MarketView™
LEGAL MARKET INTELLIGENCE

doeLEGAL | Ascent™

as featured in the
Hyperion MarketView™ Research Program
ENTERPRISE LEGAL MANAGEMENT
FOR CORPORATIONS

2018

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INTRODUCTION

Welcome to the 2017 Edition of Hyperion's *MarketView Report: Enterprise Legal Management: E-Billing and Matter Management Systems*.

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 directly 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.

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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 ancilary 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):

VENDOR	PRODUCT	WEBSITE
ACUITY MANAGEMENT SOLUTIONS	ACUITY CONTENT MANAGEMENT	www.acuityelm.com
ADVOLOGIX	ADVOLOGIX PM	www.advologix.com
BOTTOMLINE TECHNOLOGIES	LEGAL EXCHANGE	www.bottomline.com
BUSYLAMP, INC.	BUSYLAMP	www.busylamp.com

COMPUTER SCIENCES CORPORATION (CSC)	LEGAL SOLUTION SUITE	www.csc.com/legal_solutions
CORPORATE LEGAL SOLUTIONS	CASE & POINT	www.corplegalsolutions.com
CORPORATION SERVICE COMPANY	E-BILLING; MATTER MANAGEMENT	www.cscglobal.com
LAW DEPARTMENT DESKTOP SERVICES, LLC	LAW DEPARTMENT DESKTOP SERVICES (LDDS)	www.lawdepartmentdesktop.com
LEGAL DECODER, INC.	LEGAL DECODER/ LEGAL SPEND ANALYZER	www.legaldecoder.com
LEGAL FILES SOFTWARE, INC.	LEGAL FILES	www.legalfiles.com
LSG	ADVOCATOR SYSTEM ELM	www.lsg.com
THOMSON REUTERS	ELITE PROLAW – CORPORATIONS	www.elite.com

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):

VENDOR	PRODUCT	WEBSITE
doeLEGAL	ASCENT™	www.doelegal.com
LEGAL SUITE	GALEXY®	www.legal-suite.com
LEXISNEXIS®	COUNSELLINK®	www.counsellink.net
MITRATECH, INC.	ECOUNSEL	www.mitratech.com/ecounsel
MITRATECH, INC.	LAWTRAC	www.mitratech.com/lawtrac
MITRATECH, INC.	TEAMCONNECT	www.mitratech.com/teamconnect
ONIT, INC.	ONIT ENTERPRISE	www.onit.com
THOMSON REUTERS	THOMSON REUTERS LEGAL TRACKER	www.legaltracker.com
WK ELM SOLUTIONS	PASSPORT®	www.wkelmsolutions.com/products/passport
WK ELM SOLUTIONS	TYMETRIX® 360°	www.wkelmsolutions.com/products/T360

doeLEGAL | ASCENT™

doeLEGAL began providing legal technology solutions and support for legal organizations in the areas of process automation, workflow, and business transparency in 1971. The company's ASCENT ELM system applies that broad legal technology expertise to the areas of matter management, spend management, legal hold, analytics, and other related disciplines.

ASCENT was designed to provide end-to-end collaboration within corporate legal departments and with their law firms. doeLEGAL works to meet that goal through a modular design and a deliberate approach to solutions development based on client needs.

Management's philosophy is built on five stated principles: "predictable cost of ownership," developing superior technology and software, flexible system configuration to meet individualized client needs, ongoing client support, and enabling collaboration between stakeholders. Unlike much of the ELM market, doeLEGAL remains family-owned and operated; true to that culture, much of their current install base is comprised of long-term client relationships, some spanning decades.

doeLEGAL promises a predictable cost of ownership supported and actualized through their formal practice of conducting a thorough client needs analysis upfront and setting an all-inclusive flat monthly rate that does not change during the life of the relationship, including all post-implementation services. doeLEGAL further backs up their total commitment to satisfaction with the option to cancel a license at any time by providing 60 days' notice.

The ASCENT system offers a broad array of matter management and spend management functionality, including workflow, budgeting and accrual tools, native basic DMS functionality, and the ability to run real-time reports. New features include self-service matter intake and vendor-onboarding tools.

Dedicated managers are assigned to each client upon implementation, and remain with the client through the life of the relationship. ASCENT is a hosted solution based on a single-tenancy model.

ASCENT clients range from large domestic corporations to the global Fortune 500.

