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From landscapes to Frontiers

Welcome to the future of our Legal IT landscapes research, dear **Briefing** readers. From now on, LITL will form part of our growing Frontiers research and horizon-scanning work at **Briefing**, which covers reports and our Frontiers events.

In the past, LITL has only quizzed IT leaders and a few other roles in-the-know about IT. But in this year's research we've extensively expanded our remit to question leaders in finance, IT, operations, KM, innovation and marketing/BD, to gain a more rounded understanding of the intersection of law firm business strategy and technology. We will be building on this remit further in the future.

For now, if you could wave a magic wand, what would you do to improve your firm's profitability? What sort of work is your innovation team focused on, does that make a difference to how it's all set up and structured, and are you selling the results to clients? And what's really happening (or not) around productisation in today's big firms?

Alongside longstanding polling on the trends in competition for clients, flexible/agile working, cybersecurity priorities and the destinations for automation, read on for our most detailed picture yet of legal business priorities when it comes to turning technology into strategic advantage.

RUPERT COLLINS-WHITE, **CONTENT AND CREATIVE DIRECTOR**, AND
RICHARD BRENT, **EDITOR-IN-CHIEF**

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Briefing magazine
Burlington Media Group
20 Mortlake High St
London SW14 8JN
DX36356
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We promise anonymity to everyone taking part in **Briefing** Frontiers: Legal IT landscapes, but we couldn't do this without your help – and the help of our sponsors. Thank you to each and every business that took part this year, including the following law firms:

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AND WELL DONE ...

We carried out this year's research by online survey and on the phone in October/November 2019, and are pleased to have received 94 responses from 62 law firms (up from 59 firms in 2018), all evenly spread across the **Briefing** readership (firms with revenues from £18m to £2bn).

Thanks also to our friends at ILTA for their support, and special thanks to ILTA UK member leads Tony McKenna at Gowling WLG, Karen Jacks at Bird & Bird and Andrew Powell at Macfarlanes.

For every firm that responds to Legal IT landscapes we always donate £5 to Shelter. It has always seemed the right charity to support when this work takes place, in the run up to Christmas time. Check out **Briefing** in 2020 when we'll announce the final total raised this year.

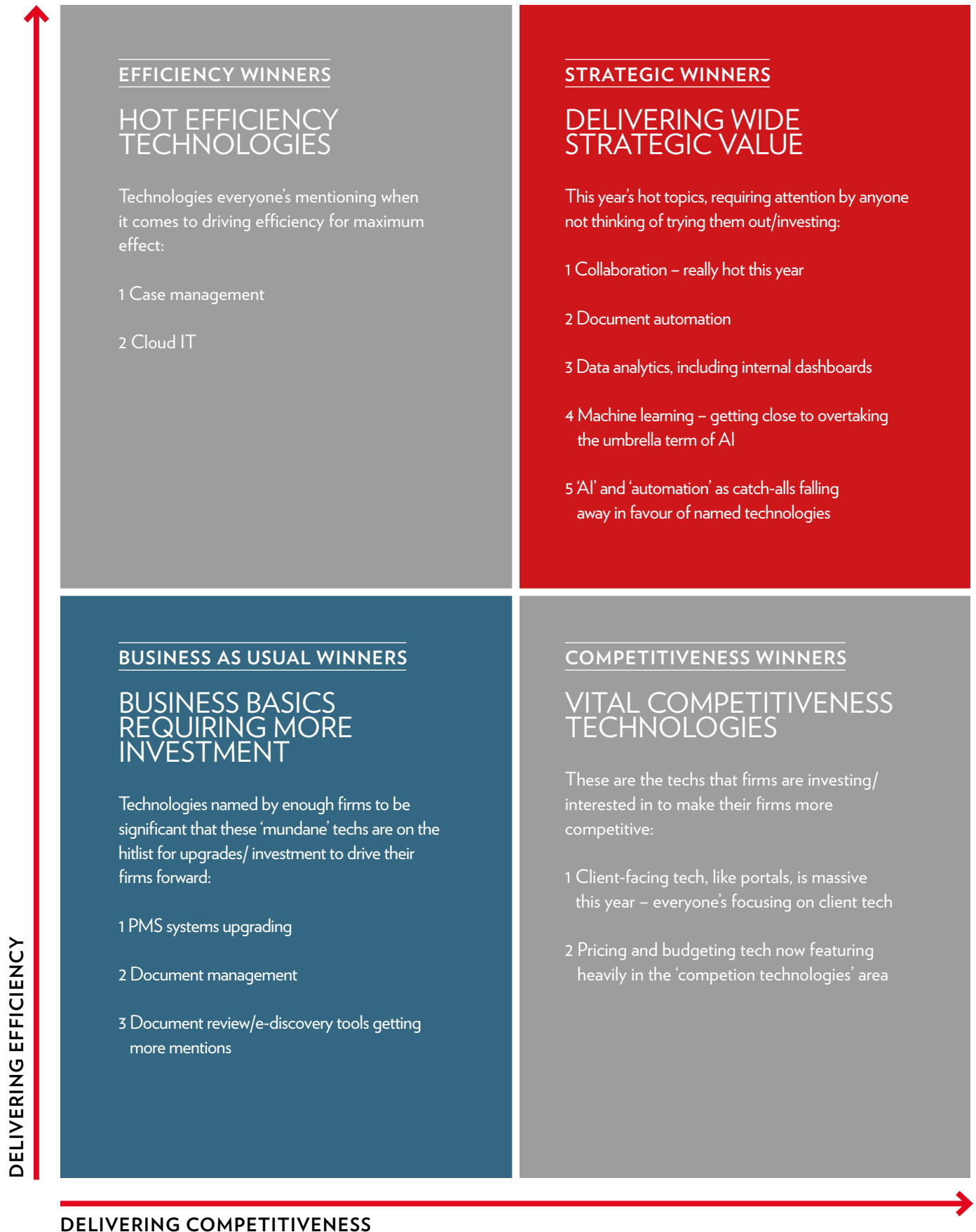
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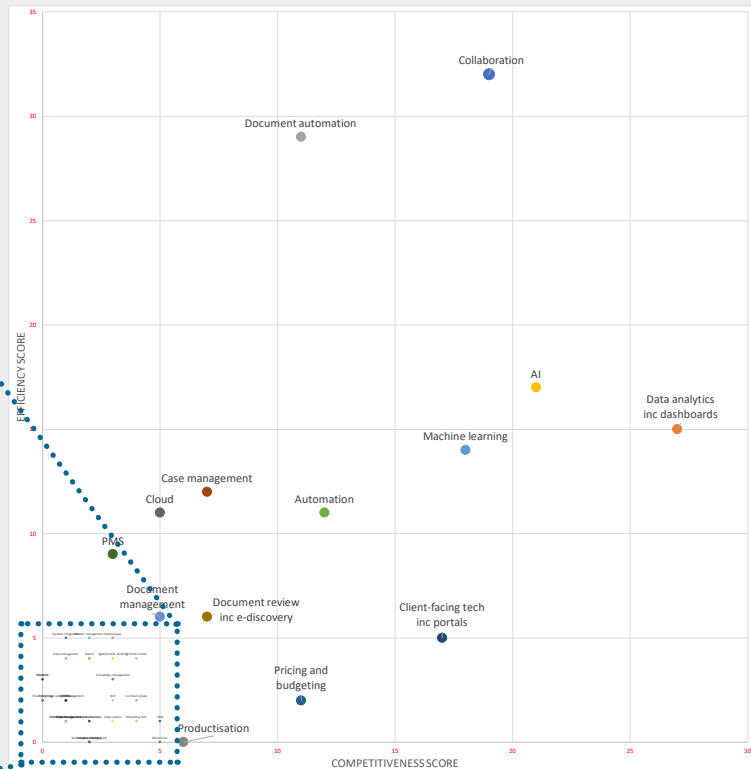


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Briefing Frontiers 2020 legal tech trends predictor





THROUGH THE GATEWAY:

TECHNOLOGIES TO WATCH IN 2020

These are the tech areas mentioned by few people, but is an area of the grid we regularly see 'incoming' new areas.

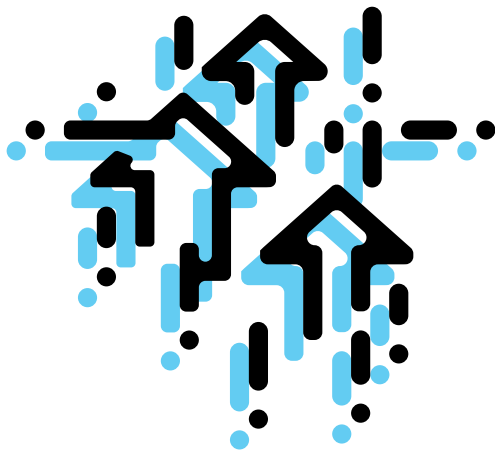
This year's 'ones to watch' are:

- **Data science** – fascinating to see this mentioned by name this year
- **Systems integration** – more focus on getting more out of existing IT and integrating solutions to drive efficiency
- **Data management**
- **No code/low code** – using platforms to let people (lawyers) create apps and workflows, and possibly products.

WHAT'S EFFICIENT, WHAT'S COMPETITIVE?

Loyal readers will be familiar with the **Briefing** efficiency/competitiveness axis we've been producing for several years now (see above). We ask you to name your top-of-mind three technologies for improving work efficiency and enhancing firm competitiveness, bucket all the responses up, and scatter-plot them to highlight what's 'hot'.

This year we've simplified the visualisation into the 'four box' formula opposite (p6). However, the old grid is still interesting for the 'gateway' – the square in its very bottom left, which indicates solutions or areas that appear to be just creeping onto the radar.



What are your biggest threats in 2020?

No surprises here! When we asked business services leaders which competitors were most threatening to their firms' futures, the 'standard competition' (similar law firms) came out on top with 29% – not significantly higher than the 26% figure from last year.

The 'standard competition' is those firms that have a similar business model – relatively familiar ground. "Where there is competition for like-for-like work with firms that have a similar level of expertise and similar fees, then there is a need to think of other ways to compete – to be more creative the the offering," says our mid-market knowledge leader.

Stuart Whittle, business services and innovation director at Weightmans, similarly defines standard competition as "firms who operate in our version of the legal market, where we have expertise and they have similar expertise, looking to work for similar clients."

But we did something a little bit different this year to explore another angle on the standard competition. We added an entirely new category – 'bigger firms than mine' – as an option in the competitive mix. The outcome was interesting – 'bigger firms than mine' was not only seen as a threat by 17% of law firm leaders, putting it in second place, but ranked higher than 'the Big Four and other consulting companies' – which figured at 16% (no change at all from last year).

Perhaps not a surprise, as the bigger firms and

the Big Four have the economies of scale to be more of a threat, our mid-market knowledge leader adds.

Damien Behan, IT director at Brodies, says that firms can do something about the situation, however: "They should be smarter about how they resource work, and realise that they're not reliant on the billable hour."

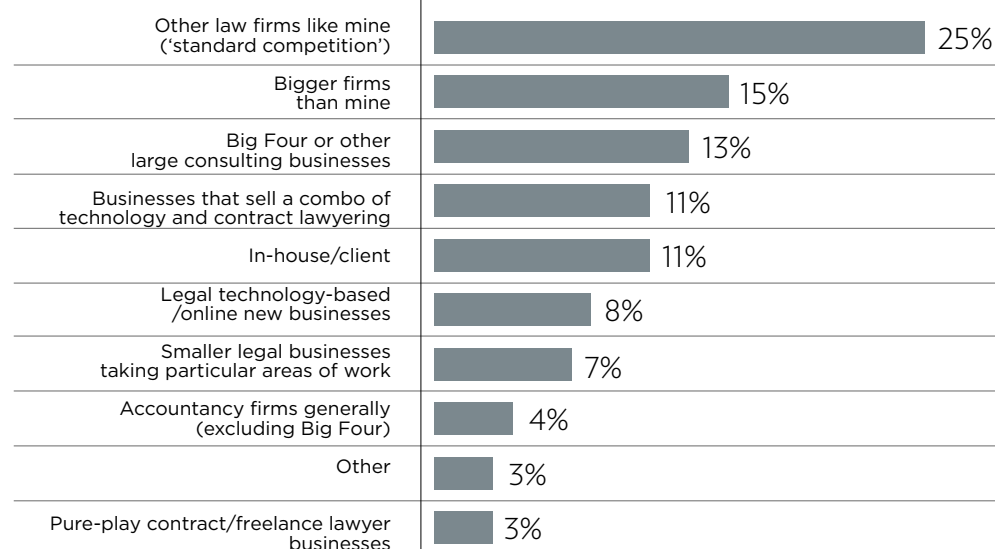
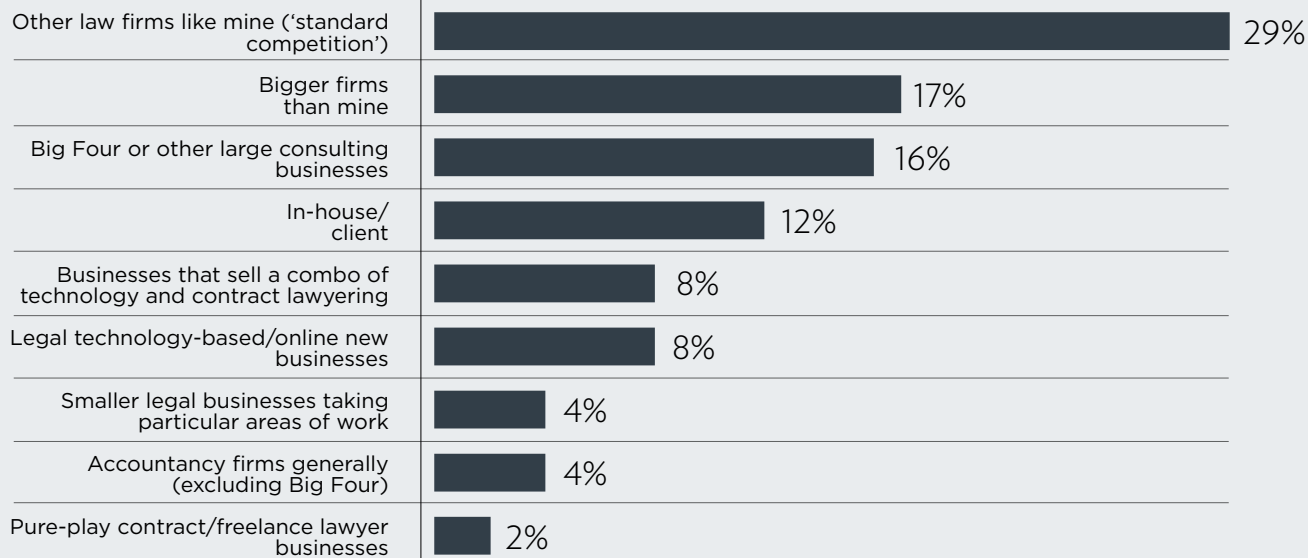
THE IT FACTOR

Does job role have any impact on how respondents view the competitive landscape? Last year, we put the competitive threat question mainly to IT people – who comprised slightly more than 70% of respondents. This year, we asked both IT and 'non-IT' people.

