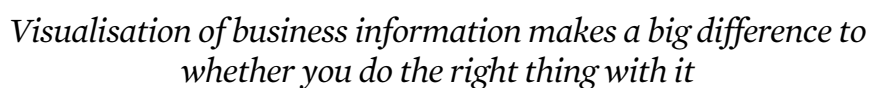





## SMARTER LEGAL BUSINESS MANAGEMENT

Industry analysis of how data's presentation drives better business performance



 @DWReporting  
#drivenbydata

[www.dwreporting.com](http://www.dwreporting.com)



# DWReporting

Finance Systems & BI



# Editor's letter



## Who we are...

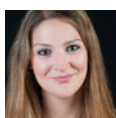
Briefing is published by Legal Support Network, the only media and events business focused on legal business services



Richard Brent is the editor of **Briefing**. He likes to get out and meet as many readers as possible, so contact him at [richardb@lsn.co.uk](mailto:richardb@lsn.co.uk)



Rupert Collins-White is editor-in-chief of **Briefing** and head of content and community for LSN. Contact: [rupertw@lsn.co.uk](mailto:rupertw@lsn.co.uk)



Holly McDaid is **Briefing's** client services executive, responsible for managing all our supplier insight. Contact: [hollym@lsn.co.uk](mailto:hollym@lsn.co.uk)



Sarah Cox is Legal Support Network's head of client services. She ensures everyone's happy. Contact: [sarahc@lsn.co.uk](mailto:sarahc@lsn.co.uk)

## Talk to us

**Briefing** on Twitter  
[@Briefingmag](https://twitter.com/Briefingmag)

Email us your thoughts  
[briefing@lsn.co.uk](mailto:briefing@lsn.co.uk)

Find all our back issues online  
[www.lsn.co.uk/Briefing](http://www.lsn.co.uk/Briefing)

Join the **Briefing** LinkedIn group  
[bit.ly/BriefingLinkedin](https://bit.ly/BriefingLinkedin)

Write us a letter (remember those?)  
**Briefing magazine**  
Legal Support Network  
20 Mortlake High St  
London SW14 8JN

This month's interviews were all transcribed by:

**TRANSCRIPTIONSERVICES**  
from IntelligentOffice™

W

hile not necessarily loving change, a lot of law firms are, at least, learning to accept it. Millennials' voices are now louder than ever. And managing the need to be 'always on' for clients is the tiring trade-off to the more agile mode of working that's a key demand.

You've got to keep on keeping up.

Of course, it's one thing to bend your ways to the will of bill-paying clients and the people keeping your business going. It's quite another to have a big change foisted upon you by a bunch of politicians (whether sitting in London or Brussels).

With this in mind, I can't say I really expected many firms to look terribly favourably on the prospect of a Brexit from the European Union (which you might have heard is currently up for discussion). If it ain't broke – and there I mean really and truly broke, not just needing a bit of a shake or slam – well, don't go out of your way to fix it, no?

But in this game we don't go on hunches. So instead we've taken it upon ourselves to go out and ask you. It's actually been one of the best-attended surveys we've run since I've been editor here, so it's clearly a topic that's taking up a bit of your head space.

And yes, those views are pretty clear. Almost two-thirds (65%) of readers polled think a

Brexit would definitely be 'bad' for their firm. Although a further third are as yet 'undecided', just 5% can say with certainty that the future would look brighter outside the fold.

If you only look at readers in the top 25 firms, the balance shifts rather dramatically. Although 5% still feel the firm would be better off 'out', just a quarter are undecided, and 70% think it would be in the firm's interests to stay put.

And more than a quarter (27%) of readers at top 100 firms say that leaving the EU would mean their firm would have to "significantly change the way it works now". That rises to 43% when you just count top 25 firms and half of them if you dice down to the top 10.

There's an assumption there, of course, that these are changes they'd really rather not make. But the sentiment that EU withdrawal would present problems rather than solutions for legal business is backed up by the rest of the data (on p8). We'd love more detail – so do get in touch if you've a view either way!

RICHARD BRENT **EDITOR**

# GET REAL ABOUT MARKETING PAYBACK.



THOMSON REUTERS  
**ELITE™**

## INTRODUCING BUSINESS DEVELOPMENT THAT CHANGES THE GAME.

Today it's about getting results. And proving value. All-new Business Development technology from Thomson Reuters Elite™ helps you achieve both throughout every stage of the marketing life cycle, in ways never before possible. You can plan with competitive intelligence and trend analysis. Engage clients and prospects with email, list, and campaign management. Convert prospects with the right people doing the pitch. And prove ROI with advanced analytics. Game-changing advantages for law firm marketing leaders.

DISCOVER A BETTER WAY AT [ELITE.COM/GETREAL](http://ELITE.COM/GETREAL)



THOMSON REUTERS™



See a mobile interactive preview;  
scan code with your smartphone.

© 2013 Thomson Reuters L-385654/7-13  
Thomson Reuters and the Kinesis logo are trademarks of Thomson Reuters.



# Inside this month

18

*Pop goes the process*

**“What incumbents choose to do when they notice disruption is very important.”**

Libby Jackson, global head of alternative legal services, Herbert Smith Freehills



**Briefing** is the only legal business management title, and is focused exclusively on improving the work and worlds of law firm management leaders. Every issue is packed with relevant insight and lessons from peers and pros.

## UPFRONT

**06 Our view** Everyone's after a piece of the legal tech pie – and Australia's looking like quite a tasty topic too

**07 What's on your radar?** Stuart Fuller, global managing partner, **King & Wood Mallesons**

**08 Database** Our poll of how you feel a Brexit could affect your legal business

**09 Reading list** Stuart Dodds at **Baker & McKenzie** reviews the Legal Procurement Handbook

## FEATURES

**12 Seeing is believing** Today's businesses are doing a lot more with data, but also empowering employees to do it for themselves

**18 Popping power** Libby Jackson, global head of alternative legal services at **Herbert Smith Freehills**, on how business change can helpfully pop up

## BRAIN TRAINING

**22 Facing mortality** Jonathan Bond, director of HR and learning at **Pinsent Masons**, on bereavement at work

## INDUSTRY VIEWS

**26** The team at our issue sponsor **DW Reporting** on why data visualisation has to be a bespoke business for law firms

**30** Elisabet Hardy and Patrick Hurley at issue sponsor **Thomson Reuters Elite** say customisation isn't necessarily the best solution

**34** Greg Murphy at **Wilson Legal Solutions** says lawyers and analysts need their data to look different

**36** Dean Sappey at **DocsCorp** on why cloud is key to more cost-

effective document comparison and timely collaboration with clients

**38** Brent Turner at **Peer Monitor** on how benchmarking adds value through insight into the values of others

**40** Barry Talbot at **Informance** on how macro business trends are changing a firm's data demands

## REAR VIEW

**42** Simon Harper at **LOD** on the long-term promise of a less typical career path

## TRANSCRIPTION SERVICES

from **IntelligentOffice**™

Save money by outsourcing your document production to us.

Visit [intelligentofficeuk.com/cost-calculator](http://intelligentofficeuk.com/cost-calculator)

## OUR VIEW

# Teching the stand



**A**re you getting the feeling that big(ish) law firms are finally feeling a burning desire to ‘do’ technology like so many of the rest of us – or rather not like me so much, but certainly a lot more like what might be termed their somewhat lower-cost competition?

It may be 1 April as I write, but I kid you not. Almost a year ago **Herbert Smith Freehills** launched its ‘global alternative legal services business’, combining the Australian offices’ ‘information logistics’ expertise with London’s ‘disputes data management’ service. Its document-hungry Belfast operation is heavily involved in the gig, too (and as it happens we’re delighted to chat to Libby Jackson, former Belfast director, now global head of the new combined outfit, in this very issue).

Now, in March 2016, fresh from hiring former **Axiom** UK managing director Nick West into the newly created role of chief strategy officer, **Mishcon de Reya** has launched an in-house e-discovery facility – apparently “making it the first law firm in the UK to provide e-discovery services in partnership with a technology provider.” Firm, plus provider (called **Unified**) – plus software developer **kCura** – equals **Mischon Discover**. E-disclosure manager Richard Legge boasted: “Mishcon de Reya spotted an inefficiency in the way law firms manage e-discovery and, true to form, has decided to tread new ground in order to address this.”

Meanwhile, whether it involves automation or otherwise, over at **Ashurst** they’re singing and dancing over joining the the growing fray of firms offering to do clients’ own work for them. New team ‘Ashurst Advance’ promises (once more, Australian-led) process expertise for maximising total matter efficiency, as well as insights from the

emerging field of ‘materials process efficiency’. Techies are involved right up to the hilt. Brisbane-based (so that’ll be Australia again) Tae Royle leads a ‘global legal technologist team’ focused on saving time (with no less accuracy of course) – and containing, the firm says, “an unusual combination of legal background and software expertise.” If that weren’t enough, Ashurst Advance also builds in R&D capability for coming up with even brighter ideas in future. Head of strategic projects Mark Higgs says: “A key priority has been aligning ourselves with the very latest developments in legal IT, which is fast becoming an industry in its own right, following on from the explosion in fin-tech since 2008.”

And finally, following a deal last year with **DLA Piper** and this year’s merger with **Adventbalance**, **LOD** (the folk formerly known as Lawyers On Demand) is helping DLA to take flexible lawyering out to ... Australia! Fair dinkum, say we. Jonathan Brenner, LOD’s co-founder, declared: “We’ve taken New Law global, and in doing so have created the perfect storm.”

Some partners will no doubt still be having a good old mutter at such a claim. More of a foolish storm in a teacup, you think? Well, grab a technologist or two (if there are any left), even on flexible rates. If nothing else, perhaps they’ll help you to prove it. ▲

**Over at Ashurst they’re singing and dancing over joining the growing fray of firms offering to do clients’ own work for them. New team ‘Ashurst Advance’ promises (once more Australian-led) process expertise for maximising total matter efficiency.**



# WHAT'S ON YOUR RADAR?



**Stuart Fuller**, global managing partner at King & Wood Mallesons, has another five-year term to make the most of. He reflects on his highlights to date and what still needs to be done.

## **Q** What's your top priority on being reappointed?

**A** We're a firm that's striving for consistency and a 'one team, one firm' approach. To achieve this, our stated strategy – and my key priority – is to be fully functionally and financially integrated. We have global practice teams, supported by global practice coordinators, alongside global client account management across a number of our clients. But we still have some way to go until full financial and functional integration.

## **Q** What's the most enjoyable part of your job?

**A** Each day I am able to work with an exceptional group of people – from different social, cultural and educational backgrounds – who come together to grow and develop the business, with a focus on delivering quality service for top clients. By combining our passion and skills with that of our clients, it enables us to achieve great things, which is hugely enjoyable to be part of.

## **Q** And what's the most challenging?

**A** As global managing partner, I have and will continue to make some difficult decisions to drive our business

forward. Bringing all the owners of the business along with me on this journey – and delivering a successful and profitable business – can be a challenging balancing act.

Being a global firm and transitioning from being a combination of strong regional firms to a global leader firm, which is going through a lot of change on the road to global integration, also brings with it a unique set of challenges. It is critical that I work closely with regional management teams to ensure we have common goals and reach our aspirations.

## **Q** What's the most innovative thing you've seen in force in any firm?

**A** Looking through our unique lens, as Asia becomes a critical part of the global legal market, we think that in five to ten years there will be a new breed of regional law firms. These firms will have leading market positions and will embrace a more innovative business model, which will provide a broader, but better refined, range of solutions to its clients' business needs. Luckily, King & Wood Mallesons has this first mover advantage in this space.

