



MARKETING

Uber-ads

Always on the lookout for effective ways to advertise, lawyers are turning to ride-share vehicles

BY LYLE MORAN

Amid the cars circling around TD Garden ahead of a Boston Bruins playoff game in 2021 were several displaying the face of personal injury attorney Larry Nussbaum and his firm's contact information. Nussbaum also planted himself outside the arena as thousands streamed into the game, and he says when passersby noticed his likeness on the ride-share vehicles, they treated him as a mini-celebrity.

The promotional initiative is one example of how his firm has partnered

with Carvertise, a national ride-share-based transit advertising company, to boost its visibility among potential new clients and prior clients in a competitive marketplace.

Boston-based Nussbaum Shunnarah Trial Attorneys also has had ride-share vehicles wrapped with its marketing messages sent to concerts and New England Patriots games.

"People are seeing me all over, it brings me to the top of their mind, and it reintroduces myself to some of my past and current clients," says Nussbaum, managing partner of Nussbaum Shunnarah Trial Attorneys.

Nussbaum's firm is among a growing number of law firms that are using Carvertise's fleet of ride-share vehicles for advertising rather than relying solely on more traditional marketing methods such as billboards, buses or taxis. Carvertise now has at least 45 law firm clients, up from five at the start of 2020, according to company officials. Most of

the firms are focused on personal injury law, they say.

Mac Macleod, the company's CEO and co-founder, says he thinks his company is gaining traction in legal because it's providing a new and more effective way of advertising. For example, firms can have Carvertise send Uber, Lyft, DoorDash or Grubhub vehicles with their marketing messages on them to specific locations such as hospitals or construction sites. Carvertise is able to do this by coordinating directly with drivers who sign up on its website to take part in the company's campaigns for clients.

So-called swarms are when the company has multiple cars bearing a firm's marketing message sent to gatherings of large crowds, such as concerts or sporting events. Furthermore, Carvertise uses technology to send digital ads to consumers who its cars drive past, and drivers can hand out marketing material to riders who ask about the law firm

advertisements on the cars. “There’s unique capabilities here that other mediums don’t have,” Macleod says.

Macleod notes that another reason he thinks Carvertise is making inroads with law firms is because ride-share vehicles are a more memorable form of marketing than other more traditional options. According to Nielsen’s 2019 *Out-of-Home Advertising Study*, roughly 64% of U.S. residents 16 and older who were surveyed recalled seeing a wrapped vehicle ad in the past month. This figure compares favorably to the 55% who recalled seeing an ad on a public bus and 31% who noticed one on a taxi. Meanwhile, 81% remembered seeing a billboard of any kind in the prior month, but just 27% recalled seeing a mobile billboard in that time period.

Miami-based personal injury attorney Amanda Demanda says since she started using Carvertise last year, she has frequently heard from people in the community who have seen ride-share cars with her image on them. For example, opposing counsel on a case let her know his Uber Eats delivery driver came in one of her wrapped vehicles. Demanda says she appreciates the ability to have the ride-share vehicles sent to specific events, such as a Love Your Lawyer Day promotion her firm hosted at a Cuban cafe in early November.

“Given all the aspects they bring to the table, they are definitely a lot more competitive than the buses or the billboards here in Miami,” Demanda says of Carvertise.

Other metropolitan markets where law firms are using Carvertise include

Dallas, Houston, Los Angeles and San Francisco. But firms in less-populated markets such as Las Cruces, New Mexico, and Jackson, Mississippi, have used the company for marketing assistance as well. In communities where there are fewer Uber and Lyft drivers, Carvertise can tap everyday cars to promote clients’ marketing messages.

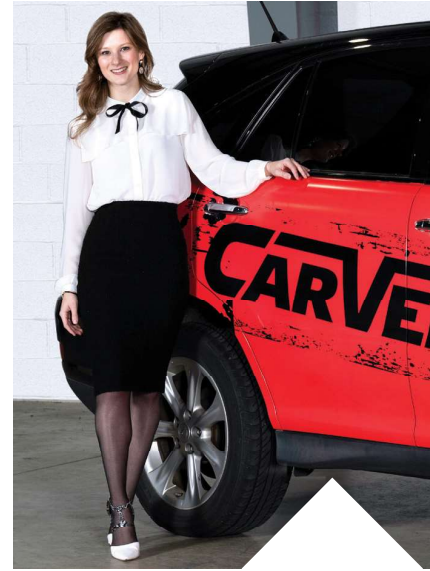
“In smaller markets, what we’re able to provide is exposure in key areas that they otherwise don’t have the opportunity to reach,” says Daione Sanders, Carvertise’s director of sales. “In major markets, we are used to differentiate from competitors who have oversaturated TV, radio, billboards, buses, etc.”