And the difference in results was rather dramatic – not in terms of how the two groups viewed 'standard competition' (over a quarter went for this in both cases – comparable to last year), but when it came to the perceived threat from 'legal tech-based new businesses'. With non-IT people in the mix, it plunged to 8% compared to 17% last year – for both 'outcomes' and 'lawyer' firms.

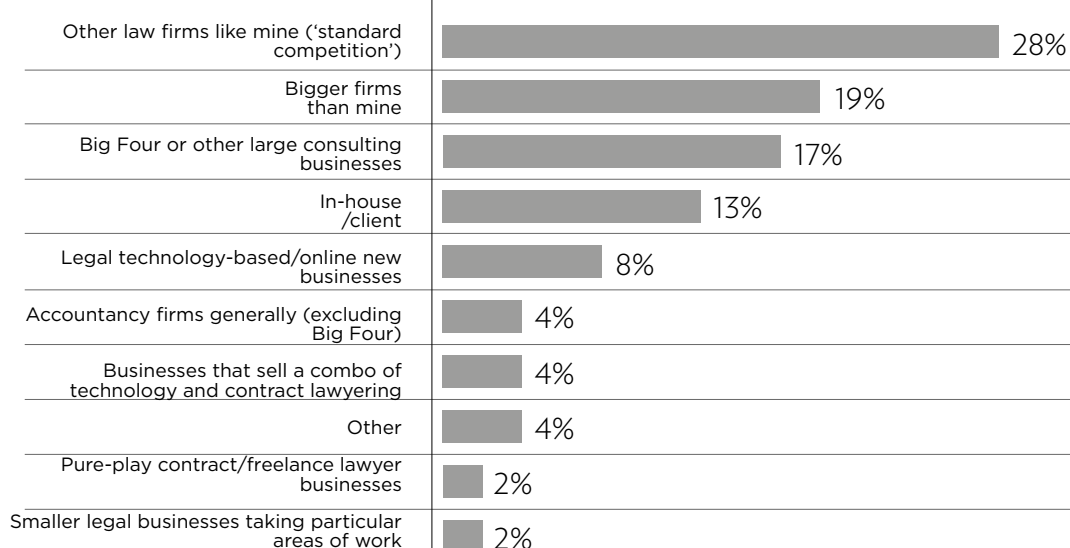
Our curiosity was aroused – prompting us to dive in and compare this year's 'IT people' responses with those of 'non-IT people'. While 10% of IT people saw legal tech and online businesses as a threat, only 6% of everyone else did.

Which kinds of competitor are most threatening to your firm's future?



'Quality of outcomes' group

Firms that indicated to us clients buy them more for their service 'outcomes'



'Quality of lawyers' group

Firms that indicated to us clients buy them more for their lawyers' expertise



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STRIVE FOR STRATEGIC ADVANTAGE

The legal technology industry is the key strategic focus for us at sa.global, but our practice is widely based on professional services like architecture, engineering and construction as well as general consulting and media. From this view, we have found several aspects where the legal industry lags behind other professional services industries, such as media, which has successfully aligned strategy, innovation and the supporting technology in their organisations, and embraced and adopted technology such as cloud, collaboration tools and AI.

The report sheds a lot of light on the barriers that exist and presents some interesting challenges for those of us who would wish to help the legal industry become more innovative and dynamic in its adoption of technology. A period of rapid change is impacting the industry and it's not hard to imagine the kind of disruption and consolidation happening, which has already impacted so many other professions that were previously considered immune.

But the barriers are not just internal, they also challenge the legal technology industry itself. Our industry is preoccupied with operational efficiency and process improvement, or 'building a better mousetrap'. Of course these things are important, but when your competitor figures out how to really align strategy, technology and innovation, and creates new services and products that are more impactful and cheaper, being able to get your timesheet in a few seconds faster isn't going to help. We think a broader vision for legal technology is required – one meant to create strategic advantage, not just operational improvement.

A good example is that the respondents see AI as a key technology that will be increasingly important in the years

ahead, but practice management as having relatively low importance. This is a fallacy – AI depends entirely on data to drive context, which in turn drives insight and ultimately competitive advantage. Practice management and client-engagement tools are where so much of that key data resides. This is gold dust. But consider the typical solutions landscape in a law firm today, with dozens of different tools and systems, incompatible formats and platforms, most of which reside on-premises. Imagine that the majority of operational systems resided on a single cloud platform, such as Microsoft Azure, with consistent data formats and an incredibly rich toolset available to derive context and insights. When we have this base we can imagine leveraging machine learning to address many of the challenges the survey firms face like optimising project profitability and resource usage.

The successful law firms of the future will take a holistic approach and figure out how to align strategy with innovation. They will understand that individual point systems, which neither talk to each other nor have compatible data, will be a huge barrier. They will put strategy and technology on the same level and look at the big picture. It will be the firms that understand the connections between the systems they have, and the importance of data and context, that will derive competitive advantage and ultimately separate the future winners from the future losers. ▀

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Do IT people know something everyone else doesn't? Or is it a case of 'a hammer sees a nail everywhere'?

TECH-BASED?

What does 'tech-based online business' mean, anyway? More importantly, what did people think it was when they selected it as a threat? We asked

for some descriptions and names of companies (see p11 for some interesting reactions from these so-called 'threats'). Some respondents simply defined it as any legal company that uses legal tech a lot (which is probably how alternative legal service providers (ALSPs) such as Avantia and Quislex made their way into the list). Others defined it more precisely as "any business with a low cost base using

legal tech effectively to do narrow tasks.”

When we dug deeper, we actually found that around half of the responses were actually ‘contract lawyering and tech’. This likely doesn’t point so much to a confusion over terminology, but the fact that ‘tech’ is by now part of the fabric of how any legal business operates and delivers: the lines are becoming increasingly blurred. All law firms are now using legal tech ‘effectively to do narrow tasks’ – the difference is just a matter of degree. ▀

“[Firms] should be smarter about how they resource work, and realise that they’re not reliant on the billable hour.”

DAMIEN BEHAN, IT DIRECTOR, BRODIES

FOE OR FRIEND?

A few alternative legal service providers were specifically named as threats to law firms. We went over to the other side and spoke to a few of them:

Matthew Kay, managing director of Vario, Pinsent Masons; Catherine Bamford, director, legal engineering, Deloitte Legal; David Pierce, global head of commercial, Axiom; John Croft, president and co-founder at Elevate; and Andrew Taylor, group chief technology officer, O’Neill Patient. All offered a few thoughts ... and some warnings!

We’re not really a threat ...

“Vario is an ‘additional’ service, meeting a different need to the service provided by law firms. We are probably more of a threat in terms of soaking up talent from the market. We have nearly 800 flexible lawyers who would have been in-house or in private practice three to five years ago.”

Matthew Kay, Vario, Pinsent Masons

“Clients tell us they would like to see more collaboration in the legal market, and we see opportunities to collaborate with existing law firms and share our broad knowledge of the market. Technology is key to solving many of these problems, which is why we are looking at automation, contract platforms, data analytics, extraction – the list goes on.” **Catherine Bamford, Deloitte Legal**

“We are not that much of a threat to traditional law firms. We’re a ‘technology-enabled’ high-volume conveyancing and re-mortgage firm. We get work through introducers, direct lenders and brokers.” **Andrew Taylor, O’Neill Patient**



But firms should be careful ...

“We exist because the end customer has been asking for decades for legal services to be delivered more efficiently than traditional law firms could do by doing all the work manually and then just charging by the hour. If you deliver your legal services like a machine, then you deserve to be replaced by a machine!”

John Croft, Elevate

“It’s interesting that respondents saw flexible lawyer offerings as a threat, when they themselves are beginning to provide these services too. So, are we a threat to the law firm? Or to some of the lawyers who work there?” **Matthew Kay, Vario**

We do plan to keep evolving ...

“We’re exploring areas similar to conveyancing and we plan to get bigger and better at what we do. We have such a refined system, and it manages risk so well, that we are happy to take on more cases.”

Andrew Taylor, O’Neill Patient

“It will be interesting to see how we can re-imagine how services are delivered by looking at areas such as AI, machine learning, and data science – those next steps that other people are struggling with.”

Catherine Bamford, Deloitte Legal ▀

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Are innovation initiatives delivering the goods?

Innovation is the buzzword of our times – so overused (and perhaps misused) that many people think that it means nothing at all. Which is a shame, as firms are now investing in it, have leaders for it and have budget assigned to it.

But the approach to innovation, and the importance placed on it by firms, is by no means evenly spread across the landscape. This year, we wanted to find out how firms are organising their innovation efforts. The idea that innovation is as integral to the modern law firm as IT or finance is becoming more embedded, but not everyone agrees on where that ‘resource’ should sit.

At Capsticks, IT director Rod Fripp says that innovation sits with management, alongside special projects, but also that location doesn’t matter so much as having dedicated resources. “IT departments will naturally be more focused on business-as-usual tasks but, whether it’s there or elsewhere, the most important thing is that the resources and the headspace are there for innovation. It’s more important that the management of resources and priorities is right.”

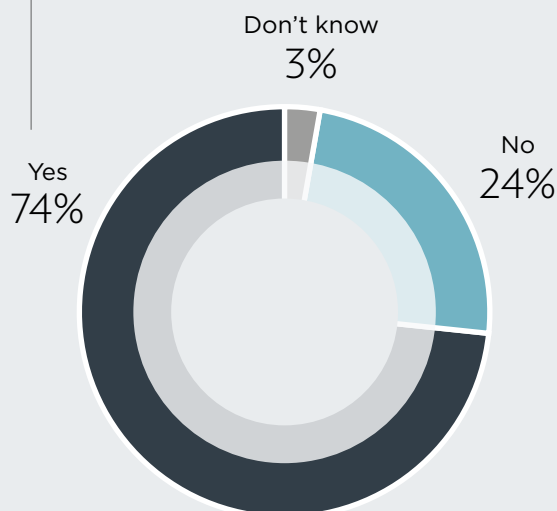
David Halliwell, director of client solutions at Pinsent Masons, explains his perspective on the strategic placement of innovation: “I would love other firms to have it as a ringfenced ‘ivory tower’ unit, away from clients and fee earners – the further away from the frontline it is, the better it is for me because they’re my competition! It’s a good idea to centralise innovation to coordinate efforts but I don’t think it’s the best way to really change how service is being delivered.”

In all seriousness, he explains how he thinks innovation should shift over time: “Rather than allowing different parts of the business to make their own efforts, it initially makes sense to

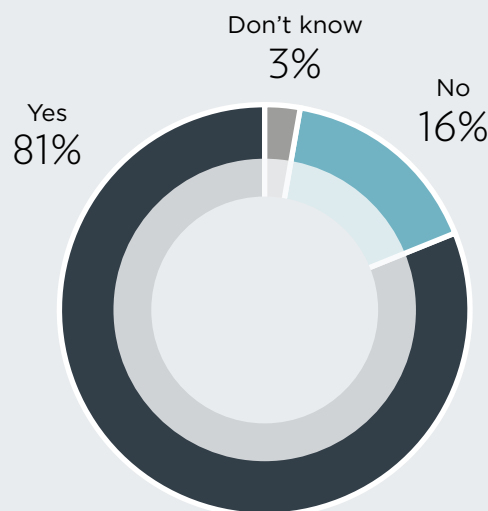
“It’s a good idea to centralise innovation to coordinate efforts but I don’t think it’s the best way to really change how service is being delivered.”

DAVID HALLIWELL, DIRECTOR OF CLIENT SOLUTIONS, PINSENT MASON'S

Does your firm have an innovation budget?



'Outcomes' firms



coordinate so you have a firm-wide approach – but once it's more established, people won't want to come to a central unit in order to get on with stuff. They want to have more responsibility themselves."

However, in spite of some firms having a handle on where things should sit, it seems it's not clear innovation should sit anywhere at all: 14% of respondents said that their firm didn't 'really' have an innovation department (p17). And 21% weren't even sure whether or not their firms had a dedicated innovation leader.

With all of this fuzziness, you'd be forgiven for getting rather hot under the collar. Innovation advocates can breathe a sigh of relief, however, when they see the results of our question on whether or not firms have a discrete budget for the function (above). Whereas almost half (48%) of respondents last year said 'no', their firm did not have a dedicated budget, a mere quarter (24%) repeated that sentiment this year. A decisive 74% said 'yes' to the question this year, compared with only 45% reporting a separate innovation budget last year, and the 'don't know' camp has shrunk from 7% to a more palatable 3%. Such a shift can only be welcome news for those, like Fripp, who would emphasise the need to resource innovation adequately.

A degree of confusion may be down to pure semantics, says Halliwell: "Some firms are probably calling 'innovation' something else. You might have a significant technology budget, some of which will be devoted to research and development activities, but it wouldn't necessarily be called an 'innovation' budget."

