# RubyLaw

# *The Legal Marketing Technology Study '23*

*Content Lifecycle Management (CLM)
Is Key to Law Firm Competitiveness*

FALL 2023

## EXECUTIVE SUMMARY

The 2023 Legal Marketing Technology Ecosystem Study, an annual initiative undertaken by RubyLaw, a leading Content Lifecycle Management (CLM) platform for law firms, and the Legal Marketing Association (LMA), the authority for legal marketing worldwide, reveals the critical role of legal marketing technology, the importance of prudent investments, and other important insights in this year's report.

This year's study builds on 2022's findings, while also exploring new, emerging topics, and introduces a breakthrough metric that will add durability, continuity, and ongoing impact for years to come. The 2023 edition achieved an equal measure of reach, while including greater representation from firms below the $100 million revenue threshold. This, in turn, gave rise to insights that are truly more representative and reflective of the entire legal sector than ever before, yielding a more holistic and data-backed perspective.

Our report includes an overview of the study and findings, general observations, category-specific insights, and the reveal of Adoption Ratio, a benchmarking tool that provides a reliable means for comparison—within this and future years' studies—along with the following key takeaways:

1. *Unranked law firms must develop tech-enabled go-to-market road maps or risk losing any future upward mobility.*
2. *All firms must continue to invest in Content Lifecycle Management.*

Ultimately, effective planning and implementation along with smart investments in technology and human capital will dictate how significant the gaps are between the most mature (or ranked) firms and the less mature (or unranked) firms; but those that are unable to cope will be irrelevant (at best) or insolvent (at worst) in the long-term.

## OVERVIEW

In 2023, nearly 200 respondents participated in the Legal Marketing Technology Ecosystem Study. Participants ranged from solo marketers to representatives of 25-plus-person teams, and stacks varied from as few as 1-2 tools to multiple tools per category.

This year, we asked participants 29 questions across two sections. The first section focused on the participants' firms, asking about firm revenue, team budget, team size, sentiments on the current tech stack, and thoughts on the firms' ongoing and future investments in technology.

The second section focused on specific questions regarding the systems and tools used by the participants across the six technology-related categories and 22 related sub-categories.

While we attempted to compare 2023 results to those from 2022, mostly for context and discussion, this is not an inherently apples-to-apples approach because the respondents are not 1:1. This is one reason that we pursued a metric like Adoption Ratio.

### PROCESS & DATA REPORTING

The following provides details regarding our process for performing the study and how we interpreted the inputs to prepare the results.

- Within the blueprint itself, solutions reflected represent at least 5% share of the given category. This year, we have included an "all-sector" visualization, which may make certain solutions more visible. Equally, it could have the opposite effect. Those with a minimum

of 20% share are indicated in boldface font. RubyLaw solutions are indicated in red

- In terms of reporting, we had cases of multiple respondents from the same firm. In these cases, if additional tools were mentioned, we aggregated and combined responses to form a "single source of truth" for a particular firm.

- If a respondent did not either provide an email address or identify the firm, we discounted the response from the results tallied to the blueprint. However, we did include these responses in other questions, e.g., about team size, firm revenue, and use of artificial intelligence (AI).

- If a respondent identified as a service provider, we discounted the response; however, we did provide a custom blueprint of the provider's tech stack if an email was provided.

- If a service provider was listed but does not provide technology, we discounted the response. This only occurred in the case of Public Relations, where a respondent listed an agency.

- In an effort to keep the survey as short as possible, we did not ask those that identified as having a team size of less than 6 the question: What new technology are you most excited to see your firm adopt in the coming year(s)? Instead, we asked: What system is your firm most in need of adding or replacing?

- Specifically in the case of blogs, which typically fall under Content Management Systems, certain providers offer solutions built on WordPress. Given limitations of the survey instrument, and because Content Management Systems also include websites, which may be managed separately from blogging instruments, we lumped WordPress-based blogging solutions together with the overall WordPress data for Content Management Systems. This, interestingly, is one reason why we believe that the Adoption Ratio of 1.5 for Content Management Systems is so high, i.e., because of limitations of the category definition and the usage of multiple systems for the management of law firm websites and law firm blogs.

- To achieve segmentation by revenue, we relied on Am Law 200 and NLJ 500 ranking information. In cases where firms were identified but not ranked, we relied on what was reported by the respondent. Where nothing was reported and a firm was not ranked, we reviewed available (public) information and assigned the firm to a tier, which in most cases was the "Small Firm" tier, i.e., revenues up to $100 million.

### CAVEATS & LIMITATIONS

This study is intended to be the best representation of the prevailing systems and tools used by all firms. It does, however, have its limitations and we attempt to recognize and reconcile them here.

While (as in years past) the categories

ladder up to Chief Martec's marketing technology landscape, the system designations are those that we have defined and assigned over five years in conducting the study. Some categories, e.g., Marketing Automation and Digital Client Engagement, may not be popularly utilized (terminologically or in terms of adoption as tools), while others (unknown) may not be included in our study (but potentially should be). Equally, some tools may not as neatly fit into our categories as others, and therefore some tools (or brands) may not necessarily have a home or be reflected in the visualization or data.

Finally, despite the fact that we've provided category definitions to assist participants in completing the survey, the assignments themselves are made by the participants. Therefore, variance between our definitions of categories, participants' understanding of those definitions, participants' resulting assignments, and a particular service provider's definition and assignment of their own solution is highly possible.

We hope, though, that we may continue to strive to improve and minimize any variance between our categories and definitions, the interpretations and responses of participants, and the efforts of service providers in having their respective products classified appropriately and then reflected accurately in the results of the study.

## GENERAL OBSERVATIONS

As context for the category-specific insights, detailed in the next section,

we are dedicating this section to general observations, as illuminated by the first portion of this year's survey.

While multiple factors tend to impact a firm's investment in technology, we honed in on two in 2023: team size and marketing budget. Overall, approximately 10% of respondents reported having a 0-person go-to-market team, which we are interpreting as having no formalized marketing department or no full-time equivalents in marketing roles. Among small firms (up to $100 million in revenue), more than 50% have 2- to 5-person teams; among medium firms ($100 million-$500 million), nearly 35% have teams of 11 or more people, including the 25-plus category; and among large firms ($500 million and up), nearly 60% have teams of 11 or more people, including more than 40% with teams of 25-plus people.

In turn, looking at budgets, nearly 90% of marketing teams' budgets are less than 3% of revenue. Interestingly, among those reporting budgets of greater than 3%, more than 80% of these marketing teams came from the small segment (up to $100 million in revenue) and the medium segment ($100 million-$500 million in revenue).

With that information in hand, we also sought to understand a little bit more about firm culture and the propensity for and intention behind adopting new systems. When evaluating the following emerging technologies: Chatbot Tools, Web 3.0 Technology, Robotic Process Automation (RPA), and Internet of Things (IoT), more than 30% of respondents from all firms

reported excitement for the adoption of Chatbot Tools, i.e., AI-driven natural-language processing tools that allow users to have human-like support on certain tasks, such as composing emails, essays, and code.

In an effort to keep the survey as short as possible, as detailed in the Process & Data Reporting section, we did not ask questions about emerging technology adoption. Hence, our results do not include the perspectives of people from teams with 6 or fewer people.

Among medium firms ($100 million-$500 million), more than 40% responded in favor of Chatbot Tools and nearly 30% responded in favor of Web 3.0 Technology. Among large firms ($500 million and up), 75% responded in favor of Chatbot Tools and nearly 30% responded in favor of RPA. IoT in the large firm segment did not register.

We did, however, ask all participants—regardless of responses—what role AI is currently playing at their respective firms: 44% of respondents said their firms are not using AI. Among those that are, more than 30% are using it for Content Generation, while nearly 15% are using it for Data Analysis. Interestingly, more than 40% of respondents from small firms (up to $100 million in revenue) stated that they are using AI for Content Generation.

This could suggest that (a) larger firms have a longer buying cycle and a more patient horizon for making technology decisions, particularly around adopting new systems; and (b) the Digital Client

Engagement category, which remains underrepresented, could show an uptick in years to come.

## CATEGORY-SPECIFIC INSIGHTS

In reviewing the specific categories, we have looked at both this year's and last year's. They cannot be compared in a statistically significant manner, which is why we are introducing this year's breakthrough metric. However, looking at the year-over-year outcomes is nevertheless interesting and thought-provoking.

### CONTENT SYNDICATION SOFTWARE

Only 22% of respondents reported not using Content Syndication versus 37% in 2022. The majority of those using Content Syndication have adopted JD Supra, Lexology, and Mondaq.

Looking deeper, irrespective of firm size, Content Syndication appears to be an accepted, well-funded tactic, with budget being put toward related tools and activities. Investment appears to be directly linked to firm size (by revenue), with three tools (JD Supra, Lexology, Mondaq) the most-heavily relied upon.

### PUBLIC RELATIONS SOFTWARE

More than 40% of respondents reported not using Public Relations software. In 2022, just under 40% reported not using the software, suggesting that firms are still not investing in the technology (or a tech-enabled service). Of course, these percentages are not directly comparable but they do suggest that Public Relations software is not prevalent at law firms. Those that invest in it,

though, predominantly rely on Cision and/or Meltwater.

## SEARCH & SOCIAL ADVERTISING SOFTWARE

Distribution of Search & Social Advertising remains concentrated across LinkedIn, Google Ads, and Facebook. Just over 20% of respondents reported not using Search & Social Advertising software, almost a 10% decrease.

This does not necessarily mean that more firms are using these platforms to advertise, although it could. What it does mean is that more of the 2023 respondents reported that they are, in fact, using them for advertising.

## SALES ENABLEMENT SOFTWARE

Results for Business Development software remained flat, with most users of this category of software deploying ContactEase, HubSpot, Intapp, InterAction, or Salesforce. Nearly 50% of small firms (up to $100 million in revenue) reported not using it, versus around 25% in 2022.

Again, these percentages are not directly comparable; however, the increase in the number of participants from this category is more likely the reason than a reduction in the usage of the software.
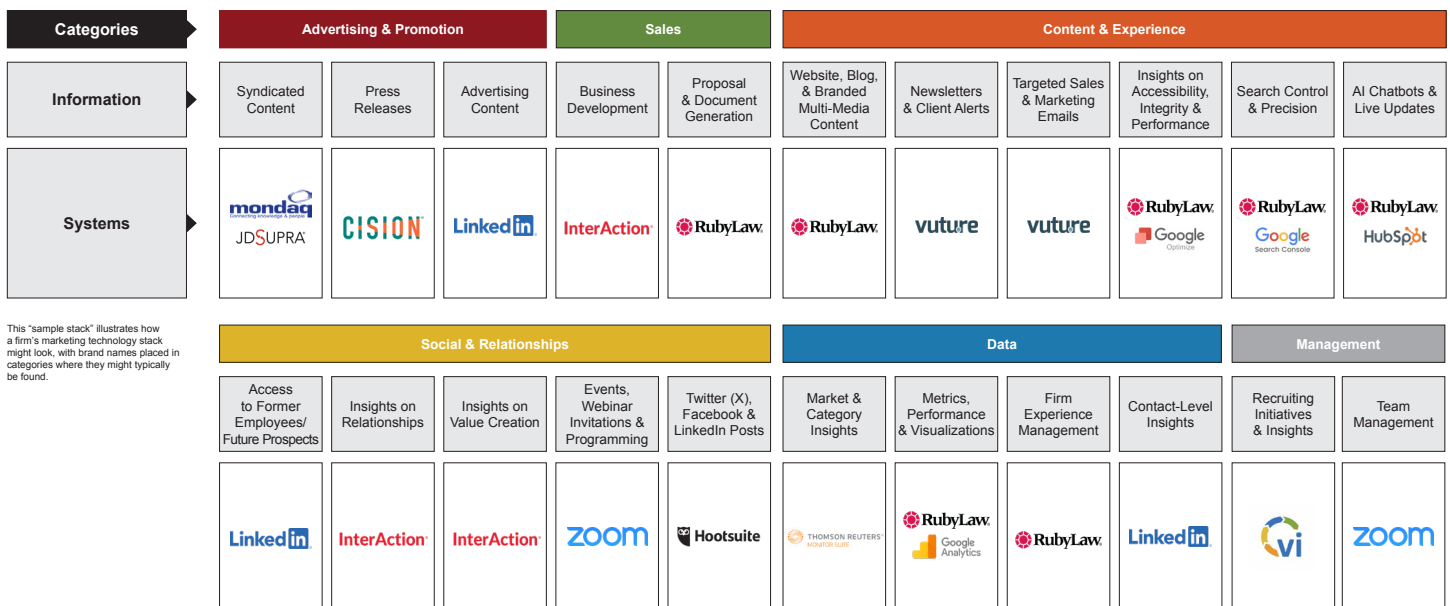
## PROPOSAL & DOCUMENT GENERATION SOFTWARE

For Proposal & Document Generation software, more than 60% reported not using it in both 2022 and 2023. For those using software, Foundation and RubyLaw are the most prevalent.


RubyLaw
2023 LEGAL MARKETING TECHNOLOGY STACK BLUEPRINT
PREPARED IN PARTNERSHIP WITH THE LEGAL MARKETING ASSOCIATION LMA

Legal marketers and business developers are becoming increasingly reliant on technology. Yet, the time required to become educated, to make strategic decisions about particular systems, to successfully roll-out and adopt software, and to leverage it to gain a competitive advantage is as considerable as the amount required to perform general marketing and business development activities. **This poses a unique dilemma: when and how can legal marketers keep on the cutting edge of marketing technology?**

The RubyLaw Legal Marketing Technology Stack provides a visualization of the legal marketing technology ecosystem and articulates our viewpoint: It's critical to select a "right-sized" system, and tools that work in complement. The RubyLaw platform is one example. Download your copy of the blueprint here!

| Categories | Advertising & Promotion | | | Sales | | Content & Experience | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Information** | Syndicated Content | Press Releases | Advertising Content | Business Development | Proposal & Document Generation | Website, Blog, & Branded Multi-Media Content | Newsletters & Client Alerts | Targeted Sales & Marketing Emails | Insights on Accessibility, Integrity & Performance | Search Control & Precision | AI Chatbots & Live Updates |
| **Systems** | mondaq / JDSUPRA | CISION | LinkedIn | InterAction | RubyLaw | RubyLaw | vuture | vuture | RubyLaw / Google Optimize | RubyLaw / Google Search Console | RubyLaw / HubSpot |

This "sample stack" illustrates how a firm's marketing technology stack might look, with brand names placed in categories where they might typically be found.

| | Social & Relationships | | | | | Data | | | | Management | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Access to Former Employees/ Future Prospects | Insights on Relationships | Insights on Value Creation | Events, Webinar Invitations & Programming | Twitter (X), Facebook & LinkedIn Posts | Market & Category Insights | Metrics, Performance & Visualizations | Firm Experience Management | Contact-Level Insights | Recruiting Initiatives & Insights | Team Management |
| | LinkedIn | InterAction | InterAction | zoom | Hootsuite | THOMSON REUTERS MONITOR SUITE | RubyLaw / Google Analytics | RubyLaw | LinkedIn | vi | zoom |

Moreover, with nearly 70% of respondents (across revenue tiers) reporting not using Proposal & Document Generation software, these tools appear to be something of a luxury or a lower priority. This, perhaps, is illustrative of the decision-making process itself within law firms in terms of where and how investments for technology are made. This type of software delivers high consistency and integrity, while also increasing workflow efficiency and response time, suggesting a bit of a tough pill for marketing teams to have to swallow.

## CONTENT MANAGEMENT SYSTEM (CMS) SOFTWARE

For Content Management Systems, we continue to see the greatest adoption of three brands: RubyLaw, Sitecore, and WordPress. While Sitecore is predominantly used by firms in the large tier (revenues of $500 million and up), we see the inverse for WordPress, with the majority of users representing small (up to $100 million), some in medium ($100 million-$500 million), and the fewest in large ($500 million and up).

## EMAIL MARKETING SOFTWARE

Within Email Marketing, the results from 2023 and 2022 are stable, with the majority of firms using Concep, Constant Contact, HubSpot, MailChimp, and Vuture. Within the tiers, we see more usage of Constant Contact and Mailchimp among small firms (up to $100 million), while Vuture is used by nearly 60% of large firms.

Email Marketing software is one area that represents a unique trend at the small firm (up to $100 million) end of the market: more small firms incorporate sector-agnostic tools, like Constant Contact or MailChimp, than larger firms.

## MARKETING AUTOMATION SOFTWARE

Among firms relying on technology for marketing automation processes, Vuture represents the most-utilized at around 40%. This is nearly 15 percentage points more in 2023 than in 2022; although, again, it is difficult to say that this is an increase (as opposed to the distribution of responses).

## ACCESSIBILITY, COMPLIANCE, & OPTIMIZATION SOFTWARE

Across both 2022 and 2023, we see that approximately 35% of firms are not using technology to actively manage accessibility, compliance, and optimization. Those that are tend to rely on Google Optimize, Monsido, RubyLaw Integrity, and SiteImprove.

## SEARCH ENGINE OPTIMIZATION (SEO) SOFTWARE

For SEO software, most firms—regardless of size—are utilizing Google Search Console, SEMrush, or Yoast. The year-over-year comparison did not show much change overall or within firm segments.

## DIGITAL CLIENT ENGAGEMENT SOFTWARE

Digital Client Engagement is still not being utilized, i.e., 90% of firms are not using it, with HubSpot (bots) being the most used.

## ALUMNI PORTAL SOFTWARE

Most firms do not have a dedicated alumni portal. Rather, they rely on the likes of LinkedIn and, in some cases, Vuture, to manage alumni marketing and relations activities. In the large segment ($500 million and up), more than 10% of firms utilize IntraWorlds Alumni.

## CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SOFTWARE

Perhaps as a testament to the participation of smaller firms, we are seeing more firms in 2023 that are not using CRM than in 2022. Specifically, more than 50% of 2023 respondents from small firms (up to $100 million) reported that they do not use CRM; whereas, less than 25% reported the same in 2022. For those using CRM, LexisNexis InterAction is the first choice by far, particularly among large firms (more than 50%). Mid-size firms appear to look to OnePlace more than those above (large) and below (small), while ContactEase remains a solution for smaller firms.

Again, as with Email Marketing and to a similar extent CMS, we see non-sector-specific solutions being adopted, i.e., Constant Contact and MailChimp (Email Marketing) and WordPress (CMS).

## ENTERPRISE RELATIONSHIP MANAGEMENT (ERM) SOFTWARE

This year, nearly half of respondents reported not using ERM, versus about 40% last year. Those using ERM solutions are mainly concentrated on Intapp and InterAction, while about 10% of respondents from large firms ($500 million and up) reported using ContactNet.

## EVENTS & WEBINARS SOFTWARE

Within Events & Webinars, more than 40% of respondents reported using

Zoom, which is similar to the 2022 results. Again, as in other categories, we see agnostic or non-sector-specific solutions popping up, e.g., Cvent, GoToWebinar, Webex, Zoom, as it does not appear that a law firm-focused solution is requisite or (because these are also shared in usage by clients/prospects/non-law-firm stakeholders) that commoditized solutions are satisfactory to meet the required outcome.

### SOCIAL MEDIA PUBLISHING SOFTWARE

Within Social Media Publishing, we see a relatively flat year-over-year trend, with approximately 25% of 2023 and 2022 respondents reporting not using Social Media Publishing software. Those using these tools are adopting Clearview Social, Hootsuite, JD Supra, and SproutSocial.

Perhaps what is interesting here is the use of JD Supra to meet this requirement, suggesting that users of JD Supra are using it for both Content Syndication and Social Media Publishing purposes.

### COMPETITIVE INTELLIGENCE SOFTWARE

Looking at Competitive Intelligence, 2023 shows that nearly 20% of firms are not using the software, up from shy of 15% in 2022. However, this is probably a reflection of the increased participation from smaller firms.

Interestingly, those that report using this software are investing in multiple solutions, with most adopters using between 1-3 tools at once from a selection that includes Hoovers, Dun & Bradstreet,

IBISWorld, JD Supra, Manzama, Merger Market, MonitorSuite, PitchBook, and S&P Capital IQ. Multiple tool usage is more prevalent among larger firms; nearly 60% of small firms (up to $100 million in revenue) reported not using this software.

### ANALYTICS & DASHBOARDS SOFTWARE

Within Analytics & Dashboards, the same two tools predominate: Google Analytics and Google Data Studio. Interestingly, while firms from the small (up to $100 million) and medium ($100 million-$500 million) tiers reported not using these tools in 2023, no large firms reported not using them.

### EXPERIENCE MANAGEMENT SYSTEM (EMS) SOFTWARE

Within EMS, three tools distinguished themselves above others: Foundation, Intapp Open Experience, and RubyLaw Experience. Looking at the year-over-year results, 2023 mirrored 2022, with approximately 60% of firms not using this type of software.

### DATA ENRICHMENT SOFTWARE

Data Enrichment Software remains a lesser-used tool, with 81% of 2023 respondents reporting not using it, versus approximately 75% in 2022.

Those using it rely mainly on LinkedIn Sales Navigator, regardless of firm size.

### TALENT MANAGEMENT SOFTWARE

Most firms are using Talent Management software, spread across LinkedIn, viRecruit, and (particularly among large firms, i.e., $500 million and up) Workday.

### COLLABORATION SOFTWARE

For Collaboration, as with 2022, only about 2% of respondents reported their firms not using these tools. Among those adopted, