

legal insider

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▶ HighQ receives \$50m in private equity investment

HighQ has received \$50m in private equity investment from One Peak Partners, Morgan Stanley Expansion Capital and Goldman Sachs Private Capital. Its first-ever external funding round, this substantial investment will help HighQ to accelerate its product development and global expansion, particularly in the U.S, where it has hired Norton Rose Fulbright's legal technology innovation architect Ryan McClead.

The software-as-a-service collaboration and content management solutions provider, which was set up in 2001 by Ajay Patel and ex-business partner Veenay Shah and now employs 180 people globally, will spend a third of the investment money on the research and development work being run out of Ahmedabad in India. The remaining money will be spent on investment in HighQ's infrastructure including its data centres, and on its sales and marketing, where it will be making a significant number of hires, many of which will be in the U.S.

U.S. expansion will include setting up an office on the West Coast and increasing HighQ's presence on the East Coast by growing its New York office. Other plans include setting up an office in the Midwest, most likely in Chicago.

HighQ will be hiring staff across all levels as it looks to both consolidate its position as a market leader within the private practice legal sector and accelerate its growth in other verticals, particularly the corporate counsel market and among financial institutions.

A representative from each of HighQ's three investors will have a position on the board and HighQ will also be hiring a chief revenue officer. There will be no further changes to the HighQ board and Patel will remain as CEO.

HIGHQ CONTINUES ON P.3

▶ IT head appointments: Macfarlanes and Norton Rose Fulbright

Nabarro's director of IT Andrew Powell is to take over in April as head of IT at Macfarlanes, filling the shoes of Maurice Millen, who is retiring after almost seventeen years at the top 30 UK firm. The appointment also follows the internal promotion by Norton Rose Fulbright of Edie Dillon as global chief information officer, taking over from Sheila Doyle, who left in December 2015 for Deloitte.

Powell, who was headhunted for his latest role, has been with Nabarro for nine years, prior to which he was director of IT at Brodies between April 2001 and May 2007.

He told Legal IT Insider: "When the Macfarlanes role came up I was immediately interested. They're a very successful, very focussed practice and it's a fantastic opportunity to build on Maurice's work and help shape how they will apply technology to the delivery of legal services."

He added: "I've been at Nabarro for nine years and have been fortunate to work with some great people who have progressed our delivery of IT services in that time. But a lot changes in a decade - iPhones and ISO27001 didn't exist, life was simple - and there comes a time to move on. We've changed most of the technology twice over in that time and in the last couple of years we've moved our data centres into hybrid cloud, relocated three offices and introduced agile working. After a rare moment of calm, we're moving on now to the next major phase. It doesn't feel right to bail out half way through, so it's a good time to draw the line and let someone else take the programme on in its entirety." Nabarro have yet to fill the position.

MACFARLANES AND NORTON ROSE

FULBRIGHT CONTINUES ON P.4



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► Clyde & Co outsources data centres as 2016/17 ushers in change

Clyde & Co is mid-way through a pitch process that will see it outsource the running of its global data centres to a third party as it also prepares to open its first data centre in the U.S and in the APAC region.

The top 20 firm is repositioning its global infrastructure so that each key region has its own data centre, building on its existing data centres in the UK and Middle East.

In order to help it deliver these objectives, Clyde & Co is moving away from the current model of owning and running all of its own IT services and looking to appoint a data centre services provider.

Global chief information officer Chris White told Legal IT Insider: "The managed services model works well, using a third party to run the data centres, and we are currently going through a pitch. We've received RFPs from a few organisations and will reach a shortlist fairly imminently. I expect we'll have reached a decision by the end of the financial year."

The move comes during a period of change and delivery of new technology within the 1300-plus lawyer firm, which at the end of 2015 hired a 30-strong team including five partners from Sydney insurance firm Lee & Lyons and in October 2015 merged with 280-staff, seven-office law firm Simpson Marwick.

White said of the merger: "The plan is to bring them across into our IT environment. The merger was in October and the way we run these things is that when they come across they immediately get a Clyde & Co email address and access to our systems so that they can work as Clyde & Co from day one. Then, after that, we have a transition plan in place to bring them across."

He added: "It's a big investment. They would be the first to say they have under invested in technology particularly since they started looking for a merger partner. For example, their seven offices all have different telephone systems."

Activity arising from the merger comes on top of an already packed agenda for 2016/17, delivering on a new roadmap put in place after White joined in June 2013.

Clyde & Co's new practice management system Elite 3E goes live this financial year, and the firm is undertaking the second phase of its roll out of Intapp Open conflict management system, which will integrate with 3E.

White and his team are also pushing through a new case management system, Elite's Mattersphere, which will shortly enter a pilot phase before being rolled out more universally in the next financial year. Other developments include putting in a new HR development system – Access SelectHR – and upgrading to Windows 8.1, which will involve a huge amount of work for the IT team.

White said: "Our strategy for the next 12-18 months is to continue consolidating and finish off what we have started over the past two years.

"Clyde & Co is on a journey becoming a large global firm and we're putting in the technology to facilitate that. We started with a vision of what good technology could look like – and put in a single global strategy across the world. We're now putting in technology that is fit for purpose and which supports our rapidly growing business, backed up by a highly interactive IT team."

White added: "Next year is going to be all about the delivery of all the things we've been planning. Once this is bedded in the phase after that will be around optimisation; we need to fine tune it and reach technical optimisation. We need to make sure our users are optimising their use of the technology with knowledge and training."

Clyde & Co is an iManage customer but will not be spending time looking into the new services offered post iManage's management buyout from HP. White said: "We're not currently speaking to iManage about a cloud-based solution although I like what they are doing in the space – if we want to open up a new office in a new jurisdiction it might be easier to put in a new cloud solution but it's not something that we're focussing on, we've got so much else going on."

