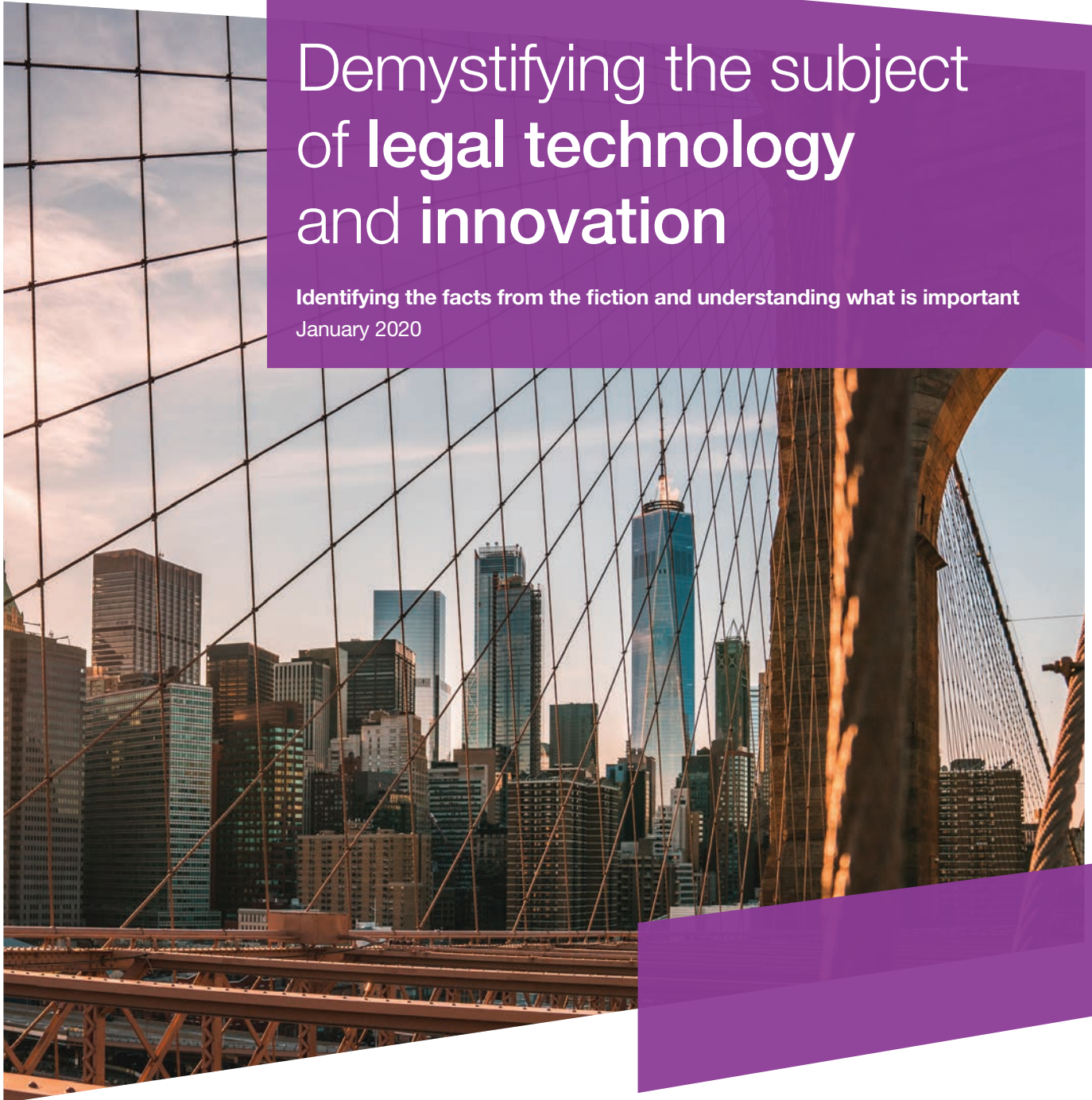# Demystifying the subject of **legal technology** and **innovation**

Identifying the facts from the fiction and understanding what is important
January 2020

ReedSmith

Driving progress through innovation

Contents

Legal and innovation -
the people, process and technologies

We are aware of the noise in the legal sector on the topic of technology and innovation and the resulting fear of missing out (aka FOMO). The message is clear: there is an increasing trend of complexity becoming the norm and law firms, start-ups and tech companies selling their own products and not solutions. The abundance of legal technology and the increasing hype in the market have become a burden for in-house legal teams who are increasingly looking for simplicity and pragmatic solutions.

In January 2020, we continued our annual GC Forum roundtable roadshow in New York with a focus on 'FOMO around legal technology and innovation – identifying the facts from the fiction and understanding what is important to you'. The primary objective of this interactive workshop was to hear our clients' own accounts of their experiences in an effort to demystify this subject and attempt to differentiate the facts from the fiction.

Through our GC Forum series, now in its third consecutive year, we seek to cultivate an environment where our clients have a platform to learn about market trends, share their experiences and relevant insights, and facilitate an open discussion of ideas about what the future will look like or might look like. Our impact, as external counsel for the most dynamic and forward-looking companies, is best realized when our efforts contribute to helping our clients drive positive change for the future direction of their businesses.

In this report, we have sought to summarize the key issues that emerged during the roundtable discussion at our New York event along with additional points to consider from previous GC Forums on the topic - tips, "dos and don'ts" and simple and pragmatic solutions when considering any investment in technology. Given that our GC Forum events are always held under the Chatham House rules, we have not provided specific examples and have kept the report confined to themes.

We hope that this report will help to better inform in-house legal teams, internal stakeholders and relevant legal operational teams on this topical subject. We would welcome the opportunity to continue the dialogue with our clients and friends who would like to further engage in this space.

Last but not least, we want to leave you with one message – do not be afraid to #bringbackboring and do not have any fear of missing out!

Cindy Schmitt Minniti
Reed Smith New York Office
Managing Partner

What is all the hype about?

In a few words…

Innovation has become a buzzword, but is the fear of missing out justified?

Technology and innovation are frequently referred to as the 'go-to' solution for every problem and future project for in-house legal teams. As with every new trend and market disruption, initially there is hype about what is 'out there', how it can be used and at what cost. This is when in-house counsel are placed under pressure to consider what technology they should invest in, to help address the problem.

Many questions arise for in-house legal teams in this context:

Do I have the right and most efficient systems?

Am I on the right track?

Are robots really taking over the role of lawyers?

What should I do to prepare the business for the ever-increasing changes?

We seek to find the answers to these and many other questions through our GC Roundtable Series. The reality is that if we don't understand technology, we probably don't understand its impact and power over the different ways we can work. But it is also true that tech should enable us to do our jobs better and more efficiently, not replace the role of lawyers.

Based on individual experiences and the feedback shared by our clients at the roundtable discussion, we identified **six key messages**:

1. Start small and socialize

Legal departments shouldn't *"be afraid of starting small, even if it's not perfect"* - waiting around for perfection means the opportunity to innovate can be lost. Clients say that *"part of the issue is that our needs are constantly changing – what's good for our needs at the beginning may not be good five years down the line,"* and what can help is *"Working on the less risky stuff to get a taste for it."* A quick prototype or proof of concept is an important step on the road to solving a problem, and provides a solid foundation to evolve the solution as requirements change.

"Take advantage of your professional network when starting a project to avoid the common pitfalls." Engage with colleagues at other firms, external counsel or industry groups. *"CLOC (Corporate Legal Operations Consortium) is great for networking and provides peer evaluation and endorsement of vendors."*

2. Collaborate for efficiency

In today's environment, it seems that lawyers are expected to be more than just lawyers. They are expected to have a wealth of knowledge in areas outside of traditional legal, such as technology, project management and process improvement. To make the most of the skills of those involved, legal departments should *"opt in to have a tech person for tech things and a lawyer to do legal work."*

Legal departments are under increasing pressure to do more with less. By shifting *"the culture in-house to get people to care about project management,"* clients are able to *"free up legal to focus on the high value problems."* Legal departments are *"empowering the business side to make decisions with better oversight from legal"* and partnering with law firms to help train their business unit clients.

3. Leverage external expertise

Modern external counsel embrace technology and focus on creating solutions for their clients to become more efficient. Clients can speak to their law firms to understand what bespoke technologies clients can leverage and to test out the systems for *"simplicity of use and clarity and consistency of advice."* Engage your law firms in a consultative capacity to maximize how you can better use any current technology your business may already have. *"Not all platforms will be relevant, but some are beneficial for solving the big problems – problems that don't come up that frequently."* This will help in-house legal departments to get back to their core focus. *"The best use of time is on things the team works on regularly."*

4. Make the tough choices

To truly make strides and implement lasting change, firms should seek a resource commitment from senior management. *"Businesses need to make policy decisions"* to overcome roadblocks with adopting any technology. *"Buy-in starts small within a particular business unit or client segment and overtime, can move to reduce headcount and expand across the platform." "It won't always be easy"*, but tracking data and mapping processes through the journey *"helps to justify investment in technology for senior executives."*

5. Cut through the jargon

Vendors sometimes tend to rely on buzzword heavy pitches to increase interest and perceived relevance in their customer audience. *"Ask vendors to explain what they mean by AI and understand the process. It doesn't need to be opaque!"*

6. Take out the trash

Despite the power of technology, solutions are heavily reliant on an understanding of the data available. In order to avoid a *"garbage-in-garbage-out"* scenario, *"everyone should do some house keeping"* before engaging a tech tool. Clients suggest *"understanding the current IT structure and legacy data or even consider a fresh start,"* noting *"AI won't help you clean up your garbage."*

The Reed Smith GC Forum series

This Reed Smith GC Forum is part of a series we have developed and designed to create a platform for general counsel, senior legal department team members and senior management representatives to share experiences, discuss live issues and explore ideas for the future of legal service delivery.

While not scientific, in our approach to organizing a roundtable event which is highly tailored, focused, interesting and fun (!) we have tried and tested a simple formula which seems to have worked for each forum.

In short, to ensure a successful event, we implement the following steps:

Listening to our clients through our insights program

Individual prior phone interviews with the participants to ascertain their goals for attending the forum

Cutting through the hype through an in-depth analysis of the market and the current legal trends

Facilitating interactive discussions aimed at identifying challenges and lessons learned by the attendees

Creating a thought leadership piece encompassing the key learnings from the forum

We have identified four key themes from our latest forum around which our clients discussed their challenges and the lessons learned.

Data science

Legal apps

AI

Start-ups and incubators

IT systems

Machine learning

Robots

Design and invention

Digitization

Cloud computing

Process mapping

Innovation

Automation

Document management
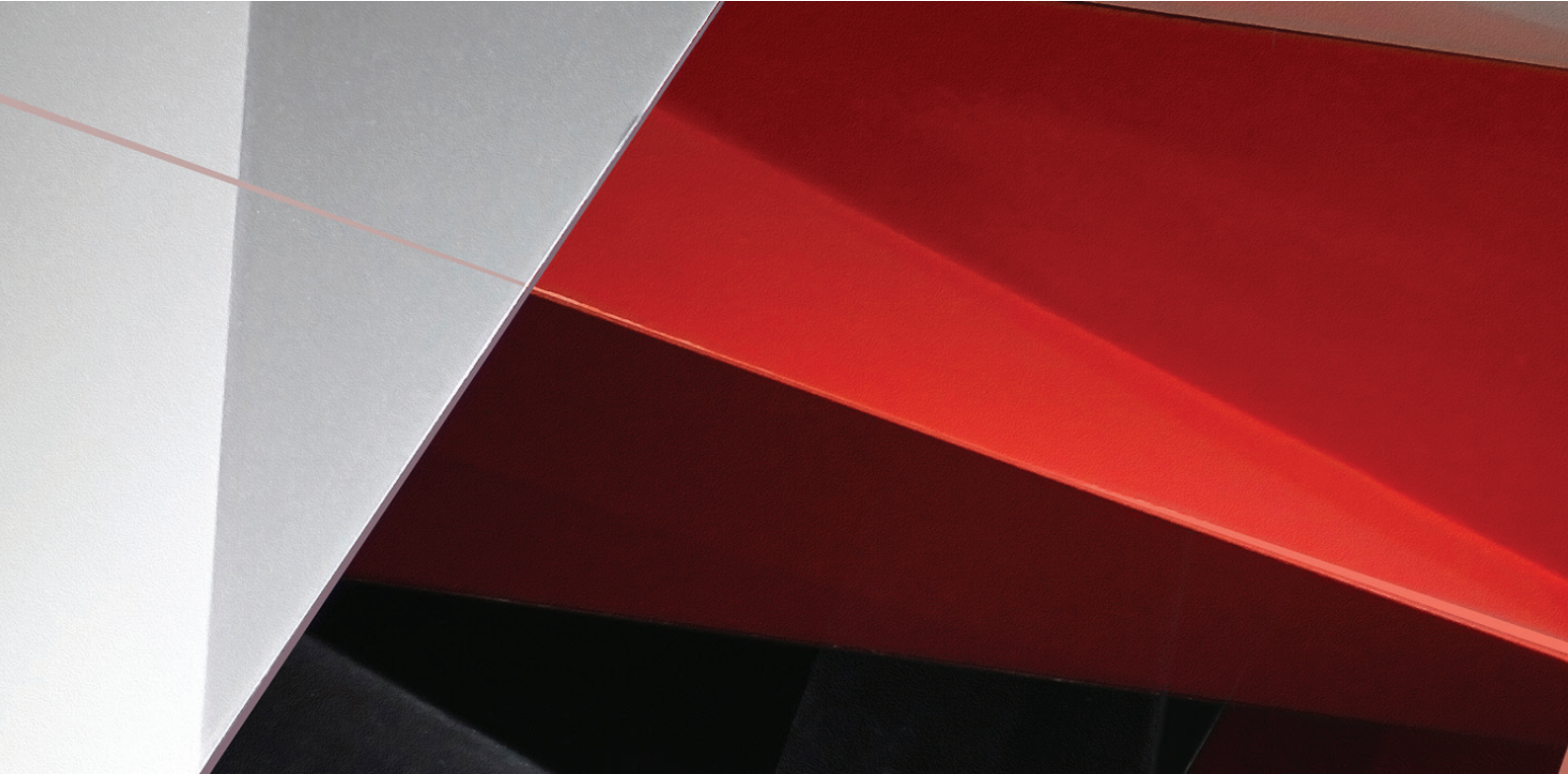
Disruption

Technology solutions

Theme 1:
In-house legal teams as the architects of change

In-house legal teams are now more than champions of the law; there is increasing pressure for them to become enablers of change. Becoming more innovative and more technologically savvy can help them impact their organization's business and operations more positively.

Challenges

- Where to start when implementing a technology project or solution.

- Identifying good examples of how technology can provide value through savings in cost or time.

- Finding time and budget to properly explore new solutions and ways to become more cost-effective while achieving enhanced value through the use of technology.

- Understanding how innovation and technology fit together.

- Identifying opportunities for implementing automation.

- Finding the time to maintain new solutions once they have been implemented.

Lessons learned

- When implementing new solutions, ensure that there is a clear timeline and allocation of work for maintenance and updating. This is as important as the timeline to implement as a solution is only successful while it is maintained.

- When costs are an issue, consider reviewing and improving existing systems and processes, rather than purchasing new technology.

- Look at what your organization's IT team already has in its stack and consider if anything can be repurposed. Collaborate with your law firm and ask if they can help you review and modify any existing tools.

- Innovation is not an IT project – it should be an evolving mindset which involves collaborating with teams across the business and law firms.

- Online portals allow instant access to information for global teams and enable in-house teams and external counsel to collaborate more efficiently and effectively.

- Automation frees up in-house legal teams from low value and commoditized work and allows them to focus on critical business issues.

- Large organizations and geographically dispersed teams are often looking to leverage the use of technology, making transition periods in mergers and acquisitions smoother.

- Consider what is important vs what is urgent and make this a key item at the top of your Board's agenda.

- By being openly committed to the innovation journey of the business, the board or management team can help in-house legal teams make significant advances in this space.

- Take the time to understand the role of your department. Is it purely a legal function, or are you involved in project management or other areas of the business? Are there opportunities to be more involved in the business or vice-versa?

Focus: The role of law firms

- Collaboration between in-house legal teams and law firms goes beyond the provision of legal services. Partnering with your external counsel to design and implement a specific technology solution could be beneficial for both the in-house legal team and the external counsel team.

- In-house legal teams might want to consider leveraging the technology which its external counsel has in place already. Due to the due diligence that the law firm might have already carried out, the in-house legal team will have the assurance of the capabilities of the technology used by the law firm.

- External counsel can help in-house legal teams by sharing best practices, lessons learned and common pitfalls.

Law firms and in-house legal departments can work together to find commercial solutions to problems that work beyond the implementation of a shiny new piece of technology.

Two examples of how Reed Smith has collaborated closely with our clients to find commercial solutions:

Case study 1: Adding value to our clients' litigation portfolio through a rigorously tested case management system

Reed Smith and Ricoh worked together to create a platform for Ricoh's employment case portfolio that houses electronic case files, event notifications and reporting tools.

The challenge

Ricoh empowers digital workplaces for its customers as well as its employees. As part of this focus, Ricoh was committed to transforming how it tracked employment litigation (which was previously tracked using Excel), filing and maintaining hard copies of materials – a time consuming and expensive process. Ricoh needed an efficient way to manage and track progress of its employment cases and claims in real time to benefit its legal, human resources, and risk management teams.

Collaboration

Peter Ellis, Global Chair of Reed Smith's Litigation and Dispute Resolution Group, teamed up with the Ricoh legal department to spearhead the project. Reed Smith's client value and practice innovation teams worked closely with a Ricoh point-person to identify the challenges and generate solutions to capture information in a consistent and accessible system.

Solution

Reed Smith's own customizable extranet, ouRSite, was chosen as a case management platform. Working with Ricoh in an iterative process over the course of a year, we helped to develop an improved and highly effective case management system. The platform now functions as a portal to store key information and documents, enabling Ricoh to efficiently track employment cases and claims in real time.

Benefits

1. Access to **instant updates** which help to ensure areas of concern are quickly and easily identified and proactively managed.

2. A calendar for logging important dates in litigation and setting **electronic notifications and reminders**.

3. An **information hub** containing metrics and trends based on matter data.

4. Individual access: An automated access mechanism, making case information available only to nominated individuals.

5. Bespoke: Specific pages containing sensitive information for HR, risk management and legal teams.

6. Generic information: News, knowledge and events linking to hosted events by Reed Smith and articles about legal and business developments.

Results

1. Elimination of paper: More than 90 percent of active paper files were eliminated; information is now accessible on ouRSite, rather than maintaining hard copies. This in turn reduced reporting time by 67 per cent and reduced routine tasks, leading to increased efficiency.

2. Access to real-time progress reports and data analytics: These can be included in the legal department's management reporting.

3. Improved collaboration: The platform creates a collaborative environment by enabling better engagement between different parts of the business.

4. Reduction of email traffic: As key documents and information are included in the portal, it prevents the need for them to be sent by email.

Case study 2: Innovative and forward-looking contract support

Today's in-house legal teams need more innovative contract support. Reed Smith delivered exactly the type of innovative, customized contract lifecycle management solutions needed by the in-house legal team at one of our pharmaceutical clients, Eisai. We combined our expert legal services with a customized technology platform and innovative staffing solution to provide the Eisai team with the contract support it needed to enable them to operate effectively and efficiently.

The challenge

Eisai's in-house legal team was processing over 200 research and development contracts per month and needed a practical solution to help it tackle its workflow efficiently and at competitive rates.

Collaboration

We do not believe in a one-size-fits-all approach to technology solutions; nor do we believe that technology alone will solve every legal challenge. Instead, we deploy a three-pronged method that brings together **people, process** and **technology** to help problem solving.

Reed Smith's practice innovation team and corporate partners worked with the Eisai's legal team to engineer a pragmatic process through organization, automation and workflow within ouRSite. Both teams contributed to a 'playbook' of negotiated positions and clear standardized tasks that is available for knowledge sharing on ouRSite. Our Reed Smith Global Solutions team were trained to manage the demand and any fluctuations.

Benefits

1. **Increased collaboration:** Contract management in ouRSite has enabled all parties, i.e. Eisai, Reed Smith and third parties, to work together using the same secure portal, facilitating simple and efficient workflow throughout the entire contract lifecycle. It was initially designed to mimic Eisai's existing database so it was familiar to them and easy to use, and subsequently evolved into a highly automated contract management solution.

2. **Instant and easy access to all contracts:** our bespoke and in-house designed tech tool now manages all of Eisai's clinical trial contracts, provides them with immediate access at the press of a button, gives them continuous transparency and significantly reduces their contract turnaround time to a much improved time of less than 20 days.

3. **Transparency to the business:** Eisai's in-house legal department provides instant metric reporting to its business units and they now have a fully searchable repository of over 5,000 contracts within ouRSite.

4. **Cost savings:** ouRSite has provided a cost-effective resourcing for Eisai to strategically outsource a large portion of its commercial contract support function.

Results

1. **Simplified process:** Eisai now submits a contract request form electronically through ouRSite, assigns priority and includes all relevant metadata and special instructions.

2. **New alert system:** Once the contract is uploaded, the process is driven by a system of alerts, each notifying relevant nominated individuals that a contract is ready for them to look at.

3. **Efficiency:** The Reed Smith Global Solutions team follow the established protocols and playbooks, allowing the senior attorneys to focus on more complex issues, resulting in resources being allocated efficiently.

   Since engineering the contract management platform, we have been able deploy it to multiple clients in various industries and sectors. We have been commended by several clients for introducing a genuine and inexpensive solution to a thorny and traditionally problematic area of contract management, expanding efficiencies for not only Eisai, but numerous other clients.
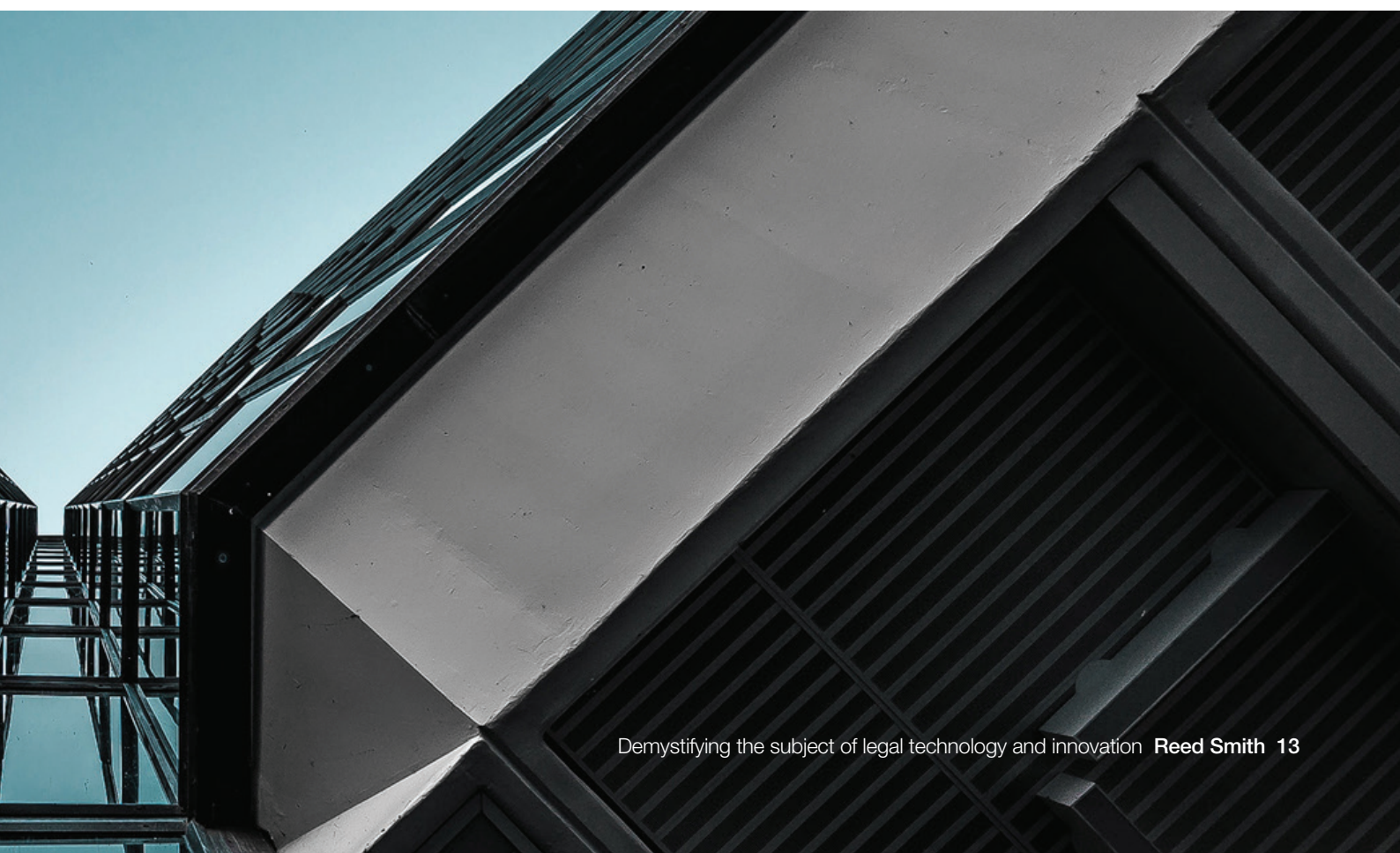
Theme 2:
Building a data-driven strategy

Mastering your organization's data plays a key role in putting effective legal strategies in place.

Challenges

- Understanding how data can help the legal department and how they can use data effectively.

- Understanding what kind of data is useful, whether specialist data is needed and how to collect and capture such data.

- Knowing the right data questions to ask.

- Having the time to collect data.

- Identifying where technology can assist with legal and regulatory requirements on data processing: in particular with cases where information is sensitive and protective of clients' data.

Lessons learned

- Harvesting the right data when addressing the challenge of improving processes is key.

- Collecting data takes time and involves structuring information and processes that may not currently be structured. Structuring data is the first step to many new innovations such as document and process automation.

- Working with your law firm could help to identify the most appropriate data to collect and how to interpret that data.

- Mastering your data and sorting out processes can help to avoid potential disputes in the future.

- Reviewing and cleansing all existing data could help to spot issues which were previously unidentified.

- It does not require advanced technology to gather data and to present meaningful visualizations. Start small by using existing spreadsheet tools which your company may already have.

- Take the time to understand your business's data strategy, including where data is stored, for how long and who has access to such data. Work with your business's data specialists, where possible, to identify solutions, and with your IT teams to help identify where current systems may already be collecting data automatically.

- In-house legal teams need to use data as an instrument which reinforces their role as an enabler of the business.

- Using data insights can help to solve problems and to create opportunities, for example to deliver transactions more quickly, to avoid litigation, to open new communication channels or identify new areas of business.

Focus: A word about contract management

Contract management continues to be one of the 'hottest' areas in legal technology. If considering implementation of a contract management tool and automation, clients should ask themselves:

- Where are our documents?

- What is our current process to collect, capture and input relevant data about our contracts? How long is it?

- Do we own the contracts' database?

- Who needs to have access to our contracts? What is the role and responsibility of each key individual?

- Where are our contracts stored? Is our system efficient enough to accommodate the team's and organization's needs?

Theme 3:
Smarter processes, not more tech tools

Understanding and mapping the legal team's internal processes is just as important as technology. It will help clients understand the problems they are trying to solve and offer new insights into the way they work.

Challenges

- Scaling solutions in a complex organization that contains a number of self-contained silos.

- Knowing whether solutions offered by artificial intelligence are genuine and useful.

- Assurance that any legal advice provided by technology is correct.

- Engaging in process mapping of common actions and finding the time to review and reflect on them at appropriate intervals.

- Knowing when engaging in a change to a process is worth the investment of time and money.

- Integrating new technology and processes with legacy technology and practices.

- Understanding the types of document collaboration portals law firms use or offer.

- Identifying which tasks are important rather than just those that are urgent.
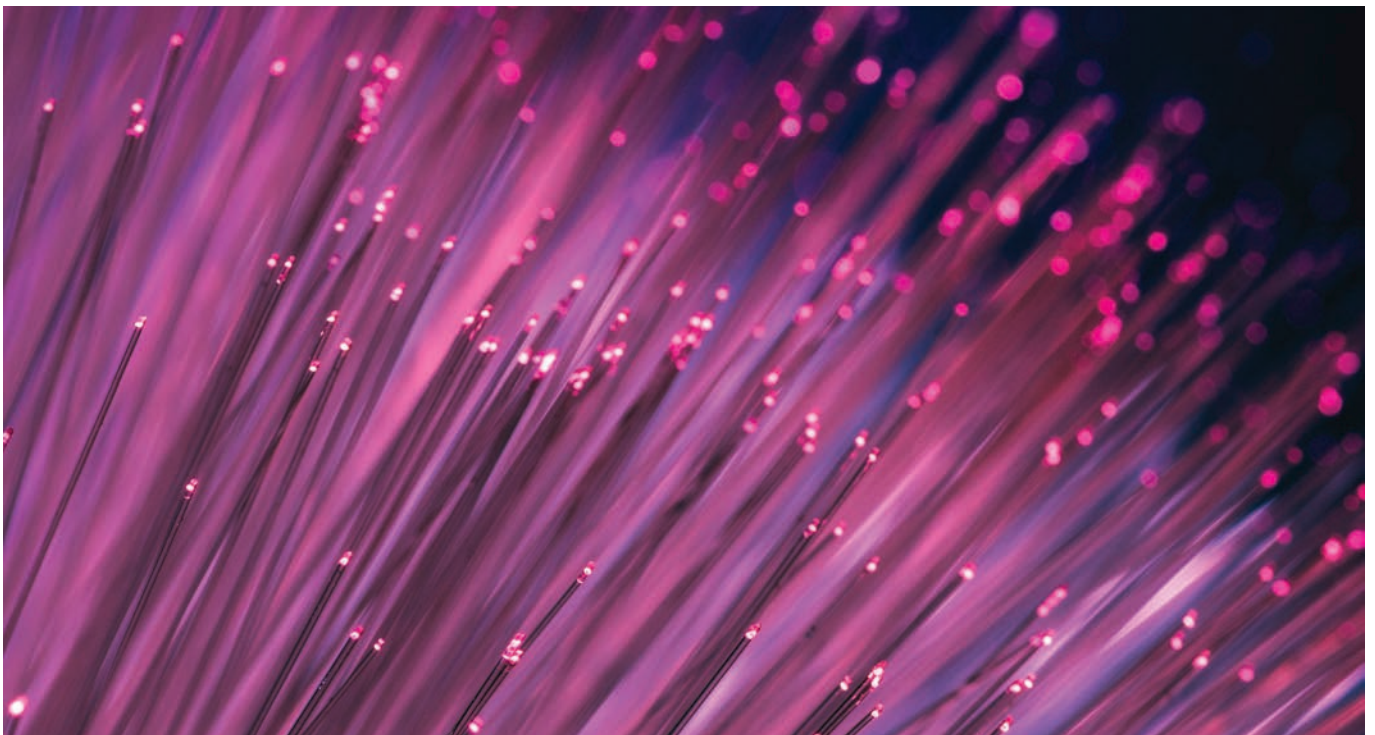
Lessons learned

- The transition period in implementing new technology and keeping it up to date could be very burdensome for in-house legal teams. In some instances, considering alternative solutions (such as outsourcing to specialist vendors or teaming up with external counsel) could be extremely beneficial.

- Collaboration between legal teams and tech specialists could translate into quicker and smarter solutions.

- Technology is meant to make working practices simpler. However, we often see poorly designed new technology platforms add to workloads, not reduce them. Consider how technology fits in the process and business environment.

- Future legal service delivery could be better offered by people understanding the different processes and being able to co-create - the reason we created Reed Smith Global Solutions.

- Process mapping is not a secret formula. It simply involves taking a singular process and noting – honestly – every step. Post-it notes help as there will often be a need to move the steps around.

- The general rule is that technology should be delivered in a simplified way and that any **new process or feature should remove at least three old tasks**.

- In-house legal teams should not aim to solve all issues at once. Identify one problem at a time, and consider technology as one of the potential solutions. The best approach is to test a potential solution in a small environment and then scale it up, if successful.

- When mapping processes, remember to fold in time to review and evaluate the success of the existing process. If the time commitment for review and reflection is included in the process from the outset, it will be more likely to occur.

- When mapping processes, consider assessing the day-to-day work of the legal team and ranking both its urgency (1, 2, or 3) and its importance (gold, silver, or bronze). This can provide an ideal starting point for allocating work more efficiently and effectively.

Focus: The 'shiny object syndrome'

We are all familiar with it: the new technology tool that promises to deliver the world and save time and money. However, to be able to maximize the investment in technology, in-house legal teams must also have the required resource to integrate the new solution with existing systems and to help maintain and update their systems to ensure its success and to obtain maximum benefit.

Avoid the temptation of buying and implementing new tools and systems in order to respond to the pressure from your internal stakeholders. Sometimes the answer could be a much simpler one and could lie in better use of existing IT systems. Take time to work through the steps to implementing any new changes.

Step 1:
Start small: Problem identification

Step 2:
Process improvement and impact

Step 3:
Scaling up and wider implementation

Theme 4:
Investing in people

In addition to introducing technology and improving processes, investing in people is vital to ensure that any new innovations are adopted and embraced and that in-house legal teams have the skills needed to help identify and take advantage of any new solutions.

Challenges

- Making sure that lawyers are meaningfully engaged and are encouraged to be involved in the problem solving process.

- Combating fears that technology will replace the role of lawyers.

- Understanding what skills should be expected of a lawyer in the future.

- Focusing on the lawyers' continued career progression and that up-skilling them forms part of their development.

- Ensuring that lawyers are taking on the appropriate complexity of work for their seniority.

- Considering how automation will drive consistency and quality in the legal advice provided.

- Educating the lawyers and the stakeholders about opportunities for collaboration and knowledge sharing.

- Ensuring that lawyers have the matching project management and legal operations skills to manage matters efficiently.
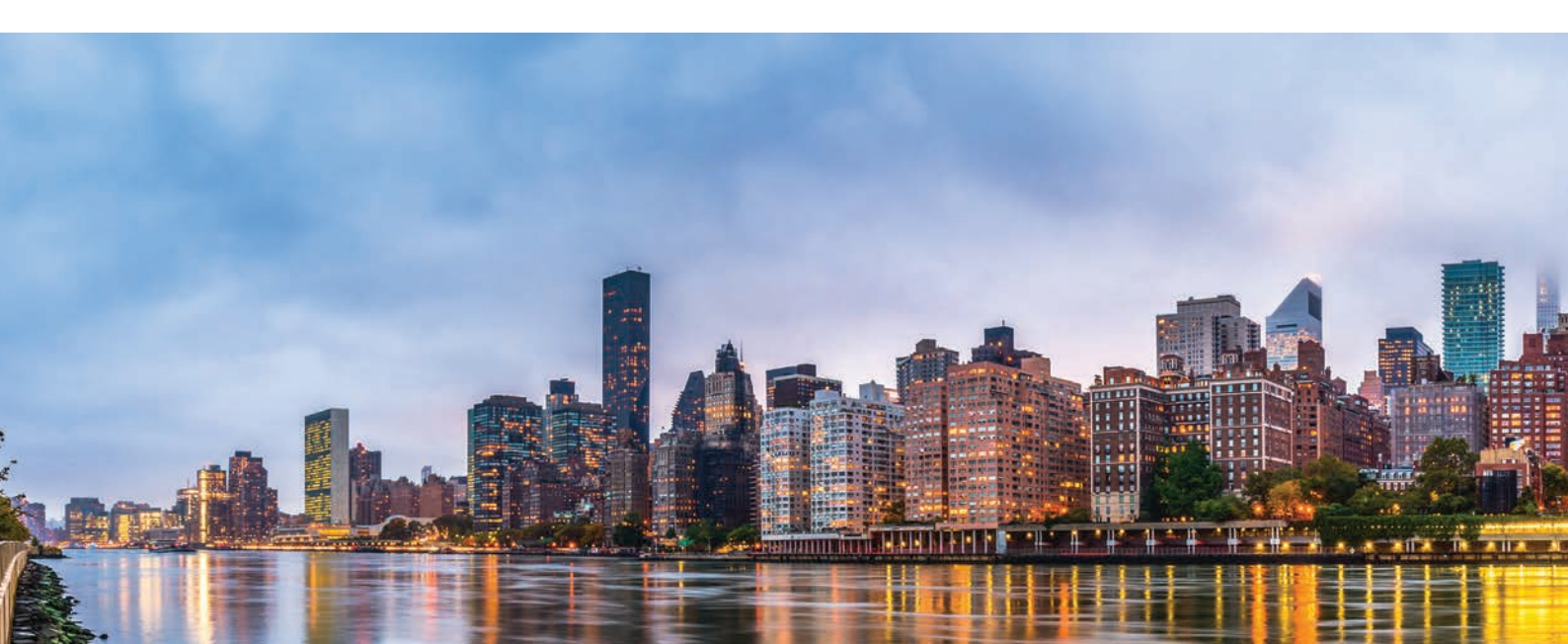
Lessons learned

- Providing commercial legal advice is a form of art. Automated advice will not replace humans, as specialist knowledge will always be required and needed in both transactional and litigation matters.

- The lawyers of the future will be required to have a wide range of skills in addition to legal knowledge and expertise. For example, they will need to have more advanced IT skills and have stronger project management capability. Increased training in such skills and better communication links with the business as a whole can help to strengthen not only the lawyers knowledge, but also the relationship between the legal department and the wider business. Intranets and shared training exercises are some quick ways to strengthen those communication links.

- As the demands of the legal profession increase and develop, legal teams will continue to require and demand **more agile ways of working** while still responding to the needs of clients.

- Law firms and in-house legal teams will need to consider more creative ways of implementing a **successful and relevant** career path and professional development framework, considering lifelong learning plans and ensuring that junior lawyers still receive a solid basis in their training, especially when a number of tasks are automated.

- Taking the time to train lawyers to understand even basic project management and process mapping techniques can help them to identify the areas of their work that might be suitable for automation or delegation, ensuring that senior lawyers do not spend too long on tasks that are less complex.

Focus: The legal team of the future

With the increased focus on innovation and efficiency in the legal sector, there has been much discussion about what skillsets lawyers will need to possess in the future. There are a number of frameworks that serve to help outline the evolution of skills, such as the:

- **I-shaped Lawyer** – with a narrow focus on a deep understanding of their legal specialism

- **T-shaped Lawyer** – with a solid core of legal knowledge and a range of skills supplementing such knowledge

- **O-shaped Lawyer** – with a holistic set of skills encouraging openness, opportunism, originality, ownership, and optimism

- **Delta Model** – focusing on three elements of a lawyer's skillset: The Law, Business & Operations, and Personal Effectiveness Skills

The lawyer of the **future**

Legal knowledge

Communication

Management and organization

Commercial awareness

Professionalism

Client care

Project management and process mapping

Change management

Teamwork

Cognitive flexibility

Whatever the model used, there are certain skills which are consistently referenced for the lawyer of the future, including:

Adaptability

Creativity

Technology and digital skills

Design thinking

Emotional intelligence and empathy

In addition to the skills on the previous page, there is an expectation that lawyers will work more closely with specialists in areas such as IT and project management in the future in order to be more adaptable and capable of providing solutions. It is envisaged that over the next decade, 'human' skills such as creativity and communication are going to be increasingly important along with the ability to monitor and evaluate the effectiveness of new technological solutions, and to use this knowledge to come up with original solutions to highly complex problems.

Identifying the
facts from the fiction

Myth

"Tech can solve my organization's problems with efficiency."

Reality

Consider reviewing your existing processes and then develop a solution which will take into account the skill sets of your teams, stakeholders and any budgets constraints.

- Start with a small environment.

- Consider the process rather than the tool.

- Prove that it works.

- Invest further to scale it up.

Myth

"Once a solution is developed, the time investment is over."

Reality

Software must not only be implemented but then maintained, reviewed, and updated. Make sure to factor this time into any plan.

Myth

"A new system or tool will help to bring transparency in the way we collect, capture and store data."

Reality

Amazing tech can be developed and implemented, but if we struggle to use it or don't know how to maximize its use, it is a waste of money and effort.

- Review your existing systems as a preliminary step.

- Think about maximizing how you use any existing technology rather than buying a new system, which might not necessarily be the answer.

- Consider whether any refresher training is required to ensure maximum return on existing tools.

Myth

"We just need to invest in innovation once and it will solve all our problems."

Reality

Innovation is a mind-set and it could mean many things for different organizations. Consider what innovation means for your organization and aim to include it in your organization's strategic plan. Innovation in today's world means behavior change, evolution and a new outlook. It's not a one-off project and if not considered carefully, any investment in innovation will not pay off.

Myth

"Automation creates the risk of less human involvement and therefore, weaker clauses in contracts."

Reality

Automating parts of your team's legal output could save your team money, time and could in fact minimize the probability of human error and reduce risk. Consider using automation tools for areas of the work with standardized working practices and seamless products.

Myth

"Younger new joiners are tech specialists and will solve all our technology problems."

Reality

Although new starters will provide an important new perspective to dealing with problems and formulating solutions, it is likely that they have little experience with the type of software that would be useful to your organization, and will need just as much training as any other member of staff.

Our **commitment**

We are determined to go the extra mile to offer our clients real, commercial and transformational support with the primary aim to deliver tangible solutions. Through our Reed Smith Transformation Program, we help provide a range of simple tools to help our clients address their critical business issues. In short, we have taken the next step with our transformation program to genuinely partner with our clients beyond the delivery of the traditional legal services.

The Reed Smith Transformation Program includes:

- Uncovering business insights and opportunities through our client insights program

- Technology and innovation consultancy

- Corporate legal operations support

- Business skills training and workshops

- Professional coaching and mentoring

Business skills training
and workshops

Uncovering business
insights and opportunities
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Professional coaching
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**Transformation
Program**
key elements

Technology and
innovation consultancy

Corporate legal
operations support
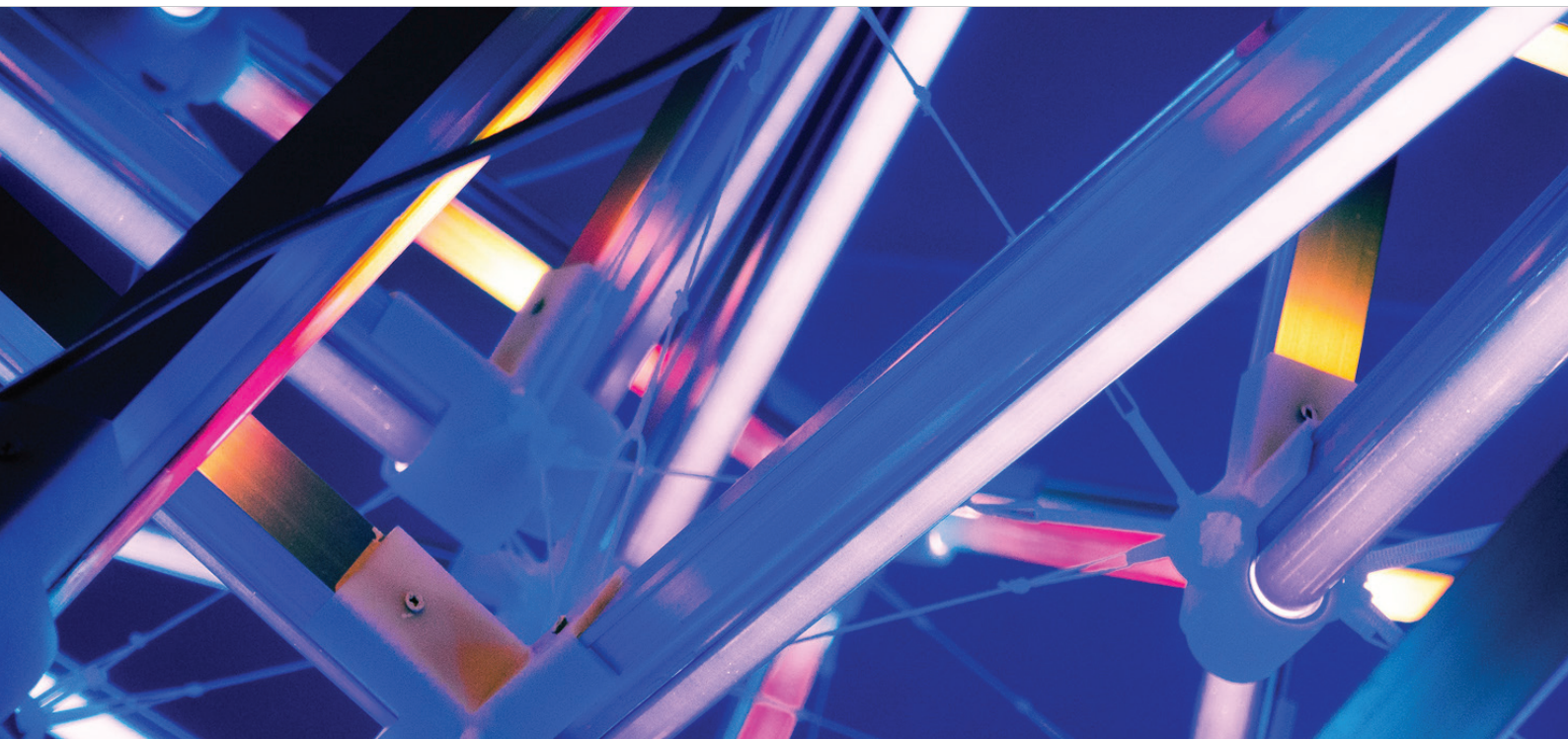
To continue with your innovation and tech journey, **continue your dialogue with us**

If you would like a more detailed discussion on the subject of technology and innovation, or if we can help facilitate a team meeting at an office across our platform, please contact:

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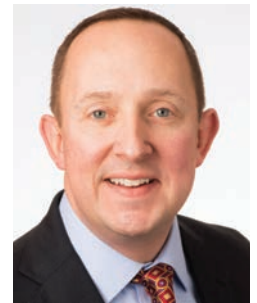+44 (0)20 3116 2742
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gravitystack

Delivering Collective Intelligence in Law

Our Product Portfolio

GravityStack provides the perfect combination of Technology, Legal Processes and Human Expertise to deliver collective intelligence in law.

periscope

Award-winning Legal KPI Metrics Platform

Get big picture views of your company's E-discovery projects.

Diligence

Artificial Intelligence Contract Management Platform

Leverage artificial intelligence to maximize contract management efficiency.

pipeline

Deal & Business Project Management Software

Systematically organize transactional and business tasks in a central portal to improve deal efficiency and lower operational risk.

stack-et

Legal Operations Ticketing & Collaboration Software

Manage customer support tickets related to legal technology or operations projects with one centralized system.

Anonymizer *

Anonymizer for Relativity

Take privacy to a new level by using artificial intelligence to apply data masking techniques to electronic documents.

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*These technologies were developed in collaboration with Reed Smith

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