Many firms also have turned to social media to amplify the impact of their Carvertise campaigns. Demanda’s and Nussbaum’s firms are among those that do various giveaways for consumers who see their cars and tag them using platforms such as Instagram and Facebook. They both say that given the very competitive nature of personal injury law and large advertising budgets firms in their practice area often have, they need to embrace new ways of advertising to stay top of mind for consumers.

“The thing that I liked about Carvertise is nobody was doing it yet in my market,” says Nussbaum, referring to Massachusetts.

Mark Ligos, Carvertise’s director of sales in Los Angeles, says he’s not surprised personal injury firms have been the company’s most prevalent legal clients.

“Personal injury attorneys are nothing if not innovative,” Ligos says. “They’ll try everything. If you can show



Sales director Daione Sanders says Carvertise can give lawyers in small markets exposure in key areas.

them that you can produce, and it can work, they’ll just keep coming back to it.”

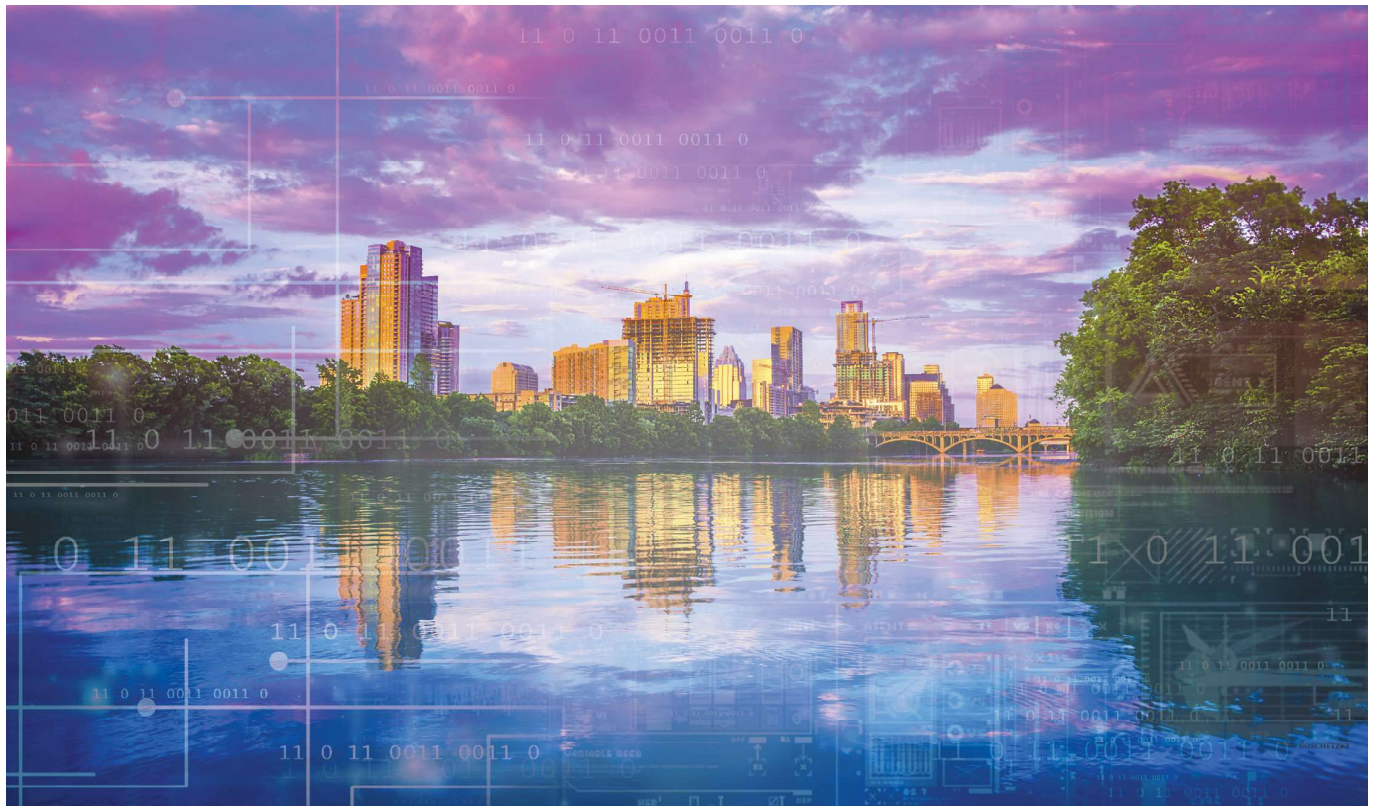
Carvertise also works with firms that focus on bankruptcy, family, employment and immigration law, according to company officials. Overall, the legal sector has grown to make up 20%-25% of Carvertise’s business, company officials say. Education, entertainment, convenience chains and tourism are other sectors where Carvertise has generated significant business, according to Greg Star, Carvertise’s co-founder.

