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# OUR VALUE PROPOSITION

AALL is dedicated to supporting the career development needs of law librarians through quality educational programming and events designed specifically for legal information professionals.

AALL embraces law librarians in all stages of their careers to provide exceptional experiences, tools for success and premier services to support professional growth.



# State of the Legal Market in 2021

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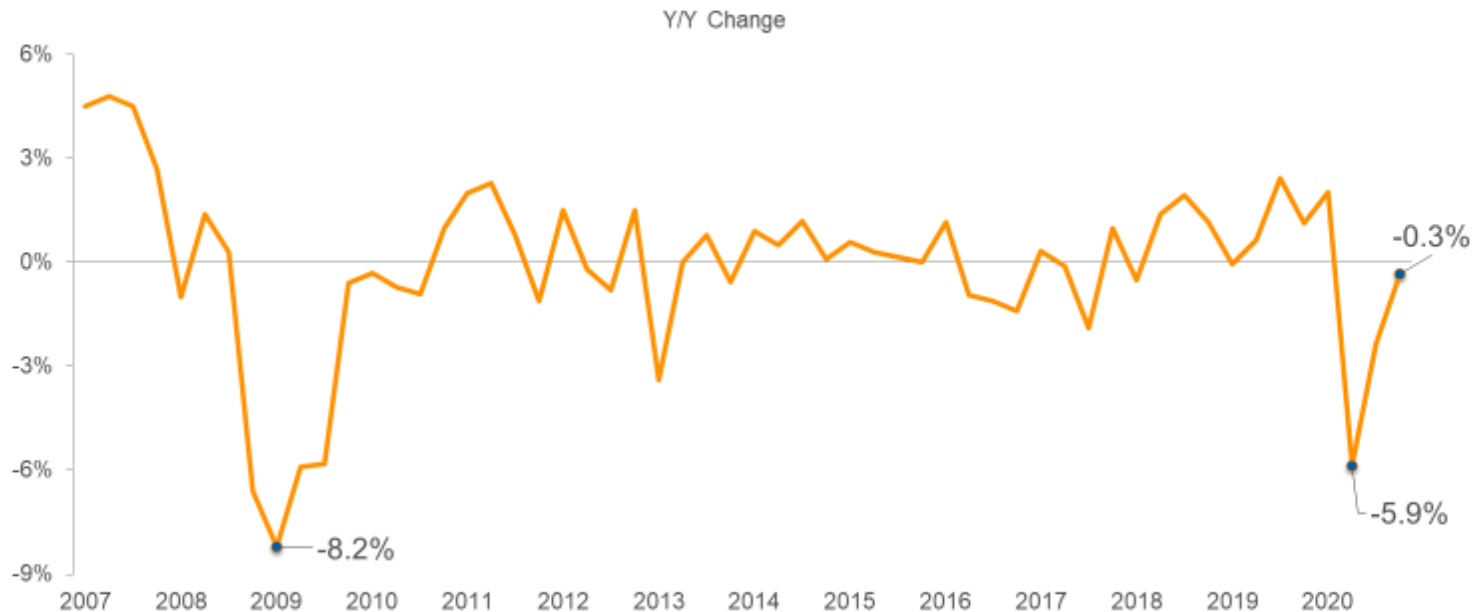
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# KPIs & Demand

Analysis – Data through December 2020

# Demand Growth

All Segments



All timekeepers  
Billable time type; non-contingent matters

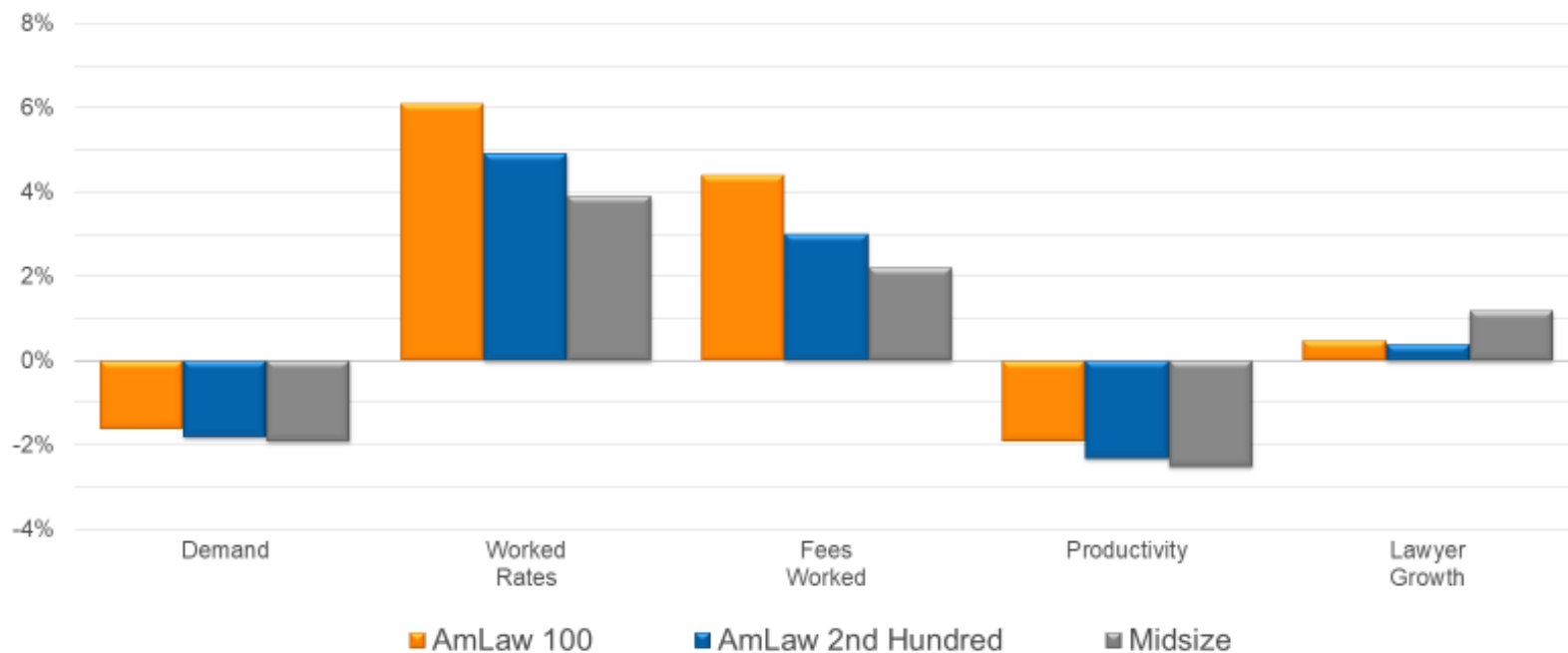
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# Key Performance Measures

