



LEGAL IT TODAY

COMMENTARY, STRATEGY AND MARKET INTELLIGENCE FOR THE GLOBAL LEGAL TECHNOLOGY COMMUNITY

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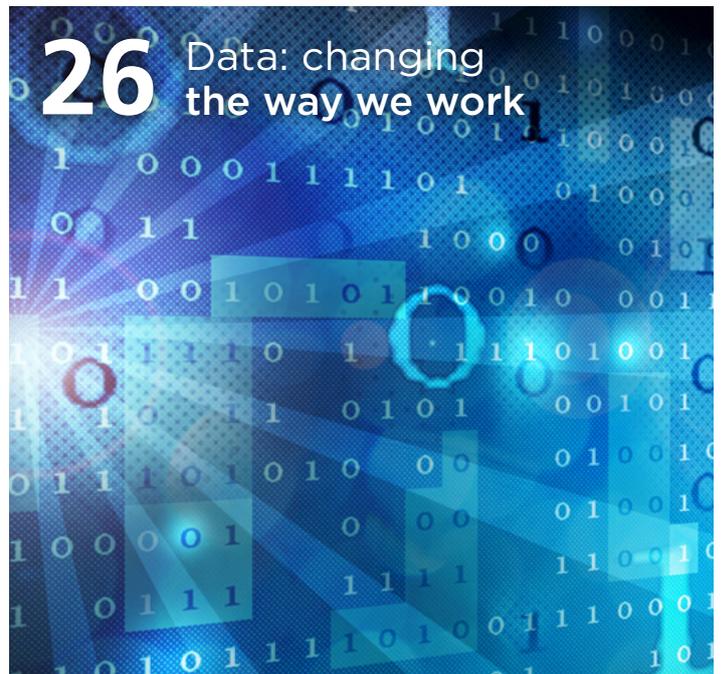
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LEGAL IT TODAY

Legal IT Today is published by:

Asfour in cooperation with Legal IT Professionals

Editor: Jonathan Watson - jonathan@legalittoday.com

Design: TOF ontwerp - info@tofontwerp.nl

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Contributors:

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ISSN: 2214-2355



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From the editor

Welcome to Issue 19 of Legal IT Today!

'In legal, blockchain is the new black,' I read recently. There have now been so many new blacks in so many different walks of life that one is tempted to bang one's head against a (black) brick wall at the mere mention of the phrase. However, in this case it provides a fair reflection of the amount of attention blockchain is getting at the moment.

I don't get out much these days, but when I do, I am sometimes asked what blockchain means. In general, I open my mouth and words come out. When I have finished, the person who asked the question is usually wearing a rather baffled expression and looking over my shoulder in the hope of finding someone else to talk to. In future, I think I will use a version of the definition provided by IBM's Brian Kuhn at the launch meeting of the Global Legal Blockchain Consortium (GLBC), as reported by [Joe Davis](#) in this issue:

'You and I could reach an agreement that if the Patriots win the next Super Bowl, you need to give me \$50. If we publish that agreement on a blockchain, it's there for the world to see—I can't change it, you can't change it—and we create some code that self-executes that transaction once the condition is met. You can have all sorts of conditions and dependencies that self-execute, and this enhances trust. We can disintermediate and we can agree amongst ourselves that if certain conditions are met—even if they're very complex—our agreement will self-execute and will be binding.'

The work of the GLBC, a group that will work to drive the adoption and standardisation of blockchain in the legal industry, will be worth watching as the technology starts to assume greater importance. Some of those at ILTA even claimed that blockchain might be the most important addition to the legal infrastructure since William the Conqueror gave rise to common law.

The Norman Conquest, of course, was a time of major disruption in English history, with the invading forces confiscating the estates of English lords who had fought to resist William. One is tempted to compare this to what is happening today to all those successful companies who are being hobbled or wiped out by disruption, as described by [Scott Henderson](#), Founder & Managing Attorney at NewLAWu.s. This will also happen to law firms, unless they prepare for it, he says, as 'innovation, fuelled by technology, has arrived on law's shores'—just as William arrived in Pevensey Bay in September 1066.

Elsewhere in this issue, it is clear that data is still a big deal for law firms. [Helder Santos](#) offers a few ideas about how they can make better use of it, while [Karl Chapman](#) thinks corporate

legal departments could use their access to data to become the best forecaster of sales in any organisation. Karl is aware that this argument may result in some sniggering at the back, but he is convinced he is right—if legal collects and uses the data it should be routinely and easily collecting. I guess it all depends on how big an 'if' that is.

Document handling is also growing in importance and our vendor profile focuses on Documentaal, a Dutch firm that specialises in corporate identity automation, document management and other related processes. Documentaal has customers in a number of sectors, but its sales and marketing guru [Reinoud Wouters](#), who spoke to us for the profile, believes there is significant scope for growth in the legal industry.

While women still face barriers in workplaces everywhere, it is to be hoped that those working in the legal profession no longer face the same obstacles they encountered 20 years ago. Recent statistics suggest there has been significant progress: in the UK, more women than men are joining the profession. They now make up 48 per cent of solicitors. And in the US, many women attorneys are using technology to help them progress further, as [Christy Burke](#) found when she interviewed some of them for us over the summer.

[Ralph Baxter](#) uses his latest column to remind legal technology companies to focus on customer needs rather than simply making a sale, while in the Verdict, we asked our panel to imagine which other companies might combine in the legaltech sector in the wake of the iManage/RAVN and Aderant/Handshake mergers. Consultant [Neil Cameron](#) used the opportunity to make some interesting points about big firms and their tendency to acquire smaller companies simply to stop rivals from getting their hands on them. This strategy, if you can call it that, tends to create unwieldy organisations with an incoherent mix of products that rarely work together. Remind you of anyone?

I hope you enjoy Legal IT Today. As ever, we aim to share ideas and opinions across the global legal IT community and stimulate discussion. Please get in touch with feedback and suggestions for topics, features, and images. It is always good to hear from you.

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What's happening at Documentaal?

BY JONATHAN WATSON

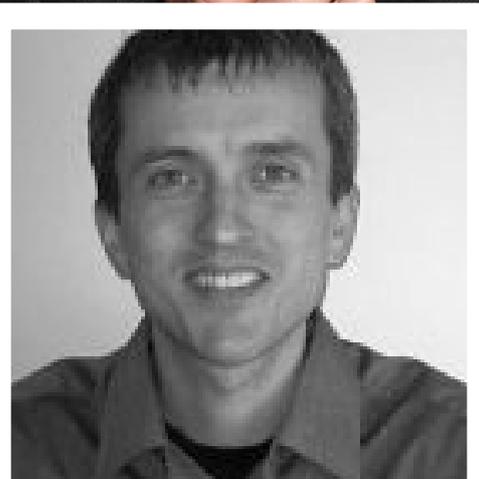
Every lawyer is effectively a 'content factory' that is continuously creating documents. Reinoud Wouters, partner primarily responsible for sales and marketing at Documentaal, told Jonathan Watson how his company is helping to improve the efficiency of this process.

Why did you start Documentaal?

Out of pure frustration from working at a number of large companies. Everywhere I worked, I saw the same issue—people were struggling with documents. They were struggling to write meaningful content; to create documents with impact; to store documents easily; and to search unstructured content.

They were also finding it extremely difficult to streamline these processes and automate their workflow. For most people, writing documents is manual, repetitive and quite difficult. We felt that there must be a better way of doing things.

We set up Documentaal with the sole aim of helping users with their



documents and content handling. We wanted to keep their desks and heads clear so they would find it easier to get their jobs done.

What kind of documents can you help law firms with?

It can be any kind of document, but mostly in the legal space we find ourselves working on standardised texts and text blocks such as purchase agreements, contracts, compliance documents and so on. Since the crisis of 2008, law firms have started to standardise their documents more and more. Everything which can be automated is automated now in a law firm. That's something they didn't want to contemplate 10 years

ago, when they thought they were making plenty of money and saw new technology as a big risk.

In the Netherlands, for example, the government is now requiring law firms to deliver documents in PDF format using an online portal. That's a big change to their way of working, because they are not printing things out any more or putting them in huge binders. Law firms are not used to handling documents in that way and we can help them with it.

How does it all work?

We start by asking the company about their corporate identity and what kind of documents they have. Which ones do you use most often? Which ones are simple? Which ones are valuable for your company? These are the documents we are after. Then we configure the company's environment and make the connections to the backbone, such as financials, CRM, KMS, DMS and archives.

After a test run, we do the implementation together with the IT department and train key users.