## **Q** What's the firm's biggest long-term challenge?

**A** We're seeing far more innovation in the way that firms run their businesses. There is a push for firms to offer a more integrated variety of services to clients. Premium legal advice will always be one part, but there will also be some work around legal process outsourcing, which will become too big to ignore.

A lot of the work we do, whether it's discovery on litigation or due diligence on M&A, may need to be developed into more of a process using technology as much as legal skills. Firms will have to adapt around that.

## **Q** What are you most proud of doing at any business?

**A** Creating a new choice of law firm brought together by the merger of three heavyweight regional firms – and the first law firm able to practise PRC, English, Hong Kong, Australian and a range of European laws – and seeing relationships develop between people that results in increased understanding, collaboration and focus across the firm is a source of huge personal pride for me.

## BREXIT the legal ins and outs

We know that law firms are interested in the outcome of the European Union referendum. It's a pretty big deal for them to advise clients on. And they're recruiting specifically for the purpose. In February, **Pinsent Masons** hired Douglas Alexander, former secretary of state for international development under Gordon Brown. His 'strategic adviser' role is to centre on "doing business responsibly" – providing perspective on matters such as equality, compliance and ethics – but the firm was clear that his short-term priority would be assessing key issues in the referendum, as well as the part for business in informing the wider debate. Other firms have formed teams to lead on the topic, as some did for Ebola when that was making headlines just over a year ago.

But what could a Brexit vote come June mean for a legal business itself? We polled **Briefing** readers (anonymously of course) for some views on the likely risks or rewards.

# 30%

OF READERS ARE  
"UNDECIDED" IF A  
BREXIT WOULD BE  
'GOOD' OR 'BAD'

# 5%

OF TOP 100 BRIEFING  
READERS THINK A  
BREXIT WOULD BE  
'GOOD' FOR THE FIRM

# 65%

OF READERS THINK A  
BREXIT WOULD BE 'BAD'  
FOR THE FIRM

### If the UK left the EU, would your firm need to significantly change the way it works now?

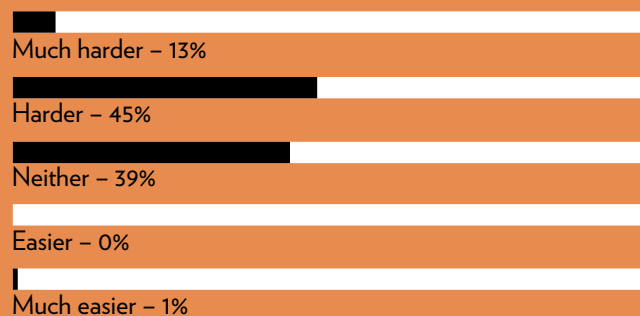
READERS IN TOP 100 FIRMS

Yes **27%** No **47%** I don't know **26%**

READERS IN TOP 25 FIRMS

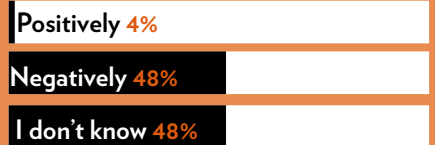
Yes **43%** No **23%** I don't know **34%**

### Would a Brexit make it 'harder' or 'easier' for your firm to grow internationally? (readers at top 50 firms)

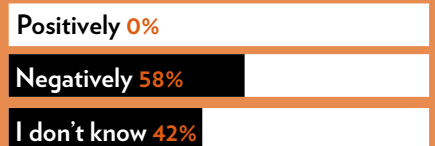


### Would a Brexit positively or negatively affect your firm's ability to offer people development opportunities internationally?

READERS IN TOP 100 FIRMS



READERS IN TOP 10 FIRMS





## READING LIST

# A force for good value?

A new article collection proves a timely reminder that firms should communicate with procurement as true peers, says Stuart Dodds, director of global pricing and legal project management at Baker & McKenzie



**L**et's face facts. There's much suspicion of procurement in the legal profession, both as a function and a contributor of value. The perception that it's merely focused on cost, at the expense of value and relationships, is so often heard in the corridors of power you may think you're battling 'dark forces' in the latest Star Wars movie rather than working in law.

The Legal Procurement Handbook will go a long way to debunking the myth of procurement's role within the legal space (no pun intended), and is a very welcome addition to the growing pantheon of legal business books focused on the three 'Ps' (pricing, procurement and project management). Indeed, given outside counsel spend is often one of the top three areas of external spend, it's perhaps surprising it has taken as long for a book such as this to be published.

The title, though, may be misleading, because law firms will also clearly benefit. I'd say it's required reading for those in business development, pricing or practice management roles, as a minimum. There's much to take away, whether novice or seasoned veteran. Each chapter addresses a major theme. And if some points are quite basic, the majority provide good insight into key factors for a rewarding relationship between firm and client.

But having been a procurement consultant in the past (one who changed sides), three things really stood out.

First, it's incumbent on the law firm to

differentiate its value to their client, not the other way around (but how many firms effectively do this today?).

Second, what influences client satisfaction and retention is how firms communicate and manage their costs (I'd draw some parallels with Pam Woldow's concept of the 'low-delta law firm').

And third, firms need to recognise the role that procurement is there to play and proactively develop a dialogue. To quote directly: "The overall relationship with procurement is important because firms are increasingly required to do more than provide expert legal advice: they are expected to contribute to the overall effectiveness and efficiency of the legal function." A true 'peer to peer' relationship between law firm and procurement will go a long way.

If I had a quibble, it's that the structure can make reading slightly disjointed. It is perhaps best that the reader dips into specific areas of interest. Some articles have also appeared (in amended or revised) form before. The Legal Procurement Handbook is by far the most comprehensive collection available to date – but owners of other (more expensive) publications may feel slightly aggrieved.

In sum, it's a very timely, useful and thought-provoking book. The topics could help to foster more collaborative relationships both among those in legal procurement, and with their law firm peers. For that, the contributors should all be warmly congratulated. ▴

**Publisher:** Buying Legal Council  
**Date:** 2015  
**Price:** £35

**"The Legal Procurement Handbook will go a long way to debunking the myth of procurement's role within the legal space."**



## NEWS FROM THE THOMSON REUTERS ELITE COMMUNITY

Welcome to the very first Thomson Reuters Elite update in Briefing Magazine. It's great to open up new channels of communication with the Elite community, to share knowledge and promote conversation across our global network, including our customer base of nearly 3,000 law firms. 2016 has been a busy year so far, with a number of clients going live on 3E and many more coming down the track. Plus, our new Client Advisory Board is providing invaluable feedback on a range of issues. It's an exciting time at Thomson Reuters Elite—thank you for all your engagement!

**Are you an Elite client?** Join the discussion with your peers online at the Thomson Reuters Elite Community and visit <https://customerportal.elite.com>

### Recent Thomson Reuters Elite Community Updates

- A fantastic VANTAGE 2016 Asia Pacific Regional Conference in Sydney on March 9 – 10. More than 150 delegates attended 40 sessions across an action-packed two days, with a number of really engaging user group meetings and a thought provoking key note address from Thomson Reuters Elite Management on our commitment and growth in the Asia Pacific region, as well as exciting advances with technology.
- We're delighted 3E has now passed the '100th go live' milestone, with Cranfill Sumner & Hartzog LLP joining the 3E community—with more than 25 firms set to go live over the coming months.
- eBillingHub shattered its annual record in 2015 processing more than \$36B in invoice revenue. This marks a 37 percent increase in revenue billed, validating that eBillingHub has a positive impact on firm revenue by helping clients better manage receivables, reduce write-downs, and dramatically improve cash flow.



**Q.** What can you expect from the new Mattersphere upgrade?

### Your Questions Answered

**A.** Mattersphere 7.1 delivers a really fresh, intuitive experience. A new interface which more closely aligns with what users are used to seeing in Microsoft Office, with customizable navigation tree, plus increased search functionality within the Admin Kit—something we know customers were keen for. It launched on March 15 and user reaction has been great so far. Let us know your feedback!

### Client Spotlight

Headquartered in the South West with offices in Bristol, Exeter, London, Plymouth, Taunton and Truro, Foot Anstey LLP went live with 3E and MatterSphere in November 2015:

*"We chose to implement 3E in order to really streamline our financial and practice processes, reducing risk and freeing up resources to focus even more on the delivery of our strategic plans. We're at the beginning of our 3E journey but we're delighted with the results so far."*

**FootAnstey**

## 3E BY NUMBERS

**VISION PHASE**  
Each project commences with a detailed project launch phase to build a profile of current state, gain your project team to the new product and outline project roadmap in preparation for the all important strategy phase.

**STRATEGY PHASE**  
A strategic period of defining your business requirements, identifying the critical success factors and the needed to achieve the vision.

Number of  
clients live on 3E

**104**

Number of  
clients who have  
purchased 3E

**162**

GLOBAL

UK &  
EMEA

Number of  
clients live on 3E

**32**

Number of  
clients who have  
purchased 3E

**39**



Tweet us at @elitelink  
using the #TRECommunity



THOMSON REUTERS™



## Popping power

Herbert Smith Freehills makes a move into the alternative legal services business

## THE BIG IDEA

# Seeing is believing

There are many ways of diving into data and dishing up charts – but whether you prefer bar, pie or bubble, experts advise that the best choice usually depends on who you are and what you want to do with it at the time

Words Richard Brent

**I**t was inevitable that the unravelling of the global financial system in 2008 would push questions around data reporting solidly centre stage among business management challenges. If somebody, somewhere had spotted a trend in slightly over-leveraged lending slightly earlier, could growing risk have been contained and disaster averted? If that trend was displayed ever so slightly differently – a different colour or diagram style – would somebody, somewhere, have been slightly more likely to see it coming at all?

But there's an even better example of the difference the right piece of data can make. Dr Alan Keahey is adjunct professor at Northwestern University and a senior data visualisation scientist at IBM, currently leading on visualisation and reporting for IBM Watson Health's mission to dramatically improve cancer treatment. This project, launched with hospitals in the US and Canada in May 2015, is using the power of cognitive computing to calculate when a cancer patient's unique genetic information

might make a specific precision medicine alternative to surgery, chemotherapy or radiation treatment a preferable course. There are hundreds of gigabytes of potentially relevant data to analyse in each case – and that's before all the paperwork on past experience.

"We're trying to find matches between a particular patient's genetic information and the information out there in the literature for cancer treatment and evidence from clinical trials – thousands of journal articles and trial reports every month," says Keahey.

"It's a huge amount of information to boil down into just a few pages that could be used in a clinical environment to decide on the best course. Doctors will typically form a small committee – a 'tumour panel' – and may have 10 or 15 minutes to make their decision. The data needs to be reported in a form that supports actionable decisions – life or death decisions – in 10 minutes."

The information that makes it through to the summary stage of this process is clearly critical. "There are standard algorithms, but incorporating the highly





specialised medical knowledge is a big challenge. We work with bioinformaticians and physicians to ensure our systems reflect that knowledge,” explains Keahey.

But it’s even more complicated than that – because it’s a human, of course, who makes the ultimate decision, and in collaboration with others. “You need to present the information in a manner that allows the doctor to answer the questions most critical to them,” says Keahey.

“In addition, there are different roles in play. The oncologist may want a different sort of view to the pathologist, but they also need to communicate effectively, so we’ve also studied specific questions and answers and interactions that different professionals need.”

