with suggestions and insight rather than the system claiming to give a single answer.

Tyler: I think it is a combination of a number of things: adoption of predictive analytics based around richer and more consistent data, blockchain and the opportunities afforded by smart contracts, and then the enormous opportunity offered by an increasing degree of comfort with using the cloud.

McManus: For me, it is data. We have so much of it: if only we could harness it and then use it more effectively. As an industry we've always been good at using data but the problem is it's in unstructured form and in people's heads. If we can measure ourselves on how effectively we're collecting and then using data to make far more informed decisions, then we'll really make a difference to our clients.

Bhandarkar: The most significant legaltech trend is the growing recognition of data as currency, vis-a-vis our clients as well as how we manage our business internally.

Wood: I would say automation. It is being adopted in many areas and at all levels, even if it is really only using old technology to make something faster and more consistent.

Crane: Artificial Intelligence is now becoming increasingly effective, and at a stage where it can be deployed sufficiently cost efficiently to add value to the firm's practice. Whilst this is still a very nebulous concept for many people – the term being used to loosely group a wide range of capabilities, and undoubtedly much over-hyped by many vendors – there are now many use-cases where this can be deployed as an effective, efficient alternative to people, and so improve both our responsiveness and cost-efficiency for our clients.

Derrick: The most exciting legal trend is most likely the dawning realisation for most that purely looking inside your business at how technology can increase or maintain margins misses the biggest opportunity legaltech presents: to add value for your clients. It is all about your customers!

What would you say has been the most important legal technology story of 2018?

Wood: It has to be the amount of investment in legal tech by the Big 4 as they look to cut out a bigger piece of the legal pie. EY buying Riverview is a prime example.

Bhandarkar: Yes, the acquisition of Riverview Law, because it brings together many of the current trends in the legal sector, namely the emergence of "alternative" legal service providers coming into the mainstream and consolidation within the market. It also establishes the ambitions of the Big 4 in this space beyond a doubt. Having said that, EY has bought the people (the lawyers, the data scientists, etc), but not the technology, which seems to play to their strengths around legal managed services and process. It also means we're likely to hear

more from Karl Chapman and Kim Technologies. More generally, EY going into legal will see an acceleration of the predicted move towards multi-disciplinary transaction teams.

Whittle: There have been lots of big tech news stories this year, but the \$50m investment in Kira Systems is symbolic of how, in a relatively short space of time, legal tech is coming of age. As a Kira customer, we look forward to seeing the enhancements that this funding will no doubt accelerate.

Knott: The acquisition itself happened in 2017, but I think one of the most significant recent events was iManage's purchase of RAVN and the subsequent integration of AI technology into iManage.

Tyler: For me, 2018 was the year that the legal industry really understood the opportunity of cloud, versus the historic view of it being a risk. Undoubtedly, the trigger was in a large part cyber, most notably 2017's NotPetya incidents. But overwhelmingly legaltech and innovation is cloud-driven, and our increasing comfort should mean further acceleration in this area. The key question is can we keep up?

Westland: For me I think it's been the law-tech providers attracting investment and funding from outside the sector. As well as this, I'd say firms working better with providers to develop products that they can look to invest in and then use themselves.

Lauwerys: There isn't one legal tech story that stands out – but the huge flurry of news launching new AI or innovation projects over the last year really highlights the arrival of technology and its critical role in delivering legal services. The cycle of leading-edge technology becoming a must-have commodity is accelerating, and it is incumbent on us to keep up with the pace in order to remain relevant to our clients.

Harris: I don't think any single firm or software provider delivered the big story of 2018. For me the big story was the maturity and size of the legal tech market. A number of start-ups and innovators came of age and these were followed by a wave of VC-backed start-ups all trying to solve our issues and provide value. Law firms are in the enviable position of being catered to by hundreds of technology providers, a situation we couldn't have dreamed of just two or three years ago.

By Amy Carroll



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► Top 200 Law Firm Profiles: TLT

As part of a huge project currently underway here at Legal IT Insider to profile all of the legal teams in the UK Top 200, here to kick us off is TLT, where we spoke to operations director Jeff Wright about key IT roles at the firm, how the technology strategy underpins the firm's growth, and where it is investing its time and money.

TLT

Year-end April 2017/18, revenue rose by 10% to reach £82m

IT Head

Jeff Wright, Operations Director

Role and remit

Wright started out as director of transformation but has been promoted to director of operations and is effectively in a COO role. He has all of business services reporting to him bar finance, which reports to the chief financial officer.

The firm's executive board is in charge of strategy. Its operations board runs the day-to-day business and includes representation from across all of the different practice groups in the firm but also business services.

Other key IT roles

At the start of 2018 TLT brought in Ian Lauwerys as director of IT and facilities. He succeeded Graham Sankey, who has returned to Australia.

Paul Amer formerly headed transformation and ran TLT's project management office with support from Wright but that role is now vacant.

Firm Growth

TLT has seen growth of 60% in revenue over the past five years – a mix of mostly organic but some inorganic growth.

It set up a greenfield site in Belfast in 2012 and Manchester in 2013, and the former has grown from a handful of people to over 100, sparking a move to Belfast's River House, announced in November 2018.

TLT continues to grow in Bristol, London and Glasgow.

What underpins the firm's technology strategy?

Supporting the firm's growth is key, particularly where it is through inorganic growth. The firm in 2012 merged with Anderson Fyfe to create TLT Scotland and both that and larger lateral hires are challenging the current infrastructure in place.

A key focus is how to dynamically increase and decrease in size depending on project demands and that means agile work space. Wright tells us: "Those are going to be two continuing themes so, along with many others, we continue to look at migration into the cloud but with the necessary themes around solid business continuity."

TLT does a significant amount of work in the financial services sector, where major banks are very exacting around their security expectations and typically vet not just the firm but its entire supply chain.

Cloud technology

Like many UK top 100 firms TLT's cloud arrangements are fairly embryonic.

It uses Mimecast and its HR system is in the cloud, plus some of its infrastructure security is also in the cloud. Most of its core systems, from case to document to practice management, are still on premises (see below). TLT has looked at iManage Cloud but was deterred by the potential latency when integrating its multiple systems.

Wright told us: "We will be taking a graduated approach. We will move to the cloud but not yet." Part of Lauwerys's role is to look at the transition.

IT/Innovation

TLT has split its IT and 'innovation' efforts and Wright says: "We have the same problem as everyone else: how do you keep the lights on but have the energy and investment for innovation. We've looked at some of the bimodal stuff that Gartner has preached in the past but when you get down to the detail, you're still talking about how you balance research, trial and delivery."

TLT has a transformation steering group to look at innovation and priorities for new projects and investment. Wright says: "Innovation is an over-used term for some of

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the things being talked about: the kind of multi-source resourcing, whether work is done by inside lawyers or outside lawyers or an LPO or across multiple providers; new AI or old AI or predictive coding and document review are already here and not 'innovation' but part of the future of how we work as lawyers."

Investment in new tech

In May 2018 TLT carved out £500,000 of capital to invest in tech that is innovative and supports its lawyers.

At the end of 2017 it took a minority equity share in contract review provider LegalSifter, a competitor of LawGeex. Wright said: "We spent around seven to eight months looking for solutions. Having got through the process with a number of AI providers, one of our project managers spotted LegalSifter and within 30 minutes of seeing a demo it did around 80% of what we need."

Pricing

Pricing is, or at least will be, a big focus for TLT, which is one of the firms pushing the envelope when it comes to stepping away from traditional pricing models. The firm runs a number of outsourcing arrangements with financial services clients whether that be volume or complex work, depending on the clients' needs and capability.

It has annual retainers with clients split by monthly payment. The value of the work is calculated in terms of

points and the points are arrived at by the number of live cases in a month. The points system also incorporates an assessment of complexity and risk. The points system is reviewed each quarter.

TLT currently has two contentious and two non-contentious schemes in place. One is in real estate, one in complex wills and probate.

After a fairly lengthy selection process involving both Carpe Diem and Intapp Time, TLT has selected Intapp for time recording.

Once the time recording system is established and the data is good the firm will look to put a pricing tool on top. It uses QlikView Reporting.

Tech used:

- Practice management: SOS Connect
- Document management: iManage Work
- Case management: Lexis Solcase + OchreSoft Intelliworks + K2 Blackpearl
- CRM/Marketing: Lexis InterAction + Vuture + Enable PitchPerfect
- Time recording: Intapp Time
- Cost recovery: Copitrak
- Document automation: Hotdocs
- AI/Machine Learning: Late stage POC Kira Systems



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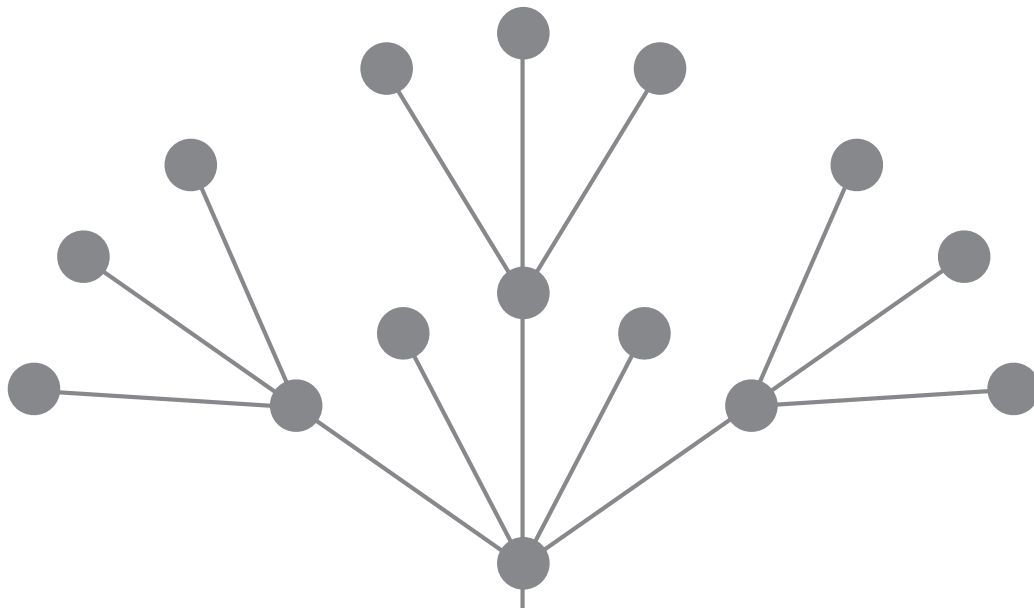
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► Top stories of 2018!