CLYDE & CO CONTINUES ON P.3



Workflow



Software for a Changing Legal Market

CLYDE & CO CONTINUED FROM P.2

Undertaking so much change simultaneously was necessary, according to White, who says: "There is so much interrelationship and so much integration needed to be done. The old practice management system was letting us down; it's been in place for 15 years and was well beyond its sell by date. We needed to do this to support the business, it was almost non-negotiable."

Other areas of focus include analysing and improving Clyde & Co's business processes. White said: "Most law firms focus only on one end of the market but Clyde & Co does a lot of work for the top-end of the market and also a lot of volume work such as case handling work, which from a technology perspective presents challenges. You can't conduct the volume business in the same way as the top-end business and we need to have the technology in place to support both."

The volume business means that the firm has significant amounts of data that could be valuable to insurance firms on top of wider data held across the firm and White said: "We're asking 'what data have we got and how is it of value to clients?' Then we'll look at how we can use it."

He added: "It's no longer good enough just to say 'we're great lawyers' – you wouldn't be working for a City law firm if you weren't a great lawyer. These days, clients are looking for more, a differentiator and added value."

As a result, Clyde's IT team is working closely with management and White said: "Our IT leadership team is trying to find more time to think about these sorts of areas and work on them with the executive board. Our executives are seasoned business managers and as a team we spend a lot of time thinking about how we can move Clyde & Co forward. Clyde & Co's progress has not come about by accident but is the result of our strategy and thinking about how we position ourselves to clients and to the market."

► HighQ receives \$50m in private equity investment

CONTINUED FROM FRONT COVER

In the US, HighQ has already notably hired McClead as business transformation and innovation architect based out of New York, starting in mid-February 2016.

McClead approached HighQ shortly after global CIO Sheila Doyle announced her departure for Deloitte last year. HighQ's chief strategy officer Stuart Barr said: "Ryan's hire is slightly coincidental but fits in perfectly with our strategy of U.S expansion." A key part of McClead's role will include evangelism both with existing and potential clients to articulate how HighQ's products can help them. However, McClead, who at Norton Rose Fulbright has used HighQ Publisher to create products for clients by combining

bits of different and often emerging technology, said: "I'll be building relationships with a lot of smaller tech companies and advising on how to bring them together to create products for HighQ's customers."

Going forward, product development will be focused on HighQ Collaborate and HighQ Publisher as well as its Dataroom technology.

Barr added: "As part of our roadmap we will be bringing the products closer so they form a more integrated stack. That has been the strategy for a while but now we will be able to do more and simultaneously."

HighQ started out in 2001 with three people and has grown organically since then. By 2009 the company still only employed around 10 people, but as the legal industry began accepting cloud technology its numbers grew exponentially and it now has over 100 members of staff in India; 45 in London; 10 in the US; and eight across its other European offices in Amsterdam and Frankfurt. The company's blue chip client base includes over 40% of the global top 100 law firms and some of the largest global financial institutions.

"This is a significant milestone in HighQ's history and the beginning of an exciting new era for the company," said Patel.

"We had a lot of interest in the company and when it came to choosing a partner, it had to be right and with people we felt we could work with. We're really happy with the team we've chosen as partners."

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► IT head appointments: Macfarlanes and Norton Rose Fulbright

CONTINUED FROM FRONT COVER

Dillon, meanwhile, joined Fulbright & Jaworski as chief information officer in November 2011 from Accenture, where over a period of 23 years she held a number of leadership positions within Accenture's internal IT organisation, including latterly senior executive.

James Dixon, now chief operating officer at WilmerHale, who hired Dillon while an executive director at Fulbright, says on LinkedIn: "Edie is bright, has a big-picture vision, manages her staff well and to their delight, and is loyal and cooperative. She is clearly eligible for advancement along the IT track and is also well suited for a general management position. Edie is a star."

► Intapp acquires Rekoop – the full story

When it comes to buying companies, Intapp has clearly learned a thing or two.

As the acquisition of UK cloud-based time recording provider Rekoop was announced at 9am GMT on 22 January, clients of both companies simultaneously received a personal email from Rekoop's co-founder Phil Wedgwood and Intapp's director of business development Eldean Ward. It's a nice touch that the Rekoop website has already had a blue face lift.

At Intapp, provider of leading on-premises time recording software Intapp Time, VP of marketing Dan Bressler told Legal IT Insider: "It's a complicated process but at least we want everyone to understand we're taking it seriously and know who to call if they have any questions."

Clients have plenty of questions, although the initial reaction seems to be positive. At DLA Piper, chief information officer Daniel Pollick said: "It's a good thing. We are customers of both companies, and we believe that they have complementary products. We are interested to understand how Rekoop and Intapp's time products will converge."

The number of clients a combined Intapp Time and Rekoop have between them equates to around 70% of the time recording market, followed by Tikit's Carpe Diem with around a third of market share. Notably Rekoop's cloud-based solution gives Intapp Time access to a far broader client base, having previously largely focussed on the top 100.

However, there are inevitably questions in the wider market as to Intapp's plans for both products going forward and whether the move will create uncertainty among clients about to select one or other system.

Intapp's strategy revolves around the belief that ultimately clients themselves will migrate to the cloud but until that time, Intapp will continue to offer two solutions.

Intapp's chief operating officer Don Coleman told Legal IT Insider: "Fundamentally we are making an investment in the cloud.

"We want to make sure that we are both in the cloud and offering choice for customers not ready for the cloud. Firms are at different stages in their adoption cycle and we want to provide a best-in-class solution whatever stage they're at.

