ILTA'S 2021 TECHNOLOGY SURVEY

Executive Summary

SPONSORED BY:

netdocuments®

netdocuments®

The view rewards the journey.

Learn why 41,000 legal professionals have switched from our top competitor.

"

At the end of the day, our cloud initiative is not just about solving our current DMS challenges, it's about aligning with best-in-class technologies and service providers that have a proven track record of delivering world-class security solutions and continuous product innovation to take our firm."

—*Donna Paulson, Former CIO, Sheppard Mullin*

LEARN MORE

From the CEO

Joy Heath Rush

joy@iltanet.org

Let's start with the Wayback Machine.

The year was 1988. My office phone rang, and a colleague was lecturing me on the evils of "that thing" (being the only IBM PC in my word processing department) – and how it was going to eliminate our jobs. I argued for the inevitability of "that thing," saying "it's not 'if' but 'when'" it would become our main tool.

As I reviewed the data – including all the fantastic write-ins! – from ILTA's 2021 Tech Survey, I couldn't help being carried back to 1988. It feels like so many "emerging" technologies have become mainstream in legal over the past two years – more quickly and definitively than had been predicted.

Probably the most obvious trend in this area is the rapidity of adoption of cloud solutions. Until recently, cloud adoption in law firms generally fell across firm size/footprint lines. Certainly, small organizations have appeared more willing to move more to the cloud than their larger counterparts. However, the exigencies of COVID and remote/hybrid working were simply too powerful. I think we would be hard pressed to find an organization in legal where no solution is cloud-based – after all, even one Zoom user. . .

However, the trends are not just technical. Here are a few other "not if, but when" areas that struck me. Firms providing support in the form of equipment and access for individuals with multiple work locations and for those whose roles were traditionally based in an office setting. Not only in the tech survey, but in our Communities of Interest and myriad roundtables and individual conversations, hardware is hot again. Laptops

From the CEO

for everyone? How many per person? Is there a place for desktops in a hybrid workplace? How and where do we print? Scan? How many places do we need videoconferencing capability?

Next … some stuff is too hard, evolving too quickly, and has too much impact to trust to anyone but deep experts. All of our members and business partners need access to world class security and threat intelligence talent. However, that pool is limited and expensive. Outsourcing of at least some component of security has been accelerating. The corollary trend is the rapid evolution of the Information Governance role – one where vertical industry knowledge, understanding of culture, and deep appreciation of ethical norms and requirements are essential.

Finally, let's talk about consolidation: We've seen it happening in law firms and in the business partner community. But there is a strong case to be made that it has gone further and faster than anticipated. The impact of this trend cannot yet be seen fully, especially on the business partner consolidation side of the equation; the involvement (waning or waxing in the coming months and years) of private equity will be a critical factor in the shape of the curve. However, we cannot ignore it and must factor in the implications when making decisions about products and services.

I'm looking forward to seeing how these trends develop as we see what return to the office really means… And what the 2022 ILTA Technology Survey will show us!

