

**Really useful facts  
and benchmarks  
for the legal  
technology  
industry.**

# Legal Technology Suppliers in the UK

**Ready to use as 22  
Powerpoint slides  
which you can cut  
& paste as  
required.**

**The UK Market for Legal Services Practice,  
Case and Matter Management Software  
Developers**

## Financial Fundamentals

# Contents:

- Market Definition
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- Financial Fundamentals
  - Sales profit, growth and profitability 1995-2015
- The Addressable Market
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  - Profitability
  - Operating Profit/investment Capacity
  - Sales per Employee
  - Payroll as % Sales
  - Average Employee Cost
- Business Model Impacts: SaaS
- Leading Players
- Interesting Players
- So What?
- Executive Summary

*All the core strategic facts and figures are here to ensure you understand where the market's been and where it could go.*



# Market Definition

*Industry boundaries  
Defined.*

- 💡 **Over 70 firms with combined sales of £1.2 billion based on providing lawyers in practice, government, commerce & industry:**
- 💡 **Practice Management Software:**
  - time & fees; time recording; cashiers; billing; general ledgers; accounts; calendar management, conflicts and prompts; CRM/contact management; payroll, performance metrics/reporting; budgeting...
- 💡 **Case & Matter Management Software**
  - company secretarial administration, conveyancing, debt collection, probate/trusts administration, personal injury, family law, litigation/case management, transactional law/workflow, commercial law, contract administration/management, banking/financial services, pensions administration...

# Financial Fundamentals (2)

## Relevance:

*A truly strategic view needs long term data – we go back over 3 business cycles.*

Market Fundamentals: Sales & Profit  
Sales Growth and Profitability

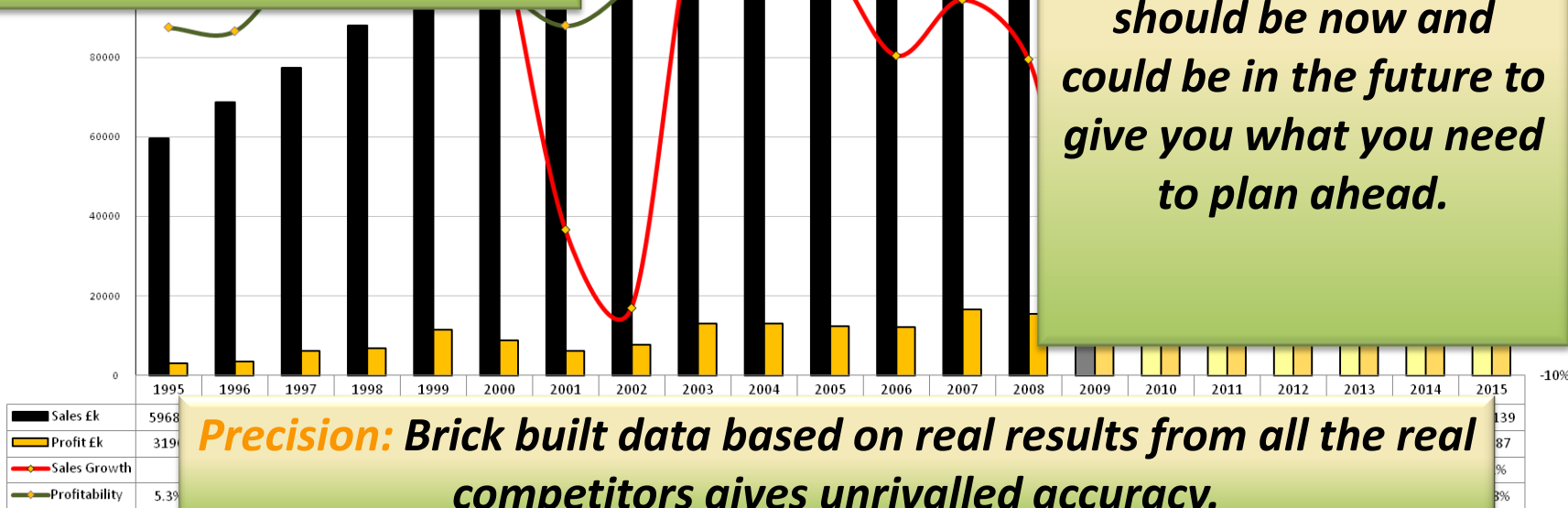
25%

20%

## Brilliance:

*Only RBP show you where the market should be now and could be in the future to give you what you need to plan ahead.*

