

# 2020 ACC LEGAL OPERATIONS MATURITY BENCHMARKING REPORT



**316 participants**



**24 industries**



**29 countries**

ACC, in partnership with Wolters Kluwer, surveyed legal departments on their level of maturity across 15 legal operations functions and 92 related subfunctions. We present the key findings and data highlights here.

## KEY FINDINGS

### 1 LEGAL OPERATIONS PROFESSIONALS MAKE A DIFFERENCE

Departments that employ at least one legal ops professional are more advanced across all 15 functional areas compared to those with no dedicated legal ops professional.

### 2 NOT ALL FUNCTIONS ARE EQUAL

There is significant variation in maturity levels across functions. Compliance and Financial Management are most advanced on average, while eDiscovery & Litigation Management and Innovation Management are least advanced.

### 3 COMPANY SIZE MATTERS

Legal departments in large organizations report higher maturity levels on average. This is consistent when examining company revenue, number of staff, and legal spend.

### 4 DEPARTMENTS FACE DIVERSE CHALLENGES IN THEIR MATURATION PROCESS

Budget limitations, leadership skepticism on the added value provided by legal operations, and general resistance to change hinder the efforts of legal operations professionals to advance maturity.

### 5 BEST IN CLASS ARE IN AN ADVANCED STAGE, BUT THEY STILL HAVE ROOM TO GROW

The top 10 percent departments showcase an advanced stage of legal operations maturity, but none recorded being advanced across all 15 core functions.

## Average Maturity Rate for Each Function

### COMPLIANCE

3.46 Intermediate Stage 1

### FINANCIAL MANAGEMENT

3.34 Intermediate Stage 1

### INFORMATION GOVERNANCE

2.95 Intermediate Stage 1

### CONTRACT MANAGEMENT

2.90 Intermediate Stage 1

### EXTERNAL RESOURCES MANAGEMENT

2.85 Intermediate Stage 1

### TECHNOLOGY MANAGEMENT

2.73 Intermediate Stage 1

### STRATEGIC PLANNING

2.70 Intermediate Stage 1

### KNOWLEDGE MANAGEMENT

2.69 Intermediate Stage 1

### INTELLECTUAL PROPERTY MANAGEMENT

2.60 Intermediate Stage 1

### PROCESS & PROJECT MANAGEMENT

2.59 Intermediate Stage 1

### INTERNAL RESOURCES MANAGEMENT

2.53 Intermediate Stage 1

### METRICS & ANALYSIS

2.50 Intermediate Stage 1

### CHANGE MANAGEMENT

2.38 Early Stage 2

### EDISCOVERY & LITIGATION MANAGEMENT

2.37 Early Stage 2

### INNOVATION MANAGEMENT

2.09 Early Stage 2

The chart above presents the average maturity rating among all participating legal departments (based on a six-point scale shown below) sorted by their average maturity rate, from highest to lowest values.



FOR MORE INFORMATION: [research@acc.com](mailto:research@acc.com)

VIEW THE FULL REPORT: [acc.com/maturity-benchmarking2020](http://acc.com/maturity-benchmarking2020)