"In the very long term we believe most software will be delivered via the cloud but in the mid-term many firms will prefer on premises solutions for security and control reasons."

"We will continue to innovate in our on-premises solution but will also have a solution for firms ready to take that step.

Coleman added: "Over the long term, we will try to bring together the evolution of those products so it will feel like each of those products is made by one company."

Wedgwood has joined Intapp and will head the company's Time Practice Group, joined by the Rekoop engineering, support and services teams. Intapp will maintain the Rekoop office in Manchester, further expanding the company's footprint in the UK to more than 40 employees.

Coleman said: "This deal with Intapp will allow greater investment in Rekoop and will accelerate hiring in the UK."

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► Zoopla's GC Ned Staple talks tech

Ned Staple, GC and company secretary at Zoopla, talks to us about tech, the need for e-billing, and the first funding round of his online business, FarmDrop

How important is it that you have a good understanding of technology to do your day job?

It is essential. The Zoopla legal & compliance team advises groups across the Zoopla and uSwitch businesses, including in respect of IT contractual commitments, website consumer issues and data protection. To do this effectively we need a good understanding of the businesses' objectives and the technology that underpins them. For example, to advise our digital marketing team on its plans, we need to fully understand the technology they use monetising aspects of our websites.

How helpful was your secondment at Apple in shaping your career and understanding of technology?

It was a fantastic opportunity to learn about iPhone and iPad agreements and to see the inner workings of a US tech giant. My secondment to Apple convinced me that I wanted to work in a technology business, but on a smaller scale.

Do you think private practice law firms use technology to full effect?

I don't think they do. My experience of private practice firms is that they could use better software/systems to manage their billing and recovery. It would be really helpful to access real time billing (e.g. via a portal), but it seems a remote possibility at present. If there isn't a start-up working on this right now, there should be one!

Why do you think law firms have been slower to embrace technology than other sectors? Do you see that changing?

I suspect no-one in the private practice legal community wants to be the first to undertake significant change. Also, the market hasn't forced firms to try different ways of operating. Things are definitely changing. If you take the example of legal know-how, it always used to be concentrated in the hands of the law firms; if you needed a precedent JV agreement, for example, you had to go to a law firm.

Now you can access a wealth of resources online. Companies have much more choice and law firms have to differentiate themselves. This is a trend that will continue. Over time I'm sure companies will only retain law firms for specialist knowledge and advice.

You have launched your own technology business, FarmDrop, can you tell us a bit about it?

We founded FarmDrop - www.farmdrop.co.uk in the summer of 2012. It aims to simplify the food supply chain. FarmDrop enables you to shop online directly from local food producers (e.g. farmers, bakers, fishermen), and delivers your order to your door. FarmDrop makes shopping for high quality local produce more affordable and convenient, with zero food wastage for producers. The service has had a very positive uptake so far.

How does it work?

You place a food order with a range of producers using the FarmDrop website or app. The component parts of that order are sent out to the individual producers, along with other customers' orders. The combined orders provide sufficient scale for the individual producers to drop the food at our hub. We then deliver it to your door. Simple!

What are your future short and long term plans and ambitions for FarmDrop?

We have just closed a Series A venture capital round with a fantastic VC partner that will be announced in the coming days. Short-term, we want to reach the next development and funding milestone. Long-term we would love everyone in the UK to shop on FarmDrop, thereby empowering small-scale farmers and food producers and delivering an amazing product and terrific value to our customers!

► Quote/Unquote

"When iManage was in HP we had some concerns regarding the focus on DMS. Following the MBO we have worked very closely with the EMEA Team to explain what we would like to see in the product regarding email management, search etc. It is great to see that the new iManage listened to us and other customers." ...Michael Devitt IT Director, William Fry

► Who's in & who's out: the latest wins & deals

UK WINS Top five global law firm **Clifford Chance** has implemented a centralised, global data centre protection system using NASDAQ-listed data and information management solutions company **Commvault**. The 3,000-lawyer firm previously used Symantec in London, while Commvault covered its other facilities. Having taken the strategic decision to adopt a global, centrally managed data protection system for its data centres, Clifford Chance has selected Commvault as its single worldwide solution.

BLM, the UK and Irish insurance and risk law specialist with over 800 lawyers, has selected **Intapp Flow** software to enable BLM to receive instructions electronically via Guidewire. Guidewire is a leading platform used by more than 200 Property/Casualty insurers around the world. "Intapp Flow was the logical choice for this project given the size and complexity of integration required," said Abby Ewen, IT Director, BLM.

London based top 100 UK law firm **Bristows** has chosen **Nikec Hub** as part of an ongoing project to improve their collaboration and communication with clients. The decision to move away from their home-grown extranet comes from an increasing need to share files, increase communication, and collaborate online securely across the globe, with much of their income now coming from overseas clients.

Top 200 London law firm **Seddons** is implementing the Proclaim practice management platform from **Eclipse Legal Systems** and will be rolling out preconfigured Proclaim work types to all staff. The project includes a complete data migration from the firm's incumbent Thomson Reuters Elite Mattersphere software. Other recent Eclipse deals include Bradford-based start-up and consumer credit/PPI specialist **HD Law**, who are taking an entirely bespoke financial claims application, and Stockport-based **Higgins Miller**, who will be using Eclipse's ready-to-go Proclaim family case management software.

Medical negligence and serious injury specialists **Fletchers Solicitors** has selected **Converge Technology Specialists (Converge TS)** to provide a hybrid cloud service with 24/7 Support. As part of the service, Converge TS will provide a private hosted desktop environment to enable more agile working and enhance the firm's disaster recovery planning. Converge TS has also won a contract to provide IT support services to Wilmslow-based 100 user consumer rights firm **Bott & Co** and its sister company **S&G Response**, which provides support on accident claims management.

