

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.....	18
3.3. Key Benchmarks — Staffing by Legal Department Size	22
4. Key Benchmarks — Spending	25
4.1. Key Benchmarks — Spending by Company Revenue	28
4.2. Key Benchmarks — Spending by Company Type.....	34
4.3. Key Benchmarks — Spending by Legal Department Size	42
5. Key Benchmarks — Workload and Work Allocation	48
5.1. Key Benchmarks — Workload Metrics	49
5.2. Key Benchmarks — Work Allocation	52
5.3. Key Benchmarks — In-House Work Allocation.....	59
6. Key Benchmarks — Law Firms and Fee Structures	72
6.1. Key Benchmarks — Law Firms.....	73
6.2. Key Benchmarks — Fee Structures.....	78
7. Use of Technology	84
7.1. Use of Technology — eSignature	88
7.2. Use of Technology — Document Management	89
7.3. Use of Technology — Contract Management.....	90
7.4. Use of Technology — Matter Management	91
7.5. Use of Technology — Records Management	92
7.6. Use of Technology — eBilling	93
7.7. Use of Technology — IP Management	94
7.8. Use of Technology — eDiscovery (Legal Holds)	95
7.9. Use of Technology — Workflow Tools.....	96
7.10. Use of Technology — eDiscovery (Collections and Processing).....	97

8. Performance Scoring	98
8.1. Performance Scoring — Attribute 1	102
8.2. Performance Scoring — Attribute 2	103
8.3. Performance Scoring — Attribute 3	104
8.4. Performance Scoring — Attribute 4	105
8.5. Performance Scoring — Attribute 5	106
8.6. Performance Scoring — Attribute 6	107
8.7. Performance Scoring — Attribute 7	108
8.8. Performance Scoring — Attribute 8	109
8.9. Performance Scoring — Attribute 9	110
8.10. Performance Scoring — Attribute 10	111
Benchmark Calculations	112
Industry Detail	114
Appendix A: List of Tables.....	115
Appendix B: List of Figures	117