

Table of Contents

Methodology and Data	4
Terms and Definitions	5
1. Demographic Summary	6
2. Legal Department Structure	8
3. Key Benchmarks — Staffing	13
3.1. Key Benchmarks — Staffing by Company Revenue	15
3.2. Key Benchmarks — Staffing by Company Type.....	19
3.3. Key Benchmarks — Staffing by Legal Department Size	23
4. Key Benchmarks — Spending	26
4.1. Key Benchmarks — Spending by Company Revenue	29
4.2. Key Benchmarks — Spending by Company Type.....	37
4.3. Key Benchmarks — Spending by Legal Department Size	45
5. Key Benchmarks — Workload and Work Allocation	51
5.1. Key Benchmarks — Workload Metrics	52
5.2. Key Benchmarks — Work Allocation Metrics.....	56
5.3. Key Benchmarks — In-House Work Allocation.....	63
6. Key Benchmarks — Law Firms and Fee Structures	76
6.1. Key Benchmarks — Law Firms.....	77
6.2. Key Benchmarks — Fee Structures.....	82
7. Use of Technology	88
7.1. Use of Technology — eSignature	92
7.2. Use of Technology — Contract Management.....	93
7.3. Use of Technology — Document Management.....	94
7.4. Use of Technology — Workflow Tools	95
7.5. Use of Technology — Matter Management	96
7.6. Use of Technology — Collaboration/Knowledge Management	97
7.7. Use of Technology — Records Management	98
7.8. Use of Technology — eBilling	99
8. Performance Scoring	100
8.1. Performance Scoring — Attribute 1	104
8.2. Performance Scoring — Attribute 2	105

8.3.	Performance Scoring — Attribute 3	106
8.4.	Performance Scoring — Attribute 4	107
8.5.	Performance Scoring — Attribute 5	108
8.6.	Performance Scoring — Attribute 6	109
8.7.	Performance Scoring — Attribute 7	110
8.8.	Performance Scoring — Attribute 8	111
8.9.	Performance Scoring — Attribute 9	112
8.10.	Performance Scoring — Attribute 10	113
	Benchmark Calculations	114
	Industry Detail	116
	Appendix A: List of Tables	117
	Appendix B: List of Figures	119