By Segment

2020 v 2019



All timekeepers  
Billable time type: non-contingent matters

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# Key Performance Measures

By Segment



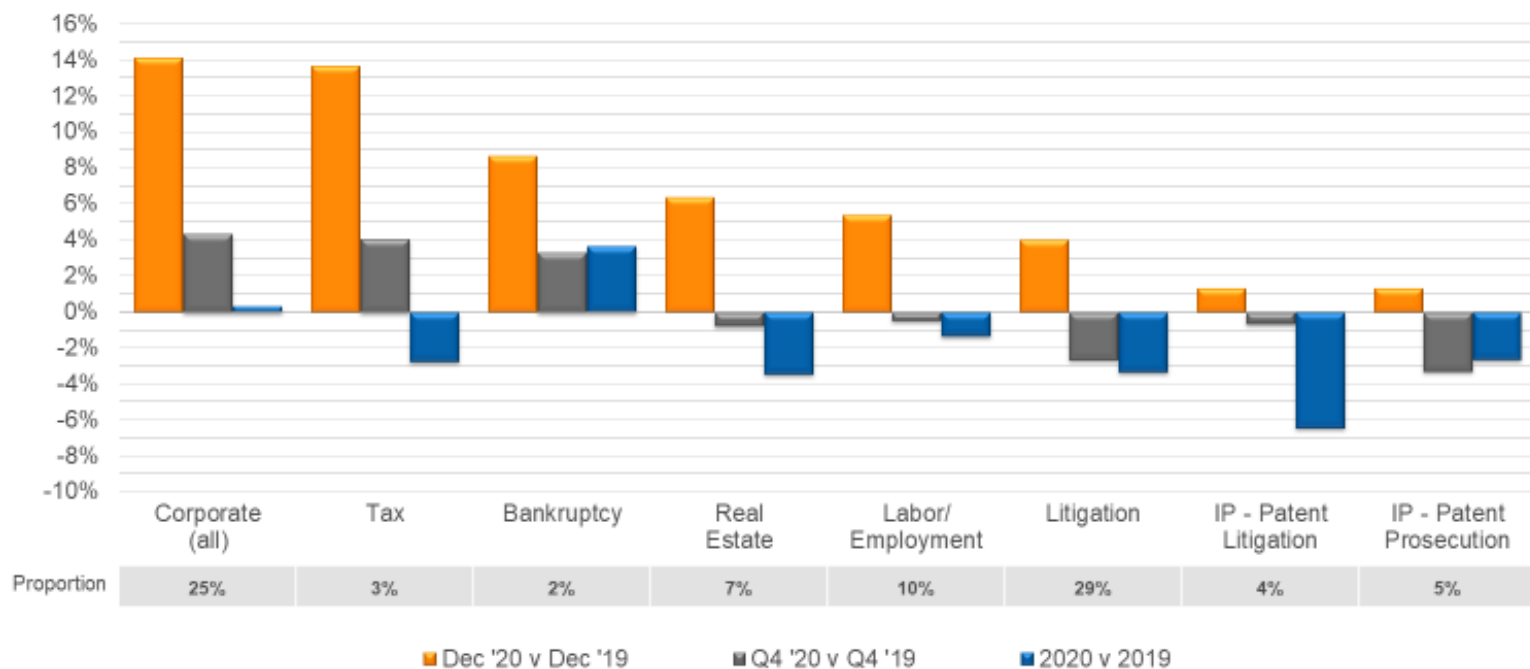
All timekeepers  
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# Practice Demand

All Segments

Y/Y Change



All timekeepers  
Billable time type: non-contingent matters

M&A: December: 13.2% / Q4: 5.2% / 2020: -1.2% (prop: 4%)

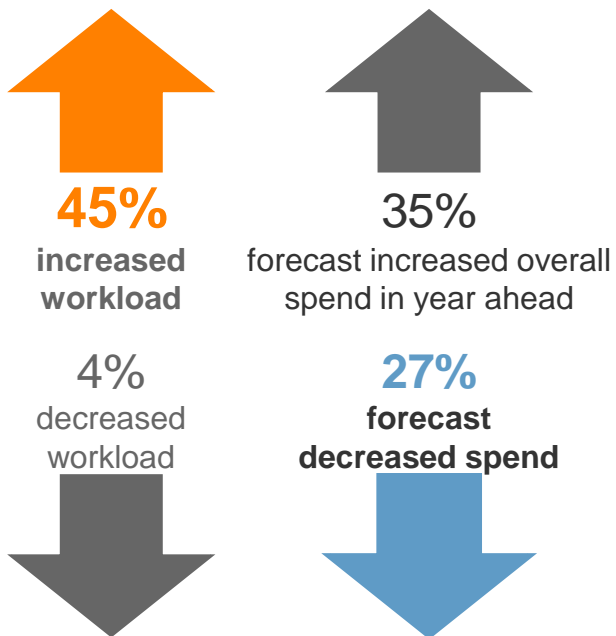
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# The impact of COVID-19 on the industry



