

Business Process Automation Study: Legal

Project Director:	Randy Dazo, Director
Senior Advisors:	Shelly Ortelt, Senior Research Analyst Chris Taylor, Research Analyst Mark DiMattei, Corporate Editor
Creative Services:	Matt Scott, Desktop Publisher
Editorial/Proofreading:	Eve Padula

This report is copyrighted by InfoTrends and is made available to a limited number of clients subject to the following conditions:

InfoTrends retains all rights to this report in its entirety.

Reproduction and/or disclosure in whole or in part to parties other than the InfoTrends client to whom the document was originally sent is prohibited without the express written consent of InfoTrends.

This report should be treated as confidential and proprietary for internal use only.

The information is believed to be accurate and reliable, but cannot be guaranteed to be correct or complete.

Table of Contents

Executive Summary.....	5
<i>Initial Case Information Collection</i>	6
<i>Case Discovery Research</i>	7
<i>Case/Contract Tracking & Development</i>	7
<i>Communication/Negotiation between Clients</i>	7
<i>Communication/Negotiation with Opposing Parties</i>	8
<i>Communication between Courts</i>	8
<i>Trial</i>	8
Methodology.....	9
Qualitative Research Summary.....	9
<i>Workflow Mapping</i>	9
Key Workflow Processes.....	14
<i>Process 1: Initial Case Information Collection</i>	14
Potential Manual/Paper-Based Processes.....	14
Assumptions.....	14
<i>Process 2: Case Research & Discovery</i>	15
Potential Manual/Paper-Based Processes.....	15
Assumptions.....	15
<i>Process 3: Case/Contract Tracking & Development</i>	15
Potential Manual/Paper-Based Processes.....	15
Assumptions.....	15
<i>Process 4: Communication and Negotiation between Clients</i>	16
Potential Manual/Paper-Based Processes.....	16
Assumptions.....	16
<i>Process 5: Communication and Negotiation with Opposing Parties</i>	16
Potential Manual/Paper-Based Processes.....	16
Assumptions.....	16
<i>Process 6: Communication between Courts</i>	16
Potential Manual/Paper-Based Processes.....	17
Assumptions.....	17
<i>Process 7: Trial</i>	17
Potential Manual/Paper-Based Processes.....	17
Assumptions.....	17
Quantitative Results.....	19
<i>Demographics</i>	19
Law Firm Demographics.....	20
Corporate Legal Demographics.....	21
<i>Process 1: Initial Case Information Collection</i>	23
Number of New Projects and Active Cases.....	23
Active Projects per Month.....	25
Handling of Corporate Litigation Processes.....	27

Process 2: Case Research & Discovery28
 Technology Used in Case Research & Discovery28
 Software Management Solutions for Casework 30
 Gathering Case Information.....32
 Paper vs. Electronic Formats for Gathered Data33
 Method of Casework Note Capture35
 Management of Research/Discovered Information 37

Process 3: Case/Contract Tracking & Development39
 Distribution of Duties and Contract Work39
 Use of Document Creation & Editing Software 41
 Use of Legal Accounting Software.....43

Process 4: Communication and Negotiation between Clients..... 45

Process 5: Communication and Negotiation with Opposing Parties..... 47
 Processing of External Information from Opposing Parties47
 Providing Internal Information to External Parties49
 Methods of Collaboration and Editing with Opposing Attorneys 51
 Receiving Contracts and Distribution to the Corporate Legal Department 53

Process 6: Communication between Courts..... 55
 Common & Electronic Submission Methods for Court Cases55
 Hardcopy Submission Methods to Courts.....56

Process 7: Trial.....58

Business Process Automation Opportunities 59
 Legal Objectives59
 Time and Resources Spent 61
 Level of Automation.....65
 Improvements through Automation.....69
 Improvements with Additional Hardware and Software 73
 Automation Barriers 75

Conclusions and Recommendations 77
Opportunities for Automation..... 77
Legal Business Automation: ROIs and Barriers 80
Recommendations..... 81

Appendix: Legal Industry Players.....83
Legal Case/Matter Management Software83
E-Discovery Software85
Legal Scheduling/Billing Software.....87
Litigation Software..... 89
Document Capture/Workflow Software 90

List of Figures

Figure 1: Key Paper-Intensive Processes for Legal 10
 Figure 2: Basic Legal On-Boarding Workflow11
 Figure 3: Legal Contract Development and Corporate Legal Workflow11

