



INNOVATION AND LEGAL TECH IN AFRICA

Page 20 »

MERGERS & ACQUISITIONS ACTIVITY IN THE LEGAL TECH INDUSTRY

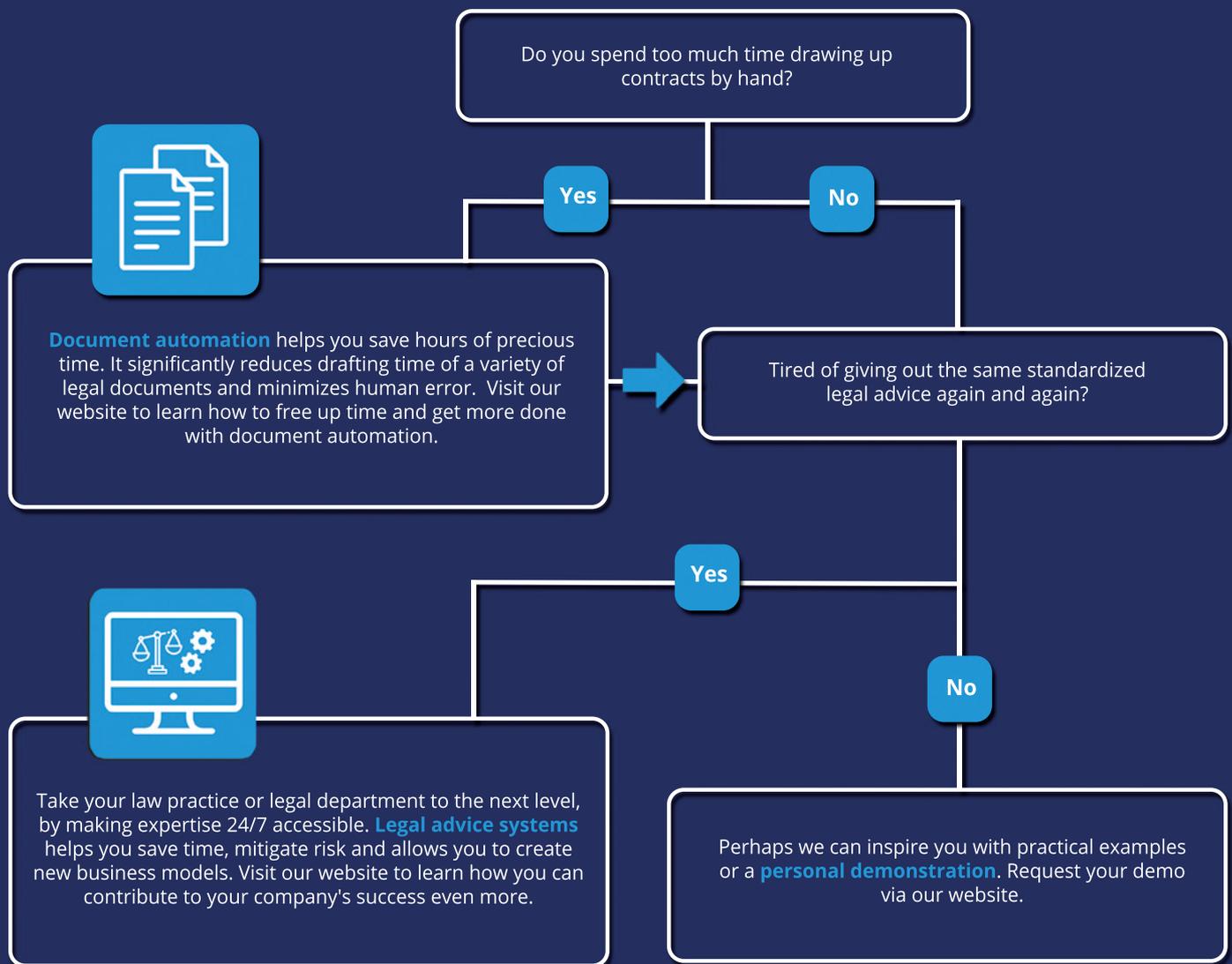
Page 10 »

A SINGLE SECURE PLATFORM FOR LEGAL AI AND LEGAL TECH

Page 24 »



Automating knowledge adds value.



CONTENTS

- 5 Editor's Note
- 6 What does an applied solutions unit do?
- 10 A data-driven look at M&A in legaltech
- 16 What's happening at LexisNexis InterAction?
- 20 Innovation and legal tech in Africa
- 24 A single secure platform for AI and other legal technology
- 28 Legaltech Legend
- 32 eDiscovery Unfiltered
- 34 The Verdict



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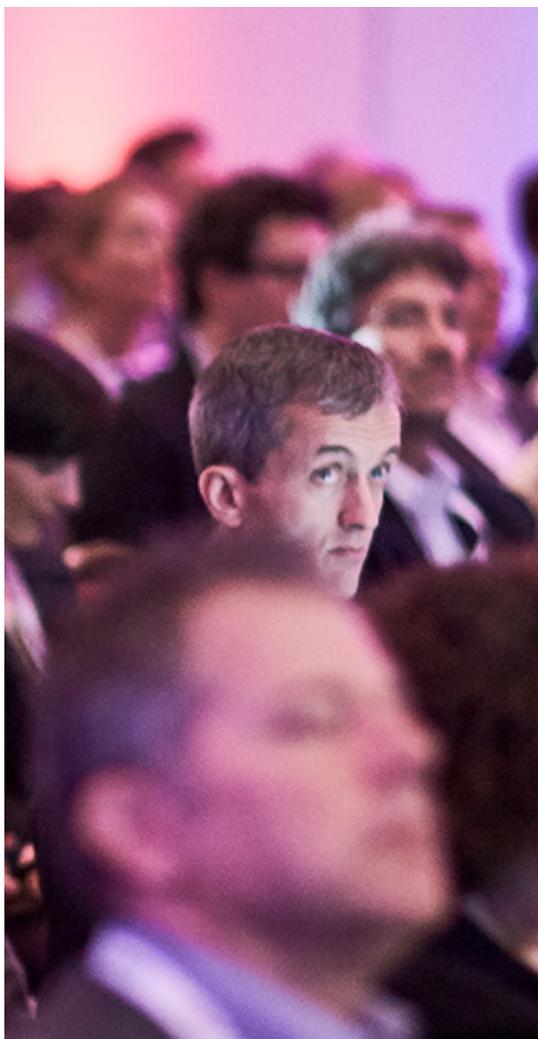
Managing the inevitable: **How to lessen the impact of a data breach**

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EDITOR'S NOTE



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WELCOME TO ISSUE 27 OF LEGAL IT TODAY!

The instructions for what to do with fireworks in the UK are so simple that they have become quite famous: 'light the blue touch paper and retire'. The paper, when lit, burns slowly until it sets off the firework.

Unfortunately, the phrase is also sometimes used to describe how legaltech software vendors treat their customers. The instructions for those in charge of implementing new tech might as well say: 'plug in, switch on and scarper'.

LexisNexis says it is trying to change all that. For InterAction, its CRM platform, the firm employs client advisors. According to Steve Zangari, commercial director for EMEA & APAC, who is interviewed on page 16, their job is to ensure firms are maximising their return on investment and making the most successful use of the offering.

Hopefully that will also be the firm's approach to secure project and client collaboration platform HighQ, which it acquired in July. We will have to wait and see what the deal means for the company, but Ajay Patel, its founder and CEO, tells us on page 28 that it has already generated one key benefit: he's been able to spend more time with his kids. Until the sale was agreed, he says, there had been time for very little outside of work. He is our 'Legaltech Legend' for this issue.

The dealmakers have been busy over the summer—Litera Microsystems also acquired transaction management systems Workshare and Doxly. Does this spike in activity represent a broader trend towards consolidation in legaltech? You'll have to ask Raymond Blijd, who analyses tech M&As. He presents his latest market findings for us on page 10.

Elsewhere in LITT#27, Christina Dutton tells us how legaltech is developing in Africa, Andrew Klein introduces us to the 'app store for legal' Reynen Court, Joe Davis speaks to Jeroen Plink of Clifford Chance Applied Solutions and our 'Verdict' panellists tackle the issue of whether AI is a biglaw-only phenomenon.

Have a great Q4—and if you live in the UK, enjoy the fireworks on bonfire night on 5 November. It could be an especially interesting event this year. If the country leaves the EU with no deal on 31 October, effigies of current PM Boris Johnson may end up on the bonfires, rather than the traditional Guy Fawkes figures.

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.

Jonathan Watson
Editor



WHAT DOES AN APPLIED SOLUTIONS UNIT DO?

BY JOE DAVIS

Clifford Chance Applied Solutions is a separate entity affiliated with the magic circle firm led by former practicing attorney and legaltech veteran Jeroen Plink. As the legal marketplace continues to evolve, this team intends to adapt with an unparalleled combination of technology and legal expertise.



Why Applied Solutions?
Clifford Chance launched its Applied Solutions unit about a year ago as a way to respond to changing client needs, particularly in the area of regulatory compliance. Jeroen Plink, who leads the unit, says that between 2007 and 2017, the global finance industry had to process about 50,000 new pieces of legislation or regulation. That was an average of 284 changes per day. 'Our clients are faced with a tremendous regulatory burden,' he says. 'The combination of new competition and the increased pressure on our clients made the firm realize that a shift towards a new model was necessary.'

Using a model pioneered by McKinsey, the firm created the Applied Solutions group to combine the collective

knowledge of the Clifford Chance legal teams with technology to create unique systems to address client issues.