## Initial challenge

Remote **in-house** teams working effectively and efficiently

## What clients need

Maximum efficiency in a dynamic world

Fast, expert response from a trusted source

Proactive support and risk mitigation

# Where is demand expected to grow?

## Net demand per work type by key market segments

	Overall	Financial institutions	Energy/ Nat. resources	Consumer Products	Tech/ Media/ Telecoms	Pharma/ Bio/ Health	Mid-market (\$50m-\$1bn)	Elite (\$1bn-\$6bn)	Super-Elite (Over \$6bn)
Labor & employment	+41%	+33%	+25%	+48%	+45%	+52%	+42%	+39%	+40%
Disputes	+22%	+23%	-8%	+24%	+18%	+23%	+25%	+26%	+12%
Corporate	+5%	+18%	+3%	+2%	+13%	-8%	+12%	-2%	-1%
Banking & finance	-1%	+9%	+15%	-5%	0%	-5%	+3%	-5%	-4%
M&A	-7%	-7%	+8%	-7%	+4%	+3%	-5%	-6%	-13%
<b>Key</b>	<b>More than +31%</b>	<b>+11% to +30%</b>	<b>0% to +10%</b>	<b>-1% to -10%</b>	<b>-11% to -30%</b>	<b>More than -31%</b>			

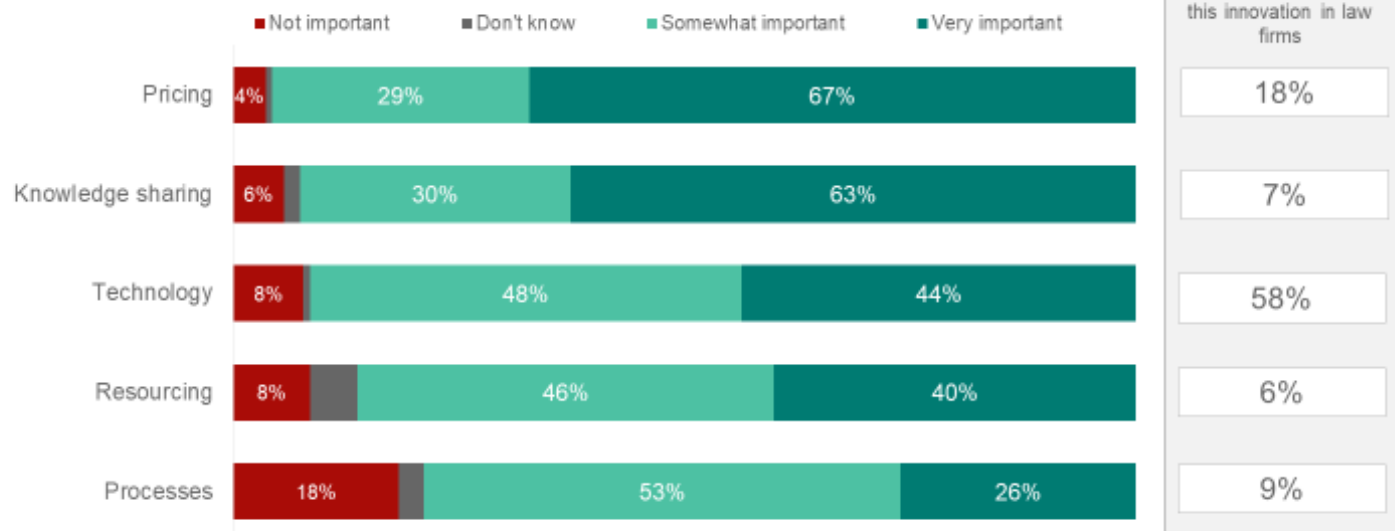
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# Clients seeking better pricing—and knowledge sharing—from their firms

How important do you think it is for law firms specifically to innovate in each of the following areas?



\*Of respondents that saw innovation from a supplier

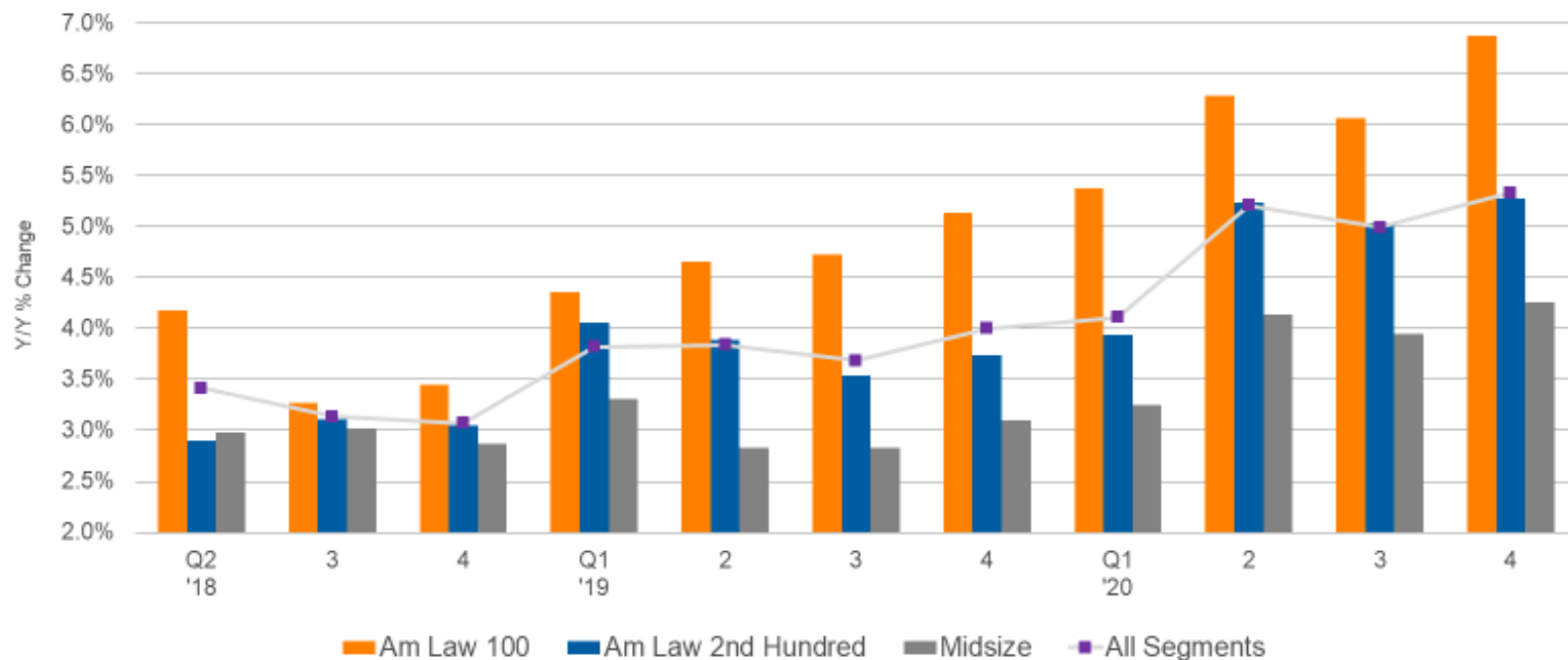
Base [unweighted]: Importance (264); Proportions seeing innovation (2 years combined) (67)