Company Background

COMPANY NAME	doeLEGAL, Inc.
ADDRESS / PHONE / WEBSITE	1200 Philadelphia Pike, Wilmington, DE 19809 (302) 798-7500 www.doelegal.com
OFFICE LOCATIONS – HQ AND OTHER(S)	Wilmington, DE
PRODUCT DEVELOPMENT LOCATION(S) – PRIMARY AND OTHER(S)	Wilmington, DE

NO. OF EMPLOYEES – TOTAL SOFTWARE BUSINESS	56
NO. OF EMPLOYEES – SOFTWARE DEVELOPMENT	7
NO. OF EMPLOYEES – SUPPORT	14
NO. OF EMPLOYEES – IMPLEMENTATION / CONSULTING SERVICES	6
NO. OF SOFTWARE CLIENTS – TOTAL	81

Product and Technology Background

PRODUCT NAME – VERSION	ASCENT 7.26
RELEASE HISTORY	- ASCENT Updates Ver 7.26 (August 21, 2017) - ASCENT Updates Ver 7.19 (May 19, 2017) - ASCENT Updates Ver 7.10 (December 16, 2016) - ASCENT Updates Ver 6.2 (September 19, 2016) - ASCENT Updates Ver 6.1 (May 21, 2016) - ASCENT Updates Ver 6.0 (April 9, 2016) - ASCENT Updates Ver 5.5 (February 28, 2016)
NEXT PLANNED RELEASE	December 2017
PRODUCT DEVELOPMENT APPROACH	The ASCENT software development team utilizes an Agile SCRUM-based methodology for web application development and the agile Kanban method for non-web development (eg, interfaces, reports, etc). JIRA supports both of these methods. SCRUM is applied for more iterative and incremental software development (the Sprints manage to a specific publish date) and Kanban is more fluid. The company re-evaluates the direction of projects every two to three weeks to allow time to adjust focus and direction throughout the development lifecycle. All development tools are standard industry tools for an ASP.NET/SQL database web application - c#, aspx, SQLserver, SSRS (SQL Server Reporting Services)

MODULES AND CORE FUNCTIONS	ASCENT Core Functions:
	- Matter Management - Matter Intake - E-Billing - Legal Document Management - Risk Management - Financial Management – Budgeting, Accruals, AFAs, etc. - Reporting & Analytics - Internal Time Tracking - Legal Hold - Workflow & Automation - Encryption of Data at Rest - SOP Feed - Single Sign-on (SSO) - Microsoft Integration
TECHNOLOGY "STACK"	Software: - ASP.net - Java Scripting - RESTful Web Services - SQL Reporting Services - Browsers: IE, Firefox, Chrome, Safari, mobile devices Systems: - Microsoft Server OS - Microsoft SQL Server - Microsoft IIS
SYSTEM LOCATION	Cloud-based data center, service and support located in Wilmington, DE home office.
INTERFACES	ASCENT has the ability to interface with many different applications utilizing custom-built specifications for: AP systems, document management, contract management, IP applications, matter management, registered agent (SOP), and Outlook. Typically, the most direct and least complicated method is via flat-file interfaces using Secure FTP. However, doeLegal supports all methods from flat file interfaces to web services.

SECURITY MODEL AND ARCHITECTURE	The security of the system is built on industry standards as an ASP.NET cloud hosting / SaaS provider. The communication can be 128-bit or 256-bit https connectivity access using an industry recognized CA (Certificate Authority). The user login requires a minimum either of a name/password combination (where the passwords are required to be "strong" per the Microsoft standards or authentication through SSO (Single-Sign-On) SAML 2.x credential verification.
CERTIFICATIONS OR OTHER ACCREDITATION	▪ US-EU Privacy Shield ▪ Swiss-US Privacy Shield (Pending Final Rules Approval) ▪ SSAE16 SOC 1 TYPE II ▪ SOC 2 TYPE II

License Model and Implementation Services

LICENSE MODEL	Perpetual Enterprise License (can be cancelled by client with 60 days notice)
LICENSE CALCULATION	Subscription fee based on all client variables inclusive of maintenance, licenses, updates, training, vendor on-boarding, on-going configuration, custom reporting, etc. Clients are billed monthly, quarterly, or annually.
CHARGES TO LAW FIRMS/OTHER VENDORS	None
MAINTENANCE FEES	Included in subscription fee.
ASP OR HOSTING – COSTS AND OPTIONS	Included in subscription fee.
CUSTOMER SUPPORT – COSTS AND OPTIONS	Included in subscription fee.

IMPLEMENTATION SERVICES	One-time fixed fee, taking into consideration a number of variables, including, but not limited to: Conversion of legacy data; creation of client-specific business practices and workflow; the number of matters, vendors, and internal client users as well the number of interfaces required. The interface with the client's AP system is included in the base implementation fee. Additional interfaces may carry an additional cost, based on one-way or two-way third-party integrations.
USER TRAINING	Included with implementation and ongoing subscription fee.
PROFESSIONAL SERVICES	doeLEGAL includes skilled professional services in the one-time implementation fee, providing a project manager, business analyst(s), developer(s), and trainer. Post implementation, doeLEGAL provides a named Primary Support Representative that will assist with ongoing changes. Additional services (such as a new interface) are quoted as a fixed cost; services are not billed hourly.
USER CONFERENCES – NATIONAL AND REGIONAL	doeLEGAL has not provided a formal user conference, however this is on their roadmap. They plan to include regional conferences starting in the 2nd half of 2017.

