Briefing

DOCUMENT MANAGEMENT

Digital document futures

Interview

Brodies' technology leader

Damien Behan on why harnessing email is document management's next battle, and why tablets are the future

Feature

Revolution in the document factories

How document management is changing the way firms work, and why Lewis Silkin and Clifford Chance are turning to Microsoft SharePoint

Plus

How SharePoint can be enhanced to produce real, legal-ready document management – and what you can do with it

Workshare™

www.
legalsupportnetwork
.co.uk

Document management comes of age

It was only a matter of time. Microsoft has finally turned its gaze towards legal – and as many people in other business sectors will tell you, once this happens your world is rarely the same.

The news that Lewis Silkin's Excalibur DMS, based on Microsoft Share-Point, will now be publicly available is potentially game-changing for existing DM vendors. Clifford Chance's moves in the same direction only cement the threat.

This isn't just an abstract IT thing – SharePoint as a legal DM could affect everyone in a law firm.

We spoke to UK and US firms that use, know and live good DM to bring you this **Briefing**. Damien Behan at Brodies says it's the best way to tame the email beast, and it provides the base for tablet computing to take off in legal (*see p04*). Joanna Goodman analyses the new SharePoint game on *p08*, and Workshare outlines how to implement it on *p13*.

I hope you enjoy this month's issue. If you have any comments, just click on the link below to mail me.

Rupert White, head of content and community

04

Interview: Damien Behan

Rupert White talks to Brodies' IT director about how he's using document management to tackle email and set the firm up for a tablet-based future
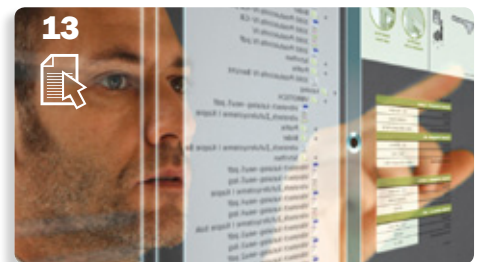
08

Bring on the DM revolution

Joanna Goodman examines how document management is changing the way firms work, and analyses the entry of Microsoft SharePoint into the market

13

To Outlook, and beyond

Jes Breslaw at Workshare on how law firms can layer third-party solutions on to SharePoint to produce DM solutions as good as anything on the market

---

> " I like paper... but we're trying to say that there is no paper file any more, there's an electronic file – otherwise you've got no chance of creating a common vision and, around that, a strategy. "
>
> **Damien Behan, IT director, Brodies LLP**

How Briefing works

Briefing features editorially independent interviews and feature articles alongside sponsored editorial. All sponsored editorial is marked as such, in the bottom left of the pages on which it appears.

Become a Briefing sponsor

Want to get involved in **Briefing**? Click on the purple W to find out more, or just call us on 0870 112 5058

Missed a **Briefing**? Read about cloud services, staffing and resourcing, finance management and much more in past issues of **Briefing**.

Document Management
Needs New Heroes

Together Workshare® Point* and Microsoft® SharePoint® deliver affordable, powerful and legal-ready document management.

Features include:

➜ Management of SharePoint content from Outlook
➜ Integration with Workshare Professional
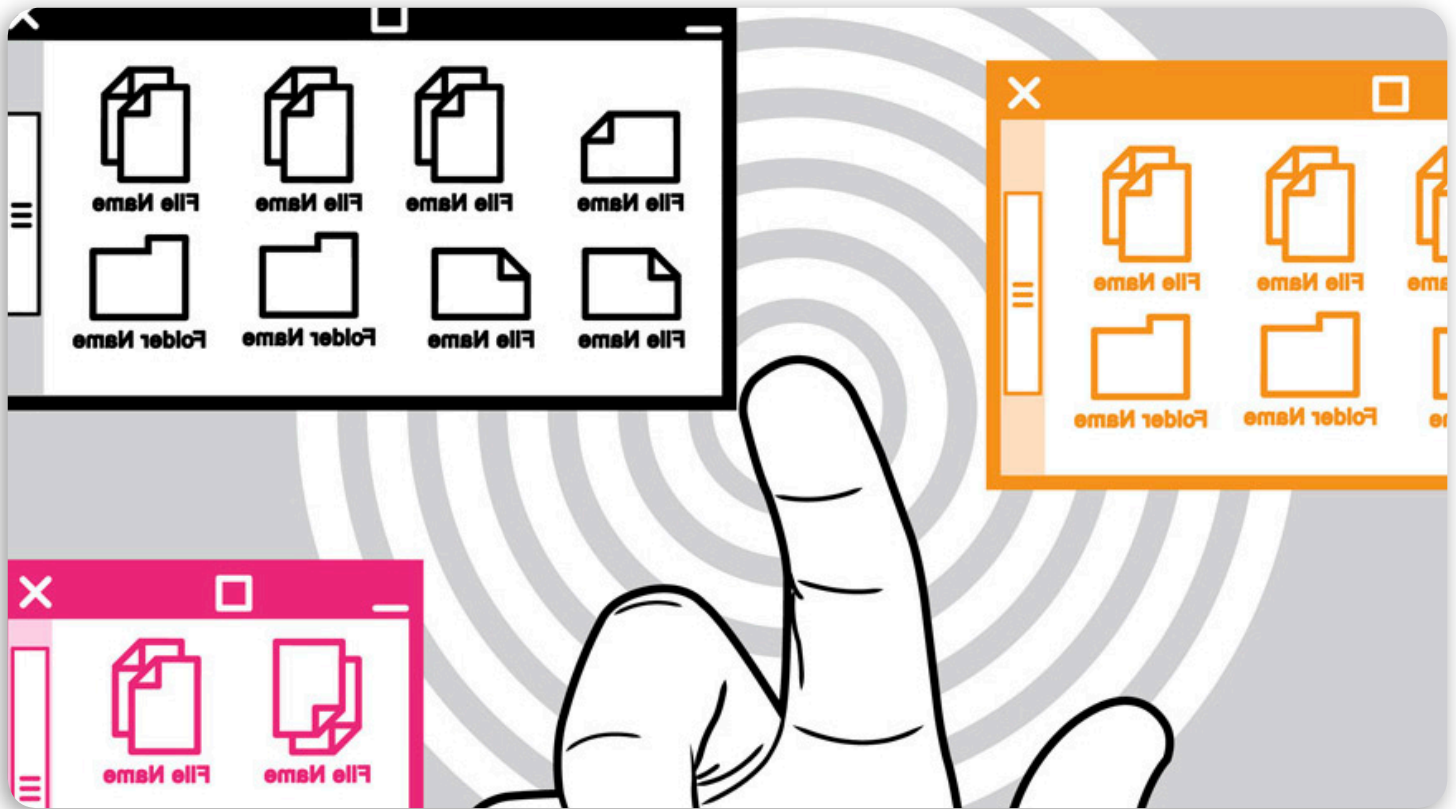➜ Email management
➜ Auto filing, drag and drop and search

Learn more at: www.workshare.com/microsoft or 020 7539 1411

* Workshare Point launch expected January / February 2011

Workshare™

Going digital

Rising IT star Damien Behan talks to Rupert White about how document management is delivering compliance, security and knowledge benefits to Brodies – and how it's taming email

Moving from London's Bird & Bird, in 2007 Damien Behan took over a team at Brodies that had only recently been named 'IT team of the year'. No pressure, then.

His predecessor, Andrew Powell, left Brodies to join Nabarro in London. Behan had previously spent time at Baker & McKenzie, and started his working life in IT for the famous software firm Lotus and then for Cap Gemini. He's a fully paid-up

project manager too. Behan didn't even study law, so he represents, to me, one of those increasing number of outside entrants that have made law firms their home.

Since moving to Brodies, he's been a busy man – he's moved the firm to the BlackBerry platform and to using time recording and digital dictation on the lawyer's favourite gadget, he's upgraded Brodies' document and practice management systems, virtualised its

servers, re-architected the network, helped promote KM and social media tools to enhance business know-how, and is always keeping an eye on how the firm can deal ever better with risk.

The bread and butter of law, he says, is documents – but that word doesn't mean what it did, say, 25 years ago. Now, with email and all the other digital material lawyers use to pass information around, document management (DM) is a bit of a misnomer. The big

deals in DM now, he says, are email and tying all material into one system, or consolidation.

"The bit that people are still struggling with to various degrees is how do you make sure that every bit of information that comes in the door ends up in the document management system (DMS) as an electronic file?" What you don't want in a law firm, he says, "is two separate files, neither of which are complete", which will happen with running paper and digital

INTERVIEW **DAMIEN BEHAN** cont.

files concurrently.

So does every piece of information in a law firm need to be stored in one place, and what would the benefits be if one did? Every support department will have important information that should be available firm-wide and stored properly, says Behan – HR will have HR policies, contracts, contracts of employment, the marketing department will have tender information and so on – and "it doesn't make any sense to keep that somewhere else and maintain separate DMSs".

Everying in its place

Brodies uses Autonomy iManage for DM and Visualfiles for its case management, but the firm's case management takes all its documents from iManage, as does the firm's intranet. Behan has enabled this completeness by almost forcing everything in the firm to flow into the DMS. "If you set your DMS up so that there is literally no other way of saving documents, people will [use the DMS] just because it's impossible or too difficult to put them anywhere else."

There's still some way to go in terms of some department's emails, he says – "we're under fewer obligations to keep that sort of stuff, so it's less important than the client stuff" – but the DMS is "the single point for people to save things into", he says. "We don't have network drives or shared public folders for storing emails, or anything like that."

There are limitations,

though, both to the technology and to the idea – you don't want or need to save everything everyone ever produces or sends on email, you just need to have a very good set of 'nets' to ensure good risk management. The trick, Behan says, is to make it as easy as possible to file emails into the DMS. Brodies uses the Autonomy iManage email management module, which tags email as it's sent so the system can file it and every email it relates to.

This hasn't been universally popular. "Some people are a little bit sniffy about using those subject tags, but for us it was a risk decision – the importance of getting emails filed into the DMS was such that we wanted everyone to use this system. If they have to remember to go and file this into the DMS, let's face it, they're not going to do it, or some people will and some people won't."

Risk management is a mas-

sive benefit of good DM, and how DM delivers good risk management is manifested in many ways. Behan took Bird & Bird from "no DMS to DMS", says Behan, so he's seen the benefits unrolled at first hand: "Absolute consistency in terms of where people are filing things into the system, so that you can actually find them once they've been 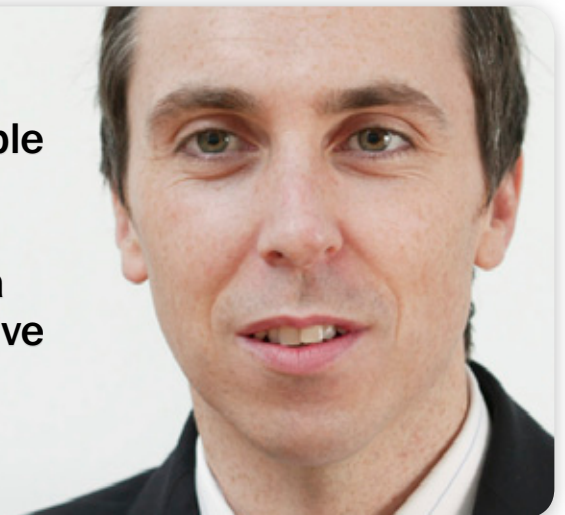saved. You [also] get security, which is granular down to the level of matters, documents, folders, whatever way you like to do it. You get an audit trail of everything that's happened to a document, whether it's been printed, viewed, checked out, checked in, or been emailed.

"So you get internal compliance, you get a much better idea of what's actually happening to the documents, and you get versioning, email management with matter centricity, [and] the ability to have one place where you store everything on one file. In terms of risk, that just cuts down

on people missing things." In other words, DM helps deliver 'versioning truth', and versioning can be a disaster in a law firm if it goes awry.

Limits to growth

There are other reasons why not everything can be in the DMS – "finance teams have a tendency to favour using lots of linked spreadsheets, and the DMSs have not been good at handling linked spreadsheets", Behan explains. "That has always been a huge headache for us."

But, he says, he can't see "any logical reason why you wouldn't want to have one single place to store everything, because you've still got the same issues of disaster recovery, of backing up and maintaining the data, whether it's a client matter or it's internal business".

"If you start to lose that oversight because you've

> "The big challenge is cultural. It's getting people used to the idea that everything is going to be electronic. That's quite a hard sell for people who've grown up with paper."
>
> Damien Behan, IT director, Brodies

INTERVIEW **DAMIEN BEHAN** cont.

chosen not to enforce the DMS across the business, you're missing a trick."

You're missing a trick because DM can give some other basic business benefits as side-effects, such as business continuity and disaster recovery. Because, ideally, lawyers need access to DM-stored documents wherever they are, and it's easier to mirror information correctly between separate safe environments if that information is in one (logical) place – a single DM environment delivers remote working and resilience automatically.

But rolling out and enforcing such a far-reaching set-up won't be simple, as we've already heard. The biggest challenge in either bringing in DM, or stepping up to a more all-encompassing DMS, is cultural, Behan says.

"The big challenge is cultural. It's getting people used to the idea that everything is going to be electronic now, you don't need to print emails – you can print them if you want, but you shouldn't be storing emails in paper form. That's quite a hard sell for people who've grown up with paper.

"I like paper, I scribble on it, I carry it about. We have a 'less paper' initiative – which you'll note is not called 'paperless' – because it's very useful and it performs a particular function. [But] culturally what we're trying to say to people is there is no paper file any more – there's an electronic file, and there are certain things that you need to keep in hard copy format, like principal

documents, deeds and so on, but everything else should be electronically stored. That's quite a challenge for some areas of the business."

Gaining buy-in

Behan says the way to get buy-in for such a move is by pointing out those big risk benefits, "viewing it as a governance and a risk manage-

ment issue, then addressing it as such".

The other challenges to implementation are, inevitably, migration and training – as law firms have so much document information, mapping everything to a new system is not an easy process, and it's vital that everyone in the firm knows how to get the most out of the system, and that they get regular refreshers.

"It sounds obvious, but in practice it's a challenge just to

make sure people take on board what they're going to get out of the DMS, and that they know how to do things. It's making sure people understand that this is a business tool, and there are risk reasons for implementing it."

Good document management also touches KM people: because they are the masters of legal information in the law

firm, DM can either enable them, or make their lives hard. Brodies has implemented an online KM system built into the intranet, says Behan, but again it's an interface to an underlying DM database, "so to the end user it looks like a very nice, graphical website, but actually it's just displaying and pulling documents out of the DMS underneath, so the people who are managing the documents do it in exactly the same way as we manage our

master documents and back it up in the same way – they have the same search engine applied [etc]."

Moving towards this single DMS environment isn't some IT person's wet dream (though it may be that, who knows) – going down this road will please clients, who may already be calling for results that DM can deliver. Behan says he knows Brodies is far from alone in "seeing a lot more pressure from clients […] looking at their supply chain, auditing their firms, and saying 'you must be ISO 27001 compliant, you must demonstrate to us you have information security management in place'" – in essence, they want 100% assurance that a law firm won't be the source of a leak, and a good DMS can go a long way to doing that.

SharePoint opinions

SharePoint is one of our 'angles' for this issue of **Briefing**, because it seems like the Microsoft problem child is finally ready to step up and play with the adults of DM, such as Autonomy and Open Text. Behan is reserved about SharePoint's power at the moment, but he says Microsoft's time is coming. "You can never accuse

> ## TAKING THE TABLETS
>
> "We have to capitalise on the enthusiasm for tablets [such as iPad], because it's not often you get people, particularly non-techie people, really excited about a piece of technology."

INTERVIEW **DAMIEN BEHAN** cont.

Microsoft of being first to the market with something, but they usually get there, taking market share."

Though Lewis Silkin's work on its SharePoint-based DMS, Excalibur, is interesting, he says, the most telling move by Microsoft is its work with Clifford Chance (which declined to be interviewed for this **Briefing**): "Microsoft are making a heavy investment in it, so they've obviously decided that they're going to tackle [the legal market] finally.

"I suppose most law firms are pretty small beer for Microsoft, [and even] Clifford Chance is probably still small beer, but they're big enough that it's worth [Microsoft's] while engaging, which is a positive thing for everybody else."
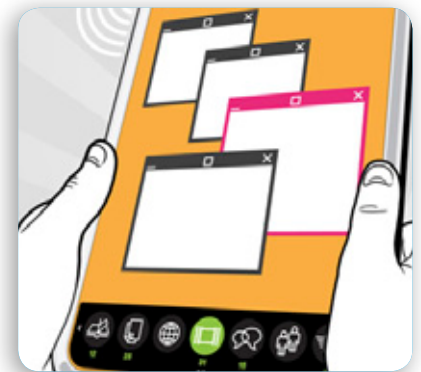
It's positive because such work between one of law's largest firms and the world's largest software business might well produce that fabled object, the pre-made, out-of-the-box legal SharePoint DMS. Behan says this may not equate to Microsoft rapidly dominating – "a few years ago there was various flavours of Dynamics for law firms, but people are still buying Interaction, they're still buying Hubbard One" – but, he says, there is a crucial difference: "The advantage of SharePoint is that a lot of people may already have it, and if I was looking for a DMS now, I would certainly look at [it]. Whether it's mature

enough, I don't know."

One of the things that DM has yet to deliver to law firms is a kind of 'real world' usability at the human level, Behan says. "In some ways the software is lagging a little – we've brought the lawyers along with us, but the final bit of the ease of use [is still missing]. It needs to be as easy to flick through an electronic file as it is to flick through a paper file. Obviously search can do an element of that, but if you're not sure, or you're looking for a particular document, but you can't quite remember the content, or you just know what it looks like, then it's not quite so easy."

New devices for new ways

Tablet computers, such as the iPad, BlackBerry's feted Play-Book and the many flavours of Android tablet coming out this year, are "the next step with DMS", Behan says. "I'm watching with a great deal of interest what's happening with

tablets, and I think there will be definitely a future for them [in legal]." But, he says, they still need to be able to do more than just allow easy reading – the winning tablet in legal will have to allow users to do useful things with documents, too.

Nonetheless, he says, now is the time for law firms to think of clever, useful things to do with them. "We have to capitalise on the enthusiasm for tablets, because it's not often you get people, particularly non-techie people, really excited about a piece of technology. If you can harness that, and use it to get them working smarter, we have to make every effort to do that."

Perhaps this is something that will occupy legal IT directors' minds in 2011 – because, Behan says, they're in for an interesting year.

"It's a very good time to be working in IT," he says, "because partners, lawyers, and the legal world generally, realise that the world has

> ## "It's a very good time to be working in IT, because partners, lawyers and the legal world generally realise that things have changed and we're not going back to the way they were."
>
> Damien Behan, IT director, Brodies

changed and we're not going back to the way things were.

"The obvious question is how can [firms deal] with the challenges from alternative business structures and external investment and all that good stuff in the [Legal Services Act]? How can they be more innovative, how can they be more efficient, how can they attract new clients? The answer to almost all those questions is technology.

"The appetite for technology as a means to innovation has grown massively over the last couple of years, due to the recession. And people see IT as the way to get more clients, to get more business and to be able to do things more profitably.

"For a firm like Brodies, to be investing in technology is crucial to the future of the business, and the way we're attracting new hires and keeping our talents is by being competitive in terms of technology, and being innovative." ●

Interview transcribed by Voicepath: *fast, secure, onshore legal transcription for over 200 clients nationwide*

FEATURE DOCUMENT MANAGEMENT

Revolution in the document factories

Joanna Goodman examines how document management is changing the way law firms work, and asks if Microsoft SharePoint now represents a real alternative

Why is Lewis Silkin's new document management system, developed on Microsoft's SharePoint platform, sold to IT company Sword and released to no small fanfare in mid-January, so important? Will the traditional big law firm document management (DM) vendors retain their thrones as the Redmond giant wades in, or is the world of law firm DM about to change for good?

Compared with other industry sectors, law firms are document-heavy and lawyers are document-hungry. Law firms trade on leveraging lawyers' individual and collective knowledge, and a firm's experience and the precedents represent the

jewels in the crown of its knowledge resources.

But a major challenge for law firms is the sheer volume of this material produced across different content platforms, by different people in the business, digitally and on paper. An effective document management system (DMS) needs to organise this information in a matter-centric way. Ideally, it should also support collaboration between lawyers in different practice areas and locations, letting them create documents and precedents and deliver legal advice that draws on the firm's collective expertise – and it should allow everyone in business services to work in the same way.

DM solutions have other significant side benefits to law firms, such as security, regulatory compliance and confidentiality. Like any professional service, law firms need to balance the benefits of sharing the firm's internal knowledge with the need to restrict access to sensitive information – but it's equally important that documents are easily identifiable and discoverable.

Learning to love DM

Document management has already become a necessity at law firms beyond a certain size, supporting core services by making all documents

available electronically. But what are firms looking for in a DMS, and why are many of them paying a premium for legal-specific software?

"Word processing and electronic filing were originally designed to fulfil lawyers' requirements in terms of document control," says Gordon Simpson, technical director at IT consulting and software business Tikit. "Word 2010 features, such as master, multipart and long documents, could have been designed with lawyers in mind."

But law firms are differentiated from other organisations by the fact that they manage very large volumes of documents of similar types – that is, law firms lack document

Revolution in the document... cont.

variety, but have huge scale. "Almost any other industry will handle a much greater variety of electronic files and documents," Simpson says. "DM adds controls, including security, structure, and version control." The type of filing is also very particular to law firms – lawyers really do live in Outlook, as the overwhelming majority of documents they handle are emails.

DMSs also have to deal with very different usage profiles in different practice areas. A corporate matter might require the ability to search, sort filter and review an electronic file containing 15,000 files in multiple folders, while a private client matter might contain only 100 files, but the firm might be handling hundreds of matters for each client.

Vital features of a legal DMS include version control, the ability to protect individual documents, a clear audit trail showing all edits and amendments, and full text search. Other legal-specific features include 'matter-centricity' (making matters the focus of all document filing), creation and identification of precedents and other know-how, and the ability to interface with practice and client relationship management, accounting and billing systems.

State of the market

The landscape for DM in legal is dominated by iManage, acquired by Autonomy when it bought Interwoven in 2009. The iManage DMS is particularly popular among big law

firms, many of which switched from Open Text DM5 because iManage included the ability to incorporate emails into a firm's electronic filing system.

iManage is perceived as an ideal solution for big law firms because it was designed specifically for the legal market. As Jason Plant, applications manager at DLA Piper explains: "iManage's electronic filing system replicates lawyers' paper files with matter files, which include folders containing documents. The metadata is also lawyer-focused: client number, matter number, practice area."

But it's not just mapping to traditional legal behaviour that has won iManage its clients. Tom Baldwin, chief knowledge officer at Reed Smith, chose iManage for its scalability and broad functionality. "The system is accessed by all our lawyers globally. They can find documents, precedents and emails, and it is fully integrated with our intranet and Outlook and supports collaboration."

Big law firms require a DMS that can cope with really large volumes of data. DLA Piper is one of the world's largest law firms, and the sheer scale of its DMS means that iManage's time-saving features represent a considerable benefit. "Email management is our greatest challenge, because three-quarters of our documents are emails," Plant says. "The latest version of iManage facilitates email filing by synchronising matter files with Outlook folders – the system automatically moves emails into the right matter file so there is very little for the lawyer to do."

Why DM works for law firms

Selected benefits of DM systems in law firms

Complete matter file: all documents (electronic, email, scanned, voice etc) are located in a single electronic file, accessible anywhere at any time.

Versioning: full document versioning enables reliable collaboration between users.

Standards: a firm-wide matter management standard can be created and maintained, allowing practice area or team variation.

Lifecycle management: matter file lifecycle management can be implemented from inception to archiving and, potentially, disposition.

Security: security standards can be created and maintained automatically, and ethical barriers can be created and managed.

Email: emails can be captured to the electronic file on sending or receiving.

Attachments: attachments remain part of the original email, but users can also detach the documents, save as new versions of existing documents, and re-attach the documents as either links or copies.

Document policies: firm-wide document policies can be created and maintained, such as the automatic stripping of document metadata on sending documents, conversion to PDFs of final renditions, etc.

Mobility: access to the document repository via mobile devices such as Blackberrys.

Automatic classification: very accurate document information can be attributed to documents without any user intervention.

Searching: searching a DMS means users can search for any work or phrase within the content or files from a simple interface. The same search function allows the retrieval of documents that may be of discovery value, irrespective of who has created it.

Client collaboration: users can directly collaborate with clients through a defined security policy allowing for controlled client access to documents.

Revolution in the document... cont.

Simon Kosminsky, IT director at SJ Berwin, says that though technology developed for the legal market tends to be expensive, it represents an out-of-the-box solution that does not require significant development work to fulfil firms' key DM requirements.

As one of the first firms to adopt electronic filing, SJ Berwin deployed iManage in 2005 and, as Kosminsky explains, the business case for investing in a new DMS was clear – the need to address the critical risk to paper filing presented by email. Paper files were in danger of not being current, because this relied on individuals printing and filing their emails. At the time, iManage was the only solution that enabled users to drag and drop emails from Outlook into the relevant electronic matter file. Electronic filing of emails also addressed risks around retention, back-up, access, sharing and so on, as well as practical issues such as file storage capacity.

SJ Berwin also gained a significant side-benefit in reduced paper usage, though it had to invest in printer/scanners to scan original documents.

A growing integration benefit of DMSs like Autonomy is that they work with other big business IT infrastructure systems such as SharePoint

and Recommind MindServer Search. But if your firm already relies on SharePoint, why not use it for DM?

SharePoint comes of age

Both Baldwin and Plant admit that the relatively high cost of acquiring and maintaining iManage represents a good reason why small and medium-sized firms are increasingly looking to Microsoft SharePoint as a DM solution. But why is there this gap in the legal DMS market, between what's good for the smaller firms and what's needed by BigLaw?

Kosminsky points out that the market leaders were acquired by businesses whose primary focus is not the legal sector (Autonomy/Interwoven, Open Text/Hummingbird) and questions have been asked around how great their business interest is in supporting smaller firms. Also, many

firms considering deploying or changing their DMS already have SharePoint.

SharePoint, supplied as part of the Microsoft enterprise bundle, provides a framework for information from all sources within an organisation. This has led a number of mid-size firms to consider it as a platform for document management. And, says Plant, if an expanding firm had not already bought iManage and has SharePoint, it makes sense to evaluate purchasing the appropriate add-ons to develop a SharePoint DMS.

It's generally accepted that, for all but the smallest firms, SharePoint alone cannot deliver a valid legal DMS. It supports only two levels of filing, and it doesn't offer email integration and versioning that is even closely comparable with iManage. So law firms have turned to third-party vendors for add-ons that deliver these capabilities, as well as features to address

> ## "SharePoint will be the de facto document management system for law firms."
>
> Jan Durant, director of IT & operations, Lewis Silkin

security and mitigate risk.

Erik B Goltzer, CIO at 220-user US firm Miller Johnson in Michigan, explains why his firm moved over from Open Text DM5 to a SharePoint-based system:

"SharePoint represents a foundation across a firm's primary systems, allowing users to draw context between practice management systems, documents, accounting, records and other core enterprise data. This opens a wealth of opportunities to connect content to workflows that enhance business processes, share generated content with clients via an extranet, gather key KM data and build records retention and data models."

Goltzer is combining SharePoint with a toolkit of third-party add-ons, notably from Handshake, Ave Point K2 and InfoPath and right now, he says, the best way to a SharePoint DM solution is still to develop a customised

Revolution in the document... cont.

solution that includes third-party products.

Lewis Silkin and Excalibur

But developing a bespoke SharePoint DMS takes time, commitment and resources.

Jan Durant, director of IT and operations at Lewis Silkin and a pioneer of SharePoint in law firms, has spent three years developing a DMS based on SharePoint with her team. Lewis Silkin sold its bespoke SharePoint DMS, now named Excalibur, to Sword in 2009. The product has been developed as a legal-specific DMS for Share-Point 2010, and is supported by a variety of third-party products, notably Recommind MindServer Search.

Just before this issue of **Briefing** was finalised, Lewis Silkin and Sword announced the public release of Excalibur at the law firm's offices in London, at which Durant laid out her view of the future market – she told the *Lawyer* magazine on the day that she believed that "Microsoft will eventually become dominant in the legal market".

Durant says law firms are generally adopting a more

consolidated approach to IT – investing in systems that work together to foster knowledge sharing and collaboration across the firm. "We use SharePoint for our intranet, DM and workflows," she tells **Briefing**. "It is also our website and it will be our extranet." Next steps also include a BlackBerry interface for DM on the move, though the firm's practice management system (Elite 3E) and HR database currently remain outside SharePoint.

SharePoint has clear advantages for Durant, including the fact that it naturally includes tight integration with other Microsoft products. She highlights, also, Microsoft's size and stability as other key benefits, as well as Share-Point's development potential.

DM's future

Whether the legal world will move over wholesale to SharePoint is down to such a variety of factors as to be impossible to tell.

In a recent ILTA presentation, Goltzer said vendor turnover and consolidation can affect development and innovation, and Autonomy's reverse takeover of Interwoven added more complex technology, which requires more support – a factor that could lead smaller firms to switch to SharePoint. But Autonomy is also constantly upgrading iManage, and Autonomy provides other legal compliance functional-

Reach for the skies

Cloud computing will doubtless continue to be a buzzword in 2011.

Notwithstanding the usual questions around dependence on connectivity and security and the legal, jurisdictional and compliance issues around entrusting confidential data to the cloud, some firms are already deploying cloud-based document management solutions.

Stand-alone DMS offerings, notably from Worldox and US-based cloud provider NetDocuments are increasingly popular among mid-size firms. NetDocuments is a cloud-based product that is similar to iManage, but uses Microsoft FAST as an indexer. According to users, these products integrate with SharePoint and are less costly than iManage.

For more on cloud solutions, download our Briefing on cloud and managed services

ity, such as automated anti-money laundering and conflict checking.

So what's next for law firm DM? Goltzer says firms are looking for a "panacea" from Microsoft, some form of DM that can be implemented without third-party products, but he doesn't see Microsoft delivering this. Perhaps Excalibur will be the first.

So, as mid-market firms increasingly turn to SharePoint for DM, IT companies are capitalising on this and developing products to meet firms' various requirements. According to Matt Brown, VP of marketing for Workshare, legal "customers want to use SharePoint but are asking to work from Outlook in a way that is more client- and matter-centric". Workshare's response was to develop an iManage-style user interface.

Brown also foresees an evolution into the cloud for law firms, which SharePoint should provide as Microsoft turns a huge amount of its resource cloud-wards.

Plant at DLA says that, though Autonomy is continually adding new features, such as predictive filing, auto-filing and automatic filing, he believes Autonomy may find it necessary to respond to the cloud challenge, possibly by developing a cloud-based DMS of its own.

Goltzer predicts that a slew of new products will appear in response to the challenges of building a SharePoint DMS – such as Lewis Silkin's solution. "There is tremendous dissatisfaction with products that require costly integration and expensive support, and there are tens of thousands of

Revolution in the document... cont.

SharePoint developers to each Open Text and Autonomy."

Durant has leveraged these advantages, employing developers to create a cost-effective bespoke DMS that combines an intuitive user interface and reduced maintenance requirements. She predicts that "SharePoint will be the de facto DM system for law firms", but she admits that Excalibur demanded considerable time and resources, and the involvement of a third-party developer.

From a user's perspective, the main difference between Lewis Silkin's Excalibur and Autonomy's iManage is that Excalibur is browser-based. This familiar interface means that very little training is required – so adopting a SharePoint DMS should be easy for anyone in the firm to get used to, whether they're in HR, IT or admin.

Another advantage gained was simplified content management: Lewis Silkin does not have a separate knowledge database. Know-how is given different metadata fields and managed by designated editors, but users can access them via SharePoint.

Building on a SharePoint base also means a firm can work out which added functionality it really needs by going through some business process analysis.

Kosminsky says firms should look at usage and decide what really makes a difference. "A key premise for legal DM is that documents are routinely accessed by different people," he says. "But, in practice, most lawyers use their own documents or those produced within their team or practice group."

The challenge is developing, purchasing and maintaining the multiple products that make up a bespoke DMS, which may end up more expensive than buying an out-of-the-box legal solution.
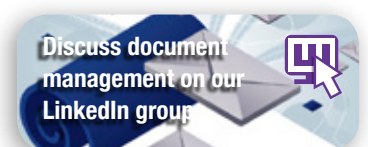
Turning the supertankers

Microsoft has been working closely with Clifford Chance on an in-depth evaluation of SharePoint as a legal DMS. Microsoft and Clifford Chance have spent considerable resources in developing a bespoke, scalable system, which will be one to watch in 2011. But Clifford Chance has a history of using heavily customised products to suit

its requirements – and many larger firms are not prepared to invest the necessary time and resources in a major DM project.

If the Clifford Chance project produces a generic legal-specific SharePoint DMS offering, Microsoft will have made significant progress in turning the legal supertankers but, as Baldwin observes, large firms have invested heavily in DM technology, and in the short term they are unlikely to change: "The two things in a

law firm that you don't want to mess with are email and document management."

And though most firms use SharePoint, it's not yet an established legal DM solution, so it represents a risk.

Simpson at Tikit agrees that medium-sized and larger firms that have already invested in iManage would be reluctant to move to SharePoint, despite the cost savings, because of the upheaval (and fear)

> "The two things in a law firm that you don't want to mess with are email and document management."
>
> Tom Baldwin, *chief knowledge officer at Reed Smith*

of change and the reduced standalone functionality.

Pioneering projects like those at Lewis Silkin and Clifford Chance, and the development and uptake of third-party products, will influence whether SharePoint will genuinely challenge Autonomy's market position – transforming the legal DMS landscape – or just replace Open Text as a customisable and only potentially cost-effective alternative to the market leader.

One way or another, though, DM is seeping into the whole legal market, from BigLaw all the way down to the smaller firms. Now that SharePoint is being exploited in this way, it's probably only a matter of time before it becomes an accepted, must-have technology whatever size law firm you work in. ●

Discuss document management on our LinkedIn group

ANALYSIS **SHAREPOINT FOR LAW FIRMS**

To Outlook, and beyond

Jes Breslaw at Workshare on how Microsoft SharePoint 2010 is now ready for law firms of all shapes and sizes

Hands up who uses Outlook to find and retrieve documents. And now tell me why you're not using your very expensive document management system?

The truth is that, as the performance and search functionality of Outlook has improved, it can be quicker to use it to find a document that was an attachment in your mail than to search your document management system (DMS) or intranet – and it's not just lawyers who can be guilty of avoiding the DMS. **Briefing** spans a wide law firm audience, including HR, marketing and finance, and people in these departments also spend a lot of time in Outlook – and they also use it to retrieve documents, spreadsheets and presentations, rather than use their firm's DMS.

So if Outlook is so great, do firms really need to continue nagging people to store their documents in the DMS? The answer is an emphatic 'yes',

and here's why:

First, Outlook has a total lack of version control.

How do you know if the document you find is the latest one? What if you have made changes and saved it to your PC or DMS, or a colleague has changed the document, but not sent it to you? It's all too easy to retrieve an old copy of an important document if you're just mining Outlook, which could mean inaccurate content and lead you to redo work already completed – or worse.