Figure 4: Civil Litigation Workflow	12
Figure 5: Criminal Litigation Workflow	12
Figure 6: Legal Business Process Automation Opportunities.....	18
Figure 7: Which best describes your current legal practice?.....	19
Figure 8: Approximately how many full-time employees of each type work at your company? (Mean) ...	20
Figure 9: At what level does your law firm generally engage in legal matters?	20
Figure 10: How many full-time employees of each type work in your company's legal department? (Mean)	21
Figure 11: Where is your corporate legal department located?.....	22
Figure 12: For what tasks do you use in-house legal vs. outside legal practices?	22
Figure 13: How many new projects (by type) do you take on per month? (Mean) (Law Firm).....	23
Figure 14: How many new projects do you take on per month? (Mean) (Corporate)	24
Figure 15: How many projects (by type) are active in a typical month? (Mean) (Law Firm)	25
Figure 16: How many projects are active in a typical month? (Mean) (Corporate)	26
Figure 17: How are civil and criminal litigation processes performed?	27
Figure 18: What types of technology is used in your office for work-related purposes? (Law Firms)	28
Figure 19: What types of technology is used in your office for work-related purposes? (Corporate)	29
Figure 20: What types of legal management/research software does your company use? (Law Firm)	30
Figure 21: What types of legal management/research software does your company use? (Corporate).....	31
Figure 22: What percentage of internal research/discovery of information by your firm is electronic vs. hardcopy?.....	32
Figure 23: Why does this discovery information remain in paper form? (Law Firm)	33
Figure 24: Why does this discovery information remain in paper form? (Corporate).....	34
Figure 25: For the most part, how do you capture your important notes about cases? (Law Firms).....	35
Figure 26: For the most part, how do you capture your important notes about cases? (Corporate)	36
Figure 27: For internal research/discovery information that is on paper, how is it usually managed as part of the case information? (Law Firm).....	37
Figure 28: For internal research/discovery information that is on paper, how is it usually managed as part of the case information? (Corporate)	38
Figure 29: Based on your personal experience, who typically handles the following activities?.....	39
Figure 30: For all the contract work handled by your legal department, what percentage falls into the following categories?	40
Figure 31: What types of document creation and editing software does your organization use? (Law Firms)	41
Figure 32: What types of document creation and editing software does your organization use? (Corporate)	42
Figure 33: What types of legal accounting software does your organization use? (Law Firm)	43
Figure 34: What types of legal accounting software does your organization use? (Corporate).....	44
Figure 35: What is your/your firm's preferred method for the collaboration and editing of documents with clients? (Law Firms).....	45
Figure 36: What is your firm's preferred method for the collaboration and editing of documents with internal employees? (Corporate)	46
Figure 37: How is external information from opposing or other parties processed? (Law Firm)	47
Figure 38: How is external information from opposing or other parties processed? (Corporate)	48
Figure 39: How is internal research/discovery information provided to external parties? (Law Firm)	49
Figure 40: How is internal research/discovery information provided to external parties? (Corporate)	50
Figure 41: Which of the following methods do your opposing attorneys typically prefer to use for contract collaboration and editing?	51
Figure 42: Which of the following methods do other parties typically prefer to use for contract collaboration and editing? (Contracts)	52
Figure 43: When receiving contracts from third-parties, who initially receives the contracts?	53
Figure 44: Once the contract has been received, how is it shared/circulated for review with the legal department?.....	54
Figure 45: Of the following courts you work with, which allows electronic submissions?	55
Figure 46: When filing hardcopy documents to courts, how do you typically send these documents? (Law Firms).....	56

Figure 47: When filing hardcopy documents to courts, how do you typically send these documents?
(Corporate) 57

Figure 48: What is the most common way filings are submitted to court for trial? 58

Figure 49: For your organization, how would you rate the importance for each of the following
goals/objectives? (Law Firms) 59

Figure 50: For your organization, how would you rate the importance for each of the following
goals/objectives? (Corporate) 60

Figure 51: For legal contract development, how would you rate the level of time/resource-intensiveness
for each of the phases? (Law Firm) 61

Figure 52: For legal contract development, how would you rate the level of time/resource-intensiveness
for each of the phases? (Corporate)..... 62

Figure 53: For legal workflows and processes, how would you rate the level of time/resource-intensiveness
for each of the phases? (Law Firm) 63

Figure 54: For legal workflows and processes, how would you rate the level of time/resource-intensiveness
for each of the phases? (Corporate)..... 64

Figure 55: How would you rate the level of automation for each of these contract processes? (Law Firms)
..... 65

Figure 56: How would you rate the level of automation for each of these contract processes? (Corporate)
..... 66

Figure 57: How would you rate the level of automation for each of these processes? (Law Firms) 67

Figure 58: How would you rate the level of automation for each of these processes? (Corporate)..... 68

Figure 59: For the processes you have been able to automate, what are some of the improvements you
have seen? (Law Firms)..... 69

Figure 60: What is the percentage of improvement you've seen? (Law Firms)..... 70

Figure 61: For the processes you have been able to automate, what are some of the improvements you
have seen? (Corporate) 71

Figure 62: What is the percentage of improvement you've seen? (Corporate)..... 72

Figure 63: To what extent do you agree that additional scanning hardware could be used to improve
processes? (Law Firms) 73

Figure 64: To what extent do you agree that additional scanning hardware could be used to improve
processes? (Corporate)..... 74

Figure 65: To what extent do you agree that the following barriers could potentially slow down processes?
(Law Firms)..... 75

Figure 66: To what extent do you agree that the following barriers that could potentially slow down
processes? (Corporate)..... 76

Figure 67: Automation vs. Time Intensity 79

Figure 68: Legal Business Process Automation Opportunities II 80