VendorView™ Evaluation

doeLEGAL's ASCENT system offers an ELM solution for mid-to-large sized law departments seeking a full-featured, configurable, modular platform as well as a close working relationship with their ELM vendor. In addition, doeLEGAL's "predictable cost of ownership" licensing model helps differentiate their solution through a flat-rate monthly subscription. The story of doeLEGAL combines an emphasis on continued private, family-based ownership with development capabilities that showcase the company's deep content expertise, on par with its largest ELM competitors.

ASCENT is an advanced, highly functional matter management tool that continues to expand the scope of its reach to help law departments reach operational efficiency. Beyond core features such as integrated spend and matter management, collaborative budgeting and vendor management, real-time reporting and analytics, and configurable matter creation, recent additions to the system include enhanced legal hold functionality, a self-service tool to help outside vendors onboard themselves, outside counsel scorecarding to track performance, and an automated matter-intake interface that streamlines the intake process and promotes stakeholder engagement within the business. The latter tool can also support panel counsel selection.

The company's dedicated client managers and support team are also eager to capture and ingest client feedback and and feature requests, which they integrate into their product management processes by collaboratively developing custom modules that can then be offered to the wider client community.

Examples of this include an internal time-keeping module that helps law departments track the value of their services, and a brand-new dashboard-based Legal Project Management module, which will be broadly available by the end of 2017.

The ASCENT™ system also offers impressive e-billing functionality, which includes tools to create and manage budgets and accruals as well as flexible alternative fee arrangements. The system comes equipped with an "out of the box" set of e-billing guidelines, and allows system administrators to add and customize rules for invoice submission as needed. ASCENT's spend management tools also help users manage global legal e-billing, with support VAT and other international tax tracking and compliance built into the core application.

From a user experience perspective, the system's look and feel and overall usability continues to feel dated; the company describes their UI/UX as "no frills" and prefers to evangelize functionality over "sexiness." However, in a world where the consumerization of IT drives business application requirements and expectations, user experience matters, a lot. The company is actively working on enhancing the UI and the entire user experience to present information more meaningfully, make use cases more intuitive and streamline navigation.

While doeLEGAL is solely deployed as a hosted solution, it is not multi-tenant and supports individual client environments. Doing so allows it to offer a higher level of configurability and innovation in development. Reference clients pointed to upper management's relationship maintenance and intense involvement in implementation and ongoing customer support as a strong competitive advantage. For integrations, ASCENT™ can connect to third-party practice management systems such as accounts payable and Enterprise Content Management (ECM) systems via numerous modern integration protocols.

In many ways, among the most compelling dimension to doeLEGAL lies in the way it is licensed and promotes its own organizational self-confidence. The company's "predictable cost of ownership" philosophy defines its DNA: with an upfront, all-inclusive monthly price that is guaranteed not to change during the life of the relationship, it is core to their approach to exceeding client expectations. This includes all support, maintenance, and post-implementation professional services engagements. While a one-time implementation and data conversion fee does apply, the goal of this model is to eliminate the "professional services model" driving many of their competitors' account management models, and to promote a "skin in the game" self-seriousness about providing ongoing development and customer support.

In our assessment of doeLEGAL's ASCENT, the following capabilities have been given special recognition:

CLIENT-DRIVEN DEVELOPMENT: doeLEGAL works closely with clients to innovate market-driven solutions to institutional problems as they arise. Their clients find in doeLEGAL a partner that directly integrates feedback into their development roadmap and actively delivers the capabilities they need.

ENGAGEMENT MODEL: The ASCENT™ subscription licensing model lies at the core of their "predictable cost of ownership" model: they charge a simple, fixed monthly rate determined upfront, and never charge for services post-implementation.