# Rates & Realization

Analysis – Data through December 2020

# Worked Rate Growth

By Segment



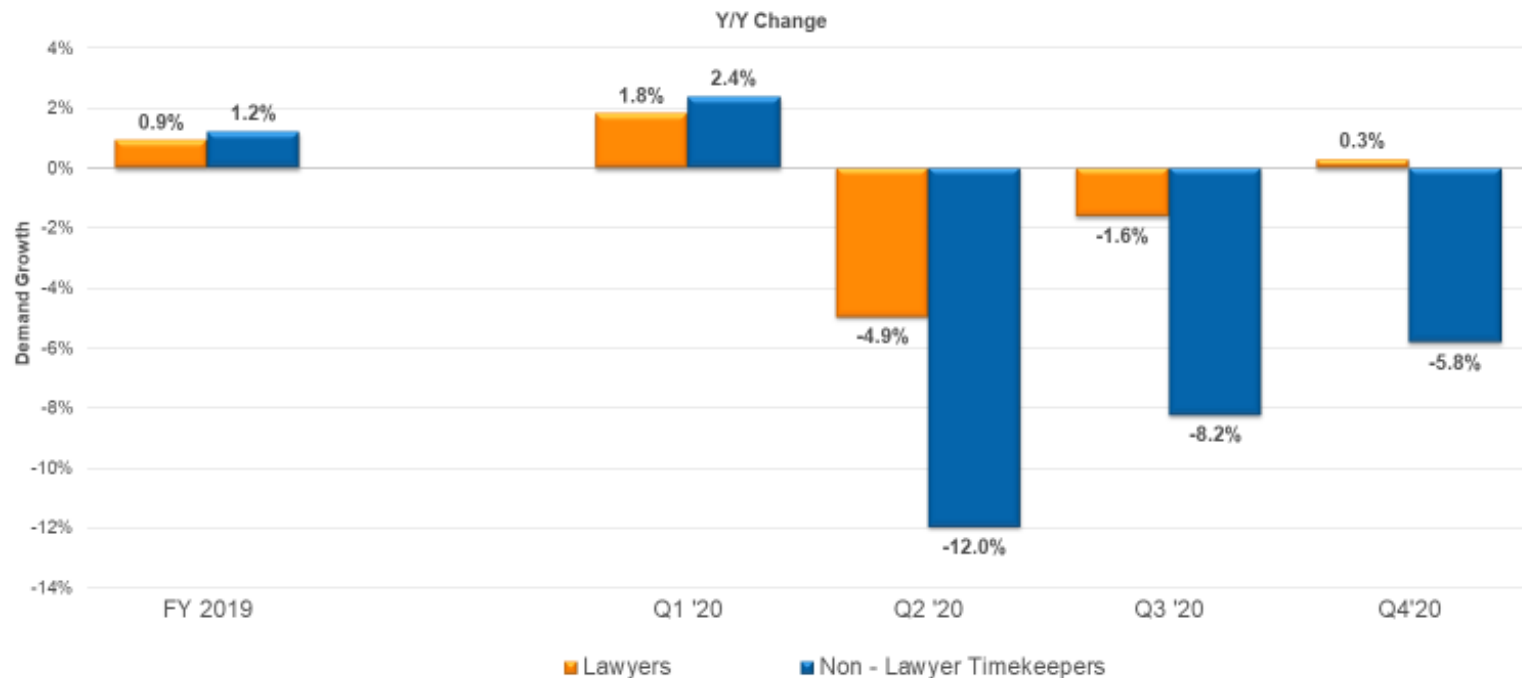
All timekeepers  
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# Demand – Lawyers v Non – Lawyer Timekeepers

