LexisNexis® | CounselLink®

as featured in the Hyperion MarketView™ Research Program

ENTERPRISE LEGAL MANAGEMENT
E-BILLING AND MATTER MANAGEMENT FOR CORPORATIONS

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INTRODUCTION


Matter management and e-billing systems have long been generally adopted and ingrained components, in one way or another, in most mid-to-large-sized corporate law departments. However, maturity of the technology did not always ensure law departments were using it well. We’ve observed the gap between technological maturity and the effective use of operational technology begin to close, while the broader range of more scalable, configurable legal technology solutions has made efficient use of ELM solutions easier and more attainable.

That said, legal operations professionals are working ever more diligently—and effectively—to align their processes and objectives to the needs of the businesses they serve. Over the last 12-to-24 months, the legal solutions market for ELM has experienced a dramatic shift: with the rise of legal operations, and the dynamic businesses that drive it, ELM today is a customer-driven market, defined by the broad-based needs and objectives of the businesses legal operations teams partner with, and characterized by significant functional gaps to address those needs in the solutions market.

Incorporating over 500 hours of industry benchmarking, primary interviews, client references and vendor briefings, the report provides an invaluable resource for General Counsel and Legal Operations Managers to understand the leading trends in corporate legal department management, and the software solutions landscape. This Hyperion MarketView™ Report is oriented towards the solution needs of corporate legal departments of all sizes that are seeking integrated solutions that include modern capabilities in spend management, collaboration, workflow and advanced analytics.

The focus of this MarketView™ 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 over 180 pages, the 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.
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 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  |
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 highly differentiated in the market, and that clients have reported as surpassing 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; they are often considered leading factors in the vendor selection process.

**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 more 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.

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.
THE VENDOR LANDSCAPE FOR ENTERPRISE LEGAL MANAGEMENT SYSTEMS

The Enterprise Legal Management market is well populated with a broad mix of vendors. We continuously monitor the market for new and emerging solutions. Over the course of our research, we have identified over 30 solutions with some relevance to corporate law department matter management. These include solutions in related or ancillary areas that may not provide the broader, enterprise capabilities defined in this project. Vendors not included in this report may be covered in other Hyperion Research segments.

For purposes of the objectives of this MarketView™ report, we focused our analysis on 23 products. Of these, 12 were considered to meet a limited set of the Key Solution Component criteria. These products and vendors are identified as Market Participants, and listed below with a short description. While not covered in depth here, we may cover a Market Participant vendor in our other research projects.

Ten (10) products met our project definition and the KSC criteria to a higher degree, and were further reviewed as Advanced Solution vendors using our VendorView™ Evaluation process.

We also cover an additional system in a third category of Market Notable Solutions. This technology demonstrates notable ELM capabilities worthy of note and inclusion in our VendorView™ Evaluation process yet narrowly fail to meet, for various reasons, our Key Solution Component criteria as Advanced Solutions. We cover this system separately with a complete VendorView™ evaluation at the end of this report.

MARKET PARTICIPANT VENDORS

Market Participant products met our project definition and are considered to provide basic capabilities in our Key Solution Components. These vendors may be considered viable solutions for special or niche applications.

The following vendors have been identified as Market Participants (in alphabetical order):