Metamorph Law has signed a three year contract to run the **Pracctice Osprey** suite of cloud-based legal software as its core technology platform. The firm's CEO Simon Goldhill said Metamorph has "an ambitious acquisition plan and swift and painless technology integration is vital without the headache of dealing with

numerous physical servers spread across the land."

Addleshaw Goddard LLP has chosen Citrix ShareFile and the **DocAuto** ShareFile and iManage integration system WorkSite Organizer for ShareFile for its secure file sharing needs.

Top 200 firm **Sintons** has selected **iManage Work** as its new document management system. The firm previously used the DMS functionality in its case and practice management software.

UK pension schemes specialist law firm **Sackers** has swapped out iManage in favour of a **NetDocuments** document management system.

Thomson Snell & Passmore, the world's oldest law firm, becomes the newest addition to a growing list of top 200 law firms adopting the **Exen SmartEye** business intelligence and management information solution. The firm will be working with Exen to deliver performance dashboards to all fee earners along with automated management reports and detailed profitability analysis for the management team.

Blake Morgan has awarded **Phoenix Business Solutions** a contract to integrate the firm's WorkSpace Control product for iManage Work DMS into its new Peppermint platform.

WHO'S IN & WHO'S OUT CONTINUES ON P.8



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WHO'S IN & WHO'S OUT CONTINUED FROM P.7

Cripps LLP has deployed the **Nimble Storage** Adaptive Flash platform as part of its transition from its Dell EqualLogic legacy storage.

Capsticks has selected **Tikit Carpe Diem** as its chosen timekeeping application, and **Bird & Bird** is upgrading to the latest version of Carpe Diem and will be rolling it out to 1000+ fee earners.

Finally, **DLA Piper** has selected Tikit to deliver the first phase of a content lifecycle management refresh within its global **iManage** environment, which will include an investment in **Prosperoware Milan** for archiving and workspace management.

The Irish legal software supplier **Keyhouse** has secured another win in the UK, namely a swapout at London and Home Counties firm **Howell Jones** who will be replacing their incumbent Tikit TFB Partner for Windows software with Keyhouse conveyancing and case management.

Somerset-based **Alletsons Solicitors Ltd** has selected the ALB practice and case management system from **Advanced Legal**. The firm is the 450th to implement the ALB solution and will go live this spring.

The inhouse legal team at the retailer **Next** has selected **Linetime Liberate** matter management as an out-of-the-box solution to improve the way it delivers services to the business.

Darlington-based law firm **DMA Law**, which has six offices across the North East and was created from the merger of McCardles and Donnelly Adamson, has signed up with **Solicitors Own Software** to replace its legacy applications and implement SOS Connect as its unified practice and matter management system.

BigHand reports that the recent rollout of speech recognition at **Kingsley Napley** (the firm has been running BigHand digital dictation since 2004) is producing a 97.5% accuracy rate for dictations transcribed by speech recognition, with turn around on average of 68% faster.

Lincoln-based conveyancing start-up **Fletcher Longstaff** has outsourced its legal cashing services to **Quill Pinpoint**. Other recent wins include **Rogers Legal**, who have gone with Quill's Interactive cloud-based legal accounts and practice management software, and **Warner & Richardson Solicitors**, which has outsourced its payroll. The Quill Pinpoint Liverpool payroll bureau now has over 15,000 end users.

EMEA Withers & Rogers LLP, one of Europe's largest dedicated intellectual property law firms, has invested in HR and payroll software from **Advanced Business Solutions** to increase efficiency and enhance reporting to support its expanding operations. The firm says the integrated OpenHR and OpenPeople solutions have reduced monthly payroll processing time from one day to 30 minutes. The firm recently rolled out the systems to 172 staff in a phased approach.

Gide Loyrette Nouel is to deploy the **Rekoop** time recording system to over 500 lawyers across six global regions and will include support for mobile working on Apple iOS devices and integration with the firm's Elite PMS.

Spanish giant **Cuatrecasas Goncalves Pereira**, which now has over 1600 staff and 24 offices globally, has selected a **NetDocuments** cloud-based DMS to replace its incumbent inhouse Open Text eDocs system.

Ireland's main legal software supplier **Keyhouse** has secured deals with: **Canal Quarter Solicitors**, the legal arm of IBP Insurance, for a case management system; with **Mason Hayes & Curran** in the firm's conveyancing department; with the legal department of the **Tusla** child and family agency; and with banking specialists **McKeever Rowan Solicitors**, where the firm has swapped out OPSIS in favour of Keyhouse.

Swedish firm **Fylgia** has purchased **DocsCorp compareDocs** and construction and real estate firm **Advokat AG** has rolled out compareDocs and cleanDocs. Full service Danish firm **Lett** has decided to roll out pdfDocs firm wide and leading Irish firm **Arthur Cox** has also purchased the product.

The Danish firm Lett (see above) has also contracted with **Tikit** for the purchase and delivery of **iManage Work** and Share, plus Tikit Carpe Diem TimeFinder for passive time capture. The offshore firm **Appleby Global** has also signed up for Tikit's TMS template management system.

Recent **iManage Work** DMS wins include **Andersson Gustafsson, Awapatent, SLB Kloepper Rechtsanwälte, Caiado Guerreiro, Telles de Abreu**, and Israeli law firm **Fischer Behar Chen Well Orion & Co**. In addition, **Eversheds**, which runs OpenText in the UK, has opted to roll out iManage Work to its Swiss offices. iManage is also making further inroads into the corporate legal sector with wins at **Meeras Holdings** in UAE, **IKEA** in Sweden, **Government Legal Group, ASDA** and AI specialists **Celaton** in the UK. And, the legal teams at both **Philips** and **Safanad**, which has offices in London, Dubai and New York) are taking their DMS requirements to the cloud with iManage.

