

# 2019 GLOBAL LEGAL DEPARTMENT BENCHMARKING REPORT



# How Does Your Legal Team Measure Up?

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## June 2019

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The Association of Corporate Counsel is pleased to partner with Major, Lindsey & Africa on our *2019 Global Legal Department Benchmarking Report*. Each year we aim to provide our members and the broader in-house community with relevant and timely data that can help legal departments make more informed business decisions.

This year we present a host of standardized financial and operational metrics most relevant to legal departments including staffing, inside and outside spending, workload, work allocation, law firm and fee structure usage, and legal technology adoption. We also share how departments rated themselves across 10 key performance attributes.

The data presented in this report represents a wide range of legal departments spanning 30 countries and 71 industries. Department size ranges from a single lawyer to over 1,000 staff members in organizations that span from the tens of millions to the hundreds of billions in annual revenue.

In addition to this high-level report, we offer a suite of more targeted supplemental reports based on company size, legal department size, and industry. We also offer tailored reports allowing for more direct peer group comparisons.

We welcome your feedback as we are continually refining our data collection process and improving the scope, quality, and relevance of our metrics. We hope this report provides legal departments with actionable insights and valuable data to benefit in-house counsel and legal operations professionals.

ACC Research and Benchmarking Services  
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Thank you to all participating legal departments and a special thank you to our key contributors, whose feedback greatly improved the quality of the resulting data.

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## Methodology and Data

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**Survey Instrument:** The survey questionnaire was offered through an online survey platform as well as through an embedded electronic PDF, both of which allowed respondents to save their work and send to other members of their department to complete relevant sections if needed.

**Fielding Period:** The survey opened on January 30, 2019, and closed on April 12, 2019. Reminder emails were sent weekly.

**Target Population:** We targeted one relevant representative — the person we considered most capable of reporting on the information requested — in each legal department with at least one member of ACC. We reached out to around 10,000 organizations worldwide. In order of priority, we first sent invitations to heads of legal operations or, in many cases, a department's sole legal operations staff member. If we did not have a member in that position, we then targeted the organization's general counsel/chief legal officer — who would be able to appropriately delegate this task. If a member was not in either of these positions, we then targeted the highest-ranking individual in the legal department. Finally, if we received no response after repeated attempts, we reached out to a broader group of members in each department requesting that they forward the invitation to the most appropriate individual or group within the department.

**Participation:** A total of 508 legal departments participated. Apart from targeted email messages, opportunities to participate were also sent through LinkedIn campaigns.

**Comparability:** Respondents were asked to report all information for the period January 1, 2018 to December 31, 2018 or the closest corresponding fiscal year. We asked legal departments within subsidiary companies to report their information at the level of the subsidiary rather than at the level of the parent company.

**Currency:** Respondents were asked to enter all financial values in US dollars. Non-US respondents were asked to use the exchange rate on December 31, 2018, for currency conversion.

**Industry:** All participating organizations were separately assigned up to three industry affiliations based on Standard Industry Classification (SIC) codes. See "Industry Detail" section for the industry breakdown.

**Anonymity:** Several organizations requested anonymity. We therefore include the designation "Anonymous" in our "Participating Organizations by Industry" list with the associated number of respondents who requested anonymity.

**Incomplete or Unusual Data:** Not all respondents answered all questions. In cases where data appeared unusual, respondents were emailed and asked to clarify their responses. In some cases, we received no reply and therefore had to omit certain data entries from our reporting. The benchmarking metrics reported tend to have a lower sample as complete data is required for all components of each benchmarking calculation.

### Statistical Terminology

**Mean:** The values of each observation are summed together and divided by the total number of observations.

**Median:** This is the middle value of all observations ordered from low to high (also called the 50th percentile).

**n:** This indicates the number of observations for a given metric or reported value.

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## Terms and Definitions

<b>Centralized — Geographically</b>	Legal department personnel are based in one primary location.
<b>Mixed — Geographically</b>	Majority of personnel are based within a primary geographic location, but some are located across operational business units, subsidiaries, or divisions.
<b>Decentralized — Geographically</b>	Majority of personnel are located across multiple operational units, subsidiaries, or divisions.
<b>Centralized — Reporting Structure</b>	Generally, personnel have a direct line reporting within the legal department up to the general counsel/chief legal officer, regardless of geographic location.
<b>Mixed — Reporting Structure</b>	Reporting structures are equally mixed across personnel, with some having a direct line report within the legal department and others within their operational/business unit.
<b>Decentralized — Reporting Structure</b>	Vast majority of personnel have direct line reporting within their operational/business unit and dotted line reporting within the legal department up to the general counsel/chief legal officer.
<b>Paralegals/Case Managers</b>	Typically, non-exempt employees working on legal matters under the supervision of lawyers.
<b>Legal Operations Professionals</b>	Staff who are solely dedicated to the management of a legal operations function.
<b>Non-Legal Professionals</b>	May include corporate secretary office personnel, technology professionals, IP database management, contract and compliance analysts, and librarians. These are typically exempt employees performing more independent work.
<b>Inside Legal Spend</b>	Includes legal staff compensation (salary, cash bonuses, taxes, and benefits), overhead, and operating expenses (all administrative and office expenses and corporate costs allocated to the legal department). Does not include settlement costs, judgments, fines, recoveries, or filing fees.
<b>Outside Legal Spend</b>	Includes outside counsel, other service providers, and patent and trademark filing fees. Does not include settlement costs, judgements, fines, recoveries, or costs associated with claims or capitalized expenses.
<b>Litigation Matters</b>	Includes internal and external litigation matters (lawsuits only), including those that were still active at the time of survey participation.
<b>Contracts</b>	Contracts reviewed in 2018 from initial request until the contract has been completed or negotiations have been suspended or abandoned.
<b>Contract Cycle Time</b>	Average number of days from initial request until the contract has been completed or negotiations have been suspended or abandoned.
<b>“Significant” Law Firms</b>	Those firms that make up approximately 80 percent of the legal department’s spending on outside counsel.

## Demographic Summary

Table 1 presents a summary of all participating legal departments across six standard segments. Of note, we received strong non-US participation (36.2 percent) and a significant presence of organizations in the manufacturing and services industries. Nearly half of all organizations are privately owned and vary greatly in size, with one quarter under \$100 million in revenue and 40 percent greater than \$1 billion.

**Table 1: Demographic Summary**

		n	Percentage
Region	Asia	18	3.6%
	Australia/Pacific	67	13.4%
	Canada	26	5.2%
	Europe	49	9.8%
	Latin America	10	2.0%
	Middle East and Africa	11	2.2%
	US	319	63.8%
Organization industry <sup>a</sup>	Agriculture, forestry, fishing	4	.08%
	Mining	12	2.4%
	Construction	8	1.6%
	Manufacturing	170	33.8%
	Transportation	37	7.4%
	Wholesale trade	75	14.9%
	Retail trade	42	8.3%
	Finance, insurance, real estate	94	18.7%
	Services	222	44.1%
	Public administration	4	.08%
Organization type <sup>b</sup>	Private	248	49.4%
	Public	158	31.5%
	Wholly owned subsidiary	62	12.4%
	Non-profit	39	7.8%
	Government (federal, state, local)	19	3.8%
	Other	21	4.2%
Organization's total gross revenue 2018 (US \$)	<\$100M	130	26.1%
	\$100M to \$499M	115	23.0%
	\$500M to \$999M	55	11.0%
	\$1B to \$2.9B	78	15.6%
	\$3B to \$9.9B	63	12.6%
	\$10B or more	58	11.6%
Organization employees	<1,000	227	45.5%
	1,000 to 4,999	111	22.2%
	5,000 to 9,999	48	9.6%
	10,000 to 49,999	76	15.2%
	50,000 or more	37	7.4%
Legal staff	1	75	15.4%
	2 to 9	227	46.7%
	10 to 24	77	15.8%
	25 to 49	36	7.4%
	50 to 74	16	3.3%
	75 to 99	12	2.5%
	100 or more	43	8.8%

<sup>a</sup>Industry list is based on Standard Industry Classification (SIC) Codes. See "Industry Detail" section for exhaustive list of sub-industries included. In some cases, companies were assigned more than one industry affiliation. Percentages therefore total to greater than 100 percent.

<sup>b</sup>Percentages total to greater than 100 percent due to ability to select more than one response option.



# 1. Key Benchmarks — Staffing

Legal staffing is a crucial component of any corporate legal department benchmarking effort. This is particularly true for legal given the uniquely difficult task of demonstrating the value of additional headcount when there is rarely a direct tie to the company's revenue. Optimizing headcount is essential not only for effective legal coverage and product quality but also for internal client satisfaction and to operate in a proactive rather than reactive state. Table 2 presents 24 standardized staffing metrics representing the overall survey respondent population. We include five major staff categories. Contract (temporary) staff are listed as a separate category and are not included in the total inside legal staff calculations.

