



Insider Corporate Legal (ICL) is the Legal Technology Insider newsletter's regular supplement looking at the benefits of technology and business best practices within corporate legal departments.

Factoid

According to a poll of 227 information security professionals at the 2006 Infosecurity Europe conference:

- 48% of the organisations do not use desktop firewalls for end point security
 - 46% use just passwords for security
 - 20% do not use anti-virus software
- Survey conducted by Secure Computing Corporation, July 2006

www.securecomputing.com/pdf/EMEA-HelpNetSecurity-Survey.pdf

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Two sorts of IT strategy

by Richard Susskind

Inhouse counsel should be concerned with two sorts of IT strategy – their own and those of the law firms that advise them. Generally, legal departments' strategies are inhibited by three factors: lack of cash, lack of alignment between IT and the wider challenges facing inhouse lawyers, and lack of insight into what is possible now and likely soon. This is not true of all legal departments. But it is of most.

As for law firms' strategies, many inhouse counsel seem unaware of the influence they can and should exert here. On average, law firms spend around 7% of their fee income on IT. Yet only a very small proportion of this investment is ever directed at systems for clients. This is partly due to law firms' conservatism and aversion to innovation but, much more significantly, it is because clients are not sufficiently demanding. If clients asked more resolutely and regularly, for instance, for online knowledge resources, or collaborative work spaces, or e-learning, or document assembly tools, or litigation support systems, then law firms would have little choice but to respond; and respond positively. This may be unfortunate news for law firms, but one important way for legal departments to overcome their lack of funds is by sharing the systems of their external advisers.

The main long-term IT challenge for inhouse lawyers is to harness the power of technology in tackling their common concerns – compliance, legal risk management, email and document management, and the effective management of law firms. IT, knowledge systems and e-business can be deployed to good effect in each of these areas and will, in due course, come to underpin a relentless and pervasive legal risk function. Few legal departments have recognised this although some have started the journey with gusto and impressive early results.

Looking forward, it is not at all clear that inhouse lawyers are monitoring the latest technological developments and are poised to exploit them. Phenomena such as 'wikis' or 'blogs' or 'RSS' or instant messaging may look like passing fads or gobbledygook to most lawyers but they will transform the way we live and work, the way we commune and collaborate.

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Insider Corporate Legal is sponsored by DataCert, the industry leader in electronic invoicing and legal spend management – www.datacerteurope.com

Two sorts of strategy

continued from front page... Are these new systems being factored into the two sets of strategies that legal departments influence? Are inhouse counsel encouraging law firms to think strategically here? And are legal departments addressing these emerging technologies in their own strategic thinking? Not quite yet.

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ACC breakfast seminar in London

The Association of Corporate Counsel Europe in conjunction with DataCert will host a breakfast seminar for the corporate legal community on Thursday 28th September 2006. The two-hour seminar will offer advice on best practices for legal spend management. Thought leaders from Microsoft and DataCert will highlight industry trends and discuss how this technology can simplify the billing process and generate significant financial, strategic and operational savings. The speakers are Marc Capelluto, Procurement Manager, Microsoft LCA Operations and Jeff Hodge, of DataCert Europe.

The event runs from 8:00am-to-10:00pm and takes place at Le Meridien Piccadilly, 21 Piccadilly, London. To register for a complimentary place contact Josie Johnson at jjohnson@datacert.com For more information about DataCert visit www.datacerteurope.com For more ACC Europe events visit www.acca.com/chapters/euro.php

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Cutting risks and costs by spending money strategically - part 1


by Neil Cameron

The pressure has always been there – but now it is greater than ever – to get more and more value out of your panel of law firms; to reduce the costs of handling legal work; and (very cruelly) at the same time to reduce the legal risks run by the business. This is not easy but with the judicious application of IT and associated working practices it is possible. The two key opportunities are risk management and cost control.