The story so far...

Plink started his career as a corporate attorney at Clifford Chance in 1996, doing predominantly private equity and M&A transactions. After building up the firm's e-commerce practice in the late 1990s, he left in 2000 to launch a legaltech startup. The company's first product was a due diligence application. While the technology was solid, the market timing proved to be a challenge. M&A activity slowed significantly in the wake of the 9/11 attacks, and the company was acquired by the Practical Law Company (PLC) in 2002.

PLC was founded in 1990 in the UK as a 'cook book for law,' with detailed guides to a variety of legal transactions. 'We explained the law in human terms,' Plink says. 'If you were a first year associate, and you had never done a management buyout, you would go to the PLC website. The website was populated by attorney editors who were on our staff and they would explain in practice what the typical set-up of a management buyout is, and

I am basically the conductor of the orchestra

what you have to think about when you're acting for the buyer and the seller.'

Plink moved from London to New York in 2007 to lead PLC's expansion into the US market. Within five years, PLC had grown to cover five different practice areas and had increased its legal content and sales staff to 250 employees. It counted about 80% of the AmLaw 200 as customers, as well as several thousand other firms and in-house departments. 'By that time, Thomson Reuters had taken notice,' Plink says.

Thomson Reuters acquired PLC in 2013 in a deal that was one of the largest acquisitions in legal at that point. Rather than join Thomson, Plink decided to pursue other opportunities in legal technology.

After spending a few years as an investor and board member at companies like Kira Systems and Casetext, Plink got back in touch with Bas Boris Visser, the Global Head of Innovation for Clifford Chance. 'We had known each other for a while and ever since he got the job, we had been talking,' he says. 'We actually found our thoughts were very well aligned. We had spoken about a version of Clifford Chance Applied Solutions very early on in his tenure as Global Head of Innovation, but at that time the firm was not ready. This time, though, the firm was ready for it.'

In August 2018, the firm agreed to the new delivery strategy and the Applied Solutions unit was created, with Plink as its CEO. 'I am basically the conductor of the orchestra,' he says.

The offering

Rather than create software from scratch, the Applied Solutions unit chose to build upon existing vendors' products for the technology part of a solution, adding the expertise of Clifford Chance's attorneys to complete the offering.

One example of this model is CC Draft, a 'document automation as a service' program that leverages Thomson Reuters' Contract Express. A large European bank has used CC Draft to automate its entire mid-market loan system.

Plink explains that in order for a loan officer to begin the loan process, they





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will answer a series of questions about the loan. 'Is it a bilateral or a syndicated loan? What is the amount? What is the interest rate? What are the maturity dates? They click "submit" and out comes a cover letter, a term sheet, the facility agreement and the security documents, all without having to involve the legal department. It is a huge saving to the bank.' He also points out that these kind of loans are smaller than the ones for which Clifford Chance would normally be involved, so rather than cannibalizing the existing business, the venture opened up a new market.

Another offering gaining traction with financial services clients is a workflow application called SMCR Manager. 'SMCR stands for Senior Manager Certification Regime,' Plink says. 'It is an English law system that came out of the financial crisis, and its goal is to hold leaders of financial services companies more accountable for their behavior. SMCR Manager takes you through a series of checklists on an annual basis, and it has a lot of built-in knowledge from our lawyers.'

What has changed, and what remains the same?

Despite the changing legal business model, Plink believes that the importance of understanding a client's business needs remains constant. 'I think that made a great lawyer yesterday and thirty years ago,' he says. 'I think the way you deliver that expertise and knowledge is changing quite dramatically. You need more technology skills to deliver that expertise. Hiding behind "oh I don't know Excel" was acceptable maybe ten years ago. I do not think you can get away with that now. Not understanding how you apply AI in your day-to-day practice, not knowing better ways of delivering your matter through legal project management, I think those are a "no go" these days. I think there are still many firms that have not adopted that perspective.'

Plink also sees differences in perspective between UK and US firms. 'I think the UK firms are still leading the way in delivering a better client experience and in understanding and using technology and legal project management more efficiently than some of the US firms. Those skills are increasingly important, especially if you think about the competition.'

For the first time in 19 years, I have a tremendous brand behind me that is opening all kinds of doors

When he first came into the US, the thing that surprised Plink was that in-house legal departments were ahead of their peers in the UK. 'The law firms on the other hand, as far as adopting technology goes, were behind the UK firms. I think the in-house departments have grown closer to each other and I think some US firms are inching somewhat closer to the UK model. I think many of the UK firms are better placed to face an onslaught from the Big Four or the new law companies that are arising, or something else that is completely new.'

In terms of competition, the market is seeing other firms in both the US and UK experiment with alternative business models. 'I think it is going to be slow,' Plink says. 'You have to be of a certain size and you have to have the desire to make the investment in these things. It is not cheap and you have to have the skill. And you have to be open to thinking about the business of law in a different way.'

Plink believes the greatest challenge in the coming years will be from the Big Four accounting firms' expansion into legal, particularly in the European market. 'In the US it is less so, but all over the world, I think the Big Four are going to present a big challenge to traditional law firms. Unless you adapt, it is going to be an interesting challenge. I think UK firms are better prepared for something very alien, and a firm like Clifford Chance, having built a separate business model, may be better shielded.'

What the future holds

Clifford Chance has big plans for its Applied Solutions group. It plans to double the size of the team to around 30 by the end of 2019. There are also plans for more applications that help companies comply with financial regulations. Plink explains the soon-to-be-released Debt Capital Markets application with the following scenario:

'If you are an issuer of public debt instruments on, say, the New York Stock Exchange, you have a variety of obligations depending on what circumstances you find yourself in. What are your obligations as an issuer of debt securities according to the SEC rules and according to the rules of the New York Stock Exchange? That is fairly easy to manage if you are working in a Treasury Department and your company has issued securities in just one market. Problems arise if you are a large bank and you have securities issued in multiple jurisdictions. If you have just issued a profit warning, then you need to figure out the consequences of that in all of the markets in which you issued those securities. That is something that is going to launch in a couple of months, and we are very excited about that one.'

The thinking behind Clifford Chance Applied Solutions is to build a separate business that sells information on a subscription basis, Plink says. 'We want to move more toward the world where we resell our information. Our clients benefit from that scale as well. We have a fairly exciting pipeline of applications, and we have pretty serious goals. It is great if I compare it to being an entrepreneur in a small company. For the first time in 19 years, I have a tremendous brand behind me that is opening all kinds of doors, which I think is very, very exciting.'

Joe Davis is the Director of Product Strategy at Litify, a practice management platform. He has spent over 20 years in legal technology at large law firms and in the corporate legal space, and is a frequent speaker and author on a variety of legal tech 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. Contact him at joe@josephpdavis.com

A DATA-DRIVEN LOOK AT M&A IN LEGALTECH

BY RAYMOND BLIJD



Legalcomplex has noted 455 mergers and acquisitions (M&A) involving companies in the legal market. Ten of those deals made headlines this year at Law.com. Yet as of August, it had registered 110 M&A events in the legal space for 2019. Legalcomplex ran the numbers to find out what's driving M&A activity in the legal sector.

companies with a direct connection to the work of a legal professional. We then started adding companies and technology outside the traditional legal workflow that have a significant impact on the law and the legal profession. The examples provided in this article will cover this spectrum of developments. A more in-depth breakdown of our classification methodology can be found at [Legalcomplex.com/data](https://legalcomplex.com/data).

January this year started with a bang when Dropbox bought HelloSign for about \$230 million. This warranted a Crunchbase article to unpack the deal and estimate the return for HelloSign's investors. Usually these deals don't make headlines on major technology news platforms. This was a sign that Silicon Valley is taking a serious look at the intersection of documents and the legal industry. It's still the largest acquisition

At Legalcomplex.com, we gather and classify data on companies that impact the legal industry directly and indirectly. We initially started with technology

by Dropbox and its first foray into legal processes. It may have been a reaction to DocuSign's 2018 acquisition of SpringCM, a contract management company, ironically for the same amount.

The HelloSign deal is further evidence of the value of legaltech. It's an indication that good legal technology companies in the right market have a fair chance of a positive exit. The flipside is that legal industry incumbents may not be able to afford these legaltech companies after a certain stage. This may also explain why law firms are creating an increasing number of legaltech incubators and accelerators around the world. Legaltech startups are projected to become more valuable than law practices.

Nevertheless, the Hellosign acquisition doesn't even crack the top three largest legaltech acquisitions this year. The largest is Turnitin, which was acquired for a reported \$1.8 billion. The company leverages intelligent technology to prevent plagiarism by students; it's an intellectual property (IP) protection engine for the academic industry. This is another example of the IP industry dominating legaltech in terms of value.

At this point, some may argue the above two examples do not constitute legaltech in a traditional sense. For those who like to stay in the bubble, the top three legaltech acquisitions look like this:

1. KLDISCOVERY for \$800 million (eDiscovery)
2. DWF for \$125.8 million (consulting)
3. Catalyst Repository for around \$70 million (litigation software)

You'll notice the gap in the reported transaction price between the number one (KLDISCOVERY) and number two (DWF) in the above list. At first glance this reflects the difference in the value of technology compared to consulting, or more precisely, the processing of 'low value—high volume' legal work with technology compared to the practice of law by legal professionals.