WHO'S IN & WHO'S OUT CONTINUES ON P.9

WHO'S IN & WHO'S OUT CONTINUED FROM P.8

UNITED STATES **Venable LLP**, which has 650 attorneys, is the latest Am Law 100 firm to implement the **Aderant Expert** financial system. The firm plans to add to their Aderant legal software suite in the future.

Long-standing Elite Enterprise user and 375 lawyer firm **Kramer Levin Naftalis & Frankel LLP** is to deploy Business Development Premier, the CRM system from **Thomson Reuters Elite**.

Vermont-based law firm **Downs Rachlin Martin** is to embark on a core LTC4 competency and IT skills improvement program for attorneys in conjunction with legal training specialists **Capensys**.

New York-based **Segal Consulting Group** has selected **Tikit Carpe Diem** mobile app for timekeeping, and, after a recent merger between Lewis Roca Rothgerber and Parker & Hale, the newly created **Lewis Roca Rothgerber** has invested in 65 new Carpe Diem timekeeping licences.

Morae Legal LLC is to provide outsourced legal services to **Rockwater Energy Solutions Inc.**

FordHarrison, one of the largest management-side labor and employment law firms in the US, has selected **iManage Share** as part of its iManage work product management deployment. The firm has been using iManage Work for DMS since 2013 when it switched from OpenText.

Bradford & Barthel has selected **BigHand** as its digital dictation and workflow solution. The firm is in the process of rolling out the latest version of BigHand in all of its 13 California offices, as part of an initiative to revamp its processes, having previously outsourced transcriptions.

Waters Kraus & Paul, which specialises in personal injury and whistleblower work, has selected **iCONNECT Xera** as its ediscovery and litigation support review platform.

NetDocuments has reported its strongest quarter of growth to date, adding over 130 new customers including **Arnold & Porter, Crowell & Moring, Finnegan Henderson, Thompson Hine, Munsch Hardt Reminger**, and **Miller Nash Graham & Dunn**. These firms are all replacing their on-premises and hosted versions of on-premises systems with NetDocuments cloud-based DMS.

Epstein Becker & Green is swapping out Workshare in favor of **DocsCorp compareDocs** and cleanDocs. **Cooley LLP**, and **Cleary Gottlieb Steen & Hamilton** have purchased contentCrawler. **Bartko Zankel Bunzel & Miller** has purchased cleanDocs. Mexican law firm **Muggenburg, Gorches y Peñalosa**, through DocsCorp partner, **Sigma-IT**, is now using compareDocs and its multi-language capability. **Kelley/Uustal** and **Schutz & White** are also using contentCrawler along with **Goehring Rutter & Boehm, Horvitz & Levy**, and **Olinsky &**

Shurtliff. Joele Frank Wilkinson Brimmer Katcher is using pdfDocs. **Hahn Loeser & Parks, Solomon Ward Seidenwurm & Smith**, and **Harrang Long Gary Rudnick** are replacing iRedline with compareDocs.

The **Prosperoware Umbria** budgeting, pricing and business intelligence customer base has taken off since its launch in May 2015 with recent wins including AmLaw 100 firms **Sheppard Mullin, Richter & Hampton**, and **Step toe & Johnson**, plus **Miles & Stockbridge**, and regional powerhouse **Bilzin Sumberg**. In another Prosperoware deal, **Drinker Biddle & Reath** has implemented three of the company's Milan suite of products, as part of a matter-centric configuration (MCC) refresh project in conjunction with **eSentio Technologies**.

▶ Vital Statistics: 70%

Following last week's acquisition by Intapp of its main UK rival Rekoop, of the UK's Top 200 law firms who run specialist time capture/time recording systems, 70% are now running Intapp group products.

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► Three leading IT Directors identify top priorities and market trends for 2016

Daniel Pollick, chief information officer and director of business infrastructure, DLA Piper:

1. Completing our move to Microsoft Lync/Skype for Business, including the end of the desk phone for most people. We are about 60-75% through this programme, and it has had a massive effect on collaboration and productivity.
2. Our cyber security programme. Obvious.
3. Our 'mobile first' strategy, including the move to (mostly) IOS smartphones across all of our business, and the delivery of high value apps for our end users.

Colin Smith, director of information technology, Pinsent Masons

1. Moving away from on-premise core infrastructure by migrating towards an Infrastructure as a Service (IaaS) model via the increased use of external data centres and co-location resources. That will provide the business with greater resilience, flexibility and agility, allowing me to examine the way we can best make strategic use of our internal IT workforce.
2. The next phases of our mobility programme to enable our digital workplace strategy: to harness technology, human capital and consumer trends for better business outcomes. We recognise the move to a digital business model is inevitable, the way people want to work and how they collaborate with their colleagues and clients is changing.
3. We need to focus on improving our business intelligence and analytics platforms: the way we extract information from our various document information silos. We need to improve the quality and accessibility of the financial information and modelling we make available to our users.

Andrew Powell, director of IT at Nabarro (soon to be Macfarlanes) on wider market trends

1. **Legal process management / AI / automation**
A few things have come together to bring this to people's attention. There is, I think, a desire to focus on matter profitability and with that comes a good hard stare at the cost base and the way in which work is produced. Is repeatable, similar work being carried out in a bespoke way each time? Is that work being produced consistently across a department? These tools – and mindset – have the potential to address risk and consistency issues whilst removing cost from a transaction – it is hardly surprising there is increasing interest.