"I headed up IT over 10 years ago and I was made a partner in 2011. That may be unusual but it reflects the importance Winckworth Sherwood places on business and IT strategy alignment. It can only be detrimental to the business if firms still do not recognise its importance."

CHRISTEL AGUILA, PARTNER AND HEAD OF IT, WINCKWORTH SHERWOOD

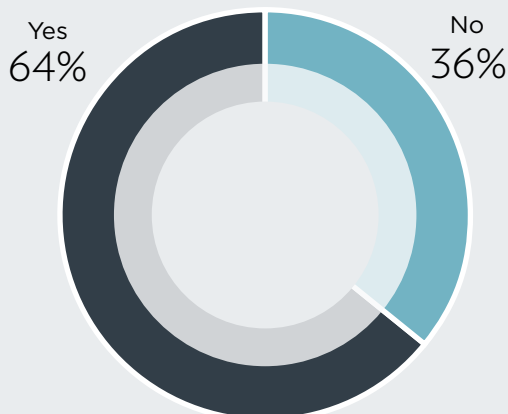
Interestingly, if we sift through our data further and put it through the metaphorical centrifuge to see the difference between our outcomes- and lawyers-driven cohorts, we can see something interesting to chew on. A bigger slice of the leaders in 'outcomes' firms said yes to innovation budgets, with four-fifths (81%) reporting a discrete budget, compared with the two-thirds (64%) in 'lawyers'-based firms.

INNOVATION AND COLLABORATION

We can get a little more granular than last year's report to see where innovation actually sits. A hearty 40% of people we surveyed said that their innovation efforts were being led by a fully separate unit answering to the COO or partnership (p17). Following that is the 'another department' bucket (23%), and IT follows in third place, with 17% of people saying innovation sits in that department.

What we haven't looked at here, however, is the potential for innovation to sit across departmental

'Lawyers' firms



boundaries and for collaboration to lead to innovation. How might that work?

With 6% of respondents saying their innovation team sits within knowledge, that might seem like a peripheral department to be leading the charge, but it's still got a stake. A director of knowledge management (KM) at a mid-market UK firm (who preferred to remain anonymous) says there's lots that knowledge can do to help innovation: "Knowledge experts have the skills around metadata and tagging that would support innovation efforts. They know how information and data fit together and how people approach them – what users tend to look for and how they search. There's a lot that KM can contribute: innovation is as much about the content as it is



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THE RACE FOR INNOVATION

As we move into the next decade, it's clear that innovation remains at the top of the legal agenda. While that's encouraging, it's also important to understand how game-changing it really is and what it means. Understanding this allows firms to gauge their position in this competitive arms race and focus on the right things.

The fact that the vast majority of respondents to the latest Legal IT landscapes survey can point to an 'innovation leader' within their firm, and almost a half have a fully separate innovation unit, are positive signs that firms are not merely paying lip service to the concept.

By assigning specific individuals and teams to drive and deliver innovation, there's accountability to make bold decisions and implement sometimes challenging changes. The fact that such a low percentage of firms surveyed have no dedicated innovation investment budget is telling: most firms are committed, to a greater or lesser extent, to the pursuit of better, faster, more cost-effective services to add value to clients and sharpen their competitive edge.

Of course, innovation means different things to different people; it may represent a radical new way of doing things for an individual firm, even if it's following a fairly well-trodden path in terms of wider market trends. That by no means negates the value of new initiatives or solutions.

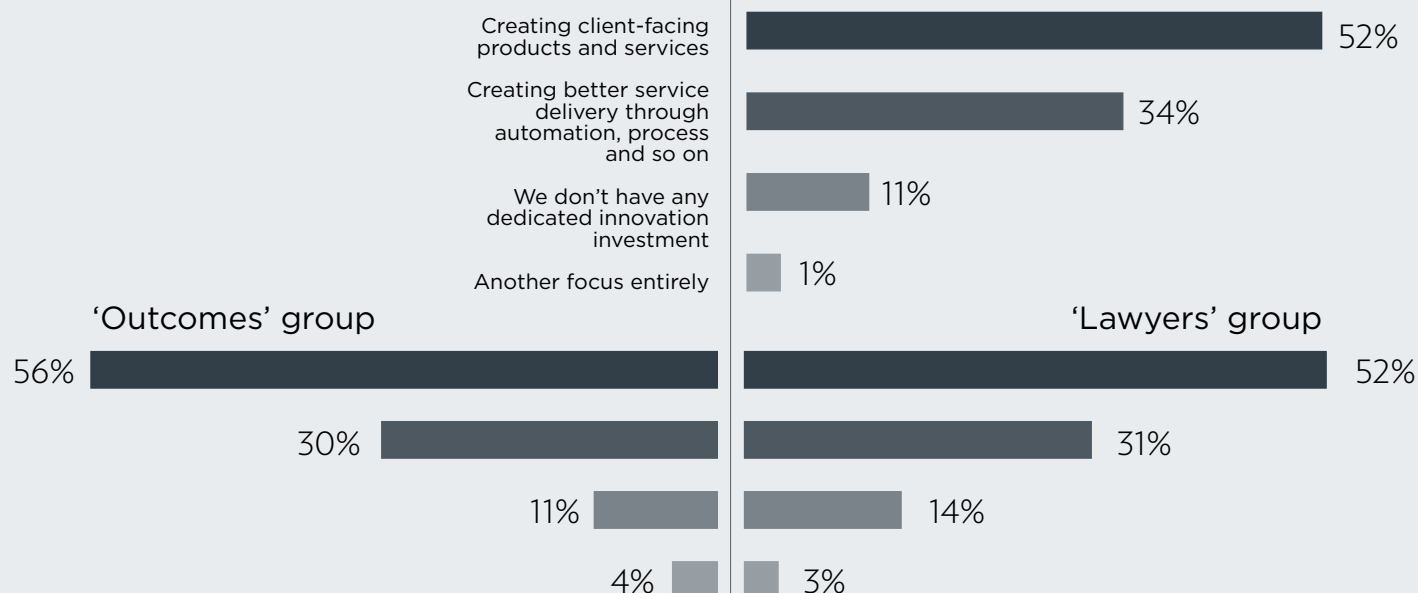
For example, automation is still a major focus of innovation spend, with good reason. The Legal IT landscapes research highlights an extensive list of potential applications and significant scope to automate more processes: see the finding that just 28% of the precedent bank, on average, is automation-ready.

Investment budgets are not unlimited. Firms must be realistic about their ambitions and prioritise their needs, whether that's AI for document review, cloud systems to centralise information, document automation products that can be adapted for client as well as firm use, or streamlined e-billing or business management solutions to maximise efficiency and transparency. Then they need to get everyone engaged from the outset if innovative change is to be constructive – not disruptive – internally, and equally important, if new systems and ways of working are to be sustainable. ▀

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When it comes to 'innovation' teams or initiatives, in your firm is innovation investment focused more on ...



about the IT system that manages it.

"Risk teams should also be feeding in – those three teams (including innovation), plus a mix of fee earners across the firm. A joined-up group that looks across the firm and that encourages the sharing of ideas is important."

TASK MASTERS

Now that we've taken a look at 'where' people in innovation sit, how about the 'what'? Which kinds of tasks are innovation people actually working on? Right now – as you might well suspect – practically no one is doing productisation to make extra cash, or open up new revenue streams, in a 'primary' way. Instead of fitting people's responses into four distinct bars like last year, we graded our respondents' answers on a spectrum this time around, with efforts more in line with 'delivering client value' (meaning marketing and retention) at one end, and 'revenue generation' efforts at the other (p17, bottom).

By far, the biggest single cohort was the arguable 'ditherers': almost half (43%) of people had a net 'neutral' result, scoring themselves between the extremes. But 49% placed themselves between the tenth and fortieth percentiles, putting them firmly on the 'delivering client value' side, while only 9.5% claimed to be on the 'revenue generation' side.

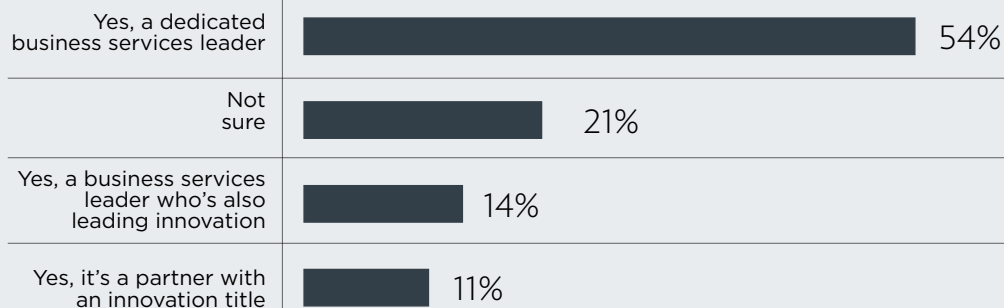
Looking at things from a different perspective, we can see a shift from last year's results in terms of how money is being spent within innovation tasks (see above). In 2018, we found a perfectly equal balance between 'client-facing products and services' and 'creating better service delivery through automation and process improvement', both at 37% – this year the former number rose to just over half (52%), while the latter dropped slightly to a third (34%).

So, it's looking like firms are increasingly shifting the focus of their innovation efforts towards client-facing ends. Likely reflecting the rise in innovation spend overall, we also found that the number of 'we don't have any dedicated innovation investment' respondents shrank from a fifth (20%) in 2018 to nearly half that figure (11%). ▴

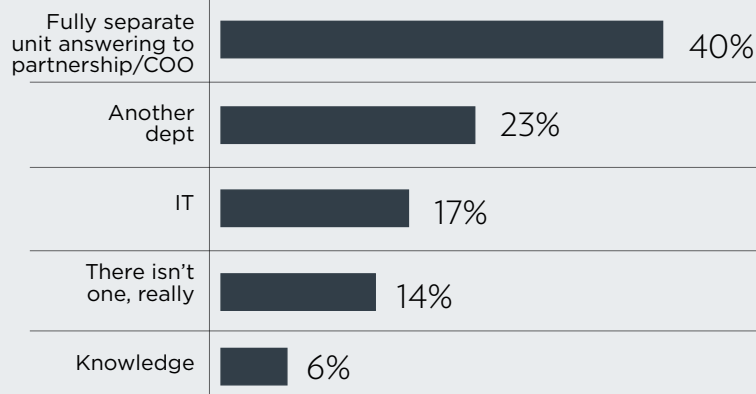
"You might have a significant technology budget, some of which will be devoted to research and development activities, but it wouldn't necessarily be called an 'innovation' budget."

DAVID HALLIWELL, DIRECTOR OF CLIENT SOLUTIONS, PINSENT MASON'S

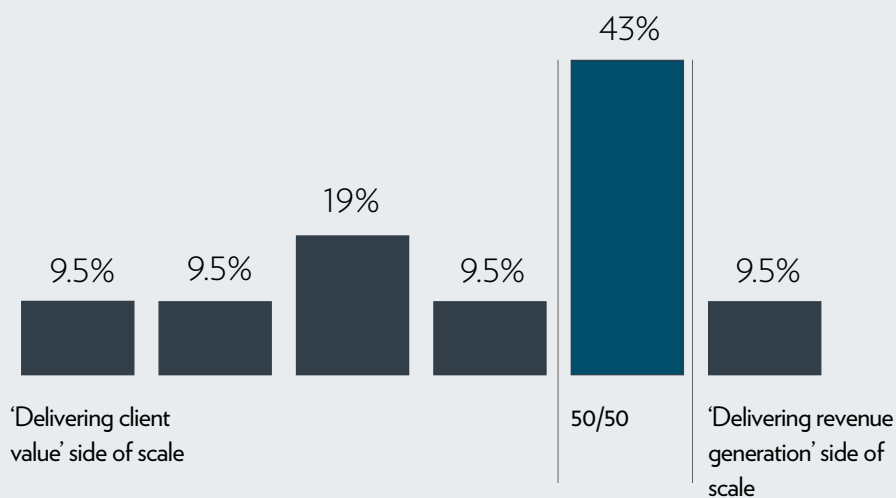
Does your firm have an innovation leader?



Which business area/dept does your 'innovation' team belong to?



Is your innovation/product team tasked more with delivering client value (marketing and retention) or revenue generation?





Do you have the money you need to compete?

Mid-market firms don't seem particularly worried about competing with larger firms when it comes to what they can do with their IT spend, with 59% saying that they definitely could compete. But this was tempered by 30% – a significant number – who weren't too optimistic about their spending power, compared to that of the competition.

Still, mid-market firms would do well to focus and make the most of the strengths that they have when it comes to what they can achieve with their IT spend. "IT spend usually scales with the size of the business; mid-market firms are generally more agile and adaptable," notes Damien Behan at Brodies.

Also, most mid-sized law firms don't have to worry about covering multiple global offices: "We're solely based in the UK, so that makes change much easier than I have experienced in larger and international firms, which have a more complicated infrastructure," he says.

Rod Fripps at Capsticks agrees. "A few years ago we couldn't compete in some segments of legal technology in terms of spend, but we can now because the technology becomes more commoditised," he says.

The numbers were broadly similar when we extracted the responses given to us by those 'outcomes' firms: 56% were confident of competing with larger firms. When we looked at the responses for firms that believe they sell more on the quality of their lawyers, the percentage of respondents saying 'yes' they could compete jumped to 69%. Clearly, these firms feel much more confident about IT spend. But why? We can

only really speculate as to whether there is a solid reason for the difference – or whether this figure is an outlier.

LEADING IT

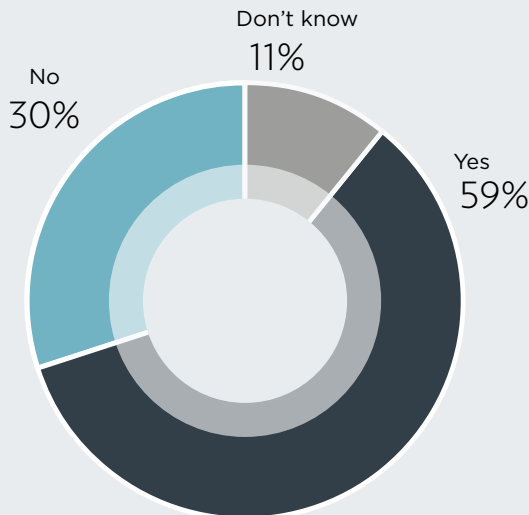
Since 2011, **Briefing** has polled firms about their spend on IT as a percentage of their revenue (that's the rather blunt Gartner measure that's still the basic measure for trends). The dial hasn't really moved much yet, with last year's average coming out at 4.94%, and this year coming in at a flat 5%, on average.