THE NEW CE MANAGER

CE MANAGER®

LMS & CLE Tracking
SPECIFICALLY DESIGNED FOR LAW FIRMS

A MOBILE-FRIENDLY LMS FOR YOUR ENTIRE FIRM
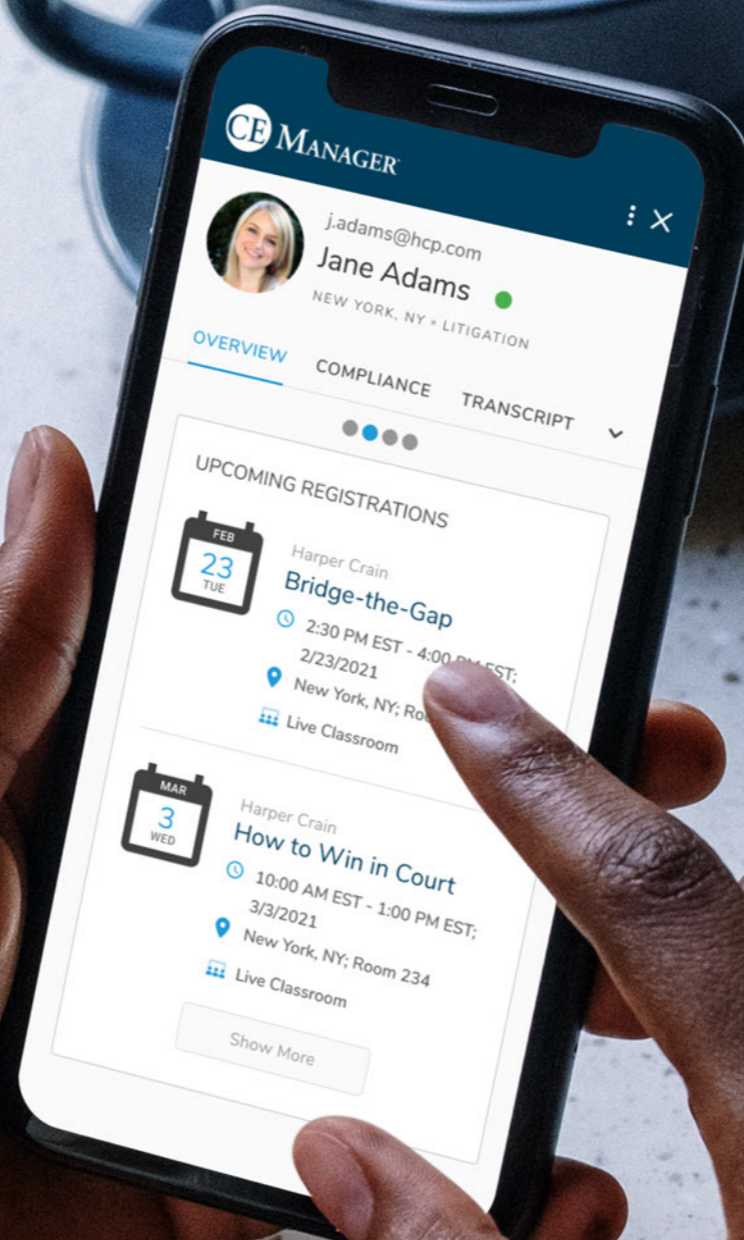
IT Training
Staff Training
Lawyer Training
CLE Tracking
ALL-IN-ONE

info@micronsystems.com

(201) 652-2229

www.micronsystems.com

MICRON SYSTEMS

Technology is the business enabler for law firms.

BY TODD CORHAM, TJ JOHNSON,
JIM MCCUE AND BARRY SOLOMON

ILTA's Technology Survey is a crucial research document for the entire legal industry. From the CIOs of global law firms to IT leaders wearing multiple hats in smaller firms, to heads of legal operations in corporations, to technology consultants, developers, and vendors, they all use the survey results as a blueprint for future development and planning.

ILTA's volunteer Technology Survey Committee elicited many and varied perspectives from across the legal ecosystem to analyze this year's survey results. We looked at the mission critical applications and services for the next year and what's become irrelevant, where are people simplifying, consolidating and reducing spend, and where they are accelerating, investing, and innovating. Many assumptions we had going into the survey were validated – "More" cloud, MS Teams and Zoom, O365, laptops, IG concerns, automation, and the effects of vendor consolidation. There were surprises – cloud-first philosophy was even higher than expected with the pace of movement to cloud-based DMS and O365 (more on that later in this summary.) Those who are using Teams are mostly provisioning them manually (75%), which means firms are still figuring all this out. Next year, a very different picture will likely be painted.

What follows is a compilation of many perspectives, voices, opinions and conjecture to help you, whatever your role in the delivery of legal services, talk with your stakeholders and make decisions to improve the business and practice of law in your organization. We've included a new section with opinions of what ILTA's solution providers find useful in the survey results. Those are also of interest to the law firms they serve.

Technology is the business enabler for law firms.

460
firms responded this year to the survey

134
firms of under 50 lawyers

38
firms of over 700 lawyers

250K
total number of users represented

The Trends

Simplicity and Quiet – We start from the premise that technology continues as a business enabler from many perspectives and the less noise there is around technology, the better. Everyone just wants the technology to do what it was intended to do and disrupt the real work of the firm as little as possible. Generally speaking, there is a move away from home grown solutions, those custom-developed systems that met a niche need but then were problematic to integrate with the complex legal desktop and the increased cadence of change, security patches, and software updates. There is a bias toward simplicity and a holistic approach to legal software, which translates into rationalizing the myriad applications and add-ins to Outlook. Simplification of the legal desktop enables all users in a law firm to be more self-sufficient, which leads to efficiencies and lower costs.

There is an assumption that the foundation for the legal application stack will be built on a Microsoft platform. The MS applications that are part of that platform will then be leveraged, provided the MS apps perform closely enough to meet the need. A great example is Teams, which is "free" for firms with an E3 license and above.

Consolidation in the legal-specific application vendors has increased over the past few years. The consolidation also supports a more simplistic and holistic approach to legal applications, or it should if the resulting applications can be integrated into the legal application stack easily.

25% of the firms in the survey said they use native Microsoft numbering, so it appears to meet most of the numbering needs. The same is true for conference room scheduling/management, where MS Outlook is up

Technology is the business enabler for law firms.