### Operational edge

What seems to make the IBM Watson Health project unique in its visualisation demands is the combination of the presence of highly complex datasets with a need for a very rapid decision. If this were a business, on the other hand, those features would indicate both a strategic and an operational decision being taken simultaneously – which might be a bit of a problem.

Boris Evelson, business intelligence industry analyst at Forrester, says: “Strategic decisions are made infrequently; usually involve large, complex datasets; require collaboration between co-workers; and have far-reaching applications.

“Operational decisions, often made many times per day, often by a single individual, sometimes just involve looking up a few simple data points; and can be



**“ML gives you immediate current information, but BI can give you an indication of things you might want to do so that you can make the most intelligent decisions.”**

Martyn Wells, IT director, Wright Hassall

quickly corrected.”

Outside the world of cancer treatment, these different decision styles, and the informational appetite of the people making them, might well lead to different visual choices. A risk manager or financial analyst, for example, may look rather more favourably on multiple trend lines and the opportunity to ‘play’ with data than the sales team leader who just wants to turn some poor performance data into immediately improved delivery on daily objectives.

Let’s take the boardroom – where there is certainly a parallel with Keahey’s notion of distilling complex data into (ideally) a two- or three-pager resembling a reasonable summary of a topic. The board may have more time than the medics to make their strategic, hard-to-reverse decisions, but they really don’t want to spend too much of that time reading and interpreting.

“Sophisticated interactive tools are precisely the wrong tools to be using at board level,” agrees Keahey. “In an analytics environment there might be several hierarchy-related dashboard reports examining different levels of the organisation. Many insights could be reached in each of these report areas so the challenge for

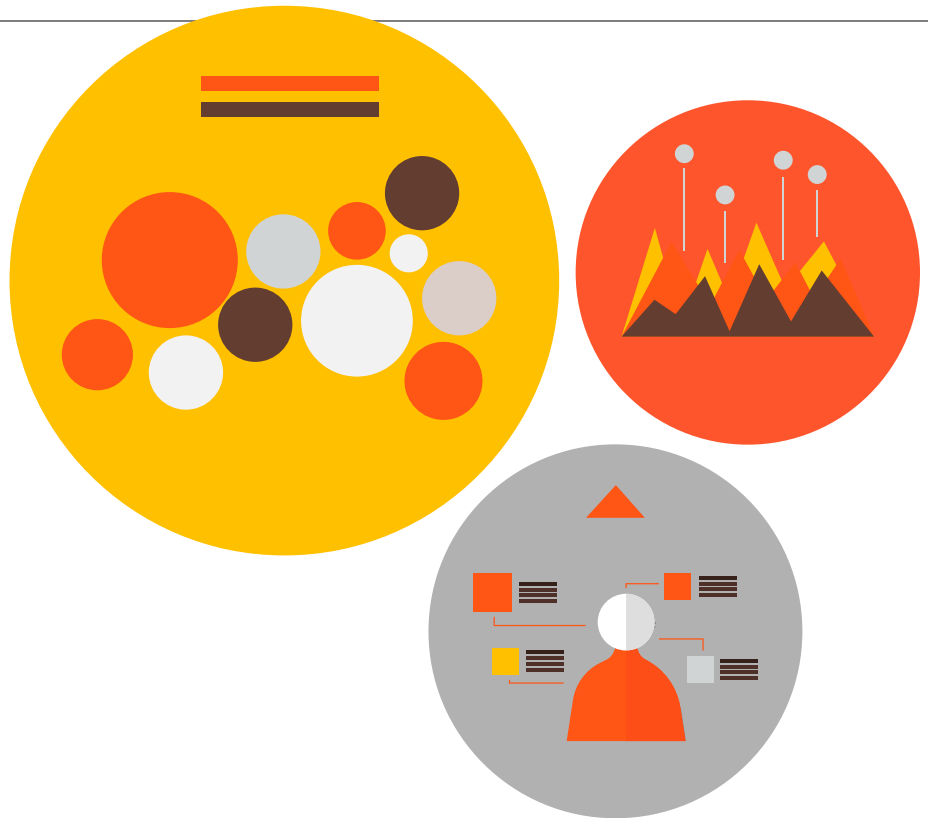
the business’s analysts is somehow to roll all these up into a single and actionable view.”

He adds: “Today’s boards are open to some degree of advanced visualisation in pursuit of their understanding, but it’s not always intuitive, so may require some additional explanation.”

The need for speed, on the other hand, is well illustrated by the world of supply chain management – where a delay in action based on the very latest information can lead to much unnecessary cost.

For example, the business Muddy Boots Software feeds timely information from suppliers of food through to the retailers filling their shelves with the goods. Technical director Jeremy Pile says: “A retailer might need to reject a product because it doesn’t meet a particular specification. But without immediate accurate data about the problem the supplier could still be packing that product to the same standard in two or three days’ time. There’s the cost of package, shipping, assessment – and then it’s either thrown away or there’s the cost of rework.”

How that data’s presented, or indeed relayed, to the decision makers is as important as its presence. “We help food businesses to monitor site,



supplier and product compliance, but in order to be on top of things we need to be informed when something has gone wrong, or a new check or certification is now due,” Pile explains. “They need to know the issues that are most important to address today to avoid problems tomorrow.”

And an appropriate system of notification is as important as prioritisation, he says. “An online dashboard isn’t easily consumable by everyone. If you’re out on the shop floor, you might be much better off with a simple text message or an email.

“It’s also about using the right tool for the job. Traditional bar charts, pies, lines doughnuts, scatter graphs – they all have a role to play.

“Now, we provide our customers with word clouds for the quickest high-level snapshot of latest information – the highest number of all rejections might be from ‘Spain’, for example – but that doesn’t tell them what the issues actually are. Our tools allow them to drill

into that information. A single, static dashboard view can’t answer everyone’s questions about the status of their supply chains, so we allow customers to get into the finer detail too.”

### Feeling the heat

But knowing the geographic area to target as a priority could be precisely the most important thing to know to change a course of action – even in legal business. Law firm Wright Hassall uses a geo-demographic heatmap to identify areas of the country where people are most likely to pay back their debts. Depending on data density, postcodes are labelled ‘hot’ or ‘cool’. The data is anonymised, but the debt recovery team can be resourced and directed to act accordingly.

“If we know that an area is liquidating faster, it means we can collect more money, but we have to be careful around compliance and to treat clients fairly,” says IT director Martyn Wells. “This is where business intelligence departs a bit from management information. MI

gives you immediate current information, but BI can give you an indication of things you might want to do so that you can make the most intelligent decisions.

“Processing a large number of claims means debt is a commodity process and margins are thin, so visualising this way provides a level of reassurance over success. But clients will have different strategies around maximising their returns. Depending on that, we can dial the insight up or down.”

The tool joins key client dashboards, displaying metrics like work in progress and billings to date, which are also shared with clients as part of Wright Hassall Account Management (or WHAM, chuckles Wells).

The platform also uses a natural language-based system of search – “not the traditional approach to business intelligence”, he says.

“It’s very similar architecturally to the systems underpinning artificial intelligence such as IBM Watson. You get natural

## A VISION OF CLIENT CARE?

Do you have a suitably detailed picture of your global clients? Failure to know a key common connection (employee or otherwise) between both parties during a critical meeting for a big tranche of business could prove more than merely embarrassing. But could the way you choose to display the relevant data in systems help you to manage that risk?

IBM's Alan Keahey says: "You're looking for a detailed understanding of a particular client, how relationships develop over time and patterns of ebb and flow alongside key events, contacts or contracts. Visualisation choices can help a lot there."

"The second thing is that you can view the client relationship as akin to a social network and use a lot of the same tools that are available in that field for finding insight – diagrams that better display the strength of connections between the various people who form any part of that network."

"If you start to think about your clients not just as being a collection of individuals in certain geographies, but connections between your client network and the similar network that is your own business, you can see the relationships that need attention and the trends to focus on with greater accuracy."

language clusters, which you can then report on in any of dozens of chart formats – or infographics if you wish.

"It will bring all matter information to the fore – very powerful if you've lost something. It can also expose metadata, and you can give it back to fee earners and team leaders to manage things for themselves self-service."

### Something for everyone?

Such democratisation of reporting is an emerging trend – and really quite appropriate for a time when the subjects being reported may include, for example, the hurly burly randomness of fresh social media posts to mull over every second.

Gartner analyst Joao Tapadinhas says: "Many BI leaders think they need to curate

information until it has pristine quality. Otherwise, they consider it to be virtually useless. However, in the case of trend analysis or pattern detection, noise or inaccuracies are often tolerable.

He adds: "Don't assume that users can't produce their own insights because the organisation needs to establish and nurture a 'single version of truth'. Although a single version of truth is required in certain areas, such as financial reporting, it doesn't necessarily help in every situation."

Rob Radburn, team leader of research and insight at Leicestershire County Council, says one of the advantages of opening up reporting opportunities to more people is, in fact, an ability to drive up data's overall quality.

"We have 156 wards across seven districts and thousands of people using our services. That's a lot of stories and potential questions already. But if people can ask more questions of our data, they also start discovering where there are errors. And they can directly see the benefit of fixing things if useful data is missing." Although his specialist team still builds most of the visualisations for others to utilise, he can manage that based on requests much faster – and

even has 'super users' who are a bit more proactive.

Radburn's team uses Tableau Software (he is, in fact, a so-called 'zen master' in the craft) to boost data inquisitiveness – and responsiveness – across the council's wide range of activities.

"I can build dashboards that are really interactive. If we have a map of Leicestershire, you can filter and immediately update a bar chart, for example, based on each map point. If you reported that more traditionally, you'd need a report for every location – maybe 500,000 pages.

"When the census data, or an unemployment bulletin, come out we can dice the relevant data, and have something up on our website much quicker for people to see."

It can also make the work of those on the road more efficient. "Take GPS data when we're cleaning the gullies," says Radburn. "We can plan the routes of the operatives more effectively based on where the water goes." Back in the office, meanwhile, it gives people a much faster picture of when an action was last taken if a member of the public phones up.

He adds, however, that the council is a "people business", so the ideal reporting is always a balance between quantitative and qualitative information.

**"If different datasets haven't been marshalled together into something verifiable that can be applied companywide, there may be issues with reproducibility."**

Alan Keahey, senior data visualisation scientist, IBM





“Numbers alone won’t help us. We still have to talk to people – to measure what we call ‘social return on investment’. Some things are affected by public services in ways you might not think, and you need a picture of those connections too.”

Radburn’s team will then try to put the qualitative (such as literature reviews, as well as surveys) and quantitative information together.

“If a survey has an open text box for people to comment freely, instead of just turning that into a word cloud, we could attempt to categorise the data into subsets. Is a comment positive or negative? Where do people think we should be spending more or less money? You can put a quantitative framework around text without sacrificing the real richness.”

IBM’s Keahey says self-service reporting is certainly a trend to watch – but also sounds a note of caution over how much freedom is granted.

“It’s a bit of a double-edged sword. It is empowering to users to have direct access to analytics of their data, but because there’s an educational component you need to familiarise line of business users with good visualisation practices so they can use these tools effectively.

“Additionally, if different

datasets haven’t been marshalled together into something verifiable that can be applied company-wide, there may be issues with reproducibility, or perhaps accuracy.” Some companies will feel they still need secure access mechanisms and versioning to make the investment a fully company-wide benefit, he says.

Similarly, huge amounts of interaction might not always be appropriate. “Exploratory visualisation is for situations where you don’t know exactly what you want to show or find. However, for the most important decision-making, some visualisations really shouldn’t be interactive. You need them to be explanatory rather than exploratory – where everyone is certain of seeing the same picture all the time.” One trend emerging is a style of semi-guided interactivity to find a middle ground, he says – identifying patterns or outliers and suggesting them to the user as a starting point.