*Everything which
can be automated
is automated now
in a law firm*

It is a compact, well described implementation. After 2–3 months, we come back to evaluate. And later again. We do not want to find out after a year that the system is no longer being used because it did not fit the business's needs any more. For smaller companies or groups we have a fast-track implementation of 3-5 days.

Why is training important for you?

As someone once said, 'training is mostly something to be endured'. But skills need to be transferred. Our training is therefore short and precise, and part of the implementation. Key users are involved throughout the project, not only gaining skills, but also immediately giving feedback

on business needs. This is the most important aspect of the project. These users can transfer their skills to the other users so they have a general understanding of the tool's capabilities.

What do you make of the legaltech market at the moment?

One wide-ranging issue I see in the legaltech space is that there are a lot of tech companies from outside the legal market who are interested in helping law firms, but for those firms it's not part of their DNA. They might buy some tech and try it, but it will never have an impact on their way of working. That's something legaltech has a bit of a problem with right now.

What's the difference between document handling and document management?

We are more user-oriented. Users generally spend 30% of their time each day editing documents—changing fonts and that kind of thing. Our tools are so smart that we can take all that away and reduce the percentage to zero.

Lawyers used to have a lot of secretaries to take care of document handling, but the new generation of lawyers are doing it themselves and it is having a big impact on their productivity. They don't have the tools or the insights of the secretaries who spent all their time on this work.

Automating the templates for their documents saves a great deal of money and time. Research shows that people look for information for an average of three hours a day. If that can be reduced, even if it's just by a third, you are gaining a lot more time to spend on helping clients.

Document handling is a less mature market than document management. Everyone has a document management system, but not everyone has a document handling system. I recently visited one big company that had nothing and I just told them that for €10 per person per month, they could have everything.

Can Documentaal also help with knowledge management?

KM is changing rapidly, again. It is becoming cross disciplinary and more

collaborative. Once it was executed by KM experts who would be working in a separate KM environment. Nowadays it is part of the document management system, and with new BI tools, knowledge can be extracted. The better this content is automatically tagged, the easier it is for the BI tools to extract meaningful content. And of course easier means cheaper!

Users create more and more content each day. But they do not necessarily have the time or the motivation to tag this data for future or other people's benefit. Our auto-tagging tools make sure that the content gets the best tagging while users do not have to do anything.

What are the benefits of working with Microsoft technologies?

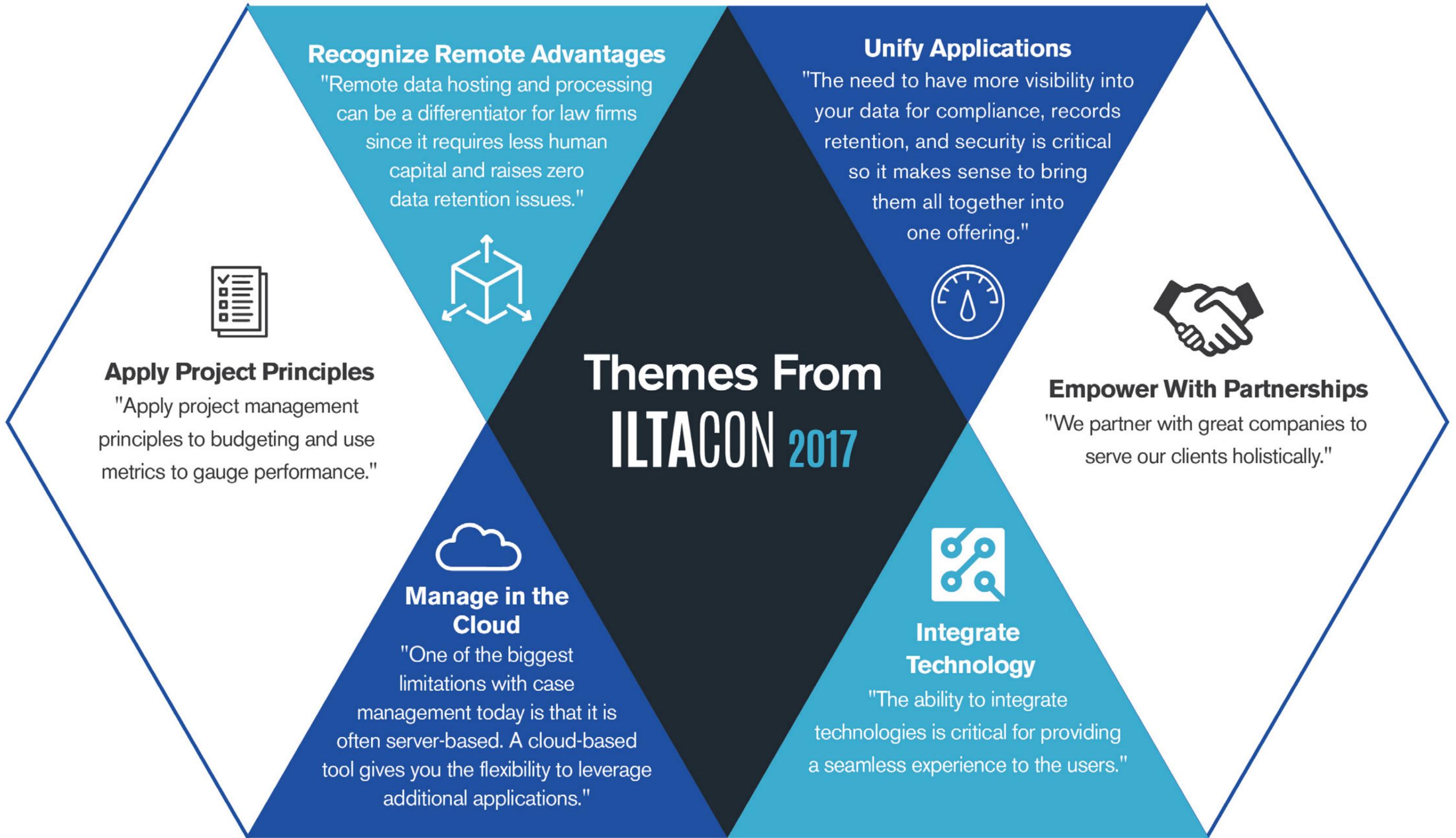
This is a strategic choice for us. Firstly, because Office 365 and Office in general is a core business for Microsoft. This means that the company is continuously improving its suite and connecting more and more to the 'outside' world. Recently they added Microsoft Teams, which is a great tool for working together.

Secondly, our clients are investing heavily in the Office 365 strategy and licensing model. So most of them have the Office and SharePoint Online platform we need already installed and configured.

What should we watch out for from you in the near future?

We have just opened our Nordic office and are rolling out our new dStyle365 for Office 365 and dStyle Online products. Also, we are releasing YourBrandBook—a SaaS tool both for maintaining corporate identity and for use as a starting point for creating documents. And of course there will be more support for Office Teams—working anytime, anywhere with everybody together!

More generally, we are likely to see an enormous increase in template use. The year after that—people are researching this right now—there will be more AI involved. This means that if you're working on a piece, the AI software will be able to serve up other relevant information. If you have a template where you want to add some details, rather than searching for these details in your DMS or Office 365 environment, we will be able to present them to you. ■



How women attorneys are smartly leveraging legal technology to advance their law practices

BY CHRISTY BURKE



I have spoken to a number of women attorneys who are using technology as a strategy to assertively enhance their efficiency and business development and to differentiate themselves from competitors.

Any legal professional can use technology to benefit a law practice. However, I have keenly observed women lawyers' strategies for success over the years, so I am particularly interested in how they effectively leverage technology tools in their law practices to advance their careers, service clients more efficiently and achieve a better work/life balance.

The women lawyers I spoke to for this article—all of whom are either partners at their firms or founders of their own law practices—are using technology effectively at their firms, including two who were computer programmers before they became lawyers! Several common themes emerged from our conversations and this article summarizes the best practices shared by these successful women. I've also included some resources for women attorneys who want to step up their tech acumen.

Cloud, integration and investment

Nancy Mertz recently started her own intellectual property law firm, Mertz Law, having left her position as chair of Herrick Feinstein's Intellectual Property Group. Setting up the proper mix of technology was a top priority for Nancy, who has studied computer programming and enjoys mastering new technology.

'My firm uses all cloud-based applications, so I don't have to buy or maintain servers or conduct my own backups,' she says. 'The subscription model helps keep my firm's startup costs to a minimum. I use Clio, Lexicata and Alt Legal, which integrate well together to handle client intake, client and matter management, and docketing. Handling these tasks quickly and easily allows me to spend more time on client service, which is the primary reason I launched my firm. I won't skimp on something if it's the right tool for the job, and I love the efficiency compared to using spreadsheets, traditional databases, typed lists or support staff to do comparable tasks. I also listen to quality podcasts like Legal Talk Network's "New Solo" with Adriana Linares to get suggestions on good tools.'