<table>
<thead>
<tr>
<th>VENDOR</th>
<th>PRODUCT</th>
<th>WEBSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACUITY MANAGEMENT SOLUTIONS</td>
<td>ACUITY CONTENT MANAGEMENT</td>
<td><a href="http://www.acuityelm.com">www.acuityelm.com</a></td>
</tr>
<tr>
<td>ADVOCOURIX</td>
<td>ADVOLOGIX PM</td>
<td><a href="http://www.advologix.com">www.advologix.com</a></td>
</tr>
<tr>
<td>BOTTOMLINE TECHNOLOGIES</td>
<td>LEGAL EXCHANGE</td>
<td><a href="http://www.bottomline.com">www.bottomline.com</a></td>
</tr>
<tr>
<td>BUSYLAMP, INC.</td>
<td>BUSYLAMP</td>
<td><a href="http://www.busylamp.com">www.busylamp.com</a></td>
</tr>
<tr>
<td>Company</td>
<td>Product/Service</td>
<td>Website</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td>------------------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>COMPUTER SCIENCES CORPORATION (CSC)</td>
<td>LEGAL SOLUTION SUITE</td>
<td><a href="http://www.csc.com/legal_solutions">www.csc.com/legal_solutions</a></td>
</tr>
<tr>
<td>CORPORATE LEGAL SOLUTIONS</td>
<td>CASE &amp; POINT</td>
<td><a href="http://www.corplegalsolutions.com">www.corplegalsolutions.com</a></td>
</tr>
<tr>
<td>CORPORATION SERVICE COMPANY</td>
<td>E-BILLING; MATTER MANAGEMENT</td>
<td><a href="http://www.cscglobal.com">www.cscglobal.com</a></td>
</tr>
<tr>
<td>LAW DEPARTMENT DESKTOP SERVICES, LLC</td>
<td>LAW DEPARTMENT DESKTOP SERVICES (LDDS)</td>
<td><a href="http://www.lawdepartmentdesktop.com">www.lawdepartmentdesktop.com</a></td>
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<tr>
<td>LEGAL DECODER, INC.</td>
<td>LEGAL DECODER/ LEGAL SPEND ANALYZER</td>
<td><a href="http://www.legaldecoder.com">www.legaldecoder.com</a></td>
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<tr>
<td>LEGAL FILES SOFTWARE, INC.</td>
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<td><a href="http://www.legalfiles.com">www.legalfiles.com</a></td>
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<tr>
<td>LSG</td>
<td>ADVOCATOR SYSTEM ELM</td>
<td><a href="http://www.lsg.com">www.lsg.com</a></td>
</tr>
<tr>
<td>THOMSON REUTERS</td>
<td>ELITE PROLAW – CORPORATIONS</td>
<td><a href="http://www.elite.com">www.elite.com</a></td>
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</tbody>
</table>
ADVANCED SOLUTION VENDORS

Of the 23 products included in this MarketView™, we determine ten (10) to be Advanced Solutions. Each of these Advanced Solutions provided all or substantially all of our Key Solution Components. The Advanced Solutions are each considered highly credible solutions for integrated enterprise legal management. We encourage clients to consider their specific needs and requirements when planning their vendor evaluation process.

That said, the following vendors are our Enterprise Legal Management Advanced Solutions for 2017 (listed alphabetically):

<table>
<thead>
<tr>
<th>VENDOR</th>
<th>PRODUCT</th>
<th>WEBSITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>doeLEGAL</td>
<td>ASCENT™</td>
<td><a href="http://www.doelegal.com">www.doelegal.com</a></td>
</tr>
<tr>
<td>LEGAL SUITE</td>
<td>GALEXY®</td>
<td><a href="http://www.legal-suite.com">www.legal-suite.com</a></td>
</tr>
<tr>
<td>LEXISNEXIS®</td>
<td>COUNSELLINK®</td>
<td><a href="http://www.counsellink.com">www.counsellink.com</a></td>
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<tr>
<td>MITRATECH, INC.</td>
<td>ECOUNSEL</td>
<td><a href="http://www.mitratech.com/ecounsel">www.mitratech.com/ecounsel</a></td>
</tr>
<tr>
<td>MITRATECH, INC.</td>
<td>LAWTRAC</td>
<td><a href="http://www.mitratech.com/lawtrac">www.mitratech.com/lawtrac</a></td>
</tr>
<tr>
<td>MITRATECH, INC.</td>
<td>TEAMCONNECT</td>
<td><a href="http://www.mitratech.com/teamconnect">www.mitratech.com/teamconnect</a></td>
</tr>
<tr>
<td>ONIT, INC.</td>
<td>ONIT ENTERPRISE</td>
<td><a href="http://www.onit.com">www.onit.com</a></td>
</tr>
<tr>
<td>THOMSON REUTERS</td>
<td>THOMSON REUTERS LEGAL TRACKER</td>
<td><a href="http://www.legaltracker.com">www.legaltracker.com</a></td>
</tr>
<tr>
<td>WK ELM SOLUTIONS</td>
<td>PASSPORT®</td>
<td><a href="http://www.wkelmsolutions.com/products/passport">www.wkelmsolutions.com/products/passport</a></td>
</tr>
<tr>
<td>WK ELM SOLUTIONS</td>
<td>TYMETRIX® 360°</td>
<td><a href="http://www.wkelmsolutions.com/products/T360">www.wkelmsolutions.com/products/T360</a></td>
</tr>
</tbody>
</table>
LexisNexis® | CounselLink®

A pioneer in e-billing solutions, LexisNexis’s CounselLink has evolved into a complete Enterprise Legal Management solution over the past decade. The SaaS-based software combines integrated matter management, e-billing and spend management, and legal hold with strategic consulting services, business intelligence, and benchmarking tools.

