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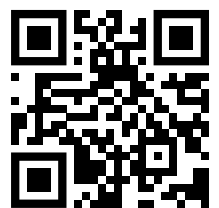
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EDITOR'S NOTE

WELCOME TO ISSUE 31 OF LEGAL I&T TODAY!

I've been asked to again to step in as editor and introduce the thirty first issue of Legal I&T Today. It is my pleasure to offer you this jam packed full of educational issue!

Joe Davis writes about all things SharePoint, and how it continues to gather steam as a full on document management system. He talks with experts and other peers as to the scenarios and cases in which Epona and Colligo and SharePoint-based DMS make sense.

Beth Anne Stuebe talks security and cyber security education and in particular, the ILTA LegalSEC Summit outreach efforts. As the repository of many of their client's secrets and data, law firms are a big target for hackers. Many law firms have stepped up to meet the challengers, made even more complex by COVID and work from home. As a former co-chair of LegalSEC Summit myself, I would argue it is definitely worth checking out.

If you're like me, you are always looking for a good book to read. Justin North reviews the book, "The Legal Design Book: Doing Law In The 21st Century" by Astrid Kohlmeier and Meera Klemola. The passion and expertise Astrid and Meera show in their book has me thinking I need to go to Amazon and order it.

From legal design to legal service design, we continue the education with Karol Valencia's article. Karol takes a sort of "101" educational approach and starts with the definition of legal service design. From there she goes into the questions that must be answered and details what people want from the legal system.

David Baskerville is up next reporting on the state of the Practice Management Systems Industry. Will the big players be eclipsed by the innovations of the smaller, hungrier challenger suppliers?

The Vivek Rao article addresses one of my favorite subjects, artificial intelligence. There is a lot of talk in the industry about AI in the legal market. Vivek says that while "some law firms managed to hold out as techno Luddites, COVID-19 changed everything." COVID did change everything, most specifically more senior lawyers views on what can and can't be done with technology and perhaps more importantly, what those lawyers themselves can do with advanced technology.

Reinforcing the change we've all had to go through as part of COVID, Andy Baldin writes on hybrid working conditions. It was one thing when COVID started to be forced into it and makign



due, but how do we take what we've learned over the last 18+ months and use it to make permanent change that moves us forward?

Our Legaltech legend for this issue is Electra Japonas. She is a fascinating individual and is intent on breaking down the big silos in the legal space. With projects like oneNDA (an initiative to standardise the NDA globally) she is leading by example and showing she can help accomplish things that legal has never seen before.

I will say again that it is always good to hear from you. Your feedback makes each issue of Legal I&T Today better and for that we all thank you.

Jeffrey Brandt (he/him/his)
Editor (for the issue)



SHAREPOINT AS A DMS OR DISRUPT THE DMS

BY JOE DAVIS

Most legal technology discussions are focused on the future, but the “Disrupt the DMS” session at ILTACON 2021 started by looking back.

Microsoft announced Matter Center at ILTACON 2014 as middleware that would allow SharePoint to be used as a document management system. Some saw this as the beginning of the end for the incumbent DMS vendors while others remained sceptical. In a surprise move, Microsoft released the Matter Center code as open source software toward the end of 2015, effectively signalling that they planned no further development of the product internally. Many at the time assumed that this was the end of the

“SharePoint as a DMS” discussion, and the traditional DMS still lives on today in law firms and corporate legal departments.

Those who thought the discussion was over in 2015 may be surprised at the number of in-person and online attendees at the “Disrupt the DMS” session. Changes in the landscape are causing the legal world to reconsider how they think about documents, and some are finding that not only is SharePoint a viable option, it is an increasingly attractive one.



Not Rocket Science

“Here’s the truth – document management is not rocket science,” says Keith Valley, Vice President and Senior Consultant for Epona USA, a vendor in the “SharePoint as a DMS” space. “Originally it was a file share with

some folders, and you put documents in it. That's what was called 'organizing documents.' It got a little more sophisticated when metadata, versioning, security and search were added, and then it was called 'managing documents.' No matter how much more complicated we make it, it's still basically what it was originally, and that goes all the way back to the '90s. It never was rocket science, it's still not rocket science, and it won't be rocket science in 5 more years."

"At the end of the day," says Tim Brady, CEO of Colligo, a solution provider offering content management add-ons for Microsoft 365, "people want to store their critical documents and business records in a central location so they have one single source of truth, they want it to be secure, they want it to be organized so they can find what they're looking for. Legal has always been in our customer base, but it's really been the pandemic that accelerated that. There have been a lot of companies moving to Microsoft 365, but also re-evaluating the on-prem solutions they have, saying 'wait a minute, I'm paying half a million bucks for this thing over here, but I already have SharePoint. What can I do with SharePoint?' We've seen this in the legal vertical in particular."

Everybody has a different set of information that they would like to see

Why Make the Move?

For Ryan Helmer, IT Manager at Greene Espel in Minneapolis, the reason for leading his firm's move to SharePoint as a DMS was simple: "We wanted a better DMS for our complex litigation matters," he says. "The one that we had just didn't scale well in terms of managing documents – and when we looked at some of the flexibility that SharePoint has, it became apparent just how limited [our previous] system was."

Helmer is quick to point out that the switch required a lot of planning. "Those discussions took a while," he says.

"But I think it was good for the firm, because we started to understand as we talked with each other – attorneys and paralegals and assistants – everybody has a different set of information that they would like to see, and not everybody realized the challenges that [others] were dealing with, so it was a good thing for our firm."

Chad Ergun, CIO of Denver-based Davis Graham & Stubbs, also saw that his firm's needs were not aligned with their existing DMS. With contract renewals on the horizon, he says "we decided that the future will be in the clouds for us."

Once Ergun's firm decided to move their documents into SharePoint Online, they needed to ensure that their clients were onboard with this change. "Because at the end of the day, 90% of the data we have is handed over to us by the client," he says. Ergun used the security audits the firm was regularly completing for its clients as a guide, asking, "what if our DMS was in the cloud?" when reviewing hundreds of questions. "We were very confident when we started that we could convince the clients based on the certifications, regulations, and [level of] compliance that Microsoft was giving us."

Security was also a factor in Green Espel's decision. "Having Microsoft take on some of that burden" made completing routine security audits much simpler, Helmer says. "They make it pretty easy to meet security and compliance goals. The platform that you're buying into has such robust security capabilities that we just didn't have before. Some of those things were add-ons with our previous platform where you'd have to go to a third-party, but that's all built into the platform now." "Cost is always a factor, of course," Helmer adds. "Our old DMS was not particularly expensive for us, but it was going to get expensive. So [cost] was a consideration, but it was not the driving consideration that drove us to SharePoint."

Ergun's cost analysis took into account what it would cost to remain compliant if he kept his DMS in his firm's data center as well as the costs to go SharePoint Online. "People don't realize you still have certain licensing costs. There's a storage cost. Microsoft is nice and a great company, [but] they're not going to give you space for free," he says with a smile before noting that each user license comes with a terabyte of OneDrive storage that can be used for documents. "I think between the operational costs,



the initial costs, the licensing and usage, in 3-5 years our model saved us somewhere around 50-70% compared to going with a cloud-based [traditional DMS] provider.

Buy vs. Build

Once Ergun and Helmer's firms made the decision to transition to a SharePoint-based DMS, they needed to address a variety of implementation questions and issues. Helmer remembers dealing with questions like "Well, it's Microsoft and it's their platform on the back end, so why can't we just save from Word into SharePoint?" He also cites Outlook as a friction point, noting that natively "there's really no functional integration with SharePoint there. So if you want to do any kind of email management, you're going to buy something." Both firms opted for solutions from Epona. "If you want to save from Word and PowerPoint and Excel and have it work like a legal DMS, that [functionality] also comes with Epona's add-in. That's one critical component to it.

"The other component that is really important is how you provision matters in the system," Helmer continues. Epona's software facilitates this process. "As we get new matters in from our

accounting system, then it builds those in SharePoint. There's a lot of considerations about how to do that, and I think there's a consensus about how to do that correctly. A third piece of what they offer isn't really a product; it's more of the consulting side, like 'we've been here, we've done this, let us tell you how to do this so you don't paint yourself in the corner and hate your life.'"

Despite Ergun's firm and IT group being much larger than Helmer's, Ergun also opted to purchase a solution rather than develop its own. "If I had the chance again, regardless of the firm size, I would definitely buy rather than build," he says. "Because you're not thinking about just the DMS. The DMS has add-ons and integrations with other products that we use, and those have to be also handled well."

Working together

A DMS is only as good as the applications with which it integrates. Fortunately, not only does SharePoint integrate well with other Microsoft tools (especially with the help of some third party add-ins), it also offers some features not found in other document management systems. Helmer cites co-authoring as one such feature. "We defaulted to every document [being]

A DMS is only as good as the applications with which it integrates

co-authored by default. You open it, and you're co-authoring. And what tells me that this is a killer feature is that our attorneys, four months after we rolled this out, were having some problems with co-authoring on a document, and I suggested that maybe we need to not co-author on this document. They were taken aback, and they said 'Well, we can't do that, we rely on that!'" Helmer was amazed that in just four short months, his attorneys had gone from not being able to co-author documents to being completely dependent on having multiple people simultaneously edit a document. "I think after your attorneys get used to co-authoring, they won't accept anything [else]."

One application that has caught on like wildfire during the pandemic is Microsoft Teams. Colligo's Brady points out that "the legal industry has been slower to adopt Teams than many of the other organizations we work with. That being said, it has really inflected over the year, so even the ones that aren't using Teams from a provisioned content-sharing standpoint are still using it for chat and communicating with colleagues. I think it's only a matter of time before those firms that are the holdouts still using Teams but in a nascent way convert over to using it as their content sharing and collaboration platform as well. It's a rapid ascension in Teams adoption, and I think that's an indicator of where the industry is going."

Teams leverages SharePoint Online as its back end, so including documents on that platform allows for integration into Microsoft's emerging technologies. One recent announcement about a feature called Viva Topics has some law firms particularly interested. Richard Harbridge, CTO of 2toLead, a consulting company focusing on Microsoft 365 solutions explains, "let's say I'm in my Teams experience, and I get an instant message from someone. They're mentioning a



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specific client or matter, or maybe a term or acronym that I'm not familiar with. The Topics functionality recognizes that term and hyperlinks it to a dedicated [SharePoint] page for it which has been auto generated - not manually created." Hovering over the link shows a preview of the data without leaving the initial application. "That works in Outlook too, which is a huge win for law firms," Harbridge adds.