Like the increasing applications for artificial intelligence, it’s a hopefully happy partnership between data’s increasingly pinpoint accuracy and the human’s natural need to have a greater level of control over whatever it manages to see. ▀



## THE DEBRIEF

The factor most challenging the way that data is served up to an organisation’s users is speed. Whether it’s a team of doctors diagnosing disease, or analysts helping to refine a law firm’s competitive strategy, time is of the essence.

So although there have never been more styles of visualising data, the popularity of something like the ‘infographic’ shows that what matters most is how quickly someone can find the particular single piece of information most relevant to their particular place in the decision-making or operational chain.

For the assembled boardroom, it’s about a balance of having the right facts in a report and not having so many that the biggest issue ends up being clouded. Analysts may need to filter the output of several departmental reports into a single, but somehow simpler, vision of the present.

Conversely, for teams keeping business coming through the door, up there in the most important of data qualities is how quickly they can take an action based on it. It’s not so much knowing the most important factor behind a change in strategy – it’s about knowing the one job to prioritise above all the others today. In a law firm context, it could well be a matter of the quickest route to highlighting what’ll lead to the greatest chance of a financial success.

Level of interaction allowed once a chart is ‘good to go’ should probably also depend on the user’s role. Still, alongside more personalisation of tools such as dashboards, an emerging trend is enabling employees to create or adapt more views for themselves (or at least, with less help from IT). As well as helping them to find critical information faster, more people eyeing up your data for errors could even improve its overall accuracy.

## PERSON PROFILE

# Popping power

In June 2015 Herbert Smith Freehills launched an intriguing ‘alternative legal services’ business model. Global head Libby Jackson explains what’s going on

Words Richard Brent

If you didn’t know that the legal business market can now be divided into law firms and ‘alternative legal services’, really, where have you been for the last 10 years?

And it isn’t all that unusual, of course, for those in the latter camp to take the odd swipe at the former bastions of professional proud tradition. Their typical business practices – not to mention pernicky partners – are simply outmoded in a world of self-service and transparency surrounding price and work process, they say. A firm’s clients are customers like any other – and they’re clamouring for something quite different.

It seems like quite the canny move, then, that in summer 2015 Herbert Smith Freehills launched an ‘alternative legal services’ business of its own. But sitting safe within the walls of one of the very biggest legal brands, what does that really mean?

Libby Jackson, the head of this business within a business, explains. “I’m certainly not shy about saying we’ve recognised clients now want to exercise more choices, and in new ways. Like other industries have experienced, this is clearly a disruption – and what incumbents choose to do when they notice disruption is very important.

“But one of the challenges for any alternative provider that takes on part of a piece of work is what I’d call the ‘gaps between’. In pitches, we can be clear there won’t be any. We don’t directly compete with businesses like legal process outsourcers, as our alternative model is integrated with this individual firm – seamlessly interwoven with the work of our partners and associates.”

## Where in the world?

If the firm isn’t posing as an LPO, however – and Jackson says the firm would still happily work with one if that worked for a client – it has taken a

splash of inspiration from their world.

“If you look at the proposition, you do notice that where they are matters less than the specific services and how they’re priced. And I’d have to say that can be quite different to private practice.”

Jackson’s team is involved in various tasks these other providers would take on for a client – “defined process work”, she says. “Document review and due diligence are probably the best-known examples. But there are many other types of information-intensive work where we can harness repeatable process and continuous improvement to find more cost-effective price points for clients. We’ve applied the same thinking to areas like funds and real estate, for example.”

What really makes all this ‘alternative’, however, is the intersection of process capability for data-intensive work with globalisation. Jackson was previously director of the firm’s Belfast ‘nearshoring’ office, which opened in 2011. Then, in 2012, Herbert Smith merged with Australia’s Freehills – and alternative legal services, she says, brings strands surrounding both moves together.

“I remember sensing an enormous opportunity when delivering the merger messages at the time,” she says. “We also now had new joint CEOs bought into the idea of change – and I was asked to co-chair our innovation and efficiency agenda.

“We had huge growth in the nearshore model under our belt in the UK and an established information logistics team in Australia with both technology and legal expertise. To complement this, we had a highly professional e-discovery service also being led from London. I saw a narrative happening around the world. If we could just pull the strands together, there was scope – in short – for growing a new global business.

It’s not that Belfast wasn’t working globally already, she clarifies. But this was to be a business

**“This is clearly a disruption – and what incumbents choose to do when they notice disruption is very important.”**

#### ■ FIRM FACTS

##### **HERBERT SMITH FREEHILLS**

Offices: 26

Countries: 17

Global revenue: £815m

Headcount: 4,246

Ratio, fee earners to business services:

Undisclosed

model that could globalise. “We can offer one front door from any country – for example, a 24-hour document review service through greater access to language skills. Access no longer needs to depend on where we happen to have an office.”

### **Teaming up**

And it’s not just foreign language skills. Clearly, a big part of more process- and data-driven working is investment in the right technology.

“A team much more fluent in the language of technology was definitely an objective,” says Jackson. “I have lawyers with aptitude for, for example, technology assisted review and predictive coding – but also ediscovery professionals, who can slice and dice data.”

She has IT support professionals of her own, and access to others within the firm-wide department. “The important thing is that it’s collaboration between all of us,” she says. “I need a multidisciplinary team of people to drive this forward – HR colleagues too, for example, on the additional front of managing all our work more flexibly. And I’m very grateful to have had those people’s enthusiasm for making all of this happen.”

A case in point, in October 2015, was launching what the firm’s calling its first ‘pop up’, in Perth, for offering truly round-the-clock document review. Initially dealing with overflow from Belfast, the idea was to keep this temporary team humming for at least six months, but their final destination is by no means set in stone. Flexibility is required from all concerned. Scope could expand, or the arrangement turn permanent even, depending on the level of demand.

“We won one massive piece of disputes work, and I felt it was the perfect platform to demonstrate the potential to be agile. The Perth office had some spare space, as well as some of the necessary information logistics team already in place – and we seconded a couple more people over from Belfast. We’re recruiting like mad, so we could ramp up for a single client really fast. It was a serendipitous set of circumstances that helped us to act in the moment.”

As ever more alternatives to the traditional law firm pop up like so many trendy restaurants, Jackson’s vision is to steer her own strategic course – but one that’s also ready to support a sudden swerve when it’s needed. ■





comms  
Always in Front

informance



COMXO  
21st Century Switchboard



LexisNexis

# Briefing

## TRANSFORMATION

CONFERENCE

LONDON  
16 JUNE 2016

HOW WILL YOUR  
FIRM TRANSFORM  
INTO TOMORROW'S  
LEGAL BUSINESS?

**REGISTER NOW**  
[LSN.CO.UK/TRANSFORMATION16](http://LSN.CO.UK/TRANSFORMATION16)

HELP YOUR LAW FIRM

# TAKE FLIGHT

#INNOVATELEGAL #TRANSFORMATION2016





# Brain training

## 22

### *Facing mortality*

A business's HR department needs to know how to respond swiftly, but also sensitively, in the inevitably emotional event of the death of an employee and colleague


**BEST PRACTICE**

# Facing mortality

Jonathan Bond, director of HR and learning at Pinsent Masons, draws on experience to provide some guidance for handling the inevitably emotional issue of the death of a colleague swiftly but sensitively



On a Saturday evening in November 2013, I took a quick look at my emails to find one from a partner telling me that he had seen a Facebook post stating that our post room assistant, Chris Foster, had been fatally stabbed the previous evening. My mobile then rang with a call from Chris's boss, confirming this truly dreadful news.

I quickly cancelled my Saturday night plans and started to think about what we needed to do.

## Message management

My first actions were to:

- Speak to employee benefits provider UNUM to arrange for a bereavement counsellor to be on site on Monday in our offices
- Speak with our PR manager to discuss appropriate internal and external comms
- Arrange a conference call for the Sunday, so that

events could be discussed with key individuals, such as the managing partner and the head of the London office, and a plan developed before the working week began

- Brief the relevant HR manager so that she too could be involved in this work as soon as possible
- Decide who would inform Chris Foster's close colleagues, who worked within his immediate team, before they came into work on Monday.

### Taking stock after shock

The HR manager and I met with the bereavement counsellor (along with Chris Foster's boss) first thing on Monday morning. He helped us to think through the many practical steps we would need to take in the days and weeks ahead, such as:

- How to support the team at such a time of shock
- When to clear Chris's desk
- When to stop salary payments to Chris
- When to disable Chris's email account and remove his picture from the intranet
- When was an appropriate time to recruit a replacement for Chris.

These were all small practical matters, but it was obvious that getting them wrong had the potential to cause upset, offence and also bad publicity, internally and externally.

It became clear that Chris had been stabbed by a gang outside a London pub in a case of mistaken identity: a truly senseless crime. The manner of his death made events even more shocking to his colleagues and also meant this became a high-profile murder investigation, reported widely on London and the national news.



**“It’s clear that in such tragic circumstances, colleagues want to do something practical to help and it’s helpful for their grieving process to provide a means of doing so. Making some sort of donation is now an accepted way of being supportive at a time like this.”**

Colin stayed on in the office for several days, making himself available to Chris's colleagues and line manager. He was based in a discreet location so staff could speak to him without their colleagues being aware. A good way of advertising the bereavement service is to use the ‘Trojan horse’ of telling senior staff that the counsellor could help to give them advice on how to handle distressed team members. You can find that once the conversation starts, they then consult the counsellor about their own grief.

### Family involvement

Once the email about Chris's death had been sent to the firm, help began to flood in, with offers of contributions to a fund and a proposal to house Chris's four-year-old daughter, Christina (Chris had sole custody of his child).

I was surprised that a colleague was naïve enough to think that I would be able to award custody of a little girl, but the offer was made in good faith

and it was important that we replied in a respectful way.

Chris's family were understandably slow to set up a fund for Christina, and I was being regularly chased by colleagues who wished to make a donation. It is clear that in such tragic circumstances, colleagues want to do something practical to help and it is helpful for their grieving process to provide a means of doing so. Making some sort of donation is now an accepted way of being supportive at a time like this, but setting up a fund will certainly not be top of mind for the family.

In the week after Chris's death, I spoke to his mother on the phone. His brother also came into our office to see where Chris had worked and to meet his colleagues. Some time later we arranged an office tour for Chris's young daughter, along with his mother. The feedback from Chris's family has been very positive, along the lines of “Pinsent Masons could not have done any more to support us.” This is good to hear, but of

A bereavement counsellor is a very helpful resource to have on site, partly to give support to grieving colleagues and partly to demonstrate that, as an employer, you recognise that people need pastoral support. It's also important to extend that support to the deceased employee's family.

course, it cannot bring Chris back.

### Funeral arrangements

I attended Chris's funeral, joined by two HR managers, the facilities director and many of Chris's other colleagues.

While it caused some operational challenges, it was clear that many of his colleagues and friends at the firm were very keen to be at the funeral. Attending gave them considerable comfort. The family also found it very supportive that the event was so well attended by Chris's colleagues.

### Question of trustee

The HR team progressed the claim for the life assurance monies for Chris, and, once this claim had been settled, I agreed to be a trustee for Chris's daughter. I had not envisaged that being an HR director would involve me being a trustee for the daughter of a deceased member of staff whom I had only met fleetingly – but naturally I am delighted to be of support to Chris's family, who have endured such a heartbreaking tragedy.

The lessons to take from this tragic chapter are several.