The system’s innovative Smart Review technology introduces machine learning into the invoice review process by using pre-set business rules and analysis of language and patterns to flag line items for non-compliance and adjustments. Other spend management capabilities include workflow for managing invoice approvals and tools for budgeting, forecasting, cost allocation, accruals, and alternative fee arrangements.

The CounselLink application platform serves both law departments and their law firms, delivering an integrated approach designed around nurturing meaningful collaboration between the parties. For example, a new legal request feature allows business managers and other stakeholders to initiate requests directly in the system.

The user interface has been enhanced in recent years to give matter, invoice, and search pages a modern look and feel. The home page is also more user-friendly, with configurable matter summary dashboards that offer insight into tasks, workload and status, and other matter management essentials.

CounselLink strives to provide market leading analytics and related services through the use of reporting and visualization tools powered in partnership with MicroStrategy. CounselLink, along with other LexisNexis legal technology business units, is located on the North Carolina State University campus, home of the fifth largest engineering program in the nation and the first to offer an Advanced Analytics PhD program. This unique partnership enables CounselLink to draw from a deep pool of top talent to drive product innovation.

CounselLink’s tiered licensing model allows legal departments to select the level of configuration, support, and integrations required, and is therefore designed to scale as the client’s needs grow or change. CounselLink’s support professionals also offer diverse resources to help users learn to use the system most efficiently, including LexisNexis University, an online training tool, and live “Feature Fridays” informational sessions. Additionally, a new “idea portal” allows clients to submit ideas for system improvements and enhancements to CounselLink directly through the system.

CounselLink is used by corporate legal and insurance claims departments of all sizes and industries. More than 230 clients currently use CounselLink.
### Company Background

<table>
<thead>
<tr>
<th>COMPANY NAME</th>
<th>LexisNexis (A division of RELX, Inc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESS / PHONE / WEBSITE</td>
<td>1801 Varsity Drive, Raleigh NC 27606</td>
</tr>
<tr>
<td></td>
<td>866.799.3721</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.counsellink.com">www.counsellink.com</a></td>
</tr>
<tr>
<td>OFFICE LOCATIONS – HQ AND OTHER(S)</td>
<td>Raleigh, NC</td>
</tr>
<tr>
<td>PRODUCT DEVELOPMENT LOCATION(S) – PRIMARY AND OTHER(S)</td>
<td>Raleigh, NC</td>
</tr>
<tr>
<td>NO. OF EMPLOYEES – TOTAL SOFTWARE BUSINESS</td>
<td>375</td>
</tr>
<tr>
<td>NO. OF EMPLOYEES – SOFTWARE DEVELOPMENT</td>
<td>100+</td>
</tr>
<tr>
<td>NO. OF EMPLOYEES – SUPPORT</td>
<td>40+</td>
</tr>
<tr>
<td>NO. OF EMPLOYEES – IMPLEMENTATION / CONSULTING SERVICES</td>
<td>30+</td>
</tr>
<tr>
<td>NO. OF SOFTWARE CLIENTS – TOTAL</td>
<td>230+</td>
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### Product and Technology Background

<table>
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<tr>
<th>PRODUCT NAME – VERSION</th>
<th>17.2 (May 2017)</th>
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<tbody>
<tr>
<td></td>
<td>▪ New Idea Portal for Clients and Law Firm</td>
</tr>
<tr>
<td></td>
<td>▪ New Fee Offer Search</td>
</tr>
<tr>
<td></td>
<td>▪ Redesigned Law Firm Search UI</td>
</tr>
<tr>
<td></td>
<td>▪ Redesigned Contact Search UI</td>
</tr>
<tr>
<td></td>
<td>▪ Redesigned Profiles Search UI</td>
</tr>
<tr>
<td></td>
<td>▪ Matter and Invoice Search Enhancements</td>
</tr>
</tbody>
</table>
### RELEASE HISTORY

**17.1 (February 2017)**
- New Invoice Search UI
- Improved Invoice Search Performance and Relevance
- Legal Request (Limited Release)
- Microsoft Outlook Add-in Support for Outlook 2016
- Appeal Notes Improvements
- Invoice Overview Report Enhancements
- User Management Enhancements