What do you think were the biggest stories of 2018? We can tell you what ours were by volume of traffic, and you may (or may not) be surprised! Counting down from 10 to 1.

10

Nigel Murray Moves To The Cloud: A Eulogy from Jonathan Maas

A sad place to start but at number 10 nonetheless and indicative of the fact that while we're all about the tech in this industry, it's the people that make it the fabulous, annoying, incestuous sector it is.

As many of you know, Nigel Murray died peacefully in his sleep on the night of 3 October 2018 after a two-year battle against brain cancer. In this touching tribute, friend and colleague Jonathan Maas reminds us that in the eDiscovery world everyone knew Nigel and he required no other address, it was simply, 'have you seen Nigel?', "Everyone knew who 'Nigel' was."

9

BigLaw "may not be able to access O365 for years"

In a story we published at the end of August, with input from Linklaters' global COO Matt Peers and Perkins Coie CIO Rick Howell, we revealed that big law firms could be years away from a full move to Microsoft Office 365 because Microsoft is continuing to refuse to hand over the encryption keys. That is 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.

Microsoft for the past two years has been engaged in conversations with many, if not most of the Global 100 firms, including Linklaters, where 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 clients 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."

A couple of vendors thought our article missed key details of the cyber offering from Microsoft so we'll be following up the debate in the New Year, but Peers told us: "I'd argue they are the ones missing the point."

8

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

If you had any doubt that data is the new gold, the position of this story at number 8 may come as a surprise to you. Writing for Legal IT Insider, Sooraj Shah looked at the latest must-have in town: the data scientist, asking how the role is developing and who has what capability so far.

He says: "Exploiting data to gain a competitive advantage is nothing new; every law firm will have been striving to do just this over the last few years, albeit with varying levels of sophistication and success.

"But as the value of the data held by law firms becomes better understood, and the technology enabling us to analyse it matures, there is a new urgency in the race to use data to compete. Key to making the most of the data at a law firm's disposal is a specialist skill-set that is very difficult to obtain – that of a data scientist."

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7

Exclusive: Daniel Pollick to join DWF as CIO as tech takes a front seat

Another people story and one of two in the top 10 involving Daniel Pollick, at number seven is the news we broke in July that Pollick, DLA Piper's former chief information officer and director of business transformation, was to join DWF in the newly-created role of CIO. He joined in August, 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.

Reunited at DWF with Sir Nigel Knowles, who he worked alongside for years at DLA Piper, at DWF Pollick is responsible for overseeing both the strategic and operational application of DWF's IT as well as the 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, we reveal in this December issue (see Page 3), has just joined Freeths as CTO.

6

Clifford Chance reduces tech toolkit from 25 to 3

Given the huge leaps that Clifford Chance has made in the delivery of technology internally and externally this year it thoroughly deserves to be at number 6 in this list. At the end of July we revealed that it had 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.”

He added: “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.”

5

Stop the press: ILTA CEO resigns and will not be attending ILTACON 2018

After a tumultuous year it would be surprising if the International Legal Technology Association didn't feature fairly high up in our top stories of 2018.

On 8 August, almost exactly a year after the departure of ILTA programme director Peggy Weschler caused an outcry in the immediate run up to ILTACON 2017, Dan Liutikas, the CEO who has led the hugely unpopular restructure of the member-led body, announced his resignation, and president Angela Dowd sent a letter to partners on 8 August saying that Liutikas would not be attending the ILTA conference.

Someone forwarded us that letter and we fairly quickly found out that ILTA had installed Blue Hornet tracking software in the logo.

ILTA board member Kate Cain said: “We fully expected the message to be forwarded and I have no problem with anybody forwarding it. Tracking software is used purely for marketing purposes and Sidley does same with Sidley alerts. It's absolutely not being used in any shape or form to collect data and anyone who implies that should call me direct because it is wildly unfair to characterise it like that. There is no intention to penalise anyone.”

Things have been on a much better footing since October, when Litera Microsystems vice president of client development Joy Heath Rush was selected as interim CEO by ILTA after a formal search. Her appointment has been met with relief as she sets about attempting to fix an association that many credit with making their careers possible.

4

Former Autonomy CFO & Darktrace director Sushovan Hussain convicted of fraud

Back in May, in a massive fall from grace for a man once crowned finance director of the year, Autonomy's former chief financial officer and ex-Darktrace director Sushovan Hussain was found guilty of fraud by a San Francisco court.

A 12-member federal jury convicted Hussain of 16 counts of wire and securities fraud.

The verdict precedes a \$5.1bn civil suit brought by HP in the UK civil courts against Hussain and Autonomy's founder and former CEO Mike Lynch, scheduled to begin next year. Lynch is counter-suing for \$160m, claiming lost investment opportunities due to reputational damage. He has strongly rejected HP's claims that management misled HP over the company's value.

In the latest twist, Lynch was at the very end of November charged with fraud by the San Francisco court (see Page 22). His lawyers say the prosecution is a travesty of justice and he denies all charges.

3

Trending: It's au revoir from Daniel Pollick, CIO at DLA Piper

Yes, Daniel is back again at Number 3, and here we simply posted the email announcing his departure from DLA Piper on 23 March.

He said: "The news is beginning to seep out, so I thought it the right time to tell friends and colleagues in the industry and beyond.

"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."

Well, as we know, he did have five months off before joining DWF, as above.

2

Clifford Chance creates separate venture to house and grow digital products

Clifford Chance is in again at number 2, after the firm 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.

A brave and hugely significant change of tack for the firm, so far Clifford Chance has developed and sold the likes of white-labelled document drafting solution CCDr@ft and it's Neota Logic-backed MiFID II tool from within the body of the firm, but speaking to Legal IT Insider, global head of innovation and business change, Bas Boris Visser said: "That is not an ideal set up because it's a business model that is completely different to what we do in the core Clifford Chance business. You come across many stumbling blocks if you want to successfully scale this business within Clifford Chance. The great thing is that over the last few years we've learned about risk and liability around selling software and before we can scale up we need to act on the lessons learned by setting up a new infrastructure and getting the right set of skills and expertise."

He added: "We have fantastic skills in Clifford Chance but we're not necessarily familiar with SaaS or how to sell software lines: it's not fair to ask a partner to sell a software product. But the tools we've developed are really good and deal with serious issues in client organisations, so we're hiring people to help us set up and run Clifford Chance Applied Solutions so that we can combine the best of legal that Clifford Chance supplies and work with the best technology companies to develop the right solutions for our clients."


1

EY acquires, wait for it...Riverview Law

Yes, you probably guessed it. Legal IT Insider was one of the first to announce EY's acquisition of Riverview Law on 7 August, with editor Caroline Hill commenting: "In what will almost certainly go down as one of the biggest but perhaps most inevitable 'oh shit' moments for mainstream law in the expansion of the Big 4 into legal services, EY has today (7 August) announced an agreement to acquire Riverview Law to support the expansion of EY legal managed services globally."

The acquisition will help scale the EY Law legal managed services offering and help EY clients to increase efficiency, manage risk, improve service transparency and reduce costs of routine legal activities. Riverview Law has a strong technology practice that uses process automation from Kim Technologies for delivery of its legal services. That technology was not part of the acquisition and is being licensed by EY in a 10-year deal.

The Big 4 continued to dominate headlines in the second half of 2018, and subsequent to this announcement, PwC entered an alliance with Fragomen in the US. KPMG has plans to double the headcount of its legal services division to 3,000 in the next few years while Deloitte also has significant UK growth plans.



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► Thomson Snell live on 3E; Intapp Open + iPhelion

Kent firm Thomson Snell & Passmore has just gone live on Thomson Reuters Elite 3E, Intapp Open and iPhelion Outline, as it replaces sunsetted product Thomson Reuters Envision.

In the last year the firm has also moved to a new private cloud with disaster recovery and site recovery in Azure, under a managed services agreement with Commercial IT signed in November 2017.

Speaking to Legal IT Insider, head of information systems, Anthony Graham said: "It's been a big year of technology change for the oldest law firm in the world!"

Graham, who was at Clyde & Co for nearly 15 years and moved to TS&P around four and a half years ago, tells us: "The firm had already made the migration to the cloud but the supplier went bust and we moved to a desktop firm called VESK, which was bought by Nasstar. We moved last year to Commercial IT."

TS&P used Robin Boyle from Lights-On to help with the selection of the new managed service agreement which is a one-stop-shop including DR and network telephony.

The private cloud can swap straight into Azure in the event of a disaster.

Graham says: "We'd signed for a new practice management system in April last year using our old platform to build a non-production environment but wanted to have a cloud solution that was more robust and stable - more scalable and private with the lure of Azure as a backup in DR.

