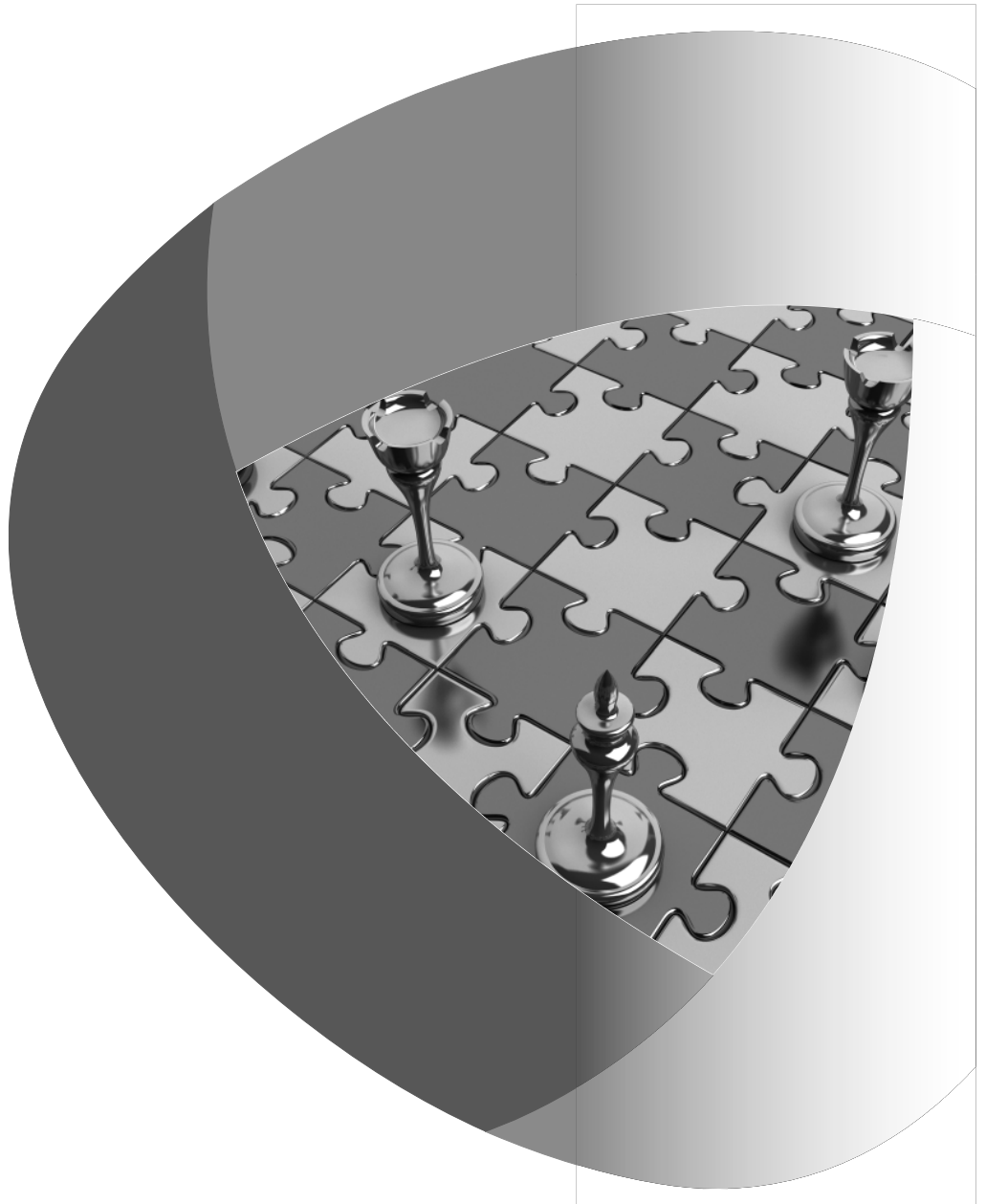


# Strategic Intelligence for Law Firms



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# Executive summary

Research and data are now a firm's best tools in garnering and retaining business. Having a comprehensive knowledge of not only your client's needs in terms of your business, but also of the greater workings outside your terms of engagement is the best route to offering quality and value-oriented services. But with the modern, techno-centric world offering up an endless supply of data, and a multitude of ways to collect it, what is the best method of implementing this shift in focus?

*Strategic Intelligence for Law Firms* offers a robust overview of how, and why, strategic use of intelligence can foster real results in your firm. Featuring advice and case studies from experts in business development; analytics; and the ABC of artificial, business, and competitive intelligence, the book leads with defining the true nature and worth of competitive intelligence, and develops into discussing methods of deploying, demonstrating, and utilizing intelligence to its full potential.