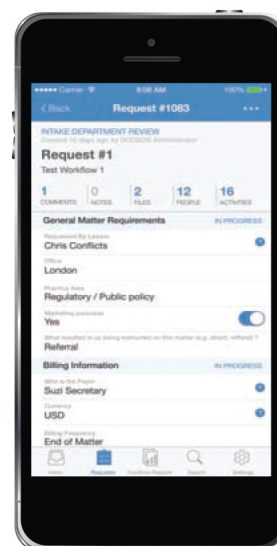
2. Hybrid cloud / responsive infrastructure

There is a definite move away from the cap ex spikes of building and running your own datacentre in a city centre office block. There are numerous benefits in hosting business critical services in appropriate surroundings; potentially more still (scalability, responsiveness, uptime, cost) in moving to a hybrid cloud model, though that will depend on the risk approach of both the firm and its clients.

3. Mobility / agile working

Getting the matter file off paper and into electronic form, together with improved information security awareness, has enabled access from outside the office. At the same time, developments in consumer technology have created new devices and a user base that actively seeks out technology at home and increasingly complains that office tech is lagging behind. The ability to work on a transaction from the office, the client's office, home, hotel, aircraft – and not just checking emails, but actually running the transaction: drafting documents, running comparisons, joining video conferences, recording time and so on – does two things. It makes you more responsive to your client; but it also opens up a whole new method of agile working that will have an impact on future workplace design and work life balance.

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Software for a Changing Legal Market

► Can robots be lawyers? Your reaction

Professors Dana Remus and Frank Levy's 67-page academic paper 'Can Robots be Lawyers? Computers, Lawyers and the Practice of Law' was one of our most commented on stories in January, with good reason.

The paper, published by the Social Science Research Network, argues that the impact of automation on the demand for lawyers' time is far less significant than suggested to date.

Taking on arguments put forward in the media and by the likes of Richard and Daniel Susskind, Professor Remus from the University of North Carolina School of Law and Professor Levy from Massachusetts Institute of Technology examined in detail the suggestion that technology will soon replace much of the work currently done by lawyers, particularly junior ones.

The paper maps the automation currently available within the legal sector against the tasks actually performed by lawyers, drawing heavily on data from Huron Legal consulting arm, Sky Analytics.

It concludes that predictions of imminent and widespread displacement of lawyers is premature; that a careful look at existing and emerging technologies reveals that it is only relatively structured and repetitive tasks that can currently be automated, with these tasks representing only a relatively modest percentage of lawyers' billable hours.

The paper gained wide and largely positive reaction on social media and within Legal IT Insider itself.

However, Gerard Neiditsch, a research associate at University of St. Gallen and former CIO of Allens in Australia said: "I have one nagging concern that the research is (and maybe has to be) based on linear thinking. It doesn't – and perhaps cannot – take into account non-linear events.

"For example, many BigLaw clients are currently investing significant effort and funds into automating much of the work that has previously gone to their internal and external advisers and agencies, including lawyers. One example is the recent formation of the R3 CEV 'joint venture' by many participants in the financial market.

"If this type of effort pays dividends, the overall market for complex legal work may shrink in line with the decrease of 'friction' among financial market participants. This will likely impact employment at many of these key clients. It is possible that the financial markets – one of the key drivers of complex legal work – will look quite different in coming years, and generate a lower volume of legal work for lawyers."

Adding to the debate, Peter Nussey, director at legal business transformation consultancy F5Legal said: "A point worth raising here is that Remus and

Levy have mapped computers' ability to automate 'structured and repetitive information processing' tasks onto the actual work of lawyers to conclude that the impact of automation has been overstated. However, these are US lawyers – I wonder how the picture would look if mapped to UK lawyers work, widely held to be more transactional – for example I have been involved in surveys that would suggest significantly more time is spent on document drafting and review than is stated in the research."

And reacting to the suggestion that the rise of predictive coding will be limited by the fact that experienced lawyers must still classify the training sample of documents and train the system's parameters, meaning sizeable up-front costs that will only likely be justified in large cases, litigation support consultant at Allvision Computing, Andrew Haslam said: "I disagree with the conclusions on predictive coding. The industry rule of thumb is that you get returns on any exercise above 100,000 documents (hardly large scale in this day and age), and that the costs saving at this level are easy to show. Far from being a disadvantage that you have a senior lawyer training the system, it's a positive in terms of defensibility."

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► Movers & Shakers

UK & GLOBAL **HotDocs** has promoted **John Scotson** to the company's board as Finance Director. Prior to joining HotDocs in 2010, Scotson qualified as a chartered accountant and held various financial roles across several industries in companies including Lloyds Bank, Scottish & Newcastle breweries and Axios Systems.

The **DocsCorp** EMEA team has hired former Microsystems EU client relations manager **Sarah Smithies** and is now looking to hire a further four members of staff over the next 12 months, bringing the European office in line with the US. Smithies brings with her over 20 years' experience, with previous roles also including European business development manager for LexisNexis Interface Software, and lead business consultant at Tikit.

Mishcon de Reya has appointed Axiom's respected UK managing director **Nick West** as its chief strategy officer (CSO). West's appointment comes just over a year after **Norton Rose Fulbright** appointed former Huron Consulting Group director **John Cussons** as director of strategic development, an appointment that largely went under the radar. Other firms to have appointed a CSO include **Kaye Scholer**, which in 2014 hired its first-ever CSO, **Beatrice Saravello**, and in June 2015 **Seyfarth Shaw** brought in **Joshua Kubicki** as its first CSO.

