ANDERSON Mōri & Tomotsune

FULL-SERVICE LAW FIRM WITH AN EXCITING DIGITAL FUTURE

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FULL-SERVICE LAW FIRM WITH AN EXCITING DIGITAL FUTURE

Anderson Mōri & Tomotsune

Yoshihide Hojo, Chief Security Officer and Legal & IT Tech Strategy at Anderson Mōri & Tomotsune, discusses their innovation-led business transformation

> t's been a tumultuous time during the pandemic, with many industries experiencing shutdowns and massive disruptions of the supply chain. With prices rising, Anderson Mori & Tomotsune - one of Japan's largest full-service corporate law firms - has been there to support global clients, quickly identifying the key issues and providing appropriate temporary solutions throughout the state of emergency. This process included assessing the value of solutions and developing new ways to stay competitive in an evolving business and economic environment. Additionally, the firm underwent its own inward-focused transformation, restructuring to handle some of the rapidly emerging, extraordinary demands that occurred during the pandemic.

2022 marks the 70-year anniversary of the firm. It is continuously striving to provide services that best meet the needs of clients by utilising accumulated experience and knowledge, as well as through strong relationships with the top, trusted law firms around the world.

Handling new legal challenges in an uncertain world

Yoshihide Hojo is Chief Security Officer, Legal & IT Tech Strategy at Anderson Mōri & Tomotsune. Having been with the firm for 7 years, Hojo explained how the pandemic caused the largest decline in international flows the company had ever seen, putting it under the pressure of rapid anti-globalisation.







"Businesses experienced the shutdowns, the massive disruption of supply chains, and now we are experiencing the rising input prices.

"As a full-service corporate law firm supporting global clients in international and cross-border projects, AMT had to quickly identify the key issues, support and promptly provide appropriate, far-sighted advice for each phase where clients were responding emergencies, seeking temporary solutions to meet new demands, re-assessing their value and developing new strategies to stay competitive in the new business and economic environment. "While tackling our own rapid change and transformation, we needed to sort information and form our structure to support our clients facing new legal issues. We needed to be inward-focused and also client-centric at the same time," said Hojo.

Turning to technology and a new digital strategy

AMT had to respond to the emergency, scaling up initiatives of the digital strategy it used to map in one- to three-year phases in a matter of weeks.

"In a very short period of time, we rolled out online communication tools firm-wide,



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online marketing tools to keep our digital channels, other tools to improve process efficiency and to escalate digital operations within our firm," said Hojo.

And to accommodate the rapidly increased volume of remote work, AMT also doubled and tripled the capacity and capability of the VPN (virtual private network) and VDI (virtual desktop infrastructure).

Hojo added: "We also adopted the SASE (Secure Access Service Edge) solution to optimise our global network for such workload changes.

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YOSHIHIDE HOJO

TITLE: CHIEF SECURITY OFFICER / LEGAL & IT TECH STRATEGY

Yoshihide Hojo is the Chief Security Officer / IT Strategy Manager at Anderson Mori & Tomotsune, working in the legal industry for over 10 years, holds CISSP and other industry certifications, and leading innovation in cybersecurity and tech strategy for over 20 years. As companies face complex challenges in a time of change, the importance of innovation to reassess value and build new strategies to meet needs and demands is growing. Under these circumstances, he is leading the firm's technology and security strategies, working as a team AMT to provide the best legal services to clients.



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"Every change in the business environment involves some risks"

YOSHIHIDE HOJO CHIEF SECURITY OFFICER / LEGAL & IT TECH STRATEGY, ANDERSON MORI & TOMOTSUNE

"As rapid changes in operations and system environments can introduce new risks, we also needed to strengthen our cybersecurity capabilities - such as monitoring, analysing, resilience - and expand cybersecurity measures to protect the new components added as we widely adopted work-from-home."

Hojo explained that when it comes to innovation, AMT must think of the ultimate benefit to their clients, focusing on what they actually want.

"As we often see the client in a stressful or time sensitive situation, we start the process of innovation by asking: how can we deliver the best possible experience to our clients by leveraging our strengths through our legal services?"

First, the company starts with the big picture and then focuses on more specific processes.

"We analyse and visualise specific processes by using business process modelling, etc. Then, with the keywords such as problem solving, logical thinking, agility, collaboration, technology adoption, we develop a solution that leads to the end-toend client experience.