The HR director is never completely off duty – you may

have to act quickly at any time, and it's important to develop a coherent plan quickly and calmly in a time of crisis.

A bereavement counsellor is a very helpful resource to have on site, partly to give support to grieving colleagues and partly to demonstrate that, as an employer, you recognise that people need pastoral support and that you are able to provide it. It's also important to extend that support to the deceased employee's family. It's much appreciated by them when you do so.

Colleagues will want to provide whatever help they can, so it is a good idea to provide an outlet for them to do this if (and as early as) possible.

Managing internal and external comms is really important, and in particular it is necessary to provide regular updates, even when there is not much to say.

Feelings and emotions can run high among colleagues of the deceased employee, and it's important to handle all practical matters with great sensitivity.

Finally, recognise that the matter will never have complete closure. You must be prepared to provide support, even perhaps acting as a trustee, for many years after the fatality. ▀



## THE DEBRIEF

We will all know grief at some time – but how do you manage the grief of a group of colleagues when an employee has died? Suffice it to say that communication skills and processes could scarcely be more delicately put to the test.

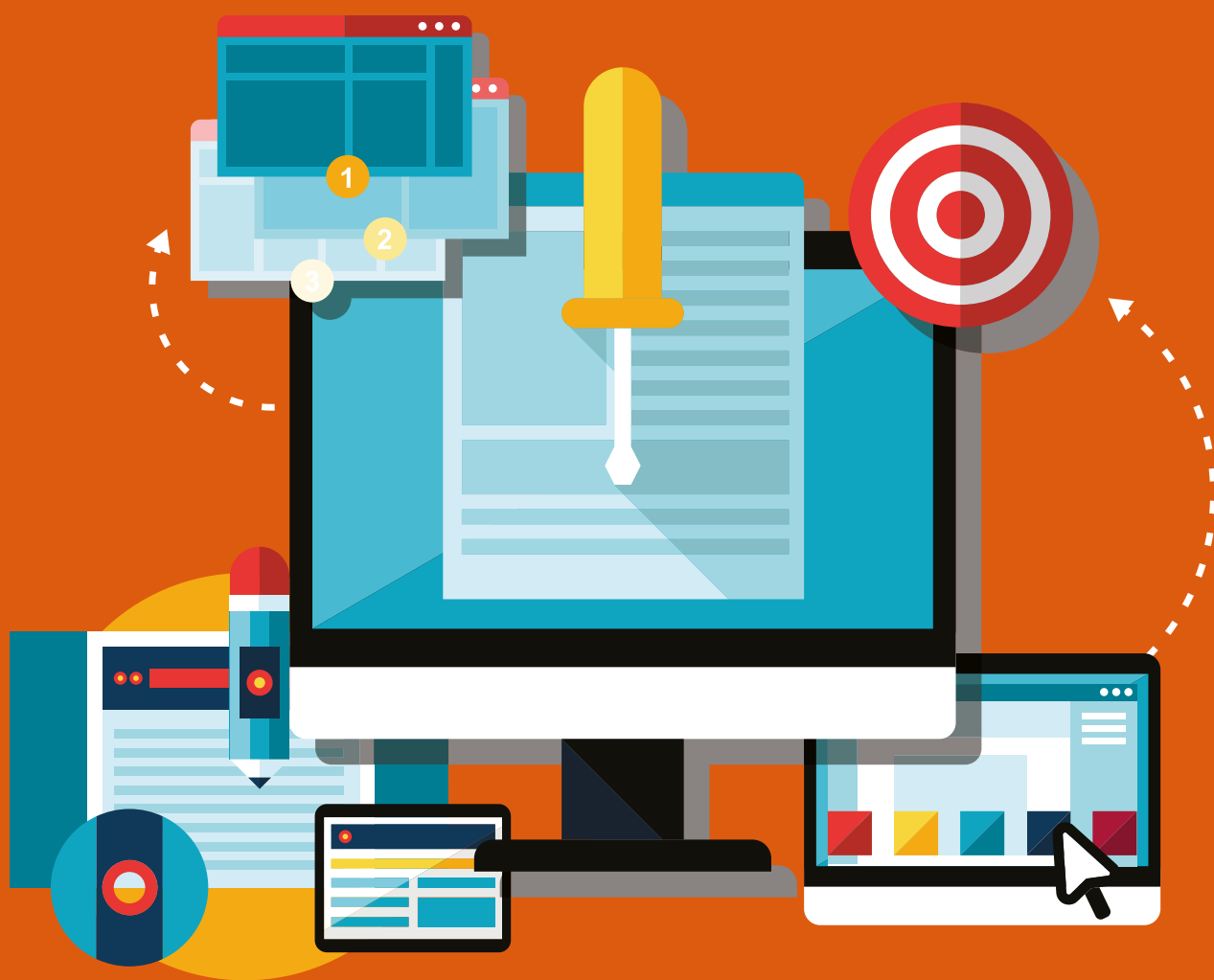
HR and PR should liaise. There are comparatively small practical matters such as pay and work continuity, but these could lead to highly emotional responses if not handled with appropriate (joined-up) sensitivity.

There will be shock. Colleagues may require counselling – but be reluctant to go along, even when available. Senior managers can be instructed to advertise the service to their teams, and in doing so may assess their own needs more realistically.

Colleagues may also want to get involved in supporting a family through their own grief. An acceptable practical step is now payment of a donation, but this naturally won't be an immediate priority for the family. Employee requests to help must still be handled sensitively, as they are part of the grieving process. If an outlet is feasible, provide it as swiftly as possible. Any funeral attendance matters must also be handled carefully.

But although classed similarly to handling a business 'crisis' in the short term, there may not be 'closure'. Sensitive support will need to be an ongoing process.





# Industry views

**26** *Reporting for duty*  
Issue sponsor **DW Reporting** explains why data visualisation is a bespoke business for law firms

**30** *Strength as standard*  
The team at issue sponsor **Thomson Reuters Elite** on why customisation may not be the best call

**34** *Action stations*  
Greg Murphy at **Wilson Legal Solutions** on why lawyers battling the billing need data delivered differently

**36** *Nothing compares to cloud*  
Dean Sappey at **DocsCorp** on why cloud is the key to more cost-effective document sharing with clients

**38** *Into global gears*  
Brent Turner at **Peer Monitor** on how benchmarking adds value through insight into the changing values of others

**40** *Digging the data mine*  
Barry Talbot at **Informance** on how macro business trends are changing an organisation's data demands

## INDUSTRY INTERVIEW

# Reporting for duty

The reputation of business intelligence for delivering both deeper and more actionable data is driving DW Reporting, a specialist in the field, to diversify and expand operations

A

law firm's people are essentially incentivised to perform for their firm through changes in numbers.

There are the numbers that are ideally nudging skyward at the bottom of their pay slips, of course. But sadly managing performance isn't quite that simple. Even the best lawyers won't just perform at a constant hum.

Moreover, the work is never really done. Like many other professionals, lawyers, and those managing or supporting them, need to prioritise the tasks that really do need to be done today – the contract to be completed, bill to be sent, or client needing a catch up – without delay. They need to know the numbers they most need to know this week, they need to know when those numbers

change by a critical amount, and they may well need to know what to do about it this minute before it's too late.

That's not an easy dynamic for any business to manage. Not only will the priorities not be the same for every firm – each linked to a different strategy. The goals themselves will change with external factors – and today's specific numbers are, of course, changing all the time as the world unfolds. Global firms, moreover, are increasingly finding ever more sophisticated ways to divvy work up across convenient time zones to keep things going around the clock.

## Going for growth

It's the role of business intelligence (BI) to make



some sense of all this – to work out the datasets the firm needs to prioritise for particular roles, teams or individuals, and plan how to get them to do what they need to do with that data.

DW Reporting's proposition is that the law firm can leave all of this to them. And with over 250% growth in 2015, says the team, firms would appear to agree. Commercial director Jon Roscow says the business won 26 new clients in 2015 alone, taking it from 25 to over 50. Turnover is now more than £1m a year – and the business has just opened an office in Canada with the hire of Rob Stote, formerly product manager at Thomson Reuters Elite.

"It's a huge coup for us – and we expect to turn this from a European to an international business

within three years," says Roscow.

Managing director Dan Wales adds: "Demand has grown very rapidly here in the UK – so the word is out. We were starting to grow a client base on the other side of the Atlantic. The next logical step is to have local specialists there to service that demand.

"We have already essentially taken business intelligence from being something of a mystery into the mainstream. It's very clear that firms today need more effective insights into business operations to be ever more competitive.

"Historically, I think BI work has been viewed as quite time-consuming, expensive and even high-risk. But this capability is now a 'must have' – the opposite of all three of those perceptions."





### Domain game

But while others also offer tools to create whizzy visions of management information, business intelligence consultant James Baldassarra says: “It’s less about the tools you use, and more about understanding what the business is finally trying to achieve. The software isn’t the end game. You also need to understand the dynamics – and even characters – of a law firm to achieve positive business change.”

It’s notable that everyone at DW Reporting other than Roscow has spent plenty of time working for law firms themselves over their

careers – so common processes and approaches to cultural challenges, among other business improvement obstacles, are well understood.

Baldassarra continues: “One of the really exciting things is that firms are no longer just focusing on the most obvious metrics – billing targets, for example, or work completed.

They’re venturing into harnessing much more contextual information from the business – such as the time to complete key processes. It’s not just about improving the numbers – but how to get to that one important number that much faster.”

Baldassarra scopes out firms’ requirements and turns them into interactive visualisations – whereas fellow business intelligent consultant Samuel Sheldon focuses on the foundations of data efficiency and architecture that means DW Reporting can improve its own performance to clients over time. But everyone working for the business needs to understand the contextual challenges of a law firm.

“Different firms also target slightly different

**“It’s less about the tools you use, and more about understanding what the business is finally trying to achieve. The software isn’t the end game.”**



Find out more at:  
[www.dwreporting.com](http://www.dwreporting.com)

things,” explains Sheldon. “We will work with them to understand their key indicators and create the dashboard display formations they specifically want, as well as need. There are lots of clever styles of graph and chart, for example, but there are also other concerns, such as something attractive that fits corporate brand guidelines and values.”

### Assign responsibility

Firms’ reporting requirements are, in fact, potentially every bit as bespoke as their design preferences – a fact that has recently led DW Reporting to add a new string to its bow.

Assign Managed Reporting, launched in September 2015, offers to manage shorter-term reporting projects as needed. RPC was the first firm to sign up, and within just one month – acknowledging that often-irregular reporting needs made resourcing in this area of business support particularly difficult in a more cost-conscious climate.

Wales explains: “There’s a real lack of resource in finance systems and reporting expertise. So with Assign, firms can acquire our support on an annual basis.

“Whenever a new piece of work is needed, they just log a call with us. Perhaps you suddenly need a report for a key client – and you need it today. But internally there’s just no availability because of other projects ongoing”

### Interactive experiences

However, with its Evaluate matter budgeting and pricing option and Quantum enterprise business intelligence solution, the business clearly also invests in building firms a longer-term picture.

“One of our core company values is the way that we manage all our relationships,” says Roscow.

“We can help firms with short-term needs through Assign, but we want a long-term relationship that appreciates the lifecycle of BI investment.”

For its own part, and to complement the team’s law firm experience, the business is also investing in continuous project and account management skills training for all employees.

**“People should really be able to identify – and understand – their basic metrics at a glance. They then drill down into details, through simple directions, to understand more about something at any moment in time.”**

The bottom line, of course, is that regardless of data type, duration of project or display style, firms want any technology they deploy to be used regularly and consistently.