**Table 2: Legal Department Staffing Metrics**

	n	Mean	Median
<b>Number of Legal Department Staff by Position</b>			
Number of lawyers	506	24.3	4.0
Number of paralegals/case managers	504	5.4	1.0
Number of legal operations professionals	500	1.8	0.0
Number of non-legal professionals	497	6.5	0.0
Number of administrative/secretarial staff	505	3.7	0.3
Total inside legal staff	486	42.7	6.0
Number of contract (temporary) staff	470	1.5	0.0
<b>Staff by Position as a Percentage of Total Legal Department Staff</b>			
Lawyers as a percentage of total staff	486	68.2%	66.7%
Paralegals/case managers as a percentage of total staff	493	12.0%	6.7%
Legal operations professionals as a percentage of total staff	499	3.2%	0.0%
Non-legal professionals as a percentage of total staff	494	6.8%	0.0%
Administrative/secretarial staff as a percentage of total staff	494	8.2%	0.0%



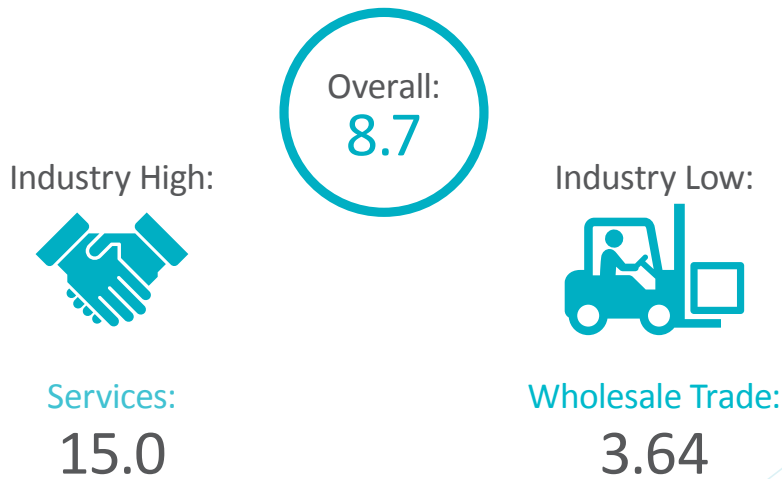
**Table 2: Legal Department Staffing Metrics (Cont'd)**

<b>Staff by Position as a Percentage of Total Company Employees</b>			
Lawyers as a percentage of total company employees	502	1.4%	0.3%
Paralegals/case managers as a percentage of total company employees	502	0.2%	0.0%
Legal operations professionals as a percentage of total company employees	499	0.1%	0.0%
Non-legal professionals as a percentage of total company employees	495	0.1%	0.0%
Administrative/secretarial staff as a percentage of total company employees	503	0.2%	0.0%
<b>Lawyer-to-staff Ratios</b>			
Lawyers per paralegal/case manager	288	4.9	3.0
Lawyers per legal operations professionals	141	14.3	8.5
Lawyers per non-legal professionals	160	5.8	3.0
Lawyers per admin/secretary	254	5.8	4.3
Lawyers per total non-lawyer staff	377	2.2	1.5
<b>Legal Department Staff Standardized by Company Revenue</b>			
Lawyers per \$1 billion in company revenue	497	223.5	8.7
Legal staff per \$1 billion in company revenue	477	342.2	13.5

Note: See "Benchmarking Calculations" section for a complete list of metrics and their calculations.

**METRIC HIGHLIGHT**

**Lawyers per \$1 Billion in Company Revenue (Median)**



## 2. Key Benchmarks — Spending



Legal spend takes many forms but it primarily centers around internal staffing costs, external legal fees, and the resulting cost of not having adequate legal resources (i.e., the cost of regulatory fines and penalties). We therefore break down internal and external legal spend into a series of relevant metrics that are standardized by staff size, overall legal spend, and company revenue. To allow for more direct and consistent comparison, these numbers do not reflect settlement costs, judgements, fines, recoveries, or costs associated with claims or capitalized expenses. Table 3 lists 37 standardized spending metrics representing the overall survey respondent population.

**Table 3: Legal Department Spending Metrics**

	n	Mean	Median
<b>Total Legal Spend</b>			
Legal spend (budgeted) 2018	401	\$12,363,487	\$1,600,550
Legal spend (actual) 2018	439	\$16,664,691	\$1,900,000
Budget to actual spend ratio 2018	398	11.0%	0.0%
Total legal spend (actual) as a percentage of company revenue 2018	427	2.3%	0.4%
Company revenue divided by total legal spend (actual) 2018	434	\$633	\$249
Total legal spend per lawyer	438	\$718,580	\$497,042
Total legal spend per legal staff	420	\$432,856	\$294,950
Company revenue per lawyer	497	\$406,295,076	\$115,321,013
Company revenue per legal staff	477	\$248,095,521	\$74,000,000
<b>Inside Legal Spend</b>			
Inside legal spend (actual) 2018	424	\$7,666,164	\$847,981
Inside spend (actual) as a percentage of total legal spend (actual) 2018	476	52.9%	50.0%
Inside spend (actual) as a percentage of company revenue	415	1.5%	0.2%
Revenue per inside spend (actual)	419	\$1,621	\$530
Total lawyer compensation and benefits spend	400	\$4,689,479	\$560,000
Lawyer compensation and benefits as a percentage of total inside spend	483	71.9%	79.0%
Total non-lawyer compensation and benefits spend	293	\$1,800,612	\$225,000
Non-lawyer compensation and benefits as a percentage of total inside spend	481	16.6%	13.3%
Total other inside spend	460	\$1,173,411	\$0
Other inside spend as a percentage of total inside spend	479	11.5%	0.0%
Inside spend per lawyer	423	\$297,635	\$227,500
Inside spend per legal staff	405	\$180,092	\$142,857
Cost per lawyer hour	399	\$114	\$90
Cost per non-lawyer hour	270	\$63	\$39

**Table 3: Legal Department Spending Metrics (Cont'd)**

	n	Mean	Median
<b>Outside Legal Spend</b>			
Outside legal spend (actual) 2018	434	\$9,710,316	\$845,000
Outside spend (actual) as a percentage of total legal spend (actual) 2018	476	47.1%	50.0%
Outside spend (actual) as a percentage of company revenue	426	1.7%	0.2%
Revenue per outside spend (actual)	415	\$1,910	\$485
Total outside spend on outside counsel	425	\$5,794,148	\$612,000
Outside spend (on outside counsel) as a percentage of total outside spend	484	80.6%	90.0%
Total outside spend on other service providers	450	\$730,071	\$10,482
Outside spend (on other service providers) as a percentage of total outside spend	483	8.4%	5.0%
Total patent and trademark filing fees	452	\$662,117	\$1,575
Patent and trademark filing fees as a percentage of total outside spend	483	7.8%	2.0%
Total other outside spend	467	\$195,269	\$0
Other outside spend as a percentage of total outside spend	483	3.3%	0.0%
Outside spend per lawyer	433	\$423,977	\$227,500
Outside spend per legal staff	414	\$251,655	\$130,927

Note: See "Benchmarking Calculations" section for a complete list of metrics and their calculations.

**METRIC HIGHLIGHT**

**Cost per Lawyer Hour (Median)**



Industry High:



Mining:

**\$123 per hour**

Industry Low:



Wholesale Trade:

**\$74 per hour**

# 3. Key Benchmarks — Workload and Work Allocation



Optimizing workload and how that work is allocated internally and externally is critical for maintaining proper coverage and efficiency in the legal department. Just as headcount and spend are intimately tied to one another, having a better understanding of current workload and work allocation directly affects proper optimization of headcount and spend. This section first presents metrics on litigation matters and contracts handled in the legal department. We then present the internal versus external work allocation among 12 different work area categories. Finally, we show how insourced work is distributed across several staff positions.

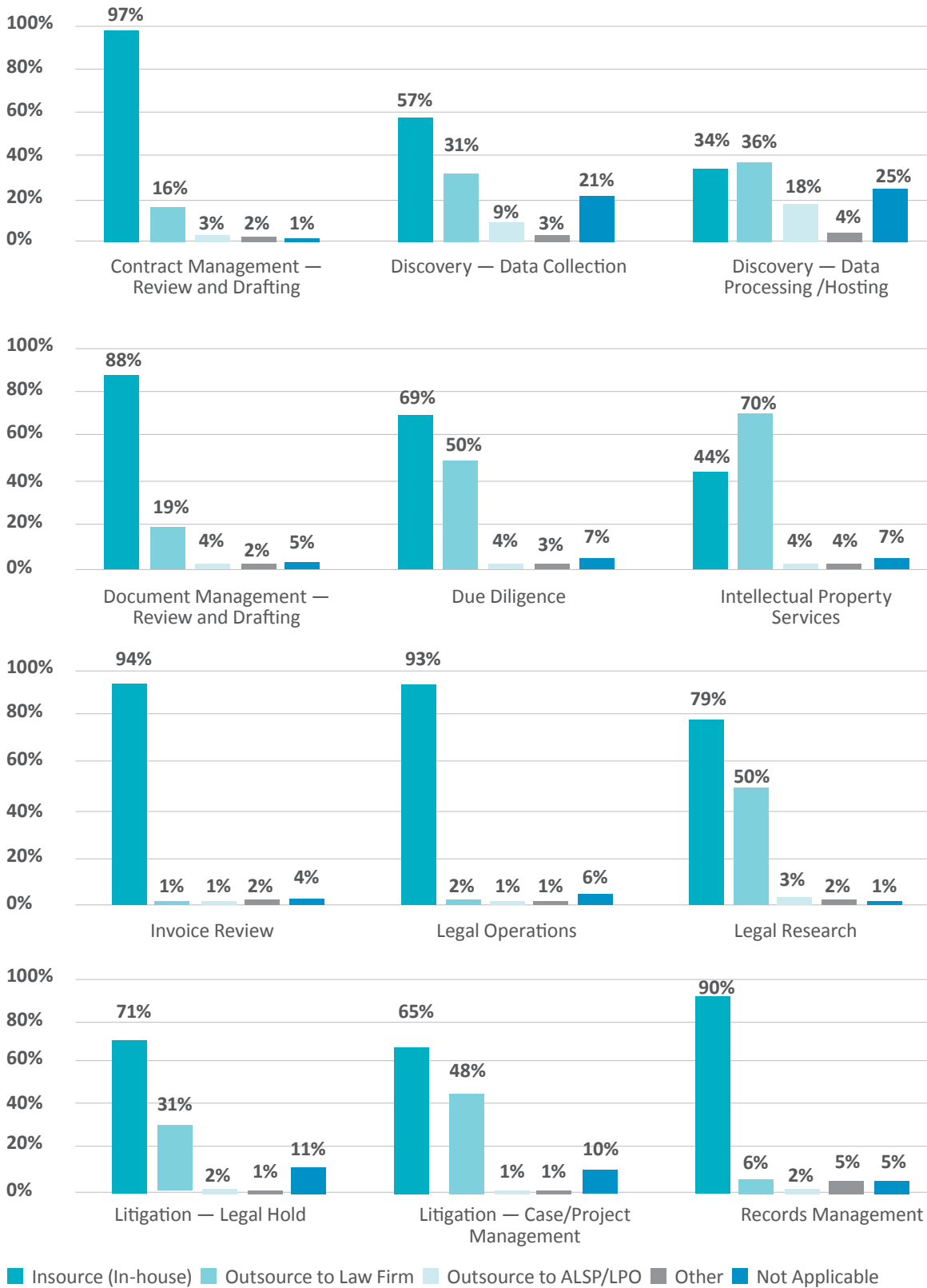
**Table 4: Legal Department Workload Metrics**

	n	Mean	Median
<b>Litigation Matters</b>			
Number of litigation matters handled	473	427.4	7.0
Number of litigation matters handled per inside lawyer	472	9.3	1.9
<b>Contracts</b>			
Number of contracts reviewed	446	2,198.4	300.0
Number of contracts reviewed per inside lawyer	444	173.2	89.6
Contract cycle time (in number of days)	414	30.9	15.0

Note: See “Benchmarking Calculations” section for a complete list of metrics and their calculations.