Video Conferencing: Teams and Zoom

Webex and GoToMeeting were down sharply as web conference and/or webinar hosting services. The rise of two video technologies for different reasons is like a Tale of Two Cities:

- *the sudden rise of **Zoom** to being used by **83%** of firms was consumer and court driven*

- *the increase of **Teams** to **51%** of firms was driven by firms having existing Microsoft licenses including Teams, so no additional cost to implement.*

to half of responses and no other tool has more than 8% of the market. Microsoft doesn't have an offering that meets the needs for macro and template packages, so Litera and BigHand (having absorbed a number of products as part of that vendor consolidation), cover the lion's share here. Even custom developed in-house solutions fell from 26% to just 9% this year.

Teams

We added 10 questions to the survey around the use and deployment of MS Teams. 68% of firms are using Teams at least for Chat & Collaboration and Online Meetings. Audio conferencing is being used by close to 30% of firms. File Sharing, Calendar and Task Management are gaining steam, with Phone system use under 10%. Of those who are using Teams, 2/3 have yet to start using Power Apps (Power BI tops the list of what is being used). Even fewer are using third-party app integrations with Teams (19%), with iManage integration the only entry above 3%.

Governance policies for Teams are quite immature in most law firms, with limitations on who can create Teams topping the list and restrictions on the ability to add guests on a per-team-basis second. Enforcing naming conventions, security/ethical walls enforcement, and encryption with Azure Information Protection are in place for a number of larger firms and less so for small firms.

Almost half of large law firms use a Cloud Access Security Broker (CASB) to secure Teams while under 10% of small firms do. Over half of firms allow Teams to be configured for client work, most on an ad hoc basis.

Technology is the business enabler for law firms.

Use of Laptops

- *Laptops for everyone!*

- *Percentage of **lawyers** using laptops as desktops way up, median is **95%***

- *Percentage of **support staff** using laptops as desktops, media is **40%***

- *Laptop selection criteria (**weight, durability, price**). Interesting that screen size and brand are low numbers.*

Of the rest, they create one Team per matter or one Team per client with channels for each matter. Teams is manually provisioned by three quarters of firms, with a few firms using Power Automate or a third-party tool.

Over 50% of firms don't not allow externally shared documents through Teams. Almost 40% don't enforce encryption of externally shared documents, leaving only 8% who enforce encryption through Azure Information Protection.

30% of firms allow users to create new Teams and to add external users to Teams. Only a small number allow external apps to be added to Teams.
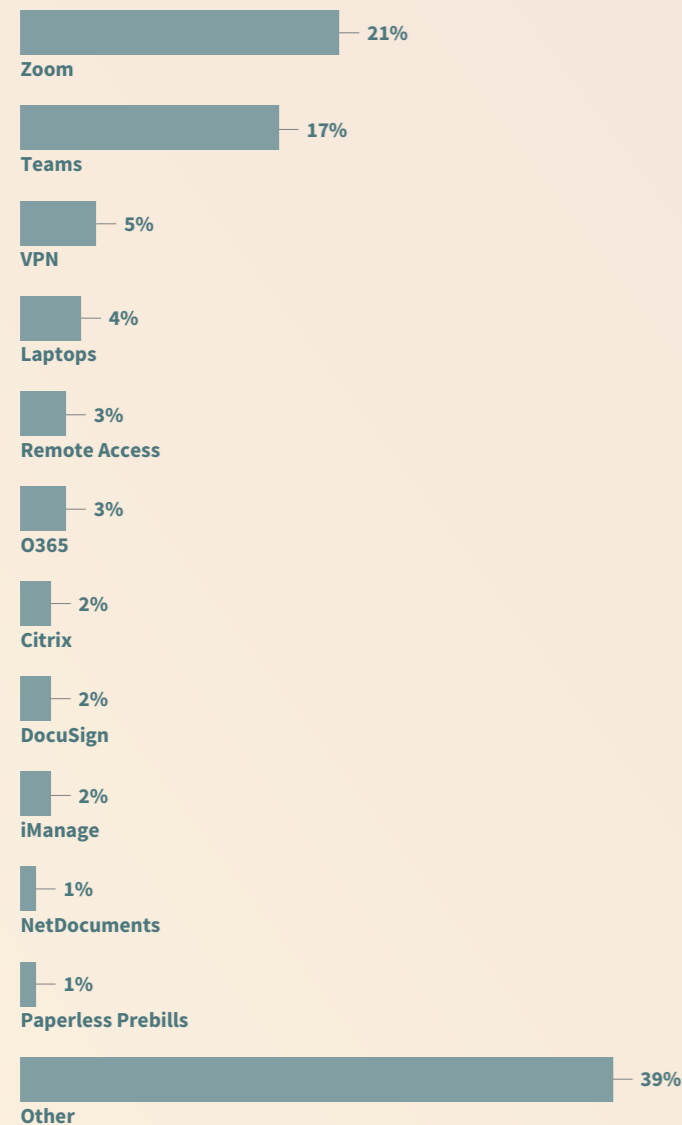
WFH model as an Accelerator

WFH has accelerated digitization, adoption, and changed how business itself has been done. From a business perspective, electronic signatures and notaries have moved forward leaps and bounds. There has finally been transformation in court technology as well. Trial presentation is emerging as very different from pre-pandemic.