**6.5 (November 2016)**
**6.4 (August 2016)**
**6.3 (May 2016)**

### NEXT PLANNED RELEASE

**17.3 (August 2017)**
- New Invoice Review Experience
- Legal Request (General Release)
- Redesigned Legal Hold Search UI

### PRODUCT DEVELOPMENT APPROACH

CounselLink applies a multifaceted approach to product development, incorporating ongoing client feedback, market needs assessments, and industry thought leadership and surveys (conducted by both LexisNexis and external vendors). The Product Management and User Experience teams routinely solicit feedback from power users, corporate legal leadership, and insurance claims to ensure CounselLink meets both the functional, operational needs of clients, as well as the strategic, analytical needs of the client’s business.

Customer feedback is gathered through direct collaboration with clients, including user experience calls, client advisory boards, user conferences, beta client demos, and online feedback gathering tools. Clients may opt to participate in CounselLink product-release shared environments that allow clients to test new application configurations and integrations prior to deployment.

Earlier this year, LexisNexis opened a User Experience Lab at its offices in Raleigh, NC (on the campus of N.C. State) encouraging onsite visits from clients to collaborate with CounselLink teams including development, user experience,
product management, and more. Feedback from these sessions is incorporated into the CounselLink roadmap and updates.

CounselLink uses an Agile development approach that focuses on short development iterations (two weeks) with frequent user demo and feedback sessions. Agile teams include product owners, UX designers, developers, and testers.

**Matter Management** – Access to all matter information, including matter status, contacts, journal, calendar, and documents.

**E-Billing/Invoice Management** – Manage invoice-related content, including invoices, invoice attachments, multiple currencies, and taxes.

**Financial/Legal Spend Management** – Manage budgets, forecasts, accruals, and collaborate with vendors to establish billing policies and business terms.

**Business Process Management** – Manage compliance with internal business rules and process.

**Analytics & Reporting** – Provides insights into matter status, law firm performance, budget variances, and other operational and business metrics. Included in all packages and without user limitations.

**Legal Hold** – Maintain compliance with legal or regulatory demands to identify and preserve potential evidence.

CounselLink is a multitenant Software-as-a-Service (SaaS) web application with a modern integration platform to interact with various modules of the web application.

- Developed using modern web technologies such as Angular, Bootstrap, Java 8, and Spring Boot
- RESTful APIs created using industry best practices provide a rich platform to integrate with CounselLink
- Apache Solr search for indexing and full text searching
- Upgraded transactional RDBMS to Microsoft SQL Server
- Embedded MicroStrategy Web 10.2 business intelligence server and Web interface
- Reporting platform for business intelligence
- Browser-agnostic responsive design
- Defined non-public APIs for key interfaces including REST(ful) interface for Outlook integration
- Application Servers: Apache TomEE application server, Apache Tomcat
- RDBMS: Oracle and Microsoft SQL Server
- Continuous Integration: Maven, Bamboo
- Configuration Management: Ansible
- System Monitoring: Splunk, Zabbix, NewRelic, SolarWinds, PagerDuty, Tripwire, Symantec MSS
- Test Automation: Unit testing with Junit, integration testing with Selenium, acceptance and BDD testing with Cucumber

CounselLink uses multiple, highly secure, Tier 3 enterprise-grade data centers with full infrastructure security and network redundancy. Data can be hosted within the U.S. or in the E.U. All datacenters are SOC2 compliant.

The CounselLink open platform supports interfaces to third-party systems, including single sign-on (SAML), service-of-process and non-standard interfaces. Interfaces can be designed as Web services. The electronic billing has integrated with many legal and enterprise systems including: Public RESTful APIs; matter management; accounts payable; claims management; Document Management Systems (DMS) including SharePoint, Documentum, OpenText, and others; Intellectual property Management; other ERP/financial systems including procure-to-pay systems such as Ariba; human resources; RMIS; SSO; SOP; and other systems as required by client.