Macleod says the company has started attending legal conferences to grow its connections in the industry. He envisions the company’s market share in legal will continue to increase in the years to come.

“I think the rate of expansion in the industry is going to stay very, very high for at least another two or three years until 80% of the legal industry knows that this is an option,” Macleod says. ■

“People are seeing me all over,” says Boston personal injury attorney Larry Nussbaum.





LAW FIRMS

Keep Austin Wired

Driven by a tech boom, lawyers are flocking to Austin, Texas

BY LAURA LOREK

Five years ago, Valeska Peder-son Hintz never would have considered moving to Austin, Texas.

The corporate partner with Perkins Coie had spent most of her career in the firm's Silicon Valley office and believed the Lone Star State's capital city couldn't support her practice, which specializes in advising emerging growth

companies, investment banks and venture capital firms.

But things started to change. Austin had become a vibrant and mature tech hub—so much so that Perkins Coie in February 2020, seeing “significant strategic opportunities in Texas as Austin and Dallas continue to grow as business centers for startups, medium-size companies and large global corporations,” opened an office in Austin. This February, it moved into an 18,000-square-foot space after signing a multiyear lease in June.

In November 2021, Hintz decided to make the move she thought she never would. “Before, it was really hard to do my practice here, and now it's not,” Hintz says. Also, the COVID-19 pandemic has changed how companies and lawyers work; they don't have to be in Silicon Valley anymore. “Silicon Valley is a mecca, but I don't think it's the only one,” she says.

Hintz is one of dozens of lawyers who have joined BigLaw and boutique

firms in Austin in the last year. In 2021, Austin led the country with the most law office openings in the United States with 16 new offices. It was followed by Los Angeles and New York City, each with 13, and San Francisco with 10, according to Leopard Solutions, a New York City-based business intelligence firm.

The booming tech scene is leading to an expansion of BigLaw in the Austin market. Kirkland & Ellis made the biggest splash, opening an office in April 2021 with approximately 24 lawyers. Gunderson Dettmer Stough Villeneuve Franklin & Hachigian came the same month, starting out with two lawyers, but it has since expanded to 10 attorneys, according to Wesley C. Watts, founding partner of the Austin office. One large firm that has made the move is Quinn, Emanuel, Urquhart & Sullivan, which opened its Austin office in January 2021 with four partners. O'Melveny & Myers opened in June 2021 with three partners and one senior

counsel, the same month as Latham & Watkins opened with three partners.

Best for business

The law firms are attracted to Texas' favorable business climate, lack of a state income tax and lower cost of doing business than California, says Amber Gunst, CEO of the Austin Technology Council. The firms also are following their clients to Austin. In late 2020, Oracle announced it would move its corporate headquarters to the city. Tesla followed suit in 2021, and major tech companies Apple, Amazon, Google, Meta Platforms (Facebook) and Samsung also have announced expansions in Austin with large campuses.

Many of the law firms moving to Austin are chasing talent and money, says Kent Zimmermann, a strategic advisor to law firms at Zeughauser Group. Recently, several law firms have also opened offices in Salt Lake City, Miami and Nashville, Tennessee, which also have seen a huge influx of venture capital, he says. Austin is part of a larger trend of firms growing in secondary markets. "High-quality lawyers want to live in those places," he adds.