In the Learning Management Systems and eLearning questions, "None" has fallen this year. The largest firms now have an LMS and close to 20% of the smallest firms do as well. eLearning is also gaining ground, though not as quickly, up eight percentage points over the past three years. Paperless Billing or Proforma is now in place at almost two-thirds of firms and this was a great opportunity to stress an overall paperless model. Not all partners may be fully onboard yet but these tools have certainly proved the concept. 42% of firms

Technology is the business enabler for law firms.

The technologies that firms delivered in the last 24 months that generated the most positive response from lawyers:

Zoom — 21%
Teams — 17%
VPN — 5%
Laptops — 4%
Remote Access — 3%
O365 — 3%
Citrix — 2%
DocuSign — 2%
iManage — 2%
NetDocuments — 1%
Paperless Prebills — 1%
Other — 39%

are sticking closer to "Paper-Lite". They may have accepted that people are printing less at home and that attorneys will always want to print something to review it.

We may see trends toward digitization in other areas in the coming years under new Hybrid working models. Robotic Process Automation (RPA) is gathering momentum in some areas (18% either have them or plan to). Chatbots are a slower start and something to watch (14% have started or have plans). And of course "Cloud philosophy" has increased in popularity (almost a quarter of firms respond "Mostly in the Cloud" and 41% responded "Cloud with every upgrade"!).

Web conferencing is, of course, the poster child for tech adoption, now being cited as the "most helpful tool" for collaboration (94%!). The chart on the left shows the write-in answers to that question around the technologies that firms delivered in the last 24 months that generated the most positive response from lawyers. Zoom and MS Teams got the highest marks.

Also under WFH 33% of firms offered no support to users to equip home offices, while those that offered select equipment purchases was at 42%. Adding a new stipend was 18%, and the same stipend as pre-COVID was 8%.

Technology is the business enabler for law firms.

Cloud Philosophy

There is a sea change here, apparently hastened by WFH. Lawyers were very cloud-averse until last year. The overall Cloud philosophy now:

- *Cloud with every upgrade is* **41%**

- *Mostly in the cloud is up to* **24%**

- *Not yet comfortable with Cloud is down to* **7%**

From "Cloud-averse" to "Cloud-first"

Every solution located in the cloud or being migrated to the cloud within the next 12 months increased significantly over the past year:

SOLUTION	INCREASE	2021 TOTAL
Knowledge Management (KM)	Up 5 percentage points	9%
Docketing (rules-based calendaring)	Up 5 percentage points	16%
Marketing	Up 5 percentage points	21%
Conflict of interest	Up 9 percentage points	22%
Records management (RM)	Up 8 percentage points	22%
Accounting or Finance	Up 7 percentage points	28%
Learning Management System (LMS)	Up 7 percentage points	33%
Time and billing	Up 12 percentage points	35%
Microsoft SharePoint	Up 12 percentage points	38%
eDiscovery	Up 6 percentage points	47%
Document Management System (DMS) or Enterprise Content Management (ECM)	Up 12 percentage points	49%
Human Resource Information System (HRIS)	Up 12 percentage points	50%
Email archiving	Up 12 percentage points	61%
Payroll	Up 7 percentage points	65%
Email	Up 7 percentage points	67%
Email security	Up 7 percentage points	67%

Technology is the business enabler for law firms.

Phones

Traditional phone sets falling by 15%, with softphone usage rising. We thought with so many offices still not open that would be higher. We expect it will be next year.

Training

Many law firms and training providers have made the transition to distance Learning. That's the future, along with shorter training sessions, smaller snippets, and open training/help timeslots using Teams or Zoom.

Collaboration Tools

20% of Firms are reporting more than 40% of their communications are now occurring using collaboration tools (e.g. Slack, Microsoft Teams, Zoom).

Other solutions that are up 3-4 percentage points include Practice Management, Digital Dictation, Case Management, Project Management, and Intellectual Property (IP) or Trademark Management. Security solutions are more often now cloud-based. And VoIP phone systems have risen from 10% to 2018 to 27% in 2021.