The Topics page is compiled by mining the data from documents, and the system can also help to identify subject matter experts based on who contributed to those documents. The key in this scenario is that the engines that create Topics pages need to have access to the documents – which is one more reason to house the documents in SharePoint Online.

Harbridge notes that there are still some IT groups who have been slow to adopt cloud-based technology such as SharePoint Online. "I'm going to be really frank," he says. "The reasons for that are not valid. I'm involved in

those conversations all the time and for every one of those customers that said, 'We're not going to do it,' six months later, they say, 'We're going to do it.' I ask, 'What changed?' but nothing really changed. It's just certain people in the organization have seen their power and influence wane because they keep making the wrong call. And cloud is the way of the future."

It's not a platform, it's a process

Epona's Vally believes that changes in the technology and the way lawyers work in a post-Covid world have caused the legal world to look at document management differently. "More and more what's happening is that there is a recognition that document management is not a platform, it's a process," he says, and that process may be best served by technology that tightly integrates documents rather than keeping them in a separate silo. While a firm's DMS has long been the cornerstone of its technology stack, they are now folding that functionality into SharePoint. "It's not about capability – all the capability is there. It's not about security – you're

more secure. It's not about money – you're going to save your firm money. Every law firm out there that has ever clicked the Microsoft 365 waffle and has ever wondered, 'Why shouldn't we take advantage of everything there?' has asked the right question. Now they just need to have the courage of their convictions. It's just that simple."

Perhaps in a few years, an ILTACON session will look back at 2021 as the beginning of the shift to SharePoint as a DMS.

Joe Davis is the manager of knowledge management solutions for Davis Wright Tremaine. He has spent over 20 years in legal technology at law firms, in the corporate legal space, and at legaltech start-ups. He is a frequent speaker and author on a variety of legaltech topics, including artificial intelligence and enterprise content management. Prior to his IT career, Joe was a teacher, an entrepreneur and a DJ in a flea market. Follow him on Twitter at @josephpdavis or email him at joe@josephpdavis.com.

LEGAL SERVICE DESIGN IS HERE TO STAY, BUT WAIT... WHAT IS SERVICE DESIGN?

BY KAROL VALENCIA



There is a phrase that says: “Before running you must learn to walk and in any case to crawl”, it is a recurrent phrase in my articles.

That’s why I start this article by emphasizing the definition of Service Design: “...A service is a system of people, processes and goods that meet needs through the exchange of value...”¹.

So if we say that a service is a system of people, the following question would be, who makes up that system? I think that answer is going to depend a lot on the type of sector in which that system is going to operate, it could be the IT sector, the legal sector or another one. For the purposes of this article we are interested in the legal sector.

Going to the theatre

In the case of the design of legal services, the answer is evident, the actors in this system are mostly lawyers, new actors are appearing such as designers, data and behavioral scientists, among others. The allegory that best exemplifies the design of services - legal and non-legal - is the one of the theater, in which there are both the actors in the front-stage and the support team in the backstage play. “...Imagine that you are going to the theatre. You locate your seat, sit down and wham! A light cannon is turned on towards the stage, the curtain opens

and an actress dressed as a Viking appears and starts singing. The play ends and you are surprised by a handful of emotions that have gone from laughter to tears. Then, you are allowed to visit the backstage and you go running behind the scenes to discover that, to achieve all those sensations, it took not only the 7 actors on stage, but also a team of technicians in lights, sound, costumes, makeup and so on, which amount to almost 50 people².

This example is true of any organization which offers services, whatever it may be.

In legal services, under this perspective, we have not one, but several actors involved in the design and operation of the legal system. This legal system is composed of several services and that in any case we can redesign the concept of “only law firm” by that of “legal services” and in any case provide that concept with greater content and impact that really has and corresponds. In that line, and according to the definition which indicates that these people create and design artifacts or products, the next question would be what exactly do we design? What do the actors of the legal sector design?



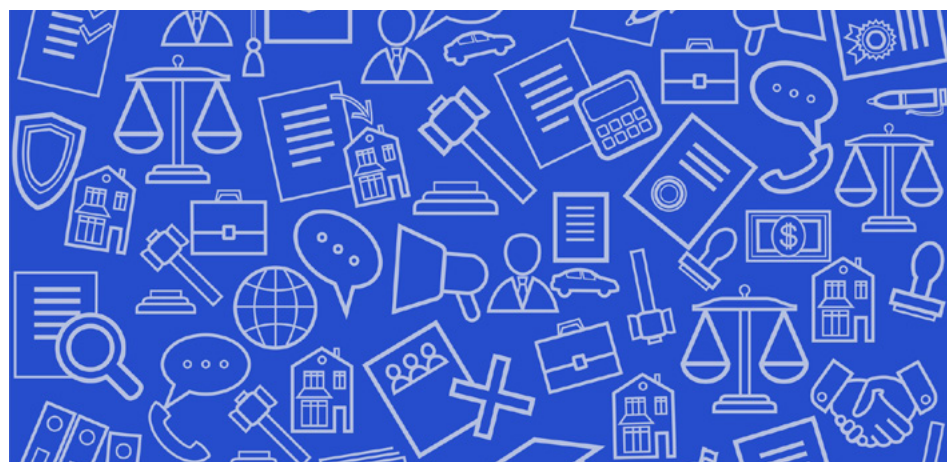
“Service design acts and allows for the design or intervention of a variety of objects and can influence or create change on a variety of levels”³. I love this definition of Lucy Kimbell because it is so insightful, in that it introduces another important concept that is “behavior change”. The behavioral scientist Matt Wallaert in his book “Start at the end”⁴ says that when we intervene in the services and products and devices that they involve, in the end what is sought is to generate a change in the behavior of people. If we look for that change in some way or develop another good product, device or service, this will somehow impact some behavior of people for whom it was designed or redesigned.

Four important questions to answer

Since we are talking about the impact of technology, in fact the designers of legal services have the “Enormous responsibility” to have good answers on the following questions:

1. What do we design or redesign?
2. For whom do we design or redesign?
3. Why do we design or redesign?
4. What impact will my design have on the ecosystem?

The analysis could continue, but at least those four points seem basic because they delimit the destination of a designer in general, and in the case of legal designers (and interested people), I would add a fifth question: *Does the design or redesign of my product, device or service contribute to or facilitate access to justice?*



¹ “So, like, what is service design?”-Shahzad Samadzadeh- Medium

² Service Design: el viaje hacia la innovación que tu empresa necesita- Repensar-Medium

³ LDoc Keynote. Lucy Kimbell on Designing For Services: Past Moments and Possible Futures

⁴ Wallaert, M: Start At The End: How to Build Products That Create Change

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The scale of this point will depend on the field in which the legal designer practices, because it can be wider or narrower depending on where the services are provided. The golden rule in fashion applies here: “Less is more”, the more always and limited your solution is, because much better, we are all in search of the “Eureka moment” when what we should do is to solve or at least try to design or redesign and solve everything around us and we consider can improve. This is already a conclusion I’ve made earlier: “I am more inclined to redesign” - I explain it better in this article - and

“EVERYONE HAS OPPORTUNITIES FOR IMPROVEMENT” (I put it in capital letters because perhaps we will not all manage to have that “Eureka moment” but at least we will have been useful, we will have served and contributed to improve the ecosystem in which we participate).

KEY SERVICE DESIGN QUESTION: What do people want from the legal system?

The question is easy and the answer is not so difficult to imagine. Of course people want access to justice but, and that’s the most important, they want

delightful experiences. According to the UX design pyramid (based in the Maslow’s pyramid and the Nielsen/Norman “Pyramid of trust”), we can identify the following 6 levels of users’ needs:

1. Functional
2. Reliable
3. Usable
4. Convenient
5. Enjoyable
6. *Significant*

At the top of the pyramid, beyond everything are significant experiences, so that is the answer. The legal end users of every tool, contract, process, etcetera, want a **SIGNIFICANT AND DELIGHTFUL EXPERIENCE**; in fewer words a legal system that people love, understand and want to interact with.

At this point, we talk mostly about the behavioral experience and reflective level of how the service design performs and could be applied in the legal system. This pyramid can be used as the checklist for all the agents of the legal system to follow when they want to identify touchpoints of the system that could be improved as well to remind them why some experiences fail and could be redesigned.

Reimagining the legal services we provide is an important goal that we should pursue as change-makers of the legal system to contribute to the development of a just society to live in.

Karol works at Wow Legal Experience as co-founder and Legal Design Specialist, she is Business Developer in Change the Block and Account Manager Market Development at Lleida.net. She is also a lecturer at different schools and universities.

Karol studied Law at the Universidad Católica San Pablo (UCSP) in Arequipa, Peru. She owns a Master in Corporate Law (Postgraduate School of the Pontificia Universidad Católica del Perú - PUCP). Karol followed design studies in IDEO and IDF. Currently, she is pursuing a Master about Service Design and Interaction at UNIR.

⁵ Legal design journey map:What it is, how it arises and where are we going-Karol Valencia-Medium



THE LEGAL DESIGN BOOK: DOING LAW IN THE 21ST CENTURY

BY JUSTIN NORTH

Written by leading experts in the field, Astrid Kohlmeier and Meera Klemola, *The Legal Design Book: Doing Law in the 21st Century* is the go-to guide for any changemaker seeking to understand the topic and apply legal design in their daily work to elevate experiences in law and beyond. We asked Justin North to read the book, here is his review.



With such admiration for the authors, it took only a few seconds from the book launched to the actual purchase. My anticipation and excitement over *The Legal Design Book* were well placed, and all expectations I had were blissfully exceeded.

Astrid and Meera have created a masterpiece for those looking to enter the industry or explore better ways of working.

I have had the honour of knowing Meera for many years now and have watched as she has gone from one unique project to another. Her success has inspired me,

and her ideas and influence have been sprinkled across many of my own passion projects and client engagements.

Legal Design

While Legal Design has been a 'thing' for almost a decade, it has existed somewhat on the periphery of the

legal industry. It has previously been inextricably connected to a small number of individual academics around the world who had achieved some success by combining design-thinking disciplines to legal education or access-to-justice initiatives.

There has been no sole pioneer, but there have been a small group of early thought leaders, risk-takers, and provocateurs around the world, and both of the authors fit squarely into all three of those categories.

What makes Astrid and Meera most memorable for me is not just their skill and passion or their experience and expertise, but their ability to take Legal Design and apply it to real commercial projects in real organisations and make fundamental differences.

Irrespective of what may have been written before, and with the greatest respect to what may come after – their new book has set a benchmark for the industry.