- Data is encrypted in transit to/from CounselLink using 256-bit AES encrypted on top of the standard HTTPS TLS layer
- All RDBMS storage at rest is on encrypted disk
- All documents stored in CounselLink are encrypted at 256-bit AES encrypted
- Security controls are based on ISO 27001, 27002 (designed to meet or exceed industry best practices)
- Role and permissions-based security in place to lock down data
- SSAE16 SOC 1 Type II Application audit | SOC 2 Data Center audits
- Authentication over HTTPS or SAML assertion or HMAC authentication for REST(ful) APIs
- Hosted and Network-based Intrusion Detection and Prevention Systems as well as enterprise-class ICSA firewalls and F5 load balancers (each with dedicated firewalls)
- Disaster recovery tested annually and business continuity plan is reviewed and updated quarterly
- Enterprise virus scan and anti-malware software
- Access to production servers are restricted to support personnel, which must use LexisNexis encrypted work station and internal network

- SSAE 16 SOC 1 for the application
- SSAE 16 SOC 2 for the hosting partners
- SANS security certifications (GCUX, GCWN, GCFW, GCIA, CISSP, CISA and CEH)
- EU-U.S. Privacy Shield (replaces U.S.-EU Safe Harbor) and for Switzerland privacy directives, the Swiss-U.S. Privacy Shield
- Microsoft Partner Network

License Model and Implementation Services

<table>
<thead>
<tr>
<th>LICENSE MODEL</th>
<th>Annual subscription</th>
</tr>
</thead>
<tbody>
<tr>
<td>LICENSE CALCULATION</td>
<td>Fixed-price, license subscription fee is based on number of users, specific tier support levels (Essentials, Advanced, Premier), and outside-counsel spending.</td>
</tr>
<tr>
<td>CHARGES TO LAW FIRMS/OTHER VENDORS</td>
<td>Charges to law firms vary by offering level.</td>
</tr>
<tr>
<td>MAINTENANCE FEES</td>
<td>Maintenance and support are included in annual subscription. Maintenance fees apply only to system integrations and custom development.</td>
</tr>
</tbody>
</table>
ASP OR HOSTING – COSTS AND OPTIONS

 Included in subscription fee.

CUSTOMER SUPPORT – COSTS AND OPTIONS

The annual subscription covers maintenance, customer support, and upgrades. Premium customer support programs are also available at an additional cost.

CounselLink offers customer support across several functional groups including:

- Customer care team
- Professional Services team
- Development team (members are part of the incident response team, who are on-call for support 24x7)
- Strategic Consulting Group (helps customers advance operationally by optimizing the use of CounselLink and mining the data captured within it. Projects are scoped with customer specific goals in mind, and delivered by highly experienced strategic consultants)

**Customer Care**

Customer support is included in annual subscription fees and includes: 24/7 phone and email support for both customers and their law firms; Level 1 customer care specialists to address less complex issues and questions; customer power-user access to 2nd level support team to address more complicated technical requests on product functionality and product modifications; a Dedicated Account Manager for each customer for support and expansion opportunities.

CounselLink also has an in-house team dedicated to paper invoice and other non-electronic invoice processing and data-entry services. This service is for law firms and vendors that are not e-billing compatible and is included at no additional cost. All charges, down to the line item detail, are captured giving clients full visibility into their complete spend.

Premium customer support offerings are available with higher-tier packages. Clients in the Advanced and Premier tiers receive set hours to work with CounselLink configuration experts to modify workflow and system configuration. Ongoing integration support services are available to assist clients with data file mapping updates, EDI infrastructure needs, ad-hoc testing, and more. Premier support includes access to all three levels of support, plus access to dedicated technical support representative, email support, monthly status reports, and on-site support.
IMPLEMENTATION SERVICES

Implementation services are part of the CounselLink offerings; costs are determined based on client requirements ranging from minimal upfront cost for best practices implementations to highly customized projects. Implementation services are delivered by internal employees averaging over nine years of CounselLink implementation services experience. CounselLink can partner with 3rd parties for certain parts of implementation.

The CounselLink Professional Services Team is comprised of experienced legal consultants and project managers with specialized expertise in ELM business process management and implementation. The team partners with customers’ internal project team or 3rd party resources to identify and define business requirements, goals, and constraints, and provides best practice recommendations throughout the implementation process.

CounselLink implementation project teams are responsible for project management, business consulting, technical consulting, law firm/vendor/attorney onboarding, configuration and customization and training.

USER TRAINING

CounselLink offers a variety of training resources and programs, beginning with initial implementation training through the life cycle of product. Training includes full training resources for corporate clients, their law firms and other vendors via access to: 24/7 online LexisNexis University (self-training courses); instructor-led courses; live, interactive webinars; annual client conference; ongoing client meetings and networking events.