All Segments



Includes Billable & Contingent matters

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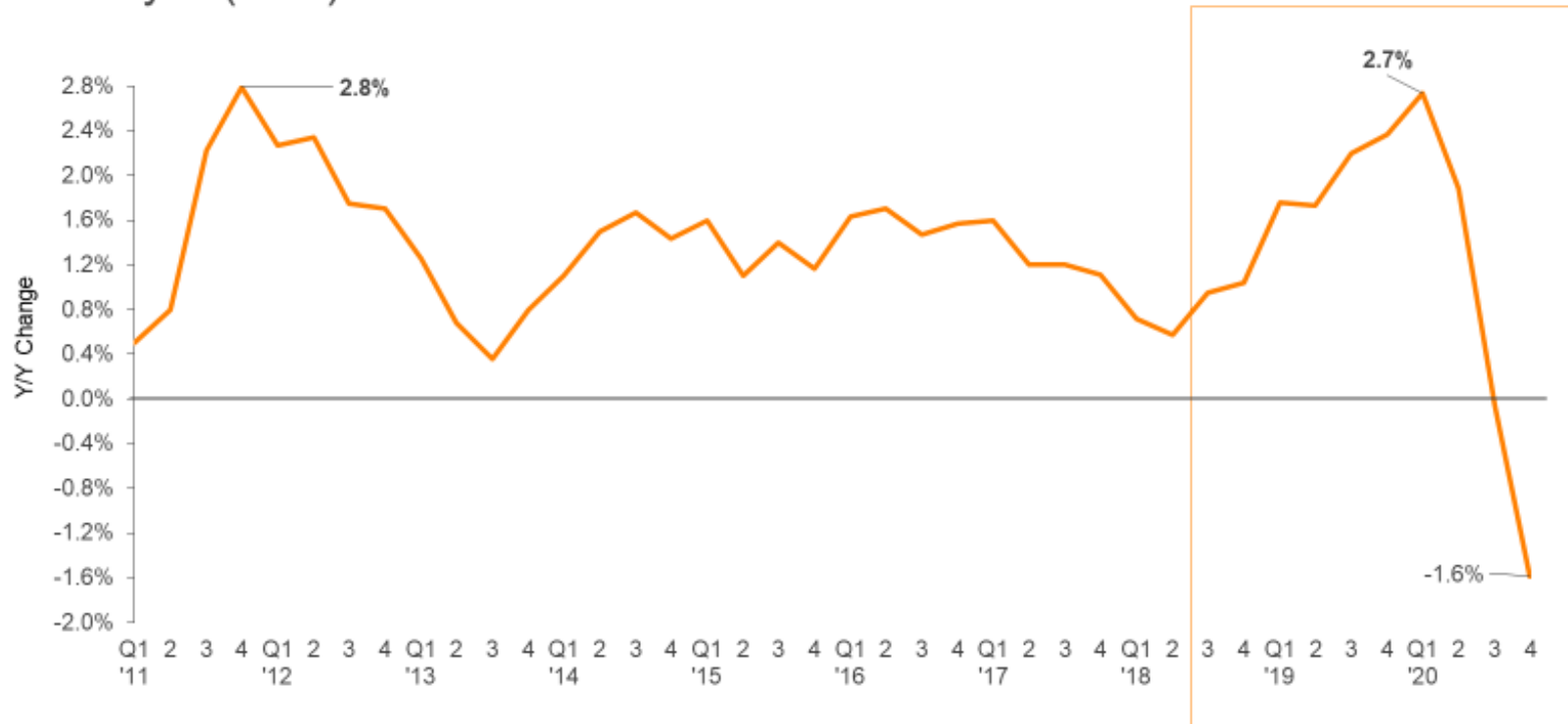
# Staffing and Headcount

Analysis – Data through December 2020



ALL SEGMENTS

# Lawyer (FTE) Growth



Lawyers (contractors excluded)

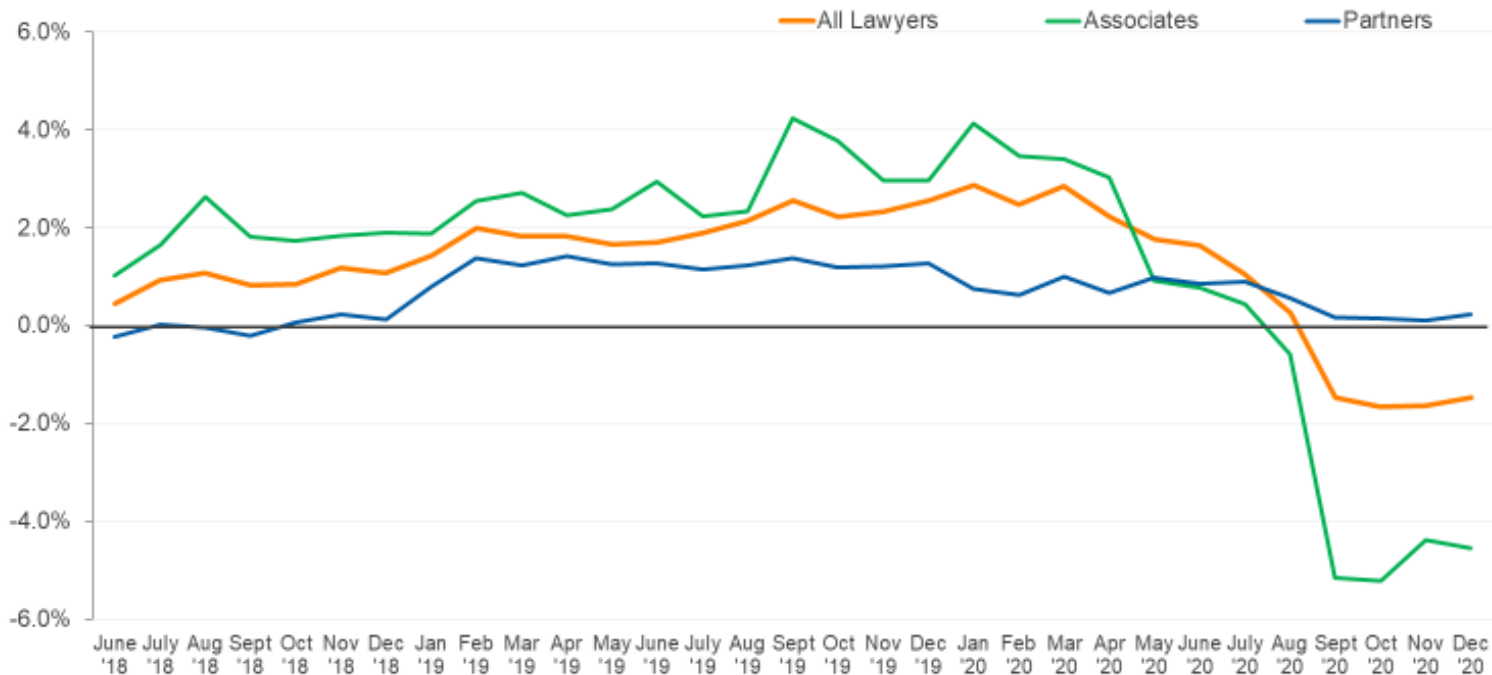
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# Lawyer (FTE) Growth