The book opens with a chapter from Mark Medice and Jennifer Roberts of Intapp, who summarize how firms can use client intelligence to create and maintain advantage, the profits and savings that can be accomplished, and how the cultural shift to a client-focused environment can be implemented in a sector that is notoriously adverse to change. In Chapter 2 Zena Applebaum, director of competitive intelligence at Bennet Jones LLP, explains how client-focused intelligence is now the standard for all competitive intelligence – and what is fundamentally different in this shift. Details are given on how research on clients can progress into client retention, especially as clients now have an increasing number of options to choose from, and are looking for greater value for money. Keeping on the topic of value, Chapter 3 features Pepper Hamilton LLP's director of strategic pricing and project management, Peter Lane Secor, discussing how differing definitions of "value" can create dissatisfaction within the client. Advice is given on how to structure fees and estimates to promote value, and when "going the extra mile" may be disproportionate and inappropriate in the context.

With all the effort required to collect and collate data, firms want to ensure that the intelligence is applied correctly for real results. In Chapter 4 the vice president of business development at Neota Logic Inc., Patrick Fuller, discusses the best ways to fully utilize intelligence gathered from a number of sources. The core principles of developing an opportunity scoring assessment are outlined – a system of quantifying all internal resources to ensure that they are applied correctly and efficiently. Chapter 5 sees Annie Johnson, manager of business intelligence for Pillsbury Winthrop Shaw Pittman, tackling an issue which is now critical for many law firms: how to capitalize on the shift towards CI with a limited set of resources. The chapter outlines all the steps needed to launch an effective CI department: calculating the demand; creating the processes; finding appropriate staff; and pitching it to the workforce.

Any collected data is, however, only as effective as the method chosen to present it. In Chapter 6 Mark A. Gediman, director of information services at Best Best & Krieger LLP, offers a detailed lesson in building the perfect report to deliver crucial data – while keeping it engaging and user-friendly. Effective methods of presenting data are discussed, and advice is given on which style of report would best represent the kind of data at hand – along with standard steps to ensure that your reports stand out.

In Chapter 7 John Alber discusses the fundamentals of business intelligence in order to highlight the reason of *why* BI is undertaken and, more importantly, why it is a key to success. He then outlines the process of “Design Thinking”, and how it can be used to help firms evolve their business in the right direction – by questioning and defining the most basic operations of a firm. As developments in technology steadily progress, the question of how firms will interact with and utilize high-end technology to augment their intelligence functions is becoming a key subject for debate. Chapter 8 features Joanna Goodman discussing the potential of BI to create value via data capture and analysis, leading into how future developments can lead to “legal AI”, what its core functions will be, and how it can work in tandem with BI functions. Chapter 9 begins with Ed Walters and Jeff Asjes of Fastcase outlining how software can be implemented to increase access to legal services, and discusses the legal implications of such software in regard to unauthorised practice of law statutes.



## About the authors

**John Alber** serves as futurist for the International Legal Technology Association. He also writes, speaks, and consults, focusing on finding practical ways to reshape the delivery of legal services to suit a future demanding excellence far beyond substantive legal skills.

Prior to his current role, John led Bryan Cave LLP to become one of the most innovative firms in the world, serving as its Strategic Innovation Partner for more than 16 years. While at Bryan Cave, he also served for seven years on the firm's Operating Group (its management committee).

At Bryan Cave, John created one of the first Practice Economics consulting groups, one of the first client facing technology groups and one of the first in-firm legal process outsourcing (LPO) organizations. The groups he created developed innovative web-based, client-centric applications that delivered legal advice to clients, managed complex workflows and even created pleadings automatically. They also developed client-facing knowledge management, project management, project estimation, and business intelligence systems and highly technology-leveraged alternative staffing solutions for engagements of all types.

John has written and spoken widely on legal innovation subjects and received a number of awards, both in the legal field and in information technology generally. Among other awards, he received ILTA's first ever Premiership Award, was named American Lawyer Media's first ever 'Champion of Technology', was given a Lifetime Achievement Award by Law Technology News, and was recognized as one of the 'Top 25 CTOs' in the world by Infoworld. In addition, while under his leadership, Bryan Cave received recognition as a CIO Magazine 'Top 100 Company' and was twice recognized as ILTA's Most Innovative Firm.

**Zena Applebaum** is the director of competitive intelligence at Bennett Jones LLP, an international law firm based in Canada. Zena's primary responsibilities include business and practice development, market and competitor performance analysis, client relationship management,

counter-intelligence and marketing. Zena brings a unique perspective to intelligence as a result of broad business development, data management, marketing, and corporate research experience in a variety of sectors. Zena has a joint academic and applied Master of Arts degree in Communication and Culture from York and Ryerson Universities. A regular speaker, writer and blogger on competitive intelligence topics in Canada and abroad, Zena authored *Business Intelligence for Law Firms* published in November 2012, by The ARK Group. Zena is a sessional instructor at the University of Toronto iSchool, recently served as the Chair SLA Competitive Intelligence Division Board of Directors, and is a former member of the SCIP Board of Directors. She can be reached at @ZAppleCI.