Initial system training is included as part of the implementation costs. All clients receive live instructor-led training. Advanced and Premier clients received additional training and UAT hours and resources. Law firms can access on-demand training at their convenience. Easy-to-navigate modules show workflow best practices and feature functionality. Premier clients can also arrange for their law firms to receive live, web-based, group training to consult on system configuration.

Free ongoing training is available via online, on-demand training courses, release training webinars, and incidental customer support and Account Management support. Client input determines training topics for the CounselLink “Feature Fridays” live, ongoing training series. For more extensive needs, custom training programs are provided for a fee.
In addition to the Professional Services onboarding experience, CounselLink provides ongoing Professional Services offerings for their existing customer base. Some examples of those services are: large product usage expansion; large-scale application data changes; integration enhancements; chart of Accounts Changes; refresher training; advanced training; custom report services.

**Strategic Consulting Group**

CounselLink Strategic Consulting Group (SCG) provides services to both new and existing customers to support meeting operational maturity goals. SCG team members average over 20 years of legal industry experience, with expertise in process consulting, change management, analytics, and metrics advisement.

For new customers, SCG consults with customers’ senior leadership in advance of implementation to assess strategic objectives and key initiatives, and to advise on capturing critical data to manage to those objectives in the long term. For Premier customers, SCG is part of the implementation team through the Plan and Advise stages.

For existing customers, SCG services span foundational, operational, and strategic offerings and include: Key Performance Indicator (KPI) Advisement; Analytics Fundamentals; Vendor Management Program; Pricing Strategy; Alternative Fee Advisement & Fee Structure Optimization; Rate Analysis and Custom Benchmarking; Reporting Roadmap; Dashboard/Custom Report Advisement; Billing Guidelines Optimization; Rules Optimization; Health Check; Budget Implementation Program; Diversity Program.

CounselLink offers clients several avenues to network with peers and provide feedback to CounselLink staff including:

- Annual customer conference
- Customer advisory board meetings
- Monthly webinars
- CounselLink LinkedIn group

In addition, several clients participate in user-experience workshops, BETA release testing and CounselLink staff visits.
VendorView™ Evaluation

Long known for its breadth of e-billing and spend management capabilities, LexisNexis has spent the past several years developing its ELM capabilities for a modern and innovative approach that bears the fruits of the company’s long legacy in legal practice management. CounselLink’s Strategic Consulting Group makes the product a strong option for mid- to large-sized law departments that put a premium on strong personal interaction with their technology vendors.

CounselLink’s matter management roadmap has been aggressive and ambitious in recent years, and the stream of new features remains strong in 2017. Recently, for example, LexisNexis has added self-service functionality that recognizes the increasing importance of stakeholder engagement in ensuring efficient corporate legal operations. This includes a new Legal Request interface, which allows business units and other “non-application users” within the company to request matters directly with configurable forms and workflow. Furthermore, a new legal spend dashboard allows users to develop sophisticated visualizations of invoice and spend-related data to help contextualize the information and drive better decision-making. As a SaaS application, the system supports RESTful API integrations and can be connected with myriad third-party practice management systems, including SharePoint and a number of leading ECM systems. An integration with Outlook allows users to complete tasks and approve invoices directly from Outlook.

CounselLink’s legacy harkens back to the e-billing system Examen, which LexisNexis purchased in 2005. Consequently, the system’s array of e-billing and spend management tools and features are among the most expansive – and impressive – in the market. The system comes pre-packaged with close to 200 billing rules and guidelines, and custom rules can easily be added for automating invoice approval, rejection, or adjustment. The truly differentiating power in the system’s automation arsenal, however, is delivered in CounselLink’s Smart Review technology, a market-leading machine learning invoice review tool. Smart Review is an algorithm-based natural language technology-assisted review tool designed to read language patterns in invoice time narratives for the purpose of categorizing work and validating invoices against billing guidelines. SmartReview represents a significant capability over task-based coding.

Recognizing an overall trend toward the consumerization of business technology over the past few years, CounselLink management has focused on significantly enhancing the user experience, particularly with the leverage of new HTML5 tools and resources. Many of these UI upgrades are apparent to users immediately: the home page, for example, is noticeably cleaner and better organized, with a series of configurable matter summary dashboards offering quick access to essential matter and task data. Some UI enhancements are subtler: matter and invoice review pages are now easier to read, and search interfaces provide more granular filters. Further readability and navigation enhancements are planned. For reporting and business intelligence, CounselLink is investing heavily in improving its visualization and reporting tools as well, partnering with MicroStrategy and acquiring the analytics provider Lex Machina in 2016. Reference clients, though, reported some difficulty with creating advanced reports in the current configuration, citing a lack of intuitiveness.