We've also asked people, from 2011 onwards, to agree or disagree with the idea that IT leaders in UK or international law firms have the same level of decision-making power as IT leaders in other sectors. This year, however, we opened the question to senior people beyond the IT function, although the majority of responses still came from IT leaders, and it's a mixed bag of results.

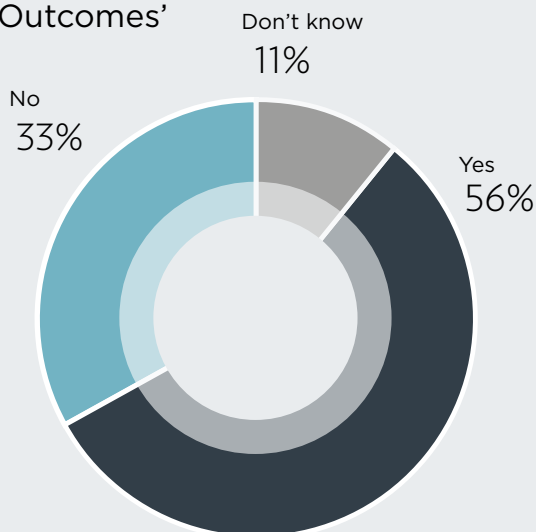
Anything less than a resoundingly affirmative response might not be the answer IT leaders really want – and a quarter (26%) of respondents 'neither agree nor disagree' with the statement (p24). That's consistent with the number of people saying the same thing last year, although a smaller 4%, compared with last year's 7%, strongly disagreed. Most disconcerting for IT leaders is the slight increase in those simply disagreeing – up from 34% to 38%. It's a wishy-washy outcome for IT leaders at best, with marginal improvements on last year.

Fripp, who began working in legal in 2004, is in the camp that doesn't see a massive disparity between the decision-making power IT leaders in

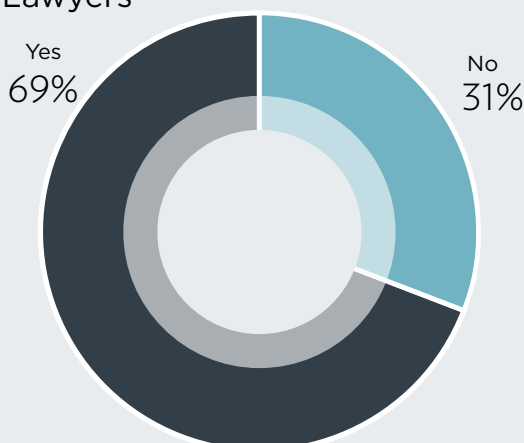
Do you think the 'mid-market' firms can compete with their larger peers when it comes to what they can do with their IT spend?



'Outcomes'



'Lawyers'



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PARTNER TO PROGRESS

There's little doubt the legal sector recognises the value of technology – a key tool in helping boost growth, innovation and efficiency. This is especially true as more applications and systems are migrated to the cloud, from billing and practice management, to digital dictation and CRM.

But better technology isn't a catch-all and it isn't necessarily a priority in itself. Law firms all have different priorities and projects, and are operating in an environment where competition, especially from larger firms, is fierce.

Looking at the overarching picture, the purpose of technology is bringing efficiencies to all areas of the business – whether that's in terms of improving processes, functionality or earnings. However, the real value of technology comes from using in-house IT teams to help make those efficiencies a reality – for example, ensuring their real expertise is focused on the application layer, keeping users productive, and leaving the day-to-day tasks to an outsourced provider like a managed service provider (MSP). By focusing resources, IT teams can work on projects that are materially valuable to the business, like enhancing the billing or document management system. While an outsourced service might be seen as an additional expense, working with an MSP to perform the day-to-day, transactional IT management allows in-house IT the space to deliver real value to the business.

By outsourcing elements of IT, law firms can develop those efficiencies on a case-by-case basis, assessing where the gaps are, and developing plans to address them. Not only does this approach help to elevate the firm above the competition, it also helps with staff morale and recruiting and retaining talent by creating a streamlined, efficient and effective working environment.

Ultimately for law firm IT departments, no matter the size, it is about achieving material and visible business outcomes. The challenge for IT professionals is finding the right tooling and technology to make that happen and forming the right relationships with trusted third-party providers to help deliver that success. ▲

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Andy Bevan
Cloud sales specialist – legal sector
Pulsant





SPONSOR COMMENT

PROFIT FROM PARTNERSHIP

Managing a law firm has never been more challenging. While firms have taken the past few years to build stronger foundations by implementing new policies and hiring top-notch administrative leaders, they are facing challenges that have longer-term implications. These challenges include intense competition, multi-generational firms with vastly different perspectives on what it means to be successful, and ongoing pressure from their clients to deliver value. The 2020 **Briefing** Legal IT landscapes survey results suggest that firms are focused on addressing some of the issues above, but there is much more to consider as we plan for 2020 and beyond.

Competition is hearty across the globe. While the US market continues to regulate who can and cannot serve in a legal capacity, the rest of the world has adapted. Many countries embrace the notion that lawyers need not work for a law firm to practice law and that some actions traditionally performed by a law firm need not be categorised as the 'practice of law'. These changes around the globe are part of the reason the Big Four are considered a significant threat. In combination with 'other law firms', over 60% of the **Briefing** respondents fear competition coming from professionals like themselves.

A second observation from the survey is that firms

are working on business intelligence projects. We are creating millions of bytes of data in the legal industry, and we're sitting on troves of meaningful data. To deliver better service and improve profitability, firms need to leverage the data available. Today's self-service dashboards and preconfigured data queries make it easy to get people focused on the right data points and behaviours.

My take-aways would be:

- In a sign of these changing times, it would be wise for the traditional law firm to look for collaboration opportunities with alternative legal service providers
- As firms look for creative ways to win business, deliver value and drive profitability improvement, it makes sense that partnering with an ALSP can support key business objectives
- Business intelligence projects will support profitability objectives by creating timely and transparent insight into law firm financial performance ▴

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Rod Wittenberg
Vice president of sales – North America
Iridium Technology

legal hold when compared with other industries. "It's definitely improved over the last 15 years but, aside from the tech sector, where most executives are tech people themselves, we probably have about the same level of influence. We can offer a different perspective – one of the strengths of a good IT leader is getting your head into the business side of things, as well as the IT."

The benefits cut both ways, of course. Fripp says: "It's hard to motivate someone in IT to take a view on what's good for a business without the decision-making power and accountability. Being able to make decisions on that level means you are trusted and accountable."

Behan at Brodies agrees that IT leaders should be a core part of what firms do, and sits on the board himself, although he can see degrees of

difference across sectors. "Law firms have been modernising steadily over the past 20 to 30 years and, hopefully, run more like other businesses now. There's no reason why an IT director in a law firm should not be equal to their counterparts outside legal. I can see why, in some sectors, IT might be more integral to the business and less of a 'support function', but they always have to be at the table."

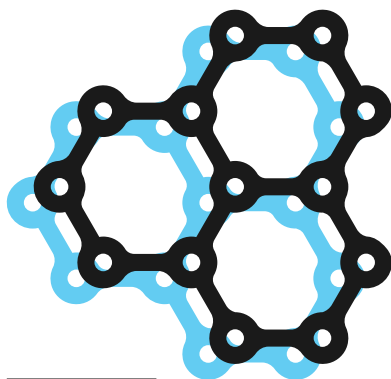
Some firms are really welcoming their IT leaders into the traditional law firm leadership, however. Christel Aguila, partner and head of IT at Winckworth Sherwood, says: "I headed up IT over 10 years ago and I was made a partner in 2011. That may be unusual but it reflects the importance Winckworth Sherwood places on business and IT strategy alignment. It can only be detrimental to the business if firms still do not recognise its importance." ▴

Adapt and thrive in the face of change

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Where can automation investment make most difference?

For the third year running, we've asked where firms are currently using, or will in the next 18 months be applying, some kind of 'AI tech' – and in that bucket we include machine learning and natural language processing. The results are very close to the answers we got last year – the most common area was contract review/analysis at 23%, up on 19% (p26). With very few changes, and essentially no big surprises or major drops in reported areas of work, we're feeling reassured, as the results suggest that our polling beyond IT leaders is returning similar results, verifying previous findings and assessments.

What about robotic process automation (RPA)? Again, we saw relatively few changes compared with the 2019 findings, and growth in the existing trends: client matter rechecks/inception compliance tasks not only retained its dominance as the most significant area for firms applying RPA, but it grew from a quarter (25%) last year to 32% of respondents saying that their firm is already applying RPA to this area or would be in the next 18 months (p25). And yet, we also saw 'client/firm collaboration or document sharing' drop from 18% to 14%.

Turning from the broad question of areas of automation, we focussed in on knowledge work in particular. We think that the more work a law firm has done on templating its precedent bank might give an indication of how well positioned it is to exploit document automation across the firm – so, this year, we asked firms to tell us what percentage of their precedent bank (or whatever else it might

be called internally) is templated or has been remade to be leveraged by document automation solutions. The average result was a somewhat gut-wrenchingly low 28.4% (p25) – clearly, there's plenty of work for knowledge engineers still to do.

The biggest barriers to increasing automation were apparently 'lawyer resistance', with 23% of people citing this reason, followed by it simply 'not being a priority', (21%) and then 'cost' (at 18%) (p27).

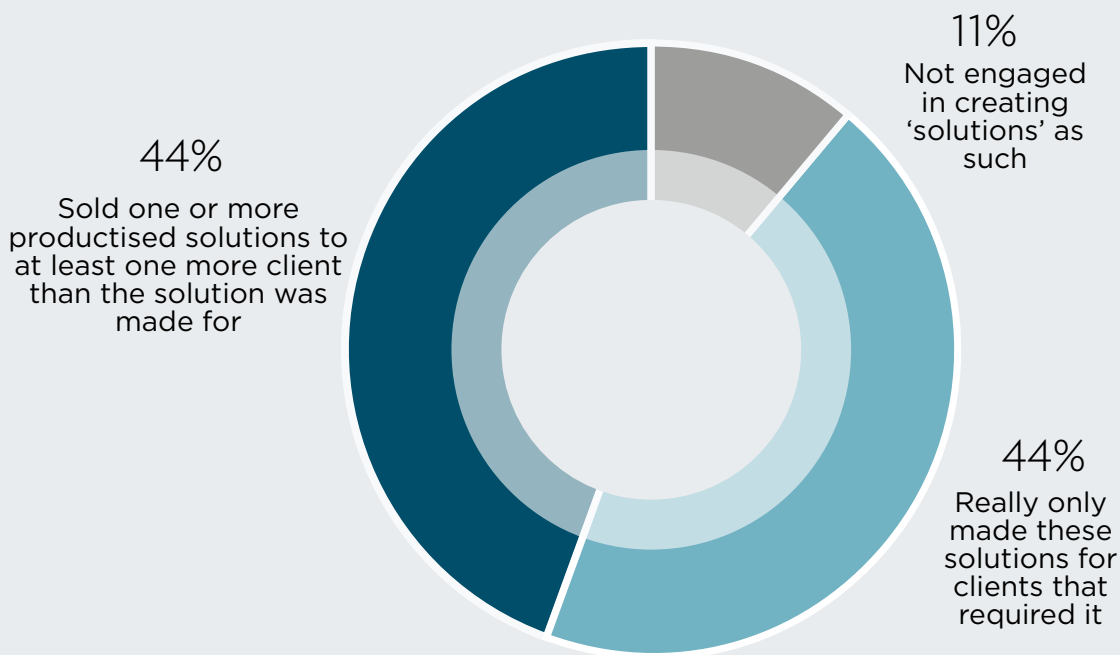
It's no wonder that lawyer resistance ranked so highly as a barrier. According to Whittle at Weightmans: "Until your lawyers are working in repeatable and predictable ways, you cannot automate. The biggest barrier to increasing automation is that, even for the same sort of work and the same sort of client, different lawyers have different working preferences."

One of the potential barriers could be squaring the task at hand with other departments, says our mid-market knowledge leader: "Part of the challenge is having the resource, but it's also the financial model and where precedent automation

"The biggest barrier to increasing automation is that, even for the same sort of work and the same sort of client, different lawyers have different working preferences."

STUART WHITTLE, BUSINESS SERVICES AND INNOVATION DIRECTOR, WEIGHTMANS

Thinking about ‘products’ the firm has made for clients (for example, an online tool based on document templates or structured questioning) has your firm ...



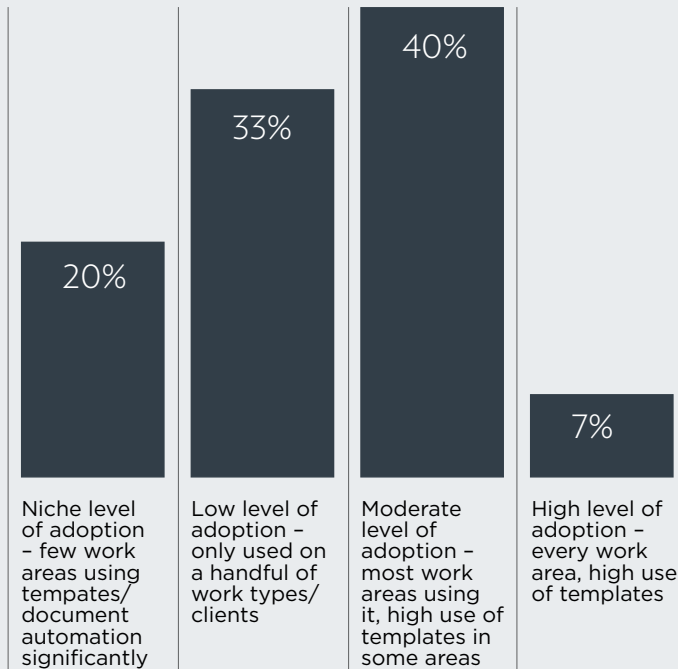
can provide ROI. Big projects can take priority over this sort of thing, and it also needs to fit in with the bigger picture-strategies.”