Finding strength, power and fun in technology

Day Pitney has a robust estate planning practice with more than 60 estate planning attorneys. Leigh Newman,

a partner at the firm and a former computer programmer at IBM before she went to law school, notes that her technology background has provided unique opportunities she would not have had otherwise. 'Technology knowledge is a plus for any attorney, and bringing value to an organization is never a bad thing,' she says.

Newman has been instrumental in developing Day Pitney's dynamic use of HotDocs document assembly software. HotDocs has become a linchpin of the firm's document assembly system for estate-related documents.

Women are not hung up on the way they've always done things - Amy Cahill, Cahill IP

'When I first started at Day Pitney, we had a document assembly system that our admin and support people used, but the drafters—mostly associates—were removed from the process,' she says. 'The firm's implementation of HotDocs allows for a high degree of customization of the documents produced and it is simple enough for lawyers to use themselves. Now, 75% of document drafting is done by associates rather than support staff. HotDocs creates more uniformity and helps with quality control, providing a framework that brings strength, power, efficiency and fun to drafting estate documents.'

Flexibility and automation

Amy Cahill runs Cahill IP, a globally recognized intellectual property practice based in Louisville, Kentucky. Her firm recently became the first ever Kentucky-based law firm accepted for membership in NAMWOLF (National Association of Minority and Women Owned Law Firms). To achieve a paperless office, Cahill uses Office 365, Clio, NetDocuments and Alt Legal, which are all integrated together. She uses Fastcase—provided free to

D.C. Bar members—for legal research. She does not bill clients for checking the docket or sending out reporting letters, and does not need to charge them for a paralegal's time to do these tasks either. As a result of this technology combination, her clients understand their bills more easily. Their bills are lower, too.

Cahill explains that women's innate flexibility can help them adopt new technology more readily. 'Women are not hung up on the way they've always done things,' she says. 'If there's a way to do it better, I have no pride or embarrassment that stops me from doing it a different way. As lawyers, it's really not serving clients well if we avoid automation. Because of our technology tools, it's so easy now for us to get new clients through the door. Also, our services are more affordable, which attracts a broader spectrum of clients.'

Communication and self-promotion

Technology provides tools like email and social media to connect with current clients, prospective ones and colleagues. These tools are useful for women attorneys to leverage for business development purposes, especially since women are sometimes reticent to promote themselves in a confrontational way. Posting content to LinkedIn, Twitter, blogs and online publications gives women a chance to carefully craft their messages before making them public, rendering business development more accessible and less anxiety-producing.

'Technology levels the playing field and is an indispensable tool for women who may be less inclined to market and promote themselves,' says Shira Nadich Levin, a partner at Cooley. 'It is a way to reach so many more clients and potential clients for all attorneys—women or men, experienced or junior attorneys. If a woman attorney is lucky enough to be at a firm like Cooley, which has a large and sophisticated staff of IT and marketing professionals, she can maximize the benefits of technology as a professional tool, both in a substantive and technical manner.'

Levin is also deputy global chair of the Women in Law Empowerment Forum (WILEF), founded by its global chair Elizabeth Anne 'Betiayn' Tursi. WILEF educates and provides networking opportunities for women in law ▶



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firms. Levin notes that WILEF provides programs and events focused on helping female lawyers to network effectively and using technology is always crucially important to building a network.

Addressing the challenge of work/life balance

Work/life balance is another area where technology presents many solutions for female attorneys. With only 24 hours in each day, women are stretched thinly to cover both professional and personal bases. This means mobile devices and remote access capability become mandatory. However, although technology allows lawyers to stay connected to work while taking a child to the doctor's office or attending a school play or ball game, it can also be a distraction and interrupt family time in evenings and on weekends when personal time should prevail.

Technology is a 'double-edged sword' when it comes to maintaining work/life balance, says Johanna Zelman, a partner at FordHarrison. 'I have a young elementary-age daughter and mobile access to my work enables me to spend more time with her, but it also interferes because I'm always "on

call". The ability to get real work done wherever you are is extremely helpful in advancing a woman's career, but it has to be tempered with cutting off work at some points throughout the day. Work/life balance is a conundrum. All female attorney mothers want to set good examples for their kids by being self-sufficient career women, but there also needs to be a limit.'

Resources

Many resources exist for women to educate themselves about technology and further their legal careers. The aforementioned WILEF is a national organization providing content and events, and fostering discussion to help empower women in the profession. The American Bar Association has a Legal Technology Resource Center and a Law Practice Division, both rich with events, contacts and publications for lawyers' edification.

Evolve Law, a membership organization for legaltech companies, is also a great resource for all attorneys looking for the latest technology. 'Evolve Law has a Legal Tech Toolkit that lists our member companies by area of technology, but we also have a large content library, which

includes white papers and blogs plus video of almost all our past events,' says co-founder Mary Juetten. 'Evolve Law's new collaboration with Above the Law provides more informative content too.'

Conclusion

There is nothing gender-specific about using technology—it provides an equal opportunity benefit to all who harness its utility. That said, if a women attorney can view technology as a strategy for assertively enhancing her own efficiency, business development and differentiation from competitors, she can make it her own and glean real benefits for herself.

Christy Burke is president and founder of Burke & Company, a New York-based PR and marketing consulting firm. She is a prolific writer, having published columns in Legal IT Today, Legal IT Professionals, Law.com, Legal Tech (now Cybersecurity Law & Strategy), the ABA's Law Practice Today, Intellectual Property Today, Attorney at Work, Peer to Peer and Marketing the Law Firm. For more information, visit burke-company.com or follow Christy on Twitter: @ChristyBurkePR. ■

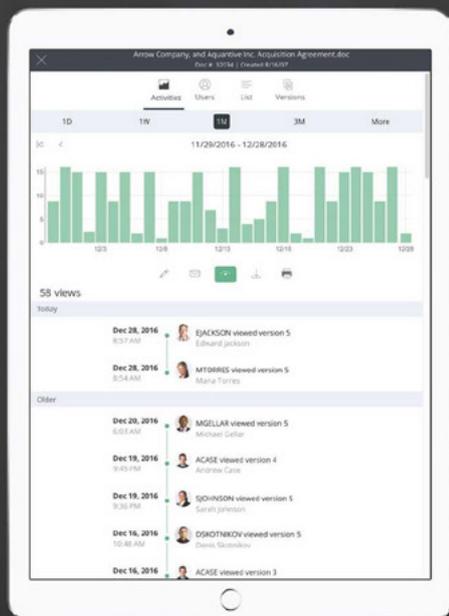


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INNOVATIVE SOLUTION PROVIDER
OF THE YEAR

Focus on the context

of your customers

BY RALPH BAXTER

To succeed, companies need to exhibit a genuine understanding of the issues the customers are trying to address and how their offering will help.

Nearly all producers and vendors of legal technology lament the challenges to achieving adoption of their great new ideas and sales of their products and services. It takes forever. Law firms empower gate keepers who impede access to decision makers. Lawyers are averse to change. And more. All true.

These realities not only get in the way of sales, they are part of the reason the pace of reform has been so slow.

But most legal technology companies make matters worse by failing to focus on where they fit in the context of legal service delivery. While in the context of technology development, legaltech companies are the main event, in the context of legal service they are supporting players. In legal service, the main event is providing clients the service they need in the way that they need it.

Legaltech companies commonly come across to their potential customers as focused on only two issues: (1) the attributes of their technology and (2) making a sale. However they may try to mask the latter issue, it is painfully obvious to the customer.

To succeed, companies need to exhibit a genuine understanding of the issues the customers are trying to address and explain how their offering will help. They need to communicate with customers in terms of their goals.

There is a nearly boundless opportunity for expansion for legal technology. It is an essential element of the change under way in the huge legal service market. The key is connecting effectively with the customer.

So here is the context:

Legal service customers are in the midst of profound change, in a market that is confusing. Lawyers know that the service they deliver works in terms of outcomes, e.g. jury verdicts and transaction closings, but that clients are dissatisfied with the way they get there. While the market values quality and reliability, it does not want to pay as much as it is being charged. These are the challenges legaltech companies need to help their customers solve.