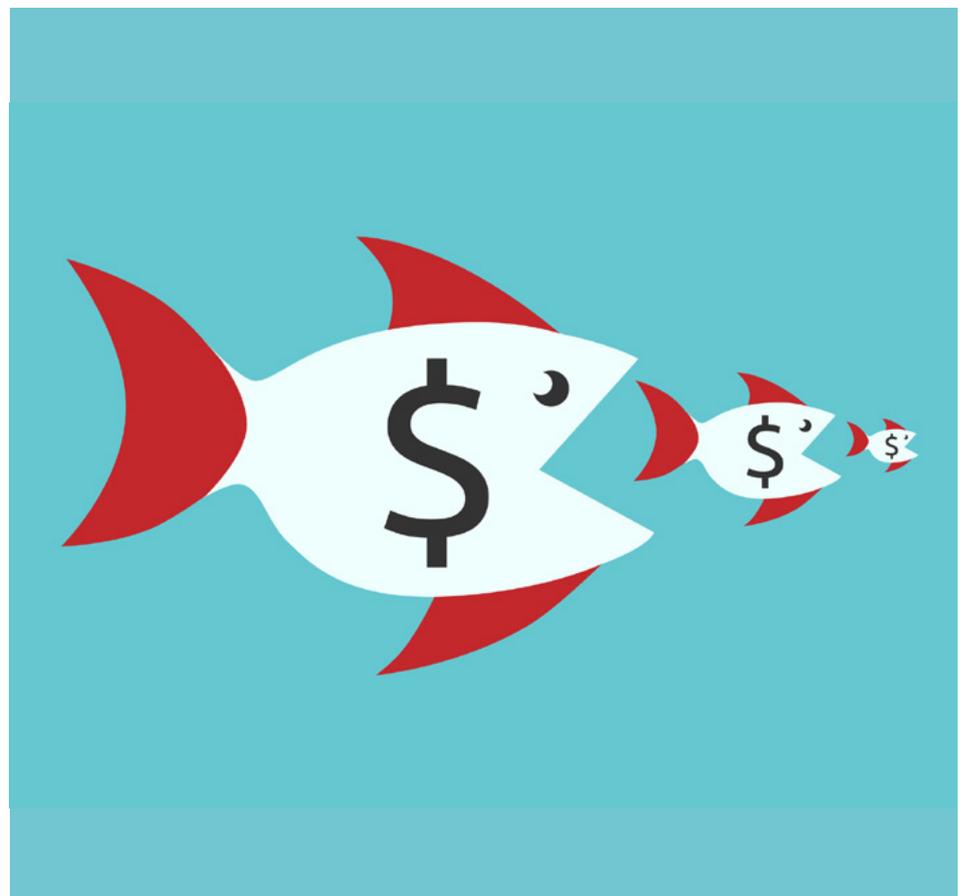
To round off the top acquisitions impacting legal, we should also mention the \$400 million acquisition of PowerPlan, an app that does accounting and taxes for freelancers. Tax is often overlooked, since M&A events in tax are few and far between. Roper Technology

The reality is that there are forces outside the sector that exert pressure on the practice of law

acquired PowerPlan for \$1.2 billion, which according to our ranking made it the top exit for 2018.

Now let's zoom out and take a long term view of M&A in the legal sector. If we look at the past three years, we notice a recurring theme. Intellectual property and eDiscovery companies are always present in the top five, as you can see in the accompanying infographic. The one outlier in the past three years is Roll Call, a media company publishing news about legislation. They were purchased by Fiscal Note, a legislative intelligence company.

You may also notice that none of the top five was acquired by a law firm or a consultancy. We tracked down around 19 M&A events in 2019 where both the target and acquiring companies were law firms. We did find one exception where a traditional law firm acquired a legal engineering company. By contrast, we've seen a legal process outsourcing (LPO) company going on an acquisition spree. Elevate Services acquired three companies in a relatively short timespan. We have witnessed similar patterns in the past from consultancy firms such as Ernst & Young. While three acquisitions by a





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single company is the record for 2019, Elevate shares this record with four other companies.

Let's stay with the acquisition patterns of legaltech by individual companies. Usually the goal is to have the purchased technology complement the existing product line of the acquiring company. The acquired capability doesn't necessarily need to support a legal process. One case in point is Conga, a quote-to-cash service surfing on top of Salesforce. Conga acquired Counselytics and made five other legaltech acquisitions in the space of two years. All of them were geared towards helping those in sales to contract faster.

Another motive for acquisitions is to power 'low value—high volume' legal work for a specific set of customers, such as companies making software supporting freelancers with contracts and taxes. One of the fastest acquisitions we've seen is fiverr.com's purchase of AND CO, which was just four years old. Shakelaw was three years old when it was acquired. By comparison, the youngest exit graduate from the class of 2019 we tracked was a company that had been operating for over six years.

This highlights another trend: the maturity of a legaltech company matters. Other industries tend not to wait, and will buy young companies just for the technology and talent (acqui-hiring). We don't see it often in the legal industry, but there is one curious case this year that we should note as a possible exception: Knowable was acquired by LexisNexis just a couple of months after it was spun off by Axiom.

Based on all of the above numbers, one may be inclined to deduce that the common theme is contracts. That may not necessarily be the case. If we look at prolific acquirers of legaltech from the past we discover other patterns. One of the more interesting acquisition patterns we witnessed came from Tyler Technologies, which acquired Modria, a dispute resolution platform. From afar, it seems scattered across practice management (CaseloadPro), Internet of Things data (MobileEyes), law enforcement (SceneDoc), security (Sage Data Security) and raw data analytics (Socrata). But if you stack these



technologies the right way, you'll get the perfect law firm.

Since Tyler Technologies largely operates in the government sector, we classify it as civictech. Governments and the legal industry have a few things in common. Both suffer bureaucratic inefficiencies stemming from procedures. However, one has a commercial incentive to keep it as-is, while the other has a civic duty to speed things up. Civictech may offer us the best window into the future of M&A in legal.

The legal industry naturally tends to view the world through a lens of laws and regulations. However, it is a service industry that fits into a larger universe. Each M&A gives us a glimpse of a bigger picture. HelloSign was the piece of the Dropbox puzzle to support tracking signed documents. This task is part of accounting and is important to the overall financial health of a company. Therefore the main driver isn't legal specifically but rather financial risk management. That is why the bulk of the income for the legal industry comes from the financial industry. And this reality also drives a significant portion of M&A, especially the larger ones.

Yet it is not only financial risk and compliance that drives the acquisition of legal technology companies. We usually classify these companies as risktech. They aim to avoid the risk of litigation and protect the overall value of a company and its intellectual property. To illustrate:

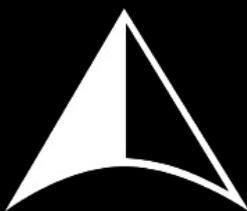
Facebook made a couple of acquisitions, such as Bloomsbury AI, to combat fake news (civictech) with AI, and acquired Confirm.io to combat fake people with biometric ID technology (risktech).

Technology companies influence the legal sector in a variety of ways. We sometimes get seduced into a philosophical debate about what legal technology is. The reality is that there are forces outside the sector that exert pressure on the practice of law. Therefore it helps to have the data to inform our context for these events.

To summarize: the forces behind M&A are complex and wide ranging. Here's what we learned from the data:

1. Legaltech acquisitions are increasing in frequency
2. Outsiders buy more and spend more
3. Intellectual property, tax, eDiscovery and contracts dominate
4. Financial risk and security are key impulses behind legal technology M&A

Raymond Blijd received a law degree from the University of Amsterdam (UvA) and is specialized in Intellectual Property Law. He's also certified as a Legal Knowledge System Engineer. Currently he's the CEO of Legalcomplex.com, an analytics company which provides insights in trends impacting the Legal industry. He's also cofounder of Legalpioneer.org, a global community that celebrates the startups, stories and stars of the legal industry.



2017

Company	Price	Owner
CPA Global	\$3.1 Billion	IP
Moravia	\$320.0 Million	IP
Guidance Software	\$240.0 Million	eDiscovery
Novagraaf	\$70.0 Million	IP
DSicoverly	\$26.5 Million	eDiscovery

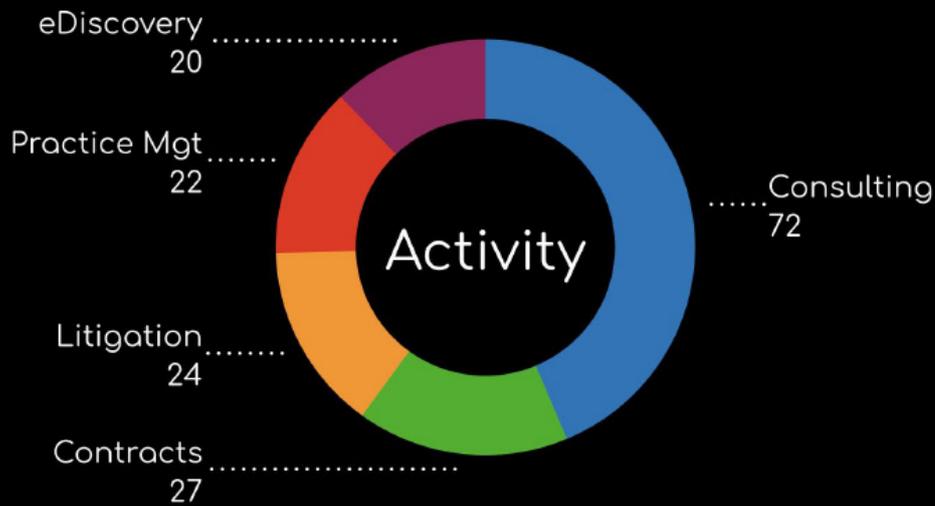
2018

Company	Price	Owner
PowerPlan	\$1.1 Billion	Tax
UnitedLex	\$500.0 Million	LPO
SpringCM	\$220.0 Million	Contracts
Roll Call	\$180.0 Million	News
Apttus	\$75.0 Million	Contracts

2019

Company	Price	Owner
Turnitin	\$1.8 Billion	IP
KLDiscovery	\$800.0 Million	eDiscovery
Wave	\$405.0 Million	Tax
HelloSign	\$230.0 Million	e-Sign
DWF	\$125.8 Million	Consulting

Top 5



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WHAT'S HAPPENING AT LEXISNEXIS INTERACTION?