"Since innovation cannot be successful with technology adoption alone, we also place great importance on the consideration of the elements of people and culture in

our innovation efforts. Such as the preferred approaches and tools in a particular industry, client, or legal area.

"For example, we have been providing solutions to automate and streamline processes by using automation tools, such as a solution that semi-automates the generation of a set of documents required for a specific process, such as a company registration, etc.

"By providing and utilising these technology solutions, we are able to speed up complicated and time-consuming tasks, and our lawyers can spend their time on the areas that lead to better quality of our services and greater client satisfaction. I believe that these efforts provide new value and satisfaction to our clients, leading to AMT's continued growth in this uncertain time."



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DARKTRACE AI AND ML AIDS AMT CYBERSECURITY EFFORTS

"Darktrace is one of our valued tech partners that has played an important role in key areas of our cyber security strategy since pre-pandemic times. "With its unique AI and ML algorithm engine, we've been able to identify any level of unusual activities within our networks which enabled us to cover not only the cyberattack including zero day and targeted attacks, but also internal threats.

"Thanks to Darktrace's advanced and effective approaches and learning capabilities that create a bespoke understanding of our business, we have been able to operate our security measures well fitted to AMT's environment, people, data, and business operations. This has allowed us to adapt quickly to even the rapid changes during the pandemic without lowering the level of our cybersecurity operations," said Yoshihide Hojo.

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"In the legal sector, the culture of law itself has been a major barrier to successful technology adoption"

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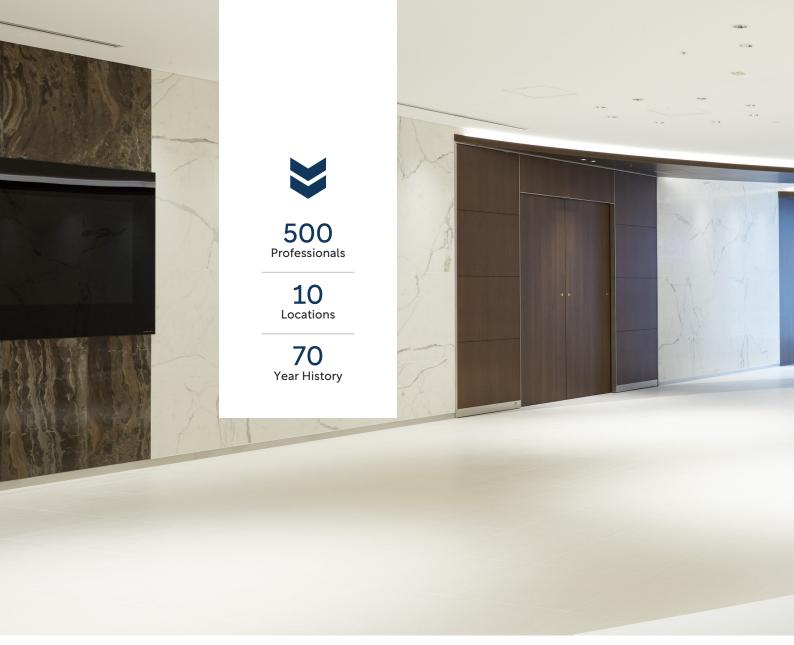
Starting with the big picture view with legal practices and firm operation

Hojo speaks of innovation efforts, but he believes the firm is at a tipping point and needs to look at the longer-term impact of technological change on the business.

"In the legal sector, the culture of law itself has been a major barrier to successful technology adoption, since law was built with rules and regulations. These barriers made it difficult for technologists to understand what the firm exactly needed and how to integrate solutions in the best way."

AMT has been working as an interdisciplinary team of lawyers, paralegals, KMs and technologists, to look into the detail of each legal task and seek opportunities for technology adoption to improve the speed, efficiency of the process, and accuracy of the outcome.

"Working as an interdisciplinary team enabled us to include cultural factors into those processes as well. Although we are just getting started on our challenges and have a long way to go, based on what we've seen so far, I think these approaches and initiatives are driving increased client satisfaction and firm business opportunities," said Hojo.



AMT has been working and experimenting with AI and ML for different tasks such as document review and translation. But, as the pandemic became a catalyst for innovation, people moved toward digitalisation and AI, resulting in explosive data growth.