On top of that, merger and acquisition activity is at an all-time high in the U.S., and all those deals need lawyers to advise on them. (See "Red-hot," December-January, page 22.) Zimmermann notes that the demand is outstripping the supply, and the price of lawyers is



According to José Ancer, a partner at Egan Nelson, "All deals are getting bigger."

going up. He says the growth in Austin is related to this transactional boom, as firms are having to pay more and look in more cities for talent nationwide.

Austin also has the cool factor and the "Keep Austin Weird" vibe going for it. For the past decade, Austin ranked as the nation's fastest-growing metropolitan area, growing 33% from 1.7 million people in 2010 to 2.3 million people in 2020, according to the Austin Chamber of Commerce's analysis of 2020 census numbers.

In the past, Austin's legal work focused on the University of Texas and state agency work, but it has evolved to include technology-focused businesses with large legal departments and outside counsel with teams supporting them, according to Momentum Search Partners, a legal recruiting firm based in the city.

"All deals are getting bigger," says José Ancer, a partner at Egan Nelson, an Austin boutique law firm with 40 attorneys. "It's not so much Silicon Valley discovered Austin; it's like everyone else discovered tech. Over time, the attractive returns of the venture capital world put that category on the radar of a much broader group of people. You've seen an explosion across the country of venture funds."

In 2021, Austin-area companies raised a record-breaking \$4.9 billion in venture capital in 387 deals, more

than double the \$2.3 billion raised in 2020, according to Pitchbook-National Venture Capital Association Venture Monitor data. And one of Austin's largest initial public offerings in 2021 was Disco, a legal tech software company founded by lawyer Kiwi Camara. Disco went public in July at a \$2.3 billion valuation. The company, which was founded in Houston and moved to Austin, makes artificial intelligence-driven software that helps law firms in e-discovery.

Gunderson Dettmer's Watts, who is a native of Austin and has spent his career practicing law in the city, says Austin's growth in the technology industry started in the 1990s but has accelerated greatly in the past few years.

"Austin is a place with a lot of natural beauty. The cult of entrepreneurship and creativity is part of that as well," Watts says. That's attractive to Gunderson's clients, and Gunderson's vision has always been to grow where its clients are, he adds.

As more venture funds and tech companies want to establish a presence in Austin, it benefits everyone, according to Watts.

"Indigenous talent with financing resources and deep rosters of executives and leadership, it kind of creates this whole ecosystem and cycle of growth and collaboration," he says.

Perkins Coie started in Austin with patent litigation and emerging markets. It has since expanded into venture capital, technology transaction and health care, says Jose Villarreal, managing partner of the firm's Austin office. Today, the office has 20 lawyers and 16 professional staff, and it continues to expand.

"The momentum Austin has is quite significant," Villarreal says. "Austin was always known as a tech place. Five or so years ago, we crossed a threshold where there is so much tech talent and so much VC capital, the ecosystem just matured. It matured into an adult that is very active, vigorous. The venture capitalists are looking at Austin as a mature market, and that's going to carry Austin forward." ■



Amber Gunst says Texas' lack of state income tax and positive business environment is behind Austin's growth.

SPONSORED COLUMN

Insights with Jack Newton

A Lightbulb Moment for Law Firms

By Jack Newton

Client expectations have changed dramatically in the past two years, and the implication for law firms is that they will need to be more adaptable than ever. The widespread adoption of remote communication tools in particular marks a pivotal shift that cannot be ignored.

In 2018—just three years ago—we conducted a study asking consumers about their interest in working with a lawyer in a virtual setting. At the time, less than a quarter of consumers were even open to the idea of working remotely with a lawyer. As uncovered in this year's *Legal Trends Report*, 79% of consumers prefer to work with a lawyer who offers remote options for communication.

Much of this change has been driven by the move to more remote forms of interaction in both personal and professional areas of society. According to a recent Gallup Panel, two thirds of white collar employees are working from home. These types of arrangements have been made possible only with the widespread adoption of modern technologies for remote communication, used by both law firms and consumers.

Video conferencing technologies in particular have shifted how clients access legal services—58% of consumers want the option to connect with their lawyer over solutions like Zoom, and 83% of legal professionals are meeting clients

virtually. In fact, video conferencing—and other cloud-based technologies—have undeniably evolved how we think about communication.

Marshall McLuhan famously coined the phrase “the medium is the message” to describe the transformational impacts that new technology mediums can have on our everyday interactions. McLuhan famously used the invention of the lightbulb to illustrate how a new technology could create new spaces for people to work and communicate—whether it be in our factories, homes, or stadiums.