BY JONATHAN WATSON



Steve Zangari, commercial director for EMEA & APAC at LexisNexis, tells Legal IT Today about the firm's plans for the legal CRM market leader.

How do you see the legal tech market changing?

When I joined legal years ago, I had to engage with a number of our clients about the cloud and explain that some of our solutions were going to be cloud only in the future. That was met by a lot of resistance at the time. Law firms are very conservative and are constrained by their clients' demands.

There's been a radical shift in that, even in the last couple of years. Law firms are embracing cloud technology more and more. It's happening at different rates, and it varies greatly according to jurisdiction, to the type of law being practised, and the kinds of clients being served. At some point in time, every law firm on the planet is going to be embracing cloud technology. But you can't force them down that path.

Our US and UK businesses have been brought together and we now have about 140 people dedicated to InterAction globally

How are you responding to the changing landscape?

At InterAction, we've defined a hybrid cloud strategy. This means we enable law firms to make a decision as to where they want their data to reside and how they want to control it. At the same time, we provide cloud-based solutions with all the benefits they offer, such as regular updates. That's a strategy that's been endorsed by the likes of Gartner for quite some time.

We don't believe that law firms will move quickly. We conducted a poll recently among 130 of the law firms that attended our Share user community event, and found the results to be very diverse in terms of the number of firms that have fully embraced cloud, the number of firms that are somewhere on the journey and the number of firms that don't even have a cloud strategy. Our approach is: law firms are on a journey, and we are going to support them on that journey, regardless of where they are and how they want to proceed.

What does that mean in product terms?

We've been developing new applications to support businesses on our hybrid cloud platform. Implementing CRM projects is very difficult, but very rarely is that because of the actual technology. It's more to do with the soft skills required. CRM projects are about business process change, they're about change management and they're about making a cultural shift. What is really necessary to support all that is a solution that to a large degree is quite pervasive and one

which is highly acceptable to the users from a usability point of view.

Our objective is to embed CRM into our clients' daily natural flow of work. An example of that is our InterAction for Office 365 application that we released in April. That is integrated within Microsoft Outlook, Microsoft Word, Microsoft Excel—all applications that fee-earners, PAs, marketing people and business development people in law firms need to use on a day-to-day basis. You can't be

asking those users to leave those day-to-day applications to go out to another application for whatever reason.

Is CRM an area that lawyers and law firms find particularly challenging?

It depends on the location. Adoption of CRM varies from country to country. I'm in charge of EMEA and APAC, so in those regions, there are places that we would consider to be very much emerging markets. That comes down to the adoption of technology but also to cultural issues such as sharing data. Our sharing solution, by its very nature, is about the sharing of information across a firm by individuals. There are cultural barriers to that. The UK market is pretty well penetrated—80% of the top 100 UK law firms all have a CRM solution. But the degree of success that they have in terms of deriving value from those systems varies greatly.

Should vendors do more to help firms get more value from their products?

Legaltech is not just about new applications, it's about successful implementations. We have people we call Client Advisors, who we think are a unique offering. They have all worked within CRM in law firms—in marketing, business development or data stewardship—and



Steve Zangari - Commercial Director, LexisNexis Interaction



Privacy Regulatory Compliance for Content Systems

- User Adoption
- Governance
- Orchestration
- Management



Financial Matter Management

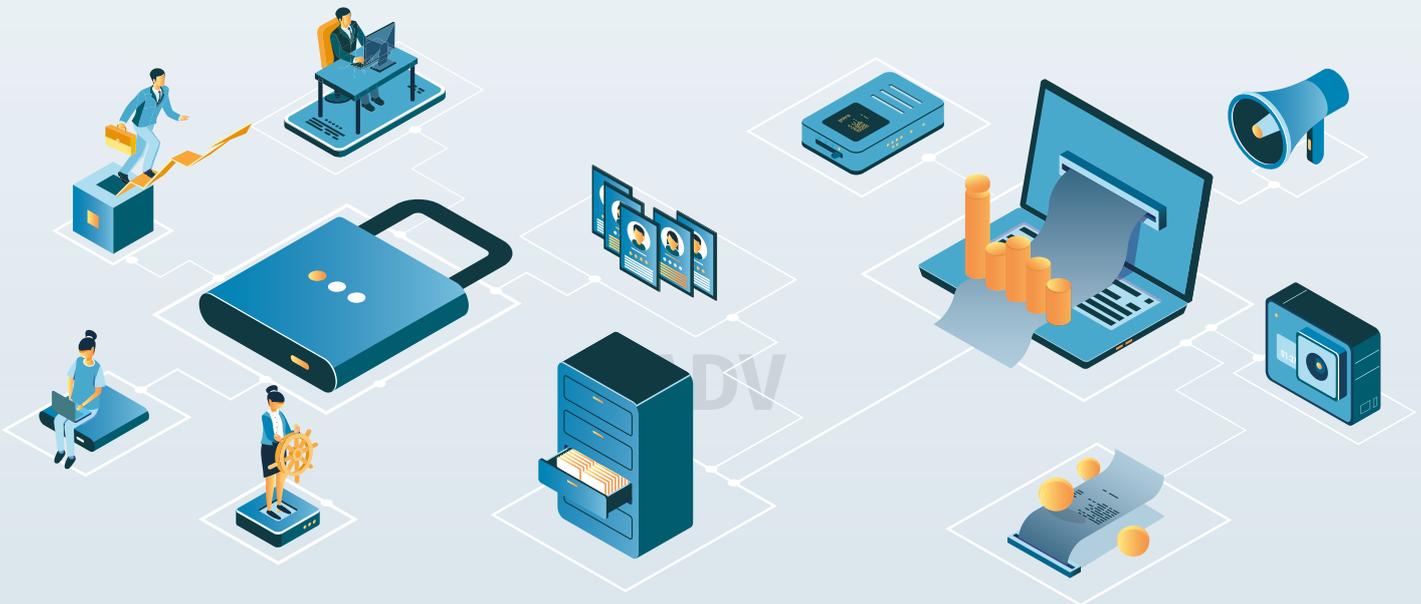
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they are a service we provide to each of our clients. They ensure firms are maximising their return on investment and focus on how they can make the most successful use of InterAction.

We also have an International Client Advisory Board. That's made up of seven firms from the US and seven firms from Europe. We brought them together in North Carolina and London recently and used video conferencing to run an all-day session where we talked about some of the key challenges that face law firms in terms of business development, CRM and engagement with vendors. It's pretty unique for a vendor to put together something like this.

How is your business likely to change following SAGlobal's acquisition of LexisOne?

Previously we had two InterAction businesses that were run separately—one out of the US and one out of the UK. They have been brought together and we now have about 140 people dedicated to InterAction globally. That translates into over 800 years of experience in CRM, legal and InterAction. All of those resources are now available to all of our customers on a global basis. The US team has services that they were providing to their clients, such as a virtual university for example. We can now provide access to that for our clients in the rest of the world. We have 190 clients outside the US and Canada.

How is the legal IT marketplace changing more generally?

There are external factors that have been affecting the legal sector for the last 10 years. There are demands coming from clients and demands coming from employees. By 2025, there will be five different generations of employees in the workforce and that is complex to manage. The younger generation in particular are much more demanding about technology as they have grown up with systems that are very easy to use, like Facebook.