Figure 1 shows how legal departments allocate work across 12 broad work categories. The data in each bar chart represents the percentage of departments allocating work in five ways. The work is performed in-house, outsourced to a law firm, outsourced to an alternative legal service provider (ALSP), handled in another way, or not performed at all. In many cases, each type of work is allocated in more than one way, which is reflected in the resulting data.

**Figure 1: Legal Department Work Allocation**



If respondents reported that any of the 12 work categories were performed in-house, we then asked how this work was distributed across staff positions. Table 5 presents the distribution of work in-house among seven types of positions. Percentages indicate the average amount of work in each category that is done for each legal department staff position. Cells with darker shades indicate that a larger percentage of work is carried out by that staff category.

**Table 5: In-house Work Allocation**

	Lawyers	Paralegals/ Case Managers	Legal Operations Professionals	Non-Legal Professionals	Administrative/ Secretarial Staff	Contract (Temp.) Staff	Other Staff
Contract management — review and drafting	80.8%	10.9%	2.2%	3.7%	1.2%	0.8%	1.3%
Discovery — data collection	48.4%	17.7%	5.6%	9.9%	2.7%	0.9%	16.8%
Discovery — data processing/hosting	40.3%	12.4%	5.6%	12.3%	2.6%	1.3%	27.3%
Document management — review and drafting	75.0%	12.9%	3.1%	3.7%	2.0%	0.6%	3.9%
Due diligence	71.4%	8.4%	3.1%	4.7%	0.5%	0.2%	13.5%
Intellectual property services	64.5%	10.5%	3.5%	4.0%	1.1%	0.3%	17.5%
Invoice review	65.6%	10.4%	7.0%	6.0%	7.4%	0.7%	4.9%
Legal operations	63.9%	9.2%	18.6%	2.8%	2.8%	0.4%	4.5%
Legal research	76.9%	12.6%	2.5%	0.9%	0.4%	1.2%	6.8%
Litigation — legal hold	65.7%	15.9%	4.1%	3.0%	0.9%	0.6%	11.6%
Litigation — case/project management	72.4%	10.9%	2.5%	1.8%	0.6%	0.8%	12.8%
Records management	45.2%	19.5%	6.8%	12.2%	10.4%	0.6%	8.1%

## 4. Key Benchmarks — Law Firms and Fee Structures



Law firm convergence and alternative fee structures are topics of serious interest for corporate legal departments as the pressure to do more with less and to demonstrate value to the business only continues to grow. We present several metrics to help departments get a better sense of the law firm usage and fee structures commonly used among the overall survey population. Table 6 provides the average number of law firms employed by legal departments as well as the number employed across 30 separate practice areas. We also show the average number of law firms used that make up roughly 80 percent of a department's external spend. The numbers only reflect departments that employed at least one law firm in each practice area.

**Table 6: Law Firms**

	n	Mean	Median
<b>Law Firms Employed by Legal Department</b>			
Number of law firms employed	495	40.2	10.0
Number of "significant" law firms employed	493	6.2	3.0
<b>Law Firms Employed by Practice Area</b>			
Antitrust	138	2.3	1.0
Bankruptcy	90	3.2	1.0
Contracts	271	5.1	2.0
Capital markets	88	4.1	1.5
Cybersecurity/IT governance	138	1.8	1.0
Data privacy	222	1.8	1.0
Employee benefits/executive compensation	208	2.0	1.0
Employment/labor	361	4.1	2.0
Environmental	106	2.7	2.0
General/corporate commercial	321	6.4	2.0
Government relations	106	3.3	1.0
Industry specific	105	32.4	2.0
International	104	9.6	3.0
Intellectual property — licensing	119	2.3	1.0
Intellectual property — patent	191	7.2	1.0
Intellectual property — trademark	269	3.6	1.0
Litigation — commercial	267	6.0	2.0
Litigation — environmental	47	3.0	2.0
Litigation — patent	76	5.0	2.0
Litigation — product liability	65	8.3	3.0
Litigation — securities	39	3.9	1.0
Litigation — trademark	74	3.6	1.0

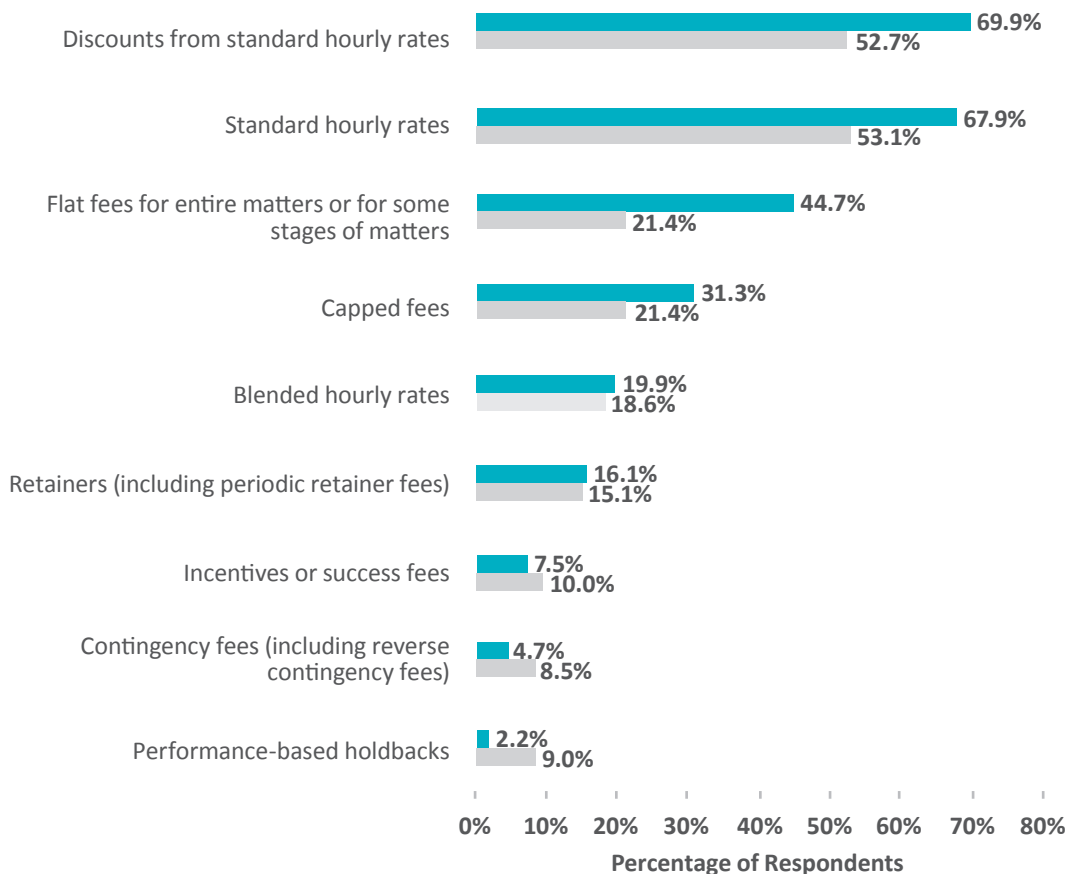
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**Table 6: Law Firms (Cont'd)**

Litigation — other	138	8.1	3.0
Mergers and acquisitions	234	3.8	2.0
Property and casualty	55	3.5	1.0
Real estate	177	3.5	2.0
Regulatory	180	4.2	2.0
Securities/finance	130	2.8	1.0
Tax	152	2.8	1.0

We then asked respondents to select which fee structures their department uses and what percentage of their external spend uses each of the fee structures listed. The upper bar indicates the percentage of legal departments that use each of the fee structures. The bottom bar indicates the percentage of outside counsel spend that is based on each fee structure. Fee structures are presented in descending order by adoption percentage.

**Figure 2: Fee Adoption and Outside Counsel Spend Percentage**



■ Fee adoption percentage ■ Outside counsel spend percentage



# 5. Use of Technology



Employing the right technology in the appropriate functional areas can help to greatly improve matter and document management, contract processes, and financial record keeping, ultimately helping to streamline time consuming processes and reduce the amount of time spent on low-value work. It is essential for establishing and maintaining an efficient legal department. With a burgeoning legal technology industry, the process for acquiring the right technology for one's department can be overwhelming. In order to better understand current technology usage among departments, we presented respondents with fourteen different legal technology solution areas and were asked to select those areas in which their legal department has implemented technology. Among each technology solution used, respondents were asked to list the specific vendor(s) and system(s) they employed and then rate each vendor and system on a five-point satisfaction scale. Figure 3 presents the percentage of departments that have implemented technology across each solution area among the overall survey population. See "Legal Technology Definitions" section on page 25 for a complete list of technology definitions.