Cloud is gaining steam for server backup storage, now at 36% of firms. Another hard disk as the backup location fell 6 points to 25%, so this is definitely a cloud acceptance issue.

There are still those for whom cloud-first is not an option as a few very influential clients are still cloud-averse. There are issues around legal-specific solution providers not keeping up with the move to cloud. There are integration issues with cloud services and some local desktop applications. So it's not a panacea but it's getting close.

Technology is the business enabler for law firms.

O365

There's no surprise that MS Office 365 is increasing its share of the market. For email, O365 is up to 53% in 2021 and 76% say O365 will be email platform in 12 months.

For primary Office Application software, O365 is up 10 points to 53% and 74% of firms expect O365 to be their primary office application in 12 months, across all firm sizes.

Automation/Innovation/AI

Many projects were cancelled or deferred last year. The effect on what we expected to be the overall automation and artificial intelligence trend has been quite noticeable. Not everything stopped but there's been a definite impact to many automation projects. The opposite is true for some firms who took the opportunity during the pandemic to do very innovative things. We asked these questions:

Outside of Document Assembly, what's being automated by at least 20% of firms?

- Matter Intake 40%
- Conflicts 31%
- Approval Workflow 29%
- Expense Capture 26%
- Patching 25%
- Onboarding/offboarding 21%

Robotic Process Automation (RPA) – No and no plans were the answer from 81% of firms. Active RPA or plans for next year is at 16% of firms.

Chatbots – No and no plans was the answer of 86% of firms. Active Chatbots or plans for next year is at 14% of firms.

Technology is the business enabler for law firms.

Remote Access Technologies

Remote Access Technologies provided to users were almost evenly split between VPN users and some kind of screen control (Citrix, terminal services, etc.) For smaller firms, Microsoft Remote Desktop Services or MS Remote Desktop Connection and Outlook Web Access also had high response rates.

Tech Issues and Annoyances

The number one technology issue of annoyance this year is user acceptance of change, up 5 points to 43%. The number two issue is Security Compliance/Risk Management, up 4 points to 31% after falling each of the last four years. That is likely a WFH issue.

Conference Rooms

With fewer offices at 100% occupancy, many firms are rethinking their conference room strategy. Many consumer-focused products exist for this. It adds to the list of software that may not be as law-firm specific.

Automation Tools – Only 11% of firms are using automation tools and the only one with more than 5% of the response is UIPath.

Artificial Intelligence/Machine Learning (AI/ML) — Within the margin for error, the answers have been steady over the past three years.

- We are not presently pursuing AI/ML options – 57%
- We are researching AI/ML options for our practice – 23%
- We have a defined group that is exploring and testing AI/ML tools (Innovation Lab, Focus Group/Working Group, etc.) – 13%
- We have at least one active AI/ML pilot in place – 4%
- We have one or more AI/ML tools in production – 4%

Technology is the business enabler for law firms.

Information Governance (IG)

Every CIO we've talked with in the last year has listed IG as the top issue keeping them up at night. It's the hidden time bomb in WFH and hybrid work models. There are so many traps and sinkholes looming. The impact is greater for large firms with cross-border issues, multi and varied jurisdictions. They are worried about what is in the homes of their users that may have never made it on a "To-Be-Returned to XYZ law firm" list. They worry about how much firm email is now in private Gmail accounts, on removeable media, being printed in homes and not destroyed according to their records policy. Kids are playing games on firm-owned computers, often being given laptop passwords in order to play those games. The biggest concern is being asked to produce something that the firm has no knowledge of because it was created in a lawyer's home and is not in the records controlled by the law firm. There is a hope that they have brought this under control.

Security

There were 24 security-focused questions in the survey this year. The focus a year ago was on perimeters. Now it's all about endpoint-centric security. Noteworthy are the top five WFH security concerns:

- Remote Device Management (Patching, Inventory, etc.) - 50%
- Unsecured home Wi-Fi – 45%
- Equipment provisioning and collection - 35%
- Local Printing - 34%
- Increased use of personal devices - 30%

Technology is the business enabler for law firms.

While we were reviewing the data from this year's survey, we wondered if CIOs were frustrated that they couldn't get rid of some of the expensive security tools they have purchased. We believe that they are having to take a blended sourcing approach, handling what they can in-house and joining the explosion of outsource providers in some areas.

Security Section results:

- The primary brand of firewall is Palo Alto, which is gaining steadily, now 21% of responses. Cisco is falling just as steadily, now down to 20% of responses.

- For web filtering appliances, software systems, etc., there have been several with big jumps up - Cisco Umbrella, Palo Alto, Fortinet.