Sales growth & Profitability Scale



**Precision:** *Brick built data based on real results from all the real competitors gives unrivalled accuracy.*

# Net New Business

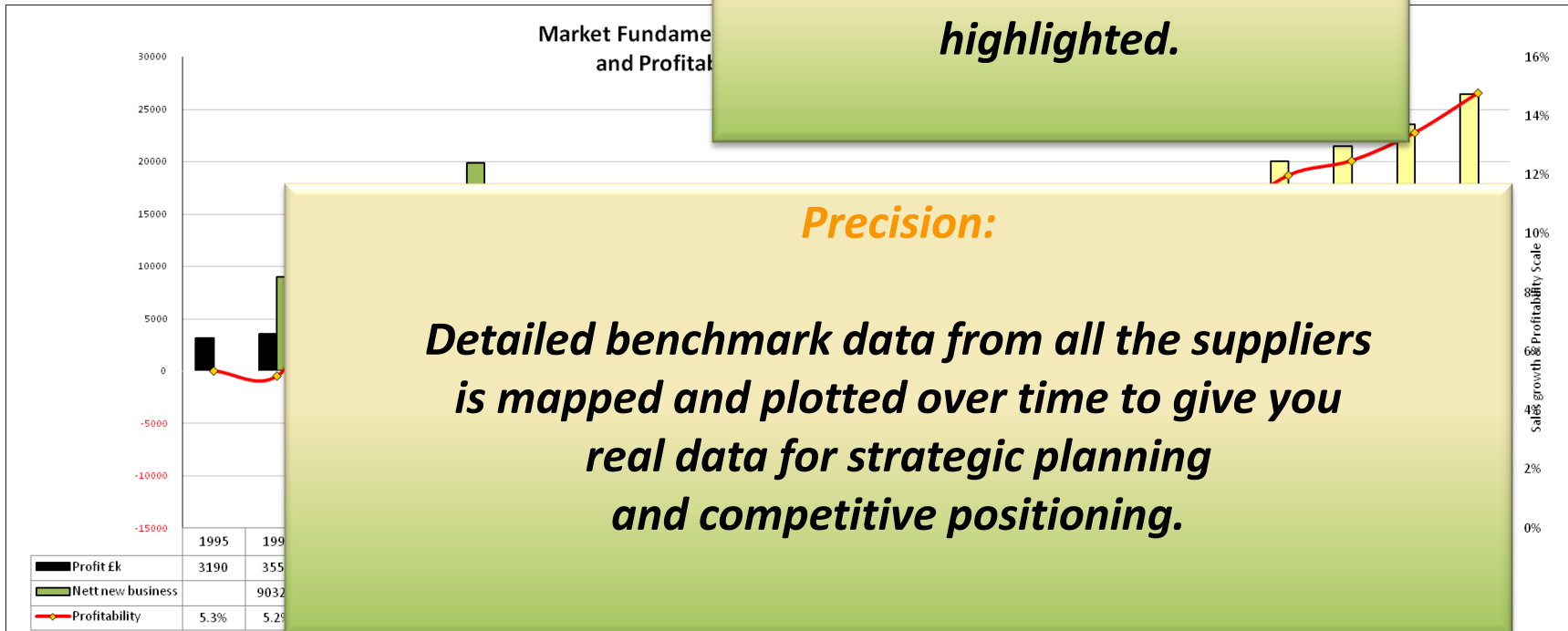
- The market is a good year and a good one.
- Historical data is closely with previous acquisitions, likely to be less profitable but predicted to be up taken in 2015.

**Relevance:**  
Key benchmark ratios are explained and quantified.

Historic Top Growers £	
Tikit	
ICSA Software	
Civica	
Business Integrity	
Eclipse: Proclaim	
Current Top Growers £	
Eclipse: Proclaim	
Business Integrity	
SOS Connect	

- Acquirers are not usually buying big market share takers but simply stacking past achievers in one block. The large groups are notably absent as share takers.