"We're dipping our toe to find exactly how Azure works and what it can provide, using it as a steppingstone. There's a little bit of work to cut across and it's not completely seamless but it's not as complicated as it used to be. Once we hit the big red button I'd expect to be up and running in less than 24 hours."

In terms of the PMS swapout, while at 125 lawyers TS&P is on the smaller side for 3E, Graham says: "We've gone for best of breed," but the firm also used TR's express services package. The firm also looked at Aderant and Peppermint.

It signed up with Intapp Open in around April or May, with the anti-money laundering checks attached to the new onboarding function to create a more standardised process.

TS&P also recently selected template management from iPhelion and went live on 3E, Intapp Open and iPhelion on 12 November, and Graham says: "It's important in terms of taking that piece out of Envision and having a replacement. It will drag all of the client information out into standard template letters and it integrates well with iManage and the new PMS."

TS&P had already rolled out iManage (in February 2017) and is just introducing iManage Work 10 to replace the DM element of Enterprise.

Despite the huge volume of transition Graham says: "It's gone really well. We used iTrain to train our people on 3E and Intapp and they were really impressive."

The firm is now turning its sights to "some AI" and possibly an email data loss prevention solution. "We want something specific," Graham says, "where we can see the benefits and measure it."

► GlenLegal 2019! 3-5 March, 2019

Now in its 4th year, Legal Leaders IT Forum (#glenlegal19) will bring together around 100 CIOs, IT Directors and innovation champions from the world's most successful law firms for two and a half days of peer-to-peer networking and debate.

Set once again in the truly amazing surroundings of the Gleneagles Hotel, the 2019 programme will build on a theme of 'How to stay relevant in changing times' and confirmed speakers already include the following thought leaders:

Mike Rebeiro at Macfarlanes; Rick Howell at Perkins Coie; Marika Daggett at Google; Will Rockall at Deloitte; Barrick Roddick at Eversheds; Mohammed Ajaz at National Grid; Richard Tomlinson at Bryan Cave Leighton Paisner; Ian Gilbert at Herbert Smith Freehills; Jamie Whalebone at Freshfields Bruckhaus Deringer; Shawn Curran also at Freshfields; Jamie Fraser at The Smiths Group; Chris Rowe at Leeds University; Andrew Powell at Macfarlanes; Daniel Pollock at DWF; Tony McKenna at Gowling WLG; Kerry Westland at Addleshaw Goddard and Jo Owen at Cripps.

Topics will include:

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► New law profile: SYKE

Alistair Maiden founded legal engineering business SYKE after leaving Asda where he was head of contracts. Here he tells Legal IT Insider more about SYKE and shares his insights as to why legal tech implementations fail and how to avoid the pitfalls.

"Tell me about SYKE and your background"

SYKE is a legal engineering business, which helps corporate legal teams and law firms to buy and implement legal technology. We work for corporate legal teams like Unilever, the AA and Crabtree and Evelyn and for law firms like DWF and Reed Smith. Our focus is digital contracting, automation, AI document review and expert bots.

Before founding SYKE two years ago I ran the contracts function at Asda. I was also Asda's data protection officer. I headed a project to transform Asda's contracts process, which included implementing self-service digital contracting. We reduced the average time to conclude a contract from 21 days to five days and I was hooked.

SYKE began life as a sole consultancy focussed on helping corporate legal departments buy legal technology but it was immediately apparent that implementation was a bigger opportunity. We quickly scaled up and now employ 13 consultants, all of whom are lawyers, ex-lawyers or future lawyers.

"Could you explain the implementation opportunity"

When I started SYKE, there was a lot of noise about new legal tech, particularly automation and AI, but few examples of successful implementation. Tech providers were selling their products as "easy" to use and implement, but that didn't reflect my own experience. Two of SYKE's first clients were big corporate legal teams who were unsuccessfully trialling a document automation product. The trials were floundering because the software providers had assumed the customer would have the time and the inclination to learn how to automate their own templates. Most in-house lawyers do not have time for their BAU work, so the assumption they would have time to learn to automate was flawed. One customer had 16 different NDA variants. We rationalised the variants into a single template and then automated that template. We also helped the customer to finalise and then automate a 120 page procurement document, reducing drafting effort from two hours to 10 minutes. Both exercises required a strong understanding of business context and legal content. Our background as in-house lawyers was invaluable.

"In your experience why do legal tech implementations fail"

The classic cause is legal tech providers overselling the capability of their products. For example, there are a number of products which are touted having contract automation capability but anything beyond filling out a static form requires bespoke coding. We have seen tech providers disguise this during demos and proofs of concept, with disastrous results for the customer down the line. The other main cause is that customers underestimated the necessary implementation investment (because the products are sold as being "easy"). As a general rule of thumb, expect implementation costs to be at least equal to licence costs. And make sure you are hiring people with the right expertise - legal background is essential.

"In the past you have stressed the importance of user experience. Could you please expand?"

User experience is underrated. Anything you buy and implement should be as easy to use as an iPhone. Otherwise your colleagues simply won't use it. SSO (Single Sign-On) is essential. The user interface must be straightforward with limited functionality. Buying and implementing the product isn't the end of the road. Keep engaged with the product, keep revisiting if it works. Keep an eye on your uptake. Be the internal promoter. Remind the business with refresher training. Use it as a tool to demonstrate legal value i.e. ticking the boxes for compliance, record your data on amount of contracts - we used the back-end information to show how many NDAs we had processed, having an accessible legal archive.

"Changing track, what's the first thing someone should consider if they're considering buying legal tech?"

Establish your objectives – what is the legal/commercial problem you are trying to fix? Do not just assume that technology will be a panacea for general legal inefficiency. Be specific about what you are trying to tackle and work from there. Turn your problem into a set of clear requirements which you can use as the basis for sourcing activity and later your contract with the provider. It is critical to ensure that provider responses to these requirements are incorporated into your contract with the provider as that can give you leverage if it later transpires that the provider was liberal with the truth!

"There are a myriad of different legal tech options. How do choose the right tech?"

Canvas opinion from neutral providers and don't be afraid to reach out on LinkedIn and to your own network of peers - few are unwilling to share their experiences, good or bad, or point you in the direction of industry experts.

"Tell me about some of the problems you have encountered when buying legal tech"

The person negotiating with the legal tech provider should be invested in the technology's successful implementation and use. Legal teams love to outsource this bit to their procurement colleagues, but that can lead to disaster because shaving 20% from the purchase price is much less important than a flexible licensing model in case requirements change, or getting the right service levels.

Also, don't allow your project objectives to be compromised by inappropriate existing tech. For example, if you plan to implement digital contracting, you will come under a lot of pressure from finance and procurement to repurpose one of their "enterprise" solutions. The easy option seemed to be "we are already using x system and they have a contract management tool so we can just use it as an add on". If you have this discussion - fully immerse yourself in it. Question the myth and try to understand the value - is it really the case that it would be too complicated to create an interface between something new and what you currently have? Are you choosing a less intuitive software and sacrificing user experience for the sake of having to raise one less PO or putting a new provider on the system?

"What are the biggest pitfall to avoid?"

Be really focussed on objectives and be prepared to sacrifice nice-to-haves. There are no panacea products - you will have to sacrifice something. Typically 80% of legal tech functionality is never used. So for example, if your primary objective is to automate your document to be self-served by business users, you need to focus on buying a product which has great automation capability and is easy to use. Do you actually need to integrate with 15 other systems? Do you need AI contract review? Do you need a clause library?

Also, make sure you buy something which you can eventually self-manage. Beware of service companies in disguise which sell licences cheap for an endless supply of service revenue. You can test this by "sandbox" exercises where you invite vendors to your offices to automate your documents and related processes, which you hold back until the provider is with you and closed off from external assistance. If a provider cannot automate your document in a live setting, it indicates that the automation process is rather more difficult than billed. There can also be a stark difference between products. I once asked providers to quote for automating a set of 10 customer documents. One vendor quoted 30 days, the other 220 days!

Finally, licence structure. Don't overbuy at first. Negotiate a low per user cost based on anticipated eventual number of users. You don't want to pay for licences that you aren't using.

► The changing role of the legal CISO

Freshfield's Mark Walmsley on what it takes to be a chief information security officer as cybercrime soars, and on inspiring the next generation.

There are few sectors where the role of chief information security officer (CISO) is as critical as law. The sobering reality is that legal firms are prominent targets for cyberattack. An experienced CISO can provide technical guidance on security concerns and advocate for strategies to minimise risks. In fact, security savvy clients are demanding a comprehensive information security strategy, spearheaded by strong and visible leadership.

And yet, the role of CISO is not clear cut. There is no single career path that leads there, and the skills required are constantly evolving. Freshfields Bruckhaus Deringer CISO, Mark Walmsley, points out that the role didn't even exist when he joined the firm 18 years ago.

Walmsley's own journey to CISO began in project management. "I worked in project management and then moved to security in 2010, promoted to CISO in 2013," he told Legal IT Insider at the Cyber Security Connect UK conference in Monaco. "I worked across, then up, moving away from the legal environment to where the complex projects were. I then got involved in client audit, introducing basic security programmes eight years ago."

Indeed, the position of CISO is shifting from a highly technical role to an advisory board-level role and that is impacting the types of people suitable for the job. Historically, CISOs have come up through the IT security ranks, but these days, Walmsley believes, a wider range of experience can be appropriate.

"Typically, people would say you need to be an IT security person who has experience with the nuts and bolts. Then you become a manager and look at risk that way. That's the traditional route. But I don't think it allows for enough diversity," he says.