As a multi-tenant SaaS-based system, CounselLink implementation is relatively straightforward. After a long period of planning, the system executed a major back-end upgrade to SQL Server 2016 last year, and reference clients reported reliable system performance following the upgrade. However, the system
is used by departments of all sizes with varying levels of complexity, and the time and resources needed to complete the installation can vary broadly.

Unlike competitors that have pursued product strategies specific to market segments, CounselLink offers three-tiered licensing options on the one technology: Essentials, Advanced, and Premier. Premier addresses the needs of the largest law departments, or those with the most complex requirements. CounselLink’s professional services and consulting resources, thus, are deep and designed to meet the specific needs of clients (the company does not use outside consulting partners). This includes the innovative use of a Strategic Consulting Group (SCG), which helps clients conduct a thorough needs assessment and advises on such performance aspects as optimal data-modeling for the creation and use of KPIs. For training, options include the online LexisNexis University and regular live programming.

One of CounselLink management’s focuses is on partnership, via such initiatives as their Strategic Consulting Group and the growth of CounselLink’s headquarters on the campus of North Carolina State University in Raleigh. Believing in the power of proximity, the company recently opened a User Experience Lab in Raleigh to help clients more actively collaborate on implementing and improving CounselLink. That partnership also involves engaging N.C. State’s considerable engineering talent to both increase the competency of staff and level of development toward artificial-intelligence and machine-learning functionality. More subtly, a new “idea portal” allows clients to submit ideas for system improvements and enhancements to CounselLink directly through the system, encouraging an active user community.

In our assessment of CounselLink, the following capabilities have been given special recognition:

**AUTOMATED E-BILLING REVIEW:** Unique software and service model for 100% compliance; sophisticated SmartReview invoice review tool.

**STRATEGIC CONSULTING GROUP:** Dedicated team works closely with prospective and new clients to ensure that their implementations closely align with departmental needs and desired positioning of analytics tools and other features. This consulting group’s goals are also to work with the established customer base to keep the design “fresh” and meeting customer needs.

**LEGAL REQUEST:** New self-service feature empowers business stakeholders to request new matters and other work directly in the system via an intuitive, workflow-driven interface.

**COMPARATIVE BENCHMARKING:** CounselLink’s Insights analytics package draws from a warehouse of more than $20 billion in invoice data to help users compare law firm fees and drill down into other numbers to help drive market-based decisions.
The following is our review of LexisNexis and CounselLink according to our VendorView™ criteria:

LexisNexis® | CounselLink®

- Innovative SmartReview automation for machine-learning and billing review processes
- Automated matter creation processes drive fast, intuitive templatization of matters
- Legal spend dashboards deliver granular invoicing perspectives
- Legal hold “wizard” to help users create detailed holds and assure notifications
- New Legal Request feature promotes self-service for internal and external stakeholders
- Outside counsel collaboration integrated into the deployment model
- Less mature in global e-billing and international tax handling capabilities
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| **PRODUCT USABILITY** | 8     | - Significant focus in recent years in enhancing UI/UX; impacts both matter pages and invoice-review pages  
- Responsive HTML5 design  
- Dashboard-based home page with matter summary analytics  
- Object-level security access to information available  
- Invoice approval workflows in Outlook  
- Partnership with MicroStrategy driving development of business intelligence and data visualization tools  
- Despite strong analytics focus, reference clients cite difficulty running ad hoc reporting |
| **PRODUCT MATURITY** | 7     | - Well-established e-billing capabilities—rules, workflow, auditing  
- Aggressive product roadmap introducing many new features  
- Emphasis on strategic consulting demonstrates appreciation of best practices in building ELM processes  
- Three-tiered licensing model offers discrete packages to differing market segments (small, medium, large)  
- Fewer standard reports/forms/templates than other systems  
- Matter management capabilities lag behind mature e-billing platform |
| **TECHNOLOGY**      | 7     | - Recent major system update to MS SQL database infrastructure  
- Java technology stack  
- Multitenant SaaS infrastructure; plans in place to use AWS for international hosting  
- RESTful APIs for integrations  
- SSAE 16 SOC 1-compliant hosting for the application; SOC 2-compliant for hosting partners |
| **IMPLEMENTATION**   | 8     | - Strategic consulting team lends market-leading level of company partnership in planning implementations and system actualization  
- Steadily improving efficiency with templates and tools  
- Integrations with other LexisNexis products (including ERP solution LexisOne) available  
- SaaS model for efficient deployment and enhancements  
- In-house delivery model constrains partnerships and implementation diversity |
### MAINTENANCE AND SUPPORT