In one way or another, the customers of legaltech companies are working to address four dimensions of change:

- **Service model:** This is how they go about delivering service; what they actually do to achieve the desired outcome; the sequence of events; and who does what. The traditional model was developed long ago and embeds very significant unnecessary cost and delay.
- **Resource Model:** As the service model changes, the make up of the customer's resources will also need to change. Almost certainly they will need fewer partner level lawyers, more professionals who are not lawyers and, importantly, more technology.
- **Financial model:** So, too, the customers will need to change their financial model. As they do the work differently and with different people, the revenue and cost models must change. The traditional billable hour model for all financial issues will no longer be the singular answer.
- **Investment model:** The more the customers embrace the need to change, the more they will recognize the need to invest current income in developing new ideas for the future. R&D will become an important concept in their model.

Legaltech companies can obviously help with all of these dimensions. The key is to understand that the mission is to help the customers address their issues—not simply to gain acceptance of the legaltech bells and whistles, and to make a sale.

Ralph Baxter is a legendary legal innovator, perhaps best known for the 23 years he spent as chairman & CEO of law firm Orrick. During this time he launched several transformative initiatives that aligned Orrick more closely with its clients, including non-traditional talent and pricing models and the first global insourcing centre at a law firm. He is now a leading author and speaker and provides invaluable advice to law firms, corporate legal departments, legal technology companies and other new entrants in legal service delivery.

New organisation can help law firms with blockchain

BY JOE DAVIS



The GLBC aims to advance the use of blockchain technology to solve issues of identity and trust in legal applications.

As day two of ILTACON unfolded at the Mandalay Bay resort in Las Vegas, the Global Legal Blockchain Consortium (GLBC) held its launch meeting in the nearby Four Seasons hotel. BakerHostetler CIO Bob Craig gave the opening address at the event. 'I believe the next wave is upon us, and that wave is blockchain and all the possibilities that come with this new technology,' he said.

The group was formed to advance the use of blockchain technology to

solve issues of identity and trust in legal applications. Craig said that on a practical level, it's about 'getting the right people around the table to explore, imagine, and contemplate how these technologies can solve real world business problems'.

What is blockchain?

Blockchain is often described as a distributed ledger, where copies of digital transactions are recorded in decentralized systems. The technology was popularized as the foundation for

the cryptocurrency Bitcoin, but is gaining popularity for other business applications such as real estate transactions, contracts and M&A deals.

Blockchain provides what Drummond Reed, CTO of Evernym and Secretary of the Sovrin Foundation, calls a 'cryptographic triple play'. Each transaction is digitally signed, chained together with a digital hash and then replicated across a network of hundreds of computers that have digital signatures. 'That creates a trust fabric that's so strong, even nation states can't break it,' he says. 'That is finally the fabric we need to have a global root of trust for digital identity.'

Digital identity has long been a problem for business on the internet. Even though e-commerce has flourished, one can argue that the larger and more significant financial transactions—the ones that form the basis of much of the legal industry—have been handled largely offline because of the lack of a way to verify identity and establish trust.

In his address at the GLBC launch event, Craig said the goal of the consortium was 'not to imagine new companies and new software, but to create an enabling layer to have the already really good and robust legaltech ecosystem embrace that layer and allow it to enable even greater capability'. He also emphasized that one of its core values was to remain technology agnostic, even with respect to the different varieties of blockchain. 'When you start to wade into the subject

When a lawyer is asked to create a smart contract, his/her role shifts from writing words on a page to writing self-executing code - Brian Kuhn, IBM

of blockchain, you recognize that there is already a widely diverse set of solutions that can be employed,' he said. GLBC members Integra Ledger and IBM use the Hyperledger variety of blockchain, for example, while other companies have chosen to bet on the Ethereum variety.

David Fisher, founder of both Integra Ledger and the GLBC, aims to create a blockchain system to anchor legal identities. 'These identities, in turn, hold the promise of underpinning a new legal technology ecosystem characterized by much greater privacy, security, data integrity and interoperability among all stakeholders in law,' he says.

Catherine Zinn, chief client officer of Orrick, told the launch event that her firm had joined the consortium. She believes blockchain will be valuable to legal practitioners and clients 'if it reduces friction and increases trust, productivity and value'. MIT's Dazza Greenwood, who was there as a representative of the academic and research communities, announced several upcoming Legal

Hackers events designed to spur innovation in the blockchain space.

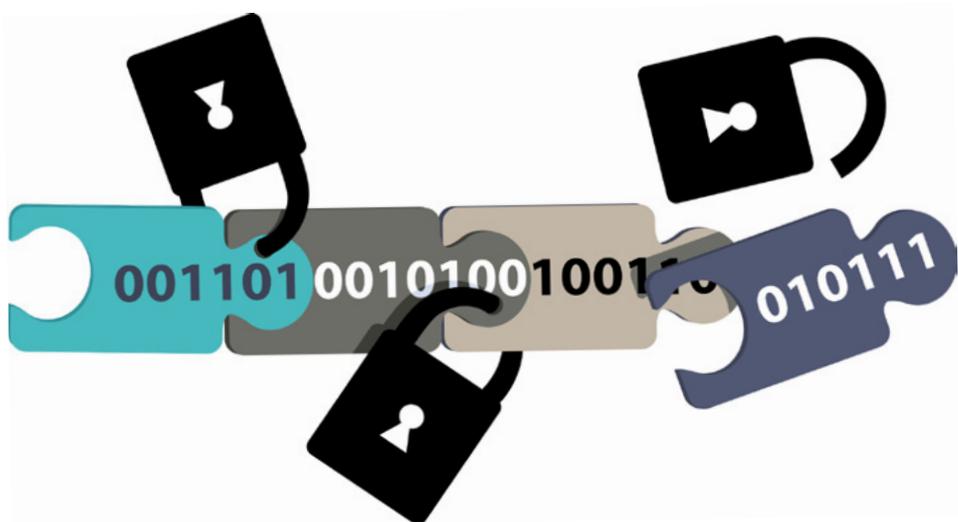
IBM's Kuhn on blockchain

Fresh from giving the ILTACON day two keynote earlier that morning, Brian Kuhn and Shawna Hoffman-Childress, co-creators of IBM's Watson Legal, came to the event to explain why they have signed up to be on GLBC's board. 'We believe that AI and blockchain so far have been treated as emergent but separate and equal monoliths,' Kuhn said. 'We don't think that's tenable or sustainable in the long term. These technologies must be combined.'

Noting that Watson can read 800 million pages in less than a minute, Hoffman-Childress indicated that blockchain can be a great source of raw data from which an AI engine such as Watson can learn. 'AI needs blockchain, and blockchain needs AI,' she said.

In a conversation afterwards, Kuhn explained how so-called 'smart contracts' may leverage blockchain. 'It's software that self-executes,' he said. 'So you and I could reach an agreement that if the Patriots win the next Super Bowl, you need to give me \$50. If we publish that agreement [on a blockchain], it's there for the world to see—I can't change it, you can't change it—and we create some code that self-executes that transaction once the condition is met. You can have all sorts of conditions and dependencies that self-execute, and this enhances trust. We can disintermediate and we can agree amongst ourselves that if certain conditions are met—even if they're very complex—our agreement will self-execute and will be binding.'

It is not hard to imagine law firms being asked by their clients not only to advise on smart contracts, but also to create them. In these instances, a ►



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Search. APIs. Records Manag
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lawyer's role will shift from writing words on a page to writing self-executing code. To take this a step further, blockchain is likely to become integrated into the business of law, not just the practice of law. To date, IBM's Watson team has focused exclusively on the business of law rather than the practice of law, but Kuhn says 'that looks like it's probably going to change with blockchain, and we'll focus on both'.

Since both AI and blockchain are emerging technologies, there are still many unanswered questions about which use cases are the right ones for law firms and corporate legal departments to start thinking about. 'Where do law firms share pain points or goals, and where in the context of these pain points and goals is there a high volume of data and a high volume of data and rules?' Kuhn asked. 'Those are entry level table stakes for blockchain and for cognitive.' He believes that matter management, conflict clearing and billing may be areas worth exploring.

'When we talk about the practical and ethical implications, it goes beyond identifying good ideas in blockchain, but what are the good ideas that resonate with people that are doable based on custom and practice that don't require a transformative change in management?' Kuhn added.

In order to develop blockchain use cases, the MIT Legal Forum On AI and Blockchain will be held on 30-31 October with IBM, Integra Ledger and other vendors. Kuhn was quick to point out that this is not another conference on innovation—its aim is 'to put forth a proposed framework for the practical and ethical application of artificial intelligence and blockchain technologies and the law. In other words, we want to bring together people from law practices, people from academia and people from technology who somehow touch or are touched by AI and blockchain'. The group hopes to generate

discussion about the guiding principles for choosing use cases, taking into account factors such as risk and potential revenue.

While the legal space is not generally known for being open to change, blockchain may prove to be a technology that can't be ignored. Even at this early stage, lawyers are beginning to hear about it from their clients. With the help of the GLBC, law firms can begin to explore ways to leverage it for both the practice and business of law.