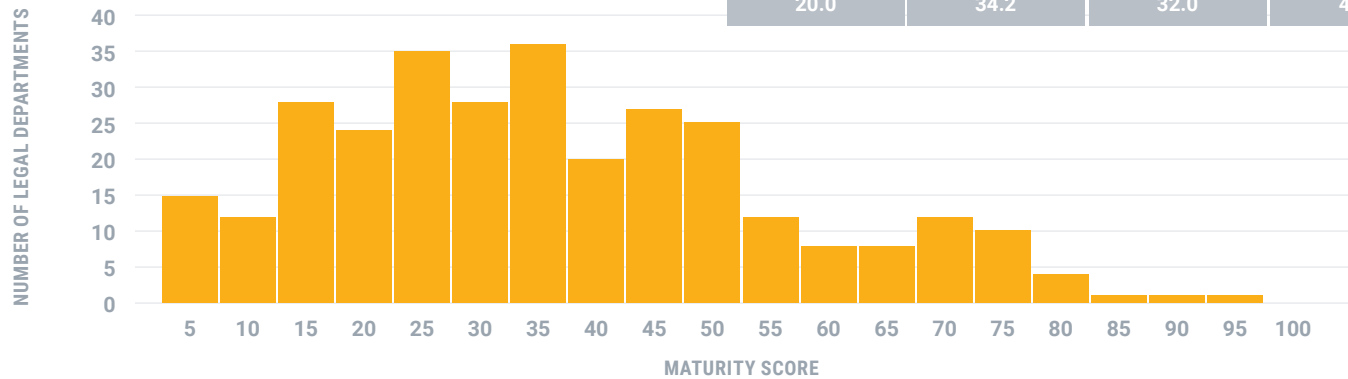
# ACC LEGAL OPERATIONS OVERALL MATURITY SCORE

A combined score of 15 legal operations functions that ranks legal departments' maturity from 0 to 100

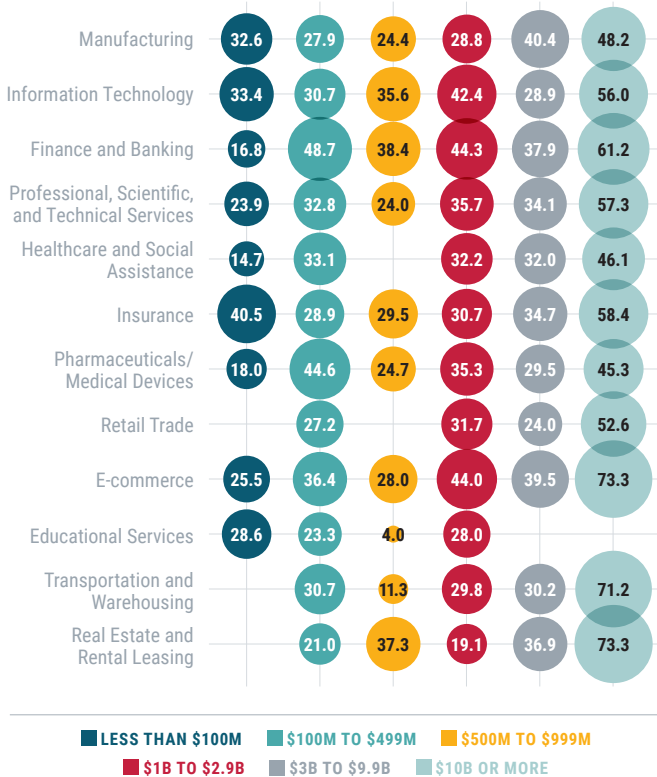


Overall scores vary considerably. Most departments score up to 50 points, while only a minority score above 80. The mean is 34.2, which places the average department at an intermediate stage of maturity.

## Maturity Score Histogram



## Maturity Score by Company Revenue and Industry



Average score by industry and company revenue. Larger companies score higher in legal operations maturity across industries.



## BEST IN CLASS

Top 10% of Departments by Maturity Score

**\$9,367,000,000**  
COMPANY REVENUE



INTERNAL SPEND **\$14,900,000**  
EXTERNAL SPEND **\$12,850,000**  
TOTAL SPEND **\$28,500,000**



Department has at least one legal ops professional

**6.24**  
Lawyers per \$1B of revenue

30.5 LAWYERS

4.0 LEGAL OPS PROFESSIONALS

58.0 STAFF

**11.55**  
Legal Staff per \$1B of revenue



**0.231%** Internal spend as a percentage of company revenue  
**0.214%** External spend as a percentage of company revenue  
**0.576%** Total spend as a percentage of company revenue

Note: Median values reported.

The "Best in Class" are the top 10 percent legal departments sorted by maturity score. This statistical summary shows key metrics for these industry leaders.