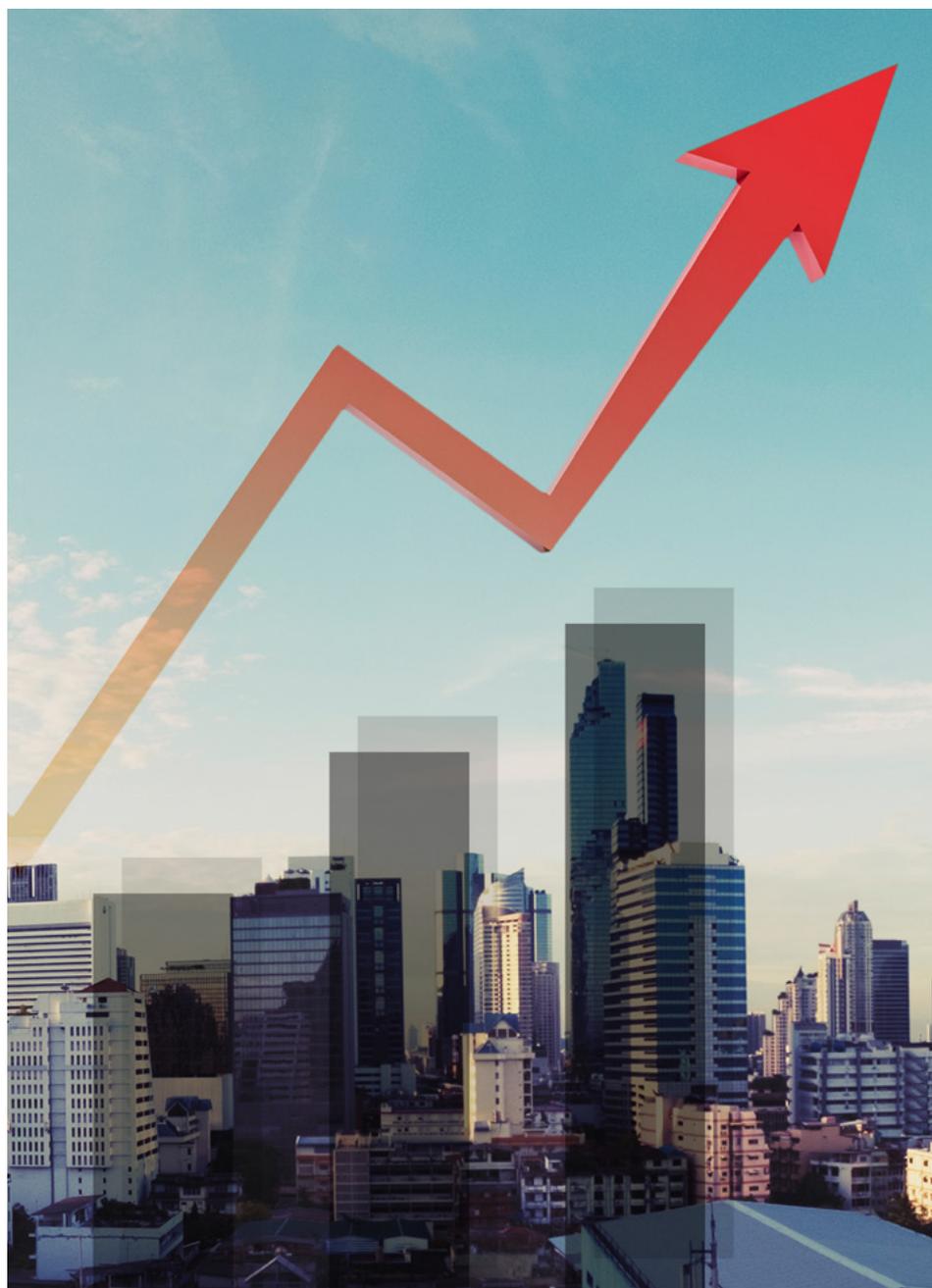
Do you find the younger generation struggle with the tech that law firms use?

Usability is a big issue. How easy is it to purchase something using the Amazon app? That's kind of where we need to get to with business applications. They need to be that easy to use. We've got an underlying 'two-click' principle that underpins all our new developments. If it takes you more than two clicks to do something, that's too many. It has to be simple, it has to be mobile, it has to be highly usable and it has to be automated as much as possible.

What other key trends are you seeing?

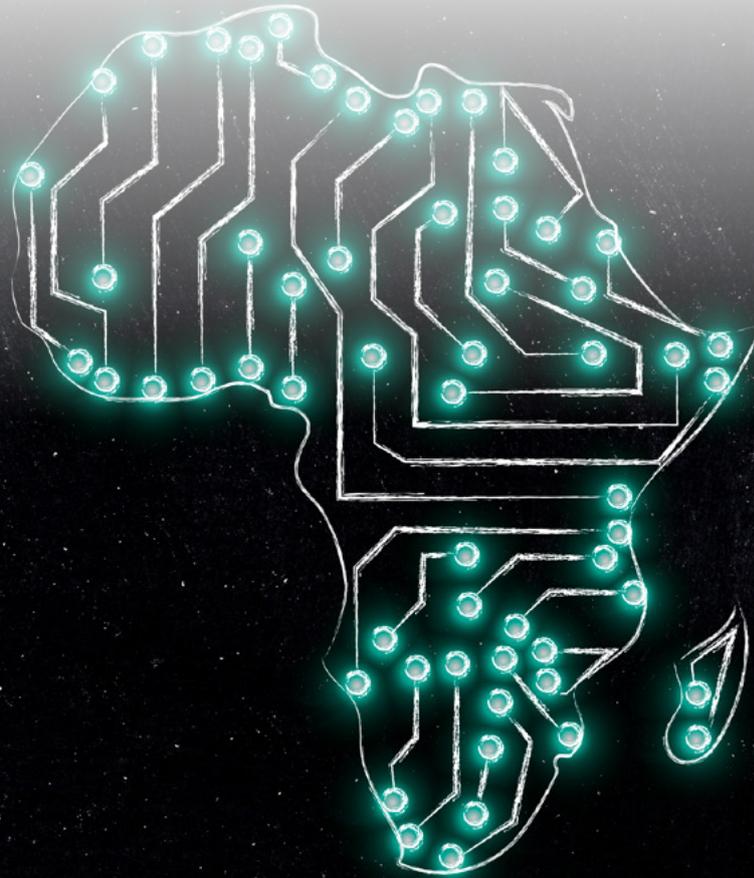
At a recent marketing leadership summit, we ran a round table discussion on data-driven decision making. It was fascinating to hear from 25 European law firms and to hear where they are in terms of maturity, where they aspire to be and what their journey looks like. There is a wealth of data that exists within a CRM system, and when you bring that together with data from other systems in the firm—the practice management solution, the HR solution and so on—that enables the firm to move into truly data-driven decision making. We see that as a big shift at the moment.

Passive data capture is really important. You shouldn't be asking an individual within the firm to do something if you've got the technology that can do it automatically for them. We've had passive data capture for years now in our solutions and firms have embraced it. It gives them the ability to gather high quality data and removes a lot of the load on individuals within the firm.



INNOVATION AND LEGAL TECH IN AFRICA

BY CHRISTINA DUTTON



African entrepreneurs, law firms and tech companies are producing transformative legal service solutions in challenging regulatory and operational environments.

We are accustomed to hearing about the new artificial intelligence applications coming out of Canada, the legal innovation hubs of Europe and the legal and tech firm partnerships of the US. But we hear much less about the African entrepreneurs, law firms and tech companies that are producing transformative legal service solutions

in some of the most challenging regulatory and operational environments in the world.

Technology is expected to become Africa's fastest growing sector. Start-ups raised 50% more venture capital in 2018 than in 2017. The African legal profession is capitalizing on this growth, integrating technology where accessible and

The challenges posed by limited infrastructure, emerging markets and societal conditions have led entrepreneurs and innovators across Africa to develop a different mindset to their counterparts elsewhere

developing new solutions where needed. The fundamental and systemic barriers to access to law and justice that are leading the disruption of traditional processes may ultimately position some countries to become the most innovative legal jurisdictions globally.

Fundamental challenges

The infrastructure capabilities, economics, regulations and societal needs faced by entrepreneurs, tech companies, lawyers and businesses across Africa's 54 countries are very different to those found in Europe and North America. When identifying and benchmarking innovations in legal services, we must look beyond our previous ideas of 'legal tech' to include alternative forms of innovation conquering the more fundamental challenges of these jurisdictions. We see more access to justice, access to law and SME support innovation projects, although more advanced commercial developments are also being pursued by larger African law firms.

Africa's largest economy, Nigeria, has an adult literacy rate of 59.6%. While the literacy rate across the continent is higher among younger adults aged 15-24, there is still a large population struggling with basic legal access because of this problem. The South African company Creative Contracts reformats traditional contractual agreements into comic strips which outline the duties and responsibilities of the parties involved.

The company was created by a lawyer supplying work contracts for fruit pickers and other migrant farmers, helping parties without legal training, the ability to read and write or the ability to speak the same language to enter into binding legal agreements with clearly articulated obligations and expectations.

By 2020, sub-Saharan Africa will have over a billion unique mobile subscribers. Legal entrepreneurs are seeking to capitalize on this market to provide individuals and small businesses with greater access to legal aid and services. One example is Rwanda-based Viamo, backed by telecoms firm MTN. Viamo is a social enterprise administering information on access to justice through

a toll-free mobile service with on-demand pre-recorded audio and text. Another example is Via, a conversational legal voice assistant that utilizes artificial intelligence to give legal information on the go as well as recommend a lawyer in Uganda.

Basic access to the law itself is still a problem in some African jurisdictions. Younger generations, along with more progressive legislatures, are moving their core legal texts online, but some specialized areas are still difficult to find. Tunga Innovations has produced an app that informs users in Tanzania about their employment rights. Zambian platform Apptorney provides legal content that is properly linked, categorized and indexed for more efficient and user-friendly searches. BitShelter is a Ugandan interactive system that disseminates, shares and displays legal information in real time to assist the layperson. JUDY is a comprehensive database of Nigerian case law using artificial intelligence to make legal research fast and easy.

Conservative judiciaries

With many of these access to justice enterprises, we are seeing members of the legal profession forming solutions on their own or with development and tech partners. But many have called out the poor policies, rigid regulations and failings of their governments and judiciaries, which they blame for forcing them to develop these services. External and internal venture capitalists also highlight the systemic failures and restrictions that will ultimately restrict





further growth opportunities for the entrepreneurs and startups filling this space. Educational institutions warn that if young entrepreneurs do not see enough opportunities to contribute to this growth, then they will leave, exacerbating the continent's brain drain problem.

