

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.....	20
3.3. Key Benchmarks — Staffing by Legal Department Size	24
4. Key Benchmarks — Spending	27
4.1. Key Benchmarks — Spending by Company Revenue	30
4.2. Key Benchmarks — Spending by Company Type.....	40
4.3. Key Benchmarks — Spending by Legal Department Size	48
5. Key Benchmarks — Workload and Work Allocation	54
5.1. Key Benchmarks — Workload Metrics	55
5.2. Key Benchmarks — Work Allocation	59
5.3. Key Benchmarks — In-House Work Allocation.....	66
6. Key Benchmarks — Law Firms and Fee Structures	79
6.1. Key Benchmarks — Law Firms.....	80
6.2. Key Benchmarks — Fee Structures.....	85
7. Use of Technology	91
7.1. Use of Technology — eSignature	95
7.2. Use of Technology — Contract Management.....	96
7.3. Use of Technology — Document Management.....	97
7.4. Use of Technology — Matter Management	98
7.5. Use of Technology — Workflow Tools.....	99
7.6. Use of Technology — Records Management	100
7.7. Use of Technology — eBilling	101
7.8. Use of Technology — Collaboration/Knowledge Management	102
7.9. Use of Technology — Analytics	103
7.10. Use of Technology — IP Management	104
7.11. Use of Technology — eDiscovery (Legal Holds)	105

8. Performance Scoring	106
8.1. Performance Scoring — Attribute 1	110
8.2. Performance Scoring — Attribute 2	111
8.3. Performance Scoring — Attribute 3	112
8.4. Performance Scoring — Attribute 4	113
8.5. Performance Scoring — Attribute 5	114
8.6. Performance Scoring — Attribute 6	115
8.7. Performance Scoring — Attribute 7	116
8.8. Performance Scoring — Attribute 8	117
8.9. Performance Scoring — Attribute 9	118
8.10. Performance Scoring — Attribute 10	119
Benchmark Calculations	120
Industry Detail	122
Appendix A: List of Tables.....	123
Appendix B: List of Figures	125