MarketView™
LEGAL MARKET INTELLIGENCE

2021

ENTERPRISE LEGAL MANAGEMENT
E-BILLING AND MATTER MANAGEMENT FOR CORPORATIONS
EXECUTIVE SUMMARY

HYPERION GP
RESEARCH

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INTRODUCTION

Welcome to the 2021 Edition of Hyperion's *MarketView Report: Enterprise Legal Management: E-Billing and Matter Management Systems.*

Today's Enterprise Legal Management (ELM) market represents a mature, yet continuously evolving set of capabilities targeted at the ever-growing needs of an increasingly influential legal operations community. An industry with roots in e-billing for large companies has transformed to provide a wide range of legal-specific functionality to organizations of all sizes. ELM solutions now deliver a broad array of capabilities, bring together everything from contract and matter management to sophisticated analytics, benchmarking, and AI-assisted decision-making support.

Despite these increased capabilities, legal teams continue to face a growing number of unaddressed challenges. Given this landscape, legal ops teams are no longer hesitant to look outside the traditional ELM space for solutions, increasingly deploying best-of-breed solutions to fill the gaps. This shift to a customer-driven market can be seen in the ever-increasing number of applications that legal teams rely on and the number of recent acquisitions of adjacent solutions by ELM vendors.

This Hyperion MarketView^{TM} Report captures this dynamic market landscape, as well as a number of other important trends, incorporating more than 500 hours of industry benchmarking, primary interviews, client references and vendor briefings to create an invaluable resource for General Counsel and Legal Operations Managers.

The focus of this MarketView^{TM} Report includes:

- Solutions capable of global law department support
- Integrated solutions that address the needs of Enterprise Legal Management
- Workflow and advanced process management and automation capabilities
- Solutions specifically designed to support a collaborative ELM process
- Advanced reporting and analytics
- Modern technology approaches and design, particularly in terms of user experience, scalability and security

Comprised of nearly 160 pages, this report provides:

- Trends in the solution market
- Key solution components we expect from leading solutions
- Identification of vendors in the solution area
- Review and assessment of advanced solution providers
- Guiding principles for selecting and implementing solutions

For additional information about this report, please contact visit the Hyperion Research website at www.hgpresearch.com, or contact us via email at info@hgpresearch.com.

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OUR RESEARCH PROCESS AND EVALUATION METHODOLOGY

Our research process uses a structured approach that includes both primary and secondary sources. We use publicly available information, as well as proprietary research developed through our work with corporate law departments, law firms, software vendors and industry thought leaders. These resources are used to both develop our perspectives on the market and to evaluate vendors.

Our market research starts with a comprehensive market survey to identify all vendors in the solution area. The initial vendor pool is constructed from market research, including our vendor database, Internet-based research, industry trade surveys, our own market experience and our clients. All identified vendors are initially screened for inclusion based on their fit to our project objectives.

Based on our initial screening, vendors then are assigned to either the *Market Participant* group or the *Advanced Solution* group according to the following criteria:

- A **MARKET PARTICIPANT** vendor provides capabilities in the solution area, with a focus on specific aspects of the solution or that serve a subsection of the market; the vendor may be a relatively new entry to the market or have not yet established a significant market position relative to the solution capabilities expected.

- An **ADVANCED SOLUTION** vendor demonstrates significant strength in both product functionality and overall solution capabilities; meets or exceeds all Key Solution Components; has a strong record of client satisfaction and market share; provides a consistent flow of valuable enhancements; has a highly-regarded management team and organization; and has demonstrated financial stability.

For each advanced vendor, we engage in a more in-depth and detailed evaluation using our proprietary methodology – the VendorView™ Evaluation (see table, below). We collect information both directly from the vendor and from secondary sources. This includes publicly available marketing materials, presentations and other information. We also offer vendors an opportunity to provide us directly with information about their company, products and services through our Vendor Briefing Process. Vendors submit answers to a written questionnaire and provide our analysts with a live presentation including product demonstrations. We independently verify and corroborate vendor information wherever possible.

Customer reference calls are an important part of our process. We interview reference clients to gain perspective on use of the system and experience in working with the vendor, including the ability to meet requirements, project complexity, vendor responsiveness to support issues and other perceived strengths. In addition, we discuss with the references why they selected a vendor over other options during their competitive selection processes.

With regard to confidential information, while we may receive or be privy to confidential or proprietary information about vendors or their clients, *we maintain strict confidentiality and information governance policies and do not include or otherwise disclose such information* in our MarketView™ Report or briefings.

To maintain objectivity, vendors do not directly contribute or have review rights to their evaluation or the evaluations of their peers.

Based on our collected information, we rate each vendor. Our rating considers both the capabilities of the products and of the vendors themselves in eight (8) key areas, using a 10-point scale in each category.