Risk Management

Prevention really is better than cure – and it is cheaper too. Not only that, but it is usually less damaging for your brand and your reputation. It also gives a legal department the opportunity to prove to the rest of the business that it is not just a cost drain to the business. If you can invest in training, or specialist services or tools for parts of your business that tend to be the ones sending you the most avoidable contentious work, you may be able to reduce the incidence of defective working practices that result in additional work for your legal department. Alternatively, you may be able to develop and disseminate user tools that allow some of the legal elements of transactional work to be undertaken without reference to the legal department.

The first step is to identify your organisation's key legal risks – look at the workload of the department and its 'clients' and ask yourself which parts of the business give you the most avoidable contentious work. The HR department is often a good place to start. They will often be preparing and executing defective employment contracts, because they use out-dated and inappropriate examples from their bottom drawer. They, or other parts of the business, will often be dismissing employees unfairly, or not using a process in accordance with the latest legislation. They may not be following proper grievance resolution procedures. They, or other parts of the business, may not be compliant with the latest anti-discrimination procedures.

So we immediately have two opportunities - document generation, and procedure advice. Automated generation of legal documents has been around for decades, and there is now a plethora of available tools (such as HotDocs and, Ghostfill) that can be used to provide non-lawyers with the ability to produce compliant documents, such as 

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contracts of employment. Your employment lawyers will need to spend some time working with one of these applications to build the right scripts, tools and text into an Employment Contract generator. This can then be made available to the HR department – or any other group who might make use of it – with minimum training they will then be able to produce much better contracts. They might not be perfect, but they will be much better than the ones based on known deficient examples – and they should reduce the demand on the legal department to sort out resulting employment problems.

Procedural advice can be provided by a range of tools which can deliver, usually over an intranet, either specific workflows for the employee to follow in each particular instance, or a more generic e-training capability. For example, in relation to following grievance procedures and a fair dismissal process you could either provide a workflow for the HR department to follow to make sure that they do things in the right sequence, use the right wording in emails, and give the right number of warnings.

Instead of, or as well as, you could prepare an e-learning program that takes relevant employees through the principles and the processes of various employment procedures to show them how it should be done. You could even do both of these things for a variety of jurisdictions: a good example is the Eversheds Global Employment Lawyer, an e-learning web service that does this for a number of European jurisdictions.

I seem to have been a bit hard on the HR departments in the above examples; but there are other areas that could bear similar examination and the provision of legal tools, such as: procurement processing; a range of compliance issues – money laundering, identity confirmation; ‘best practice’ in a range of areas – on-demand e-learning; and safety at work briefings to reduce accidents and claims.

There are many other potential applications for preventative legal tools. If you do not feel that your legal department has the time or resources to develop such tools then lean on your friendly panel firms for them to help you. They may already have something suitable that could be re-badged and made available to your internal clients. Other key risk management applications for the internal running of legal departments, which also provide significant potential efficiency and productivity benefits, include document management and knowledge management.



⇒ Document Management

Legal departments often get landed with the same generic software as the rest of the organisation – and very rarely do they get sufficient attention from the IT department to get tailored treatment and dedicated applications. As a result they often have to keep their documents in network folders as do the rest of the organisation. This arrangement does not meet a number of standard legal department requirements such as: the ability to store all documents relating to one transaction in one place *together with the relevant emails*, version control, speedy and accurate document comparison, the ability to add metadata (descriptive classifications) to documents so that they can actually be visible in more than one folder at once, depending on what the user is looking for. For these things you will need a proper document management system such as Interwoven, Hummingbird or Documentum.

You can then hold a series of useful information against each document, or even each version of each document, such as: Matter ID – the primary unique document reference entity; internal ‘client’ – the person (or department) in the front office requesting the work; legal department ‘owner’; any third party references – such as opposing law firms; transaction type; legal subject; document type; originating law firm; and, currency and jurisdiction.

