



ILTA Legal Technology Future Horizons Study Contributors and Quotations

The ILTA Legal Technology Future Horizons study undertaken by Fast Future Research is now available for download at <http://www.iltanet.org/Downloads/LTFH-Report.pdf>

The study was sponsored by AccessData, BigHand, BillBLAST, Microsoft, Mimecast and Thomson Reuters Elite.

This document lists all of the interview and case study contributors who generously gave their time to provide valuable input and insights to the research and highlights key quotations from the interviews that relate to each section of the study.

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Contributor Quotes

Executive Summary

SHAPING THE FUTURE OF LAW FIRMS

"A set of inevitable economic forces is driving clients to consolidate the number of law firms they use. If you look at the history of professional services – accounting, architecture, advertising, business consulting – everyone who sells ideas for a living, you can usually pinpoint the time where there was a dramatic consolidation. Clients are driving consolidation because they believe that there is an economic incentive. They also believe that they get higher quality services. The more work they consolidate into law firms, the better lawyers in those firms understand their company. In addition, clients want to make sure they have lawyers who understand the business culture of where the deal is being done in order to make sure that they get a transaction accomplished, or a dispute resolved in a favourable way. The last reason for consolidation is internal, based on technology." **Joseph Andrew, Global Chair, SNR Denton**

THE NEW LANDSCAPE: THE REALITY OF CONSTANT CHANGE

"To date, technology has not made a significant difference - if you look at the top firms based on PEP then there is no correlation with their use of IT. Going forward - with the emergence of new business models, new entrants and new methods - then technology will play a far bigger role." **Gareth Ash, Chief Information Officer, Allen & Overy LLP**

We're experiencing a very dynamic business environment – undergoing more change than the sector has seen in all the decades since I've been in it (1979). **John Alber, Technology Partner, Bryan Cave**

THE TRANSFORMATIVE ROLE OF IT

Increasingly, systems will capture the skills of people and use those skills in the delivery of information to others within the organization. Being able to ask the system questions based on the information sent to it. **Brian Karney, President and Chief Operating Officer, AccessData**

KEY TECHNOLOGY IMPACTS

Automation, enabled by technology, will help provide a consistent service and drive costs down. Nowadays even if firms say they have automated a lot of their processes there is still a lot of manual work going on. **Dick Jensen, Director of IT, Goodmans LLP**

Legal is behind other business sectors by 10 years in how it shares, processes and provides access to data even though it has a high concentration of highly valuable data, e.g. IP, HR, litigation. Significant volumes of data are often not connected and only accessible in isolation. The next decade will see a focus on integration and consolidation of systems and data - with billing, investigation, cyber security, e-discovery coming together as one type of technology. **Devin Krugly, Vice President Product Strategy, AccessData**

Perceptions about technology are changing – technology is now increasingly considered to bring competitive advantage. Managing partners now, when talking about their firm’s strategy, are increasingly talking about technology. But we still have a long way to go. **Allison Guidette, Managing Director - Large Law Firms, Thomson Reuters Elite**

CRITICAL TECHNOLOGIES

"In legal IT there are three eras: 1) The stabilization era (1990-2005) – putting technology in and making sure it worked well without systems crashing. 2) Next came the mobilization era – with attorneys being able to get out of the office and work from anywhere.3)

Personalization era - firms are embarking upon it now – over the next 5-10 years firms will move to systems and processes where content is delivered to lawyers without them asking for it (similar to Amazon service suggesting what customers might be looking for). Systems will automatically understand what attorneys are looking for and provide that to them." **Doug Caddell, Consultant, formerly CIO of Foley & Lardner**

FROM “IT IN THE BUSINESS” TO ‘NO BUSINESS WITHOUT IT’?