- Encryption technologies are fairly stable but Laptop HD encryption has steadily and slowly risen over four years and is now at 84% of firms. Desktop HD encryption has risen a bit faster over the past four years.

- For primary workstation security software, CrowdStrike has more than doubled its penetration. The only one higher is Microsoft .

- Behavior analytics or application whitelisting end-point security are now in use by more than 80% of firms.

- The top three security measures (besides encryption or application whitelisting being implemented) are two-factor authentication, security awareness training, and Phishing/Social engineering tests. Another control that is gaining momentum is server log retention/security information event management (SIEM) – "None" is down 6 points.

Technology is the business enabler for law firms.

- Surprisingly, password management applications are in use at one third of firms with LastPass at 20% of firms.

- KnowBe4 is still gaining traction in phishing, vishing, social engineering, and security awareness programs, up six points to 53%. Mimecast doubled from 5 to 10%.

- DUO continues as the top-seeded multi-factor authentication (MFA) product in use. Now in second place is Microsoft with their MS Authenticator, MFA for Microsoft 365, and Azure MFA.

- In terms of primary email encryption products, MS Exchange TLS is up 4 points to 36% with Microsoft losing only 1 point to 35%.

- The Three biggest security challenges listed start with User Behavior (a broad umbrella) which still leads at 44% of firms. Social Engineering/phishing is up 5 points to 35%. Client Security audits are steadily gaining at 30%. These are also becoming more in-depth and sometimes difficult to comply with.

- "Malware, Virus, 0-Day threats" shot up from 12 to 25%. This is seemingly a WFH issue as there is less oversight when users are remote and sometimes there is little control on home devices.

- Weekly running of vulnerability scans now leads at 20% with monthly close behind, and then yearly.

- For network vulnerability scanning tools, "Managed Service" is holding steady in the lead at 34%, with smaller firms being the majority of those that use managed services. There are a larger number of regional vendors in this space, none with much market share.

Technology is the business enabler for law firms.

Small Firms:
2022 Top 3 Budget Priorities

1 *Managed Security Provider (small firms are finding this is more economical and successful with an outside provider)*

2 *Expanded and more flexible Remote Access (small firms lag behind on this)*

3 *Laptops for Staff (For large firms, 80% say MORE than half their staff have laptops. In small firms, 80% say LESS than half their staff have laptops)*

- Large firms run third-party security assessments most often more than once a year, while small firms are just starting to perform these assessments with 31% performing them annually and 22% only as needed.

- There are numerous security assessment vendors being used and only one (Digital Defense) has as high as 7% of this market.

- The number of firms using a Managed Security Service provider is rising, now at 66%. Again, there are lots of providers in this space, the largest is Arctic Wolf at 10%.

- Under solutions used to assess and manage the security risks of using third-party vendors, "None" has fallen another 7 points to 59%. It is certainly becoming more popular to have help from outside the firm.

- Our last question was around when a user's failure on phishing exercises might result in disciplinary action. "Never – this is an education issue" was the answer for 60% of firms, so it will be interesting to see whether this changes over time. "Each failure results in disciplinary action" is at 6%.

Technology is the business enabler for law firms.

Of Interest to Lawyers

The pandemic caused an abrupt change in how lawyers interact with clients and deliver legal services. Of more direct interest to lawyers, who find themselves working on their own from home, is the trend toward technology that empowers them with solutions for self-sufficiency. This includes, for example, solutions for creating their own templates; document comparison; and assistance in automatically creating documents.

Technology is the business enabler for law firms.

Of Interest to Chief Knowledge Officers

The Knowledge Management function at law firms has evolved from being largely focused on finding documents – precedent, prior work product, example agreements, legal briefs, and the like – to an understanding that a firm's knowledge is found not only in documents but also in data. They deal with data on experience, expertise, and the relationships of the firm's lawyers. A CKO would be interested in the survey results showing that some firms are able to better manage and search for documents, collect and derive insight from data about the matters handled by the firm, and all the information connected to those matters.

The survey results show how firms are doing enterprise search (question 7.17), analytics and reporting (question 7.14), experience management (question 7.19), CRM (question 6.4), as well as financial data in the firm's time & billing system (question 7.4).

Technology is the business enabler for law firms.

Of Interest to Chief Marketing and Business Development Officers

The CMO's job requires the effective use of information to help the firm win profitable legal work. To win business today a CMO must also help lawyers provide prospective clients with accurate and complete information about the firm's work, for whom the work was done, the lawyers who did that work, and the related parties. Client relationship management or CRM (question 6.4), experience management (question 7.19), and analytics and reporting are key (question 7.13). Given the increasing role of data in the marketing of a law firm, most CMO's will become familiar with business intelligence and financial analysis software in the months and years ahead.