The Legal Design Book begins for the reader by outlining the authors' foundation principles for Legal Design – those that they believe are essential

for successful Legal Design projects. The bonus to this list is that it is actually a useful set of principles for most projects that the reader may find themselves involved in.

Their principles are reminders that not only are focus and discipline valued but that these need to be mixed with a willingness and ability to change direction and selflessly question outcomes and motives throughout design processes.

The opening sections of the book also include hidden gems that one can only hope are noticed by those in positions of power across the legal industry.

Astrid and Meera raise topics that are passionately discussed, defended and duelled over in pockets of the industry. From the 'lawyer vs. non-lawyer' battle, to the 'death of the billable hour' war, they outline their own positions and set the scene for the remainder of the book and their themes on collaboration and curiosity.

Lessons and principles

In addition to discussing the more contentious topics, the two authors also directly highlight two lessons in the ten principles that I have found to be at the

heart of all successful design initiatives - combining a client-centric approach (one that actually directly involves the client during the ideation, design, development, testing, deployment and assessment phases), with true diversity and diversity of thought on a design team, is more likely to result in projects that enjoy long term and sustainable success.

While other projects may shine brighter, longevity and reliability are most often achieved through diversity and client-centricity.

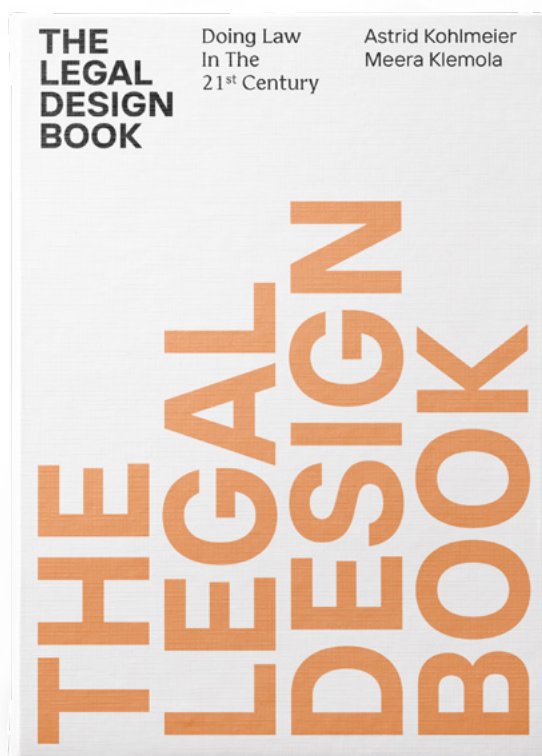
The authors also highlight potential pitfalls of Legal Innovation Labs, and they completely nail it. They are also spot on when it comes to their advice on creating a cohesive culture of collaboration and curiosity. On this topic, they aptly raise the importance of considering both psychological and physical space and the importance to organisations of embracing environmental transformation.

Irrespective of what may have been written before, this book has set a benchmark for the industry

The book continues by painting a clear picture in each chapter of how Legal Design can be harnessed, what roadblocks to be aware of, what terminology and lexicon should be applied, and how value can be demonstrated from effective Legal Design.

Each chapter is primed for those coming to this area fresh while also containing additional knowledge and wisdom for those who have built a bank of experience already. The authors balance this well – neither preaching nor pandering.

The inclusion of various Legal Design fieldwork examples and international case studies brings a powerful testimony to the work of Kohlmeier and Klemola. The case studies serve many purposes. They spark the imagination of the reader on the art of what is possible in the



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THE LEGAL DESIGN BOOK

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industry while also carefully proving the vital role of recognised methodologies and an alliance of the willing.

The spread of these examples across a wide variety of the legal sector – from large private practice law firms such as Clifford Chance, to the corporate legal requirements of an international engineering giant such as Airbus – the examples are practical and can be easily understood by the reader.

The vast difference between the topic areas addressed in the Haptic and the Hive Legal case studies is a powerful demonstration of the breadth of legal design as a discipline. The differences between these two case studies is also a reminder of the international nature of the Legal Design movement – a movement that has grown at a rapid and mostly organic pace.

Book Design

The book cannot be consumed without noticing and recognising the design input of Tobias Heumann. In a somewhat meta nod to design-thinking itself, the book adopts a unique approach to layout and presentation.

Heumann incorporates colour and iconography to keep pace with the journey of the text and to guide the reader through and around the book. When the authors state the importance of building the right physical and psychological space for innovation and

design, Heumann reflects this in his work by providing spaces in the book for the reader's thoughts to build and thrive throughout their journey.

The authors also highlight potential pitfalls of Legal Innovation Labs, and they completely nail it.

This is just one example of the effective blend between content and style, where one enforces the other and where the combination of world-class thinking and world-class layout creates an environment that is conducive for absorption of the authors' knowledge.

In a world where we often applaud too early and without truly watching,

these two experts genuinely deserve the standing ovation not simply for this book but for a decade or more of demonstrable impact.

While there has been some exceptional and trail-blazing work undertaken over the past decade in the emerging space of design-thinking for the legal industry, this text marks the start of something different.

A new age in Legal Design. An age where design-thinking and experience design is no longer on the periphery and no longer academic, but instead, a clearly understood commercial imperative and recognised ingredient to many or most transformation projects in the law.

The Legal Design Book: Doing Law in the 21st Century can be purchased online via the [Book Depository](#).

Justin is a Senior Managing Director of Morae Global where he works with leading legal departments and law firms around the world on growth and transformation. Prior to this, he was the founder of international legal industry consultancy Janders Dean, which was acquired by Morae Global in 2020. Justin has over two decades' experience consulting to the legal industry. He is valued by his clients for his provocative stance and myth-busting approach, balanced with his tactical and tangible advice. He sits on the advisory board of UN SDG platform Maanch and is a mentor with The Legal Forecast and Law Without Walls. Outside of his strategy practice, he works to raise funds and awareness for various DEI causes including GenderAvenger, Law In Colour, One Girl, Free Periods and the #LegalTechTogether movement.



CURRENT STATE OF THE PRACTICE MANAGEMENT SYSTEMS INDUSTRY

BY DAVID BASKERVILLE



The words 'PMS' and 'Innovation' are chalk and cheese. Let's be honest, the lack of proactive innovation in the marketplace has been a challenge for several years.

It is a space in which the solution deployed is typically pre-determined by the fee income/size of the law firm client: the large international and 'top 200' firms being serviced by the two established on-prem/internal solutions

(TRE 3E and Aderant) and start-up firms or those of less than, say, £3m serviced by the new often cloud-based commodity solutions. The 'pressed' middle firms from £5m to £30m turnover have a real dilemma, as their needs are greater than simple commodity solutions, but their resources do not stretch to the cost of the stable large firm solutions.

Historically innovation or product change has been driven by:

1. Vendors reacting to individual new client needs requested during

procurement exercises which become contractual obligations.

2. Paid-for change requests from existing clients.
3. A reaction to what competitors are doing (keeping up with the Jones's).
4. An attempt to keep up with emerging technology (i.e. 'Webifying interfaces', converting code from old discontinued development environments (e.g. VB to VB.NET), portals, AI bolt-ons).
5. Tactical integrations to point solutions (such as KYC platforms).

The lack of innovation in the PMS space can be contributed to four main factors:

1. The technology history of the products.
2. The ownership and scale of the vendors.
3. Market instability.
4. Ability to fund development (influenced by ownership and stability).

The technology history challenge

The vast majority of PMSs currently in use in the UK have their foundations in solutions originally designed decades ago and have been reskinned, stretched and in some cases even been converted from an old database or programming language to another (e.g. Progress to SQL).

This journey is very visible when you look under the hood as you often find telltail signs of this legacy with poor and inefficient data structures, poorly named tables and fields (often limited to the 6 or 8 characters of old databases) and duplicated locations where the data is stored. There is very rarely any form of comprehensive data dictionary to explain the data structure in use.

This history of building on top of or repurposing the application for different needs also leads to challenges in the application itself, with poorly designed or over-extended code which leads to slow performance, clunky end-user experience, inefficient interaction with the database and endless and complex end-user options to control which functionality is available.

The use of legacy code adds a lot of complexity to software development which in turn results in a high cost of ownership of the system in terms of time taken to develop new functions and maintain reliability. Therefore, the 20 years plus pedigree of some of the systems, which have never truly been redesigned or recoded to modern standards, means the suppliers spend a lot more time and resources simply keeping things working than they would ever care to admit.

This is a challenge for all software developers with systems which have evolved over time. For example, in their efforts to remove Internet Explorer from Windows 11 Microsoft admitted to having code initially written for Windows 3.1 (released in 1992) which is

still integral to Windows 10 (2021) and there has been a nervousness about understanding of how all the elements of Windows work together.

Ownership and scale of vendors

The traditional UK PMS market vendors are typically owner-managed businesses with turnover between £2 to £10m and staff of between 5 and 50. Essentially complex PMS solutions are provided by businesses with limited resources, typically much smaller than their client base and in many cases with larger sales and support teams than development teams.

It is often said that the reason for lack of innovation is due to the owners of products preferring to take dividends or service debt over investing in the product.

However, the technical history of the established PMS solutions makes any form of major change, integration with third parties or reaction to market forces an unenviable challenge, and one where any funds spent on development are likely swallowed up while running to keep still.

There is no doubt many of these businesses are operating to survive and reacting to demand and opportunity rather than having long-term visions for their products.

The lack of resources to invest in forward thinking development, which could take months if not years to deliver, is a particular problem, as are the owner-managers who will naturally always have one eye on their exit from the business which can lead to short-termism and a 'chasing the next deal' mentality.

About a decade ago there was a spate of purchases where larger companies purchased their smaller competitors. Historically, the solutions purchased by others have largely withered and died, been sold on later or have been 'end of lived' by their purchasing companies. This is something seen across the market with TRE purchasing Pilgrim, BT purchasing Tikit, Advanced a plethora of mid-market solutions and LEAP purchasing anyone and everyone who serviced the small (sub 20) market.

After this splurge of changes the market stabilised for a period and for around the last five to ten years the PMS market was essentially made up of two world-wide giants (TRE & Aderant) and a dozen or so of the smaller owner managed suppliers. After this relative stability we recently saw a return to the environment where the smaller suppliers have been bought out by their larger competitors.

- Advanced Legal purchasing Tikit from BT
- Practice Evolve purchasing SOS and Linetime
- Access Group purchasing Proclaim, DPS and Select Legal

Note: Practice Evolve itself is owned by the massive ATI (Australian Technology Innovators) who also own LEAP, Infotrack, Perfect Portal and other emerging solutions.