This approach requires the development of a series of hierarchical taxonomies for transaction type, document type and legal subject which can be applied speedily by busy users to identify when saving documents. These taxonomies will need to be developed in consultation with the lawyers, and signed off by them - it is vital for continued proper use of the system that the taxonomies accurately reflect their view of the environment within which they operate. In this way the potential ability for the lawyers to find useful information relating to other matters than their own, *...continued on page 4*

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or the knowledge base, without intermediation or other assistance is maximised. The normal process is to open a document management systems (DMS) folder for all legal department transactions (or matters), with default sub-folders for Correspondence, Emails and Documents (and other required default categories), and the ability for users to create their own additional sub-folders. All matter related documents can then be stored in the appropriate matter folder. Non-transactional documents can be stored against a suitable project name. Users can then have access to all the matters to which they have been assigned. Managers or supervisors may need to have overall access – at their election – to all the matters for which they are responsible. In order to maximise the ability of users to find potentially reusable operational materials it should be possible for all users to search all matter documents unless there is a good reason not to allow this – such as a Chinese Wall or otherwise sensitive data such as litigation matters.

Another useful feature of all DM systems is they provide the ability to secure access to any document 'library' (such as may be used by a whole department), to any specific document folder, or to any individual document by reference to any user, users or group of users. If there is open access to most of the materials in the operational document management system then some means of allowing lawyers very speedy access to the matter folders that they use most often needs to be provided, otherwise they would have to search or browse through an entire list of all departmental matters every time they want to find a particular one.

To be continued next time.

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Electronic invoices and VAT in Europe

by Stefan Engel-Flehsig

In the following article, one of the key facilitators for cross border electronic invoicing in Europe takes a look at electronic invoicing and the role that the legal marketplace is playing in the growth of this technology...

Each year, German companies send out over 6 billion invoices. In Germany and in other European countries, the trend is clearly moving towards the electronic exchange of invoices to replace paper-based invoicing. Four out of five companies cite cost advantages as the decisive factor for switching media for invoices, because this makes it possible to eliminate the printing, distribution and postage costs. Specifically, corporate legal departments also cite the value of detailed invoice data as the key to driving such cost advantages.

But it is much more than just eliminating printing and paper-handling costs that makes electronic invoicing advantageous. Electronic invoicing brings substantial savings to companies and organisations because it improves the quality of invoice data and helps to streamline business processes. In addition, the use of electronic invoicing in international trade can provide an electronic commerce infrastructure enabling customers and suppliers to conduct and settle transactions securely and more efficiently. Electronic transactions are much easier to monitor and audit from a regulatory point of view, regardless of the interested regulatory body, making the enforcement of laws and regulations around money laundering, VAT compliance and other key areas much more efficient, effective and less costly.

Recent developments in how companies process information offer new scenarios for the exchange of business documents of all kinds. Companies that have to process large amounts of data or electronic documents, including invoices, are seeking new opportunities to streamline their processes and procedures by using information technology (e.g. distribution platforms, gateways to exchange information, shared service provider and infrastructure providers.) In addition, more and more companies are switching from value-added network technology to the exchange of information using the internet as they increasingly recognise the need for integrated business processes with suppliers and partners. Companies and governments want to realise a complete, end-to-end e-invoicing platform that automates the workflow process and information flow from purchase →

Electronic invoices & VAT

continued from page 4... to pay. Those companies that handle these transactions for suppliers (law firms) and corporate consumers (corporate legal departments) are becoming increasingly important, not only as facilitators of standardised exchange, but because of the additional value-added software and services they can provide to clients. In regards to corporate legal departments in Europe, providers that help to enable law firms to create electronic invoices from their existing systems and then validate that data against corporate legal billing guidelines are essential. Moreover, these same suppliers deliver invoice workflow, legal spend management tools and then integrate with existing back-office systems to create a seamless, end-to-end law firm/client invoicing system. The operational savings can be substantial in and of themselves even before considering the strategic value of the data which can be used to change the way that businesses, including the legal department, manage themselves.