"If you look at Freshfields' information security, we offer 12 different services including physical security, supplier assurance work, network design, breach management, penetration testing, training awareness and more – that's a real range. If you come from an IT background and that's the only exposure you have had, you're delivering 40% of that. You can't become a CISO if you are only qualified for 40% of the role. You have to have broader experience."

It is also vital that a CISO is able to distil technical information into accessible language and communicate effectively at a board level. "Our CIO said to me, your number one skill needs to be the ability to bridge the gap, the ability to understand the technical side of things as well as how to articulate problems, conversing in simple terms," Walmsley says. "You don't need to talk about firewalls and AV."

The next generation of CISOs

Walmsley practices what he preaches when it comes to hiring from diverse backgrounds. His own team is made up of people with technical, project management and HR experience, as well as a former police officer. Having experience of the legal industry is not a prerequisite. But it can be useful.

"Typically, we look for someone who comes from a business background. That doesn't have to be legal. But it really helps to have experience with legal because of the complex decision making involved," Walmsley says. "Unlike other industries where there's just a board with three or four people making a decision, in a firm like ours there are partners, all of whom have a say. Being familiar with a partnership environment is great."

Increasingly, Walmsley is seeing people transition from legal to cyber. "They spend five to 10 years doing hardcore legal advice and then they contemplate their skills and see they are transferable – particularly attention to detail," he explains.

While this is helping to solve the much-talked about cyber skills gap, for law firms at least, Walmsley says that more needs to be done at an early age to encourage people into the cyber security sector in general.

"You have to take a step back and consider where the next generation of CISOs are going to come from," he says, adding that nascent government schemes to develop cyber security skills are encouraging but that more is required.

And the sooner you reach young people, the better, Walmsley believes. "Right now we need people and therefore all CISOs have a responsibility to go into their local schools, have those conversations, and really explain what cyber security looks like."

By Sooraj Shah

► **Microsoft Office 365 MFA outage**

November wasn't a good month for Microsoft's Office 365 multi-factor authentication, which suffered a couple of major outages particularly on 19 November thanks to an update gone wrong.

Microsoft confirmed that affected users may be unable to sign in using MFA and may also be unable to carry out self-service password resets – as most will know, multi-factor authentication secures an account with an additional piece of information such as a code sent to the user.

The root cause identified was a recent update to the MFA service that introduced a coding issue that prevented users from signing in or carrying out self-service password resets, which are typically sent via text messages or push notifications.

Affected companies and law firms included TowerWatch Solutions and Peters & Peters in the

UK, while at American LegalNet, general manager Dan O'Day said: "We had multiple people impacted, including a sales rep trying to do a demo for a prospect. Thankfully the firm was aware of the issues and did not think it was a reflection on our software."

The following week brought further problems, and commenting on our MFA outage story on LinkedIn, Brian McDonald, head of IT at Peters & Peters, said: "Happened again today. DNS issues resulting in MFA failures."

Matt Torrens at Sprout IT replied: "Yep. 365 yesterday. MFA today. Bring on Wednesday!"

However, the prize for the best comment after the first outage has to go to Anthony Dean at Search Acumen, who said (with visible relief): "I knew it wasn't me being a numpity!"

► **Mike Lynch charged with fraud in the US**

US criminal prosecutors have charged former Autonomy boss Mike Lynch with 14 counts of fraud relating to the \$11bn sale of Autonomy to Hewlett-Packard in 2011, in the latest twist in a long-running saga that also sees Lynch face a \$5.1bn UK civil claim by HP next year: claims that he and his lawyers are strongly contesting.

Lynch was charged on 29 November alongside former vice president for finance Stephen Chamberlain with engaging in a scheme to defraud HP about the true value of Autonomy, providing misleading statements and artificially inflating revenues; charges that his lawyers say are "a travesty of justice."

Autonomy's former chief financial officer and ex-Darktrace director Sushovan Hussain was found guilty of fraud in May: a 12-member federal jury convicted Hussain of 16 counts of wire and securities fraud. He is appealing that decision.

Hussain was a director of Darktrace – a company backed by Lynch's investment vehicle Invoke Capital, which is also the controlling party in Luminance. While Hussain stood down from that directorship when he was charged with fraud, a spokesperson for Luminance informed Legal IT Insider that Lynch currently has no intention of doing so.

► **Product Launches**

Bellefield launches OCG Live

Bellefield Systems has just launched a new billing solution that helps fee-earners to comply with outside counsel guidelines (OCGs) at the point of time entry and which immediately measures how much money will be lost through write-offs if changes to the way time is recorded aren't made.

OCGs dictate a client's expectations and preferences when it comes to what can and can't be charged for and how time needs to be recorded.

OCG Live, which is available with or without Bellefield's flagship timekeeping solution iTimeKeep, tracks the OCGs for each client and each law firm department and enables users to resolve issues prior to submitting a bill for payment.

OCG breaches often mean that bills are rejected, costing firms thousands in lost revenue. Speaking to Legal IT Insider, iTimeKeep's co-founder and president Gaby Isturiz said: "OCG live is the first of its kind. It's a full service management platform and allows timekeepers to manage compliance at the point of time entry and finance professionals to identify potential violations prior to submitting a bill, saving thousands of dollars." You'll recall that Isturiz was a co-founder of eBillingHub.

While the likes of Tikit in June announced new rule awareness and validation features to further comply with OCGs, Isturiz says: "Nobody is managing the entire process like this, looking at the problem as a whole and nobody is doing it as we do, which is a SaaS model. Everything you see is SaaS. You get four updates a year, meaning everybody gets it immediately."

LexisNexis launches Context

This is a game-changer, although currently only available in the US: Context, which delivers insights on judges and expert witnesses to help attorneys best prepare, present and argue their case, was launched by LexisNexis on 29 November.

A key component of the new Lexis Analytics suite of products, Context, which is based on Ravel Law analytics, is currently the only case-law language analytics solution in the industry.

It analyses tens of millions of court documents, providing users with key data such as the cases most often cited by a judge and the language used around that, as well as previously unavailable data on expert witness testimony, including where that testimony was excluded and why.

Speaking to Legal IT Insider about the launch of Context, Ravel's co-founder Nik Reed said: "We have rebuilt all the Ravel machine learning in the Lexis Advanced platform and extended it in all sorts of exciting ways. Rebuilding something is not so fun but one of the most fun things is extending it and discovering things you couldn't do before."

What it couldn't do before is provide the kind of expert witness intelligence that arises out of having access to LexisNexis' database of over 380,000 witnesses. Reed said: "The same technology that finds terms used by judges can find out when expert witness testimony is excluded and why."

As we first revealed in October, the plans are to release Context in Canada next and then the UK, although Lexis get twitchy if you start putting too specific a time frame on that – it is likely to be some time in 2019 though.

► **The British Legal Awards 2018: The tech winners**

Congratulations to Thomson Reuters, which won Technology Supplier of the Year at the British Legal Awards 2018. The award was for solving GDPR challenges for The AA, which brought together Pangea3 Legal Managed Services, SYKE, eBrevia and Contract Express. Well done in particular to Adam Nguyen, Alistair Maiden and Maniti Barot.

Collaboration was again the theme as Addleshaw Goddard, CMS and Sainsbury's won Best use of Technology: Addleshaws worked collaboratively with CMS to help Sainsbury's in-house legal team develop its use of technology, creating a legal portal based on HighQ. The portal will help Sainsbury's to manage its external panel lawyers and offer various other capabilities, including matter tracking and document storage.

On Twitter Addleshaws said: "Delighted to have won Best use of Technology award at the #BritishLegalAwards. This is a great testament to the market-leading technology solutions we provide and is also a great example of our collaboration with @sainsburys and @CMS_law."

Speaking to Alistair Maiden, founder of SYKE, at the awards, he said: "Previously collaboration between legal providers was rare but it's definitely a growing trend."

► **ICYMI**

A digest of the more important eDisclosure / eDiscovery news from industry veteran Jonathan Maas' BONG! email updates over the past month

The challenges of mobile/smart devices and eDisclosure <https://maas-bong.io/2SjByJt>

The first item this month is a piece setting out how vital data retrieved from mobile devices is in the conduct of both criminal and civil proceedings in the UK and the US (in case you didn't know that already).

Mobile to the mainstream <https://maas-bong.io/2Jbr1Nh>

US Special Master Craig Ball then usefully moves us forward by detailing the sort of information that can be found on mobile/smart devices and how easy or difficult it can be to retrieve it, including some tools to use. Along the way he rightly bemoans the lack of interest lawyers have in the wealth of data so easily accessible (and I refer back to the above article for a brief indication of how vital this data can be).

Craig Ball on how mobile data increases lawyers' ability to uncover the truth <https://maas-bong.io/2OK6S1G>

Not that I really need to drive the point home here, but in this video interview by well known eDiscovery pundit Chris Dale, Craig observes that the flip side of all these sources is the ready availability of evidence to help lawyers get to the truth, if you just look in the right places.

US judge says “Alexa, please testify in a double murder case” <https://maas-bong.io/2OH9Q7d>

This is not the first time we have seen a smart device take to the stand in a criminal trial in America, and it most certainly won't be the last. It seems like the Internet of Things is going to turn out to be the Internet of Sneaks.

Police claim woman remotely wiped her iPhone after it was taken into evidence <https://maas-bong.io/2OFNraD>

It's not just easy to collect data from mobile devices, it's nowadays also easy to delete it remotely, as this piece from America highlights.

Mad about metadata <https://maas-bong.io/2P41j3x>

Following a recent US ruling (the report is linked in this piece), Craig Ball here clears up confusion over what metadata is, and correctly, in my opinion, asserts a receiving party's right to expect it all.