PRODUCTISATION

It might come as a surprise, given our other results, that 44% of respondents said they had, in fact, sold one or more productised solutions to another client – a relatively high number, although matched by the 44% who said that the products they’d created were made bespoke for the original client alone. The other 11% of respondents counted

themselves out of the game altogether, saying they weren’t engaged in creating “solutions” at all. David Halliwell, director of client solutions at Pinsent Masons, is surprised that so many firms gear products to just one client: “A large amount of the investment is in that initial product, and you make your money once you’ve sold it on to other clients and other clients are using it.” It’s an issue of mindset. “Lawyers are focused on solving the problem in front of them, so part of that 44% may be lawyers who are unable to take a broader view,” he says.

Can you rate the level of adoption of document automation in your firm?



generating revenue independently of lawyers being involved in the services.”

And what about the finding that 56% of those in ‘outcomes’ firms and 52% in ‘lawyers’ firms (p16) are currently engaged in creating client-facing products and services out of innovation? This is a huge increase from last year’s results coming out of ‘lawyers’ firms (18%). Halliwell expresses surprise that so much of the investment is focused on products at all. “The true product paradigm and model is new for law firms. I suspect they are in reality talking about service offerings,” he notes.

WAVE THAT MAGIC WAND

Enough of asking respondents what they think they ‘can’ do – what on earth would they do if they had unlimited resources? We love these ‘magic wand’ questions because they prompt insights and answers unconstrained by perceived limitations. This year, we applied this question to profitability.

It’s worth noting that the responses which

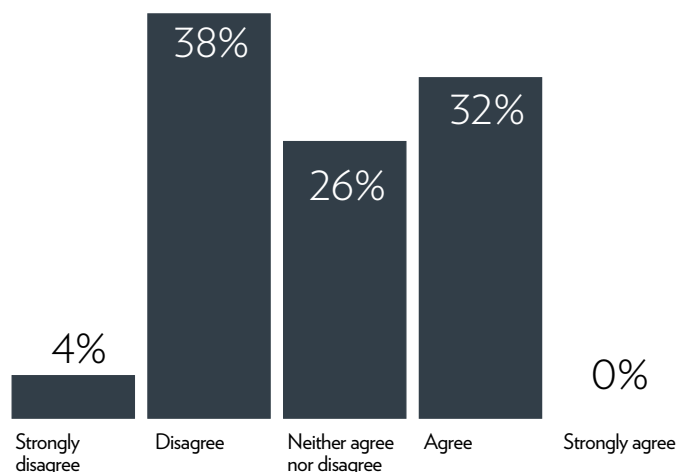
One possible solution – get product people into the development sphere at law firms. “If you have people coming into law firms who are used to creating products, they will consider the requirements across the market and how to develop something from there. I suspect the Big Four are better at creating such generic products than many law firms are at the moment,” he adds.

Coming back around to the question of delivering client value or revenue generation – where the majority skewed towards ‘delivering client value’ (49%) and only 9.5% were geared toward revenue generation (p17) – 43% were in the ‘50/50’ segment of answers.

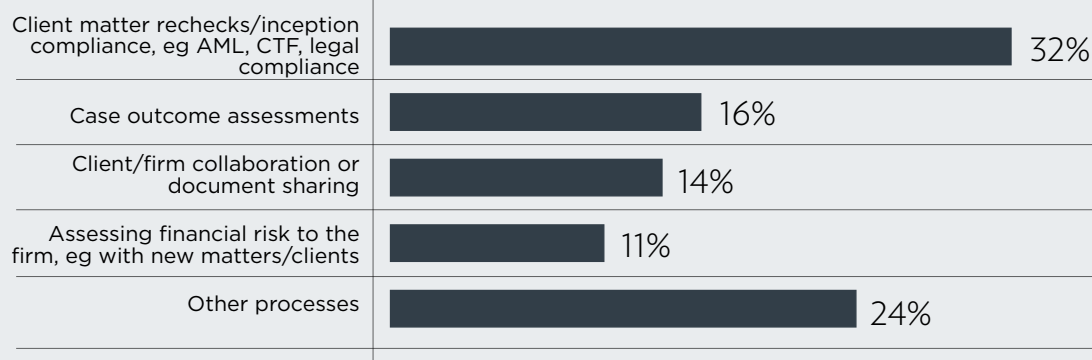
What did this latter figure mean? Did people not understand the question? Did they really not know the ultimate reason behind why they were creating products?

Halliwell sees this as a difficult question to answer. “Client value and revenue generation are closely linked and I wonder if that’s why most people chose ‘50/50’. It’s hard to generate product revenue if you’re not delivering client value.” He also sees a lot of misunderstanding in the market about what a true product model is: “It may be that the 9.5% is people focusing on products that are

Tell us whether you agree or disagree: ‘The IT leader’s role in top-tier UK/international law firms has the same level of executive/decision-making power as IT leaders in other sectors.’



Where is RPA (robotic process automation) being applied to in your firm now, or will be applied within 18 months?



What % of your precedent bank (or whatever you might call it) is templated, or has been remade to be leveraged by document automation solutions?

Average

28.4%

(Median = 30%)

Given a magic wand, what one thing would you do to increase the profitability of matters at your firm? (Number of responses received)

Pricing, scoping and budgeting	16
Work resourcing	6
Automation	5
Culture and training	5
Client relationship development	4
Process improvement	4
Time recording	4
Billing model	3
Project management	3
Tech adoption	3
Integration	2
Knowledge sharing	2
More non-bill time for lawyers to innovate	2
Recovery	2

did not make it onto the chart included removing the billable hour altogether – this was really blue-sky thinking but it gives you some indication of the main barriers that firms think are in the way of profitability.

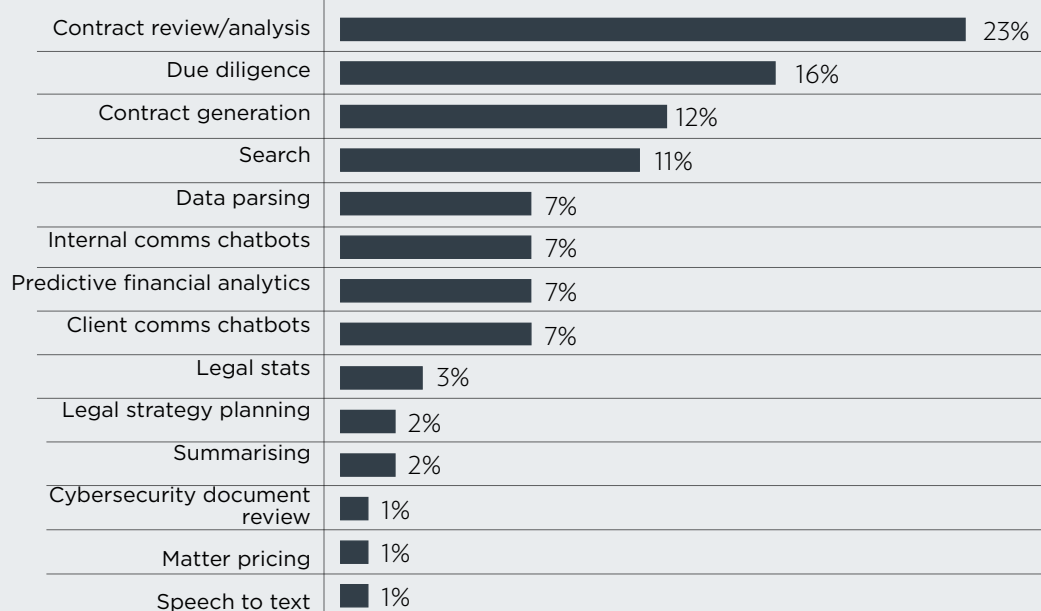
It's fair to say that the items on the wishlist require varying levels of technology investment – but firms need to be wary of throwing up their hands and citing the usual 'lack of resources' as a convenient barrier. In fact, Behan at Brodies sees inertia as the biggest potential barrier. "Going out and buying technology only does so much; the challenge for firms lies in adapting and changing the way they work. Change is harder in law firms

given how risk-averse they are," he says.

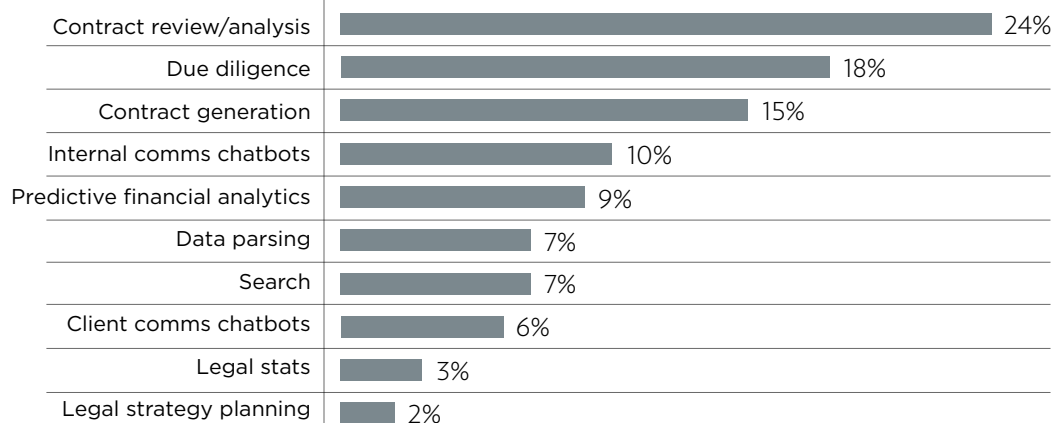
We got some responses around knowledge sharing – which our mid-market knowledge leader agrees with. "Knowledge sharing underpins everything – especially with remote-working and teams being in other jurisdictions. It includes sharing knowledge of smarter-working initiatives and knowledge of a firm's expertise."

One of the main barriers is a lack of tech resources. "An IT system or tool that would help with knowledge sharing would be welcomed. Lawyers don't always have the time to share and feed in knowledge to CRM and knowhow systems," our knowledge leader says. ▴

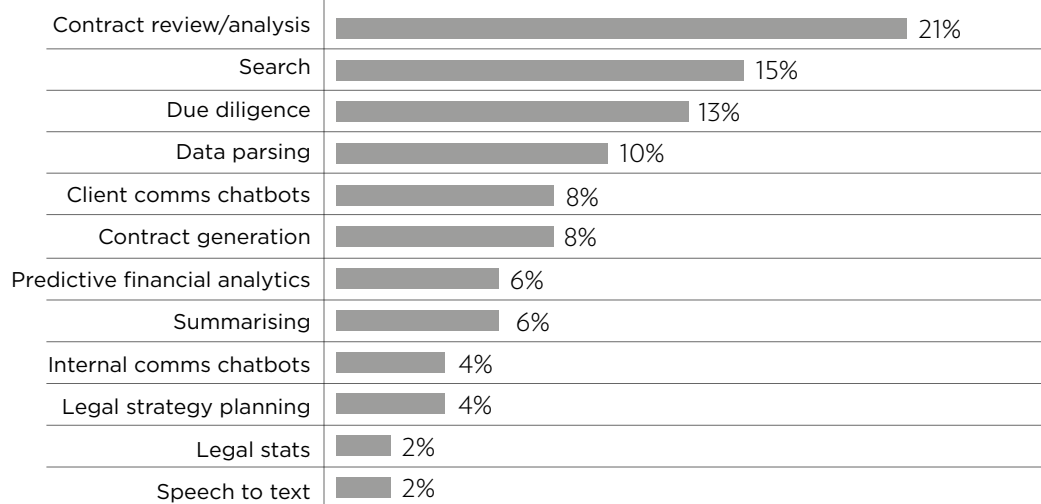
Which areas/components of work is your firm applying machine learning, NLP or other 'AI' software to now, or will it be inside 18 months?