The most significant implication of a new medium is that it can fundamentally change the rules of the game. For example, with the invention of the lightbulb, businesses could suddenly operate at all hours of the day, dramatically increasing productivity and output. The implications of wiring homes and neighborhoods with the electricity needed to power so many lightbulbs also paved the way for new innovations as well.


What are the implications of these remote forms for communication, and what do they mean for legal professionals? Client expectations are higher than ever, and law firms cannot rely solely on a brick-and-mortar office as their only space for work and client interaction. In fact, 67% of consumers look for lawyers who offer both remote and in-person services—meaning that to meet the needs of clients, law firms

need to adapt to multiple mediums for communication.

This appetite for remote communication is the consumer-driven demand that will ultimately shape future expectations for legal service. This shift away from brick-and-mortar law offices to distributed, internet-based law firms—that can deliver services remotely to anyone with an internet connection—will be the most profound reshaping of legal service delivery in history.

The global village was also a concept coined by McLuhan—the idea being that technology increasingly makes the world feel smaller in its ability to bring us closer together. Cloud-based technologies will only continue this trend. In shifting to more distributed and remote models for legal services, law firms are simultaneously making their services more personal, more human, and most importantly, more convenient and accessible than ever before.

While the implications of moving the delivery of legal services to the internet may be obvious at the surface level, we're only just starting to appreciate the broader ramifications of what this shift will mean for the years and decades to come. This is truly a lightbulb moment for the legal industry. We may not have a crystal ball showing us exactly what the future will look like, but we know that this is just the beginning.



Jack Newton is the CEO and Founder of Clio and a pioneer of cloud-based legal technology. Jack has spearheaded efforts to educate the legal community on the security, ethics, and privacy issues surrounding cloud computing, and is a nationally recognized writer and speaker on the state of the legal industry. Jack is the author of *The Client-Centered Law Firm*, the essential book for law firms looking to succeed in the experience-driven age, now available at clientcenteredlawfirm.com.



CAREERS

Much Ado About Nothing?

When it comes to lawyers, is the 'Great Resignation' really just the 'Great Reshuffle'?

BY JOHN ROEMER

Heather Meeker sipped on a glass of Champagne as she deleted all her firm's required apps from her electronic devices.

After 25 years as a mergers and acquisitions lawyer at a series of BigLaw firms in Silicon Valley, including the last seven-plus as a partner at O'Melveny & Myers, Meeker says she was jolted out of her rut by the pandemic. She's now joined the "Great Resignation," leaving O'Melveny for a fresh job at a virtual four-lawyer shop while pursuing new horizons by co-founding an early-stage venture capital fund. She cites the new-found pleasures of working from home, an impatience with BigLaw bureaucracy and a pandemic-inspired desire to test her entrepreneurial talents.

"I'm not just leaving BigLaw, I'm rearranging the mix," Meeker says. "The cataclysm of COVID focuses you on what's important in life. At a big firm, it's easy to just keep your head down and work. Many lawyers are making changes now, leaving large organizations to work for themselves. What most want is more flexibility. Big firms are very traditional. They find it hard to make changes."

It appears that Meeker's daily duties and physical workspace have not altered much. "I'm sitting at the same desk in my home office and doing the same technonerd things," she says of wielding her expertise to advise clients on software copyright and patent issues,



open source licensing strategies and intellectual property's role in investments. The friendly parting she arranged with O'Melveny now has her referring business to her former colleagues. "But I'm doing it without the big firm annoyances of endless Zoom meetings and all that cumbersome proprietary software."

But her quality of life has improved. As she recounted in a January 2022 column titled "How I Joined the Great Resignation" for the *Daily Journal*, she did not miss the commute, the unnecessary business trips and all that office face time. Then she listed the pluses that remote work enabled: "I finally got enough sleep. ... I ate dinner every day with my husband. I took walks during the day."

BigLaw partners and associates joining the Great Resignation are not so much rejecting the legal industry as they are embracing new possibilities and bidding for greener pastures. Maybe the term should instead be referred to as the "Great Reshuffling," as lawyers are voting with their feet against job discontent and optimistically seeking new paths.

Those interviewed for this story say that despite the increased job-switching, most lawyers remain within the profession.

In 2018, 5,095 partners and counsel at the Top 200 U.S. firms exited; in 2021, that group's departures numbered 5,959—an increase of 17%, according to data from Leopard Solutions, a



“The cataclysm of COVID focuses you on what’s important in life.”