**Figure 3: Technology Adoption by Key Legal Technology Area**

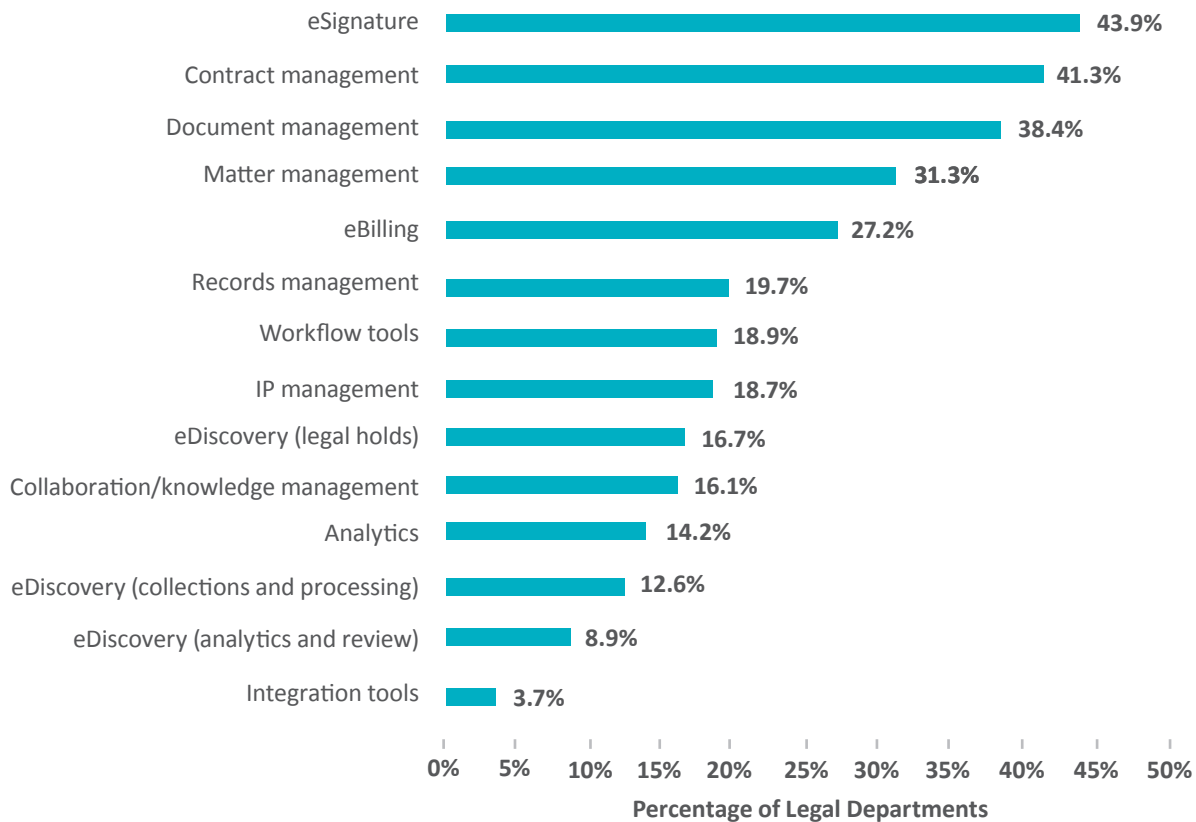


Table 7 presents the single most common (mode) vendor and system listed by respondents for each technology solution area. The “n” size indicates the number of respondents that use each of the listed vendors and systems. Many vendors produce systems in more than one solution area and are therefore eligible to be listed across more than one category. For example, 33 legal departments use Thomson Reuters as their eBilling technology vendor out of the total number of departments that listed a specific vendor in that solution area. This does not necessarily mean that a majority of participating legal departments use Thomson Reuters, simply that it is the most common vendor listed in that solution area.

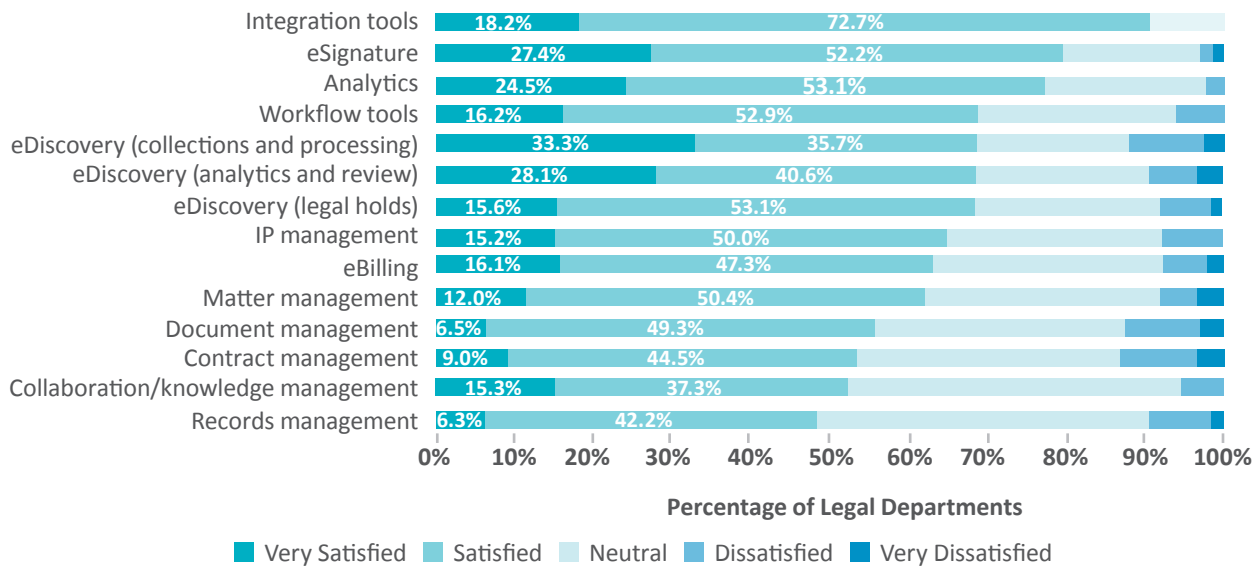
**Table 7: Most Common Vendors and Systems by Key Legal Technology Area**

Key Legal Areas	n	Most Common VENDOR	n	Most Common SYSTEM
eSignature	130	DocuSign	126	DocuSign
Contract management	19	Microsoft	17	SharePoint
Document management	32	Microsoft	27	SharePoint
Matter management	22	Thomson Reuters	20	Legal Tracker
eBilling	33	Thomson Reuters	33	Legal Tracker
Records management	15	Microsoft	12	SharePoint
Workflow tools	15	Microsoft	8	SharePoint
IP management	17	CPA Global	8	FoundationIP
eDiscovery (legal holds)	18	Zapproved	17	Legal Hold Pro
Collaboration/knowledge management	37	Microsoft	26	SharePoint
Analytics	11	Microsoft	10	Power BI
eDiscovery (collections and processing)	5	Custom Build/OpenText/Relativity	5	Custom Build
eDiscovery (analytics and review)	8	Relativity	6	RelativityOne
Integration tools	3	Microsoft	1	10 systems

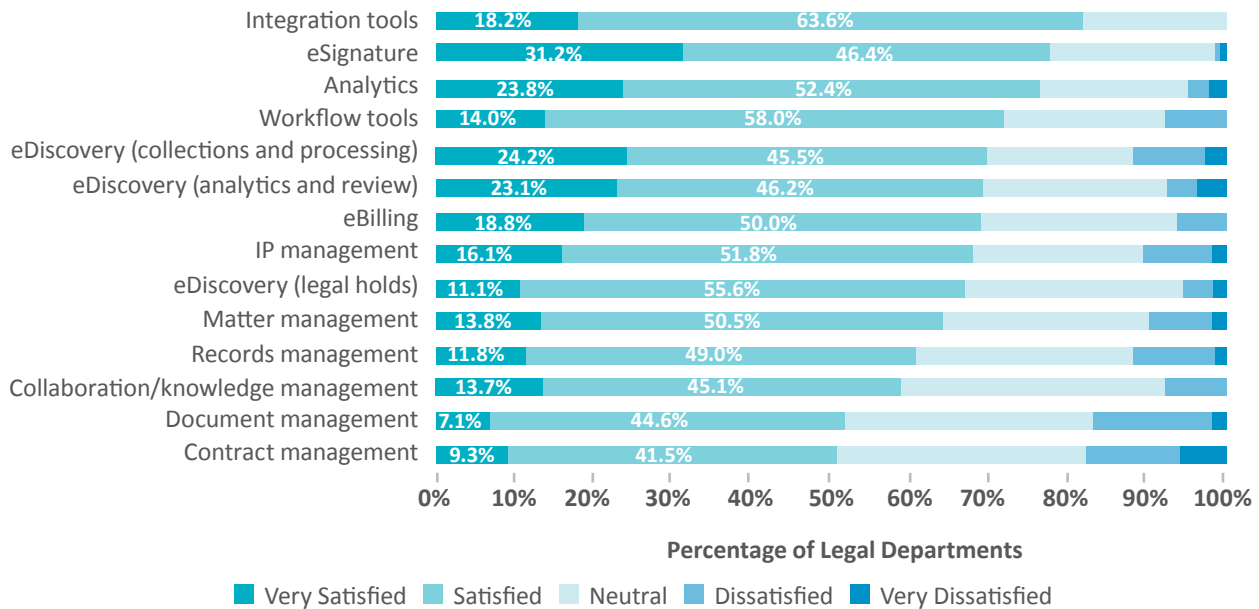
Note: It is not stated or implied that the vendors or products listed are recommended or endorsed by ACC in any way, and ACC expresses no opinion on them. ACC members and others should exercise independent judgement when selecting vendors and products.

Figures 4 and 5 present vendor and system satisfaction ratings, respectively, across technology solution areas. The ratings represent the overall satisfaction scores of the collective vendors and systems within a technology area and do not intend to reflect any single vendor or system. Both charts show the percentage of respondents that selected a specific satisfaction rating on a five-point scale and the data is ordered by the collective percentage totals of the “very satisfied” and “satisfied” categories. Exact percentages are presented only for those two categories for ease of interpretation.