“Technology may not drive law, but technology does drive business and so many firms are trying to compete with last decade's technologies.” **Jason Milliken, Director of Product Development, BillBLAST™**

CROSSING THE CHASM: LEARNING TO LOVE IT

"What we've been seeing anecdotally is borne out by this report. Workers, and clients, increasingly want to access their work products from personal devices, anywhere and at any time. This is a key challenge for legal IT departments in the 21st century." **Nishan DeSilva, Senior Director, LCA Business & Technology Solutions, Microsoft**

IT MANAGEMENT IMPERATIVES

"We have to learn to accommodate rapidly changing demands of our clients and our professionals that serve them. We need to equip lawyers to be able to perform effectively wherever they are in the world. Increasingly we need systems with intelligence to provide lawyers with context sensitive and tailored information on a proactive basis." **Janet Day, Head of IT, Berwin Leighton Paisner**

Clients and vendors need to provide a way to consolidate multiple data types and sources into a single view of all client relevant content." - Devin Krugly, Vice President Product Strategy, AccessData

One of the biggest challenges for law firms is and will be to know what it really costs them to run their business." **Cathy Reilly, Executive Director, Martin Clearwater & Bell LLP**

Law firms don't need to own a lot of the background IT infrastructure, they just have to be able to control it. **Charles Christian, Editor-in-Chief, Legal IT Insider**

SEIZING THE OPPORTUNITY — THE LEADERSHIP IMPERATIVE

"I feel that there is a great need to make the underlying technology in the legal market powerful, yet keep the actual user interface as simple as possible in order to ensure adoption rates are high. The greatest technology in the world that the user cannot figure out doesn't benefit anyone." **Eric Wangler, President North America, BigHand**

SECTION 2 - Global Drivers of Change

CRITICAL FORCES SHAPING THE BUSINESS ENVIRONMENT

Powerful global forces are reshaping the business environment and technology plays a critical role in helping us anticipate, track and respond to change. **Gerard Neiditsch, Director Information Technology, Allens Linklaters Australia, formerly Regional CIO Asia Pacific, Norton Rose Fulbright**

THE NEW CLIENT AGENDA

Expectations are increasing; everyone wants more for less 'right here and right now'. There is now an additional aspect to these demands – consumers increasingly expect businesses to anticipate their needs and wishes. This is now possible because of big data and data mining technologies. **John Frank, Vice President, Deputy General Counsel and Chief of Staff, Microsoft LCA**

The more their clients embrace new technologies, the more technology-savvy law firms will need to be. **Scott Lefton, Sales Engineer, AccessData**

The customer experience requirements have not changed a great deal – clients have and will always want a quick access to lawyers when they need them. The goal is to deliver systems that could make the client experience as easy as 'Google-ing' for something. **Mary Abraham, Co-Founder at Broadli Inc, Knowledge Management Consultant**

Secondment to client firms is on the rise. It has many benefits, including developing an extraordinary degree of connection, and assures lifetime customer value will increase with each such connection. **John Alber, Technology Partner, Bryan Cave**

GLOBALIZATION AND GLOBAL MOBILITY

Globalization is driving change and means more opportunities for lawyers through greater trade volumes, management of risk and increasing regulation and compliance. At the same time, the rising middle classes want stability and the rule of law, presenting further opportunities for lawyers. Global legal revenues were \$585B in 2010 and are forecast to hit \$752B by 2015/2016. The current world climate shows there will be hiccups on the way but globalisation is driving an expanding legal market. **Gareth Ash, Chief Information Officer, Allen & Overy LLP**

The firms that can't become global will have to offer significant price benefits in order to offset the advantage provided by global firms. **Mary Abraham, Knowledge Management Consultant, Co-Founder at Broadli Inc.**

ECONOMIC SHIFTS AND UNCERTAINTY

Asian markets are evolving fast and represent a major opportunity for law firms - IT will play a critical role in helping them succeed. **Stuart Fuller, Global Managing Partner, King & Wood Mallesons**

Many large firms are expanding internationally to Brazil and India for example. Not many have moved to Africa yet but this might happen in the long term because if demand is declining, firms will have to go elsewhere to find work. **Mary Abraham, Knowledge Management Consultant, Co-Founder at Broadli Inc.**

POLITICAL INSTABILITY

Governments are likely to become weaker and weaker, less able to do what they traditionally have done in the past, e.g. regulate, provide safety nets, build and maintain infrastructure and basic crime control - Florida's 'stand your ground' law is an example. Governments might increasingly be less likely to have capacity to enforce their own decisions. So we are likely to see more and more mediation: dispute resolution will most likely characterize the work of law firms, going to court will be less common. **Jim (James A) Dator, Director, Hawaii Research Center for Futures Studies**