— HEATHER MEEKER

New York City-based business intelligence firm.

The figures were up dramatically for associates. In 2018, 9,258 left. Last year, those exiting numbered 13,215—a 43% jump during a time when the overall number of associates actually fell from 47,450 at the end of 2018 to 43,697 at the start of 2021 due to a decline in 2020 in entry-level hiring.

“Those who have hit the career milestone of partnership are more reluctant to give it up,” says Phil Flora, a Leopard Solutions vice president. “Associates are much more likely to look for greater advantage at other firms.” The numbers, he adds, reflect a combination of skyrocketing staffing turnover and the way law firms are scrambling to find people to service ever-busier clients.

Moving around

Partners move less in part because their current firms pay them to stay put, says Robin Wexler, the national legal partner practice group leader at the executive recruitment search firm Lucas Group. She adds that when a partner ponders a move, “it’s commonplace for firms to come back with tremendous counteroffers. So I encourage them to look beyond that at the bigger picture of possible career development. Why

wasn’t your value recognized during normal times?”

For associates, it’s a “Great Churn,” says Nicole Kennedy, Lucas Group’s national legal associate practice group leader. “COVID and the remote environment have turned everything on its head. It’s led to feelings of disconnection for new hires and laterals. It’s impacted the relationship dynamic in big firms. If you don’t have a champion in your firm, you don’t feel you’ll develop long-term. There’s no longer a go-to person with whom you’ve established



Nicole Kennedy of the Lucas Group

a rapport the way you did in the pre-COVID environment.”

Where do the exiting lawyers land? Leopard’s research shows that of all attorneys who left a top 200 firm last year:

- 34% ended up at another top 200 firm.
- 16% went to corporate law departments.
- 11% went to firms outside the top 200.
- 4% went to work for the government.
- 1% went into private practice.
- 1% went into academia.
- 1% went to nonprofits.
- 1% retired.

The destinations of the other 31% are unknown.

New hires often sense dispiriting isolation these days. “One woman who has never set foot in her new office told me she feels all she’s there to do is turn paper,” Kennedy says. “Deal flows are exploding, so her assigned partners are too slammed to find time for those little extras that are part of building a team: lunches, group meetings, one-on-one chats. She’s shopping around and has plenty of options.”

A rupture in the bonds of loyalty that law firms have long sought to forge with their new hires makes retention iffy.

Kennedy says firms are aware of this, and some are starting to aid overworked recruiters by creating the position of lateral integration specialist to counsel incoming juniors on how to find satisfaction as they blend into their new workplace.

Adding to the revolving door: Firms are much more actively seeking to poach associates from rivals by dangling bonuses.

“They’re offering ginormous sign-ons,” Kennedy says. Those can keep new hires in place for a time, due to clawback provisions that mandate a one-year stay. “So people will calendar the exact day when they’re free again to move.” ■

MIND YOUR BUSINESS

Making the Move

What should legal organizations consider when assessing how the cloud fits into their future?

BY MARK RICHMAN

The COVID-19 pandemic—coupled with the remote and hybrid work models that arrived in its wake—has spurred a move to the cloud for many of the key business systems that legal organizations rely on, from document and email management to collaboration and more.

Parts of the industry, however, have yet to move from on-premises installations to the cloud. What should these organizations—spanning law firms, corporate legal departments, solo practitioners and other legal organizations—consider when assessing how cloud fits into their future?

Compliance is complicated

With each passing year, the compliance and regulatory environment gets more complex. From Brexit and the General Data Protection Regulation to the California Consumer Privacy Act, there are a host of new laws and regulations that govern where data needs to be stored and how it needs to be managed.

Building your own data centers in a variety of different countries to ensure data physically resides in those regions isn't a viable or practical undertaking for anyone but the largest and most well-resourced organizations. Consequently, to successfully manage these ongoing changes, IT and business leaders will have to rely on cloud and software-as-a-service platforms to keep their data private, secure and aligned with increasing and changing global regulations as part of their digital strategies.



Cloud vendors—those providing a cloud-based document management system, for example, or a cloud-based billing system—provide greater flexibility for legal organizations on this front. Vendors that leverage a modern cloud with an infrastructure-as-code foundation can deploy new instances of a SaaS solution at the push of a button in any geographic location hosted on public cloud infrastructure.