Experience Management:

- 90% of small firms do not use an experience management solution

- 84% of large law firms use an experience management solution, over half use Litera Foundation Firm Intelligence.

- The largest law firms (16%) built their own custom solution; this number was 5% among the smallest law firms.

- CMO use of marketing analytics and reporting (identifying white space opportunities, tracking marketing spend against billings, client appetite for diversity and inclusion data) was:

  - For less than 150 lawyers, SurePoint (formerly Rippe & Kingston) was most often mentioned
  - For larger firms, three most mentioned were Iridium, Microsoft Power BI, and Tableau.

Technology is the business enabler for law firms.

Of Interest to Solution Providers / Provides Insight into the Solution Provider Mindset

Just as lawyers anxiously await the results of Chambers, league tables, and other rating and ranking publications, ILTA solution providers eagerly look forward to ILTA's annual Technology Survey. They want to know if their product has improved its market position or lost ground to others. Are there new entrants, or have others exited the legal profession? These are not academic questions. A business must understand how its products are performing in the market to succeed. The tech survey helps ILTA solution providers strategize, prioritize, and make better decisions that ultimately benefit the entire ILTA community.

For technology vendors knowing is growing

There are just as many types of ILTA solution providers as there are law firms. And their interests in the survey are just as varied. A provider of professional services, for example, will find the survey helpful in drawing up plans about future consultant hiring and training if they have actionable and reliable data on what law firms are planning to roll out in the coming year. The survey provides technology vendors, for example, insight into future SharePoint use (see question 8.10); the likely shift from firm-hosted to cloud-hosted solutions (see questions 5.3, 5.5, 5.6, 7.2, and 12.12); and an expected 10% move to Microsoft 365 (see questions 8.2, 8.3, 8.4 and 4.2). Also, they will be interested in learning that law firms plan to outsource security services significantly in 2022, as noted above.

Technology is the business enabler for law firms.

A blueprint for success

This kind of information is invaluable to all technology vendors – large and small. Even software developers with well-resourced R&D and M&A teams analyze the survey results to make sound data-based product roadmap and acquisition decisions. Understanding firms' future needs, gaps in offerings and solutions, and the relative strength/weakness of products in the market is key to laying out product enhancement priorities. The survey also catalogues what software technology is available to law firms and new entrants each year. This year's survey indicates collaboration tools are growing in popularity at the expense of email (see questions 8.8, 8.21 and 12.2); increasingly, firms prefer other extranet platforms over SharePoint - but it is still the preferred intranet platform (see question 8.13). It is interesting to note that while firms invest in legal project management software – over 50% usage for the first time according to the survey – most firms still use Microsoft Excel, which recorded an almost 10% increase over last year (see question 7.20).

The importance of being integrated

ILTA's Technology Survey provides data on which products/solutions are trending and usage patterns. This information enables technology providers to decide what direction to take and where to focus integration efforts and investments. We can predict, for example, that ILTA solution providers will add more integration with Microsoft Teams (see questions 4.12, 4.13, 4.14, 4.19, and 4.20), Aderant, and Elite 3E given the modest increase in adoption for both (see questions 7.4 and 7.7); this is also true for Intapp and Aderant iTimeKeep (see questions 7.9, 7.11, and 7.12). Furthermore, we anticipate integration with document management solutions such as iManage and NetDocuments (question 5.2); ethical walls developers iManage, Intapp, and NetDocuments (question 6.2) will continue to grow. The data suggests more integration with enterprise search is coming (see question 7.17), especially with data stores targeted in enterprise search initiatives (see question 7.18). The survey underscores

Technology is the business enabler for law firms.

the importance of integration, with over a quarter of survey respondents saying integration with third-party tools was a reason for not moving to a cloud-based document management system (see question 5.7). This response is all the more interesting as there are many good reasons for making such a move (see question 5.8).

Extracting and protecting data

Most ILTA solution providers have observed and been a part of the move by law firms to break down silos between products and disparate data sources. This move has been notable in business intelligence and financial analysis software, which has combined data extraction and technology to generate reports across databases. Not surprisingly, the survey shows that firms are increasingly putting measures and strategies in place for the governance of electronic records policies and procedures. This year the number of firms responding positively to this move increased to almost 50%. (see question 7.3). Also, not surprising, most firms use business intelligence and financial analysis software, but no dominant player has emerged in this space yet (see question 7.13).