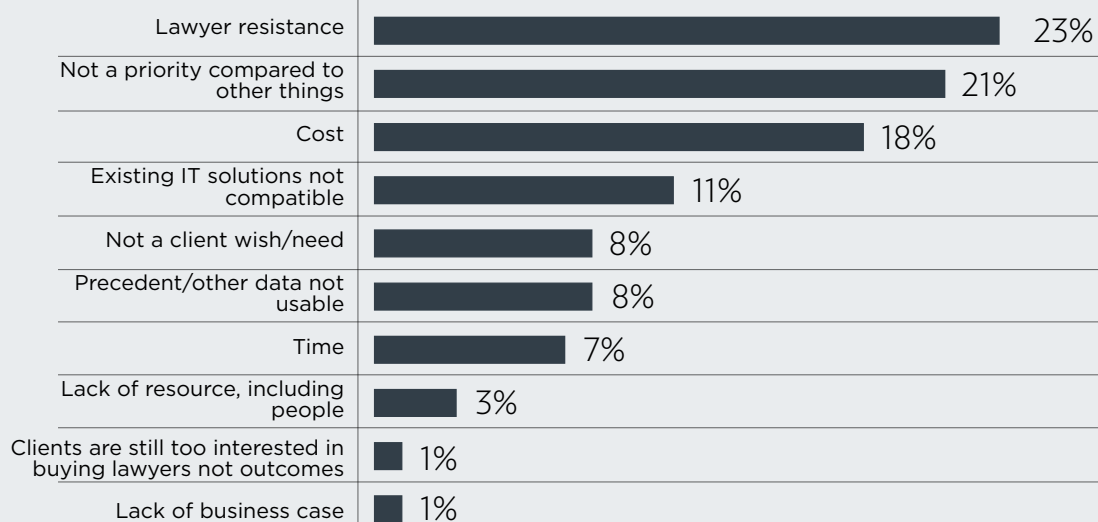
'Quality of outcomes' group



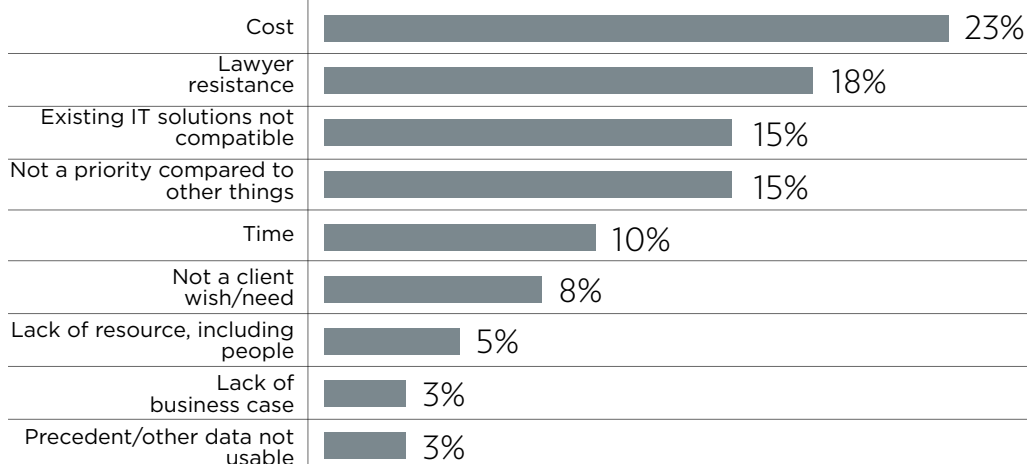
'Quality of lawyers' group



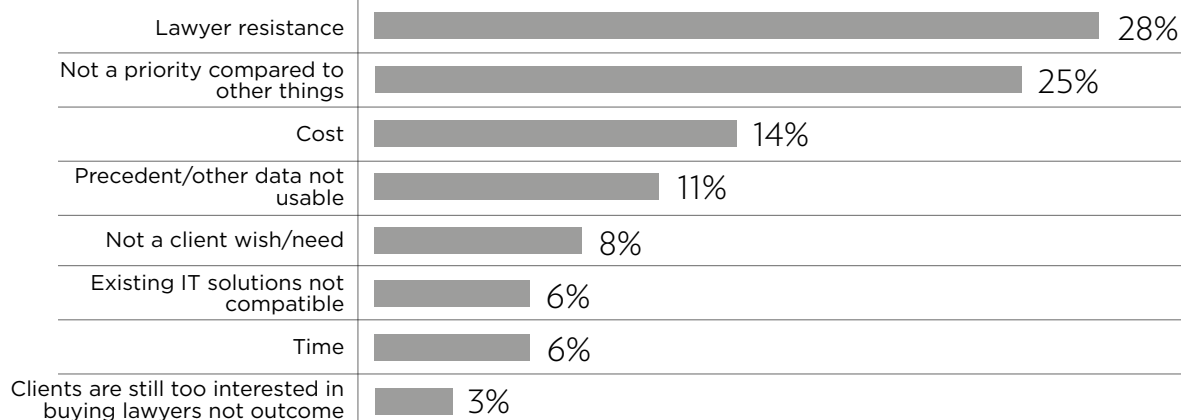
What are the biggest barriers to increasing automation in service delivery?



'Quality of outcomes' group



'Quality of lawyers' group





What are your biggest cyber pressure points?

There's been plenty of talk about cybersecurity for a long time – and with good reason. Clients are increasingly auditing law firms to reassure themselves that their data is secure, as vulnerabilities exist throughout the chain of processes that clients and firms interact through. But is the perception of the threats out there changing?

This research certainly suggests clients are more concerned. An eye-wateringly high 87% of respondents said that they had seen an increase in the number of clients performing security audits on them. That's a jump from the already high figure of 72% last year.

Curiously, if we split the results between the 'lawyer-focused' firms and 'outcomes-focused' firms, we see a jump to 92% in the former – with all the 'don't knows' disappearing entirely – and a drop to 75% in the latter (p30).

No matter the type of firm, client audits can be labour-intensive, says Christel Aguila, partner and head of IT at Winckworth Sherwood. "Information security will always be high on the agenda, so making sure you provide adequate

measures to secure client and firm data is vital but often challenging when it comes to client expectations. Having to work through a client questionnaire with 200 items can be extremely tedious. However, we expect the same from our tech providers – cybersecurity risk, through the entire supply chain, requires a truly coordinated effort."

Rod Fripp, IT director at Capsticks, says that the pressure is on to find ways to manage cybersecurity. "Requirements around security inevitably feed down the chain. As a firm that is ISO 27001-certified, we've been doing audits for many years. It's necessary, because we have to maintain the level of confidence in our security that clients expect. There can be implications around funding those extensive security audits, so we're currently looking to improve our processes with automation and commoditisation of data – so we can cut down on the number of audits in the first place."

Aguila also draws a link between cyber threats and budgets: "It's likely that increases in IT budgets have been due to firms' responses to



SPONSOR COMMENT

ACING THE AUDIT

Cybercrime is becoming an ever more frequent and sophisticated threat to law firms. At the same time, regulatory compliance is becoming tougher, the penalties for non-compliance are escalating, and clients are insisting on exceptional security standards.

This research shows that 87% of law firms are seeing an increase in security audit requests from clients – up from 72% last year. This indicates an increasingly significant impact on firms' ability to win client business if they fail to meet expected standards.

A cybersecurity audit used to be almost entirely focused on compliance, and consisted of around 10 questions, perhaps even fewer. Attacks are now far more sophisticated and law firms are placing more trust – and critically more of their client data – in cloud-based systems. Owing to the amount of sensitive information and the large sums of money at stake, a modern audit drills in much deeper to ensure security of IT systems.

Clients are now better informed about how their data should be protected. Therefore, audit questions have become more specific and technical requirements are more demanding. To succeed, a firm will have to demonstrate advanced capabilities and prove their ability to detect and remediate threats quickly.

The clearest measure of a firm's security credentials is

its mean detection time (MDT) and mean response time (MRT), the standard metrics used by the cybersecurity industry. Law firms' MDT and MRT have too often been measured in days, weeks and months: ample time for an attack to cause serious financial and reputational damage. The right security strategy can reduce those months to minutes – proof that the firm can surpass even the most demanding client's security expectations.

Law firms, particularly those working with corporate clients in the most sensitive and highly regulated fields, need no prompting to prioritise data security. However, this is not simply about putting the right analytical and threat-intelligence technology in place.

A multi-layered strategy that ensures a firm-wide commitment to alignment of policies, processes and technology is required. Firms adopting this approach gain a competitive advantage in the market, while giving clients confidence in the firm's ability to protect their data. ▀

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Mohamed Bakeer
Chief technology officer
CTS



relentless cybersecurity threats – whether those firms get external help, additional technologies internally or they start investing in cybersecurity or information security certifications, the cost of those measures all add up. Firms want to ensure client data is safe – so there is continuous investment in processes, systems, education and resources in this area.”

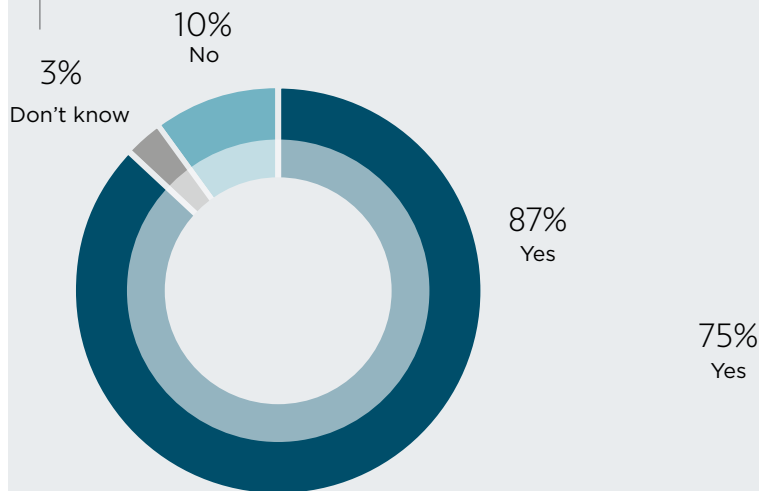
HELLO, CISO?

With all of those potential threats, it's a wonder that chief information security officer (CISO) roles are not yet ubiquitous. So, we asked people to tell us whether in general they believed firms needed, or would soon need, a CISO. A solid 69% said yes,

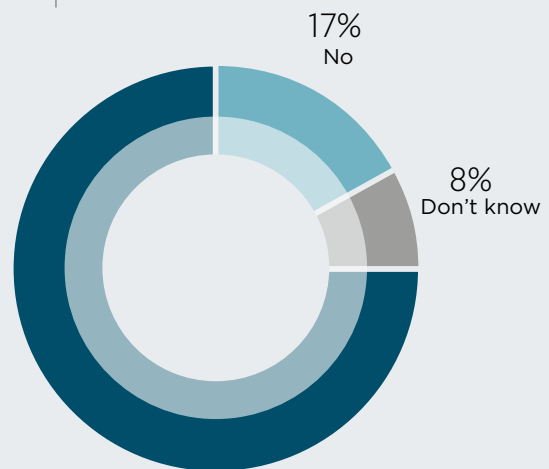
quite a change from the mere 15% who said last year that a person with the CISO title was the most senior person in their own firm responsible for information security. While they're not quite the same question, it does suggest firms may be starting to take the role a little more seriously.

Of course, the creation and functioning of that role will depend on the structure of the firm around it. While he says they are definitely becoming more common, Fripp at Capsticks makes the distinction between two kinds of CISO: “The barriers that exist to having a CISO in a firm depends on the kind of role it is: whether it's a technology-focused role or a governance role. At Capsticks, our CISO is the latter, so it's about

Are you seeing an increase in the number of clients performing security audits on you?



Quality of outcomes group



maintaining standards and assessing levels of risk.”

On the difficulties of incorporating a CISO, Ian Lauwerys, IT and facilities director at TLT, says: “Mid-market and smaller firms will struggle to justify investing in a CISO, however that doesn’t mean that there shouldn’t be a similar level of broad accountability for cyber.

“The barrier is really still is talent: it’s hard to get the right experience at a price you can afford, although it’s certainly improved in the past five or six years. In a few more years, I think it will be much easier to recruit in security roles,” he adds.

While Aguila agrees that the choice whether to have a CISO is partly down to firm size, cybersecurity strategies are always a challenge. “In small- or medium-sized firms an IT director or the firm’s risk team may be sufficient for making information security decisions and policies. But there are implications around infosecurity for a larger organisation that may merit having a dedicated infosecurity executive.”

Whether or not firms have a CISO is obviously tied up in the question of how large a cyber threat firms currently perceive. When we asked, only 7% of people rated the cyber threat they faced as 90–100, but 31% said it was 80 and 24% 70. Overall, that makes for 62% rating the

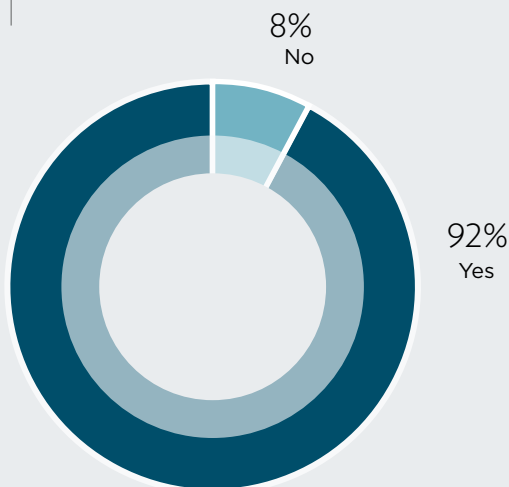
threat as 70 or over – a significant number, and yet the legal market still seems reluctant to respond to cyber threats as other sectors have.

Still, awareness of the threats is on the rise, Rod Fripp says: “People are taking cybersecurity more seriously. It’s an inevitable fact that firms have both to invest in cybersecurity and maintain that level of investment. One could make the argument, and many cybersecurity companies will tell you, that the risk is 100%; it’s a matter of ‘when’, not ‘if’, something happens. Being prepared for threats is just the cost of doing business these days.”

Lauwerys agrees. “You can see from the range of numbers in people’s responses that we perceive the threat level to be at the high end. A decade ago, people wouldn’t really have seen cyber as being that important.

“Clients are pushing cybersecurity, because supply chain is key in terms of managing security risks. Somewhere up the chain there will be large corporates or big financial services institutions driving that security push – even your smaller clients are supplying other, bigger corporate entities. The implication is that cybersecurity just has to become another function and part of the way all businesses operate.” ▴

Quality of lawyers group



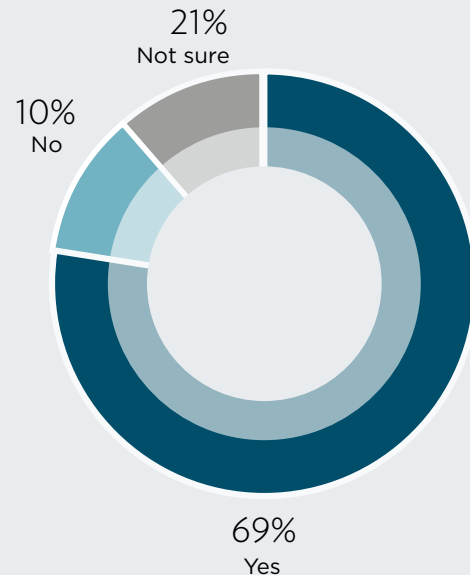
Roughly what percentage of your firm's revenue is invested in IT in total? (Including the cost of people)

Average
5%

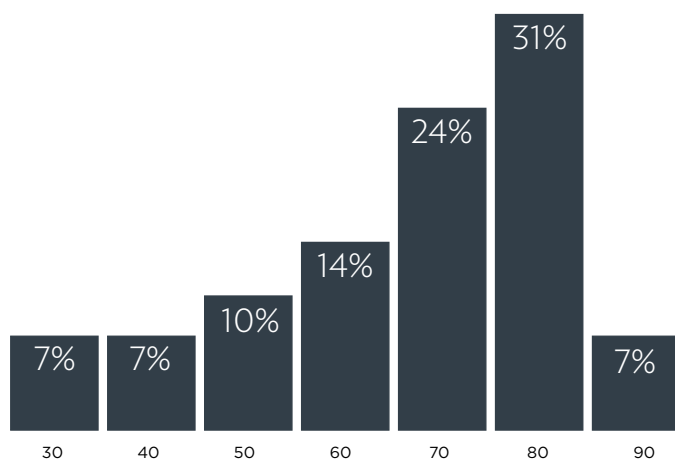
“It's likely that increases in IT budgets have been due to firms' responses to relentless cybersecurity threats – whether those firms get external help, additional technologies internally or they start investing in cybersecurity or information security certifications, the cost of those measures all add up.”