Baldarrassa explains that some alignment with consumer-grade experiences may also therefore be sensible to consider.

“Consumers increasingly expect certain analytical capability each and every day. They’re used to certain presentation styles on their own phones – location information or personal fitness data, for example. When that consumer comes to their office, it’s probably not a bad idea to try to engage them in some of the same ways.

“People should really be able to identify – and understand – their basic metrics at a glance. They then drill down into details, through simple directions, to understand more about something at any moment in time.”

Sheldon adds: “It’s no longer acceptable just to provide the visualisation. That graphic should shed light on the actual actions to be taken – not just a prompt, for example, but a hook through to the necessary system that needs updating. If I see I have missing hours, one click can take me straight to the time-recording system to do something about that before I forget.”

It all boils down to managing to understand and action more, in the short time at your disposal. With so much business bursting through their own front door in quick succession, the team at DW Reporting should easily be able to relate to the experience of their clients. ▴

## INDUSTRY ANALYSIS

# Strength as standard

Elisabet Hardy and Patrick Hurley, Thomson Reuters Elite, say that standardisation is the new king of law firm technology

There was a time that standardisation was almost a dirty word when discussing the provision of legal technology solutions. Standardised, out-of-the-box software was to be avoided at all costs, deemed relevant only for unambitious law firms whose work required the most rudimentary form of technological support.

Customisation was king. Every law firm knew its work was so uniquely complex and distinctive that only the most tailored solutions could possibly meet the firm's needs. Customisations, alterations, adaptations and modifications were the order of the day. Dashboards were there to be tailored, and specific requests were there to be met, no matter how idiosyncratic. Consideration of budgets, efficiency and software compatibility issues were secondary concerns.

## New normal

How times change. The legal services landscape has evolved enormously in recent years, with law firms across the globe now facing new market pressures that are driving changes across the industry. Against the backdrop of new market entrants, escalating customer demands and increasingly constrained budgets, law firms are being forced to re-examine their business practices and refocus their value proposition.

Amidst this unsettled landscape, attitudes towards legal technology provision have also

started to shift, as firms seek new ways to strengthen their competitive position. Increasing numbers of firms are beginning to realise that, despite certain received wisdom, standardised software offers numerous benefits. In short, firms are starting to embrace standardisation. The shift in thinking might not yet be seismic, but the shift is happening.

Customised technology solutions are expensive and time-consuming. Delivering tailor-made products that seek to incorporate distinctive, often untested software elements leads not only to heightened costs, but also increases time to value. As competition within the legal marketplace continues to grow, firms need to empower their lawyers to deliver value to clients quicker than ever. This, in turn, requires them to build and leverage their technological assets at scale and speeds previously unheard of. Slower to implement, comparatively expensive and a drain on resources, highly customised solutions no





**“The real power of standardised technology is revealed by the fact that few firms opt to make iterations after the initial six-month period is completed. More often than not clients embrace standardised solutions.”**

longer make good business sense.

### The test of time

But the improved standing of standardised technology in the legal sector isn't just driven by the pressures of tighter budgets. Firms are increasingly becoming aware of the improved performance that out-of-the-box solutions offer. Standardised software isn't only highly reliable. Crucially, it has the accumulated insight and principles of best practice built firmly into its functionality. In developing standardised solutions, technology providers like Thomson Reuters Elite are able to draw upon enormous experience of working with many hundreds of firms of all shapes and sizes, analysing innumerable workflows and essential business processes, assessing core requirements and optimising solutions to meet needs. The resulting standardised technology, far from being the 'basic' package, represents the distillation of innumerable best practice insights into one highly efficient solution.

Standardised technology solutions provide a level of performance, reliability, scalability and cost-effectiveness that customised solutions can't match. Firms are slowly beginning to realise this. There is therefore a responsibility incumbent on technology providers to not only guide law firm clients in selecting the appropriate technology (occasionally having to push back strongly against demands for customisation that we know aren't advisable), but also in communicating with the law firm market more widely, to create a greater understanding of the opportunities to be found via standardised approaches.

In many respects, the legal sector is playing catch up with the changes that have been occurring elsewhere, in technology and software development, for some years now. The principles of agile development, rapid iteration and

continuous delivery – cornerstones of contemporary software delivery – perhaps don't come naturally to lawyers. Nevertheless, it is these principles that underpin the real value that standardisation offers in the legal sector.

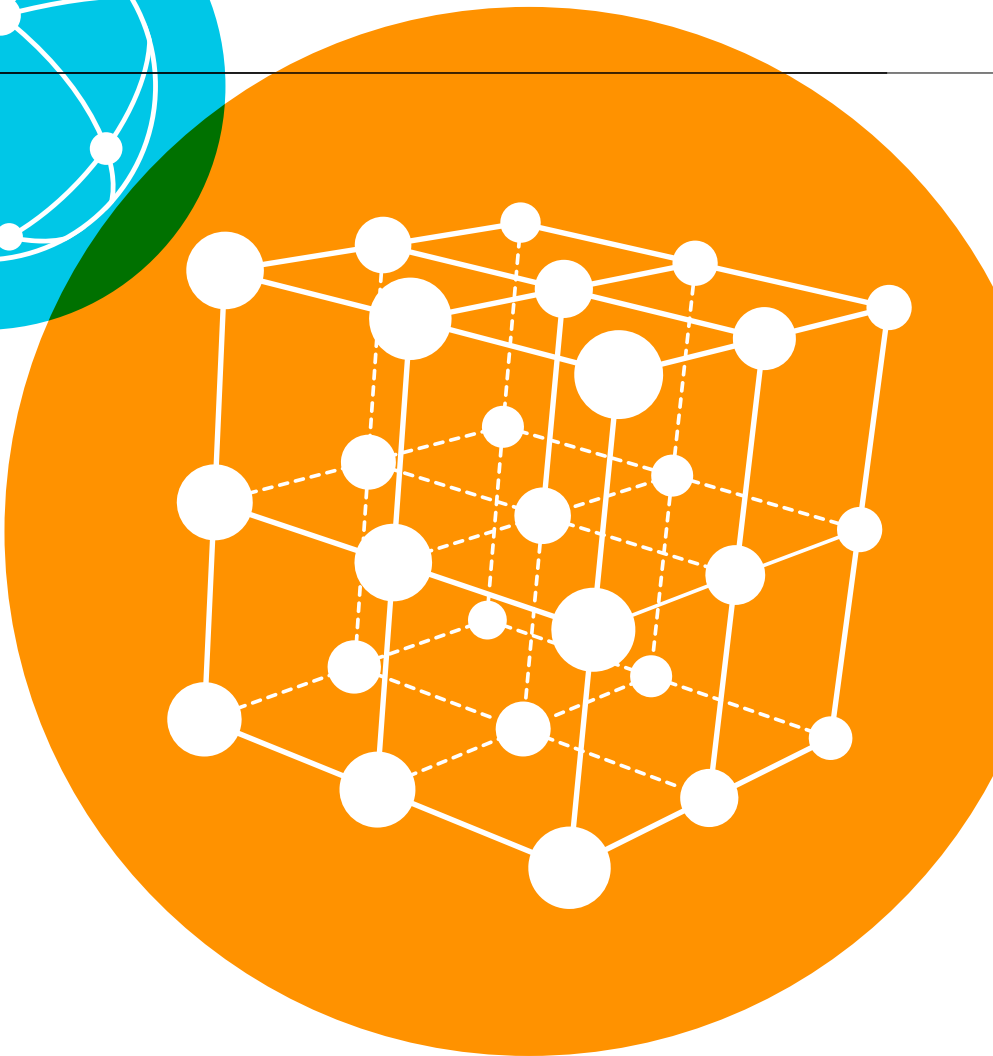
In this regard, our message to law firm clients is clear. Take the standardised, out-of-the-box solution. Use it for six months. If, after this initial period, you decide additional customisations are still needed, we can work together to identify and implement them. This agile process ensures clients benefit from the best of both worlds. The standardised technology, based on accumulated best practice insights, offers the strongest possible technological 'starting point', while the follow-up customisation process is based on direct experience and user feedback generated over six months of daily use. This approach is the essence of agile development.

### Standard for staff

However, the real power of standardised technology is revealed by the fact that few firms opt to make iterations after the initial six-month period is completed. More often than not clients embrace standardised solutions, adapting to new systems and structures far more quickly and easily than they would perhaps have themselves predicted. The overwhelming feedback we receive is that clients are doubly satisfied – not only with the performance of their standardised technology, but also with the cost savings they have made by not taking the customisation route.

The temptation to demand unnecessary, cumbersome customisations is ever present. We often encounter firms seeking to take the wrong approach, requesting customisations in order to preserve certain elements of their existing technology infrastructure, such as particular dashboard configurations. Firms will often go to





Learn more at: [www.elite.com](http://www.elite.com)

great effort and expense to recreate these old (and often outdated) models within their new software systems, only to find that the new, standardised elements of their package prove far more popular with staff.

In assessing whether or not to embrace such technology and thinking, firms need only look to the example of competitor consultancy firms, whose relatively recent entrance into the legal market has created much of the new competition they must now respond to.

Consulting firms have technology-driven operational efficiency embedded in their DNA, with lean, prescriptive and highly scalable business processes underpinning every corner of their value offering. As more and more consulting firms seek to enter the legal sector, the threat to law firms' business models is clear and necessitates new thinking around how they can leverage technology to boost their value delivery.

The question of value delivery is an important one in assessing standardisation. In a complex marketplace, law firms need to focus resources on those points of competitive differentiation that will set them apart from rival providers of legal services. In this context, expending invaluable time and financial resources on developing highly customised technology makes less and less business sense. Day-to-day functional business processes, such as new business tracking, billing processes and accounts payable processes, although vitally important, should not be regarded as major sources of potential competitive advantage.

That's not to say these functions are not important. They're vital. If key daily workflows aren't functioning efficiently due to inappropriate technology, firms will suffer the consequences.

Efficient, reliable technology is a prerequisite, a critical hygiene factor that law firms must address or risk undermining the work of fee earners and other key personnel.

This is yet another reason why standardised solutions offer such value. Highly reliable, scalable and intuitively-designed technology, field tested and implemented in a condensed timeframe offers firms a powerful route to quickly establishing a strong platform on which to operate.

Customisation is no longer king. Law firms have begun to discover the enormous potential of standardised technology in supporting and driving enterprise value. The battle for market share in this deregulated and increasingly competitive landscape is firmly underway, and firms are working hard to respond. As the nature of competition changes, so does the law firm mindset in relation to technology. Choosing complex customisations over out of the box can seem attractive, but law firms must understand the pitfalls. As a result, Thomson Reuters Elite will keep banging the drum for standardisation – the new king of law firm technology. ▴



INDUSTRY INTERVIEW

# Action stations

How to visualise a law firm's data really depends on who's doing the viewing, where and why, says Greg Murphy at Wilson Legal Solutions

A key trend in business technology is the increase in opportunities to interact with a growing store of information. Simply put, people usually want to be able to do more things to advance their workload – and faster. And bosses are on board with that, because it makes those people more productive.

For law firms, this becomes a question of the data people can usefully visualise in analytic dashboards – and more specifically, whether the insight gleaned can lead to measurable improvement in performance.

## On alerts

“What’s the point of monitoring something and recognising an exception, if you can’t fix it?” says Greg Murphy, vice president of products for Wilson Legal Solutions. “The most powerful



Find out more:  
[www.wilsonlegalsol.com](http://www.wilsonlegalsol.com)

analytics go beyond alerts and enable you to execute change within the dashboard experience. Today, people can do more than just crunch numbers – they can sign off a write-off, for example, launch time entry, or email a client about payment without leaving the system.