Pinsent Masons has appointed **Matthew Kay** as the new head of its contract lawyer arm **Vario**, saying the venture has been a greater success than anticipated. Kay, Vario's first appointment from outside the firm, joins from communications and advertising company TMP Worldwide, where he was business development director. Kay replaces Vario co-founders, Pinsents partner Alison Bond and former head of marketing Katherine Thomas.

Tikit has invested in its sales function with the appointment of former Workshare employee **Sam Oakman**. Oakman is joining the Tikit team as an Account Director and will be working with large to mid-sized law firms. The hire follows the departure of Gareth Thomas to RAVN Systems.

Phoenix Business Solutions has launched its second site in Europe with the opening of an office in Frankfurt. The office will be headed by **Christiane Müller-Haye**, formerly managing director of R.O.W. Consulting, who will be joined by **Marc Schneider**, a former senior consultant of R.O.W.

NORTH AMERICA **Wilson Legal Solutions** has hired **Marc Cram** from Thomson Reuters Elite eBillingHub as sales executive to drive sales of its consulting services and business analytics products. Cram is based on the West Coast and is working out of the company's Anaheim, California office.

In response to growing client demand **RAVN Systems** has made its first appointment in the US with the hire of former DocAuto account director **Kenneth Block** as sales manager, North America to increase its international presence. Block has held a number of other senior roles within the legal technology sector including at Copittrak, Billback and Thomson Reuters Elite.

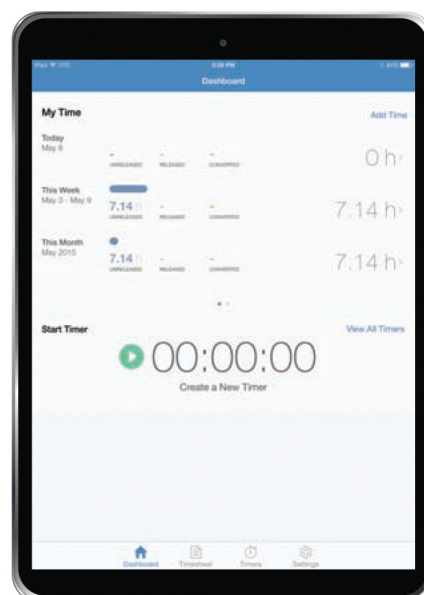
Bill Lipner has joined **DocSolid** as a consultant, where he will be involved with the **Scanbiton Consulting** business assisting law firms with the paper-to-digital transformation.

LDM Global has appointed **Sean Theron** as its new director for the Caribbean region.

The US division of **Opus 2 International** has appointed **Liza Pestillos-Ocat** as Head of US operations. Although most recently working at Thomson Reuters, Pestillos-Ocat was among the first employees of LiveNote Inc, a company founded by Opus 2 CEO & founder **Graham Smith-Bernal** and now she is rejoining Smith-Bernal at Opus 2.

MOVERS & SHAKERS CONTINUES ON P.13

Time Entry



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MOVERS & SHAKERS CONTINUED FROM P.12

GOODBYE Described by one private practice head of risk as a "ground breaking and strategic legal operations director", **Andrew Dey** has left **Barclays** after 15 years with the bank. Dey, a founding member of the **Legal IT Innovators Group (LITIG)** has been responsible for technology transformation projects within Barclays, including implementing case, document and knowledge management systems.

LexisNexis Enterprise Solutions head of marketing **Laura Whitehead** is moving on to pastures new after seven years with the legal publishing and technology business. Marketing enquiries should be directed to **Michelle Gunter**, who has stood in as head of marketing while Whitehead has been on maternity leave.

AND FAREWELL **Litéra** founder & CEO **Deepak Massand** died at his home in North Carolina on 28 December. Massand founded Litéra in 2001 and prior to this held senior roles in the Big Pharma. In October 2014 he appointed **Paul Domnick** as president of Litéra and Domnick will continue to run the company.

One aspect of the late **David Bowie's** career you may not have seen in the coverage of his death is the fact that during the mid-1960s, when he was still playing London coffee-bars, for a short time he had a day-job at the litigation support (and now ediscovery) bureau **Legastat**, which is still in business, 50 years later (as is its founder John Eddowes) on Carey Street by the Lincoln's Inn gate.

► eDiscovery: a race to consolidate

A heady combination of a growing demand among clients for global eDiscovery capability, the demise of safe harbor and a good dose of healthy competition between Silicon Valley venture capitalists is proving to be a powerful mix, as merger and investment activity in the eDiscovery sector in January notably spiked.

Advanced Discovery furthered its global footprint in January with the transatlantic acquisition of Millnet, while in the same month Xact Data Discovery expanded its US coverage by taking over Salt Lake City-based Orange Legal Technologies and Everlaw closed an \$8.1m series A funding round led by Silicon Valley fund Andreessen Horowitz. This flurry of New Year announcements followed the notable acquisition in December of Huron Legal by Consilio, in a month that also saw RPX Corporation acquire Inventus Solutions.

TRANSATLANTIC DEALS First up Millnet, the largest and longest established UK-headquartered eDiscovery, litigation support and legal document services firm, which also became the latest UK eDiscovery vendor to be acquired by a US outfit.

The acquisition was said by Advanced Discovery to support its strategy to meet clients' growing global eDiscovery needs and give them access to services across the US, Europe, Middle East and Asia.

Perhaps of more interest, however, was the weight placed on Millnet's ISO 27001-certified data centre in the UK. After the recent demise of the US-EU Safe Harbor agreement, which gave qualified US companies a safety net under EU data protection laws to move personal data across the Atlantic, many US companies are considering keeping eDiscovery data in Europe. Millnet's certified data centre in the UK was said to give Advanced Discovery customers the option to leave data in the EU as data protection legal requirements emerge in the coming months.