**Figure 4: Vendor Satisfaction by Key Legal Technology Area**

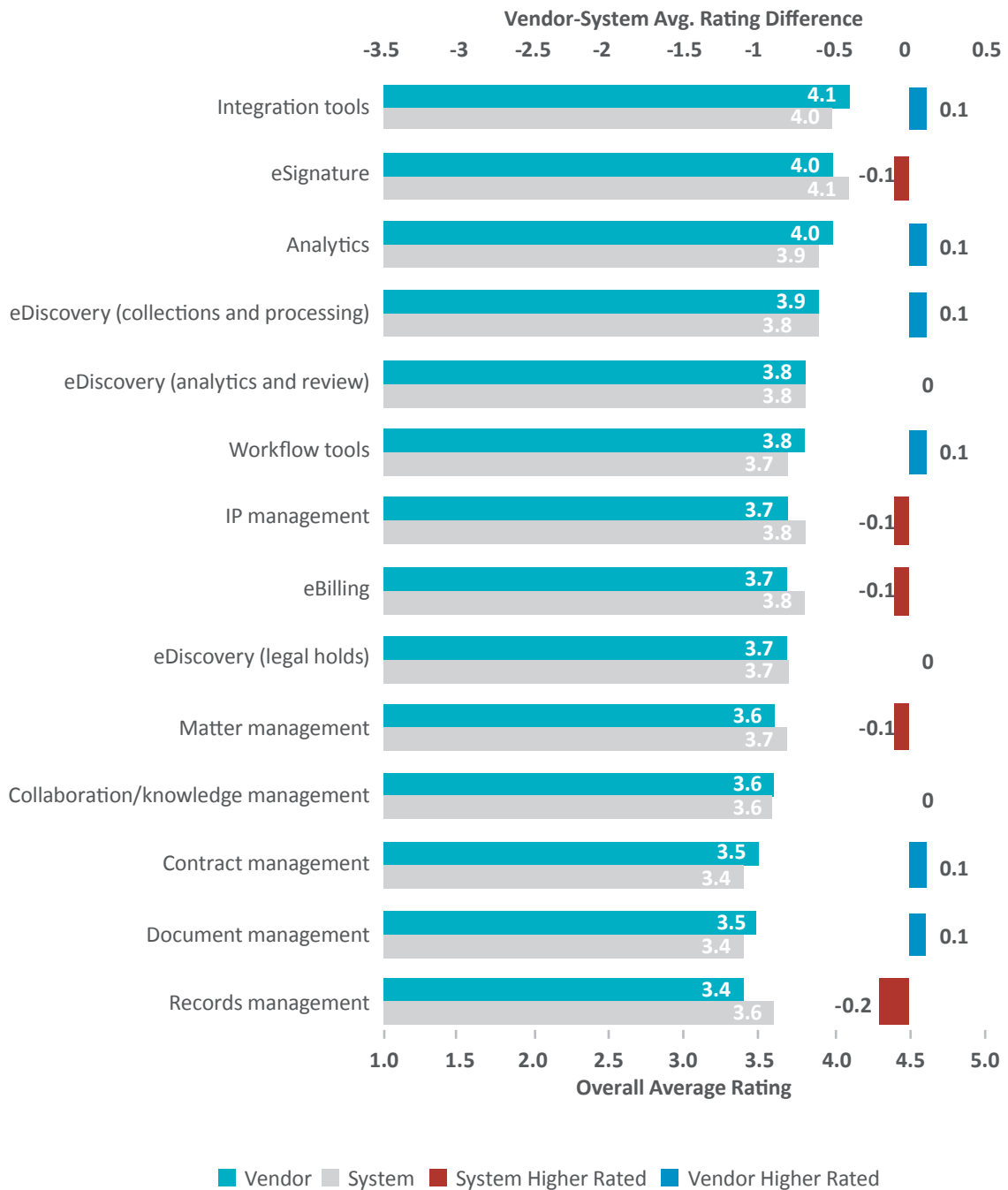


**Figure 5: System Satisfaction by Key Legal Technology Area**



In addition to presenting ratings through categorical percentages, Figure 6 shows the average vendor and system rating across each technological solution. The top bar in each row lists the average satisfaction rating of all vendors collectively listed by respondents for each solution area. The bottom bar presents the same information for each system. The data is shown in descending order from highest to lowest average vendor rating. The bars on the right-hand side of the chart show the difference between average vendor and system ratings.

**Figure 6: Overall Vendor and System Ratings by Key Legal Technology Area**



## 6. Performance Scoring



In order to demonstrate effective legal performance and high value to the business, legal departments must define their strategic priorities and align them with those of the broader organization and measure their performance in achieving these priorities. We developed a set of 10 legal department performance attributes that emphasize outside counsel management in terms of spend and communication, optimizing operational efficiencies like work allocation and the employment of technology, talent development, and value alignment. Respondents were presented with each of the 10 performance attributes and asked to rate (on a five-point scale) both the importance of each attribute in their legal department and how satisfied they were with their department's performance in each area. Table 8 lists each attribute and the overall average importance and satisfaction scores across all participating departments.

**Table 8: Legal Department Performance Attributes**

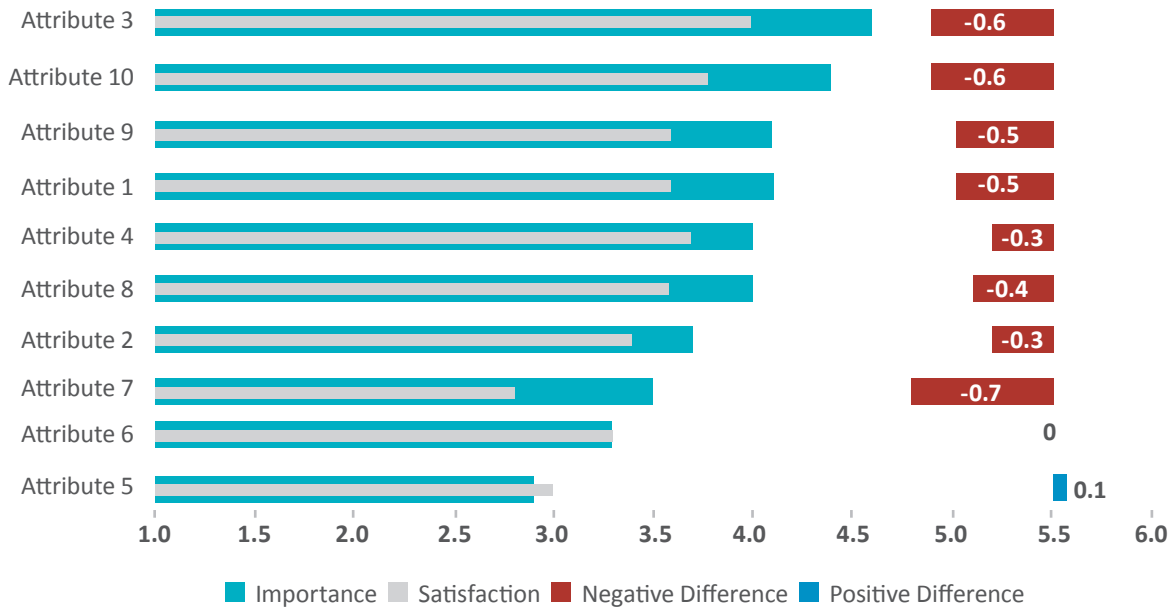
		Importance Rating	Satisfaction Rating
1.	<i>We actively identify and implement ways to reduce outside counsel spend and other external spend.</i>	4.1	3.6
2.	<i>We provide regular feedback on outside counsel performance to help ensure high quality, cost-effective legal work.</i>	3.7	3.4
3.	<i>Our legal department initiatives/activities are aligned with our clients' strategic priorities.</i>	4.6	4.0
4.	<i>We regularly solicit feedback from our internal clients to improve our delivery of legal services.</i>	4.0	3.7
5.	<i>Our clients consistently use a legal intake mechanism to allow us to track and assign requests for legal services.</i>	2.9	3.0
6.	<i>Work allocation among our legal department staff is measured or tracked to ensure the right work is being done by the right people.</i>	3.3	3.3
7.	<i>We employ technology to streamline processes and reduce time spend on low-value work in the legal department.</i>	3.5	2.8
8.	<i>We actively promote professional development opportunities for our legal staff.</i>	4.0	3.6
9.	<i>Our legal department has a culture that promotes innovation and/or continuous improvement of legal services.</i>	4.1	3.6
10.	<i>We clearly demonstrate the value of the legal department to our business leaders and other stakeholders.</i>	4.4	3.8

Importance Rating Scale: 1 = Not Important; 2 = Slightly Important; 3 = Moderately Important; 4 = Important; 5 = Very Important

Satisfaction Rating Scale: 1 = Very Dissatisfied; 2 = Dissatisfied; 3 = Neutral; 4 = Satisfied; 5 = Very Satisfied

Figure 7 presents the average importance and satisfaction ratings for each attribute among all departments listed in descending order, from highest to lowest importance score. The outer bar represents the average importance score and the inner bar represents the average satisfaction score. The bar on the right-hand side of the chart shows the difference between average importance and satisfaction scores.

**Figure 7: Performance Ratings—Importance vs. Satisfaction**



In addition to charting the importance-satisfaction gaps across attributes, we created a performance matrix that assigns value labels based on a legal department’s combined importance and satisfaction scores for any given attribute. Figure 8 presents this matrix with each of four quadrants assigning a value label. For example, if a respondent rated a performance attribute as at least moderately important (on the y axis) and was neutral or dissatisfied (on the x axis) in the department’s performance, then that attribute is labeled as an “opportunity for improvement.”

**Figure 8: Legal Department Performance Matrix**

Degree of Importance	5 = Very Important	Quadrant #1 Opportunity for Improvement			Quadrant #2 Keep Up the Good Work!	
	4 = Important					
	3 = Moderately Important					
	2 = Slightly Important	Quadrant #4 Low Priority			Quadrant #3 Exceeding Expectations	
	1 = Not Important					
		1 = Very Dissatisfied	2 = Dissatisfied	3 = Neutral	4 = Satisfied	5 = Very Satisfied
		Degree of Satisfaction				

We then use the performance matrix to determine how legal departments are generally performing across each of the 10 attributes. Table 9 shows the percentage of departments that are assigned to each of the four quadrants for each performance attribute. Quadrants with the highest percentage of departments are highlighted. Attributes five, six, and seven are areas in which a plurality of departments have the greatest opportunity for improvement, while a plurality are performing well across the remaining attributes. However, there is strong variation across quadrants. Very few departments are exceeding expectations in any attribute and at least one third of departments have an opportunity to improve their performance in four of the remaining seven attributes.