Joe Davis has spent 17 years in legal IT, and is a member of ILTA's Program Planning Council. A frequent speaker and author on artificial intelligence and enterprise content management, Joe has led applications teams at several law firms and is currently consulting with a large corporate legal department. Prior to his IT career, Joe was a teacher, an entrepreneur, and a DJ in a flea market. Contact him at joe@josephpdavis.com. ■



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Legal **should be** the best **forecaster** of sales in **any organisation!**

BY KARL CHAPMAN

Corporate legal departments could do a lot more with process, quantitative and qualitative data.



During the gold rush it's a good time to be in the pick and shovel business,' the US author Mark Twain once said. During the internet age, the picks and shovels were businesses like Cisco, Netscape, VMWare, the telcos and many, many more. These companies built the tools and the infrastructure that enabled us all to benefit from the

opportunities provided by the internet and mobile communications. They built the backbone that led to remarkable individual and business creativity and innovation. It is quite sobering to think that Amazon was only founded in 1994; eBay 1995; Google 1998; Tencent 1998; Alibaba 1999; Baidu 2000; and LinkedIn 2002.

We are now in what can loosely be described as the digital, disruptive and AI age. This is an age that is still in its infancy and which has already produced some fascinating companies: Tesla (founded in 2003), Facebook (2004), YouTube (2005), Twitter (2006), Spotify (2006), Uber (2009), Instagram (2010) and Kim (2013). Yet Kevin Kelly, who

helped to launch *Wired* magazine and was its executive editor for seven years, says the following in his book *The Inevitable: Understanding the 12 technological forces that will shape our future*:

So, the truth: Right now, today, in 2016 is the best time to start up. There has never been a better day in the whole of history of the world to invent something. There has never been a better time with more opportunities, more openings, lower barriers, higher benefit/risk ratios, better returns, greater upside than now. Right now, this minute. This is the moment that folks in the future will look back at and say 'Oh to have been alive and well back then!'

... There is almost nothing we can think of that cannot be made new, different, or more valuable by infusing it with some extra IQ. In fact the business plans of the next 10,000 start-ups are easy to forecast: Take X and add AI (Artificial Intelligence). Find something that can be made better by adding online smartness to it.

How right he is! But what does this call to arms mean for consumers and providers of legal services? How will technology change the legal supply chain? What should corporate legal departments and law firms actually do, right now? How is legal the best forecaster of sales?

It starts with the data

The picks and shovels of this digital, disruptive and AI age are data, context and no-code configurable platforms. There are few legal questions where the answer, the solution, is not better informed by data.

Yet the biggest surprise to us when we entered the legal market in 2012 was the sheer absence of process, quantitative and qualitative data. The only data that really existed, in any volume or with any focus, was billing data. The challenge with billing data is that it is a rear view mirror. It looks at the end, and only one aspect of the end, of the process. It is like a manufacturer only measuring the defects in its product at the end of the production line. Billing data has a role to play in evolving legal operating models but it is not a silver (or

sustainable) bullet. I remember well the early conversations we had with lawyers about the power and relevance of data and how it would help them and their customers make better, faster decisions. I exaggerate only slightly when I say that the general response from lawyers in private practice was: 'Why would we want to do that? We bill by the hour!'

Finance, HR and sales all have operating platforms

With the value of hindsight this is not a surprise. Legal market culture, which is moulded by tradition and law firm models that reward hourly billing, hardly encourages or embeds a general understanding of the value that technology and data can bring to decision making, customer service and process improvement.

However, tellingly, we have seen a significant divergence in the last few years between law firms and corporate legal departments. With some notable exceptions, law firms are slow adopters of models and tools that capture data and help them tell actionable stories increase quality, speed up decision making, manage risk and reduce costs. At the same time, in-house legal departments are embracing data and technology opportunities with the zeal of the convert precisely because they increase quality, speed decision making, manage risk and reduce costs! It enables them to do more with less at a time when budgets are under pressure and demands on their services are increasing.

Put simply, corporate legal departments have the drivers for change—their organisations are under intense margin and competitive pressures—while law firms, many of whom are still making excess profits, do not.

This thirst for data from in-house legal teams, and the consequent adoption of technology, is having and will continue to have a significant impact on legal department operating models, law firms and the structure of the supply chain. This inevitability is highlighted by a simple example.

'Triage' is one of the most powerful words in the corporate legal dictionary. It is the foundational layer that drives not only a game-changing data strategy but the entire legal operating model. Triage makes sure that the right work is undertaken by the right people, at the right time and at the right price, whether that work is done internally or externally. Because triage captures the data automatically, we see our corporate customers start, quickly, to re-allocate work.

It is amazing how often the data highlights experienced in-house team members working on matters that are mid- or low-complexity while work they can do, should do and want to do is being sent to expensive external law firms. By allocating the work properly, in-house morale improves because the team is working on more challenging matters. Net costs reduce because ▶



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of expensive IT projects with lengthy requirements-gathering exercises and costly and frustrating change request processes that resulted in the IT tail wagging the commercial dog.

Context and configuration by domain experts are inextricably linked. We work for a number of banks in the UK. At one level, they have the same legislative and regulatory context. However, they all operate differently. They have different risk appetites, templates, work flows, case statuses, approval and governance processes, language... Their context has to be built from the inside out, not the outside in. Their context can change quickly. Context is provided by their in-house lawyers at two levels; technical (they know the law) and organisational (they know how things are done around here). Combine this context with a no-code configurable platform like Kim, which they or support staff can configure quickly to create products and solutions, and that's when the rules change.

expensive, hourly billing, third party law firms are replaced by a combination of self-service, in-house team members and/or fixed-price managed services providers handling the volume day-to-day work. The data allows corporate legal functions to answer questions which, in reality, are pretty fundamental: How many matters do we have live today? Where did they come from? What is their risk profile? Who is handling them? What is their status?

In this context, legal is no different from any other function in a business. A finance director would be able to answer similar questions immediately, such as: What is our net cash position? What is the rolling three month cash-flow and how does it compare with budget? How is our capital expenditure tracking against forecast? If I ask a sales director what the sales pipeline looks like, they can show me the number of opportunities in the pipeline, who is handling them and what the status is.

This analysis led to our second surprise when we entered the legal market. Legal does not have an operations platform. Finance, HR and sales all have a range of platforms to select from: SAP, Oracle, Sage, Workday, Salesforce and so on. Legal is not just a poor relation,

Corporate legal departments have the drivers for change while law firms, many of whom are still making excess profits, do not

it is actually in a worse position. It has a series of point solutions which don't talk to each other (matter management, e-billing, document review). No platform. Little accurate data. This is why we worked with Kim Technologies to build a global legal operations platform for all work types.

Context and no-code configurable platforms

These conclusions, the need for data and platform, led to our focus on context plus the search for a platform that could be configured by subject matter/domain experts who have no programming or software development skills. The former because data in isolation, without context, is at best of limited value and at worst is positively dangerous. The latter because we had had enough

Prepare for that new age of innovation Kevin Kelly forecast. That's the moment when domain and subject expertise meets configurable platforms to create new products and solutions that we can all use!

Corporate legal departments as organisational game changers

You may have read the section header above with as much disbelief as the observation that 'legal should be the best forecaster of sales in any organisation'. Well, both statements are correct—if legal collects and uses the data it should be routinely and easily collecting. For example, one set of data points in any legal data layer consists of case statuses. Imagine if, in the contract management suite, there are 15 case statuses, from legal case opening to ▶

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Data: changing the way **we work**

BY HÉLDER SANTOS

In recent years, the world's voracious hunger for information has developed into the concept of big data.

Almost everything we do in the modern world creates some sort of data. Modern organizations have discovered that there is value in this data—not in its rough form, but in the patterns and inferences gathered by different types of analysis.

The legal system generates a colossal and ever-increasing amount of data. The amount of information that a simple operation is able to generate is remarkable. Make no mistake, data is an

asset—but not when you're drowning in it. It's not what you know. It's what you do with what you know.

The whole concept of the business has changed and this makes business intelligence essential. Law firms are not standing still. Some are adjusting rapidly, taking cues from other industries and tweaking tools that empower a more granular perspective of their own operational costs and profit needs. Legal information technology is arguably the



centerpiece of the 'new normal' and is being leveraged to automate (or semi-automate) the execution of tasks or work processes that generally would require human time and effort.