Court rejects plaintiff's “mindlessly deficient” objections to native format production <https://maas-bong.io/2yxALNv>

Confirming Craig's comments, a US judge holds that PDF versions of construction schedules do not constitute adequate discovery and orders that they be re-produced in native format, with the metadata intact.

Protective orders for cybersecurity during eDiscovery: What they are and why you need one <https://maas-bong.io/2JeZvOU>

In the US, a protective order can be applied to prevent “annoyance, embarrassment, oppression or undue burden or expense”. This interesting article from Logikcull explores why you might need such an order (hint: think about discovery data in transit to your service provider or on production).

How lawyer technologists can traverse two worlds <https://maas-bong.io/2P8RQrq>

This article explains how it can be possible to keep one foot in the legal community and one foot in the technical community. Having spent the past 30 years doing just that, I think Mary Rechtoris from Relativity gets most of the main points (although I would robustly argue that you don't need to be a qualified lawyer to talk “lawyeres”).

Information governance: The foundation of eDiscovery projects <https://maas-bong.io/2D49SUv>

Back in the day I used to say light-heartedly that

an unexpected by-product of litigation for the client was an efficient filing system – order out of chaos (albeit temporarily). Chris Dale has succinctly questioned why corporations need to pay expensive people in pinstripes to do their filing for them. Here, Mike Quartararo picks up the baton and explains why a good information governance policy is important, especially when conducting discovery.

How to document your chain of custody and why it's important <https://maas-bong.io/2OxPJbz>

As any fule kno, it's important that data collections are conducted with minimal disruption to the business but crucial that they are carried out in a legally defensible manner. In criminal cases it is well known that if the prosecution has the evidence the only wriggle-room for the defence is to question the competent handling of that evidence, starting at the point of collection. The same is true in civil actions. In this article D4 take us through some of the basics. In the UK, the ACPO Guidelines are our friend.

Crafting effective ESI agreements <https://maas-bong.io/2OCCbeX>

Kilpatrick Townsend & Stockton LLP explain how useful it is for the parties to agree the mechanics of discovery and thereby to stand a chance of limiting disputes over, and the cost of, the process. In the UK, of course, we have the enormously useful TeCSA Protocol.

Five bad eDiscovery habits that could be hurting your case <https://maas-bong.io/2ORvVjr>

Carlo Ramos from Relativity helpfully highlights a few places where it is easy to get derailed during your discovery exercise.

Transparency in a Salt Lake TAR pit? <https://maas-bong.io/2z6QeVn>

This long, rather scientific article (even though he mentions Sponge Bob Square Pants) from the pen of eDiscovery legend Ralph Losey is interesting because, on the back of an analysis of US case *Entrata v Yardi*, he goes into detail about how to defend one's own, and question one's opponent's, approach to and execution of technology-assisted review. If anyone should know, he should.

What is cooperation in eDiscovery? <https://maas-bong.io/2P7kqtg>

Everybody knows that parties to litigation should cooperate on discovery, and we all know why it's A Good Thing. Zapproved here explain what that really looks like, as not everybody hears the same thing when someone says, “meet and confer”.

eDiscovery opportunity costs: What is the most efficient approach? <https://maas-bong.io/2OW6c9Q>

The good folk at Logikcull have pieced together an infographic and text story, based on statistics from a

number of reputable sources, showing the cost journey of the typical discovery exercise on a typical case in the States. Well worth a look. (Tip: HVAC = Heating, Ventilation and Air Conditioning. TL;DR = Too Long; Didn't Read.)

Lassoing the eDiscovery arena with proportionality <https://maas-bong.io/2OSjy6Z>

This is another good article from Mary Rechteris at Relativity, in which she (correctly) suggests "case teams must be proportional in the eDiscovery process. Often, the cost-benefit principle is at the crux of proportionality. To achieve proportionality, the benefit of producing documentation must outweigh discovery's cost".

Starting discovery right, eDiscovery competence series Part 2 <https://maas-bong.io/2DXZsr2>

In this second in a three part series, Xact begin their review of California's enumerated requirements specifically for eDiscovery competence. As you will know, in two thirds of America's 50 states attorneys bear a duty of competence that extends to technology, including competence with eDiscovery technology, ESI sources and more.

Consilio announces acquisition of DiscoverReady <https://maas-bong.io/2OhNdpQ>

As I noted at the time, the behemoth just behemothed. If you like your service providers big, this one is big! According to their website, they have 2,500 staff servicing 10,000 clients worldwide, managing 30 petabytes of data across 60 locations in 11 countries (and I wasn't paid to say that – the link here is to their press release).

Picking over the proportionality rule <https://maas-bong.io/2OErXL2>

Disclosure or discovery can be the most expensive part of bringing or defending a case, second only to the trial or hearing itself. Costs incurred must, of course, be proportionate to the sums in issue. With not much judicial guidance on the overriding objective of proportionality it's helpful to see an article from legal journalist Rachel Rothwell in the Law Society Gazette that sheds a little more light on what the courts deem as proportionate.

More examples of official acceptance of technology-assisted review <https://maas-bong.io/2OKl0bz>

Chris Dale provides some more instances of courts or regulators approving the use of technology-assisted review, this time in Canada and the State of Virginia.

Papers from the third annual Georgetown eDiscovery talks 2018 <https://maas-bong.io/2ONpG04>

The annual conference of Georgetown Law's Advanced eDiscovery Institute is a veritable who's who of the global eDiscovery world. If, like me, you couldn't attend this year's event the Institute has been good enough to post the papers online.

Blue dots and implications of bias in document review <https://maas-bong.io/2OQeEat>

There has been talk recently of unconscious bias in data analytics. In this interesting article from Phil Richards, CTO at DiscoverReady/Consilio, we learn what that means in the realms of TAR and machine learning. I recently used the analogy of blue balls and puppies in relation to TAR; here Phil uses blue dots and Levari to explain bias.

Some topical recent US eDiscovery rulings

Discovery obstruction as attorney misconduct: Lawyer suspended in egregious case <https://maas-bong.io/2O5Ce2A>

A US lawyer who wilfully ignored his discovery obligations has (almost literally) had the FRCP thrown at him as he is indefinitely suspended.

Court grants adverse inference sanction against Target for failing to preserve surveillance video <https://maas-bong.io/2yDIRnM>

We have seen other instances of deleted CCTV footage where the party in question was not sanctioned. Very simply, Target was sanctioned because they plainly acted in bad faith.

Court denies sanctions for eleventh-hour multi-million page production <https://maas-bong.io/2SbRw8w>

This production was clearly late and voluminous but it did not seem to contain irrelevant or unresponsive documents. As far as the judge was concerned, the receiving party got what it asked for and could not complain. Compare and contrast to last month's United Airlines data dump (see last month's Legal IT Insider).

Monetary sanctions for violating discovery rules despite "very minimal" impact <https://maas-bong.io/2OS4ma2>

Even though the plaintiffs' discovery failures had little impact on the case, the judge still ordered them (leniently) to pay the defendant's "attorney's fees associated with its motion for sanctions".

Court orders defendants to resubmit production of "inferior" quality documents <https://maas-bong.io/2SeGEqm>

We all strive to avoid this happening to us: a party is ordered to re-produce its discovery after providing badly pixelated or illegible documents with inaccessible native versions missing corresponding Bates numbers. The producing party was also ordered to pay the costs associated with their opponent's motion to compel.

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

UK & EMEA In a big win for **Litera Microsystems**, **Allen & Overy** has chosen to implement **Change-Pro Premier** and **Metadact** for its firm-wide document comparison and metadata management. A&O has begun firm-wide deployment of Change-Pro and Metadact following a detailed functional evaluation. "Litera Microsystems is a critical element of a new suite of best-in-class technologies which Allen & Overy is deploying to remain at the forefront of client service in the legal sector," **Andrew Brammer**, Allen & Overy director of IT and shared services, said. "This significant investment includes a range of software, hardware and network upgrades to enable the firm's lawyers to work with increased efficiency and agility."

Commercial Dutch firm **Nysingh** has deployed **cleanDocs** from **DocsCorp** in recognition of the system's three-in-one capability for data breach prevention: metadata cleaning, email attachment checking and email recipient checking. **Albert van Bart**, Head of ICT at Nysingh, led the move to cleanDocs: "When it came time to review our existing systems for compliance and overall effectiveness, we saw potential for improvement in our metadata cleaning application. We decided to try cleanDocs since it seemed a more comprehensive compliance solution and data breach prevention strategy. It had the added benefit of offering other capabilities, and now the firm is better equipped to secure the data we are entrusted with." Commented **Samantha Jeffries**, Vice President of DocsCorp EMEA: "Human error is the number one cause of data breaches worldwide. With the GDPR now enforceable, firms are looking to strengthen the safety nets they have around data and information sharing - especially in email."

Contracts have been agreed with UK top 150 law firm **Trethowans** for the implementation of the **Linetime Liberate** software suite to service 250 users based in their five regional offices. Following a careful selection process, the firm has selected Linetime's single database solution for accounts, case management and CRM. The project will also include links to the **DocsCorp** portfolio and **SmartSearch** AML checking and the further development of a sophisticated integration with the iManage DMS. **Andy Duckworth**, finance director at Trethowans said, "Trethowans takes great pride in providing a high quality service to all its clients whether they be individuals or large corporates. We see the partnership with Linetime and the investment in Liberate as an essential part of continuing and improving our service delivery."