**Table 9: Quadrants Assigned by Performance Attribute**

Legal Department Performance Attributes	Opportunity for Improvement	Keep Up the Good Work	Exceeding Expectations	Low Priority
1. We actively identify and implement ways to reduce outside counsel spend and other external spend.	35.5%	57.4%	2.8%	4.3%
2. We provide regular feedback on outside counsel performance to help ensure high quality, cost-effective legal work.	39.1%	46.5%	2.8%	11.6%
3. Our legal department initiatives/activities are aligned with our clients’ strategic priorities.	16.7%	82.0%	0.2%	1.1%
4. We regularly solicit feedback from our internal clients to improve our delivery of legal services.	34.3%	60.1%	1.9%	3.6%
5. Our clients consistently use a legal intake mechanism to allow us to track and assign requests for legal services.	42.1%	18.9%	6.7%	32.3%
6. Work allocation among our legal department staff is measured or tracked to ensure the right work is being done by the right people.	39.5%	33.9%	7.8%	18.8%
7. We employ technology to streamline processes and reduce time spend on low-value work in the legal department.	59.3%	21.2%	3.0%	16.5%
8. We actively promote professional development opportunities for our legal staff.	27.4%	63.4%	1.3%	8.0%
9. Our legal department has a culture that promotes innovation and/or continuous improvement of legal services.	33.8%	59.5%	0.6%	6.1%
10. We clearly demonstrate the value of the legal department to our business leaders and other stakeholders.	28.9%	68.8%	0.9%	1.5%

## Benchmark Calculations

Benchmarking Metrics	Calculation
<b>Number of Legal Department Staff by Position</b>	
Number of lawyers	Total number
Number of paralegals/case managers	Total number
Number of legal operations professionals	Total number
Number of non-legal professionals	Total number
Number of administrative/secretarial staff	Total number
Total inside legal staff	Total number
Number of contract (temporary) staff	Total number
<b>Staff by Position as a Percentage of Total Legal Department Staff</b>	
Lawyers as a percentage of total staff	Lawyers divided by total legal staff
Paralegals/case managers as a percentage of total staff	Paralegals/case managers divided by total legal staff
Legal operations professionals as a percentage of total staff	Legal operations professionals divided by total legal staff
Non-legal professionals as a percentage of total staff	Non-legal professionals divided by total legal staff
Administrative/secretarial staff as a percentage of total staff	Administrative/secretarial staff divided by total legal staff
<b>Staff by Position as a Percentage of Total Company Employees</b>	
Lawyers as a percentage of total company employees	Lawyers divided by total company employees
Paralegals/case managers as a percentage of total company employees	Paralegals/case managers divided by total company employees
Legal operations professionals as a percentage of total company employees	Legal operations professionals divided by total company employees
Non-legal professionals as a percentage of total company employees	Non-legal professionals divided by total company employees
Administrative/secretarial staff as a percentage of total company employees	Administrative/secretarial staff divided by total company employees
<b>Lawyer to Staff Ratios</b>	
Lawyers per paralegal/case manager	Lawyers divided by paralegals/case managers
Lawyers per legal operations professionals	Lawyers divided by legal operations professionals
Lawyers per non-legal professionals	Lawyers divided by non-legal professionals
Lawyers per admin/secretary	Lawyers divided by administrative/secretarial staff
Lawyers per total non-lawyer staff	Lawyers divided by non-lawyer staff



Benchmarking Metrics	Calculation
<b>Total Legal Spend</b>	
Legal spend (budgeted) 2018	Total number (in \$US)
Legal spend (actual) 2018	Total number (in \$US)
Budget to actual spend ratio 2018	Subtract budgeted amount from actual amount. Take the difference and divide by the budgeted amount. Multiply the resulting rate by 100 to find the % change.
Total legal spend (actual) as a percentage of company revenue 2018	Total legal spend divided by company revenue
Company revenue divided by total legal spend (actual) 2018	Company revenue divided by total legal spend
Total legal spend per lawyer	Total legal spend divided by lawyers
Total legal spend per legal staff	Total legal spend divided by total legal staff
Company revenue per lawyer	Company revenue divided by lawyers
Company revenue per legal staff	Company revenue divided by total legal staff
<b>Inside Legal Spend</b>	
Inside legal spend (actual) 2018	Total number (in \$US)
Inside spend (actual) as a percentage of total legal spend (actual) 2018	Total inside spend divided by total legal spend
Inside spend (actual) as a percentage of company revenue	Total inside spend divided by company revenue
Revenue per inside spend (actual)	Company revenue divided by total inside spend
Total lawyer compensation and benefits spend	Total number (in \$US)
Lawyer compensation and benefits as a percentage of total inside spend	Lawyer compensation & benefits spend divided by total inside spend
Total non-lawyer compensation and benefits spend	Total number (in \$US)
Non-lawyer compensation and benefits as a percentage of total inside spend	Non-lawyer compensation & benefits spend divided by total inside spend
Total other inside spend	Total number (in \$US)
Other inside spend as a percentage of total inside spend	Other inside spend divided by total inside spend
Inside spend per lawyer	Total inside spend divided by lawyers
Inside spend per legal staff	Total inside spend divided by total legal staff
Cost per lawyer hour	Total lawyer compensation & benefits spend divided by (lawyers x 1,800 billable hours)
Cost per non-lawyer hour	Total non-lawyer compensation & benefits spend divided by (non-lawyers x 1,800 billable hours)

Continued ...

Benchmarking Metrics	Calculation
<b>Outside Legal Spend</b>	
Outside legal spend (actual) 2018	Total number (in \$US)
Outside spend (actual) as a percentage of total legal spend (actual) 2018	Total outside spend divided by total legal spend
Outside spend (actual) as a percentage of company revenue	Total outside spend divided by company revenue
Revenue per outside spend (actual)	Company revenue divided by total outside spend
Total outside spend on outside counsel	Total number (in \$US)
Outside spend (on outside counsel) as a percentage of total outside spend	Outside spend (on outside counsel) divided by total outside spend
Total outside spend on other service providers	Total number (in \$US)
Outside spend (on other service providers) as a percentage of total outside spend	Outside spend (on other service providers) divided by total outside spend
Total patent and trademark filing fees	Total number (in \$US)
Patent and trademark filing fees as a percentage of total outside spend	Patent & trademark filing fees divided by total outside spend
Total other outside spend	Total number (in \$US)
Other outside spend as a percentage of total outside spend	Other outside spend divided by total outside spend
Outside spend per lawyer	Total outside spend divided by lawyers
Outside spend per legal staff	Total outside spend divided by total legal staff
<b>Litigation Matters</b>	
Number of litigation matters handled	Total number
Number of litigation matters handled per inside lawyer	Number of litigation matters divided by inside lawyers
<b>Contracts</b>	
Number of contracts reviewed	Total number
Number of contracts reviewed per inside lawyer	Number of contracts divided by inside lawyers
Contract cycle time	Number of days

## Legal Technology Definitions

Legal Technology Area	Definition
Analytics	Analytics tools support the collection, organization, and use of data to inform decision making and performance management.
Collaboration/knowledge management	Collaboration and knowledge management tools are used to support the process of capturing, distributing, and effectively using both structured and tacit knowledge assets.
Contract management	Contract management tools are used to support contract lifecycle management, including requesting, authoring, negotiating, approving, signing, analyzing, and storing contracts.
Document management	Document management tools are used to track, manage, and store digital documents and email, and reduce paper.
eBilling	eBilling tools are used to submit invoices from outside counsel or external entities over the internet to organizations and support the processing of invoice payments electronically.
eDiscovery (analytics and review)	Tools used to analyze and review data for eDiscovery and support the phases of the Electronic Discovery Reference Model.
eDiscovery (collections and processing)	Tools used to identify, preserve, collect, and process data for eDiscovery and support the phases of the Electronic Discovery Reference Model.
eDiscovery (legal holds)	Legal hold tools are used to automate and manage the entire process of legal hold notifications, tracking responses, interviews, reminders, and escalations.
eSignature	eSignature tools are used for electronic sending, signing, and managing of agreements.
Integration tools	Integration tools are used to provide a way to connect and manage software applications and automate a variety of critical business processes.
IP management	IP management tools are used to track and manage IP portfolios (patents and trademarks), provide docketing support, and process annuity payments.
Matter management	Matter management tools are used to manage and track legal matters, day-to-day matter work, and matter budgets.
Records management	Records management tools are used to manage the inventory of records. Typical items tracked include paper records, tapes, electronic media, and electronic data.
Workflow tools	Workflow tools are used to automate business processes.

## Industry Detail

### **01-09 Agriculture, Forestry, Fishing**

- 01 Agricultural Production—Crops
- 02 Agricultural Production—Livestock
- 07 Agricultural Services
- 08 Forestry
- 09 Fishing, Hunting, and Trapping

### **10-14 Mining**

- 10 Metal Mining
- 12 Coal Mining
- 13 Oil and Gas Extraction
- 14 Nonmetallic Minerals, Except Fuel

### **15-17 Construction**

- 15 General Building Contractors
- 16 Heavy Construction, Except Building
- 17 Special Trade Contractors

### **20-39 Manufacturing**

- 20 Food and Kindred Products
- 21 Tobacco Products
- 22 Textile Mill Products
- 23 Apparel & Other Textile Products
- 24 Lumber and Wood Products
- 25 Furniture and Fixtures
- 26 Paper and Allied Products
- 27 Printing and Publishing
- 28 Chemicals and Allied Products
- 29 Petroleum and Coal Products
- 30 Rubber & Misc. Plastics Products
- 31 Leather and Leather Products
- 32 Stone, Clay, and Glass Products
- 33 Primary Metal Industries
- 34 Fabricated Metal Products
- 35 Industrial Machinery & Equipment
- 36 Electronic & Other Electronic Equipment
- 37 Transportation Equipment
- 38 Instruments & Related Products
- 39 Misc. Manufacturing Industries

### **40-49 Transportation**

- 40 Railroad Transportation
- 41 Local & Interurban Passenger Transit
- 42 Trucking and Warehousing
- 44 Water Transportation
- 45 Transportation by Air
- 46 Pipelines, Except Natural Gas
- 47 Transportation Services
- 48 Communications
- 49 Electric, Gas & Sanitary Services