All three of these companies are gigantic in comparison to the traditional suppliers to the UK regional legal market. Each of these companies are consolidators of technology offering different solutions for different markets.

Suppliers spend a lot more time and resources simply keeping things working than they would ever care to admit

Market instability

The PMS market has always been subject to significant change with once well-known and well-used solutions such as Enterprise, Norwel, Pilgrim and Videss disappearing from the market to be replaced by the latest fashion.

The recent acquisitions have left an extremely limited market with each of the suppliers mentioned owning multiple and competing PMS solutions.

- Access Group – Eclipse, DPS & Select Legal
- Advanced Legal – ALB & P4W

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Recent acquisitions have left an extremely limited market with each of the suppliers owning multiple and competing PMS solutions

- Practice Evolve – Practice Evolve, Linetime & SOS

Whilst the argument is that these products are owned by firms who have much more resource and the ability to develop solutions, the truth is that even with the scale of the new owners it is extremely unlikely that they will be able to – or indeed wish to – keep all the products viable. After all, why pay out owner-managers if all you are going to do is to continue to run the business as it was and prop up a competitor product? Far from it, the purchasing firms need to move swiftly to merge development resources to leverage the ‘bigger is better’ value proposition – which will also hopefully trigger more genuine innovation.

So where is the innovation?

At the moment the PMS market, especially in that pressured middle, is a desolate place with a lack of certainty and lack of viable options.

Whilst the traditional solutions and their new owners go through the pain of ownership, cultural adjustment and the probable merging of technical solutions there is an opportunity for the emerging challengers.

- TRE and Aderant are working hard to streamline their ‘large law’ best-of-breed solutions and make them viable for smaller firms, pushing to firms with 75 or so fee earners away from their traditional top 100 focus.
- At the same time challengers such as LEAP, ActionStep, and Insight Legal are pushing their solutions into firms with higher head counts and cite clients of over 100 using products traditionally used by firms of sub 20 users.
- Access Group is merging DPS into its Access Workspace solution which provides a single pane of glass to all Access Group’s legal software.
- Practice Evolve is creating a full cloud solution (which will be their fourth solution)

Where innovation is going to come from is the killer question. Will it come from the new ‘Big Consolidation’ firms who all say they have learned the lessons of history, have the right approach this time round and their customers will benefit from the scale of the operation thus enabling the time and space to create as well as maintain?

Or will it come from the smaller, nimbler providers who are rushing to fill the current void left by uncertainty of market change?

Much of this may be answered by looking at where the impetus for change and innovation comes from. We are seeing a number of new boutique law firms, set up by disenfranchised lawyers from big law firms who are looking to deliver ‘new law’. The lawyers in these firms are keen to deliver a service to their clients that is agile, in tune with the real needs of the client and also to provide a working environment that is attractive to top talent. They have seen how difficult and slow it is to enact real change in larger law firms and recognise the value that technology plays in their operation.

The vendors delivering to this section of the market are generally the emerging challengers – they are the cloud-based technology providers who have built their systems on a modern technology stack and can respond to the needs of their law firm customers. Given their start-up mentality they are highly responsive to their client base needs and will work hard to provide the exact functionality and mode of operation that their clients are requesting.

This is not to say the larger law firms don’t have the same ambition, it is just that they are shackled by their technology history just as much as PMS vendors are. Also, driving innovative change in a large law firm can be challenging, with critical mass required in supporting that change,

thus less technical innovation comes from ‘large law’.

I expect that market innovation will be driven by these smaller, hungrier challenger suppliers whose key objective is to ensure they do not become the next generation in the cycle of ‘buy and burn’ which has disrupted the PMS market so much - and stifled real progress to boot.

David started his career in Legal Technology in 2002 when he joined Thompsons Solicitors as Software Applications manager. David then moved on to Tollers Solicitors to become the Head of IT and then Director of Operations and IT.

In 2011 David founded Baskerville Drummond and has grown the consultancy to be one of the leading providers of independent strategic advice to UK Law Firms.

He has assisted many firms undertaking strategic reviews, system selection and implementation, and is a retained trusted advisor (or Virtual IT Director) for several well-known firms.

David is particularly known for his work on complex projects, such as the MAB demerger and for turning-around failing practice management systems (PMS’s) or other challenging technology situations such as assisting firms address or move away from poorly performing outsourced hosting or support arrangements.

David is MBA qualified and is a member of the British Computer Society (BCS) with Chartered IT Professional status.



THE LEGALTECH WORLD IS WHERE FINTECH WAS 8 YEARS AGO AND IT'S GROWING RAPIDLY

Electra Japonas is the CEO of tlb and co-founder of the oneNDA initiative. Her role is to make sure the business is going in the right direction, that people are happy and clear in their objectives and that the right ideas are rolled out at the right time! Jimmy Vestbirk nominated Electra to be LI&TT's Legaltech Legend.

1 - How and when did you get involved in the legaltech sector?

I started tlb in 2017, having spent 10 years in various large organisations working in the commercial contracts space. I realised there was a gap in the market for a company that supported businesses with pragmatic, user-centric legal services so I started tlb in a bid to help fast growth tech companies scale their functions through legal design, outsourced contract review and playbook builds. It soon became clear that technology was paramount to a successful scaling legal team, so I started building my own no-code tools and offering both contracts support as well as operations optimisation services for legal teams.

2 - What has surprised you most about our industry?

Compared to other professions, like the software industry for example, lawyers work very much in silo - there aren't many platforms that provide us with the opportunity to collaborate. When we kicked off oneNDA, which is an initiative to standardise the NDA globally, it became clear that there is a huge appetite for collaboration between lawyers with a purpose to improve the way we work as a profession. What's more, if you take lawyers out of the adversarial environment in which they usually find themselves in, they agree with each other much more often than you might expect!

3 - What advice would give to a legaltech newbie?

Build your network. The Legaltech world is where Fintech was 8 years ago and it's growing rapidly. If you're entering the community now, it's a great time as it's small enough for you to be able to take time to build your relationships, learn about what's out there and get to know the key players.

4 - When have you been most satisfied in your life and why?

Now. Maybe it's just because I'm the oldest I've ever been (!) but I think I'm in a place where I know exactly what I want, who I am and what I need to do to be happy - and I'm not afraid to go and do it.

Learn about what's out there and get to know the key players

5 - What do you consider to be your best achievement in your professional life, and why?

oneNDA has by far been the highlight of my career. What we did hasn't been done before in the legal space - coordinating 60 lawyers in a Steering Committee and a community of 1000+ legal innovators who are keen to work together and contribute towards the progressions of our profession. The support we've had from the legal community has been incredible and I think we may have helped kick off the new era of the legal world - innovation through collaboration.

6 - Is there anything (non-legaltech) you would like to learn more about, and why?

I'd like to learn more about human psychology and what motivates different people to do things. I'm very interested in movements that have literally changed the world where people weren't incentivised by money but still happily gave up their time to build something for the world at large. Wikipedia is the perfect example. We take for granted that people will do things because it's their job but what about all the other wonderful things we do, for free? I'd like to really get under the skin of what it is that makes people tick and how we might rethink the way we motivate our employees as well as wider communities to contribute towards a bigger picture.

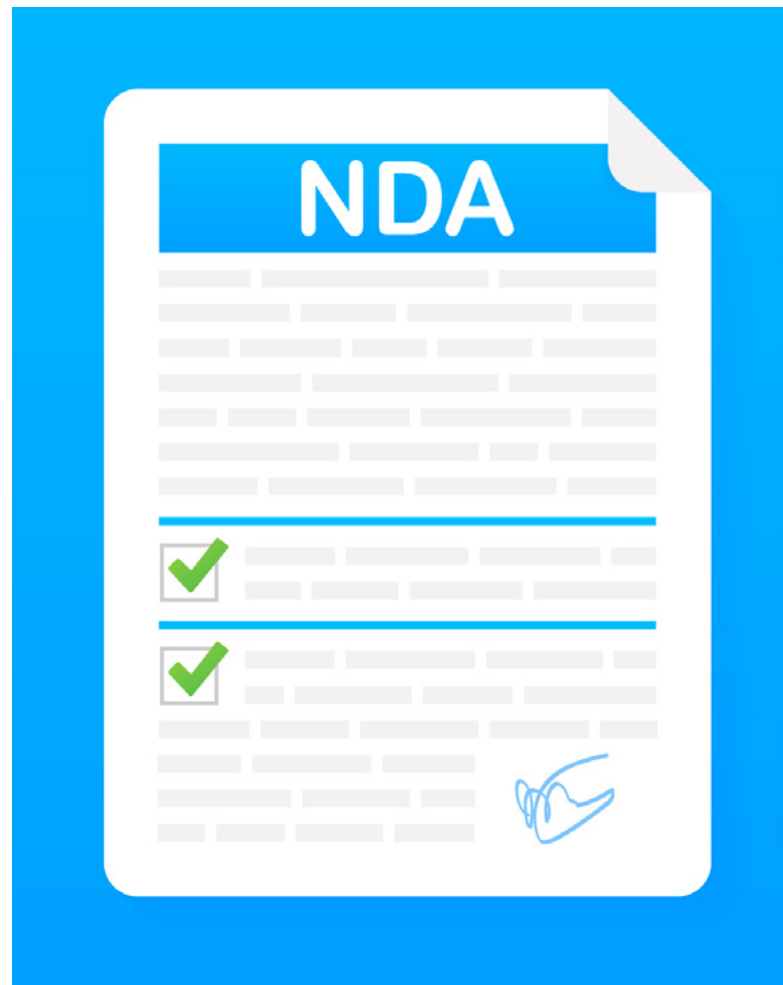
The support we've had from the legal community has been incredible

7 - Tell us two facts and one lie about yourself, in random order.

1. I met my husband when I was 19 and we're still together today
2. I've lived in 7 different cities
3. I'm from London

8 - How do you spend your time when you are not working?

There's nothing I love more than walking around London. I've lived in a few places and London is by far my favourite city in the



world - it's so diverse and has so much to offer. I love the food scene here too and now that everything is open again, I plan to go to the theatre a lot, immersive theatre shows are weird and wonderful so I'm always on the lookout for new gigs!