**Brilliance:**  
Past leaders, current winners and ones to watch are highlighted.



**Precision:**  
Detailed benchmark data from all the suppliers is mapped and plotted over time to give you real data for strategic planning and competitive positioning.

# Payroll as % of Sales

- Lightbulb icon: Software around
- Lightbulb icon: Being choice entrant 60% r
- Lightbulb icon: High s than 6 stand

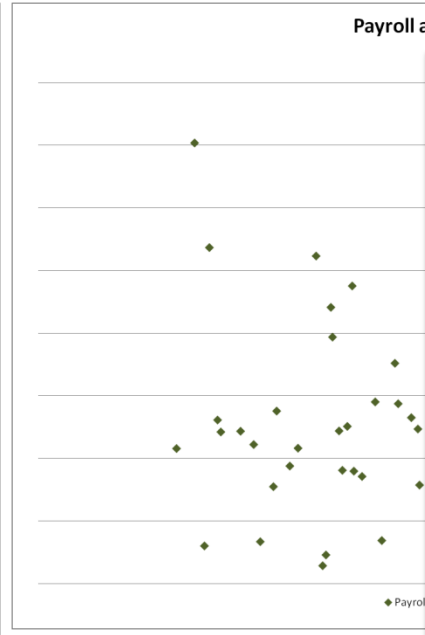
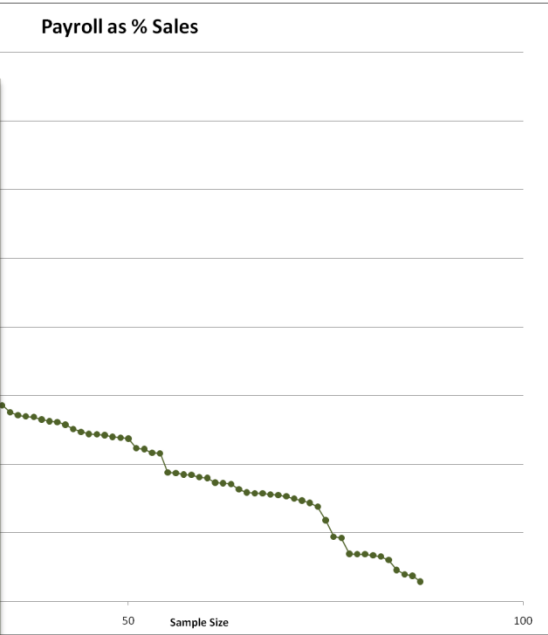
**Relevance:**

*For all key benchmarks the levels to aspire to are set out in detail and examples of leading companies specific levels are shown for comparison.*

Payroll as % Sales	
Top Decile Average	
Median Top Decile	
Median Top Quartile	
Median Overall	
Average Overall	
Benchmark Suppliers	
Pilgrim	
Lexis: Axxia	
IRIS-CS Group	
Aderant	
OyezStraker	

**Brilliance:**

*Data is clearly presented to enable you to see where you fit in.*



**Precision:**

*Statistical analysis from direct competitors underpins all of the benchmarks.*

# Interesting Players

## *Precision:*

*Detailed market shares for leading players are demonstrated as well as pointers to some of the more interesting contributors to the market – ones to watch.*

# So What?

- 💡 Ignore the hype about legal services deregulation – above average growth and profitability over the sector – but not by much.
- 💡 Winners will keep it simple for the next 5 years – recognition, amortisation, etc – focus on long-term value that's what SaaS means, and that's all it means.

## **Relevance:**

***Real core issues and strategic pointers are set out in the Exec Summary and to answer the hard So What questions.***

## **Brilliance:**

***Real insights – and sometimes less really is more.***

## **Precision:**

***Everything you need to base a strategic plan or investment/information memorandum on is here.***

- 💡 Private practice is fundamentally nervous of large company budgets do exist and are comfortable

# If you want more – we recommend these...

The legal technology sector is well served for commentators and researchers. Most are reliant to some degree on advertising revenues and cannot therefore be completely comprehensive, but the pros and cons of each are set out below.

**Delia Venables**: A very thorough and long standing site with an independent view on the great, the good and those aspiring to the same. Independent and still probably the broadest coverage available.

**Charles Christian**: Legal Technology Insider – the first of the journalistic approaches to list, track and review the sector; authoritative and not afraid to grapple with the numbers and who's where.