Breaking down data can bring extra information that can be translated into patterns. These patterns enlighten what we do, why we do it, and how we do it. This gives businesses a set of tools that allows very specific targeting and enables them to deliver more useful material in a much more granular fashion. Not only do analysts have much more data to work with, but they also have a greater ability to mine that data for useful results. It would be easy to

dismiss these concepts as relating only to the largest transactional businesses. However, the reality is that law firms are going to be immersed in big data.

For what purposes might lawyers utilize big data repositories and tools? How could the utilization of big data contribute to law firm decision-making, and in what areas? Whom does big data likely affect inside a law firm and what contribution are they likely to make?

Early on, lawyers began utilizing big data tools that assisted with billing, marketing, time entry systems and client relations. Nowadays, with a tech-savvy generation entering the field of law, things are changing and the use of big data is becoming more complex. Systems that will assist the legal world with research and case preparation are being developed like never before. Some startups are challenging the market providing services designed to help legal professionals in drawing insights and connections using advanced analytical algorithms.

Using big data includes computer analysis of tremendously large data sets to reveal patterns, trends and associations. With the ability to access and comprehend these vast amounts of information, lawyers are able to pinpoint pertinent details. Partly, this is being driven by a new generation of people who have entered the law in the past five or 10 years and have elevated expectations about what technology should do for them. Without a doubt, analytics will be absolutely necessary to the legal profession over the next 10 years and we'll see an exponential growth in analytics for contract review.

Data analytics, including predictive analytics (making data-driven predictions related to business issues), is helpful for lawyers in a wide assortment of areas. Small law firms can utilize data analytics to optimize pricing and discounts for clients. Large law firms can use it to help corporate clients determine lawsuit risks and loss probabilities in a trial setting. Litigation finance funds can use data analytics to value and assess particular claims and securities lawyers can help clients to understand regulatory risks.

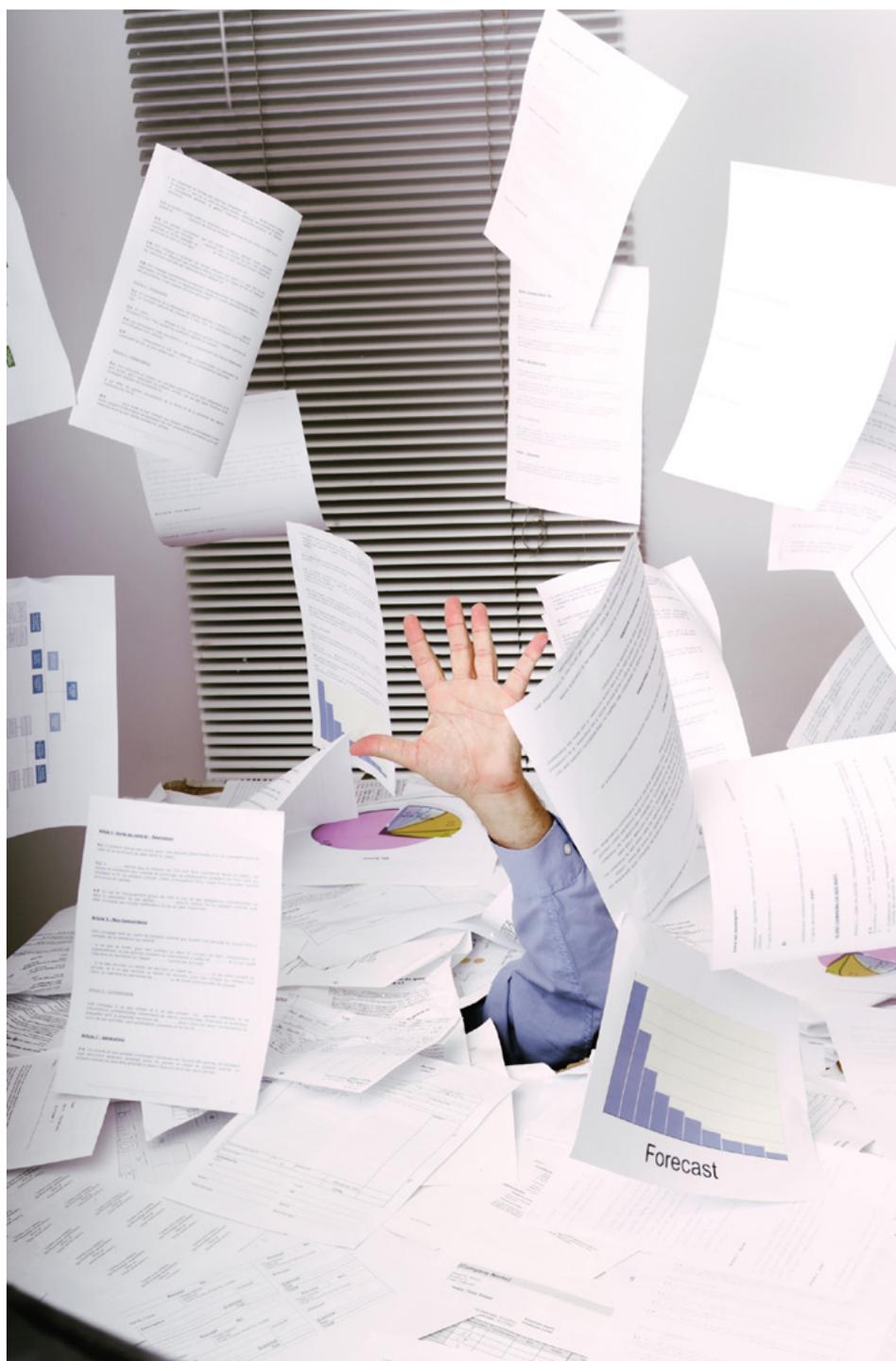
The objective should be to create systems that learn over time in the same way that people do. It is impractical for lawyers

*Make no mistake,
data is an
asset—but not
when you're
drowning in it*

to keep in their minds every decision or nugget of legal thinking used across thousands of cases, and to take all that information to help craft a legal strategy.

If we think of law more as a business, then software solutions, automated processes and optimized analytics become a must. However, answers to the following questions are needed:

- How to distinguish the 'info-glut' from useful information?
- How to execute data exploration on large and complex data? ▶



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It's no secret that there are a few legacy experience management tools on the market. Your firm may even own one... but is it working?

Legacy tools that rely on manual data entry, collect incomplete, poorly-structured information, and deliver a fire hose of raw search results (including that one lawyer who billed an hour to a complex matter, who is now an "expert") aren't up to the challenge.

What's needed is a fresh approach: built specifically for real-world environments; that delivers automated, integrated data management, intelligent metrics, filtering and ranking; that's from a vendor with an ambitious vision, and proven track record of delivering fresh innovation — so your firm can win more business.

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- How to catch insights from new or unstructured data types (such as social media or emails)?
- Are users exploiting information to make business choices or is the inability to find information preventing good business practices?
- How to empower employees to navigate and discover enterprise and external content? Is it possible to present this in a single user interface?
- How to recognize areas of data risk before they become problematic?

To accomplish this, a law firm needs an integrated technology set that is particularly designed to address the unique challenges of working with high-volume, high-variety and high-velocity data. These are not single-issue problems with single-product solutions.

What's next?

What began with technology helping lawyers to perform their routine tasks has gradually grown into something that software engineers have known for a considerable time—that most tasks, even

complex ones, generally performed by human labor are teachable to computers.

As has been seen by others in the tech industry, the future of computing will probably involve less conventional coding and more training of neural networks. As machine learning turns out to be more dominant and open to the masses, it's likely that it will have a significant impact on the legal industry.

These are a few high-value use cases that can be the first step into big data:

1. Big data exploration: find, visualize and understand big data to improve decision making
2. Enhanced 360-degree view of the client: extend existing client views by including additional internal and external information sources
3. Security/intelligence extension: reduce threat, detect fraud and monitor cyber security in real time
4. Operations analysis: analyze a variety of machine data for better business results and operational productivity

5. Data warehouse augmentation: integrate big data and traditional data warehouse abilities to gain new business insights while optimizing existing warehouse infrastructure

The goal of all these data analytics and complex algorithms is to enable lawyers to become better at their work. There are numerous opportunities for development and improvement through big data, and lawyers and law firm marketers should push to see what the technology can do for them.

Hélder Santos is currently Senior Business Technology Manager at top international law firm CMS. With more than 15 years of experience working in law firms, he moved to Frankfurt, Germany from Lisbon, Portugal in 2014. Since then, Hélder has helped to improve CMS's products and services working in a dynamic and multicultural team where technology and the use of innovation is a focus for change and evolution. ■



Disruption is coming to law and **the effects** will be **devastating**

BY SCOTT HENDERSON



Technology-driven innovation promises to disrupt law just as it has disrupted virtually every other industry.