"Under these circumstances, the use of AI and unstructured data analysis was inevitably promoted, expanding beyond e-Discovery to areas such as cybersecurity, compliance and beyond," said Hojo.

"We just started building our foundation for innovation. We've learned a lot in the steps we've taken. We continue to explore the possibilities of emerging technologies," he added.

In terms of evaluating and implementing solutions to automate and enhance

processes, AMT uses their interdisciplinary team, selecting the participants who are familiar and have expertise with the relevant process to form a team.

"We develop a good list of evaluation criteria and take the necessary time to conduct the trial. Evaluations focus on the functional aspects and also costeffectiveness and user experience from the solution.

"And the most important phase is the post-deployment. We emphasise ongoing efforts to integrate the solution into business processes, measure the effectiveness, learn and educate how to sustainably utilise them in our business operations, and encourage the use of technology," said Hojo.

PREMIER QUALITY

Anderson Möri & Tomotsune

Our Lawyers take great professional pride in their work. As a fundamental principle, we continuously strive to deliver premier quality legal services on each and every client assignment. To achieve this, AMT professionals are dedicated to four maxims: the pursuit of excellence, steadfast effort, maintaining quality and constant improvement.

FULL-SERVICE

As a truly integrated, full-service, commercial law firm, we meet the legal needs of our international clientele by combining the depth of resources of approximately 500 lawyers with expertise across a wide spectrum of legal disciplines and an array of legal jurisdictions.

CROSS-BORDER

International and cross-border projects are our forte. Utilising our offices in Japan and outside Japan, as well as our extensive overseas network of trusted law firms, our cross-border practice is robustly expanding abroad in new and developing markets, as well as more established, mature jurisdictions.

CLIENT FIRST

Our client ethos is to focus on building long term bonds with our values clients, rather than seeking short-term relationships or gains. We strive to become your trusted advisor and put your needs first.

ACCUMULATED KNOWLEDGE

As a large, leading law firm in Japan, we have accumulated a wealth of practical knowledge, insight and know-how, which has been developed over many decades of legal practice. Our clients benefit from this database of experience, including tried and tested solutions, which we continually update and fine-tune.



"We are still in the middle of our digital and business transformation journey"

YOSHIHIDE HOJO CHIEF SECURITY OFFICER / LEGAL & IT TECH STRATEGY, ANDERSON MORI & TOMOTSUNE

Improving services as a client-centric business

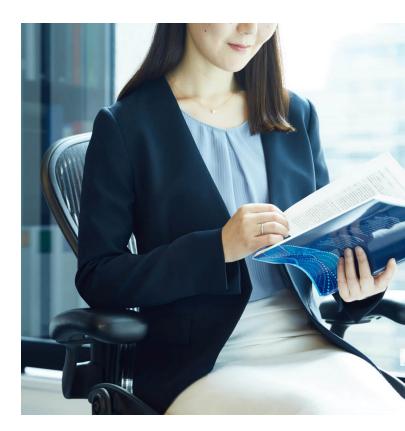
AMT has many ongoing and upcoming projects, including ones for document management, document search and review, knowledge management and data analytics, a collaboration platform, information governance and the ever-changing realm of cybersecurity.

"The goal of these projects is not only to introduce new tools and services, but also to create new value through their integration. So we are working to achieve this goal in stages with ideas from different teams," said Hojo.

Putting the customer first is already at the centre of the firm's strategy.

"By learning how technologies and data can create new efficiencies and values, provide insights, manage risks, and create the future of law, and by collaborating with each team, we believe that they will lead to a highly customised experience for our clients," said Hojo.

Digital Experience (DX) has also helped AMT to re-shape their cybersecurity, as Hojo explains: "Every change in the business environment involves some



risks. Successful digital and business transformation requires a cybersecurity strategy that is optimised for them.

It is critical to understand both DX and cybersecurity, and find a way to develop actionable strategies that complement each other. AMT has been working to develop such strategies and plans since prepandemic times.

Putting DX and cybersecurity together as a strategy, and redesigning and rebuilding cybersecurity measures that perfectly covered the complexity of the new hybrid business environment, wasn't easy for Hojo.

"We are still in the middle of our digital and business transformation journey, and halfway through a cybersecurity re-shaping. I'm truly grateful to our talented teams at AMT and our valued technology partners for making sure we are getting where we need to be," he said. •



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