The European Council Directive 2001/115 spearheaded the concept of electronic invoices and VAT and created a whole range of new business opportunities in Europe. Besides some technical requirements, the European Directive has established a legal framework throughout Europe, which is now enacted in all Member States within the European Union and ensures that electronic invoices can be used for, and are recognised for, VAT refunds.

The basic requirements from Directive 2001/115/EC of 20 December 2001 on invoicing (which was incorporated into the 6th Directive 77/388/ECC for harmonising VAT) apply for all invoices issued in the EU. Only a few mandatory items must be mentioned on the invoice. A handwritten signature is not required for invoices. All businesses are allowed to create and send invoices electronically as long as the authenticity of the invoice's origin and the integrity of its content are guaranteed and the recipients agree to receive the invoice in this form. Service providers, including those servicing the legal e-billing market, can take on the obligation of creating, transmitting, receiving and storing invoices for law firms and their corporate clients. The Directive expressly permits electronic transmission per EDI or as a file with an electronic signature. Clearly, the electronic signature option is much more scaleable and is in many European countries the preferred method - if not the future - of electronic invoice authentication because of its low cost, ease of implementation and highly secure and private nature. An additional summary invoice is not required by European law as has been the manual practice in many jurisdictions in the past. The tax authorities in the

⇒ Member States are obligated to recognise electronic invoices without any further notification or approval processes in as much as the Directive's requirements are fulfilled. The invoice recipient may freely choose the place and method of storing its incoming invoices. Electronic storage in another Member State is also permitted.

The Member States are also free to permit other methods for the electronic transmission of invoices, even if these methods are not as secure as EDI and electronic signatures. The only requirement is that the process that is used 'guarantees the authenticity and integrity of the data'. Thus the Directive provides national legislators considerable leeway for establishing the requirements for electronic transmission of invoices within the boundaries established in the Directive. National legislators have made varying use of this leeway. For example, not all Member States require the use of a 'qualified signature' for invoices that are transmitted electronically, but all do accept this means of authentication. For this reason, the use of cross-border electronic invoices has not been completely harmonised, nor has it been standardised, and has perhaps not been looked at from the right standpoint by the marketplace for this reason. As long as this lack of harmonisation remains, e-billing service providers will be key in advancing electronic invoicing across Europe because of their ability to create a standard medium and mechanisms for guaranteeing compliance with the law.

Although the European Directive has been in effect for more than four years, the exchange of electronic invoices in Europe still has to meet the high expectations of the EU and the emerging market for electronic billing. Practical experiences from the emerging tax authority practice in the field of compliance for electronic invoices systems and solutions show that a single, European-wide accepted framework for compliance of electronic invoicing solutions ...*continued on page 6*

Electronic invoices

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still has a long way to go. Tax authorities have only started to consolidate the new requirements into their understanding of a European compliance framework for electronic invoices and VAT control – still another reason that e-billing providers are a critical enabler for the marketplace.

Taking into account that the invoice is a central part of all B2B and B2C business activities, the next phase of work for the EU (primarily CEN European Committee for Standardisation and other standards bodies) will be to support the necessary interoperability of applications and services for electronic invoices across Europe and across different application scenarios. This is the same work being performed by e-billing service providers on behalf of their clients today because of a lack of standards and standard approaches.

Electronic invoicing, including the much more detail-oriented form taken for the legal marketplace, is the future in Europe. Even given its slow uptake thus far, most prognosticators predict that e-billing in its various forms will be one of the key competitive differentiators for the EU in an increasingly global economy. While e-billing as defined by the EU is being implemented somewhat differently in many member-state jurisdictions, e-billing software and services providers are providing the bridge to a fully harmonised European e-billing landscape. The degree to which such providers can guarantee the authenticity of the invoice – from creation to payment - and can provide a detailed and reliable audit trail for each invoice will determine if they succeed.