“There are goals for days within work in progress or accounts receivables, and partners can really manage their book of business proactively from an exception standpoint.”

He continues: “There’s also a longer-term goal, and it relates to what I’d call a ‘soft’ power relationship. Managers are trying to change the behaviour of lawyers and how the business is run. Dashboards can alert individuals to the everyday state of play – but also pricing and profitability progress or patterns, so the lawyers can run their book of business in a more profitable way.”

### Style choices

The lawyers taking those actions also need a different style of presentation to others who may be using that data to inform firm-wide business strategy.

“A business analyst, or embedded practice group manager, may well want some advanced visualisation capabilities. Their work is up for presentation at a quarterly retreat or annual partner meeting – so it needs something a bit special.”

“But for the partners servicing the work, you don’t really want something you would put in front of a trader. They might only have five minutes. They don’t have the luxury of massaging data – they need to get the bill out.” For that reason, tailored individual dashboards are still likely to rely on pie charts, bar graphs and score card-style key performance indicators – basically

**“Dashboards can alert individuals to the everyday state of play – but also pricing and profitability progress or patterns, so the lawyers can run their book of business in a more profitable way.”**

large numbers, which are familiar and fast to interpret.”

Whether for deep analysis or quick reference however, a tool still needs to be flexible enough to be personalised.

“It’s always about the exceptions when it comes to legal,” says Murphy. “A law firm could have 500 bosses – each partner’s an owner – and they all want their specific numbers. One might demand a rolling client history to date – just because they get a kick out of all that work they’ve brought in,” he laughs. “You still can’t dictate overarching policy in quite the same way you can at a corporate firm.”

### More movement

Regardless of the task, all visualisations need to be fit for our mobile-first world as well. Wilson Ideate Technology is designed with this firmly front of mind, says Murphy. Several apps can be deployed on top of the basic dashboard as a given role requires.

Even so, an iPad is a better information consumption medium than it is a productivity tool, he says. “You probably won’t analyse a stream or style of work’s profitability on a tablet – but you can certainly guide a client through the pricing behind a single matter on an app.”

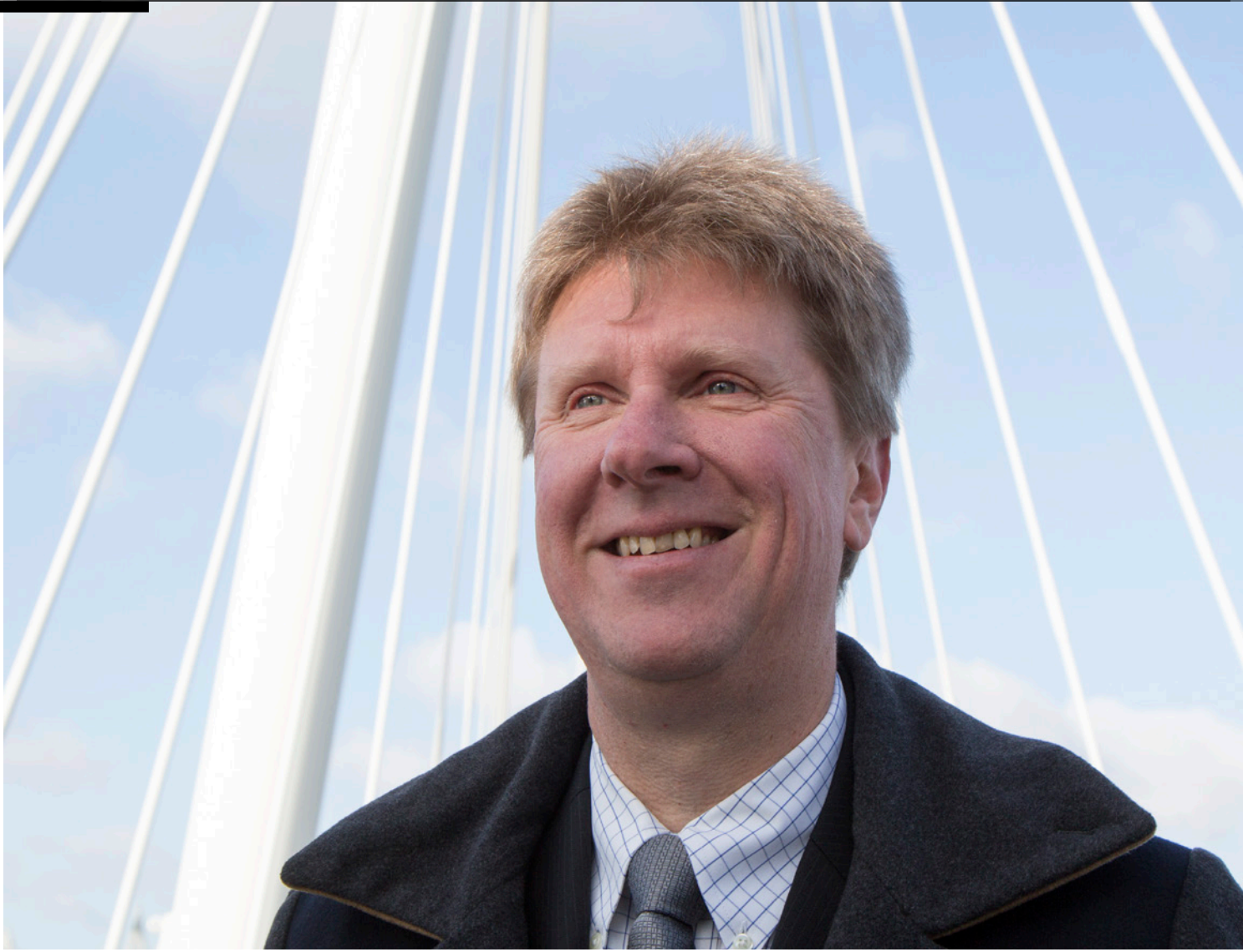
However joined up a firm becomes, the reality is that roles still have very specific responsibilities and requirements – and a business intelligence build must try to make everyone’s lives a bit easier.

“The bottom line is that there’s a lot more to do here than profit and loss level budgeting,” concludes Murphy. “Practice group managers have revenue responsibility and office managers have expense responsibility – but how do you drive strategic growth?”

“How do you assess the optimum resourcing of matters for peak client satisfaction? With the right engagement, people can price a matter, assess a client’s profitability or even evaluate partners for remuneration more accurately and productively.”

Murphy’s mission is to get the tools for these performance management and strategic decision-making tasks into not just the right people’s hands, but also their hearts and minds. ▀





INDUSTRY INTERVIEW

# Nothing compares to cloud

Speed of document analysis is a big driver of competition for happy clients – and it can be even faster if you have the cloud covered, says DocsCorp's Dean Sappey

A law firm is a business where people help other people – but more often than not, this is through the medium of documents. The manner in which these documents move between relevant parties as part of the review process is a critical lever in keeping productivity pumping.

However, it's the clients that are driving firms to find ever more improvements in making these documents flow, says DocsCorp president Dean Sappey.

“Simply put, clients want to reduce the amount of time it takes to send documents back and forth, and to complete the matter, which ultimately saves them money.” So the time taken to make amendments could be the difference between a happy and an unhappy customer. “They want a clearly marked up document, but they also want to be able to continue editing themselves,” continues Sappey. “They don’t want to retype changes received by their lawyer manually. Instead of a static comparison report, possibly printed out on a waste of paper, they want we call a ‘live’ document.”



**“Clients want to reduce the amount of time it takes to send documents back and forth, and to complete the matter, which ultimately saves them money. They want a clearly marked up document, but they also want to be able to continue editing themselves.”**

### Cloud collaboration

Enhancing collaboration is the basis for changes in the most recent release of the company’s compare-Docs tool. For example, changes in static ‘redline’ reports can now be considered in the same way as track change reports. And it’s not just Word documents where speed is of the essence. There are also workflow changes for faster comparison of spreadsheets and PowerPoint presentations. “Comparing a Word document to a Pdf is also now a common requirement,” says Sappey.

Meanwhile, another factor that can significantly power up document management productivity is the ability to review and make changes to documents on the go.

“To be honest, we think lawyers will still spend most of their productive day at a desktop computer,” says Sappey. “But with work patterns and family demands such as they are today, you need the same productivity tools to be available when they aren’t in the office. Lawyers should be able to compare document versions on an iPad, company-owned or not, on a train, or in a meeting, just as easily as if sat at their desks.”

“That’s why we’ve launched DocsCorp Cloud,” he says – taking tools such as compareDocs to the Microsoft Office 365 ‘Add-In’ store. “Anyone can click on a button and easily choose documents to compare within Office 365, regardless of location or device,” says Sappey. “We also partner with many document management providers so that firms don’t need to install new software to combine our functionalities. A cloud offering can

To find out more, visit:  
[www.docscorp.com](http://www.docscorp.com)

improve the mobility experience for them as well.

“There’s no need to upload to a shared workspace. There are no special accounts to create. You can choose the document and start work from any application, any time.”

### Rolling with it

Sappey doesn’t see cloud applications replacing the law firm desktop entirely. But for businesses investing in something brand new, it could certainly present a much more cost-effective option.

“Let’s take a look at a large accounting business with a very large legal team,” says Sappey. “They now want to roll out document comparison technology globally, but the cost of deploying that physically to every computer – and training up every user – is enormous.

“With cloud, they could still make the technology available to everyone, but only pay per comparison. The more they use it, the more they pay. If they don’t use it, they don’t pay.”

An additional consideration is the user experience – which Sappey accepts needs to mirror Microsoft. “Every software developer will say their interface is the best, but the bottom line is how easy it is to adopt. People don’t want to sit in a long training course for their work to be more productive. So our applications are simply designed to look like the others they’re already using – and that will continue as we develop for the cloud.”

It’s not all about comparison. “Our pdfDocs application is experiencing substantial growth too. Combining and editing these securely is no longer a function for a few people in the finance team. A dedicated Pdf application is becoming as much a standard for a firm as Word or Excel.”

In December 2015, DocsCorp announced its applications were in use in over 50% of the top 100 firms. Since then Sappey says it has already increased to 60%. It’d be hard not to conclude that firms are comparing themselves against the market – and that a more flexible and collaborative mindset is comparing favourably – with the infrastructure to match. ▴

## INDUSTRY INTERVIEW

# Into global gears

The process of benchmarking law firms consistently around the world lifts the lid on some key management trends to watch in 2016, says Peer Monitor's Brent Turner

**L**aw firms need ready access to reliable data to make their operations more efficient and competitive – but how do they know just how competitive they really are? For that they'll have to compare performance with the datasets of other firms.

Thus runs the proposition of Peer Monitor from Thomson Reuters. "We provide a global benchmarking platform," says client development head Brent Turner. "All firms have finance and timekeeping systems, and in the digital age we live in it's clearly possible to automate reporting of that data.

"A standardised taxonomy means we can view firms in Australia, the UK or the US in the same ways. And aside from monthly benchmarking for firms that sign up [they can create their own peer groups of as few as five], you get a fantastic view of the overall health of the global industry."

From hours billed to agreed and collected rates, data can be analysed by factors from fee earner seniority to specific jurisdiction and practice, to reach some 75 potential measures of profitability, he says.

## Game changes

Diving into such data can provide a range of useful insights – not least a picture of overall demand. And here Peer Monitor finds a distinct post-recession disconnect between appearance and reality.

"We are, of course, measuring demand in the eyes of law firms rather than consumers," continues Turner. "With the explosion of data and complexities of globalisation, you'd probably expect legal service demand to be fairly healthy." But that isn't what the firms' figures suggest – the level is little better than neutral.

The conclusion? "That demand simply isn't going to law firms in the same way. Corporate law departments are breaking matters apart and keeping more aspects in-house," says Turner. At the same time, the slice going to alternative provider 'disruptors' of the traditional model has increased from 4% in 2012 to just over 6% today.

"They're drawing partners away from large law firms with more flexible working and transforming into a more powerful pool of players," says Turner.

## Personal touches

Profitability, on the other hand, is also increasing at around 4% on the year – so something else is clearly happening. "Since 2008, firms have tightened their attitudes to expenses and shrunk their equity numbers," says Turner. "But how long can they keep that up? A traditional law firm model can't cut equity and overheads too far – so I'd argue they probably need to find some other levers of profitability."

In fact, he says, equity partner "replenishment" – the rate at which a staffing resource is replaced (over 100% indicates a growing population) – is currently at 85%. Income partner numbers are falling even faster (80%) – but associates are growing (130%) and indeed offsetting the fewer at the top of the pyramid. It's another disconnect – and the conclusion isn't too hard to fathom. "Clearly, firms are looking to move lawyers off the

**"Some of the largest firms are making offers to associates a year and a half before they've even set foot in the door. They need to manage to forecast their demand."**



partnership track for want of career opportunities,” says Turner. “But at the same time – one theory at least – is that they see a need to reach their younger top talent earlier. Some of the largest firms are making offers to associates a year and a half before they’ve even set foot in the door. They need to manage to forecast their demand – but nobody wants to be the firm that doesn’t have the talent in place if demand suddenly picks up.”

Even more notable, he says, is pressure to find the best lateral hires. Firms are rowing back a bit on associate remuneration – but recruiting is still the largest overhead within the shrinking sum of total expense. “Marketing and occupancy costs are also rising,” says Turner.

### Counting cost

So do firms, perhaps, really need to get better at predicting the growth potential of their practices? If on top of this, they would (presumably) notice Peer Monitor’s trend that litigation (representing over a third of the total market) is one of the most susceptible to the client’s chopping block as the work is removed or reprocessed.

Turner explains: “Litigation bubbles up to the

top in analysis of highest-cost work – and so it’s being chipped away. Those billable hours are under assault.” Fortunately, however, corporate – and especially real estate – work, is a pipeline for the filling pretty much across the board at present.

What isn’t helping at all, he says, is that firms are being squeezed not just during initial rate negotiation (as clients have those extra options), but also once the work’s done and dusted.

“Collected realisation measures the difference between what comes through the door and that headline rate,” he says. It was once 80-90%, but is now somewhere in the high 70s.

“The industry has lost around 10p in the pound. Firms are pushing back with alternative fee arrangements, but fundamental rate integrity is not good.”

It’s yet another example of where firms may need to invest in improving process to keep the profit levels healthy – for fewer partners perhaps, but rather more in the way of competition. You’d struggle to say no pressure – they’d do well to know where they stand. ▴

For more information, visit:  
[peermonitor.thomsonreuters.com](https://peermonitor.thomsonreuters.com)



## INDUSTRY ANALYSIS

# Digging the data mine

Barry Talbot, managing director at Informance, says that while business intelligence has never been more abundant, it can be surprisingly difficult to extract

**T**he business intelligence market has shown extremely good growth in the last decade, and this is expected to continue beyond 2020. The shift from IT-delivered business intelligence, with few users and long project timescales, to a more modern, self-service approach delivered by the business began back in 2005 – and it continues. Most traditional BI vendors are losing market share to newer, more agile self-service BI vendors – this trend is shown in Gartner's most recent BI Magic Quadrant.

The total BI market has grown, from US\$6.5bn in 2005 to US\$20.1bn today. This growth reflects

the many changes that have taken place in the market, including the new technologies that are being used to drive both change and business transformation.

## Dashboard dangers

But in spite of the growth, statistics make for some concerning reading. Forrester reports that 64% of business and technology decision makers have difficulty getting answers from their dashboards, and 60% have concerns about how long it takes to create and update them. These concerns are driving vendors in the direction of self-service discovery tools that are easy to deploy, yet still give



To find out more, visit:  
[www.informance.co.uk](http://www.informance.co.uk)

**“Buyers in all industries can see and evaluate the competition with a few clicks or key strokes. There are no secrets and few advantages that remain unseen.”**

IT the ability to ensure the data used is well governed. Some vendors have achieved this, but most are still trying to get to this point.

Most business sectors have come to terms with the fact that some big changes are needed to achieve a quantum leap in the fortunes of an organisation. These changes mostly come from companies growing and finding they have to change their processes to make it easier to do business. But they can be very expensive to make. Consider what it costs to replace an ERP or PMS today. Depending on the size of the organisation, it could run to several millions of pounds. The legal sector, however, seems to struggle to make the investments needed to improve the way it does business. This reluctance is sometimes difficult to comprehend, but this article assumes that these decisions can, and will, be made.

### Insight flows

In 2006, Clive Humby said “data is the new oil”. A lot has happened since then. Many companies have created positions for data analysts that are uncovering amazing insights into data. When this is combined with other datasets, such as weather even, further insights enable faster decisions to be made. Ten years ago, business decisions were based on data that was one month old. Today, most companies have to make decisions every day based on insight that is immediate because the data is available.

All organisations are exposed to some massive macro trends to a greater or lesser extent. For example:

- We’re recruiting a new generation of people who have demanding expectations of technology. They arrive at the corporate doorstep with the expectation that work apps will perform intuitively. People expect to work in a technology-enabled environment, but the fact is that their experience at home is often superior to the one at work.
- Technology is encroaching on everything we do. Today, most companies are meeting their quarterly earnings targets by paring costs to a bare mini-

mum. Highly integrated supply chains make it possible to reduce inventory-carrying costs to near zero. It’s a worthy and cost-effective goal. But unfortunately, a production hiccup in China or Japan can very quickly halt production and lead to empty shelves in Amsterdam or Cincinnati. We live in an interconnected world where volatility in one region may have a devastating effect in another if we can’t respond quickly enough.

- At the same time, product lifecycles are compressed. In a cell phone industry formerly addicted to two-year contracts, new products are released on a two-week cycle. The fashion industry – accustomed to operating on the basis of four seasons per year – is adjusting to instant change.
- The internet has produced transparency. Consumers can scan a bar code and find the lowest price for a product online, or within a 10-mile radius. Buyers in all industries can see and evaluate the competition with a few clicks or keystrokes. There are no secrets and few advantages that remain unseen.

We need flatter organisations with fewer layers. But with fewer layers, organisations need strong cultural values that allow people to make hundreds of faster micro-decisions without having to be told what to do. The reason is simple. In the time it takes to obtain permission to act, too often the opportunity is lost. And when thousands of people miss thousands of opportunities, companies die. We must empower our employees with the information they need to make the smart, accurate, timely decisions that are so essential.

At the centre of dealing with all of these shifts is data and how we take advantage of it.

What we do with data is what enables business to take a quantum leap forward. Law firms, for example, can empower people to see and react to key performance indicators that show a negative deviation from target.

Having access to such data changes the world in which we work on a daily basis – and if managed correctly, can add thousands, if not millions, to the bottom line. ▀



## LAST WORD

# Leading law to a 'T'

Simon Harper, co-founder of LOD, argues that the scenic career path can offer lawyers much more than a more pleasant experience day to day



**E**ven as someone leading an alternative legal service, I can't deny that the traditional law firm career route served me well as a trainee, associate and partner. It was a safe and structured way to progress down a well-trodden career path, without the distraction of "what do I do next?". Learning and developmental opportunities were ready-made and I was supported by an existing infrastructure.

But this model has more recently been criticised for its inflexibility and for being out of touch with the way lawyers want to work in the 21st century. Newer ways of working have shown us that you don't always need to stick to a single path to get to your desired destination. And sometimes taking the scenic route actually adds to job satisfaction along the way.

What do I mean? Well, in the growing sector of flexible legal services we know lawyers who have taken year-long sabbaticals; who worked six months of the year and travelled for the other six; who worked full-time but in a different time zone from their clients; and also who lawyer for others alongside running their own businesses. Viewed through a traditional law firm lens, this could seem to be career suicide. But for those lawyers taking a different approach has

led a much more fulfilling career, developing breadth – as well as depth – of knowledge.

It's what IBM calls a 'T-shaped' person. They try to develop their employees not only to have deep skills in a particular discipline (the vertical axis of the T), but also to have solid understanding of a broad range of topics (the horizontal axis).

It's easier to be a T-shaped person in a more agile career path, but it's not necessarily easy. You alone are responsible for your personal development, whether that's discovering new expertise, honing your soft skills or deciding on your next step when there's no existing blueprint.

But for agile lawyers, the opportunities are endless. For example, some, after a stint in-house, go back to private practice with a much deeper understanding of what clients really need. Others may become subject matter experts in unexpected areas, coupling their expertise with commerciality learned through running their own businesses. And others, like me, end up doing something completely different.

So when you're thinking about your career journey, don't be afraid to take a few detours. It could – and I talk from experience here – lead to the jobs that you didn't even know existed. ▴

**It's easier to be a T-shaped person in a more agile career path, but it's not necessarily easy. You alone are responsible for your personal development, whether that's discovering new expertise, honing your soft skills or deciding on your next step.**

# Linetime

## THE PERFECT FIT FOR YOUR LEGAL PRACTICE

### **Made-to-measure software**

At Linetime, we believe that by listening to our customers and by reacting as their requirements change we have helped to transform the operational efficiency of some of the UK's foremost law firms. Our Liberate suite of software has many "off the peg" components which can be further tailored to the individual needs of the user. As well as assisting with their daily tasks we also help and improve the overall efficiency and profitability of their practice. So if you're looking for a legal software supplier that provides a tailored fit then look no further. Call us now.

### **Case Management**

A comprehensive suite of predefined screens and workflows can be easily tailored by the user to provide a perfect match to the firms requirements and processes. Deadlines, standards and SLAs can be automatically monitored and adhered to, allowing users to focus on the real work in hand. Liberate allows the retention of a complete electronic file that can be printed or published to PDF. As well as accommodating a high volume, workflow driven, case load the system can also cater for the more ad hoc "matter management" and complex areas of work. Liberate assists all types of user to increase efficiency and maximise profitability.

### **Practice Management**

### **Business Intelligence**

### **Online Case Tracking**

### **Online Payments**

### **Client Relationship Management**

### **Matter Budgeting**

### **Debt Recovery**

**CALL 0113 250 0020**

[www.linetime.co.uk](http://www.linetime.co.uk)

[info@linetime.co.uk](mailto:info@linetime.co.uk)



**Linetime**  
Legal Software



THOMSON REUTERS

**PRACTICAL LAW™**

Trusted  
answers  
even faster.

## The new Practical Law

The new enhancements to Thomson Reuters Practical Law™ have a familiar feel, because they're designed around the way you work. Searching is faster and more focused. History tells you what you've viewed and takes you straight to what you've been working on. And, you can set your preferred home page to get in and get going each day.

**See how we're taking the familiar into the future.**  
[legal-solutions.co.uk/newpracticallaw](http://legal-solutions.co.uk/newpracticallaw)  
**#NewPracticalLaw**

The intelligence, technology and human expertise  
you need to find trusted answers.



the answer company™

**THOMSON REUTERS®**