Lawyers (contractors excluded)

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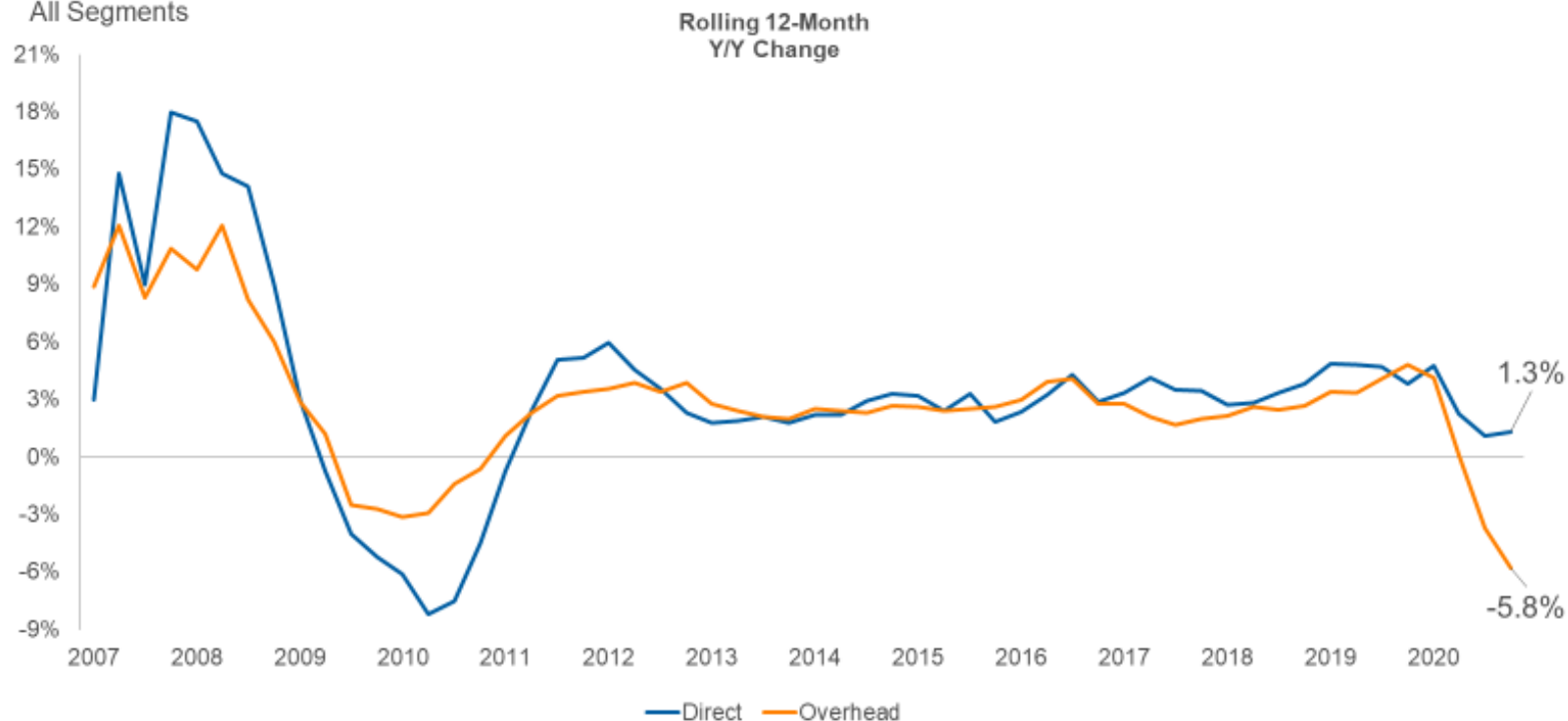
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# Expenses & Profitability