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Born in Zurich, Switzerland, Jeffrey Asjes earned an A.B. from Princeton University and a J.D. from the Georgetown University Law Center, where he focused on the intersection of law and technology. At Georgetown, Jeffrey also worked for the Law Library's Faculty Services program; conducting legal research for Georgetown Law professors and streamlining the Library's information retrieval process.

**Patrick Fuller** is the vice president of business development for Neota Logic, Inc., based in New York City. With nearly 20 years of experience in the legal profession, Patrick is often referred to as one of the leading experts and pioneers in legal competitive intelligence (CI), particularly in the art of translating big data into intelligence for business development (BD) and organizational strategy purposes. Previously, Patrick served as the director of legal analytics for TyMetrix and ELM Solutions, helping legal departments to design and implement analytics and metrics management strategies. Prior to joining TyMetrix, he served as the vice president of product & market strategy for legal technology company Content Pilot. Additionally, Patrick was a senior consultant in the Client Growth Strategy practice with LawVision Group as well as an adjunct consultant with

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**Mark Gediman** is the director of information services for Best Best & Krieger, LLP and has been with BB&K since 2000, managing the research needs of more than 200 attorneys and paralegals in nine offices from DC to California. He is a past-president of the Southern California Association of Law Libraries (SCALL) and the co-founder and co-chair of the Competitive Intelligence Caucus of the Private Law Libraries-Information Professionals (PLL-IP) of the American Association of Law Libraries (AALL). He has over 25 years of experience in law library management and writes regularly on Competitive Intelligence, research, and library management issues. He presents frequently for AALL and the Inland Counties Association of Paralegals as well as for SCALL, NoCALL, ACI and HALL. He has authored Chapter 8 of *Business Intelligence for Law Firms* (ARK Group, 2012) and articles in *AALL Spectrum*, *Practicing Law Management Week*, *Paralegal Today*, and *Facts & Findings – The Magazine of the National Assoc. of Legal Assistants (NALA)*. He is a graduate of the University of California, Riverside.

**Annie Johnson** is the manager of business intelligence for Pillsbury Winthrop Shaw Pittman. At Pillsbury, Annie is responsible for maintaining and growing the firm's business intelligence structure.

Prior to joining Pillsbury, Annie spent nearly a decade covering business and public policy on the local, state, and national levels for various news organizations. At the *Nashville Business Journal*, where she covered economic development and legal affairs, Annie was instrumental in spurring public debate about tax-payer money and corporate incentives. Previously a congressional reporter in Washington DC, Annie reported on the intricacies of the legislative and budgetary process. A native of Virginia, Annie also worked at various news outlets including the *Charlottesville Daily Progress*, *The Roanoke Times*, and the *Blue Ridge Business Journal*. In Roanoke, she was a weekly guest on an NPR affiliate where she hosted *Business Talk with Annie*.

In 2007, Annie was a stringer for *Time* magazine during the Virginia Tech shootings. She is a magna cum laude graduate of Randolph-Macon Woman's College in Lynchburg, VA, where she holds a bachelor's degree in economics.

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Prior to Intapp, Mark led the Peer Monitor program at Thomson Reuters, consulting with law firm leaders on topics like financial competitive intelligence and benchmarking, industry performance, rates, pricing trends and strategy, profitability, among other metrics. He is a licensed attorney and also worked throughout his career with Morgan Lewis, IBM, and Procter & Gamble.

**Peter Lane Secor** is the director of strategic pricing and project management with Pepper Hamilton LLP. Mr. Secor concentrates on legal project management with a focus on improving efficiencies through shared management responsibilities, strengthening communication and making value transparent. His expertise includes client/matter profit analysis and providing partners with performance evaluations from a financial perspective.

**Jennifer Roberts** is responsible for the analytics and research component that supports thought leadership and new initiatives at Intapp. She examines the legal industry to drive analytical intelligence that informs strategic decisions and solves organizational needs.

Prior to joining Intapp, Jennifer was responsible for the innovation and development of thought leadership content at Thomson Reuters. Working with law firms to develop insightful and actionable content as well as working internally to educate the field. Jennifer received her master's degree from the Humphrey School of Public Policy, focusing on statistical methodology and performance measures within various industries.

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Before founding Fastcase, Ed worked at Covington & Burling, in Washington D.C. and Brussels, where he advised Microsoft, Merck, SmithKline, the Business Software Alliance, the National Football

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Ed worked in the White House from 1991-1993, first in the Office of Media Affairs and then in the Office of Presidential Speechwriting. He has written for The Washington Post, The New York Times, The University of Chicago Law Review, The Green Bag, and The Legal Times.

Ed earned an A.B. in government from Georgetown University and a J.D. from the University of Chicago. He served as an editor of The University of Chicago Law Review. From 1996-97, he served as a judicial clerk with the Hon. Emilio M. Garza on the U.S. Court of Appeals for the Fifth Circuit. He is a member of the American Bar Association, the Virginia State Bar, and the District of Columbia Bar.