London Stock Exchange-listed firm **Gordon Dadds** has confirmed the acquisition of **Ince & Co** in a £43m deal that will create the first top 50 legal firm

on the public markets and facilitate investment in better technology and working practices. Combined revenues of the new entity will exceed £100m and it will be home to more than 100 partners, with offices in nine countries. The new firm will be led by Gordon Dadds' managing partner & CEO, **Adrian Biles** supported by **Peter Rogan**, chairman of the board of Ince. Speaking to Legal IT Insider about the merger, Rogan said: "One of the key advantages of being listed is access to new capital." He added: "In our case, this will allow us to maintain our competitive edge in the rapidly evolving legal market."

Leading UK media, technology and IP firm **Wiggin** has signed with **Aderant Handshake's** knowledge management solution. Handshake helps firms to centralise their knowledge and make it accessible through intranets, extranets, search applications and mobile solutions. Despite its acquisition by practice management vendor Aderant, the KM provider has remained agnostic. Speaking to Legal IT Insider about the recent spike in new wins, including at leading pension scheme law firm **Sackers**, vice president of knowledge management at Aderant, **Glenn LaForce**, said: "It's been a little more than a year since the acquisition and the initial concern among customers was that we were not going to be agnostic. Over the course of time we've seen that Aderant has done a good job of investing and allowing the product to be agnostic." **Danny O'Connor**, head of IT at Sackers, says: "We are developing a state-of-the-art, lawyer-centric intranet and saw Aderant Handshake as the key partner to join all of our data sources. By giving the lawyers a view of all their firm data in once place we will enable greater efficiency and transparency."

Eversheds Sutherland has partnered with **Opus 2 International** to launch an enterprise licence of Opus 2's electronic trial platform **Magnum**, under the name **CaseReady**. CaseReady will enable lawyers, clients and counsel to share case materials and work collaboratively on matters from instruction through to trial or settlement. Clients will benefit from CaseReady's range of litigation features, including e-bundling, evidence annotation and paperless trial presentation. It is a cloud-based solution that removes the need for paper-bundles, reducing costs and security risks. Lawyers and clients can collaborate digitally in real time when reviewing case documents on the platform's accessible interface.

Legal 500 firm **Mewburn Ellis** has selected **Tikit** to supply **NetDocuments** following an ambitious digital transformation plan that has seen it implement new PMS, CMS and finally DMS. The IP specialist firm has over 200 staff spread between offices in London, Munich, Bristol, Cambridge and Manchester. **Andrew Newland**, Head of IT at the firm said: "To initiate this project, DMS providers were invited to showcase their software and also required to respond to a series of detailed user stories written by the firm, so that the suitability of each product could be assessed in the unique context of Mewburn's preferred ways of working. Once this was done, a selection review was carried out ranking the products against the key criteria identified by the firm. The result of this process

led to clear winners: NetDocuments, implemented and supported by Tikit. NetDocuments clearly demonstrated best-in-class security, cloud infrastructure and disaster recovery functionality. The single tenant 'true' cloud model means that Mewburn Ellis will seamlessly benefit from future enhancements without 'upgrade pain'. The user interface is slick, intuitive and extremely functional."

DMH Stallard is the latest law firm to swap out its Lexis Axxia practice management system, for **Aderant Expert** and **Handshake** as its legal PMS and knowledge management solutions respectively. Now just inside the Top 100 UK law firms (last year it was just outside at 101), DMH, which has five locations in the UK, last year saw its annual revenue increase to £25m. The South East firm has grown through mergers: in 2017 it merged with Sussex firm Rawlinson Butler; in 2014 with Guildford firm AWB Partnership; in 2012 with Surrey firm Callaghans; and in 2008 with London commercial firm Courts & Co. "Aderant demonstrated a strong understanding of our practice requirements and how these could be served from their extensive solutions portfolio," said **Richard Pollins**, DMH Stallard's managing partner. "DMH Stallard is making a significant investment in new systems to ensure that it not only provides excellent client service, but also continues to provide a working and IT environment that attracts the best talent."

European law firm, **Fieldfisher**, has deployed its ERP system, **LexisOne**, across its network of German offices. LexisOne is a cloud SaaS solution built on Microsoft Dynamics 365, which Fieldfisher has used to replace eight other core business systems. The firm now uses LexisOne for a range of business-critical processes, including matter onboarding, time and expense capture, billing, reporting, credit control and HR. Fieldfisher has now standardised business processes and consistent working practices across the firm's UK, US, Belgium and Germany offices, while ensuring it adheres to the local requirements in each region. **Mike Giles**, Finance Director at the firm, explained: "We have been able to exploit the 'out-of-the-box' functionality in LexisOne and from Microsoft to meet the local statutory reporting requirements. For example, the team in Germany is using a number of electronic report formats for key processes such as generating vendor payment files, importing bank statements and generating EU sales lists." Fieldfisher recently won the 'Technology Venture of the Year' category at the British Legal Awards 2018 for being the first large law firm to deploy a cloud-based practice management system, fully integrating the Finance and HR functions of the business and making real savings of £1.7 million over five years. The judges noted the initiative was delivered on time and in budget, too.

North London-based commercial law firm **OGR Stock Denton** has successfully gone live on the **iManage Cloud**, with **Ascertus Limited** as the implementation partner. Ascertus has helped the growing law firm deploy iManage Cloud to establish a modern work environment to compete with some of the larger central London legal services providers. iManage Cloud is available to

45 users and will seamlessly scale in the cloud as the business expands. "We may be smaller in size to some of the central London law firms, but when it comes to the calibre of the work we do, we are certainly at par," said **Robert Rosenberg**, a partner at OGR Stock Denton. "Documents and emails are the most important tools for our fee earners and it's crucial that we provide our lawyers with productivity enhancing applications so that they can focus on delivering superior quality service to clients. A modern work environment is also essential to attracting the top talent in the industry. iManage Work is the best document management solution in the industry, and so we have invested in it."

Multi-award winning Baltic law firm, **Sorainen**, has adopted **Luminance's** artificial intelligence technology, **Diligence**, to streamline the M&A due diligence processes at the top-tier law firm. With a data room containing over 600 documents in English, Estonian, Lithuanian, Latvian and Spanish, Luminance was immediately able to categorise the data set by document and clause type, regional activity and language, focusing the review from day one. "Using Luminance, we were able to pinpoint areas of concern far more quickly than using manual review alone," observed **Toomas Prangli**, co-head of the firm's Corporate and M&A Practice Group. "We're delighted to welcome Sorainen to the

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roster of Luminance Diligence customers as our global traction continues to increase,” added **Emily Foges**, CEO of Luminance.

London firm **Silver Shemmings Ash LLP**, property and construction law experts, and legal 500 firm **Enoch Evans LLP**, a full service law firm, have both chosen **Tikit P4W** as their practice and case management system. **David Hall**, Practice Manager at Silver Shemmings Ash, said: “We needed a case management system that could help us drive productivity and the functionality offered by Tikit P4W was very broad and impressive. We are confident we can use the system to provide support to our teams and provide the best service to all of our clients.” **David Evans**, managing partner at Enoch Evans, noted: “We wanted to invest in the best technology for our firm and Tikit P4W was a clear choice for us. The system will aid us in streamlining and enhancing the services we provide as well as assisting with our planned expansion.” **Adrian Jones**, Product Director at Tikit, commented: “It’s great testament to our development of P4W that a growing number of firms such as Enoch Evans and Silver Shemmings are selecting it based on its market-leading functionality and increasing number of value-added integrations with other specialist applications.”

Meanwhile, regional firm **Lamb Brooks Solicitors** have also chosen **Tikit** for their practice and case management needs, to become the 13th LawNet member firm to adopt **P4W**. **Robert Finlayson**, Managing Partner at the firm, said: “We wanted to invest in the best technology to drive our business forward and Tikit P4W quickly became a front runner in our search for a new practice and case management system. We were impressed with the extensive functionality offered by P4W and the positive references we received from fellow LawNet member firms. Commenting on this latest win, **Richard Higgs**, Sales Director at Tikit, said: “It’s great to welcome another LawNet member firm to the Tikit P4W client base. We’re really proud of our longstanding association with LawNet and the enthusiasm of our member clients in providing references for other member firms considering P4W.”

Legal systems integrator **Zylpha** has signed a strategic partnership agreement with **DocuSign**. Under the terms of the agreement Zylpha will offer DocuSign’s eSignature systems to **Visualfiles** and **iManage** users, alongside its widely acclaimed bundling technology. DocuSign allows legal documents to be signed with just a simple click anywhere, anytime from any web-enabled device. With DocuSign, users eliminate postal delays and risks, boost compliance and future-proof ongoing system investments. **David Chapman**, Marketing Manager of Zylpha, said: “There has been a significant

growth in demand for online verification, so we decided to expand our eSignature offering with this partnership.”

Commercial law firm **Lupton Fawcett LLP**, has selected **LexisVisualfiles** to replace its incumbent practice management system. Lupton Fawcett’s Managing Partner, **Jonathan Oxley**, said: “We understand that our market expects the best levels of service at the best prices possible. By eliminating waste, embracing efficiency through automation and freeing up fee earning time, we can continue to provide the highest quality of service to our growing client base.” **James Hood**, Head of ICT at the firm, commented: “The partners’ challenge was clear - select the best technology platform to equip and position the business for sustained and efficient future growth.” The Yorkshire firm will roll out the system firm-wide, to over 250 staff.

South East property firm **The Partnership** has rolled out **cleanDocs** from **DocsCorp** as its metadata cleaning and email recipient checking solution. South West firm **Steele Raymond LLP** has selected **compareDocs** for its document comparison capability and **pdfDocs** for their PDF needs. Meanwhile, North East firm **David Gray Solicitors LLP** and London-based **Cubism Law** have each chosen **pdfDocs** from DocsCorp for creating and editing their PDFs.