CHRISTEL AGUILA, PARTNER AND HEAD OF IT,
WINCKWORTH SHERWOOD

Do law firms now, or will they soon, need a CISO role to ensure infosecurity and data protection get the attention they deserve in legal?



Rate the cyber threat level against your firm





How are your working patterns and places changing?

The reality of this phenomenon that we call ‘agile working’ – or smart working – is not merely another buzzword: it’s the transformation from a singular way of organising work (happens in the office, at a desk, and ideally doesn’t happen outside of that environment) to a multiplicity of different ways of working. Working at home is the go-to mental image that springs forth when you mention ‘agile’, but working from client sites, on the move, in a café, library or any other quiet space, are all very much reality.

AWAY FROM THE DESK

With such a variety of modes of working, pinning down what ‘agile’ is can be tough. One of the most straightforward ways of measuring the movement, however, is to see what isn’t there any more: desks.

In year after year of polling, we have seen growth in these agile-working figures, suggesting that the trend is becoming more of a concrete reality. “We don’t currently have more people than desks but we’re not far off it. In terms of the technology, we’ve made investments and are ramping them up,” says Ian Lauwerys at TLT.

However, we saw one key metric slightly down

“We want security to be nearly invisible to our internal users – we don’t want working remotely to be onerous. So, we have to balance those concerns.”

ROD FRIPP, IT DIRECTOR, CAPSTICKS

this year – when we asked the question ‘does your firm currently have significantly (>10%) more people than it has desks for them all to sit at?’ we saw a drop in the ‘yes’ respondents – from 23% in 2019 to 20% this year, while ‘no’ rose slightly, from 70% to 75%. What’s happened there?

Well, it could be sample size increasing, and also we might get some insight from another of our questions, this time around the timescale by which firms will get to the point of having significantly more people than desks: while the number saying they’d get there inside five years and inside 10 years both grew (from 41% to 50% and from 20% to 25%, respectively), those saying ‘inside two years’ shrank, from 30% to less than half that



SPONSOR COMMENT

PROCESS PREMISES

At Wilson Allen, we see more and more law firms focusing on the full breadth of the client/matter lifecycle and increasingly at either end of it. While much of the industry's technology focus continues to be drawn to the final (current) wave of change in practice management solutions, business development and client feedback represent huge areas of targeted process improvements for many firms. These processes will become ever more important, particularly for larger firms, as the competitive pressures exerted by the Big Four and the like increase, and as more companies look to in-house counsel to meet their legal needs.

While not explicitly identified as a specific priority, much work is needed if the industry is really going to achieve 74% cloud CRM deployments. Accomplishing this will require extensive work in data governance, architecture and system integration. This effort is made all the more challenging because so many case management, matter management/project management, cost recovery and practice management systems are predominantly on-premises. These challenges are magnified as more firms adopt improved, modern client matter-intake solutions, which both feed, and are fed by, their CRM platforms.

Likewise, one can expect a wholesale change in the

industry's approach to business intelligence (BI). Presumably, there will still be standalone BI providers (although according to the numbers, they will be expected to be in the cloud – only 10% will be on-premises by 2024), helping firms to generate traditional performance metrics. At the same time, automation will drive new data, metrics and understanding, enriched by machine learning and distributed to leadership (and clients) in many forms, with or without the aid of data scientists. The data will inform business development and business acceptance, which will no longer be disconnected and siloed efforts. Data quality and master data management will both play critical roles.

Busy times lie ahead for legal IT departments. As such, there's no better time to identify a trusted technology partner best suited to help you navigate the changing landscape – one that understands your business and has experience across all areas where your firm has made technology investments. ▀

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Norm Mullock
Vice president, strategy
Wilson Allen



figure. Curiously, the 'never' figure also grew, nearly doubling – attitudes to becoming more agile are possibly more polarised than last year.

Rod Fripp at Capsticks says his firm is firmly in the 'yes' category. "We definitely have more people than desks in most offices. That's obviously part of a larger trend, not only in legal but across industries. It means that we have to provide the kit that works everywhere and allows people to do their jobs and feel good about coming to work."

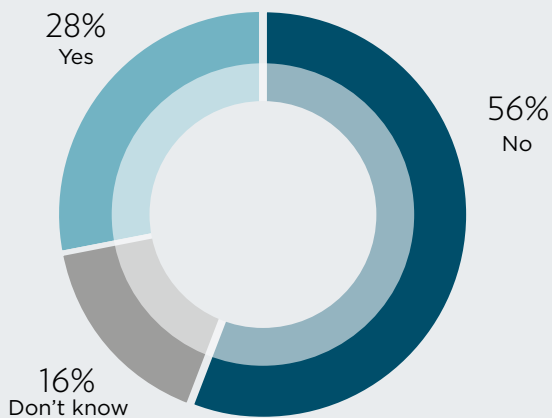
When looking at a rather blunt metric of measuring 'agility', business leaders estimated that an average 42% of their employees currently work from home on a regular basis, significantly up from the third (33%) we reported last year.

That certainly looks like a sizeable jump, and

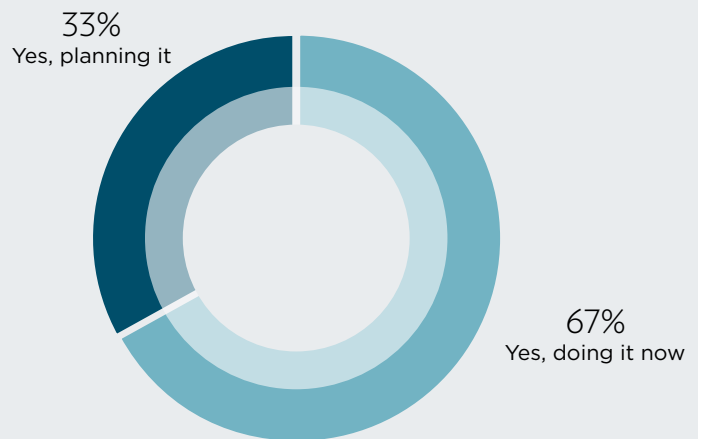
with business leaders also (as an average) saying they'd like to have 75.6% of their workforce enabled to work from home using the necessary technology and such, it looks like the piston of change is pushing hard on law firms to change the workplace radically.

When TLT did its own survey recently, it was surprised by the number of people who had formal and informal flexible/remote-working arrangements – very close to the figures we found. Ian Lauwerys says: "We want that to get up to 80%. I think it's not so much technology, though that plays a part, as culture and attitude. That's one of the things that we have been driving – we want to get those areas of the business where there is a much lower uptake of agile-working – to

Do you have a UK lease expiring and/or are you expecting to move offices in the next 12-24 months?



Are you running or planning a trial of an office space reformat for smarter working/agile working?



understand the benefits.”

After those points, a major concern for agile working, Fripp says, is security. “We take a risk-based approach to most things that we do, but we want security to be nearly invisible to our internal users – we don’t want working remotely to be onerous. So, we have to balance those concerns.”

CLOUD IS HERE

Any structure needs a platform to stand upon, and so cloud is inevitably part of the smarter working question.

We asked people to predict the likely proportions of cloud and on-premises deployment for various systems in five years’ time. The least cloud-ready, if you believe the predictions, is practice management systems, with the lowest ‘fully or mainly’ in-cloud prediction at only 48% (p38).

Although still an improvement on last year’s 35%, that’s a little curious, as many vendors are now pushing hard into the cloud, and Microsoft’s commitment to Azure is likely to direct more commitment there, as well.

Ian Lauwerys thinks one of the reasons is that, when it comes to PMS, vendors are being a bit slow off the mark. “There are very few suppliers playing in this space. Most big PMS vendors are still offering cloud solutions for the small and mid-market. Larger firms haven’t yet made that

What % of people in your firm regularly work from home, do you think?

Average
42%
(Median = 40%)

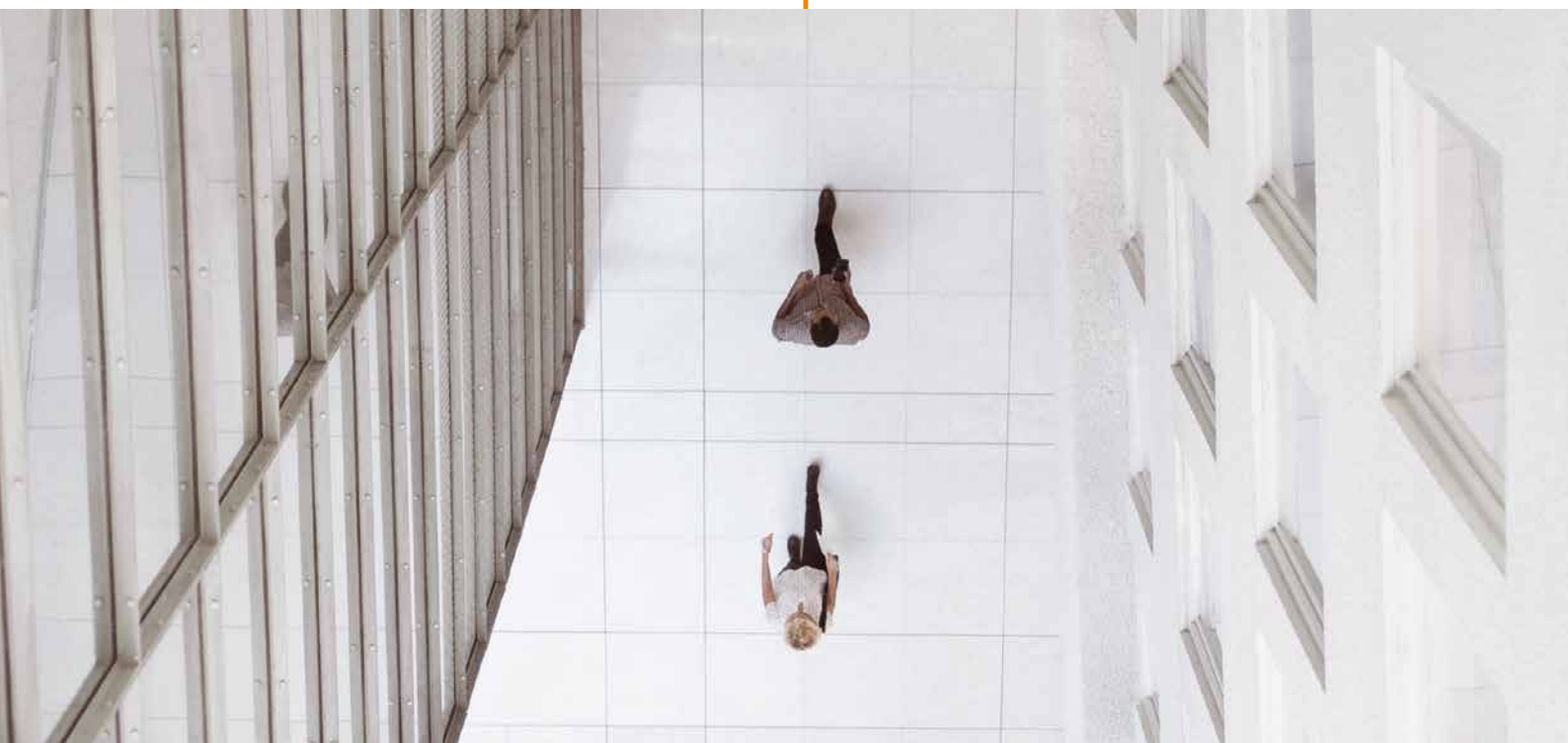
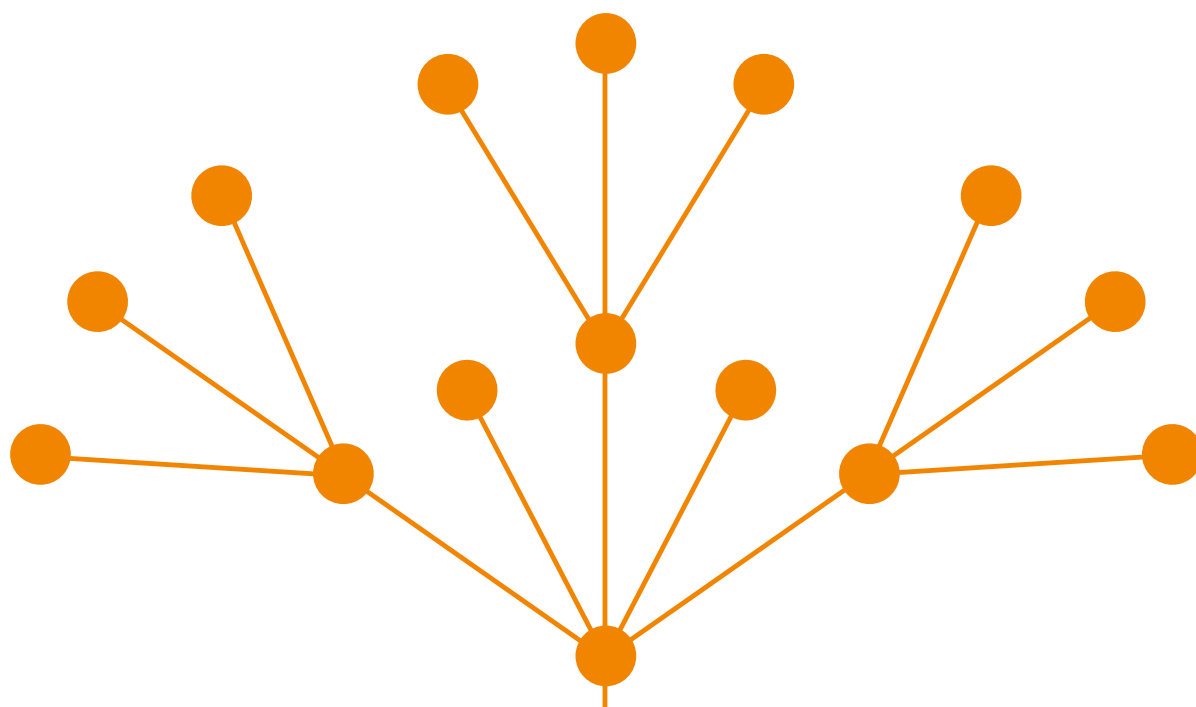
“There are a lot of moving parts – it’s not as straight-forward as something like document management, because it links into all of your other systems.”