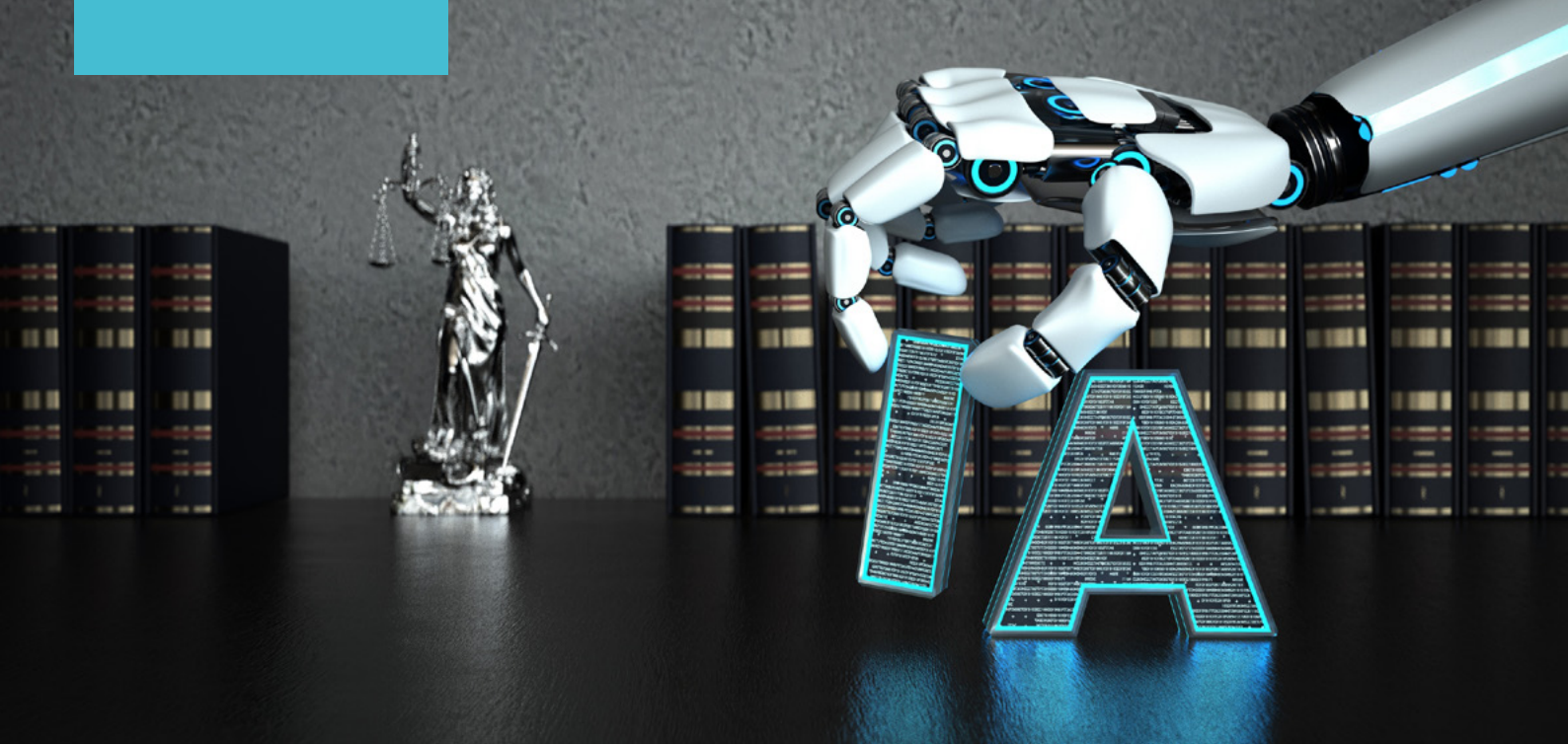
9 - What is your favorite quote, and why?

'If you're not prepared to be wrong, you'll never come up with anything original' - Ken Robinson

As lawyers, it's drummed into us at an early age that being wrong is the worst thing that you could possibly do. The stakes are high for your client AND you could get sued! That's really not good for innovating. I had to totally change my mindset when I started the business, failure is inevitable and as soon as you get over the fear of being wrong, that's when you can come up with the good stuff!

10 - Who should be the next Legaltech Legend and why?

Alex Su! Alex is Head of Community Development at Contract Lifecycle Management software company Ironclad. He is one of my favourite people on social media, ever. His video content, funny lawyer stories and insights into the legal profession (including the absurdities that he so beautifully points out) are really supporting the legal community in ways we've not seen before. I believe that the future of law lies in collaboration within the legal community - Alex Su is paving the way in driving that forward.



AI IS DRAMATICALLY REDUCING LITIGATION FIRM'S OVERHEAD AND INCREASING EFFICIENCIES

BY VIVEK RAO

Law firms' technology adoption is accelerating to remain competitive and increase profitability in a rapidly changing market.



We've all heard about the high-profile applications of AI in the legal industry – from the more mature applications like legal research and due diligence review to those gaining wider acceptance like eDiscovery and contract analytics. These solutions all promise to reduce the amount of time it takes to

perform what many law firms consider to be “legal work.”

Unsurprisingly, this hasn't been a strong selling point to law firm partners, who still oversee procurement decisions in 90% of firms¹. So long as law firms could continue to bill their clients by the hour, why would they want to adopt technology that

would cannibalize profitable business? But as legal services have changed so dramatically post-pandemic, forward-thinking law firms are now embracing AI technology to increase their bottom line by enabling remote operations, decreasing overhead costs, and allowing hours for more high-value work.

Rather than target law firms directly, most legal AI vendors have found a steady stream of buyers in corporate legal departments, mandated to reduce legal expenses,² and a new industry of alternative legal service providers (ALSPs) that entered the market to help fill this need. ALSPs, including the Big Four accounting firms, were quick to offer alternative fee arrangements and leverage AI technology to perform systematic, repetitive legal work more efficiently and cost-effectively than law firms logging vast numbers of billable hours.³ As these ALSPs have siphoned off “legal work,” many law firms have been forced to change their business models and adopt AI technologies at the insistence of their clients.⁴

Many Lawyers Understandably Weary of AI

It's no wonder that many law firm partners are distrustful of AI; they blame it for taking money directly from their pockets.⁵ In fact, one of the fastest-growing legal AI use cases is AI software that reviews and cuts law firm bills. Brightflag, a leader in legal bill review software, tripled in size year-on-year leading into 2020, much to the chagrin of the law firms on the other side of its AI algorithms.⁶ Bill review software is intended to be a shield to protect enterprises from paying legal rates for “clerical or administrative” work. Still, some believe that these algorithms are more like a sword, cutting out legitimate time spent by attorneys to get work done. Forward-thinking firms realized that they needed to adopt new technology to be more efficient, and as a result, legal tech spending had been increasing year-over-year, leading into the global pandemic⁷.



Law Firms Must Use Technology Strategically to Remain Competitive

Though some law firms managed to hold out as techno Luddites, COVID-19 changed everything— it hit the legal world like a freight train, intensifying the pressure on law firms to adopt new business models to remain competitive, new workflows to enable remote work, and new technology to stay in business.

In a recent Thompson Reuters survey, 64% of law firm leaders cited “insufficient leverage of technology” as a medium-to-high risk factor for profitability, and

91% expect to use technology to cut costs.⁸ According to a recent 2021 survey by Cushman Wakefield, 78% of law firms expect attorneys to work remotely at least two days a week when the pandemic is over. Nearly two-thirds of firms anticipate increasing technology spend to support remote working.

Many firms have realized that attorneys prefer a hybrid-working arrangement, which has the added benefit of enabling law firms to reduce their real estate footprints (firms’ second largest overhead expense).⁹ As a result, legal practice management and document management systems (DMS) have seen explosive post-pandemic growth amongst small and mid-sized firms moving to paperless operations.¹⁰

According to Jack Newton, CEO of legal practice management software CLIO (which was propelled to Unicorn status this year), “Lawyers and legal professionals who had hesitated to adopt technology in the past were suddenly forced to adapt to this new reality rapidly. While this technological change is in

One of the fastest-growing legal AI use cases is AI software that reviews and cuts law firm bills

¹ <https://pro.bloomberglaw.com/reports/legal-operations-survey-executive-summary/>

² 2021 Legal Planning & Budgeting Report, Gartner, 2021

³ Thomson Reuters 2019 Alternative Legal Services Provider (ALSP) Report

⁴ 2020 Legal Market Report: How Innovative Technology is Reshaping the Business and Practice of Law, Opentext, (https://www.opentext.com/file_source/OpenText/en_US/PDF/opentext-legal-mkt-report-technology-en.pdf)

⁵ https://www.cohengresser.com/pdfs/publications/Back_to_the_Future_-_The_Effect_of_AI_on_the_Law_Firm_Model.pdf

⁶ <https://www.legalitprofessionals.com/global-news/11270-brightflag-raises-8-5-million-in-series-a-funding-for-expansion-in-legal-technology-market>

⁷ 2020 Legal Market Report: How Innovative Technology is Reshaping the Business and Practice of Law, Opentext, (https://www.opentext.com/file_source/OpenText/en_US/PDF/opentext-legal-mkt-report-technology-en.pdf)

⁸ 2020 Legal Market Report: How Innovative Technology is Reshaping the Business and Practice of Law, Opentext, (https://www.opentext.com/file_source/OpenText/en_US/PDF/opentext-legal-mkt-report-technology-en.pdf)

⁹ <https://www.cushmanwakefield.com/en/united-states/insights/bright-insight>

¹⁰ <https://www.legalitprofessionals.com/global-news/12619-netdocuments-records-unprecedented-q2-2021-growth>



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response to the crisis, it's an enduring change."¹¹

AI Solutions Address Digital Case File Management Costs and Inefficiency

But the move to digital case files brings with it a barrage of labor-intensive, time-consuming activities—separating, sorting, naming, and properly filing inbound documents into the (document management system) DMS. Document intake is not billable legal work or even paralegal work—it is usually performed by armies of file clerks and administrative staff. If AI can reduce this overhead expense while increasing the efficiency of the lawyers who need the documents, why wouldn't a law firm want to adopt it?

A mid-sized insurance defense firm receiving over 10,000 pages/day of inbound correspondence could easily spend over \$700,000/year on document intake. Additionally, many report that, even after this expensive labor, documents are often incorrectly filed, inconsistently named, and inexcusably delayed in getting to the people who need them. Historically, technology has been of little help. Because most inbound documents are unstructured—like emails, correspondence, pleadings, notices, and medical records—traditional OCR and template-based extraction approaches fail. So, even with modern legal document management systems, matching documents to the correct cases and sub-folders, naming them, and tasking attorneys must be done manually.

However, a modern AI-powered legal document intake solution, like Extract Filer, applies computer vision, natural language processing, and machine learning techniques to automatically split documents according to a firm's internal file organization procedures, match each document to the correct matter, name each document using descriptive information extracted directly from its text, and file it directly into virtually any downstream legal document management system. It can even alert the responsible attorney based on document type in accordance with a firm's policies.