- Annual software maintenance program part of subscription
- Customer advisory board and product planning
- Online LexisNexis University tool provides strong self-training resource
- New “idea portal” allows users to submit suggestions for system improvement
- Live U.S. helpdesk

### COMPANY VIABILITY

- Established market presence with reputable customers
- Significant investment by large parent company
- Investments in AI and machine-learning technology have potential to increase e-billing ROI and provide clear market differentiator
- Services such as manual invoice scanning and data input for law firms highlight partnership model for client engagement

### MARKET VISION

- Heavy investments in matter management functionality
- Ambitious growth of Raleigh-based technical staff and leverage of N.C. State engineering resources
- Committed to expanding internationally, and to improving international spend management
GUIDING PRINCIPLES FOR SELECTING AND IMPLEMENTING ELM SYSTEMS

The review and selection of vendor partners can be a complex and time-consuming task. We recommend that clients consider the product's features and capabilities, as well as the company's strengths, in their selection process. Clients should use a comprehensive set of criteria to determine their best vendor-partner fit. These criteria should include the vendor's existing features, future product roadmap, company stability, ease of deployment and user adoption success.

To assist our clients in their ELM system selection process, we have developed the following guiding principles:

- **Start with a well-defined set of user needs and requirements**: In reviewing the ELM market, we encourage clients to use our Key Solution Components. These should be considered a minimum set of capabilities and a starting point for developing the client's specific list. We find that many ELM selection projects lack the understanding of business processes and requirements, in sufficient detail, which are required for a successful vendor selection.

- **Understand the vendor's licensing model and pricing**: Purchasing software involves a number of important, interrelated considerations: license type, usage scope, maintenance and support, installation location and license-fee calculation are all critical dimensions of the software purchase. We find a range of practices amongst vendors in the ELM software market. While no model is inherently advantaged or disadvantaged, licensee-purchasers are well advised to understand their vendor's approach and how this might impact their business objectives.

- **Closely scrutinize vendor references**: The ELM market is covered by many vendors. Company size (large or small) and market reputation (good or bad) may be considerations but should not replace direct client references. References will provide added perspective, and should allow for clients to ask questions and gain better understanding of experience in working with the vendor.

- **Review the vendor's business plan and financial condition**: The ELM market is accurately considered a niche area. Unlike other technology areas—such as ERP, CRM and financial systems—that are dominated by the likes of Microsoft, Oracle and SAP, the ELM market vendors are comparatively small. Those products operated within large companies may nonetheless be businesses of relatively comparable size to standalone ELM vendors. Clients should ask for specific financial plans regarding the ELM software business, including revenue and R&D investment.

- **Understand product development approach and history**: While current features are important, your vendor relationship will be long term. Clients should consider the roadmap for new features and the vendor's history of new releases and its on-time record. Clients should also understand the process for defining enhancements and how they are made available. Importantly, clients should understand whether new enhancements are included as part of their license or support agreement.
Evaluate implementation capabilities and options: The success of a new system is correlated directly to the success of its implementation and user adoption. While features drive product selection, the vendor’s demonstrated experience and success in implementation is a critical consideration. This includes setup, infrastructure, configuration, data conversion and training. Clients should be open to considering in-house implementation (it may be a red flag if a vendor will not allow a client's internal resources for implementation) or the use of an external implementation consultant. No other category of technology is more manifest in its configuration of the processes that drive it—it is critical that implementation activities focus on the “use” of the system at least as equally on the “installation” of the system.
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.

For more information, visit www.hgpresearch.com.

ABOUT LEXISNEXIS

LexisNexis® is a leading global provider of legal research and content-enabled workflow solutions. LexisNexis® consists of two distinct businesses: LexisNexis® Legal & Professional and LexisNexis® Risk Solutions. Both businesses are part of RELX Group, a global provider of information and analytics for professional and business customers across industries. The Group serves customers in more than 180 countries and has offices in about 40 countries. It employs approximately 30,000 people.

For more information, visit www.counsellink.com.

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