**The Legal Software Suppliers Association**: With a membership of around half of the suppliers in the UK, the association is the trade body for developers

**The Law Society Software Survey**: Struggling to keep wide enough coverage, the survey does give a platform for the smaller suppliers to match the presence of the big boys and digs into pricing and user profiles.

**Legal Support Network**: Competition to LTI from David Sparkes with a strong selection of free contributed material and a wider brief than technology, albeit well supported there.

**Julian Baker**: LegalTechnologySolutions: An independent experienced IT insider with a thorough directory and some overseas angles, although mostly UK focused.

**LegalITProfessionals**: a busy and well supported community and directory with an international perspective; good journalistic approach

**The Know List**: Another new approach to legal technology directories, with an editorially rich site and a know-who bias.

There is a wide range of conferences and exhibitions in the UK and internationally from the annual Legal IT show, to the Alternative Legal IT conference (ironically funded by the largest company in the market), the New Legal IT Forum, Asian summits, supplier user groups and assorted global extravaganzas. Finding people or suppliers in this market is not the problem. Understanding their strengths, weaknesses and competencies takes effort.



www.rbponline.co.uk

A dense collage of logos for various legal technology and professional services companies. Visible logos include: AlphaLaw, pdf Docs, LGO, FRSglobal, SearchFlow, FIRMEX, Factiva.com, ELITE, THOMSON, SWEET & MAXWELL, DIGITA, JORDANS, Bluebridge, tikitfb, CONTRACTEDGE, Achilles, CALVIS, Wolters Kluwer, icosa, legalsupportnetwork, Edgebyte, bar squared, legalweek.com, CENTAUR MEDIA PLC, meridian, PEAPOD LegalOffice, BLUEPRINT, Land Registry, lawbyte, CIVICA, Law Systems Limited, Computershare, AT A GLANCE, Costs Law Reports, ADERANT, THOMSON REUTERS, Workshare, Tricostar, SAI GLOBAL, The College of Law, LEX, PANGEA3, Bloomberg Professional, CPA GLOBAL, Isokon, eca, emplaw.co.uk, Oyez SDLT.co.uk, Perfect Software, FL Memo, phoenix, LawSoft10, pilgrim SYSTEMS, Law Business Research, easyconvey.com, WILEY, Lawyer Construction, NORWEL, Ascetus, The Law Society, LANDMARK Information Group, LexisNexis, iLS integrity legal services, briefclick, Quantum PRO, Law & Computing, Autonomy iMANAGE, informa maritime & professional, ACCESS LEGAL SYSTEMS, PRACTICAL LAW COMPANY, taxcalc, Pendragon, Eclipse, Iken, FloSuite, and many others.

# Legal Tech – Busy Isn't It?

A second dense collage of logos, similar to the first one, featuring a wide variety of legal tech and professional services brands. Visible logos include: Pi ECM Insight, PRACTICAL LAW COMPANY, THE INCORPORATED COUNCIL OF LAW REPORTING, ICLR, Virtual Practices, quill pinpoint, Cognito, LEXLOGY, KONSISTUS, DPS Software, contractlogix, BusinessIntegrity, SOS, sosconnect, XIT2, INTXAPP, rekoop, Quill Group, LAWMAN, LSSA LEGAL SOFTWARE SUPPLIERS ASSOCIATION, MYOB, ICC, ifm, DMR, OSCRE, Companies House, greystone, Merril Legal Solutions, Gazetta, Perfect Software, ANYA Legal Technology, iMANY, SCOTTISH LEGAL NEWS, HSE, CHAMBERS AND PARTNERS, Iris Software & Services, Lawbajie, informancé, DirectLaw, ECTEON, Emptoris, ANYA, solace, CDLQ, SERENGETI, Simply Books, PPS, ntshub, acorn legal, JCI, MDA Essential Information Solutions, Trace Solutions, Leading Property Management Software, HotDocs, bigHand, legal services COMMISSION, Miles 33, Next Intelligent Business Services, Axco INSURANCE INFORMATION SERVICES, ark, COSECS REUNITED, LEGAL TECHNOLOGY INSIDER, Oyez Forms, C, networks, TIMELICE, CAS, Landscape, OSPREY.TM, practice ENGINE, LDC, and many others.