### **50-51 Wholesale Trade**

- 50 Wholesale Trade—Durable Goods
- 51 Wholesale Trade—Nondurable Goods

### **52-59 Retail Trade**

- 52 Building Materials & Garden Supplies
- 53 General Merchandise Stores
- 54 Food Stores
- 55 Automotive Dealers & Service Stations
- 56 Apparel and Accessory Stores
- 57 Furniture and Home Furnishings Stores
- 58 Eating and Drinking Places
- 59 Miscellaneous Retail

### **60-67 Finance, Insurance, Real Estate**

- 60 Depository Institutions
- 61 Nondepository Institutions
- 62 Security and Commodity Brokers
- 63 Insurance Carriers
- 64 Insurance Agents, Brokers, & Service
- 65 Real Estate
- 67 Holding & Other Investment Services

### **70-89 Services**

- 70 Hotels and Other Lodging Places
- 72 Personal Services
- 73 Business Services
- 75 Auto Repair, Services, and Parking
- 76 Miscellaneous Repair Services
- 78 Motion Pictures
- 79 Amusement & Recreation Services
- 80 Health Services
- 81 Legal Services
- 82 Educational Services
- 83 Social Services
- 84 Museums, Botanical, Zoological Gardens
- 86 Membership Organizations
- 87 Engineering & Management Services
- 89 Services, NEC

### **91-99 Public Administration**

- 91 Executive, Legislative & General Government, Except Finance
- 92 Justice, Public Order and Safety
- 93 Public Finance, Taxation and Monetary Policy
- 94 Administration of Human Resource Programs
- 95 Administration of Environmental Quality and Housing Programs
- 96 Administration of Economic Programs
- 97 National Security and International Affairs
- 99 Nonclassifiable Establishments

## Participating Organizations by Industry

### Agriculture, Forestry, Fishing

Australian Vintage Limited  
Elders  
Golder Associates Pty Ltd  
Hancock Victorian Plantations Pty Limited

### Mining

Alacer Gold  
Apex Energy  
ConocoPhillips  
Continental Resources, Inc.  
Devon Energy Corporation LP  
Iluka Resources Limited  
MEG Energy Corp  
Northern Star Resources Limited  
Origin Energy  
Parker Drilling  
Royal Dutch Shell  
Anonymous (1)

### Construction

ATCO Australia  
Douglass Colony Group, Inc.  
Encore Electric, Inc.  
Graham Group  
JELD-WEN, Inc.  
McMahon Services  
Nabholz Construction  
Anonymous (1)

### Manufacturing

3M Japan Limited  
A10 Networks  
Abbott  
Adelaide Brighton Ltd  
Advanced Sterilization Products  
Ag Growth International  
Ambev S.A.  
Apex Tool Group  
APIVITA S.A.  
Arauco Argentina S.A.  
ARM, Ltd.  
Auria Solutions  
Australian Vintage Limited  
BAE Systems Electronic Systems  
Bayer Italy  
Bio-Rad  
BlackBerry  
BlueScope Steel Limited  
Boehringer Ingelheim Italia S.p.A.  
Bombardier Commercial Aircraft  
Boston Scientific Corporation  
BRP Inc.  
BSH Home Appliances Corporation

Buzzi Unicem USA  
CEA Technologies  
Celulosa Arauco y Constitución S.A.  
Chemence  
Coca-Cola Amatil  
Collins Aerospace  
Concord Energy Holdings LLC  
ConocoPhillips  
Danaher  
Dell Technologies  
DENSO  
DIADORA  
Diageo plc  
Dialog Semiconductor plc  
DIC Corporation  
DMG MORI USA  
ECI Telecom  
Elkem Silicones USA Corp.  
Energizer Holdings Inc.  
Enphase Energy, Inc.  
Essilor Amara Pte Ltd  
Fitbit  
Flex Technology Group  
Florida Crystals Corporation  
Fluidigm Corporation  
Fresenius Medical Care Asia Pacific  
Fujitsu Australia Limited  
GE Transportation  
General Mills  
Gentell, Inc.  
GM Cruise LLC  
Hankook Tire America Corp.  
Hanwha Q CELLS America Inc.  
Harland Clarke Corp  
Hearst  
Heraeus, Inc.  
Hewlett Packard Enterprise  
HID Global Corporation  
Hills Limited  
Huntington Ingalls Industries  
Huntsman Corporation  
Hurco Companies, Inc.  
Husqvarna Group  
Imperial Tobacco  
Ingersoll-Rand  
Inmarsat Inc.  
Inteva Products, LLC  
Jaguar Land Rover LATAM  
JELD-WEN Australia Pty Limited  
JELD-WEN, Inc.  
JLQ Technology Co. Ltd.  
John Deere  
Johns Manville

Keter  
KidKraft, Inc.  
Kohler Co.  
Laidig Systems, Inc.  
Lassonde Pappas and Company, Inc.  
Levi Strauss & Co.  
LG Electronics USA, Inc.  
LifeStyles  
Lifeway Foods  
Lindt & Sprüngli  
LMI Aerospace  
Lockheed Martin Corporation  
Lonza Inc.  
Lululemon  
Lumenis  
Mahindra & Mahindra Limited  
Mediatek  
Menasha Corporation  
Micron Technology, Inc.  
MobileHelp, LLC  
Movado Group Inc.  
Nauto  
Nestlé Argentina S.A.  
Nestle Purina  
Nike Argentina  
Nokia Oyj  
Novartis  
Nsight  
NV Bekaert SA  
NXP  
OLEO CBD Drink Mixes  
ON Semiconductor  
Optics 1, Inc.  
OSRAM SYLVANIA Inc.  
Overhead Door Corporation  
OXEA Holding GmbH  
P. H. Glatfelter Company  
Panasonic  
Parker Hannifin Corporation  
PepsiCo Inc.  
Pilot Chemical Company  
Poly-America, L.P.  
PolyOne Corporation  
PPG Industries (Asia Pacific)  
Proeza  
Proteostasis Therapeutics, Inc.  
Rafael Advanced Defense Systems Ltd.  
Ricoh  
Riello S.p.A.  
Royal Dutch Shell  
Sara Lee Frozen Bakery  
Schröder  
Seagate Technology

Semiconductor Devices  
 Shape Technologies Group, Inc.  
 Siegfried  
 Siemens Healthcare Pty Ltd  
 Sihuan Pharmaceutical Holdings Group Ltd  
 Sony Middle East and Africa  
 Sophia Tolli Australia  
 SPIG S.p.A.  
 Stella-Jones Corporation  
 Subaru of Indiana Automotive, Inc.  
 Sumitomo Chemical  
 SunOpta Inc.  
 Superior Group of Companies, Inc.  
 SVP Worldwide/Singer Sewing  
 Syngenta  
 Targus  
 TE Connectivity Ltd.  
 Tenova  
 The Hershey Company  
 The New York Blower Company  
 The New York Times Company  
 Toyota Motor Corporation Australia Limited  
 Traditional Medicinals  
 TTM Technologies, Inc.  
 United Launch Alliance, LLC  
 United Technologies Corporation  
 Ventura Foods, LLC  
 Vi-Jon, Inc.  
 Vitamix  
 Vorwerk International Strecker & Co  
 Werner Co.  
 Western Forest Products  
 Whirlpool Corporation  
 Xerox Argentina ICOSA  
 Zebra Technologies Corporation  
 Anonymous (6)

#### Transportation

Akamai Technologies, Inc.  
 ATCO Australia  
 Australia Post  
 Cargolux  
 CGI  
 Data#3 Limited  
 ElectraNet Pty Limited  
 Encompass Digital Media  
 FedEx Ground Package System Inc.  
 Fraport Greece  
 Gogo Inc.  
 Hispasat  
 Inmarsat Inc.  
 ITV plc  
 Ixom Chemicals Group  
 Klook Travel Technology Ltd.  
 Lineage Logistics

Matson Navigation Company  
 Megaport  
 Middle East Broadcasting Networks  
 Muscatine Power & Water  
 Nine Entertainment Co. Holdings Ltd  
 Optus  
 Origin Energy  
 Ormat  
 Patriot Rail Company LLC  
 Pinnacle West Capital Corp  
 Queensland Rail  
 Sempra Energy  
 SGSP (Australia) Assets Pty Ltd  
 SunOpta Inc.  
 Telstra Corporation Limited  
 Verizon Media  
 Anonymous (4)

#### Wholesale Trade

3M Japan Limited  
 Acorn Stairlifts, Inc.  
 Ag Growth International  
 Agtegra Cooperative  
 Australian Vintage Limited  
 BAE Systems Electronic Systems  
 Becton Dickinson Spain  
 BlueScope Steel Limited  
 BRP Inc.  
 Calabrio, Inc.  
 Compass Group  
 Concord Energy Holdings LLC  
 Cox Automotive  
 Data#3 Limited  
 Diageo plc  
 Dialog Semiconductor plc  
 Dicalite Management Group, Inc.  
 Elders  
 Emerson Ecologics, LLC  
 Energizer Holdings Inc.  
 Fastenal Company  
 Fresenius Medical Care Asia Pacific  
 General Mills  
 Gordon Food Service  
 Hankook Tire America Corp.  
 Hills Limited  
 IMCD US LLC  
 Imperial Tobacco  
 Integrated Research Ltd.  
 International Dairy Queen  
 Ixom Chemicals Group  
 John Deere  
 Laidig Systems, Inc.  
 LG Electronics USA, Inc.  
 Lifeway Foods  
 Macy's, Inc.  
 Mansfield Oil Company of Gainesville, Inc.