Second, you can't be sure that all related emails are linked to a specific document. Although in Outlook 2010 you can group emails together by subject and view all emails and documents by sender, you cannot view them by the overall matter or project number.

The third, and perhaps most important, reason why everyone with the firm should be using the DMS

for all documents is risk and compliance. The user may not care about using a DMS, but your head of risk surely does. Compliance officers are required to ensure that firms keep an accurate history of all document versions, along with information about who made changes and when. Outlook just isn't designed for this, and you can end up in hot water if the regulator knocks on your door and finds staff using Outlook as a file store.

So we find ourselves in a frustrating place. Users just want the ease of use and speed of Outlook, but with the ability to group documents and emails by matter/project and to find specific versions. The head of IT wants the security and robustness of a traditional DMS, and the head of compliance wants assurance that every email and document is tagged and filed correctly. How on earth do we make these three parties happy without stepping on

each other? Enter Microsoft SharePoint 2010.

Extending SharePoint

SharePoint enables you to share information with others, manage documents from start to finish, and publish reports to help everyone make better decisions. With the release of SharePoint 2010 in May 2010, most experts now agree that it has become a viable alternative to the traditional, more expensive DMSs.

The product is scalable, robust and performs very well. However, out of the box, SharePoint isn't very Outlook-friendly and is mainly accessed using a web browser. It's also not very 'legal-ready' compared to the established DMS suppliers who have customised their products to suit legal. So, enter Workshare Point from Workshare.

SharePoint 2010 enables

To Outlook, and beyond cont.

products like Workshare Point to truly integrate SharePoint with Outlook. The Workshare Point add-in extends Outlook to work specifically with legal.
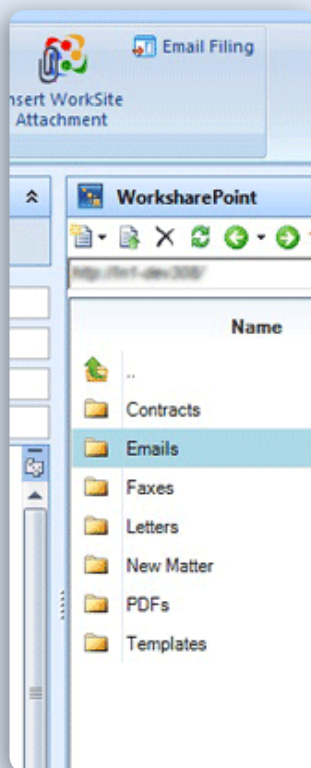
HR, finance and marketing, among others, also like accessing their documents from Outlook, but not in the same way as a lawyer – operational staff manage their files in a project-centric way, as lawyers manage theirs in a matter-centric way. Though they're not necessarily working on matters, it is no less important that they file their emails and documents correctly. It seems a shame not to leverage investment in a DMS to extend its reach to the other departments.

SharePoint allows for this extension because the add-ins mentioned above can be configured for the operational staff to let them benefit from the same tools as their lawyer counterparts.

Collaboration firm-wide

Using SharePoint also opens up some new opportunities. Combined with Office 2010, SharePoint 2010 can be used for real time document collaboration.

Imagine a lawyer and a secretary working on a Word document, seeing the mutual changes made as and when they make them. Or a client and their lawyer, in different locations, could be viewing a document the lawyer can update as they discuss it.

Earlier I mentioned that we all like the ease of using Outlook. Here at Workshare we are embracing this rather than fighting it, and not only integrating Outlook with SharePoint but also with our market-leading comparison software. What can this deliver? Imagine that you receive an email and before it even appears in your inbox it is automatically recognised as a more recent version than the one filed in SharePoint. Outlook then attaches a redline comparison to the inbound mail, and stores both the new version and the redline comparison back into SharePoint. This cuts the number of clicks from over 20 to zero, and the user never even has to leave Outlook.

Beyond the DMS

Document management is just one way law firms can take advantage of SharePoint in the legal process.

Intranets, client extranets, knowledge management, e-discovery and case management, to name just a few, have been adopted by many firms around the world, and as SharePoint seeps into the fabric of law firms' process and workflow, the easier it will become to add new services and update existing ones.

What this means for the lawyer, the finance executive, the HR manager and the marketing professional is spending less time thinking about how to do their job, and more time doing it.

And if the way to do this simultaneously gets the IT manager off users' backs and the compliance officer off the IT manager's back, it can't be bad. SharePoint can point us all in the same direction – which has to be worth a look.

Legal-ready collaboration

Workshare Point
How Workshare's SharePoint solution adds value in law firms

Outlook: Manage SharePoint content within Outlook, auto-filing, drag and drop, powerful search, and version control.

Integration: Integrates with Workshare Professional, automatically runs comparison redlines.

Browser: Enhanced SharePoint browser, simple check-in/check-out, auto profile on save.

Workshare on SharePoint 2010

Matthew Brown
Vice President of Marketing
Workshare

Click to watch a Microsoft video featuring Workshare's Matthew Brown on the benefits of SharePoint 2010

Click here for more on Workshare's SharePoint solutions