Law has been changing ever since the business of law began to prevail in its battle against the profession of law. At first, lawyers and law firms welcomed these changes as work, revenues, profits and compensation soared. But as with any business-based marketplace, eventually the consumers (clients) assume control.

Clients have demanded relief from fees they deem excessive and unpredictable.

These demands have gone, for the most part, unmet. Defending their lack of responsiveness, law firms have routinely—and sometimes with justification—pointed to the impediments to change inbred in their professional status. Clients haven't bought – and aren't buying—this excuse, as evidenced by, among other things, the still-growing increase in in-house legal staff who now consume 25% of the legal marketplace's work.

However, this shift of work from outside counsel to in-house counsel has not satisfied client demands. As a result, clients have increased the volume and insistency of their demands for change. Law firms have not responded positively to these demands.

Clients view this turning of a deaf ear to be intentional and misguided. They are right. Not because lawyers are unwilling to cede ground on the economics they enjoy (although that is surely a part), but rather because the law firm model—formed when law was truly a profession—cannot avoid adapting to the realities of business.

As in any business, when the consumers' demands are not being met by their usual suppliers, they search for alternatives and alternatives stir innovation. And in these days, that innovation is almost always coupled with and accelerated by technology.

Innovation, fuelled by technology, has arrived on law's shores and is increasing at an alarming but wholly predictable pace. The change that is coming to law as a result of this technology-driven innovation promises to disrupt law—just as it has disrupted virtually every other industry.

Most don't see disruption until it has run them over. But because law has moved so slowly up to now, lawyers and their law firms have an opportunity to see it coming. And it is coming—soon.

Disruption accounted for \$1bn of the legal marketplace in 2014. It doubled to \$2bn in 2015 and doubled again to \$4bn in 2016. It is expected to surpass \$8bn this year. At this rate, disruptive changes will occupy nearly 25% of the legal marketplace in 2020/21. And when one notes that 25% of this marketplace is already occupied by in-house lawyers, law firms will see a 33% decrease in work in 2020/21.

It is important to note that of the hundreds of very successful companies wiped out or hobbled by disruption in their respective industries, few were badly managed. Indeed, most of these companies were run by some of the smartest and most experienced minds in the business and most had enjoyed significant success immediately prior to disruption.



This raises two questions for lawyers and law firms. First, is law fundamentally different from all other industries and marketplaces in ways that make it exempt from the laws of disruption? Second, are the people running law firms today smarter and more experienced than those who led the companies wiped out or hobbled by disruption?

Making it even more difficult for law firm leaders is the fact that they lack the power and authority to make the significant changes that may be necessary for survival. Unlike a public or private company chief executive, who only needs to enlighten his or her board and senior management, a managing partner must enlighten and then muster support for change from a majority of his or her partners who will be adversely affected by change.

Coupled with the overhead-laden nature of a law firm's model (which cannot be trimmed significantly in the short term),

this portends that law firms will fare far worse in the face of disruption than their business counterparts have done. And given how poorly these counterparts fared, the picture for law firms is bleak.

Survival of disruptive change is possible provided the law firm has:

- 1 The market differentiation necessary to sustain its client base and attract new clients;
- 2 The financial resources necessary to keep the doors open and pay the rainmakers; and
- 3 Partners willing to stay and make substantially less.

Law firms can thrive following disruption if they have built a separate practice platform entirely in the disruptive space to which the marketplace is moving. This practice platform can provide the market differentiation and profits necessary to permit the law firm to transition through the disruption (keeping its rainmakers ▶



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and attracting others) and the platform through which technology-driven innovation may be utilized in the future.

This history of disruption has shown us that a truly separate platform is essential and that merely integrating innovative practices into an existing law firm will be insufficient. The cultural biases and economic priorities inherent in the mothership law firm will hobble the innovation and growth possible through a separate platform. Merely adding innovation to the core law firm will not fend off disruption any more than adding online sales capabilities has worked to save retailers struggling with disruption.

The practice platform needs to be a separate and distinct adjunct to the mothership law firm and, over time, the future of the law firm. Such a platform will permit the law firm to transition to the future. Without such a platform, it will struggle in its fight for an increasing share in an ever-decreasing market. Few will survive. Fewer still will thrive. The future will belong to those lawyers who

Law firms can thrive following disruption if they have built a separate practice platform entirely in the disruptive space to which the marketplace is moving

leave these firms and start new firms premised on new innovative practice platforms or those (likely few) law firms who form new platforms as noted above.

Lawyers are learning that the spoils of being a business rather than a profession may have been great, but they came at a cost of ruthless efficiencies. And if lawyers don't embrace the changes necessary to be conversant with ruthless efficiencies, their current law firms will

go away and opportunities for them, personally, will be dramatically different and reduced.

Scott K. Henderson is Founder & Managing Attorney at NewLAWu.s., a national law firm dedicated to providing the highest quality of work and service delivered through an innovative and cost-effective model. He has 30+ years of experience as a business lawyer with some of the finest law firms in the US. ■



A couple of months ago it was **iManage** (DM) **buying RAVN** (AI).
More recently it was **Aderant** (PM)
buying Handshake (KM).
What other **exotic combinations**
would you **like to see** and why?

We asked a panel of experts to imagine the possible future shape of
consolidation in the legaltech sector



THE VERDICT

Mark Combs

Chief Information Officer / Steptoe & Johnson

While it may not classify as an 'exotic' combination, the information security offerings in all of the products should become seamless, more intelligent, and require less user intervention. It could be some sort of advanced analytics engine that could measure user behavior and generate alerts or even take action. Incorporating that type of smarts into these products could help us defend against ransomware or other advanced yet-to-be-seen malware attack. I foresee a day when vendors are incorporating a blockchain-based authentication program to prove the authenticity of documents or of the users logging into the system. ■



Elizabeth Ellis

Director of Practice Solutions / Torys

There are so many 'niche' legaltech solutions. Notwithstanding the continuing consolidations, we are still faced with a significant number of vendors, each of which develops solutions that may or may not make sense to individual law firms. At the same time, law firms continue to invest heavily in the Microsoft world (which is NOT focused on the legal market).

One of my biggest challenges continues to be finding a better way to collaborate. To state the obvious, email is not collaboration. Collaboration tools for legal continue to appear; and vendors of generic collaboration tools continue to sell to law firms. Office 365 seems to offer some powerful collaboration opportunities (although it's too early to tell).

My ideal solution would see a true joint venture among large law firms, Microsoft and interested legal-specific vendors to find a solution that would be 'easy' to implement and would really work in a typical law firm environment. I'm not sure I see any great opportunities that involve someone buying someone else... ■

Brian J. Donato

Chief Information Officer / Vorys, Sater, Seymour and Pease

I would like to see a mashup of augmented reality, video conferencing and other core firm systems. I can imagine being on a video conference with a client: rendered next to their picture would be facts about their current matters with the firm, information about who knows the client and perhaps even financial information that lets the attorney know if they are current on their invoices. For larger meetings, being able to see a name and brief dossier on each participant might be very powerful.

And why stop there? Something like Google Glass tied into a firm's intranet would be amazingly useful when passing an unknown person in the hall. I could imagine seeing their name, practice information, what clients they work with and maybe even spouse and child names. As a CIO, I might even want to view recent contacts to the service desk. Of course, you have to be able to get past the creepiness factor! ■





Neil Cameron

Owner / Neil Cameron Consulting Group

First, let's dismiss the euphemism 'merger', invented to let the smaller party feel good about being swallowed up by a larger one. There is no such thing as a merger—there are car tyres and there are hedgehogs—get over it.

However, if we are to talk about combinations, there are a number of light-hearted vendor name 'combinations', especially trans-Atlantic ones, that simply trip off the tongue in a felicitous manner. They include Fireman LEAP, Peppermint Sprout, Advanced Tikit, BigHand Red Monkey, Slicedbread Peapod, Perfect Eclipse and, of course, the redoubtable Upland Ferret.

On a somewhat more serious note, there are some real potential synergetic mergers that might provide significant added value for the law firm customer base. But first a bit of background...

Newcomers will perhaps be unaware that some 30 years ago there was a plethora of UK legal system vendors. There were some 30 'time and billing' systems at one point, for example. There has been an increasing degree of consolidation, especially over the last 10 years or so. As the process began, Charles Christian pointed out that this period of mergers should be good news for the industry, as investment in the development and support of such a wide range of software was dissipating the total resource available to law firm customers too broadly. As such, he welcomed this phase in the legal software industry as long overdue, and so did I.

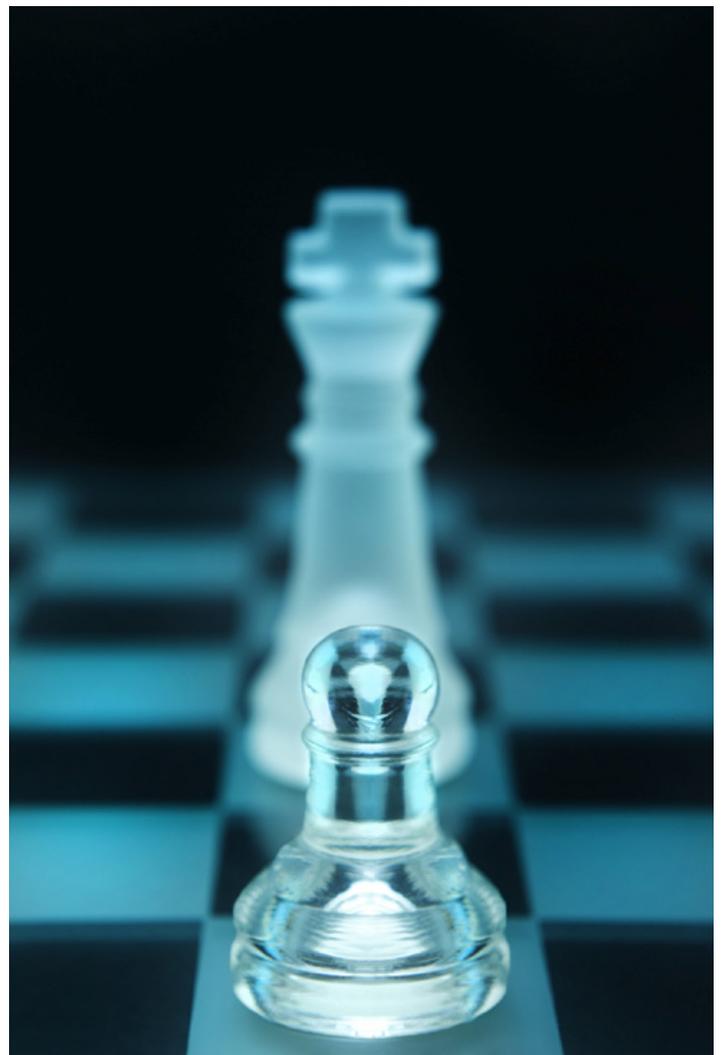
One of the weirdest takeovers, especially for one who had cut his legal IT teeth in an obscure off-shoot of Butterworths (the giant of UK legal publishing), was what happened to Butterworth Telepublishing. This awkward-sounding subsidiary was founded by some far-seeing directors of the 200-year-old publisher because they were worried about losing their traditional printed legal business to electronic competitors. They wanted to hedge their bets by supping with a US service called Lexis (owned by Mead), which was causing a

stir by providing dial-up access to US law. Butterworths had agreed to licence UK case law to Lexis for sale in the US, and Butterworth Telepublishing was set up in 1980 as a vehicle to sell the combined UK and US case law to the UK market.

Butterworths was eventually acquired by Reed International, which then merged with the Dutch publisher Elsevier in 1991 to form Reed Elsevier. Then in 1994, Mead sold the LexisNexis system to Reed Elsevier for \$1.5 billion and set up a division known as LexisNexis, which subsumed the historical remnants of Butterworths. How the world turns.

In any event, in the maelstrom of convergence that followed, our optimism has turned out not to be justified. We had expected that the rationalisation would involve a logic that would represent the highest common denominator; instead we pretty much got the opposite.

Essentially, there was a fire-sale. The biggest operators—such as LexisNexis and Thomson Reuters, already merger-driven behemoths, started picking up as many of the smaller players as possible. There was little logic to their various acquisitions. Each takeover was accompanied by press releases stating the reasons why it was happening and the wide range of benefits that would accrue to the shareholders and the customer base as a result. These rarely, if ever, came to fruition. In many cases, the main motivation for acquiring these



companies was simply to prevent their biggest competitor from having them; playground rules. The key issue is that the purchasers never get around to doing the wonderful things they promised to do to deliver the shareholder and customer value. That team is already off looking for the next merger—they are 'merger-happy'. The standing crew left to deal with the fallout never got it in the first place, so they never get around to delivering the benefits either. As a result, we end up with a suite of essentially incompatible products that should fit together like Lego bricks, and the website and the PowerPoint slides make it look as though they do. In reality, they never do.

All this makes me not want to see any more acquisitions by conglomerates such as LexisNexis, Thomson Reuters Elite, Aderant or Advanced until they have sensibly integrated or got rid of the hodgepodge of miscellaneous systems and businesses they have incautiously assimilated over the last decade or so. Oh, and while they are at it, they could also properly assimilate the implementation and training teams so they work together in a coordinated and consistent fashion, for one vendor. Just sending one set of invoices would be progress.

One of the other problems is that customers buy into one monolithic vendor on the basis that there is going to be great integration between all their products; and they therefore commit to a range of software from one chosen vendor's

software suites. These products don't actually integrate well. Nevertheless, that customer is pretty much stuck, and mix-and-match with another vendor's products at this stage is likely to cause even more operational problems.

I'd like to see a new form of co-operation and collaboration between different vendors to help ensure that their products can be mixed and matched more effectively. This could be a trade association, or a set of informal relationships which would deliver real 'best of breed' opportunities.

We would need:

- sensible modular construction of 'all-in-one' integrated systems so that a different case management system or a different DMS becomes easy to fit in with the other bits, rather than difficult to impossible
- adherence to more open system standards
- more, better and deeper sets of published APIs
- a willingness to accept that in the long run, having happy customers with variegated systems—some of which you get to provide—is far better than a load of law firms angry with either
 - the lack of choice of their preferred DMS etc., or
 - the lack of real integration between shoe-horned non-integrated systems from large vendors.

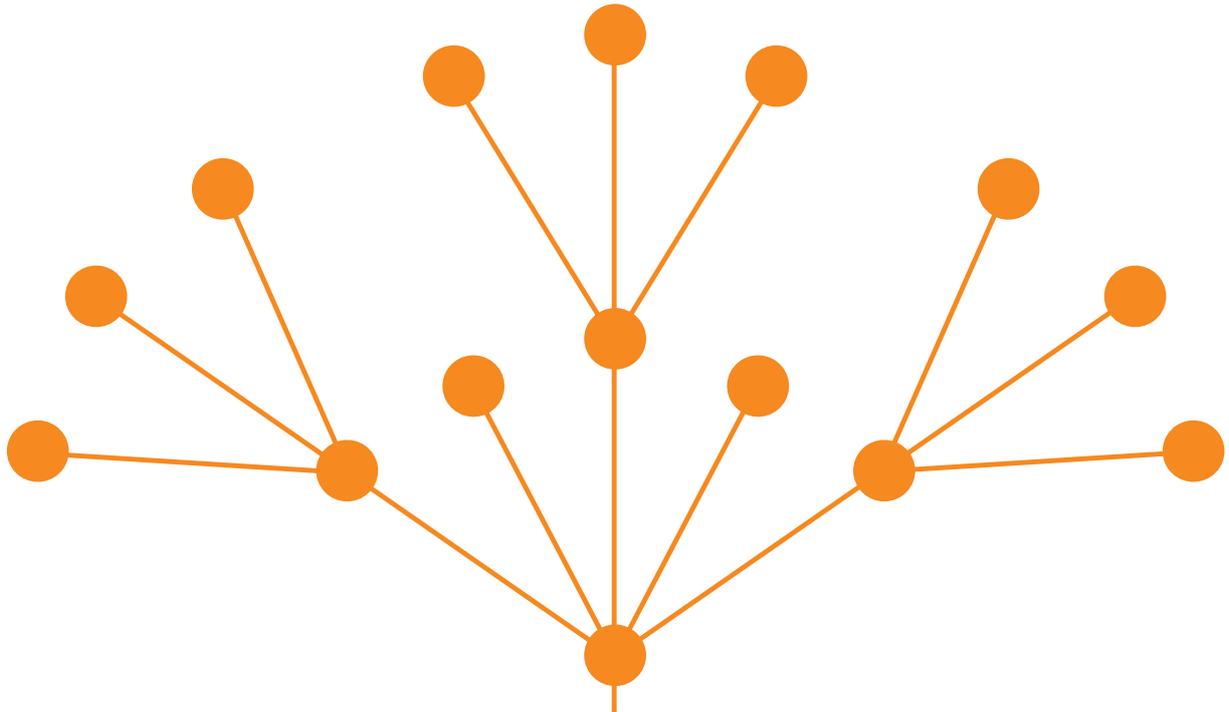
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