STUART WHITTLE, BUSINESS SERVICES AND INNOVATION DIRECTOR, WEIGHTMANS

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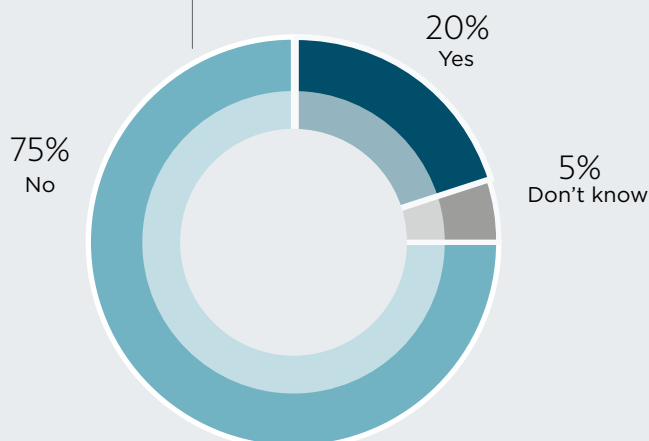
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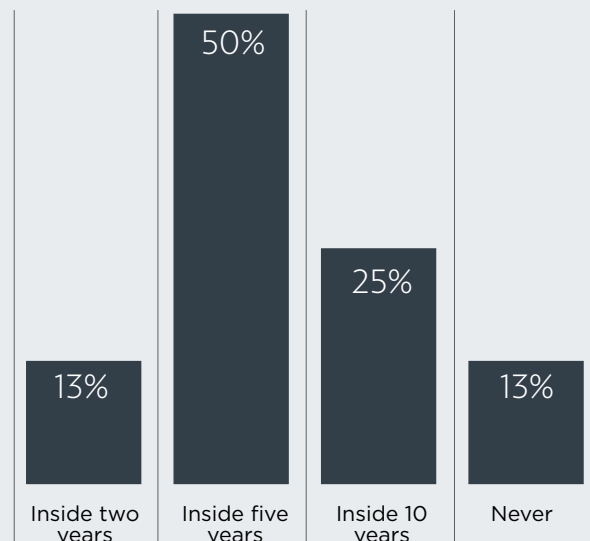
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Does your firm currently have significantly (>10%) more people than it has desks for them all to sit at?



Over what timescale will your firm move to a point that it employs significantly (>10%) more people than it has desks for them all to sit at?



“Most big PMS vendors are still offering cloud solutions for the small and mid-market. Larger firms haven’t yet made that leap as the vendors aren’t ready – plus, they have more complexity around integrations and third-party solutions.”

IAN LAUWERYS, IT AND FACILITIES DIRECTOR, TLT

What % of the workforce would you like to enable to work from home?

Average
75.6%
(Median = 80%)

leap as the vendors aren’t ready – plus, they have more complexity around integrations and third-party solutions. It’s about confidence and time, but ultimately if the solution isn’t scalable or flexible enough, it’s a barrier to change,” he says.

The most cloud-ready was HR software, with 83% saying fully cloud by 2024, a jump on the 71% prediction from **Briefing’s** 2019 report. It was also the only system to poke its head above the 80% threshold – which is perhaps unsurprising, as it was also the only system to score above 70% last time. This year, ‘AI’, customer relationship

management systems, knowledge management, business intelligence and time recording all also made it up to, or slightly over, the 70% barrier. Could cloud finally be making itself felt in law firms?

CLOUD-FIRST SYSTEMS

As we’ve said, the area that cloud expectation was the business-critical PMS, at only 48%. What are the obstacles to bringing the core of a firm’s



SPONSOR COMMENT

MOVE TO A MORE SECURE CLOUD

The future is in the cloud. That appears to be the undisputed assertion from the **Briefing Frontiers 2020: Legal IT landscapes** research. Firms overwhelmingly believe that, within five years, customer relationship management (70%), time recording (70%), business intelligence (70%) and other core firm endeavours will be based in the cloud.

Clearly, these firms recognise that cloud deployment will form a key element of their modernisation strategies, serving as a critical driver of their organisations' success.

But moving to the cloud can bring with it concerns about security, privacy and the protection of client and firm information. Firms must retain full control over, and real-time visibility into, their data.

Core elements of establishing a secure cloud strategy include:

- Data sovereignty options, so firms can choose the geographical regions where their data resides
- Data control, so firms ensure their hosting services and partner vendors do not use data for purposes outside the scope of their agreements
- Penetration testing and network-vulnerability scans with a regular cadence
- Encryption both at rest and when data is in transit between a cloud service and the users' devices
- Access control with role-based permissions and extensive user authentication
- Disaster recovery plans, to ensure a failsafe option if damage occurs to applications or data.

It's crucial that when firms invest in solutions and partners, they ensure all these elements are robust, scalable and reliable.

Intapp understands the critical nature of cloud security, which is why we built the Intapp Secure Cloud. It's designed from the ground up to meet the needs of professional services firms and their clients' requirements for the highest level of data security and control.

The Intapp Secure Cloud takes advantage of massive Amazon Web Services (AWS) security investment to supplement our security-focused architecture, and ticks all the boxes in your secure cloud strategy checklist. Plus, our mature processes are designed to respond to newly discovered vulnerabilities or incidents quickly. And as a global firm, with both support staff and data-availability zones located around the world, Intapp is able to assure business continuity in case of a regional disaster.

As more and more firms move their critical business processes into the cloud, Intapp stands ready to help them on their journey. ▀

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Harini Sridharan
Principal product marketing manager
Intapp



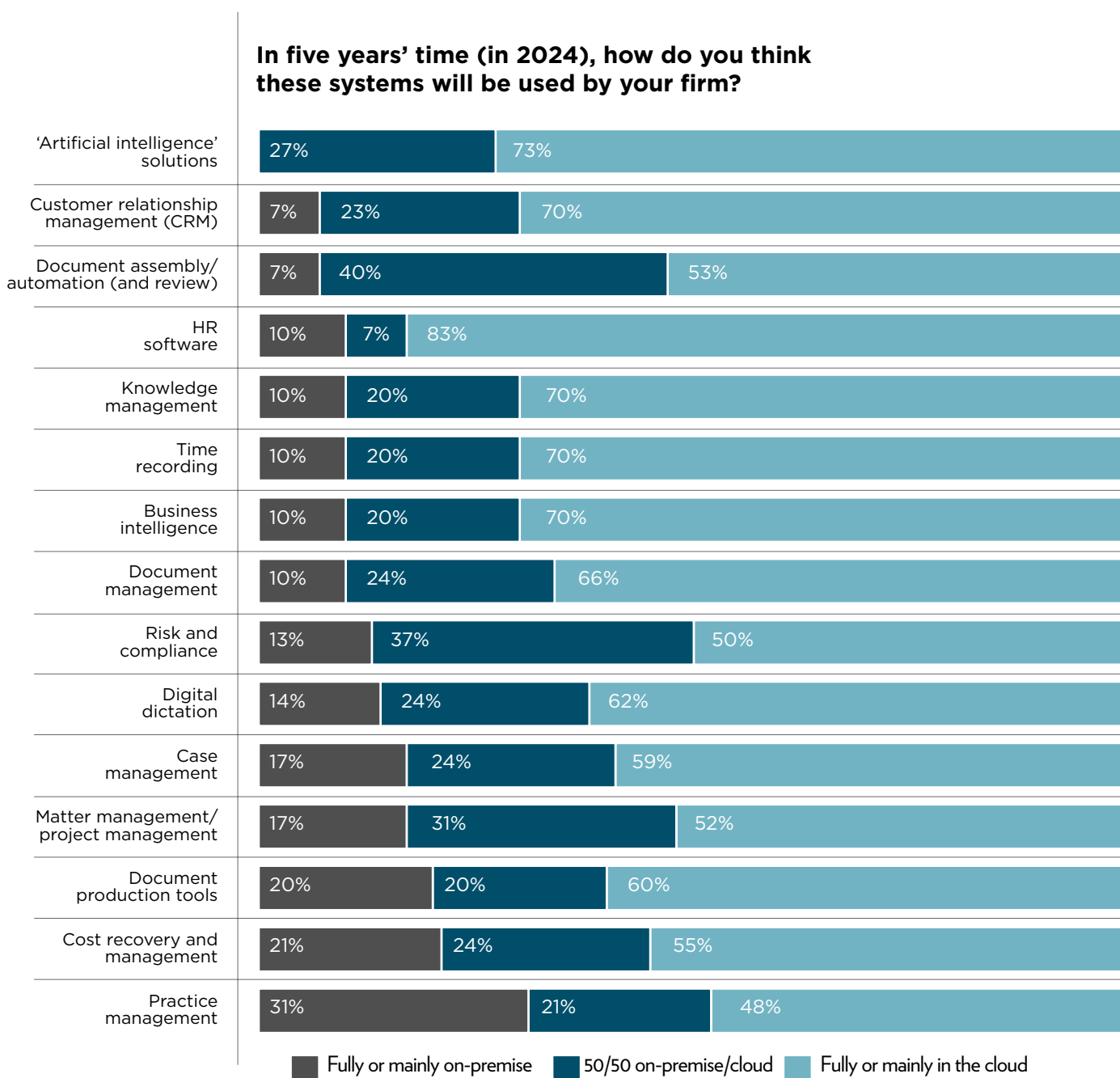
operations into the cloud?

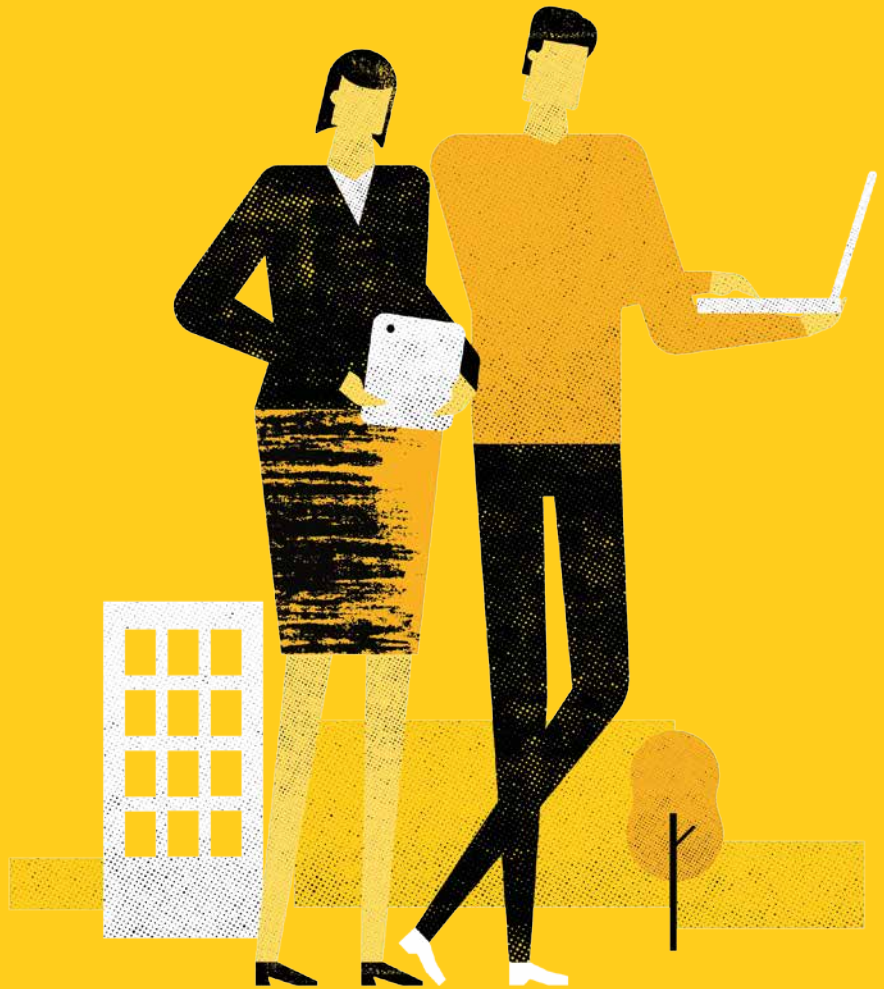
Stuart Whittle, business services and innovation director at Weightmans, says that part of the problem is availability and suitability. "The big providers are not in the cloud yet, so, if you wanted to be a cloud-first PMS user, you would struggle to find a system that was suitable."

The crucial nature of a PMS to a law firm, as it is connected to many other systems, and the risk attached to a major transformation like moving to

the cloud, are also an obstacles, he adds: "There are a lot of moving parts – it's not as straightforward as something like document management, because it links in to all of your other systems."

There is also a 'fear factor' attached to cloud, he adds: "We are becoming more comfortable with cloud providers, but there's still probably a vestige of concern around putting your 'crown jewels', as far as data is concerned, into the cloud – at least from a client perspective." ▀





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