SOCIO-DEMOGRAPHIC CHANGES

Generational change in the judiciary will also encourage technology changes in the court system. **Caitlin Murphy, Director Product Strategy, AccessData**

SECTION 3 - Strategic Challenges for the Legal Sector

A COMPLEX AND RAPIDLY EVOLVING AGENDA

*Because of the ever-increasing efficiency of digital technology, the Legal sector will see its traditional competitive advantage and default mindshare, client lock-in and other professional advantages shrink as happened in the medical sector. Their "attention monopoly" - i.e. the traditional power dynamic between firm and client will melt away as a consequence, Legal services will increasingly be seen just an overall component of the broader economic / societal system, impacted by globalisation, smart and intelligent machines, and automation. Legal (and other professional services providers) will need increased competence in right-brain areas such as creativity, imagination, pattern recognition and facilitation to effectively win and conduct their business. **Gerd Leonhard, Chief Executive Officer, The Futures Agency***

TECHNOLOGY DISRUPTION, DIFFUSION, MANAGEMENT AND EMBRACE

*Robots will do more and more, (e.g. driving a car, doing advanced analysis in many fields) and their capacity to deal with complex tasks will increase. Robot applications for legal might develop. Legal Zoom and other basic services have already had an effect. Cognitive computing will be applied to law, competing with lawyers' analysis within a few years. And a new field within legal might develop – the right of robots – as robots gain awareness, what rights will they have; and who is liable for their mistakes, e.g. should robots driving a car that crashes be held responsible and be sued? **Clem Bezold, Chairman and Senior Futurist, Institute for Alternative Futures***

TRENDS DRIVING CLIENT STRATEGIES AND OPERATIONAL ACTIVITIES

*In the digital age, legal must embrace the trend towards un-sales and un-marketing – e.g. relationship sales and relationship marketing. Un-marketing is about positioning ourselves in front of prospective clients whom we have a natural synergy with. It is about how we position ourselves in the social networks and online communities and attract customers authentically. Un-marketing involves much more engagement, interaction and conversation. **Chrissie Lightfoot, Chief Executive Officer and Founder, The Entrepreneur Lawyer***

Law firms will need to deliver on and exceed client expectations at a competitive price. This means delivering genuine expertise, backed up and enhanced through smart systems and a transparent client interface. **Stuart Fuller, Global Managing Partner, King & Wood Mallesons**

Firms need to develop the ability to re-engineer the client engagement process, create a strong client / customer focus and adopt a team approach to delivering specialized services (legal and support) to meet client needs. **Meredith Williams, Chief Knowledge Management Officer, Baker Donelson Bearman Caldwell & Berkowitz**

SECURITY AND COMPLEXITY

Clients will need to be re-assured on use and security of mobile devices. **Marsha Stein, Chief Information Officer, Ropes & Gray LLP**

Data security concerns are accelerating and having a huge effect on our clients – in parts of Asia, there are very, very stringent limitations on what you can do with personal data, broadly defined – impacting not only how we practice, but what shape our practices take. We are being mandated to respond to data security concerns by somewhere between 15-20% of our clients, including data security audits, training programs, etc. **John Alber, Technology Partner, Bryan Cave**

NEW BUSINESS MODELS

Law firms have to change the traditional business model they've had for the prior 50 years to one that is dramatically different. In a 'sellers' market' law firms raised fees every year and charged as much as they wanted to, made profits year on year without doing any marketing or operating efficiently. This has changed over the past years with alternative fees and corporates looking to reduce legal spend. **Doug Caddell, Consultant, formerly CIO of Foley & Lardner**

ORGANIZATIONAL REFRAMING

The traditional partnership model encourages short term financial decision making at the expense of longer term investment (in technology for example). **Andy Daws, Vice President North America, Riverview Law**

Different types of legal providers are emerging – for example, “rent a lawyer organizations” in which the lawyers work as much time as they choose to. **Shirley Crow, Chief Information Officer, Farella Braun & Martel LLP**

FUTURE FACTORS SHAPING LEGAL INDUSTRY FIRMS

The increasing value of IP to every business has been shaping legal services. **Curt Meltzer, Chief Information Officer, Orrick, Herrington & Sutcliffe LLP**

EVOLVING COMPETITIVE LANDSCAPE

Angie’s list is a website (popular in the U.S.) where users go to get ratings on everything including home repair and health care. Angie’s list or something similar is likely to start rating law firms and lawyers. Clients doing rating and other client/user comments on other social networking sites, as well as reporting prices paid for services, could increase clients’ influence on law firms. **Clem Bezold, Chairman and Senior Futurist, Institute for Alternative Futures**

HEIGHTENED TALENT AGENDA

New model law firms are emerging with opportunities to attract people with specific skills in less traditional delivery models. This is a prime chance for them to select very good lawyers with specialized expertise whose interests in traditional law firms has changed for various reasons. Perhaps they are no longer interested in business development, or the complexities, pressures or hours of traditional partnership models. The ‘new model’ firms can challenge the traditional model by offering more flexible opportunities to suite specific interests or needs. **Michele Gossmeier, Executive Vice President, ILTA**

Different resourcing models will require advanced demand management systems and workflow processes. **Gareth Ash, Chief Information Officer, Allen & Overy LLP**

Law firms will need flexible staffing models to scale resources up/down fast, including using non-employee resources. They will also need to respond rapidly to assemble client teams, which means lawyers from different departments (normally within one firm but not always) having to work together to meet the complex needs of a client/matter. **Allison Guidette, Managing Director - Large Law Firms, Thomson Reuters Elite**

FUTURE STRUCTURE OF THE LEGAL INDUSTRY

Major changes in the environment will occur – law firms are now realizing that they have to become more virtual. **Cathy Reilly, Executive Director, Martin Clearwater & Bell LLP**

In the UK, competition and new business models could destroy old partnership models and create entirely commercial-based legal services. This will have a major impact on the way law firms operate and prioritize. Corporate mentality is likely to replace the partnership mentality. If these changes continue and firms become more competitive and more efficient, this might have an international impact. **Charles Christian, Editor-in-Chief, Legal IT Insider**

AUTOMATION, COMMODITIZATION AND CONSUMERIZATION

There'll be an increasing requirement from clients for predictable and cheaper legal services and an increase in “law factories” focusing on commodity legal services. **Jeff Brandt, Principal, Pinhawk LLC**

There is an increasing automation in dispute resolution. There are 60 million disputes per year on eBay. Over 90% of those are handled without going to a human. The question is how dispute handling is entering the legal marketplace. In the U.S. online dispute resolution is getting into the courts (divorce mediation, small claims, etc.), and systems exist for algorithm-enabled transparent settlement negotiation. **Ron Dolin, Legal Technologist, Professor, Stanford University**

I see the emergence of new intelligent user interfaces which mask underlying legacy systems and provide situational analysis (using scenarios) to support and automate workflows and inherent decision making. **Loretta Auer, CIO, Fish & Richardson PC**

THE PURSUIT OF SCALE

The more law firms move up in the pyramid of corporate and government power, the more influence they tend to have. In the U.S. (and especially in Washington D.C.) many large law firms are also lobbyists and lobbying is a major aspect of the legal work of these firms. **Clem Bezold, Chairman and Senior Futurist, Institute for Alternative Futures**

COMPETITION

We might see new entrants taking advantage of technology, creating new services where the older, bigger players may be slower to react. **Michele Gossmeier, Executive Vice President, ILTA**

INNOVATION

Stylistically, lawyers and other professionals in our industry are all about the written word – documents are the work product. In ten years, content may be more visual, more interactive but for now it's words on a page. **Judi Flournoy, Chief Information Officer, Kelley Drye & Warren LLP**

Any company that has been around for more than 10 years has legacy applications and systems. The customers are demanding quick access to apps that are easy to use. Developing such apps without having to rewrite all the legacy applications is a huge challenge but technologists are finding a way to do that to deliver amazing innovation and capabilities unlike any other time in our history. It's an exciting time to be working in technology. **Zack Hicks, Chief Information Officer, Toyota Motor Sales**

DIFFERENTIATION IN THE FACE OF CHANGE

At Denton we began with the premise that one of the ways law firms will be able to differentiate themselves is by having the same technology that client have. As clients find new ways to use technology, law firms will have to follow if they want to provide clients with better service. In a world where people are transferring billions of dollars in a microsecond and we try to bill by the hour, clearly there is a mismatch in the use of the technology and the understanding of its value. A firm that can position itself differently from a brand perspective will have an advantage over its competitors. **Joseph Andrew, Global Chair, Dentons US LLP**

Technology is facilitating the death of the billable hour in the future. **Caitlin Murphy, Director Product Strategy, AccessData**

TRUST AND TRANSPARENCY

Technologists will need to adapt very rapidly and help support the transition to more transparency in law firms. **Gillian Power, Chief Information Officer, Lathrop & Gage LLP**

COST CONTROL AND EFFICIENCY

We already know we face financial pressures; a shift of risk from the client to the law firm – this creates a huge incentive to deliver legal services more efficiently than ever before.

That's creating an enormous incentive to use these analytic and “AI” technologies *instead* of lawyers – I expect to see more and more of that. **John Alber, Technology Partner, Bryan Cave**

SECTION 4 - The Emerging Technology Timeline

EXPANDING THE TECHNOLOGY HORIZON

Some technology solutions will have unintended consequences - e.g. Artificial Intelligence (AI) - but anything that can be done with technology will likely be done. **Gerd Leonhard, Chief Executive Officer, The Futures Agency**

We have revenue of about \$1.8 Bn. If we have a model that produces 1.8Bn dollars a year but there is a technology threatening that model, there has to be a conversation about what is the technology, when is it coming, how might it affect us and what should we do about it. This applies to all of the technologies, not just AI. **Joseph Andrew, Global Chair, Dentons US LLP**

KEY DEVELOPMENTS ON THE TECHNOLOGY TIMELINE

We'll see a growing focus on 'Easier tech' that learns how we work to combine the most efficient and effective use of defined processes, applications and resources. **Bob DuBois, Director of IT, Devine, Millimet & Branch**

The biggest challenge stems from the exponential growth of data and "Big Data" initiatives. All industries, including the legal vertical, need the ability to process and understand data at a much faster pace. (immediate trends.) **Eric Anderson, Director of IT, Seyfarth Shaw LLP**

END USER DEVICES, TOOLS AND TRENDS

Mobility is becoming an extension of people's lives. Busy professionals expect to be always 'on' and available for their team and their clients, and they expect to have the tools that allow them to do this easily. Whatever the hardware devices and software they use, usability will become the defining factor for success. We all have a plethora of devices and applications that could help us in this 'always on' mobile world - the tools that will win out will be the ones that are designed to be most intuitive and easy to use, and crucially require the least training and investment of time to learn. That's easy to say, but very hard for solution providers to do in practice. **Jon Ardron, Chief Executive Officer – BigHand**

There is set to be an explosion of mobile devices in emerging markets, as users in mature/developed markets have already exhibited a strong shift in this behavior, by relying on mobile to support access to critical day to day data required to enable timely business

decisions rather than waiting to access a computer or laptop device. **Beth Thompson, Director of Sales & Marketing, BillBLAST**

Technology is impacting the legal industry – BYOD devices originally intended for consumer use are finding their way into the corporation. Businesses will have to figure out how to deploy consumer technologies at the workplace without exposing themselves to too much risk. **Zack Hicks, Chief Information Officer - Toyota Motor Sales**

We'll see dramatic change in how people interact with technology, with each other, and the world around them. If I have wearable technology, and I'm on the golf course playing with a good friend's clients. If they bring up an issue on employment, and I can provide real time information on case law, or access to an expert on the topic, that makes an immediate impact. How do we take that information and make it more accessible, offering a more immersive experience, e.g. with holographic and 3D technologies – all available via a small wearable, unobtrusive device – you wouldn't even know I have it on me. That would be fantastic... **Judi Fluornoy, Chief Information Officer – Kelley Drye & Warren**

But if you look at our environments, people only use about 10% of what sits on their computers on any given day. We are preparing to implement Personal Virtual Disk in our VDI environment to give people the iPad experience. Even attorneys who are anti-tech have taken to the iPad: it's instant on, easy, how you like it. We should be providing the same experience in the enterprise – giving them a simple versatile 'cab of the truck', then letting them bolt on what they want, drive where they want. **Judi Fluornoy, Chief Information Officer – Kelley Drye & Warren**

We will see the emergence of personal devices having awareness and the ability to discern who the user is and where they are located. Getting people the knowledge and information when they need it is key - using Google-like technologies to enable enterprises and lawyers to find what they are really looking for. **Shirley Crow, Chief Information Officer - Farella Braun & Martel LLP**

INTERFACES AND DISPLAYS

Emerging technology offers significant opportunities e.g. any surface / material on which you can include say a camera and screen can become a display device. Wearable display technology could be adopted for use at a deposition to displays any text, offering a touch-less interface for note taking and document review capability. **Lee Reiber, Vice President of Mobile Forensics - AccessData**

*Gesture recognition could help in the courtroom - understanding reactions of jurors may offer a better sense of where the trial is going. This could also create potential disadvantages for those who don't have access to similar technology. **Michele Gossmeier, Executive Vice President - ILTA***

INTERNET AND SOCIAL MEDIA

*Almost a parallel internet will be created where all networks will be validated. A whole new email system is coming where a user won't be able to send a message without this message being validated first. Much better business level tools will appear that will help validate email messages and the people sending them. **Dick Jensen, Director of IT - Goodmans LLP***

COMMUNICATIONS, COLLABORATION AND NETWORKING TOOLS AND DEVELOPMENTS

*Interactive archives will be important in the future, allowing people to consolidate all the information, use it, organize it and share it from one centralized place. **Peter Smith, Director of Legal Sales - Mimecast***

*Morrison Foerster LLP is looking at ways of creating dashboards where users can pull information from other systems, go to the courtroom and be able to show the information to the judge in a very efficient timeframe. **Neeraj Rajpal, Managing Director / Chief Information and Privacy Officer, Morrison & Foerster LLP***

*Barring collapse of the current global political-economic system, I see continuation of certain trends from the past 30 or 40 years. We will probably continue to have technologies that enable us to do more and more work virtually and less work face-to-face. Virtuality in courts is likely to increase as well. **Jim (James A) Dator, Director, Hawaii Research Center for Futures Studies***

SOFTWARE TOOLS, TECHNIQUES AND TRENDS

*All kinds of the business processes are likely to require less or almost no human supervision in the future as they will be enabled by technology. **John Frank, Vice President, Deputy General Counsel and Chief of Staff, Microsoft LCA***

The software is getting much more sophisticated now. It works like dating websites – matching the characteristics of the two parties (client & lawyer). There is a question over

*whether the ethics rules will allow some of these online matching approaches, related to how the selection is handled, how fees are paid, etc. There are also issues related to UPL (Unauthorized Practice of Law) where some companies want to tell people if they need a lawyer or not, or want to bypass lawyers in working with customized forms. There is increasing pressure to change the ethics rules to allow for these online activities. **Ron Dolin, Legal Technologist, Professor, Stanford University***

ARTIFICIAL INTELLIGENCE (AI) AND INTELLIGENT SYSTEMS

*Big data requires machines that can teach themselves. Dramatic improvements in machine learning are leading to systems that can process vast amounts of data, discern knowledge and project futures. They can be trained to answer domain-specific questions and help us make decisions. Systems are becoming more capable of human-level tasks like speech and vision. As these systems become more human, we need ways to engage with them in a more natural, human fashion. Using a computer will be like working with a trusted specialist at your side who anticipates your needs and provides helpful guidance. **Rick Rashid, Chief Research Officer, Microsoft***

*Sophisticated computer algorithms, and the use of technologies such as AI and machine-learning, are creating opportunities for technological solutions in historically high-touch areas such as litigation. Some suggest that perhaps as much as 80% of this work could go through a computer system prior to, or possibly instead of, any significant lawyer involvement. **Andy Daws, Vice President North America, Riverview Law***

MANAGEMENT AND ANALYSIS OF DATA, INFORMATION AND KNOWLEDGE

*Whether you call it Big Data, business intelligence or sophisticated search, law is a knowledge industry and so far the capture and retrieval of information has been poor. This will greatly improve as knowledge is institutionalised so it can be retrieved, mined and analysed for a raft of applications. For AI to succeed, firms need to get to grips with tacit knowledge, try to codify it and put it into systems. **Gareth Ash, Chief Information Officer, Allen & Overy LLP***

*Intelligent analysis is already emerging in the medical field and could catch up in legal as well. The medical world is already doing predictive coding and moving beyond that. **Eric Wangler, President, North America, BigHand***

We need to invest significantly in analytics and the various forms of digital intelligences that are manifesting all over the place – business analytics converted from statistics to prose; the ability to analyze key performance metrics, turn those into stories that humans without facility for numbers can understand / act on much better. I believe that analytics coupled with innovation are key to our business – going beyond metrics, considering how to induce actions. I see an increasing system ability to do that, in ways exceeding peoples' imaginations. **John Alber, Technology Partner, Bryan Cave**

DISRUPTIVE SCIENTIFIC DEVELOPMENTS

Technology exists now which can prove that a human being is telling a lie. What impact could that have in the legal space? In the future it may well be possible to scan the brain to identify bad behaviour and then correct 'the troubled area', that is, reengineer the brain to stop the offender from continuing with their criminal behaviour. **Chrissie Lightfoot, Chief Executive Officer and Founder, The Entrepreneur Lawyer**

SECTION 5 - Future Strategic Applications and Challenges of Technology

STRATEGIC ROLES FOR IT

*One of the challenges is using what is already out there more productively. There are many reasons why people don't use the existing technology – for example, the software is hard to learn or use, has too many features and ineffective training. **Curt Meltzer, Chief Information Officer, Orrick, Herrington & Sutcliffe LLP***

*IT will provide 'next level' services – not simply monitoring and reporting, but helping firms interpret information and advising them on what actions they should take. For example, more and more products are connected to the Internet and producing huge amounts of data. Leveraging this data can enable a company to offer better products and services that are targeted to customers preferences. Corporations are therefore making their systems more able to interact with outside applications. Enabling data to be used and analyzed is a huge opportunity and maintaining security and privacy is paramount. **Zack Hicks, Chief Information Officer, Toyota Motor Sales***

ADAPTING TO THE CHANGING NATURE OF INFORMATION

*Firms that aren't taking advantage of 'mobile' are at a disadvantage because consumers and businesses expect quick service and 24/7/365 contact if necessary. If firms don't offer and/or deliver that the client will likely go elsewhere. **Chrissie Lightfoot, Chief Executive Officer and Founder, The Entrepreneur Lawyer***

TRANSFORMING THE CONDUCT OF LEGAL WORK

*Large touch-enabled displays can transform how you design meetings and interact with other people. It's a powerful way to create shared experiences such as presenting information, encouraging collaboration and problem-solving in group contexts. Combine this with advances in telepresence and online meetings, and you can easily imagine how the environment created could have tremendous impact on how we approach work and productivity in general. **Rick Rashid, Chief Research Officer, Microsoft***

*Already, our firm is supplying technology and consulting that delivers technology advice: I see a greater Accenturization of law firms, eg, the transformation of business via attending to business processes technology: evolving from one service delivery model to another. **John Alber, Technology Partner, Bryan Cave***

*Having the right processes in place provides opportunity to look at case assessments, conduct case analysis, develop risk assessment, support effective customer targeting, identify process improvements and create efficiencies. **Jeff Brandt, Principal, Pinhawk LLC***

THE IMPACT OF NEW ENTRANTS

*New players and small-to-medium sized firms are usually able to make strategic decisions much more quickly and easily than the bigger firms, making it much easier for them to be the early adopters of disruptive technologies and more tech-enabled than the larger incumbents. **Andy Daws, Vice President North America, Riverview Law***

SECTION 6 - Implications, Opportunities and Scenarios for the Management of Legal IT

MANAGING THE STRATEGIC AND OPERATIONAL IMPACT OF IT

*The IT function within law firms is becoming fantastically exciting – less about technology and more about commercial value creation. Technology already impacts all parts of the firm, but now the processes and ideas used day-to-day in technology departments will start to migrate in to the business. **Jon Ardron, Chief Executive Officer, BigHand***

*The critical challenge for IT departments is to develop a truly business focused orientation and skillset, build a deep understanding of the needs of each area, work with them to deliver on those requirements and transfer best practices and innovations between them. **Janet Day, Head of IT, Berwin Leighton Paisner***

STRATEGIC PRIORITIES FOR THE MANAGEMENT OF IT IN LAW FIRMS

*Relationships are both an opportunity and a challenge. As firms get deeper into technology and change business models, the relationship side of client development needs to be carefully considered. The personal contact of a lawyer sitting with their client has traditionally been a key source of legal service development. If automation reduces opportunities for human interaction, lawyers may need to find alternative ways to stay connected to client needs and determine how best to help them achieve their goals. **Michele Gossmeier, Executive Vice President, ILTA***

*Investment in technology will continue to rise and will continue to be a higher percentage of law firms' budget. It will separate the firms that are truly superior. Only firms which are able to make big investments will have the technology that will separate them from the rest of the pack. **Joseph Andrew, Global Chair, Dentons US LLP***

OPERATIONAL PRIORITIES FOR THE MANAGEMENT OF IT IN LAW FIRMS

*Making what we have work now helps get us ready for the “next thing.” **Bob DuBois, Director of IT, Devine, Millimet & Branch***

Better management of more advanced IT infrastructure will increasingly realize cost savings and better data analysis. Emerging technologies will enable the “right-sizing” of IT

infrastructure – up and down – as legal firms and the organizational requirements change.

Mounil Patel, Vice President of Strategic Field Enablement, Mimecast

Project management (PM) is still a new concept in legal projects – thinking in terms of managing to a budget and co-ordinating action to deliver results on time is new. PM is not really implemented consistently across legal. **Curt Meltzer, Chief Information Officer, Orrick, Herrington & Sutcliffe LLP**

Law firms need to make investment in research and development for process improvement.

Shirley Crow, Chief Information Officer, Farella Braun & Martel LLP

BARRIERS TO ADOPTION OF NEW TECHNOLOGY

There are three key factors that can act as barriers or enablers for the adoption of emerging technologies in the U.S.: In-state politics driving jurisdictional regulation; Generational acceptance of technology; and The level of “technology fear” in legal firms. **Meredith Williams, Chief Knowledge Management Officer, Baker Donelson Bearman Caldwell & Berkowitz**

EMERGING IT MANAGEMENT IMPERATIVES

The need for IT leadership to grow professionally and become thought leaders is critical now more than ever, as there is a growing negative impact on the bottom line due to disruptions to the traditional law firm model and the increase in clients dictating more stringent guidelines for their outside counsel. **Candy Sharpe, Chief Technology Officer, BillBLAST**

It is already becoming apparent that the quality of law firms’ management is the differentiator. In the long term, law firms will bring increasing numbers of senior managers or directors from other sectors like finance and IT that bring in new ideas and new approaches. **Charles Christian, Editor-in-Chief, Legal IT Insider**

SCENARIOS FOR THE FUTURE ROLE AND POSITIONING OF IT IN LAW FIRMS

There are no specific regulatory guidelines that help govern technology in law firms. Law firms, as an extension of their clients, must comply with a myriad of regulations across many different industries. **Eric Anderson, Director of IT, Seyfarth Shaw LLP**

SECTION 7 - Capturing Business Value from IT – The Leadership Challenge

THE LEADER'S MANDATE

Law firms don't know where to look for innovation – they look at each other, but that's not where innovation is happening. Law firms should be looking at what is happening in the consumer legal market, or legal technology startups, and asking where do we see an increased ability to commoditize? **Ron Dolin, Legal Technologist, Professor, Stanford University**

Technologists have become business accelerators and enablers with a lot of knowledge. They are also enhancing the customer experience - strengthening the relationship between the client and the firm. We will see some practice areas embrace change more proactively. They will look at technology to service that need. Conversely, there is also a huge risk of 'shadow IT' developing - with the business feeling it must bypass IT to get the support it needs. **Gillian Power, Chief Information Officer, Lathrop & Gage LLP**

As law firms become more integrated with a client's business, their understanding (from a legal perspective) of that client's data increases. **Eric Anderson, Director of IT, Seyfarth Shaw LLP**

KEY LEADERSHIP IMPERATIVES

Clients are demanding and deserve legal advisors that are strategic, innovative and capable of responding to a rapidly evolving business environment. **Stuart Fuller, Global Managing Partner, King & Wood Mallesons**

The leadership of law firms must make sure they are up to speed on the potential impact and benefits of new and emerging technologies. They need to be advised and supported by an IT function that is business orientated, value adding and proactive. IT needs to be an integral part of the search for opportunities to differentiate the brand, create client value and enhance the firm's offerings. **Stuart Fuller, Global Managing Partner, King & Wood Mallesons**