Analysis – Data through December 2020

## Expense Growth

All Segments



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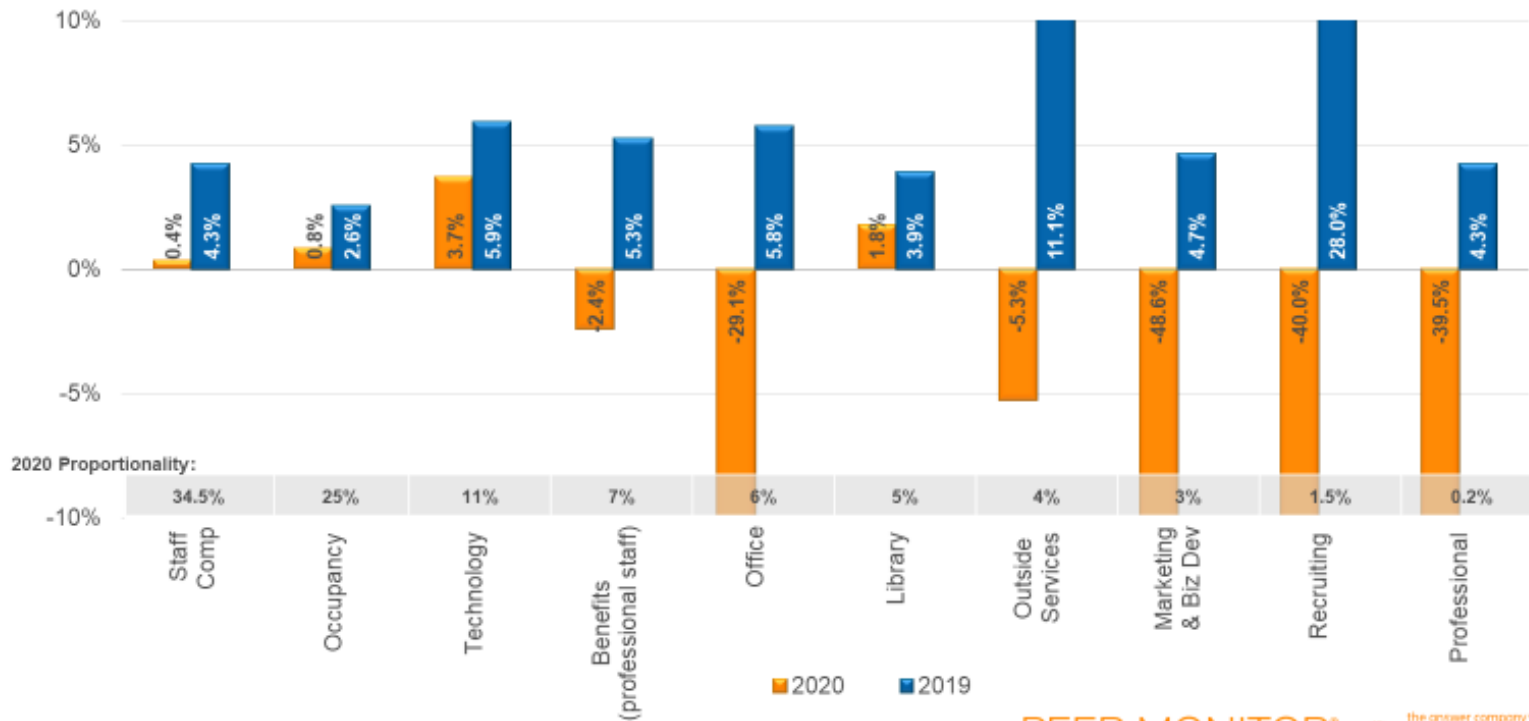
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# Overhead Detail

Rolling 12-Month  
Y/Y Change

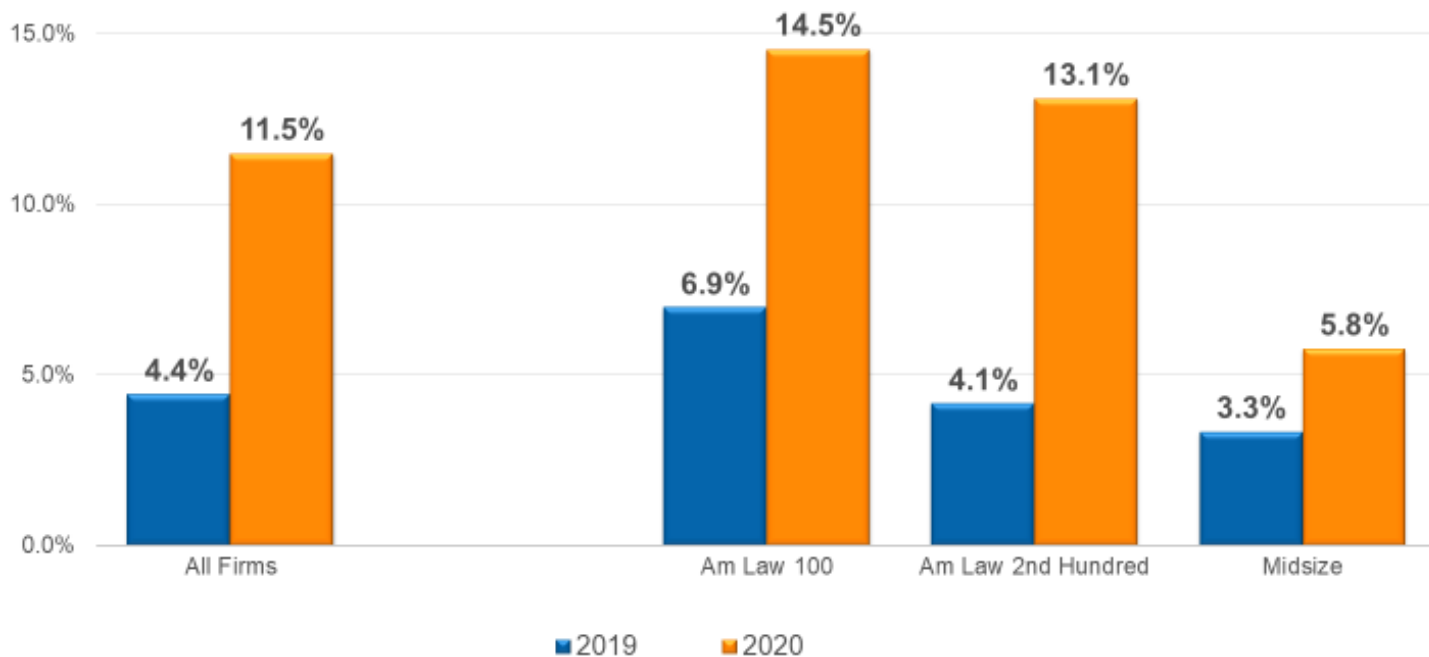


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## Profit per Equity Partner Growth