Take the example of a British law firm with European Union clients. The data for those clients needs to be domiciled in the EU. Rather than going through the costly and time-consuming process of finding a data center in the

EU and manually configuring servers, the law firm's cloud vendor can leverage public cloud infrastructure and deploy a new instance of its service in the EU, allowing the firm to service its EU clients without breaching any compliance protocols. This approach would likely come together more quickly and cost the firm less.

The above scenario highlights the importance of legal organizations relying on cloud-based vendors that utilize a public cloud infrastructure provider with the broadest possible global footprint.

In a world where a thicket of new regulations increasingly needs to be

carefully navigated, this type of flexibility and agility is a need-to-have rather than a nice-to-have for legal organizations that wish to effectively serve their clients—and it can be delivered only via a modern cloud.

Stronger security

The security landscape today is considerably more challenging than it was just a few years ago. Security breaches and cyberattacks regularly make the headlines, and ransomware attacks by well-organized criminal elements and opportunistic troublemakers continue to proliferate, with law firms being prime targets. Organizations must ensure strong security policies are in place for data at every stage of the data life cycle—as it is being processed, transmitted or stored.

Fortunately, a move to the cloud helps protect against these threats, providing greater security for the sensitive and privileged information that these bad actors are trying to get their hands on.

The cloud delivers this superior protection in several ways. For starters, most cloud vendors have more resources they can dedicate to security than all but the largest and most well-resourced organizations. In addition, if the cloud is built on zero-trust security principles—which assumes no implicit trust whatsoever, whether that's trust of networks, trust between host and applications or even trust of superusers or administrators—it greatly enhances the level of security of critical assets.

For zero trust to fully deliver on this promise, however, zero touch must also be part of the platform life cycle. This means creating a hands-off operations model that takes the human out of the equation for everything from routine server maintenance to more advanced troubleshooting.

For example, when setting up a new instance of a cloud service, rather than relying on a human to manually configure all the settings and check all the right boxes—a process that can easily allow human error to slip in—a template that has already been properly

configured can be deployed at the push of a button.

Similarly, for routine maintenance and troubleshooting, an automated tool—essentially, a software program that has been developed to execute a specific task—can be pushed into the production environment to carry out its task rather than allowing a human to get under the hood and play around with the data.

Crucially, these elements have to be architected into a cloud from the beginning, and in most cases, they cannot easily be bolted on after the fact. So when assessing how cloud fits into their future, legal organizations should ask themselves whether a cloud offering takes advantage of zero-trust/zero-touch principles. If not, it's time to select a cloud offering that does.

Expecting the unexpected

As legal organizations assess how cloud fits in their future, it's useful to look back on the last two-plus years, which revealed that we are living in a time of unexpected shocks to the system—and there are likely more on the way.

COVID-19 may be the first pandemic of the 2020s, but scientists purport that it likely won't be the last in our generation. Likewise, weather-related disasters that unleashed floods and wildfires everywhere from Germany to Australia are unlikely to dissipate in the near term.

The redundancy and resiliency that the cloud provides ensure legal professionals can continue to access their valuable data and get work done, no matter what kind of wrench unexpectedly gets thrown into the gears of business as usual.

Those legal organizations that already had moved to the cloud found themselves well-positioned when COVID-19 or other disasters struck, and they were able to stay productive while working remotely without missing a beat.

With the right cloud partner—specifically, one that utilizes a resilient and highly available cloud architecture that spreads data across multiple data

centers simultaneously, creating a virtualized availability zone—these types of unexpected events don't have to be catastrophes-in-waiting so much as unanticipated occurrences that can be planned for and mitigated.

Ask the question

Ultimately, when assessing the future of a cloud-enabled infrastructure, legal organizations should ask themselves if the next five to 10 years are likely to present fewer challenges than what they face today.

Will the security landscape be less threatening? Will the regulatory and compliance landscape be less complex? Will the threat of a pandemic or a climate disaster have disappeared?

The answer to all these questions leans strongly toward no—which is all the more reason that legal organizations should lean toward yes for the cloud.

By selecting a truly modern cloud that provides all the security, flexibility and resiliency they require, they can successfully plan for all that lies ahead, positioning their firm, their legal professionals and their clients for success. ■

Mark Richman is the principal product manager at iManage.

This column reflects the opinions of the author and not necessarily the views of the ABA Journal—or the American Bar Association.

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