NORTH AMERICA **DLA Piper** has successfully completed an entire US back office administration and support restructure using task delegation and workflow tool **BigHand Now**, which has been rolled out to over 2,000 users across all 28 of DLA’s North American offices. In the early stages of the restructure and prior to selecting BigHand Now, DLA says it developed a shared resource model to replace the traditional one-to-one relationship between attorneys and legal secretaries. The new multi-level teams were intended to not only be more efficient in supporting multiple attorneys at a time, but more cost-effective. Initially, the new model was supported by an internally developed tool, but the global giant says it quickly became apparent that the tool lacked the visibility required to facilitate effective task delegation across teams and to ensure the right tasks were going to the right level of resource at all times. **Sonji Le Blanc**, senior project manager at DLA Piper says, “To enable staff to delegate tasks to appropriately skilled resources, DLA required an easy to use and more robust solution – a fluid, highly visual tool for users and one that provided management with a single view of all tasks at once on a dashboard.” DLA Piper implemented BigHand Now to facilitate the effective capture, delegation and reporting of legal tasks throughout the business. Following swift user adoption, DLA now reports over 8,000 tasks being sent through the BigHand Now system each month by

over 1,000 daily users, with the proportion of work being carried out by lower level staff having more than doubled within six months. Moreover, as the rollout of BigHand Now expands, both internally and across the wider business, this is expected to increase further.

Bennett Jones LLP, one of Canada's premier business law firms and home to 400 lawyers and business advisors in Canada and internationally, has launched a firm-wide, branded collaboration portal built on the **HighQ** platform to improve the delivery of its legal services to clients around the globe. The firm will leverage HighQ's software as a tool to empower better collaboration, project management, client experience and overall productivity. Bennett Jones' customised platform will serve the firm's desire to enable innovation in knowledge management and support their clients' growing interest in using technology to manage their legal needs. "It is important for us to have a platform that allows us to define and design unique solutions to meet our clients' specific needs," said **Kate R. Simpson**, National Director of Knowledge Management at the firm. "HighQ is not a one-size-fits-all technology: what we might use the platform for is limited only by our imaginations. We wanted to give our clients access to the leading technologies in the legal sphere. **Paul Hunt**, chief revenue officer for HighQ, said: "We have admired Bennett Jones from the start of our relationship, given their passion to provide clients value beyond legal services. HighQ is proud to partner with a firm that maintains such a forward-thinking approach to business."

Nixon Peabody LLP, a global Am Law 100 firm, has selected **iTimeKeep** from **Bellefield Systems** as its firm-wide mobile time entry solution. Nixon Peabody has more than 600 lawyers working across several major practice areas in cities across America, Europe and Asia. "iTimeKeep aligns with our firm's need for real-time and integration with our billing system. This software provides an efficient way for our attorneys to record time on the go," said **Michael Green**, Nixon Peabody's CIO. "Bellefield is committed to serving the legal industry with innovations built according to the needs of attorneys and will continue to deliver solutions that will increase efficiency, accuracy and competitiveness for the modern law firm," commented **Gabriela Isturiz**, Co-Founder and President of Bellefield Systems.

Ottawa-based law firm **Nelligan O'Brien Payne LLC** is to deploy **Epona DMSforLegal**, **Epona Matter Center** and **dStyle365** Word templates from **Documentaal** as their new combined DMS. Partner **Peter Cronyn** said: "The Epona solution set actively converts the Office 365 investment into a DMS of unparalleled capability for the cost. When adding dStyle365 the Word Template assembly tool raises the value of our investment significantly by adding even more end user productivity." **Rob Duijndam**, President of Documentaal, added: "We are very excited about this deployment of our Word template solutions for Nelligan. Documentaal has had tremendous success in Europe over the last eight years, by adding Nelligan to our account base we add a premier

Canadian firm to our North American expansion." **Keith Vallely**, Vice-President of Epona USA, said: "The Nelligan team has already approved a powerful and elegant design for their custom Office 365 DMS. I can speak for all of Epona when I say the Nelligan team has been excellent to work with, we expect the DMS deployment and roll out to be completed by the year's end."

Consilio has acquired **DiscoverReady**, a premier eDiscovery, document review, and compliance solutions provider. The combined company will operate more than 70 offices, review centres and data centres around the world in 11 countries. The company's global operations will continue to serve investigation, litigation and compliance matters of all sizes and complexities, anywhere in the world. "DiscoverReady has a well-earned reputation of delivering consistently exceptional service experiences through the innovative application of advanced technologies," said **Andy Macdonald**, chief executive officer of Consilio. "This acquisition aligns well with our strategy to invest in differentiated solutions that result in a superior and consistent client experience." **James Schellhase**, chief executive officer of DiscoverReady added: "Consilio is one of the most important brands in the industry, and we're excited to join such an undisputed market leader."


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NetDocuments has announced the acquisition of **Closing Room**, a deal management application developed by US law firm **Chapman and Cutler** to streamline transactional closing processes. Closing Room enables users to create checklists during a deal and track documents. At closing it automatically generates a compiled bookmarked closing binder, enabling users to access and organise documents post closing. "Closing Room, designed for lawyers, by lawyers, has been stamped 'safe, valued and proven' and is a strategic addition to the NetDocuments platform," said **Josh Baxter**, NetDocuments' CEO. "The acquisition serves to extend our company's rich partner and product eco-system that is solving the unique challenges of the legal industry." The application, which will be integrated into the NetDocuments platform in the first half of 2019, provides a way for deal teams to coordinate on closings and is said to drastically reduce the time, cost and effort of producing closing binders for clients and third parties. Chapman and Cutler's practice innovations and technology partner **Eric Wood**, the mastermind behind the app, commented: "I can't say that it is clearly in the roadmap to become a software company, but we think the general idea of building something that can help our firm first and foremost, rolling it out, getting feedback, iterating and then potentially partnering with an existing technology provider or selling it ourselves, is an interesting line of business and something we hope can continue."

Am Law 200 firm **Quarles & Brady LLP** announced their selection of cloud technology leader **DISCO** as a preferred, firm-wide eDiscovery partner. With about 500 lawyers practicing at 11 offices across the US, the litigators at Quarles & Brady are engaged in substantial discovery efforts on behalf of their clients. Frustrated with alternative solutions that have proven slower and more difficult to use, the firm was interested in moving to a cloud-based discovery platform that would enable it to have the latest features, enhancements, and upgrades without spending time and money adapting internal systems to try to keep up with technology changes and advancements. "We want to utilise our technology investments to better serve our clients. With DISCO, we are more nimble and can get through large amounts of documents rapidly, so we can uncover the facts more quickly," said **Patrick Murphy**, a Partner at Quarles & Brady.

After securing growth financing this Spring, **Elevate** has announced the acquisition of enterprise consulting and technology firm **LexPredict** in a move that combines Elevate's legal services offering with LexPredict's data science team and contract analytics software. In addition to its consulting business, LexPredict, which was founded in 2013 by **Daniel Katz** and **Michael Bommarito**, develops software and data products, including contract analytics software like **ContraxSuite** and **LexNLP**, and case assessment and underwriting tools like **LexSemble**. "Elevate and LexPredict have been collaborating closely for over a year now, leveraging AI

to improve speed and accuracy in M&A due diligence and contract analysis for Cisco," says **Pratik Patel**, VP of Innovation at Elevate. "We're merging our businesses to increase the pace at which we are integrating AI into our enterprise legal management suite, Cael ELM, and collaborating on solutions that are 'AI + HI' - artificial intelligence plus human intelligence." Elevate president **John Croft** added: "Are more acquisitions on the cards? The simple answer is 'yes'. We are working on a couple right now and we expect them to become public quite soon."

Toronto-based litigation boutique firm **Paliare Roland Rosenberg Rothstein LLP** has switched to **DocsCorp** for their document comparison and email data breach prevention needs. The purchase of **cleanDocs** is timely as Canada's new data breach law came into effect on 1 November 2018. Organisations subject to the Personal Information Protection and Electronic Documents Act (PIPEDA) are now obligated to give notice of certain types of privacy breaches. Paliare Roland will use cleanDocs to protect against the number one source of data breaches: human error. After clicking send, users can now assess the recipient list for external or otherwise risky domains, Reply All, and Forward actions so that they are confident the right information is being sent to the right person. "We expect to see an increase in Canadian firms choosing cleanDocs as part of their data protection strategy now that PIPEDA includes mandatory notification," said **Matthew Stalder**, Vice President DocsCorp North America.

In brief, Canadian firm **MLT Aikins LLP** has selected **compareDocs** from **DocsCorp** for their document version comparison needs, whilst Washington DC firm **Hunton Andrews Kurth LLP** has deployed **pdfDocs**, also from DocsCorp, to create electronic binders.

APAC Leading Indian law firm **Shardul Amarchand Mangaldas & Co** has selected **Workshare Secure** to help stop personally identifiable information being shared inappropriately over email. By applying policy-based rules to content being shared via email, Workshare Secure will enable Shardul Amarchand to protect clients' data and ensure compliance with the GDPR for those located in the European Union. "As one of India's premier law firms, we have always taken the protection of client data very seriously. The introduction of the GDPR earlier this year provided the impetus to review and further strengthen our system security and, in particular, protect the PII of our clients and professionals. The Workshare solution has helped us further strengthen our data security and compliance," said **Jennifer Milford**. **Shams Khan**, head of IT infrastructure & information security, added: "The Workshare Secure solution has a unique functionality to ensure documents leaving the firm via corporate email do not contain sensitive PII or metadata. The data loss prevention technology was implemented quickly to ensure measures were in place prior to the introduction of the GDPR deadline in May 2018. Workshare now plays a pivotal role in the firm's compliance with all relevant legislation."