All Segments



Equity Partners

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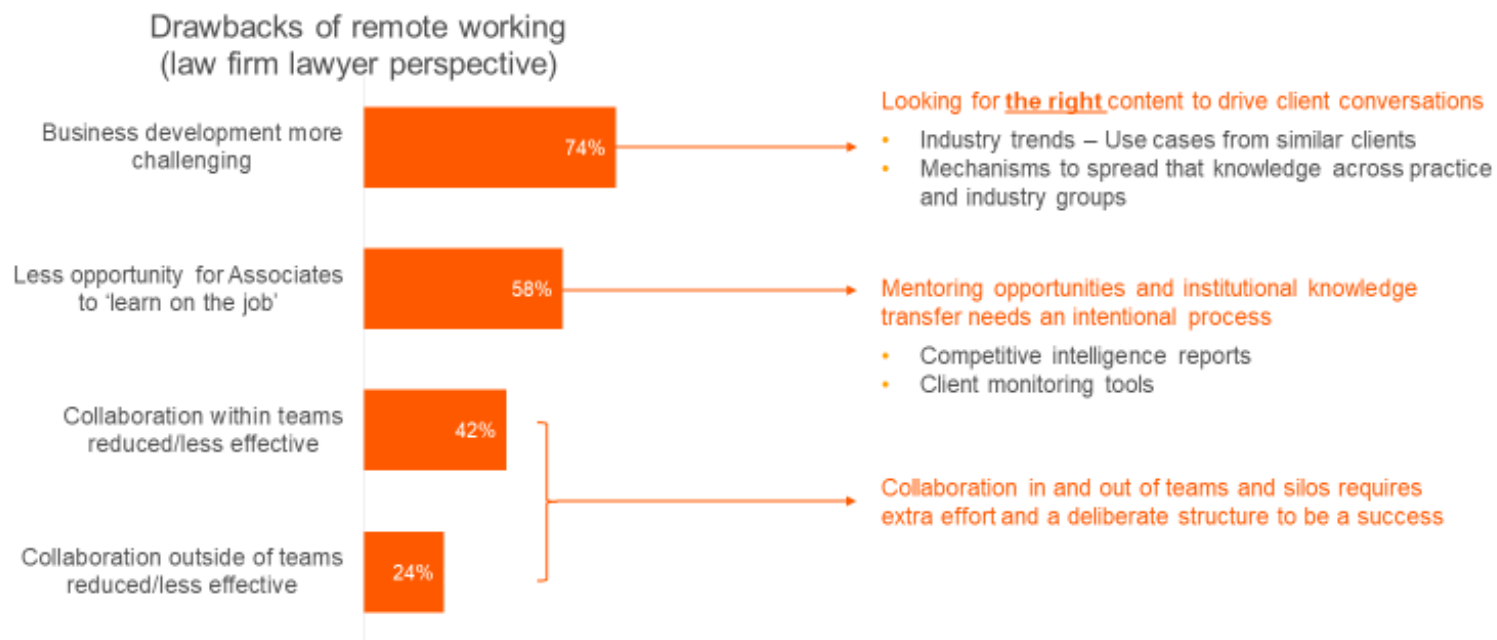


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# The role of information services in driving success for 2021

## The impact of COVID-19 on the industry



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# Information lawyers—and clients—are seeking

Major Events	Relationship Maintenance	Relationship Growth	Business Development
<ul style="list-style-type: none"><li>▪ Keep clients up-to-date on legislation and financial support—tailored information direct from relationship holder is key<ul style="list-style-type: none"><li>▪ Are lawyers equipped to find this information quickly or connected to the right resources during remote working?</li><li>▪ Do clients have access to real-time information (critical to stand out in aggressive, crowded market)?</li><li>▪ Know when to pivot to horizon-scanning and not overkill reporting</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Monitor known threats and provide proactive, client-specific advice to avoid risk<ul style="list-style-type: none"><li>▪ How fast are lawyers pushing out information—and following up on any content being sent?</li></ul></li><li>▪ Help clients prioritize and manage their 2021 plans to gain insight into new needs<ul style="list-style-type: none"><li>▪ What data has the firm collected to talk budgets, value, and efficiency?</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Scenario plan with top clients to establish future strategies dependent on potential developments</li><li>▪ Evaluate and perform early assessments to identify potential threats ahead—more than 50% of buyers are focused on mitigation tactics<ul style="list-style-type: none"><li>▪ Can lawyers quickly find clients with similar objectives, industries, needs and leverage resources across firm?</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Thought leadership is a magnet tool for bringing new clients into a firm<ul style="list-style-type: none"><li>▪ Data-driven articles, whitepapers, etc.</li><li>▪ Industry-focused events—with client-driven discussions—tying legal issues to changing business objectives and emerging concerns</li><li>▪ What requests from one lawyer can be shared with another to drive new client conversations?</li></ul></li></ul>



# Knowledge management value proposition

(according to law firm lawyers)

Demonstrate an internal client-centric approach	Relevant information	Easy, intuitive access to information	Ability to use the information
<ul style="list-style-type: none"> <li>• Helpful, supportive</li> <li>• Speed</li> <li>• Proactive</li> <li>• Responsive</li> <li>• Understand lawyer needs</li> </ul>	<ul style="list-style-type: none"> <li>• Legal updates</li> <li>• Precedents</li> <li>• Up-to-date</li> <li>• Innovative topics</li> <li>• Prior work/advice provided to clients</li> </ul>	<ul style="list-style-type: none"> <li>• Easy to access</li> <li>• Organized by industry or practice</li> <li>• Consistent/seamless across regions, offices, practices, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Technology support</li> <li>• Research support/PSLs (practice/professional support lawyers)</li> <li>• Templates—consistency</li> <li>• Competitive intelligence</li> <li>• Apply for business development</li> </ul>

# Questions and Answers

# Thank You

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