Buy vs build – the verdict's in

Finally, ILTA solution providers have been watching the trend of law firms moving away from custom/in-house developed solutions with the "buy" component of the "build versus buy" decision winning in most cases (see, for example, questions 4.4, 4.6, 7.12, 7.14, 7.21, and 7.23). The decrease in custom development might go some way to explain why the number of firms not pursuing AI/ML options has reverted to its 2018 level - 57% (see question 7.22). Instead of pursuing AI/ML technology on its own – which likely would require some custom/in-house development – it seems firms may be investing in solutions that incorporate AI/ML as a component of the solution.

Technology is the business enabler for law firms.

2021 Tech Survey Committee

Todd Corham — Chair
Chief Information Officer at Saul Ewing Arnstein & Lehr

Jim McCue
Director of Information Systems at Rodey, Dickason, Sloan, Akin & Robb, P.A

James Colley
Manager, Security & Compliance

Howard Russell
Co-CEO at RBRO Solutions Inc.

Barry Solomon
Vice President, Litera Firm Intelligence at Foundation Software Group

TJ Johnson
AVP, Legal Sector Strategist at Qualitest

Jim McKenna – Board Liaison
Chief Information Officer at Fenwick & West LLP

Cindy MacBean – PPC Liaison
Litigation Support Manager at Honigman LLP

Beth Anne Stuebe
Director of Publications and Press at ILTA

Teresa Laird
Sr. Project Manager at ILTA

Conclusions

History has shown that the early bird gets that worm. It may be that the innovative firms will be the ones who use information from the ILTA Technology Survey to inform their budgeting and decision-making. They choose what they should leverage and use the data to improve. Some, as we've seen, have embraced the benefits of WFH and have flourished. One thing is certain – we can't go back to how things were prior to the pandemic. We have to take a forward-thinking approach and be proactive. This is our legal tech way forward.

The trends in the survey can be used to help you create a roadmap to prevent your firm from falling behind the curve, and identifying areas of differentiation. Decisions should be made around investing to not fall behind and investing to be innovative.
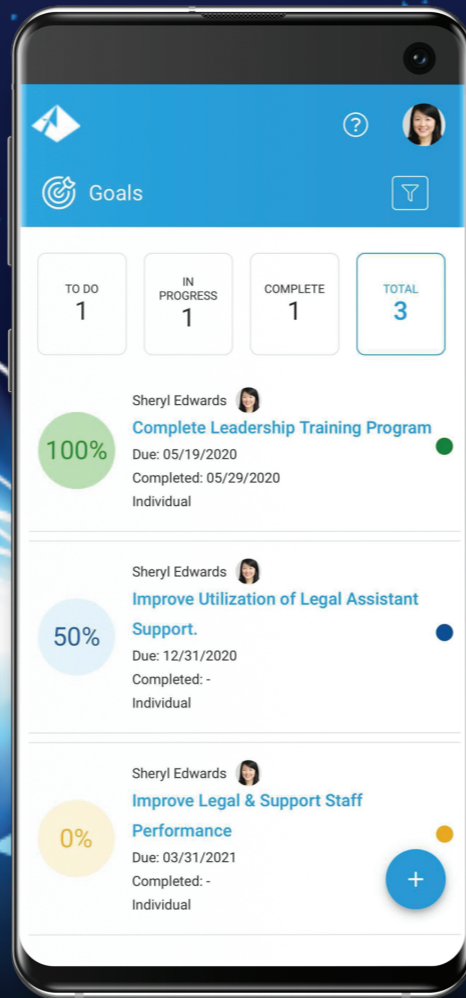
Resolution

The ILTA Technology Survey Committee members contributed to the development of the 2021 survey questions. They also reviewed the results together as well as individually analyzing various sections. This executive summary was definitely a joint effort. We look forward to your feedback on the survey. As we begin to plan for the 2022 Technology Survey, we hope you will share your ideas of what we should change or improve.

WORLD-CLASS
PERFORMANCE MANAGEMENT SOFTWARE

top**performance**®

SPECIFICALLY DESIGNED FOR LAW FIRMS

Goals

TO DO	IN PROGRESS	COMPLETE	TOTAL
1	1	1	3

Sheryl Edwards
Complete Leadership Training Program
Due: 05/19/2020
Completed: 05/29/2020
Individual
100%

Sheryl Edwards
Improve Utilization of Legal Assistant Support.
Due: 12/31/2020
Completed: -
Individual
50%

Sheryl Edwards
Improve Legal & Support Staff Performance
Due: 03/31/2021
Completed: -
Individual
0%

Built with a Modern Code Base

Works Elegantly on all Mobile Devices

Integrates with CE Manager & LawCruit

See our entire platform of integrated Talent Management Software

info@micronsystems.com
(201) 652-2229
www.micronsystems.com

MICRON SYSTEMS®