Legal practice- and document management systems have seen explosive post-pandemic growth

By leveraging AI to manage document intake, mid-sized insurance defense firms have reported an over 350% increase in document intake efficiency and hundreds of thousands of dollars in annual savings. Amy Haverlah, staff administrator at Floyd Skeren Manukian Langevin, LLP, a mid-sized workers' compensation defense firm explained, "Extract Filer has allowed us to create a highly efficient centralized mail system where one or two people can accurately handle duties that before required multiple staff and legal assistants across our California offices."

Increasing efficiency and reducing overhead costs aren't the only benefits of an AI-powered legal document intake solution. Extract Filer enables operations staff to process inbound documents remotely through one secure web-based user interface. It also provides management with the tools to effectively monitor remote staff to know when and how productively they are working.

When documents are named and filed properly, attorneys can quickly locate necessary documents in their DMS, and because each file has been OCR'd to be searchable, attorneys can quickly search document contents to find what they are looking for.

AI-Driven Solutions Will Enable Responsible, Profitable Firms

The global pandemic pushed the legal sector ahead a decade¹²—and the most innovative firms are adopting AI technology that aligns with their strategic imperatives. For today's high-volume litigation practices, like insurance defense and civil litigation firms, AI-powered document intake and other AI-driven solutions offer solutions to enable remote operations, decrease overhead costs, and allow hours for more high-value work. These solutions are modernizing litigation firms' operations without compromising the legal work that clients are willing to pay for and that lawyers enjoy doing.

Vivek Rao is co-founder and CEO of Foundation AI, the makers of Extract Filer, an AI-powered document intake solution for law firms and insurance companies. Previously, Vivek was GC of Enlightiks, an AI and predictive analytics company acquired in 2016, and, in a past life, he spent several years working in insurance defense. He holds a B.S. from the University of Southern California and JD and MBA degrees from UCLA.



¹¹ <https://techcrunch.com/2021/04/27/canadas-newest-unicorn-clio-raises-110m-at-a-1-6b-valuation-for-legal-tech/>

¹² <https://www.law.com/americanlawyer/2021/06/25/covid-19-revved-up-office-downsizing-tech-spending-other-legalindustrytrends/#:~:text=%E2%80%9CCOVID%2D19%20has%20pushed%20the,Bright%20Insight%20National%20Legal%20Sector>

LEGALTECH SECURITY STARTS AND ENDS WITH EDUCATION

BY BETH ANNE STUEBE

If we, as legal technologists, security experts, and keyboard warriors have learned anything over the last eighteen months, it's that nothing is sacred in legal, and changes must (and have been) made. Legal tech is resilient, but there is yet more work to do...



We can't predict the future. If we, as legal technologists, security experts, and keyboard warriors have learned anything over the last eighteen months, it's that nothing is sacred in legal, and changes must (and have been) made. Legal tech is resilient, but there is yet more work to do.

At the top of the list must be security. We all succeed or fail, depending on how secure our workplace is, how safe our data remains, and how our clients and potential clients feel when they are reviewing the security plans and procedures we hope to implement for them.

There are many facets to security in legal tech. We see article after article about trends in security, and about how legal is slow to grow or adapt to change. When I started at ILTA, I heard someone casually mention that "Law firms were all in a race to be second." This implies that not only is adoption of any new tech, product, or service slow, but it's looked at through

binoculars; other firms looking at each other to see what succeeds... and what fails. Akin to not buying a car in the first year, most firms implement change slowly, and security changes even more cautiously, if at all.

“The legal industry is a high-profile target for bad actors. Law firms house troves of sensitive and confidential data from their clients, along with information about the employees of the firm, and one bad decision risks exposure to the public and eroding the trust of clients.

Security is crucial to the protection of both data and trust. The industry needs to continue to focus on strategies to ensure partners and employees are operating safely and to lower the risks to clients and colleagues.

This is even more important, and the risks magnified, as organizations manage a hybrid and remote workforce, and balance the security of information against the experience of employees and clients accessing and working with that information.” Said Christopher Hunt, Director of Technology and Operations at Sugarman Rogers, and member of ILTA’s Board of Directors.

So, what must be done? How can we

The legal industry is a high-profile target for bad actors

predict the security future and why it is so important?

Trending Upwards

We know, as clearly as we know to stop at a red light, that a well-documented information security and compliance program allows an organization to be flexible... to use the ubiquitous 2020 ‘pivot’ term. But how do we educate technologists amid the ever-changing (and ever-more numerous) and complex legal and security requirements that seem to constantly appear? Can we keep up with technology seems to be the real, trending question.

And how do we, as IT professionals, decide what parts of a good security program to follow? Are we to look at trending topics like cloud migration, Artificial Intelligence and Machine Learning (AI and ML), and workflow automation, that are consistently in

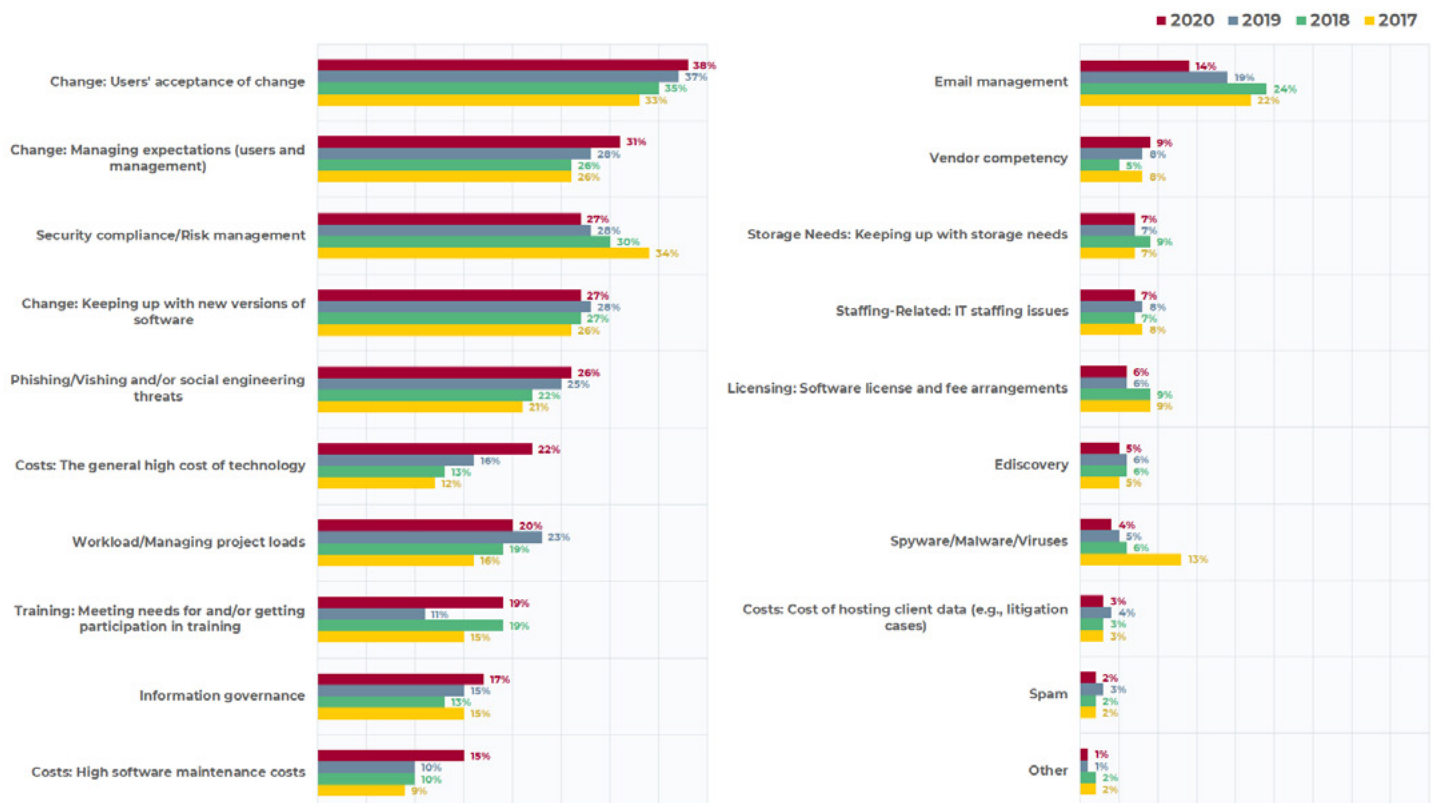
our LinkedIn and Twitter feeds? Or are we to look internally, to our long-standing best practices, and try to forge that path forward?

In 2020, ILTA looked at the top three tech annoyances from our membership. Not surprisingly, Security compliance and risk management was listed; we expect the same results in 2021. Security, it seems, is an ongoing pain (point).

What is ITAM and why is it important?

IT asset management (information technology asset management, or ITAM) combines a set of commonly recognized business practices with specific internal financial and day-to-day functions to organize company spending and to support new project implementations, and more IT in our own environments. Without this measure of control, there would be limited or no formal processes or procedures which would leave technologists, firms, and users without any security or controls. Starting with a strong IT framework with clear ITAM facilitates the ability to deal effectively with trending security concerns and projects as they arise: think of it simply as a roadmap to legal security.

“Having clear policies, procedures, and standards that all employees



can reference significantly reduces security risks and potential compliance failures.” Said Mark Grazman of the Conversant Group.

In an upcoming joint Survey publication, ILTA and the Conversant Group dive into Security in all its glory, taking a hard look at policies, procedures, and what security looks like across the continental USA.

“The foundation of an effective cybersecurity strategy is knowledge about the environment. IT asset management (ITAM) enables organizations to know what assets they have so they can be secured properly.” -Mark Grazman

Ultimately, it is what your organization does to educate its users that seems to set secure organizations apart from those that succumb to security threats. Thus, document management has to be included in any conversation about security.

Below, a question from the previously mentioned joint survey looks at documentation:

With, at most, 51% of respondents replying that they document all their requirements, how do we handle this disparity between what we know we

Survey Question

Does your firm document all relevant compliance, regulatory, and outside counsel guideline requirements (e.g. client security requirements, CCPA, GDPR, HIPAA, NY Child Act, etc.)?

Results

The results were very close across the board, with the West leading the pack, the Northeast and Midwest are tied for second, and the Southeast is only off by .10% for that second-place position. The results however are concerning as the table shows below:

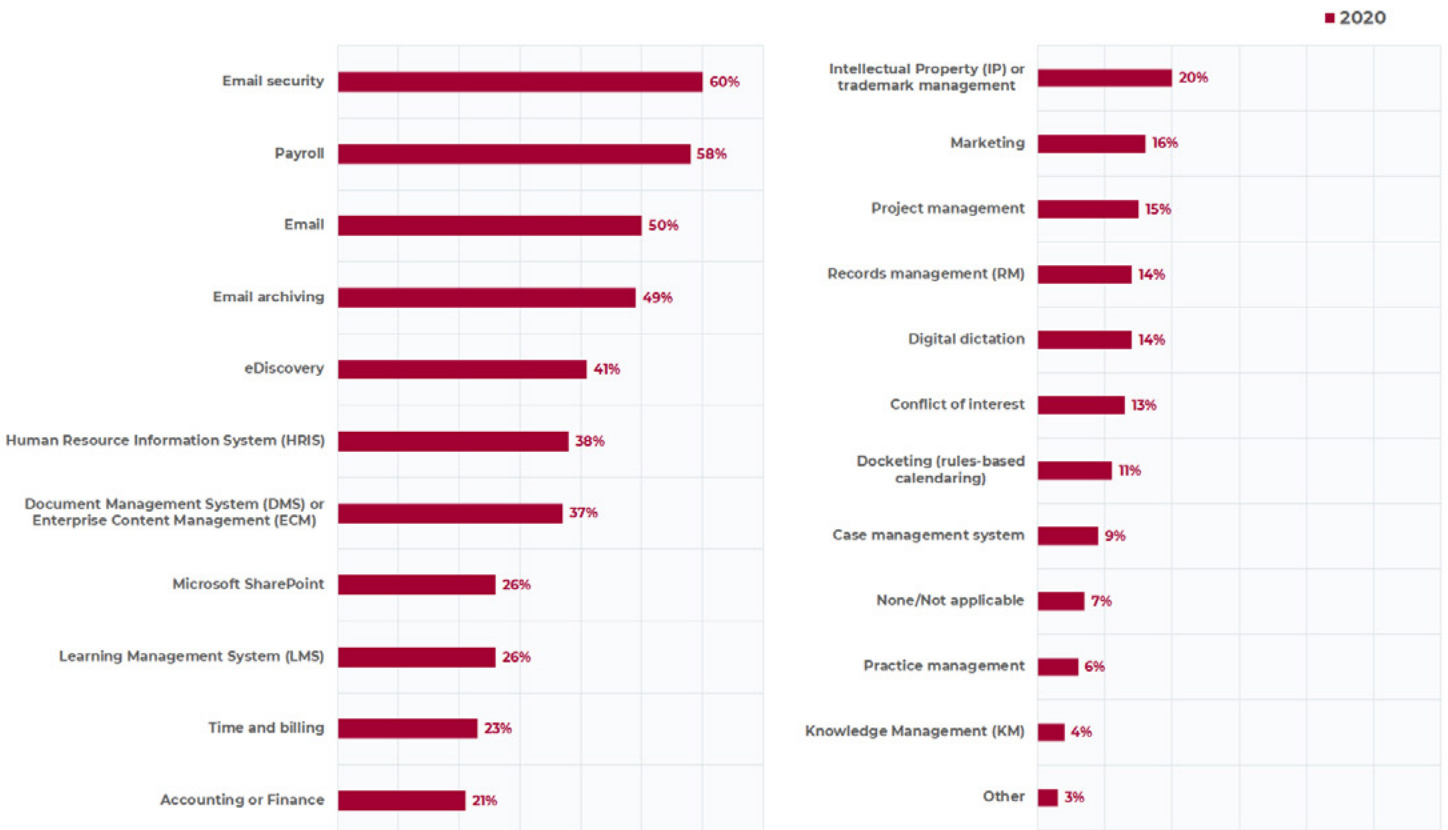
West	51.43% Responded Yes
Northeast	48.94% Responded Yes
West	48.94% Responded Yes
Southeast	48.84% Responded Yes

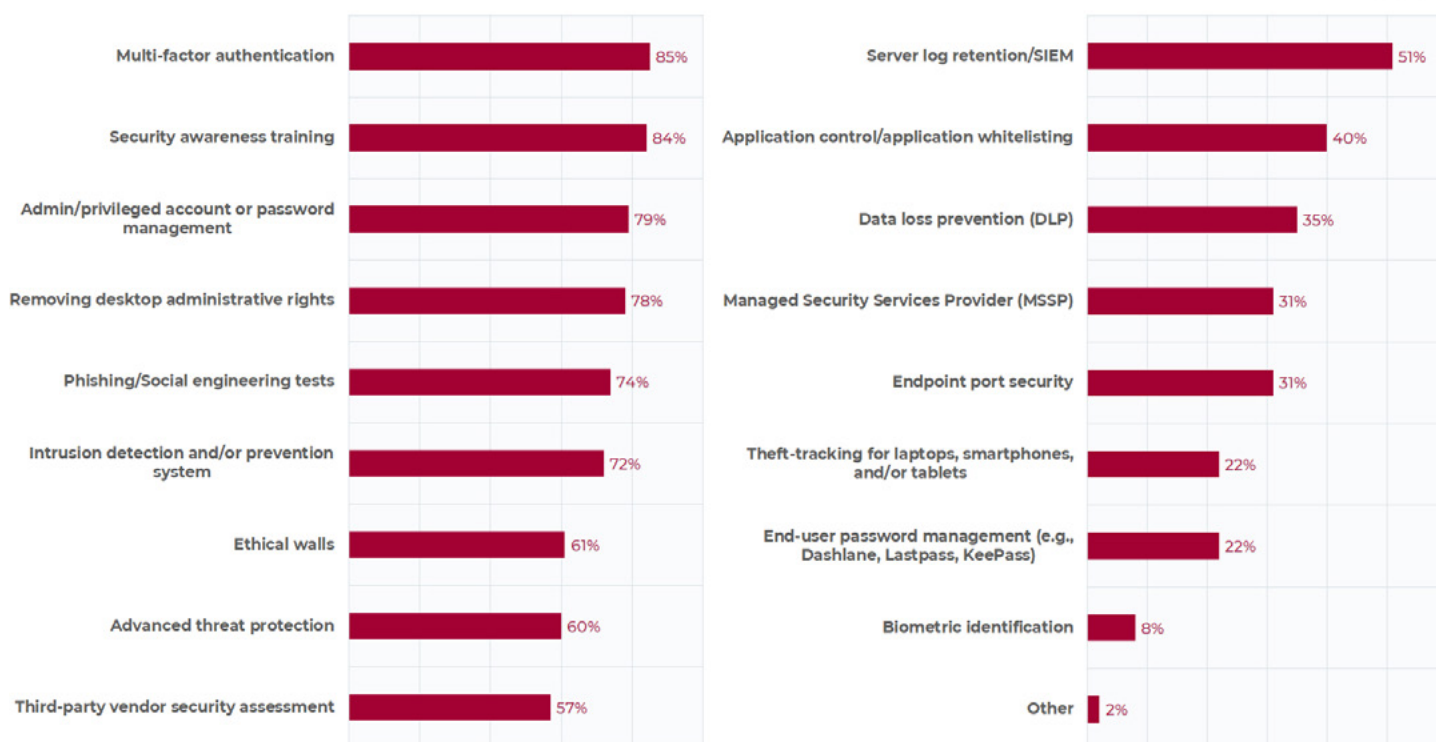
must do and what we actually do? Are we simply leaving ourselves vulnerable to cyber-attack, breach, or a compromised and vulnerable computing environment?

Business Continuity Heads to the Cloud

Has the time finally has come to move the conversation from the high-level “Are you in the cloud?” to “What’s new in the cloud?” to even the possibly jarring “Why aren’t you in the cloud?” and we can all get there, together, through conversation and education.

In 2020, the ILTA Technology Survey asked respondents “Which of the following solutions being utilized by your firm are located in the cloud or are being migrated to the cloud within the next 12 months?” When we began to look at the data for the 2021 publication, we saw an increase in the solutions being offered. That preliminary data shows that DMS and ECM systems and their adoption are steadily increasing. We believe this uptick is a trend based on the COVID pandemic response in legal





and having more and more workers being remote.

Splitting the data another way, in 2020 ILTA also asked “Besides encryption and workstation security software, which security measures does your firm have in place?” This question directly took the audience pulse and found that security, be it in the cloud, at a workstation, at a firm, was based on many factors, not just bleeding-edge trends, in order to keep data safe.

We Must Educate

Legaltech content providers have made marked strides to educate their consumers over the last few years. Content is ubiquitous but hands-on and quality virtual education often is lacking. In another 2020 ILTA Technology Survey question, we asked “What is the biggest challenge your firm encountered with supporting large numbers of users working-from-home on an accelerated basis?” It was a relief to see that only three percent of respondents cited “Providing security education and awareness.” However, we know, based on our long ILTA history of educational events, that this data does not take into account the true number of technologists working at an organization. Security awareness efforts tend to focus on lawyers and other knowledge workers. This potentially leaves a gap for the

specialized security education that may be required for those supporting technology rather than using it. Thus, we must supplement legaltech educational opportunities for those who want to continue to learn and grow their skill sets.

And in step with education is the 2021 LegalSEC event. ILTA’s LegalSEC Summit is two days all about security for legal. With a sole focus on information security education, there are two education tracks this year: Technical and Strategic + Half-Day Workshops on both days. This virtual conference is specifically for those legal technologists who are facing information security challenges and are looking for practical solutions to everyday business challenges, like so many of us are amid these last few challenging years.

LegalSEC is designed for technology professionals; we welcome those at every level who manage security, governance, risk, and compliance in support of the practice of law. And the 2021 Agenda covers current threats vulnerabilities, and trending topics; from adaptive security to cloud governance; from ransomware disaster recovery, all the way to securing hybrid workforces.

A secure world is an IT managers dream, but often not a reality. With LegalSEC education and a conference or two, smart changes to internal policy and

procedures, and a little cloud-based hosting thrown in, 2022 could be a lot more secure! Join us and continue the education and security conversation!

Beth Anne Stuebe is the Director of Publications and Press for the International Legal Technology Association (ILTA). ILTA is a volunteer-led, staff-managed association with a focus on advancing the legal technology conversation, through world-class educational content and premier industry events.

Beth Anne has worked in STEM publishing for over 15 years, and enjoys engaging with authors and speakers, specifically in women-led and DEI-focused conversations.