The growing advocacy movement pressuring legislature and regulators to innovate and implement more progressive laws and policies has not gone unheard. National bar associations and regulators are increasingly coming to the table, supporting and participating in legal technology conferences, innovation hubs and hackathons. Across the continent, new partnerships are being forged to tackle challenges and lower barriers. Later this month, the Africa Legal & Tech (ALT) Network will be presenting a legal tech summit in partnership with the Lagos Chamber of Commerce International Arbitration Centre and Law Pavilion, a legal service automation

provider. Members of judiciaries and local governments have been active participants in AppsAfrica's travelling Africa Tech Summit, which has moved between Kigali, London and now Shanghai.

The introduction of new alternative dispute resolution (ADR) legislation also indicates that judiciaries are willing to modernize outdated and rigidly traditional approaches to law in favor of more flexible dispute mechanisms for businesses and individuals. We have seen many different legal tech companies offering ADR-style solutions for rural and low-income people and businesses. Such platforms are springing up all over the continent, including In4Justice in Nigeria, Baobab in Sierra Leone, UlizaWakili in Kenya and Bataka Court Model in Uganda. Success and investment in such services could potentially lead to formalized online dispute resolution in court systems as well.

Across the continent, there has been some interest in technological integration into national and regional court systems. The supra-national COMESA Court of Justice, covering 21 east and south African common market countries, recently implemented a digital justice system in partnership with CaseLines. The secure, cloud-based platform will allow users at COMESA to manage access to cases while also providing a full audit trail for all actions and ensuring the integrity of sensitive data and evidence. The Kenyan Court of Appeal is also currently testing CaseLines in a proof of concept as part of a pro bono initiative. South Africa has begun upgrading all of its civil courts as well.

Legal tech in law firms

Last year, pan-African law firm Bowmans announced that it had invested in Kira, an artificial intelligence (AI) solution, to maximize efficiency in key legal processes across its mergers and acquisitions, private equity and compliance practice

areas. The firm's initial implementation of Kira to legal due diligence reportedly met with success, positioning Bowmans as one of the first in Africa to not only deploy but also train an AI solution in the African legal context.

Leading South African law firm Webber Wentzel announced in 2018 that it had selected legal AI company Luminance to provide document review services for its M&A transactions. We have also seen the multinational firm Dentons launch a new platform in its South Africa offices that leverages different components of legal tech products used in its offices elsewhere in the world to create a unique internal product that is 'built—from the beginning—with Africa in mind,' according to its global chief information officer Marcel Henri.

What's next?

The challenges posed by limited infrastructure, emerging markets

and societal conditions have led entrepreneurs and innovators across Africa to develop a different mindset to their counterparts elsewhere. As a result, they are more likely to disrupt and transform functions and processes at untraditional junctions, which ultimately allow their services and solutions to reach a much larger consumer base in a more transferable way.

Law firms and justice systems globally have been struggling with the slow upgrade of old internal systems. African firms and institutions have the advantage of embracing technologies later in the game, innovating and infusing newer technology into the building blocks and foundations of legal services to overcome their own unique barriers. The groundwork has been laid and what is currently being built upon will change the perception of how legal services are provided and consumed. It will also open up new opportunities to innovate

business, financial and legal transactions across the continent.

Christina Dutton is the Network Coordinator for the Africa Legal & Tech (ALT) Network, a capacity building network established to promote African-led technology solutions for the continent's legal and professional services sectors. As an international project consultant, Christina specializes in cross-border regulation and compliance within the legal, military and security industries. Christina previously served as International Research and Projects Associate at Hook Tangaza, a legal sector consulting, research and advisory house based in London.



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A SINGLE SECURE PLATFORM FOR AI AND OTHER LEGAL TECHNOLOGY

BY ANDREW KLEIN

Reynen Court is offering a single platform through which firms and legal departments can source and adopt new technologies without having to trust firm or client content to vertically integrated SaaS vendors, says its founder and CEO.



WHO ARE WE?

After 12 months of intensive development, aided by incredible support from a consortium of 19 of the largest law firms, Reynen Court has launched a Beta platform that remains only vaguely understood by important participants in the legaltech industry. This article represents an effort to better explain our vision and the company we are building.

We call Reynen Court a single secure platform for AI and other legal technology. What we mean is that we are building a platform that will make it easier for law firms and legal departments to adopt and manage modern cloud-based software applications without having to trust firm or client content to the rapidly growing universe of vertically integrated SaaS providers.

Five pillars comprise the platform (see box). Taken together, these elements constitute what can be understood as an enterprise app store. That's as long as you think of app store in its most comprehensive sense—as a place where you can find and purchase available software applications for sure, but also as a complete operating system

managing the delivery of software to run safely, securely and interoperably on your phone.

We are trying to build a similar experience for the sourcing, deployment and management of enterprise software applications, especially technology built and sold to law firms and legal departments. The apps are meant to deploy to trusted infrastructure under the central and sole control of the law firm or legal department, giving dramatic relief to the current forced choice between deploying to traditional data centers (very inefficient and labor intensive) or to SaaS environments where the storage and computing environments are under the control of the software vendor.

The emergence of virtual private clouds provided by AWS, Azure and Google Cloud are an important part of our vision. Large enterprises, and surely large law firms, still run most of their computing in their own data centers. Over the next few years, most enterprises will exit the business of running their own data centers in favor of outsourcing to the virtual private

cloud offerings of the major providers. Vendors will need to bring to market containerized versions of their software (which then are easily portable). Platforms such as Reynen Court will emerge to help customers manage multi-cloud infrastructure and the orchestration of the containerized apps. The end state is that firms will be able to access modern cloud-based software (all the best new software runs only in the cloud) without having to give up control over security or degrade stability.

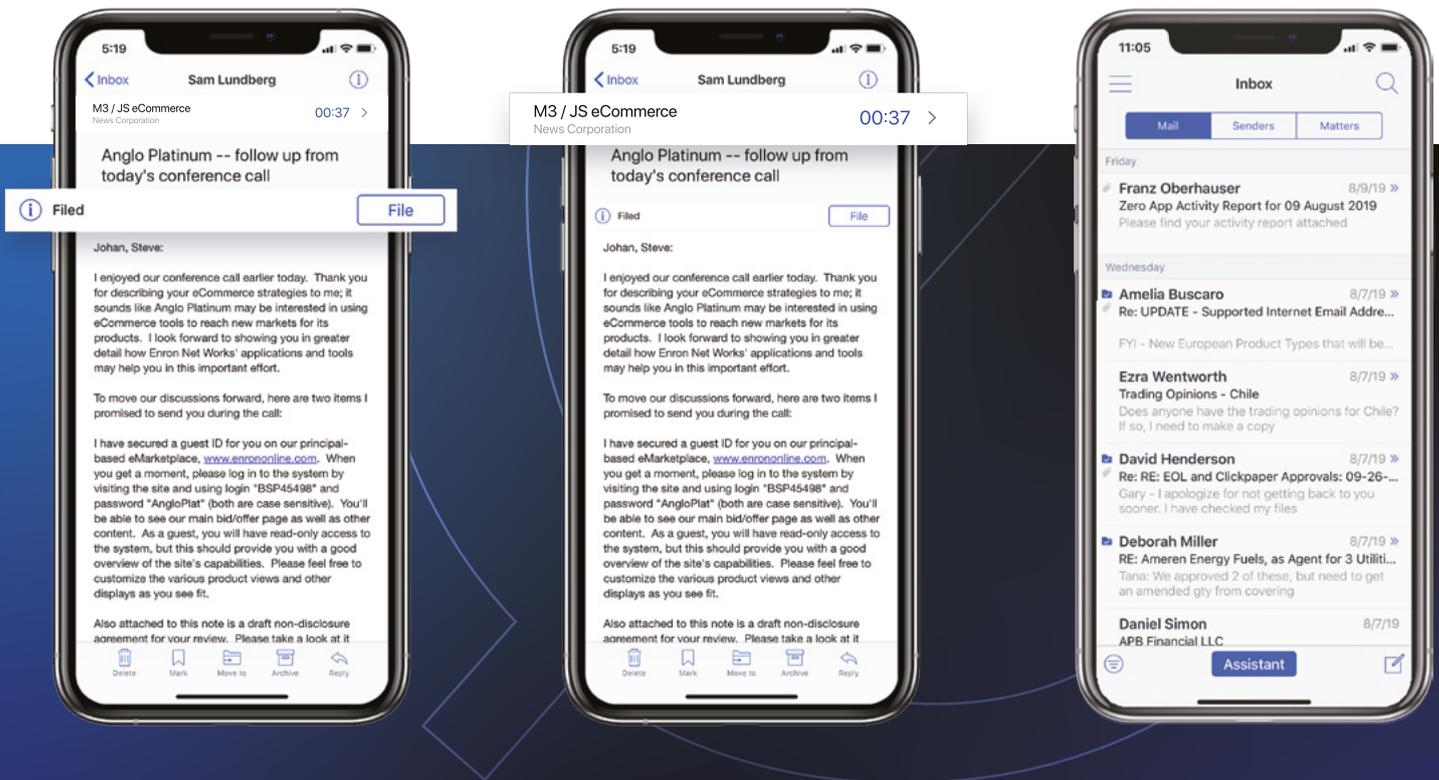
The journey to the cloud will now perhaps mean something very different to what most people have come to expect. Rather than running hundreds of disparate SaaS solutions, enterprises can bring all of their software down to run in a limited number of private clouds under their control. Rather than have to disperse client and firm content to a growing universe of SaaS environments, firms can keep their data safe and sound in infrastructure they trust and bring the software down to work next to their data.

THE FIVE PILLARS

- **Source apps.** Leverage curated content and powerful tools to save time and money in discovering, assessing and purchasing new technology.
- **Run anywhere.** Easily deploy and run applications on infrastructure you trust, whether on your premises or in virtual private clouds under your control.
- **Manage services.** Manage subscriptions and provisioning for all of your software assets through a single, easy-to-use control panel.
- **Measure everything.** Access granular telemetry about the costs of automated services and associated infrastructure consumed on your matters and cases.
- **Drive interoperability.** Accelerate interoperability between legal technology applications by implementing standard integrations, a robust data hub and other utilities.

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WHO AM I?

While they evaluate our vision on its merits, people often ask: so who the heck are you? Where did these ideas come from?

I am certainly not a legal technology veteran or even a practicing lawyer. But I do have a pretty good story.

I graduated from Harvard Law School in 1986 and clerked on the Second Circuit Court of Appeals before working as a transaction lawyer at Cravath, Swaine and Moore for six years. In 1992, I jumped out the window to become an entrepreneur.

My first company, Spring Street Brewing, made America's first Belgian-style wheat beer. We called it Wit. In 1995, applying my experience as a securities lawyer, I built a simple website, registered shares in the beer company with the SEC and then launched the first ever initial public offering through the Internet. Raising capital through the internet was a good idea and so, over a weekend, I recruited a high school friend to run the beer company and wrote a business plan to launch an investment bank dedicated to helping other companies raise money online. I called the new venture Wit Capital after the beer.

Five years later, Wit Capital flourished with the Internet boom. The company grew to over 600 people and by 2001 recorded more than \$350 million in annual revenues, arranging the online distribution of shares in more than 300 initial public offerings. Wit Capital itself went public in 1999, acquired the investment research and trading boutique Soundview Technology and was ultimately acquired by Charles Schwab.

I moved to Amsterdam with my Dutch wife and growing family and over the next decade and a half co-founded two asset management firms, Skybridge Capital and Ultra Capital. In between those ventures, I created and led Spotzer Media, a provider of digital advertising solutions to local businesses.

In 2017, out looking for another big idea, the new generation of artificial



Andrew Klein - Founder & CEO - Reynen Court

intelligence start-ups targeting the legal industry caught my attention. As I looked further, I saw literally hundreds of companies offering or developing new technology for the legal industry.

At the same time, from conversations with friends at big law firms, I was struck by how little had changed in the basic infrastructure underpinning even the largest practices—and as a result, how difficult it was for firms to adopt modern technology or achieve genuine business transformation.

Rather than pursue the development of a single purpose AI application, I concentrated on a larger opportunity: to help firms and vendors of legal technology adopt new standards and approaches that could remove the barriers that were preventing meaningful modernization.

While I counted a number of areas where friction was evident, I focused first on the most significant obstacle. This was the clear disconnect between the fact that on the one hand, most modern computing applications are designed and built to

run in the cloud while, on the other hand, large firms still run nearly all of their software on-premises in order to maintain direct control over security, data protection and stability.

The plan for Reynen Court crystallized fairly quickly in the second half of 2018. A consortium of major law firms would help influence application vendors to bring to market containerized, portable versions of their software, while Reynen Court would build a single platform through which firms and legal departments could easily source and adopt new technologies without having to trust firm or client content to the growing universe of vertically integrated SaaS vendors.

Today, more than 70 law firms and legal departments have lined up to license our platform. Over a hundred third party vendors are working to make their products available through it. Slowly but steadily, we are trying to explain to a wider audience why law firms and legaltech vendors are.



GET SHIT DONE

Our Legaltech Legend for this issue is Ajay Patel, the founder and CEO of the file-sharing

and collaboration platform HighQ, acquired by Thomson Reuters in July.

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

My venture into the legaltech space began in 2001 when I started HighQ. In my previous role, which led to interaction with the legal industry, I saw that many large law firms were developing their own in-house secure file sharing tools (known as 'deal rooms'). These projects were expensive and time-consuming, and the results were not always a hit with the lawyers or the clients.

I also realised that many other firms would not have the resources to deliver something like this. There was a clear gap in the market. I started HighQ to build the best secure file sharing platform for law firms, and the plan was to provide it as a hosted service.

What has surprised you most about our industry?

I have been working in legaltech for 18 years, and for most of this time, the industry has moved very slowly. While other sectors were undertaking large scale digital transformation, legal stayed still... until recently. Over the last 4-5 years, we have seen an unprecedented pace of innovation and investment.

I think the catalyst for this change has been multifold. There has been pressure from clients for more fixed fee work (and therefore a necessity to create efficiencies) and increased investment from the private equity community. In addition, there is a new breed of technology-savvy lawyers who have left the profession to develop innovative companies to effect change. Having seen such little appetite for change for so many years, this has been a very welcome surprise for me.

What advice would you give to a legaltech newbie?

The best advice I can give to anyone new to this sector is always to think about the client with every decision you make. Legal is actually a small industry and one where everyone talks and everyone knows each other. Our clients all go to the same conferences and are very collaborative and willing to share their experiences. Good news and bad news travels fast—you have a personal brand to protect, and you are the brand ambassador for your company.

Your first thought should always be how you can make your client happier. If a client has been kind enough to give you their time, never waste that opportunity. Always bring an idea to the table rather than waiting for them to come up with one. If they are sharing their frustrations, show empathy and take the time to understand their pain points—and focus on delivering a solution to their problems.

Always prioritise activities that will make your client happy, be proactive and efficient, and never get complacent. Customer-centricity should be the foundation of your business.

When have you been most satisfied in your life?

Like most people, I can talk about the birth of my children, but I assume you are looking for something unique to me. I guess that would have to be in 2010-2011 when, after 10 years of running this company, I finally received validation that I had the makings of a good business and started to onboard clients in volume.

The catalyst for this change was that the legal market finally started to accept the cloud. My entire business model was built

Customer-centricity should be the foundation of your business

on the premise of providing a hosted service. Initially, prospects really liked the product but were uncomfortable with having it hosted outside their own environment. That changed in 2010. I finally realised that the last 10 years had not been in vain and that I would be able to deliver on the promise that I had made to my family and my employees.

What do you consider to be your best achievement in your professional life?

It's strange, but when I look back on the HighQ journey, I don't see my biggest achievement as starting a company and taking it to a successful exit (though of course that is up there). My most significant achievement, the one that gives me the most satisfaction, is knowing that HighQ created so many wonderful careers and that many of these people will go on to do some great things for this profession. We employed approximately 400 people—and these are the folks that made this company such a big success. Knowing that we were able to introduce a new generation to this profession, help shape their careers, support their families and give them a real sense of purpose—that is my biggest achievement.

HighQ started in 2001. We were one of the earliest legaltech companies, and I am convinced that going forward, many of our employees will play a significant role in shaping the future of this industry.

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

As a founder and long-term CEO of a company, over the years, new founders have often reached out to me for advice. Given the natural empathy that I have for these folks, I have always made time for them and this is something that has felt very satisfying. It's an area that I would like to explore further—the opportunity to mentor others and help them to achieve their goals.

That is not to say that I am smarter than the new guys—quite the opposite! I've made enough mistakes in my time before getting to the right answer. To be able to pass this knowledge on to a new generation of young entrepreneurs and enable them to reach their goals more quickly would be really worthwhile. To do this right, I am likely to need some coaching, as mentoring is not only about business but also about helping people through tough personal times. As a founder myself, I went through periods of self-doubt, motivational struggles and learning how

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It's ok to make mistakes! Fix them quickly and move forward

to deal with my family. Don't underestimate the sacrifice they have to make when you embark on a mission like this. Mentoring is undoubtedly an area where I would like to learn more.

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

- I am a qualified lawyer
- I was a qualified lifeguard
- I didn't earn a salary for six years

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

This is a good question and one that I would prefer to answer in 12 months' time. I sold the company in July 2019, and up until then, there had been time for very little outside of work. The time that I did have was focused on the children. Now, as part of Thomson Reuters, I still have important work to accomplish, but the work-life balance has been restored. I am spending more time with the kids, and most importantly, I am 'in the moment' rather than being distracted.

I also intend to take up golf again and to take more holidays. The world is a big place, and I have not really experienced it.

What is your favorite quote?

From a business perspective, my favourite quote is simple—'Get shit done'. I think this is relatively self-explanatory, but ultimately, it is what you do that matters, not what you say or

think. It's about execution—the world moves quickly, and you must always be making things happen, delivering progress and moving the needle. Nothing about this quote implies that you must get everything right. It's ok to make mistakes! Fix them quickly and move forward.

What question should we ask to our next Legaltech Legend?

If you are deemed to be a Legaltech Legend, you must have accomplished something special for the sector. How much of that was down to luck and how much of it was down to the things you did to make it happen?

If we brought in your best friends in legaltech and asked them, with you outside the room, what do they like and respect about you and your approach to legaltech, what do you think they would say? (Question from previous Legaltech Legend, Dennis Kennedy)

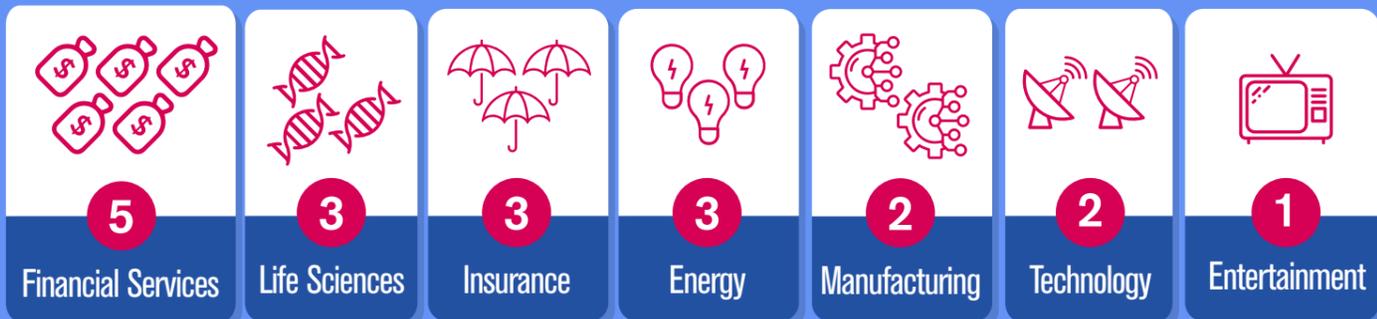
'He tries his best to uphold the core values that he wants to instil in his employees and his company—humility, respect, empathy and passion. He believes in empowering his employees and would be the first to say that the success of this company was entirely due to the people on the ground who execute every day and get shit done.'

He believes that the most successful companies are those that continually strive to improve customer service and never get complacent about their customers. His empathetic nature drives his passion for looking after the customers—it is not just about landing the deal and moving on to the next one. The level of service that he strives to achieve is more than just maintaining a good relationship. He wants to build a pro-active one. Ensuring clients are heard is crucial to him, and he takes their views seriously to shape the service, the product and the company as a whole.

He doesn't always get it right, but he will own his mistakes and fix them quickly.'

PARTICIPANTS

19 In-House Lawyers and Corporate Leaders



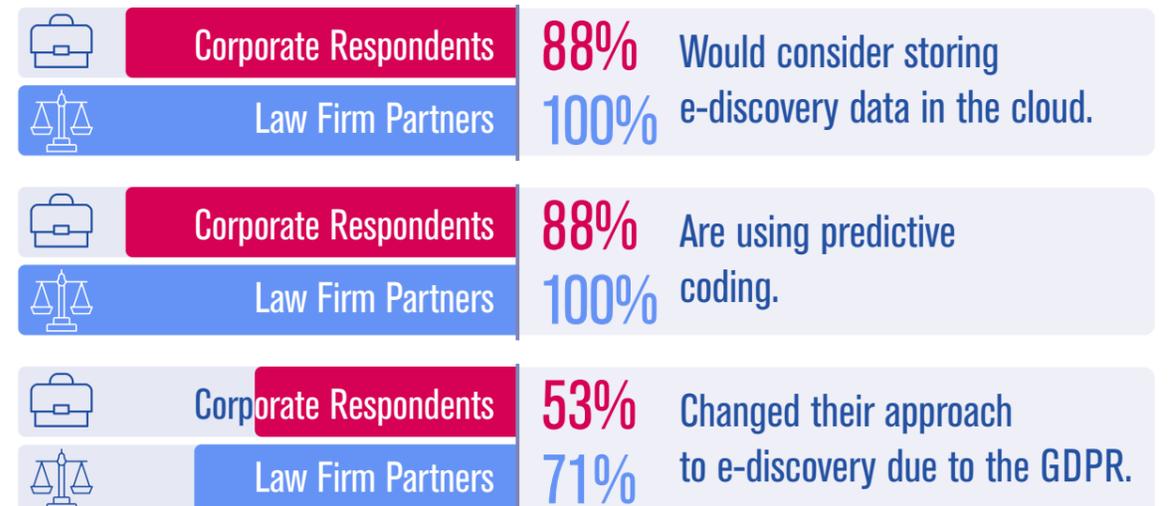
Most Frequently Cited Trends | Market Direction | Leading Areas of Investment



KEY FINDINGS FROM CORPORATE RESPONDENTS

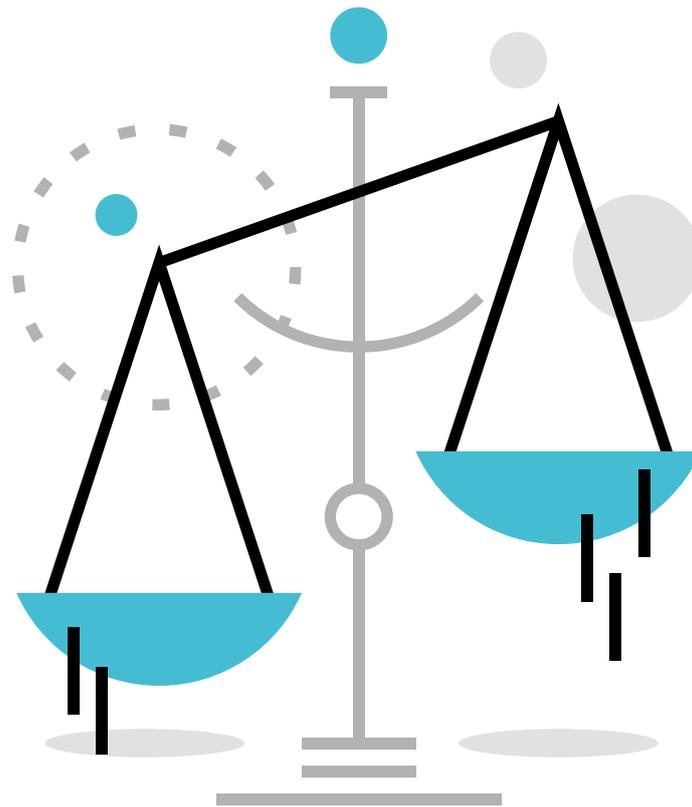
- 88%** Prefer multiple pricing options.
- 71%** Recently used managed review services.
- 72%** Need international e-discovery services.
- 71%** Integrated their e-discovery tools with Office 365.
- 76%** Make the decision to select an e-discovery provider.
- 76%** Would consider an e-discovery services subscription.
- 56%** Are bringing more of their e-discovery process in-house.
- 75%** Engage in e-discovery beyond regulatory or litigation matters.

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THE VERDICT



MACHINE LEARNING ISN'T ROCKET SCIENCE

Are AI projects limited to big law firms with big workforces,
big budgets and big data?

*It may be smaller firms with more
flexible staffing and billing models
that benefit the most from AI*



Brad Blickstein
Principal
Blickstein Group

There is no reason why AI projects should be limited to big firms and big budgets. Many AI-powered tools are designed to improve efficiency and productivity. Simply put, they allow the knowledge of a few subject matter experts to be amplified and applied to a large number of legal tasks.

AI-powered contract lifecycle management tools, for example, can automatically identify key clauses (such as change-in-control provisions) in a large number of contracts as part of due diligence. Such a tool evens the playing field for a smaller firm which may not have the bench of junior associates but otherwise has the high-level talent to document and negotiate the transaction.

Another reason smaller firms can benefit from AI-powered tools is that AI does not damage their existing economic models. A tool that does a full day of associate-level work in 10 minutes creates two problems for traditional big firms: what to do with that associate and how to bill for 10 minutes of work. Smaller firms, who may not have that associate on staff and are comfortable with flat fee arrangements, do not face either issue. They can benefit from AI, and if they have more flexible staffing and billing models, they will be the ones that benefit the most.



Beau Mersereau
Director, Legal Technology Services
Fish & Richardson

Machine learning is not limited to big firms. Microsoft and Google are actively working on machine learning solutions that integrate into their platforms. For example, we are routing help desk tickets with Azure Cognitive Services. That integration didn't require a developer to build, and the machine learning model was not difficult to build, test or deploy. While that example is a simple one, you can do far more with Azure Cognitive Services. Microsoft's LUIS uses Azure Cognitive Services to help you build a bot, for example.

Microsoft and Google are trying to bring machine learning to the masses, i.e. the small firms. Machine learning isn't rocket science. The biggest issue that small firms will have to deal with is their data. Machine learning requires useful data, and many law firms will struggle to find suitable datasets that can be used to train machine learning models.

Azure Cognitive Services has a simple UI that makes it viable for small firms.



Brett Burney
Principal
Burney Consultants

It's important to understand that AI isn't some gleaming, new-fangled, magic appliance. It's the practice of teaching a machine to mimic a human, which is something we've been trying to do for centuries. The goal of today's AI is to train high-powered computer processors to mimic the thought processes of humans. It sounds apocalyptic, but it's all very logical.

If you ever used Dragon Dictation or NaturallySpeaking (or the old IBM ViaVoice), the first thing you had to do was 'train' the software. You read sentences, the computer attempted to transcribe your dictation, you made corrections—then it was rinse and repeat until the computer flawlessly transcribed your spoken words into editable text. If a small-firm lawyer could make this work, they could be miles more efficient than a large-firm lawyer who insisted on

manually typing every word. In that light, AI could enable smaller firms to achieve more because they would effectively be taking advantage of progressive technology.

In order for small firms to understand how AI can revolutionize their practice, they just need to understand that it's not about robots taking over their jobs. It's about embracing technology to enhance and augment the work they're already doing. The idea of 'auto-correct' was a crazy, sci-fi concept a few years ago, but no one would dare type an email or document today without relying on the computer to double-check the accuracy of their work. When you break down AI in this manner, you see immediately how it can revolutionize your practice, regardless of the size of your staff or budget.

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– James Lee, Chief Technology Officer

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