Finally, both Australian personal injury specialist firm **Zaparas Lawyers** and New Zealand's **Transport Accident Investigation Commission** have selected **pdfDocs** from **DocsCorp** for creating and managing PDF content, whilst Australian commercial law firm **DMAW Lawyers** has gone with **pdfDocs**, **compareDocs** and **cleanDocs** for metadata removal and email recipient checking.

► Movers & Shakers

UK & EMEA **Eversheds Sutherland** has hired ex-Barclays LawTech strategy adviser and head of legal automation **Darren Jones** into its company commercial practice group in a bid to ensure that technology is an integrated part of its client service. Jones, whose title will be Head of Service Excellence, will be responsible for implementing a new strategy to develop and apply offerings around legal technology, legal project management, service excellence and knowledge. A qualified solicitor, at Barclays Jones advised legal, business and infrastructure teams on the future delivery of legal services, including defining a LawTech strategy and managing a portfolio of projects (including workflow, document generation, e-signatures and AI). **Keri Rees**, co-head of global company commercial commented: "Our clients are telling us that whilst firms are talking about technology, few are proactively delivering it. Darren's appointment will help ensure technology is an integrated part of the service we provide to our clients, actively differentiating ourselves from the competition through the quality of service we will then be able to offer."

Workshare has brought in a new CEO, in an appointment understood to have been driven by its private equity backer Scottish Equity Partners. **Michael Garrett** took over from Anthony Foy in October. Garrett previously led global services for Micro Focus following its merger with Hewlett Packard Enterprise's software division, creating the seventh largest public software company. According to a statement from Workshare, Garrett is joining to take the company through its next phase of transformation and growth. "I'm excited to join Workshare at this pivotal time in the company's history," said Garrett. "As I got the chance to know Workshare through the hiring process, I have found it already has the three key factors for large-scale growth - a strong customer base, innovative products and great people. With the platform developing in a cloud environment, we can take solutions to an even broader market and grow our large customer base more quickly, which will make for an incredible future."

Linklaters has hired former Ashurst global IT director **Bruna Pellicci** as its new chief technology officer; a role that was created following the promotion this year of director of technology **Matt Peers** to global chief operating officer. Pellicci, who started on Monday 5 November with a global remit, was one of four final candidates in a selection process that was kick-started at the beginning of the year. Speaking to Legal IT Insider, Peers, who retains

a dual COO/director of technology title, said: "Bruna has great experience in delivering quite difficult change at Ashurst and we can benefit from that, plus the breadth and complexity of Linklaters will suit Bruna's next stage of development. We gain here from her transformation experience and she gains because Linklaters is a bigger and more complex firm."

With 20 customer sites going live between October and December of this year alone, **Ascertus** has made a string of appointments in support, project and account management and pre-sales, in preparation for continued business growth in 2019. Ascertus provides document and information lifecycle management solutions to law firms and corporate legal departments in the UK and across Europe. **Alison Rix** has come on board as project manager, **George Bertolis** as account manager, **Baljinder Hayre** as technical support manager and **Cesar Illana** as pre-sales consultant. "We have had a phenomenal year thus far and we are very conscious of not stretching ourselves in a way that compromises the quality of the service we deliver," **Roy Russell**, CEO of Ascertus Limited, said. "Good service delivery and customer satisfaction require all the components - project management, technical support and account management - to work in unison as a team. These new appointments are key for us and they all have the right skills and knowledge for our business and the sectors we operate in. All of them have hit the ground running."

NORTH AMERICA Following her appointment in July as interim chief information officer, **Clyde & Co** has announced the appointment of **DiAnna Thimjon** as its global CIO. Thimjon joined Clyde & Co in January from San Francisco-based law firm Sedgwick, where she led its international IT operations. Her appointment sees the global IT head seat shift to the US, following the departure this year of London-based global CIO Chris White. In a statement chief executive officer **Peter Hasson** said: "How law firms develop, deploy and utilise technology to the benefit of their business and clients is one of the biggest challenges in the industry today. DiAnna's extensive experience and know-how puts us in an excellent position to navigate those challenges." Thimjon said: "This is an exciting time to be in the legal industry and I'm delighted to part of one of the leading global law firms. An effective and agile IT department is increasingly crucial to the success of any cutting-edge, international business. I'm especially relishing the opportunity to work with our legal departments to continually improve our service delivery to clients through the effective combination of technology and legal process."

AccessData Group has announced the hiring of three industry veterans in various leadership positions to assist customers in both the public and private sectors. "We pride ourselves on being able to deliver what our clients need," said **Abdeslam Afras**, executive vice president of international business at AccessData, "And, to support that commitment, we've successfully recruited these seasoned professionals with deep experience in law enforcement, digital investigations and information management."

Christopher Johnson, a former intelligence manager for the UK's National Crime Agency, has joined as vice president of sales for the EMEA Region and will be based in the company's London office. He will support law enforcement agencies and other public sector clients throughout the UK, Europe, Middle East and Africa. **Alexander Poelma** has joined as director of business development for the international and US federal market segments, tasked with assisting law enforcement agencies in determining their forensics software requirements and identifying the optimal technology solutions. He is currently based in The Netherlands but will be relocating to the US later this year and will be based in Southern California. Poelma has nearly two decades of experience working for Dutch law enforcement agencies. Finally, **Wesley Ellis** has joined as vice president of technical and professional services and will be based in Washington DC. He will be responsible for all technical services related to the AccessData suite of applications. Ellis has more than 18 years of experience in EDRM management, digital forensics and incident response, including prior jobs working for Guidance Software and the FBI.

Quovant (formerly known as **LegalBill**), has added several key leadership positions as it builds on its history in legal analytics helping Fortune 500 and Global 2000 organisations gain better visibility into their legal spend, improve relationships with their law firms and save time and money. New team members include: **Tom Gaudreau**, Vice President, sales and marketing; **Mark Tochtenhagen**, Vice President, product; **Vaheh Hartoonian**, regional sales director; **Braydon Strous**, regional sales director; and **Nicholas Milliman**, account executive. Gaudreau, a veteran B2B software sales and marketing leader, is tasked with expanding Quovant's overall awareness and market share in key industry sectors, including healthcare, transportation, education, energy/oil and gas, retail, construction and insurance. Tochtenhagen is responsible for creating an innovative and exciting product roadmap that satisfies existing and prospective client needs. Hartoonian's role as sales director includes prospecting into the retail, restaurant and hospitality markets. Strous will handle business development within the energy/oil and gas and telecommunications industries. Finally, helping prospective clients within the small to mid-tier market gain valuable insight and visibility into their legal spend is Milliman's role as account executive. "Our expanded sales and marketing team, improved channel partner synergies and increased focus on product development are setting us up for significant growth in 2019 and beyond," observed Quovant CEO, **Bill Horne**.


Aderant has announced that **Steve Buko** will be its new Senior Vice President and Chief Technology Officer, leading all product engineering. "We're excited to have Steve join our leadership team," said **Deane S. Price**, President of Aderant. "Building software to help clients run a profitable business now, and in the future, is why Aderant has taken the lead in the global legal software space. Steve has led other software organisations through

the evolution of cloud-based solutions, which will greatly benefit our current and future clients." Buko commented: "Aderant's commitment to the continued success of its clients is what attracted me to the organisation in the first place. Future success requires us to be at the forefront of technology development, and I look forward to working with the dedicated team at Aderant."


Consilio has announced that **Farhat Jabeen** has joined the firm as Vice President in New York. Farhat will be responsible for the firm's APAC and cross-border business development and report directly to **Meredith Kildow**, Managing Director and Senior Vice President of Global Revenue Organization. "As our clientele continues to grow around the world, it is vital that we continue to grow our cross-border offerings and expertise to meet their needs," said Kildow. "Farhat's career has been focused on cross-border business development efforts across the US and Asia Pacific region. Her extensive experience in eDiscovery, document review, risk management and consulting will provide immense value to a region of growing importance for our clients." Farhat brings eight years of experience in client advisory work on cross-border investigations, FCPA and anti-corruption matters, whistle-blower allegations and complex litigation. She previously lived and worked in Hong Kong and China.

APAC Elevate continues to build its international consulting capability with the appointment of **Steven Walker** as managing director of law department and contracts consulting for Asia Pacific. Walker worked for several years as vice president and South Pacific general counsel for Hewlett Packard and was instrumental in the company's global legal transformation and contracting optimisation programs. Most recently, his consulting business, Gen2Law, has helped law departments and firms navigate strategy and technology, and he will continue to work with these customers at Elevate, which serves both law firms and corporate legal teams. "Steven brings 20 years' experience in managing complex and innovative legal services for multinational technology companies in the region," says **James Odell**, Elevate's Managing Director of APAC. "Combined with Elevate's global expertise, technology and capabilities, Steven's proven track record of designing and delivering transformational legal services will be invaluable for law departments moving towards next generation legal services." Based in Australia, Walker will work alongside **Jon Kenton**, Elevate's Head of Consulting for APAC, to help solve challenges faced by law departments. "Steven brings the GC perspective to our consulting practice in APAC," says Kenton. "He understands the needs of our customers from the top down, and he is uniquely qualified to help our customers with both strategic transformations and function-specific solutions, such as contracting optimisation and modernisation."

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► Quote/Unquote

"I was complaining to my wife that I can't find a use case for blockchain and she said 'blockchain is utterly boring and it's no wonder no-one talks to you.'"

Our favourite speaker recently was Gowling WLG's head of architecture and innovation Jody Jansen, who talked at ILTA Insight about a firm-wide incentives scheme designed to introduce employees to the basics of blockchain while rewarding them with tokens for free drinks. His wife isn't so impressed.

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