There remains considerable work to be done. This includes the crucial work of CEN and other European standards bodies, as well as trade facilitation groups such as the UN and the various European tax authorities. This work proceeds at the same time that e-billing is advancing →

All for one - LEDES98B the way forward for European e-billing

by Jeff Hodge

Legal electronic invoicing in Europe has arrived. By recent counts, more than 30 Fortune Global 500 corporate legal departments in Europe are actively exploring the technology. An equal number of US corporations with installed e-billing and spend management solutions are migrating those to their European operations. European deployments are already in place, the relevant standards refined and legal department management is finding that the message resonates with management across the board. Moreover, general counsel see legal spend management supported by e-billing as the only viable means of gaining control over a burgeoning corporate legal spend.

This transition did not occur overnight. Looking at surveys of the corporate legal market as far back as 2000 reveals dissatisfaction with the transparency of legal spend and an inability to adequately manage it. The crucial leap for the European market was in 2003 with the introduction by LITIG (Legal IT Innovators Group) of a 'draft' standard for legal electronic invoices in the UK. ...*continued on page 7*

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⇒ and even accelerating across Europe and the rest of the world. Some have put forth the analogy that the current situation is something akin to changing the tyres on a moving automobile – an analogy not too far from the mark. Even so, electronic invoicing appears here to stay. Industries such as legal are leading the way and advancing their own standards such as LEDES (Legal Electronic Data Exchange Standard) and UTBMS (Uniform Task Based Management System). These do not conflict with other movements and in fact complement and assist them.

While the legal industry has not always led the way, particularly in the area of technology and standards, it is one of those industry sectors taking the lead in Europe. This can be expected to continue. And in the not too distant future it is entirely possible that e-billing as a broad based, B2B technology will owe a measure of its success to the legal industry and its adoption of the technology as a necessary business solution ahead of the curve.

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⇒ This standard, based on the highly successful US-based LEDES98B standard, inspired the thought in Europe that perhaps there was a way to gain transparency to legal spend and to do it in a standard way. Standardising remains important as it limits the number of different types of electronic invoices a law firm or legal vendor must produce for all of its clients. LITIG, however, understood it was not a standards body and that it should partner with the LEDES Oversight Committee (LOC, the body which manages and maintains LEDES) in order to build true consensus for a 'single' global legal e-billing standard. In 2005 the LITIG draft became LEDES98BI (Beta) with full oversight and management passed from LITIG to the LOC.

In the 18 months since adoption of the LITIG work by the LOC, the LEDES98BI (Beta) has gone through considerable refinement by an LOC working group to make it compliant with European and EU VAT law. This work culminated in April of 2006 with adoption of LEDES98BI as a final approved legal e-billing standard for use in Europe. (It now appears that this same format is easily used outside of Europe as well.) With this, European corporate legal departments who are adopting legal e-billing – and their law firms – will be able to refine their systems to produce and consume a single file type. Like the US which has used legal e-billing as a core technology since the mid-90s, Europe is now poised to adopt the technology as their own and directly address issues around legal transparency and 'ease of implementation and use' which limited the technology's uptake.

98BI: What's Different?

The modest changes are important. In essence, all that has changed is the addition of key fields required by the EU Directive on Electronic Invoicing (2001/115/EC) and EU member states. These have been in effect since 1 January, 2004 as part of the European Commissions mandate that electronic invoices can legally replace paper invoices for VAT purposes. Additionally, tags and identifiers have been added or changed/refined to make them more useful in a European legal context (eg the addition of currency tags, purchase order numbers and tax IDs).

What has really changed is Europe now has a legal e-billing format that fits its needs without jerry rigging the US format. Modifying a standard of any kind is never in the best interest of those that depend on them or the market(s) they serve.

It is worth mentioning that in concert with the approval of LEDES98BI, the LOC also approved a revised version of its LEDES2000 XML standard. LEDES98BI is not an XML file format, but rather utilises an older format and provides ⇒

⇒ the legal industry with an easier-to-produce file format protocol called ASCII. While an ASCII file format is generally easier to produce for most law firms and legal vendors, it does not offer the flexibility that XML does. XML is easier to modify without breaking the standard.