GETTING AHEAD WITH HYBRID WORKING IN THE LEGAL SECTOR

BY ANDY BALDIN

The pandemic imposed a steep learning curve for much of the legal sector over the last 18 months. For an industry that has traditionally been very office-centric, adapting to home working was a step in the unknown for many.

It meant law firms had to react quickly and equip their workers with the right technology, so they could continue to work effectively and deliver great client service irrespective of where they were located.

Now, as the UK begins to emerge from the pandemic and offices reopen, professionals across all industries have developed a strong appetite for a hybrid approach to work, combining working from the office and from home. In the legal industry, research has shown 75% of lawyers said they would like to work from home 3 days a week after the pandemic. Law firms therefore need to develop a culture that champions hybrid working,

as almost a quarter of senior lawyers say they would leave within the next two years if their firm cannot facilitate remote working. This means there is pressure on law firms to have the tech infrastructure in place that supports effective collaboration and information sharing both inside and outside the office.

Investing in the correct tech

Embracing the cloud should be high on the priority list for law firms as this will speed up efforts to become more flexible, agile and secure.

One area that firms can really focus on is document management. Cloud-based document management systems (DMS)



enable lawyers to securely access, share and collaborate on their documents from any location and device. A modern DMS is essential in the age of hybrid working as lawyers will require as much flexibility as possible in order to replicate their office experience at home. Added to this, with the growing popularity of collaboration platforms such as Microsoft Teams, document management systems today need to integrate with more than just email as communication habits evolve.

Law firms need to develop a culture that champions hybrid working

A proactive approach to cybersecurity

When it comes to hybrid working, data security is clearly of great importance as data breaches have the potential to cause serious reputational and financial damage. Figures from the Information Commissioner's Office (ICO) have shown that 75% of data breaches in the UK legal sector are caused by inside threats. The shift to hybrid working will exacerbate potential data security incidents as documents and files accessed from a variety of locations and devices. Law firms therefore need to adopt a truly holistic approach towards data loss prevention and encryption to gain full control over how files are accessed while ensuring there is no impact on productivity or performance.

Expanding the talent pool

Looking ahead, law firms should look to hybrid working as an opportunity to grow. With a physical location no longer essential for working, it has been found that the proportion of people who consider engaging a legal professional anywhere in the country is now at 59%, compared with 46% in 2019. As a result of the pandemic transforming traditional working practices, law firms can now tailor their recruitment to hire lawyers with the relevant skills without worrying about where they live.

Providing staff with technology to assist them in their job is crucial to retaining and recruiting the next generation of lawyers. The millennial and Gen Z generations want the flexibility to work remotely – if employers don't have the

Law firms should look to hybrid working as an opportunity to grow

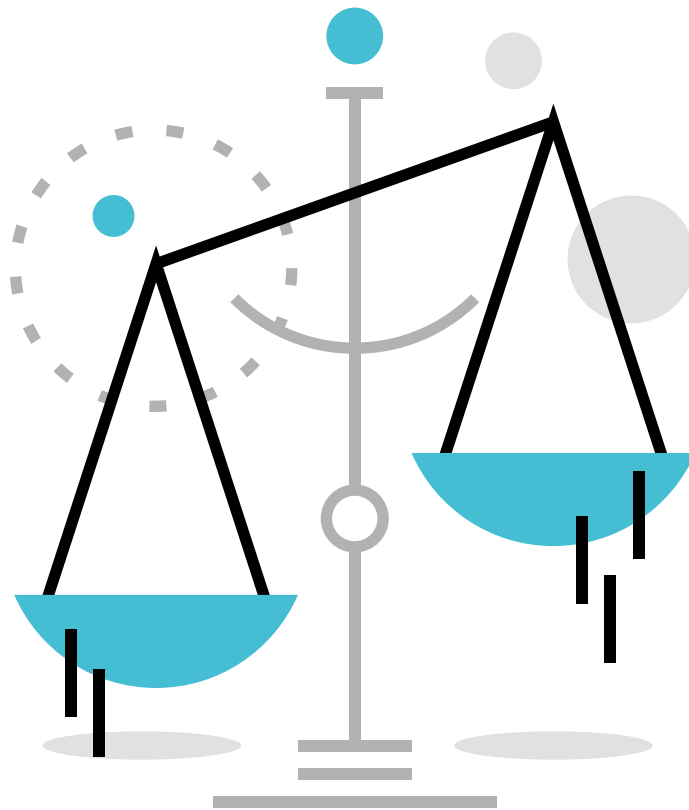
right tools in place to assist with this, they run the risk of losing employees to competitors, stunting any plans for the firm to grow.

Hybrid working is here to stay so the legal sector must adapt and move with the times. Cloud-based technology provides law firms with a springboard to thrive in this new era of work, enabling them to boost employee satisfaction and productivity, while enhancing client service. It's a win win proposition.

Andy Baldin has over 25 years of experience leading teams, having previously worked at Ivanti, Senforce and Sterling Commerce. In his role as VP of International Business, Andy's focus is on growing NetDocuments' sales team and partner ecosystem, to further accelerate the growth of NetDocuments' international business.



THE VERDICT



ZERO TRUST IN LEGAL

The Zero Trust security model assumes that a breach is inevitable or has likely already occurred, so it constantly limits access to only what is needed and looks for anomalous or malicious activity. It's becoming a more popular approach to take to help prevent successful data breaches. Do you think law firms need to initiate such a strategic security initiative? And if so, what specific systems and processes do they need to put in place to achieve Zero Trust?


Nandini Jolly

President & CEO

CryptoMill Cybersecurity Solutions

A Zero Trust borderless security strategy, that works anywhere, anytime, with anyone is critical to address today's cyber threats. This is particularly important for the legal community, given the fast-changing cloud environment with business being conducted by a dispersed workforce using a wide variety of devices. Lawyers work anytime, from anywhere, sharing information, sometimes in situations where they also need to cooperate with others. By segmenting the network and restricting user access, Zero Trust security helps organizations stop breaches and minimize potential damage. This is an important security measure as some of the most sophisticated attacks are orchestrated by internal rogue actors.

Zero Trust security requires all users, even those inside the organization's enterprise network, to be authenticated, authorized, and continuously validated against security configuration and posture, before being granted or keeping access to applications and data. A Zero Trust model provides a clear framework for redesigning networks so that intruders can't move around freely if they make it inside.

Zero Trust is best implemented closest to the data itself, leading into a data-centric security approach. Data-centric security allows organizations to maintain control over sensitive data when it leaves the company network, using persistent encryption. Persistent encryption in turn remains with the file even when it is shared via email, stored in the cloud, or copied to another external location.

Our Circles of Trust approach and software suite, is one example of effective data centric security where protection is bound to the data itself, thus allowing data to exist anywhere inside or outside the corporate perimeter. The default state is that data stays encrypted. Protection travels with the data. Access is dynamic on a need -to- know basis.

With the new COVID-19 "normal", Circles of Trust effectively supports the security of a remote workforce, counters potential external hacks, insider threats, ensuring secure sharing of sensitive data while enabling the kind of operations that organizations are aiming for.


Brett C. Don

 Chief Information &
Security Officer

*Stradley Ronon Stevens & Young,
LLP*

I believe the concept of Zero Trust should be on the roadmap for every law firm. The older castle-moat model is outdated as the perimeter has shifted beyond a firm's data center to include the cloud and a highly mobile workforce. Data breaches are becoming all too common and much too costly. The evolving threat landscape requires a better model, one that verifies explicitly (e.g., identity, location, data access), embraces least privilege (i.e., only what you need and nothing more) and minimizes exposure (e.g., micro-segmenting, encryption).

Implementing Zero Trust in a law firm is easier said than done. The culture of many law firms is to simply trust and provide unfettered access to systems and data thereby limiting inconvenience and extra steps that can delay client service. It will take even the most security-conscious law firm multiple years to put the necessary changes in place and, as is always the case, some firms will not be able to grasp the concept of "never trust, always verify" due to strong cultural barriers.

Ideally, a Zero Trust journey begins with modernizing legacy systems and moving production workloads to the cloud. Beyond those efforts, a firm can begin to realize the benefits of Zero Trust by building upon existing investments in: 1) network architecture using software-defined micro-perimeters (e.g., NSX, etc.) to create smaller network zones limiting exposure; 2) data hygiene using software to discover, classify, tag, and encrypt the crown jewels (e.g., Varonis, M365, etc.); 3) access controls to ensure consistency and least privilege (e.g., Azure AD, Conditional Access, SSO, iManage SPM, etc.); and 4) identity management to verify user, location, device health, session risk, and other data points (e.g., Azure AD, Okta, Azure Stream Analytics, etc.) to deliver real-time, adaptive access.

Not every Zero Trust model will look the same and implementation won't happen overnight; however, each component of a Zero Trust model that is put in place will help further reduce risk.


Sandip Patel QC FCI Arb

Barrister-at-law at 33 Bedford Row
Managing Partner at Aliant

Law firms are increasingly attractive targets for cyber criminals. Lawyers collect huge quantities of confidential corporate and personal information and sensitive data that are highly lucrative in the wrong hands, while a successful breach will have severe reputational and financial consequences. The first prominent ransomware attack on a law firm was DLA Piper in 2017. Since then, there have been many more high-profile attacks. Firms have numerous considerations when it comes to cybersecurity but they should adopt a holistic risk management-based approach. This begins with understanding that IT is different from cybersecurity, and that cyber resilience is about people, process, and technology.

This means implementing a robust Risk Management Framework (RSM) that brings a risk-based, full-lifecycle systems design process approach that integrates repeatable and measurable security, privacy, and cyber supply chain risk management activities to cybersecurity resulting in a more trustworthy system. This risk-based approach provides points of reference and control selection effectiveness, efficiency, and constraints to applicable laws, standards, and regulations.

According to Andy Miles, CISO and leading industry practitioner, “managing organizational risk is paramount to effective information security and privacy programs and the RMF approach can be applied to new and legacy systems, any type of system or technology (e.g., IoT, control systems), and within any type of organization regardless of size or sector.”

The benefits of integrating the Zero Trust philosophy of “never trust, always verify” to a RMF are key for a safe cybersecurity environment. This means using a range of best practices focused on knowing who is trying to access or use data and whether they have explicit permission to do so including least-privilege access, micro-segmentation of networks with different access credentials, data usage controls and continuous monitoring. These should be combined with symbiotic technologies such as Next Generation Firewalls, Zero Trust Network Access, and Data Loss Prevention solutions, among others.

Conclusively, an organisation’s culture will determine the efficacy of any security model, and therefore the management must provide effective leadership, support, and education throughout.





Save the date!!

April 11 - 12, Amsterdam