The following is our review of doeLEGAL and ASCENT according to our VendorView™ criteria:

doeLEGAL | ASCENT™

VISION   FEATURES

VIABILITY   USABILITY

MAINTENANCE   MATURITY

IMPLEMENTATION   TECHNOLOGY
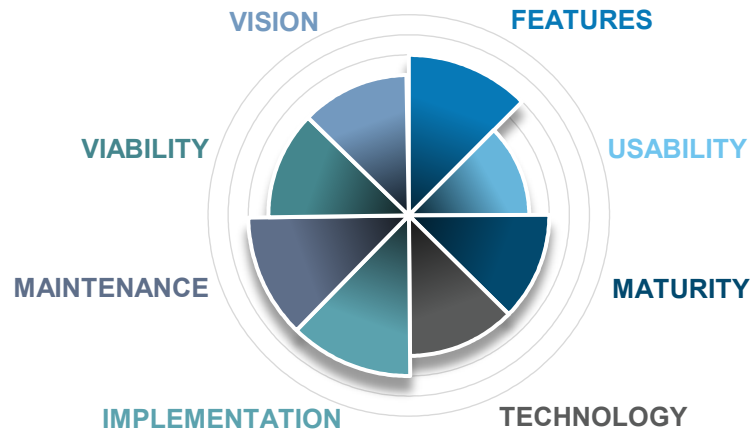
PRODUCT FEATURES	
8	▪ Mature matter and spend management capabilities showcase the deep content expertise supporting the application
	▪ Matter intake tool invites business units to enter new matters directly into system
	▪ Self-service tool helps outside vendors onboard themselves
	▪ Native DMS functionality
	▪ Multicurrency and built-in VAT and other tax management functionality
	▪ No separate portal for e-billing; integrated system promotes collaboration between internal and external stakeholders
	▪ Unique internal timekeeping module
	▪ Strong legal hold functionality; embedded into the main interface
	▪ Innovative workflow and process management capabilities

PRODUCT USABILITY

6

- "No frills" UI is functional but feels dated
- Configurable matter templates with submenu capabilities
- Customizable homepages using drag-and-drop "pagelets" capable of reporting on nearly anything in the database
- Real-time reporting and analytics with ad hoc reporting tool
- New service-of-process integration helps users connect directly with registered agents
- Vendor scorecarding helps measure outside counsel performance

PRODUCT MATURITY

7

- Growing client base with significant legal billing volume and complexity
- Strong features breadth despite relatively young product age
- Major recent client wins and building momentum
- Strong expression of content expertise in functional capabilities

TECHNOLOGY

7

- Current ASP.NET and Java technology stack
- Compatible with RESTful APIs
- Single Sign-On through SAML 2.0
- Microsoft Server OS and SQL Server database architecture
- SSAE16 SOC 1 Type II and SOC Type 2 compliance for hosting

IMPLEMENTATION

8

- Well-defined and executed project management methodologies and capabilities
- Configurations and client requests set during the install
- Single-tenancy hosting model and unified back-end
- Active follow-ups and post-implementation configurations; strong commitment to custom modular development

MAINTENANCE AND SUPPORT

8

- Subscription-based licensing includes maintenance and all professional services fees as needed
- Fixed monthly billing for "predictable cost of ownership."
- No charges for updates or configurations after going live
- Training and customer support are ongoing and included in subscription
- Support model requires vendor to manage all configurations and maintenance

COMPANY VIABILITY

7

- Company operational as legal services vendor for 40+ years
- Family-owned business with extensive management expertise and commitment
- With several large clients and growing pipeline, product gaining significant traction
- "Predictable cost of ownership" model driving large client wins
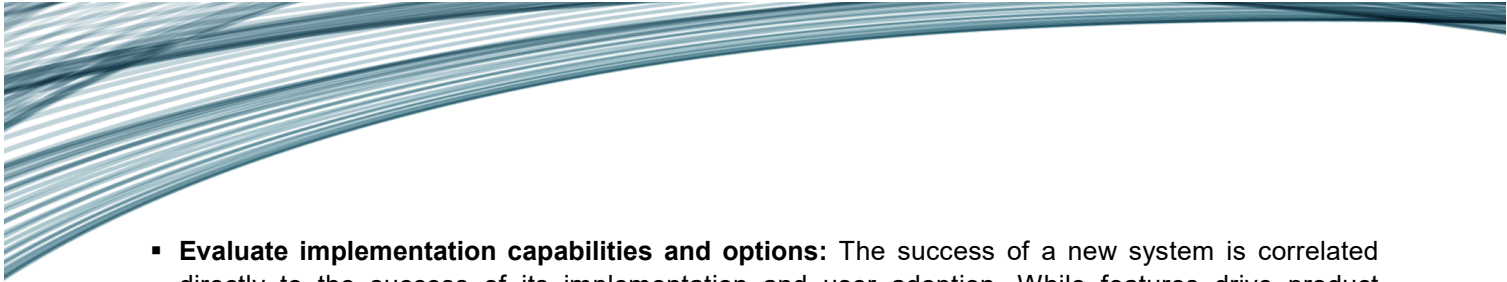
MARKET VISION

7

- Strong emphasis on culture of continuous improvement
- Company promotes product scalability
- Company view of addressing ELM challenges informed by a project-management perspective
- New European data center extends international capabilities
- New planned user interface acknowledges concerns of prospective clients about lack of movement on UX

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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 marketview@hgpresearch.com.

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