McKesson Corporation  
 Mediatek  
 Medison  
 Murata Electronics Europe  
 Nabholz Construction  
 Nagase Holdings America Corp.  
 Nike Argentina  
 OLEO CBD Drink Mixes  
 ON Semiconductor  
 OSRAM SYLVANIA Inc.  
 P. H. Glatfelter Company  
 Panasonic  
 Parker Hannifin Corporation  
 Ricoh  
 Sara Lee Frozen Bakery  
 Schröder  
 Sihuan Pharmaceutical Holdings Group Ltd  
 SmartDrive Systems Inc.  
 Sumitomo Chemical  
 SunOpta Inc.  
 SVP Worldwide/Singer Sewing  
 Targus  
 Tech Data  
 The Marketing Store Worldwide (Asia) Ltd  
 The New York Blower Company  
 U.S. Venture, Inc.  
 Ultimate Positioning Group Pty Ltd  
 United Farmers of Alberta Co-operative Limited  
 Ventura Foods, LLC  
 Victory Wholesale Group  
 Western Forest Products  
 Xerox Argentina ICOSA  
 Young Living Essential Oils  
 Anonymous (5)

#### Retail Trade

7-Eleven Stores Pty. Ltd.  
 Acorn Stairlifts, Inc.  
 Belk, Inc.  
 BSH Home Appliances Corporation  
 CarMax, Inc.  
 Coles Group Limited  
 Collins Foods Limited  
 Compass Group  
 Cox Automotive  
 Danaher  
 Discount Tire  
 Emerson Ecologics, LLC  
 Experian Australia Pty Ltd  
 Francesca's  
 Gentell, Inc.  
 Guardian Pharmacy, LLC  
 International Dairy Queen  
 Jaguar Land Rover LATAM

Klook Travel Technology Ltd.  
Levi Strauss & Co.  
Lululemon  
Macy's, Inc.  
Mason Companies, Inc.  
McDonald's Development Italy LLC  
McDonald's Nederland B.V.  
McDonald's Restaurants of Canada Ltd.  
Meijer  
Optus  
PPG Industries (Asia Pacific)  
Rimini Street  
Sophia Tolli Australia  
Stanton Optical  
Stitch Fix  
Subaru of Indiana Automotive, Inc.  
Tastemade, Inc.  
Toyota Motor Corporation Australia Limited  
Ultimate Positioning Group Pty Ltd  
Vitamix  
Wawa, Inc.  
Woolworths Group Ltd  
Yesway  
Anonymous (1)

#### Finance, Insurance, Real Estate

777 Partners  
Agman Partners  
Allan Gray Ltd.  
Alterra Home Loans  
Ambev S.A.  
American Senior Communities  
ATB Financial  
Athene  
Avant Mutual  
Bank of Montreal  
Blackhawk  
British Columbia Investment Management Corp  
Calibrium AG  
Cardinal Capital Management  
Central Payments  
Century Plaza  
Chubb Limited  
Church Mutual Insurance Company  
Coca-Cola Amatil  
Compass Group  
Compugen Inc.  
Consilio  
Coverys  
CUNA Mutual Holding Company  
Diageo plc  
DPA Group N.V.  
Elders  
ElectraNet Pty Limited  
EMC Insurance Companies

Enova International, Inc  
EquityZen  
Excellus BlueCross BlueShield  
Fifth Third Bank  
Goal Structured Solutions, Inc.  
Grand Pacific Resorts  
Great West Casualty Company  
GuideStone Financial Resources  
Guild Group  
HCP, Inc.  
HealthNow New York Inc.  
Ingersoll-Rand  
Insurance Australia Group Limited  
ISS World  
Jaguar Land Rover LATAM  
JT Group Limited  
Jump Trading  
Keter  
LendingUSA, LLC  
Liberty Mutual Insurance  
Lindt & Sprüngli  
Lombard Odier  
Magellan Financial Group Limited  
Mahindra & Mahindra Limited  
MassMutual  
Massy Ltd.  
Meridian Bank  
Merrick Bank  
Morningstar, Inc.  
Nationwide Mutual Insurance Company  
Nelnet, Inc.  
Novartis  
NXP  
Penn National Insurance  
Pepperstone Group Limited  
Proeza  
Quest Apartment Hotels  
Quicken Loans  
Raymond James Financial  
Riello S.p.A.  
Royal Bank of Canada  
Schröder  
Scottish Re  
SDG Financial Holdings Group Hong Kong Co., Ltd.  
SGSP (Australia) Assets Pty Ltd  
Shape Technologies Group, Inc.  
Siegfried  
Sotheby's International Realty  
Southeastern Real Estate Group, LLC  
Syngenta  
TE Connectivity Ltd.  
Teacher Retirement System of Texas  
USI Insurance Services  
Van Metre Companies  
Vancouver City Savings Credit Union  
Vorwerk International Strecker & Co

Wolters Kluwer  
Woolworths Group Ltd  
Zenith Insurance Company  
Anonymous (6)

#### Services

A10 Networks  
Accenture Federal Services LLC  
Active Release Techniques  
Acuity Legal Consulting  
Advanced Engineering & Environmental Services, Inc.  
AdvancED/Measured Progress  
Akamai Technologies, Inc.  
Alberta Health Services  
Alliance College-Ready Public Schools  
Alliance Data  
Allscripts  
American Council on Exercise  
American Senior Communities  
ARM, Ltd.  
Austria Health  
Atkins US Holdings, Inc.  
Australia Post  
Australian Institute of Company Directors  
Avanade, Inc.  
Avant Mutual  
Aviation Training Consulting, LLC  
Bank Information Systems/Tiresias SA  
Barton & Associates, Inc.  
BenefitHub, Inc.  
Big Switch Networks  
Bio-Rad  
Bitcoin IRA  
Blackbaud, Inc.  
BlackBerry  
Blackhawk  
Booz Allen Hamilton  
British Columbia Investment Management Corp  
CACI International  
CEA Technologies  
Center for Internet Security  
Centurion, LLC  
CGI  
Chartered Accountants ANZ  
Child Mind Institute  
China Travel Service (Holdings) Hong Kong Limited  
Collins Foods Limited  
ComForCare Health Care Holdings, LLC  
Command Alkon Incorporated  
CompTIA  
Compugen Inc.  
Consilio

Corporate Governance Partners  
Couchbase, Inc.  
Counsel Press Inc.  
CRAssociates, Inc.  
Data#3 Limited  
DaVita Inc.  
DEKRA North America  
Dell Technologies  
Devon Energy Corporation LP  
Dialog Semiconductor plc  
Diocese of Phoenix  
Discount Tire  
DNV GL  
Dovetail Legal Solutions  
DPA Group N.V.  
DV construction  
EF Education First  
Enova International, Inc  
Enphase Energy, Inc.  
EPAM Systems Inc.  
Essential Brands, Inc.  
Estia Health  
Experian Australia Pty Ltd  
Express Services, Inc.  
Extended Stay America, Inc.  
Facebook, Inc.  
Flash Entertainment  
Flex Technology Group  
Fluidigm Corporation  
Foundation for California Community Colleges  
Fujitsu Australia Limited  
Garvan Institute of Medical Research  
Get Heal, Inc.  
Golder Associates Pty Ltd  
Grand Pacific Resorts  
Guild Group  
Hewlett Packard Enterprise  
Highgate Hotels, L.P.  
I-CAR Education Foundation  
iCIMS, Inc.  
Inmarsat Inc.  
Insightsoftware  
InstaReM Pte. Ltd.  
Integrated Research Ltd.  
Intuitive Edge  
IronClad Encryption Corporation  
Ironside Risk Partners  
IRT Group  
ISS World  
ITV plc  
Jack Henry & Associates, Inc.  
JLQ Technology Co. Ltd.  
JobsOhio  
John Muir Health  
K12 Inc.  
Keter

Khoros, LLC  
Lakeland Regional Health  
Leaf Group Ltd.  
Legalwellbeing  
Lonza Inc.  
Los Angeles County Museum of Art  
Mapbox, Inc.  
MasterCorp, Inc.  
MBI Health Services  
Mediatek  
Megaport  
Merrick & Company  
Merrick Bank  
Micro Focus Software Inc.  
Mission Australia  
MNP LLP  
Morningstar, Inc.  
MOX Services, LLC  
National Community Pharmacists Association  
National MS Society  
Nativo, Inc.  
NAVEX Global, Inc.  
NEXT Financial Group, Inc.  
Nokia Oyj  
Nous Group  
NYU Langone Health  
Octave Music Group  
Onit, Inc.  
Optics 1, Inc.  
Optus  
Outreach Corporation  
Panopto, Inc.  
Percona LLC  
Phase2 Technology, Inc.  
Playbuzz Ltd.  
Plexxis Software Inc.  
PowerPlan, Inc.  
Praedicat, Inc.  
Pramata Corporation  
Premier Parking  
ProgenyHealth  
PROS Holdings, Inc.  
Prosci, Inc.  
PSCU Inc.  
Quorum Health  
Rady Children's Specialists of San Diego  
Resources Connection, Inc.  
Rimini Street  
RMIT University  
Royal Dutch Shell  
Safe Software Inc.  
SageNet LLC  
SAI Global  
Salary.com  
SAP  
Schireson

Sczudlo Advisors LLC  
Seagate Technology  
Segment.io, Inc.  
ServiceMax, Inc.  
Shape Technologies Group, Inc.  
SherWeb  
SirsiDynix  
SmartDrive Systems Inc.  
Society of Actuaries  
Southern New Hampshire University  
SPIG S.p.A.  
Square Inc.  
SRC, Inc.  
Sustainability Victoria  
Syngenta  
Sys-tech Solutions, Inc.  
Talbert House  
TalentLaunch  
Tastemade, Inc.  
Team Velocity  
The Common Application  
The University of Alabama System  
TIBCO Software Inc.  
Tongal, Inc.  
TTEC Holdings Inc  
Ultimate Positioning Group Pty Ltd  
United Negro College Fund, Inc.  
Uniting Church in Australia (Synod of Victoria & Tasmania)  
University of North Texas System  
University of Wollongong  
USI Insurance Services  
UW Health  
Van Metre Companies  
Verinovum  
Verizon Media  
Viazul Limited  
Victoria University  
Viewpoint Construction Software Ltd  
VMware Inc.  
Vorwerk International Strecker & Co  
WASH Multifamily Laundry Systems, LLC  
WebPT, Inc.  
WestEd  
Wikimedia Foundation  
Wolters Kluwer  
WorkFusion  
Wowza Media Systems  
XING Technologies  
YipitData  
Zenlayer Inc.  
Anonymous (14)  
**Public Administration**  
Alberta Health Services  
Indian Air Force  
Pilbara Ports Authority  
Anonymous (1)



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Chiquita Brands International, Inc.



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