EDISCOVERY CONTINUES ON P.14



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EDISCOVERY CONTINUED FROM P.13

The deal has inevitable parallels with Consilio's transatlantic acquisition of Huron Legal in December, designed to give it a stronger global presence. That deal came in the immediate aftermath of Consilio's acquisition of UK-based eDisclosure and forensic consulting services provider and Relativity partner, Proven Legal Technologies.

Consilio, which in August announced a new partnership with Los Angeles-based private equity firm Shamrock Capital Advisers, has offices throughout Europe and in Hong Kong and Tokyo, with a far more limited reach in the US, albeit it has offices in Los Angeles, New York and Washington, where it is headquartered. Huron Legal, on the other hand, has operations primarily in the US.

Speaking to Legal IT Insider about wider consolidation across the sector, Consilio's managing director Drew Macauley said: "Our shared view is that the consolidation in the market reflects the need of multinational corporations for service delivery in multiple countries, across larger volumes of data and across multiple phases of the electronic disclosure process. As corporations start to litigate and be investigated in multiple countries or the disclosure required for a matter originates in multiple countries, the pool of providers able to handle these matters "from end to end" shrinks rapidly.

"As a response, US domestic market providers wanting to service these large global corporations (because it is generally a more effective business model to have a smaller number of larger clients than a large number of smaller clients) are executing transactions that give them these additional global points of presence in key growth markets such as the EU and Asia, or additional service lines such as document review. Smaller (typically single market) providers are keen to sell their businesses before the continuing commoditisation of the market sees their valuations fall."

DOMESTIC US DEALS Xact Data's more recent domestic acquisition of Orange Legal Technologies, meanwhile, will give it immediate growth on the West Coast, following its recent expansion into other major cities including Los Angeles and the San Francisco Bay Area, now totalling 16 locations throughout the US and two in India.

It follows the news in mid-December that Inventus Solutions had found a home within RPX Corporation, which acquired the eDiscovery provider from Santa Monica-based private equity house Clearlake Capital Group.

Inventus, which over the last two years has expanded its footprint with acquisitions of US and London-based eDiscovery providers Teris and Unified respectively, will become a subsidiary of RPX, which provides patent risk management solutions.

VENTURE CAPITAL INVESTMENT However, it is Silicon Valley venture capital interest in eDiscovery providers that has caused most industry excitement, after Everlaw announced in mid-January that it has closed an \$8.1m Series A funding round led by Silicon Valley seed, venture and growth-stage venture capital firm Andreessen Horowitz.

Andreessen Horowitz, which is an investor in companies including Facebook, Twitter, Airbnb, Box, Slack, Optimizely and Zenefits, has placed

partner Steven Sinofsky – former Microsoft Windows President - on the Everlaw board as a director.

Everlaw, which was formed in 2010 and named 'vendor to watch' in Gartner's May 2015 Magic Quadrant for E-discovery Software report, provides software to law firms, corporations and government agencies.

Set up by chief executive AJ Shankar, the California-based company was one of Legal IT Insider's startups of 2015.

Everlaw does not look to be the last to receive the Silicon Valley greenback, with Cicayda's co-founder Roe Frazer commenting on Twitter: "hearing another cloud-based #ediscovery provider soon to announce C-round of \$20m in new capital (not @cicayda)."

While Frazer was unable to say any more, the investment is understood to be coming from another Silicon Valley big name.

According to Frazer, the trend towards Silicon Valley investment was sparked by last February's \$125m investment in kCura, developer of eDiscovery software Relativity, by San Francisco-based fund ICONIQ Capital.

Frazer said: "The ICONIQ investment in kCura has created a feeding frenzy among Silicon Valley firms who are super-competitive." He added: "There is a sense among these SV firms (besides Iconiq) that Relativity's era of dominance in legal technology is beyond its zenith."

Other factors identified by Frazer include the growth of cloud-based eDiscovery solutions, a realisation that 80% of the litigation market is "grossly unserved," and the increasing influence of general counsel, who are driving change with their insistence that work be done "faster, better and cheaper."



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► Sponsorship made simple

Well here's an example of corporate sponsorship that makes sense as Norwich-based legal IT solutions firm Tiger Eye just announced a 12-month sponsorship of the tiger keepers at Banham Zoo in Norfolk, as part of celebrations to mark the company's 10th anniversary. Banham Zoo currently has two Siberian Tigers and Tiger Eye will provide support for the zoo's team of cat keepers in their vital work with this endangered species. Tiger Eye MD Dave Wilson said: "Our company name provides an obvious connection but there is far more depth to our reason for wanting to support these incredible creatures. We have long admired the work The Zoological Society of East Anglia undertakes at Banham and Africa Alive in Suffolk. As a local business, we were very keen to pledge support for their important tiger conservation programme, which is part of an international effort to hopefully enable these amazing animals to survive long into the future."

► Parabis Law

Parabis Law and Parabis Limited went into administration last year with over £100m of secured and unsecured debt. At AlixPartners, administrators Peter Saville, Benjamin Browne and Anne O'Keefe, in their recent report giving the reasons behind the collapse, said that a failure to integrate Parabis' case management and accounting systems was a significant factor. The report said: "Crucially, [Parabis Law] failed to fully integrate its business acquisitions, with separate case management and accounting systems in use across the business. Multiple systems created inefficiency and increased costs. Furthermore, with multiple systems in place the keys to managing fixed fee work set out above, of operational control, good data quality and the ability to leverage fee earners, were all more difficult to achieve."

► Quote/Unquote

"It's like re-arranging the deck chairs on the Titanic." An IT Director reflects on the usefulness of artificial intelligence without good data.

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