EFFICIENCY

COMPETITIVENESS

Mini hotspot for document automation – scoring much higher this year than last

Document automation

AI

Inside the blue zone – maximum perceived value for competitiveness and efficiency combined

Process automation (inc RPA)

Collaboration tech

Green zone – still a very high perceived combined value for competitiveness and efficiency

Process automation

Automation

Mobility / agile

Workflow tech

Matter management

RPA

Project management

Machine learning

Inside the big red **Briefing** hotspot – techs most likely to be on IT and other leaders' project hitlists for the next 12–24 months are top or near-top of mind

PMS

Analytics (all)

Office Products /365

Cloud Tech / Sass

Time recording

Pricing tech

L&D tech

Blockchain /DLT

Online platforms

Cybersecurity

Product dev/ productising

Client portals

All AI techs

TECHNOLOGY	EFFICIENCY SCORE
1. All AI techs	23
2. Document automation	21
3. AI	18
4. Process automation (inc RPA)	14
5. Collaboration tech	10
6. Automation	9
6. Mobility/agile	9
6. Process automation	9
7. Workflow tech	8
8. RPA	5

TECHNOLOGY	COMPETITIVENESS SCORE
1. All AI techs	28
2. AI	18
3. Machine learning (AI)	10
4. Collaboration tech	8
4. Pricing tech	8
5. Analytics (all)	6
5. Document automation	6
5. Process automation (inc RPA)	6
6. Automation	5
7. Cybersecurity	4
7. Process automation	4
8. Blockchain/DLT	3
8. Client portals	3
8. Cloud tech / Saas	3
8. CMS	3
8. Mobility/agile	3
8. Project management	3

WHAT'S EFFICIENT, WHAT'S COMPETITIVE?

There are some striking changes to our legal business leaders' perceptions of the value of technologies, according to this year's Legal IT landscapes efficiency v competitiveness matrix. To plot this, we simply ask all respondents to name their top three technologies for each driver.
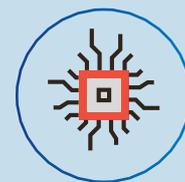
'**Artificial intelligence**' as a broad bucket of capabilities remains well out in front – almost off the chart, let's be fair. However, people do appear to be being more specific in 2018 than they were in 2017 – with **machine learning** (ML) making the cut as a phrase for the first time.

WAY UP HIGH!

The year's very brightest rising star is **document automation**, beating even 'AI' on efficiency (although admittedly falling just a touch for competitiveness). This may be because firms are now really sweating this investment.

Collaboration tech also performs particularly well, pushing into the very centre of our tipped project hotspot. That's up from a showing in the lower third of categories when picked in late 2017.

DOWN BELOW!

The biggest drops this year are for **mobile/agile** and **cloud** – perhaps suggesting 'been there, done that' now, rather than a lack of contribution to current success or strategy. Although it's notable that 'cloud tech' barely scrapes the hotspot …

Cybersecurity also falls for competitiveness (this made it one to watch back in 2017…), so are security scares a little less worrying than they were a year ago? Either way, that doesn't mean they've gone away of course …

NEW THIS SEASON!

Pricing technology sees its name in lights again in 2019 – with a very healthy competitiveness score, although it's fairly low for efficiency this year. And **RPA (robotic process automation)** has a solo mention for the first time, successfully nudging it into the hotspot on the grounds of efficiency (and note, it fares much better combined with the phrase process automation).

Finally, **product development/productising** appears to be a technology concept just coming into the linguistic picture, perhaps tied to firms' emerging innovation agendas.