VENDORVIEW™ EVALUATION

PRODUCT FEATURES	- Support for Key Solution Components - Perceived quality and refinement of features - Differentiated feature(s)
PRODUCT USABILITY	- The "look and feel" and adherence to common UI design - User experience - Efficiency of navigation
PRODUCT MATURITY	- Maturity and completeness of features - Stability and robustness of application - Enhancement roadmap and history
TECHNOLOGY	- Technology platform standards - Flexibility - Robustness, scalability - Development methodology
IMPLEMENTATION	- Implementation approach and credentials - Implementation costs - Hosting infrastructure (technology, security, process)
MAINTENANCE AND SUPPORT	- Maintenance approach - Maintenance costs - Support program and approach - Relative support costs, effort
COMPANY VIABILITY	- Market position/size - Business model - Organization size - Financial position - Long-term business prospects
MARKET VISION	- Demonstrated thought leadership - Industry participation - Competitive differentiation

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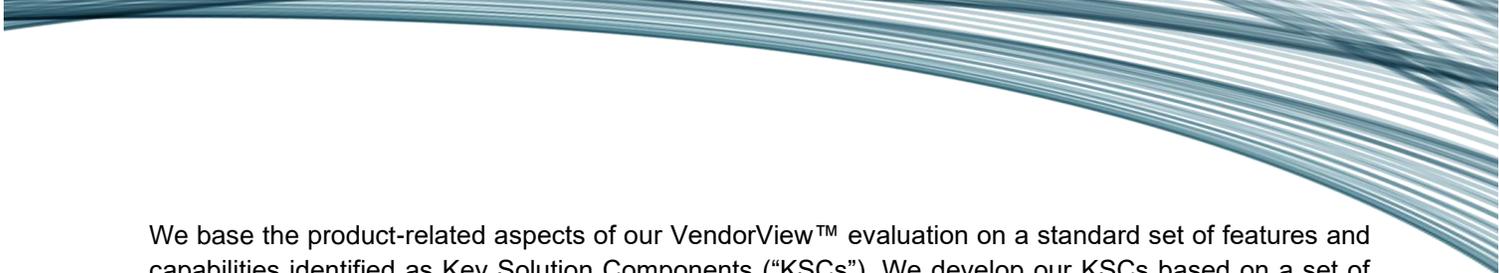
We base the product-related aspects of our VendorView™ evaluation on a standard set of features and capabilities identified as Key Solution Components ("KSCs"). We develop our KSCs based on a set of use cases, and on best practice features and capabilities expected from leading software products. The KSCs provide a consistent set of functional criteria by which we evaluate and compare vendors. The KSCs also provide a starting point for clients to develop their own requirements and selection criteria.

The VendorView™ evaluation also provides our perspectives and opinions about each Advanced Solution vendor in the marketplace. This includes our views on the important points of consideration that clients should explore in evaluating a vendor. Strengths or cautions are not necessarily considered positive or negative, but may represent areas where companies would be advised to explore and understand the vendor's capabilities and fit.

To assist our clients to understand areas we consider of particular interest for a vendor, we may identify certain notable capabilities or features as *Market Leader* or *Highly Innovative*:

The **MARKET LEADER** designation recognizes capabilities that are particularly differentiated in the market, and that clients have reported surpassed expectations in delivering a high value solution. The Market Leader designation applies to truly superior features that are well established and proven, and which are considered "game changers" in the value of the solution.

The **HIGHLY INNOVATIVE** designation recognizes capabilities that are significantly novel in the solutions market. A Highly Innovative feature is one of a kind in its design, approach and/or utility; often it has been recently introduced to the market and is likely to be followed by competitors. A Highly Innovative feature may be specialized in a narrow or specific use or may be a broad approach that spans the solution (e.g., user interface design).

Finally, for each vendor evaluation, our findings and opinions are based on market expectations and the vendor's relative capabilities in the overall peer group of solutions being evaluated. Importantly, our evaluation looks at general, cross-industry capabilities, as well as giving special consideration to a solution's specific capabilities in the legal industry. Clients should consider their own particular needs and requirements when evaluating their solution options, whether a given vendor is identified as a Market Participant or an Advanced Solution. Also, some vendors may be covered in other research segments and reports, and their evaluations may be significantly different in those contexts.

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ORDERING THE REPORT

Our MarketView™ Reports are an excellent resource for understanding the trends, leading practices and solution options available to our clients. Our goal is to impart a solid foundation of knowledge about the market so that your organization is able to achieve success in its selection and implementation process.

In addition to the written report, purchase of the MarketView™ Report includes a 60-minute briefing session. The briefing session provides an opportunity for your team to meet with our analysts to ask questions and address their particular areas of interest.

For additional information or to order the report, visit our website (www.hgpresearch.com) or contact us at info@hgpresearch.com.

ABOUT HYPERION RESEARCH

Hyperion Research is the industry's leading source for Legal Solutions Market Intelligence. The profession's leaders, innovators and trend-makers have come to rely on Hyperion Research as the premier provider of independent market research, analysis and advisory services. We provide unparalleled insight to the leading trends in legal strategy, operations, and technology.

We work with law departments, law firms and other legal service organizations to make intelligent, fact based decisions about how to improve their operational performance. We also work with solution providers, including software vendors, professional service groups and consultants, to better understand the latest market trends and the needs of their customers.

Hyperion's analyst-based research and bench-marking informs 8 out of every 10 practice management system selections each year.

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