The issue, however, is the necessity to play to the lowest common denominator. A corporate legal department that wishes to adopt legal e-billing will have many law firms and legal vendors, sometimes hundreds. Most find it easier to ask all of their firms, or most of them, to adopt e-billing and to do so using a single format. Mixing and matching, while possible, means that some firms will be submitting a larger amount of data which is useful, but it also means that the client must be able to handle and manage different law firms' data differently. Again, this is not a huge issue, but as Europe moves to adopt legal e-billing, corporations are deciding to keep it simple, for themselves and their firms, and to gradually increase the complexity of their implementation over time. This go-slow approach will and should eventually lead to adoption of LEDES XML and its successors, but for the time being the market is finding that its best interests lie in keeping things simple.

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Insider Corporate Legal is sponsored by DataCert Inc, the largest and fastest growing supplier of electronic invoicing and corporate legal spend management solutions. DataCert's products and services provide a substantial return on investment to corporations looking to better manage internal work and reduce outside legal spend. Based in Houston with a European office in London, DataCert has more than 6300 customers in 100 countries, including 43 of the Fortune Global 500. DataCert processes in excess of \$9 billion worth of electronic invoicing data on an annualised basis. www.datacerteurope.com

Benchmarks

According to Laurence Simons International's 2006 Guide to UK inhouse counsel salaries, corporate law department salaries vary dramatically. The results included:

- Corporations in banking or financial services pay a higher salary to law department members with less than two years of experience, with the average salary ranging from £48,000–£68,000. Personnel with 10 or more years of experience average from £100,000–£152,000.
- Outside of the banking and financial services industries, IT and telecoms companies pay the most to their inhouse personnel, with salaries averaging £48,000 for members with less than two years of experience and hitting £108,000 for personnel with ten or more years of experience. General counsel for the IT and telecommunications companies with more than 31 in-house personnel averaged £270,000.
- The lowest-paid in-house personnel are found in the media and entertainment industries. The guide revealed an average starting salary of £39,000 and £84,000 for inhouse personnel with ten or more years of experience, some of the lowest salaries noted on the survey.

LEDES & e-billing in Europe

continued from page 7... Standards are no small things and they make up a very large part of the reasons for the success of many of the technological advances throughout history. From standardisation of wheel and tyre sizes that supported the growth of the worldwide tyre market, to standardisation of credit cards which allow us to transact business worldwide with a single piece of plastic, standards have driven the adoption and distribution of all kinds of technology. The proliferation of legal e-billing in Europe and beyond will be no different.

Based on early adoption and user feedback LEDES98BI is the way forward as legal e-billing continues to accelerate its uptake in Europe. The introduction of 98BI has ushered in the launch of an entirely new approach to managing legal spend and outside counsel based on the improved processes and detailed data associated with legal e-billing. Spend management applications and services which rely on such standards will continue to proliferate in Europe in no small part because of the predictability of the invoice format moving between parties.

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What they say about this newsletter...

Writing in his regular column in *The Times* newspaper, Richard Susskind had this to say about ICL and its mission: "Insider Corporate Legal is a supplement to Legal Technology Insider, the invaluable monthly whose bright orange pages adorn the desks of most serious legal technologists. This latest offering by Charles Christian should be required reading not only for lawyers working in commerce, industry and government but also for all the law firms who advise these clients.

"In the past lawyers in private practice have set the pace on technology matters while bemused clients have been passive recipients of whatever the firms have made available. This is changing. Clients are rapidly becoming more knowledgeable and enthusiastic about IT and are not averse to being demanding or even disruptive... they are also more inclined to collaborate, bringing their formidable collective purchasing power to bear on firms that have hitherto been used to building systems and expecting clients to come gratefully. Here, as elsewhere in law, a buyers market is taking hold. "

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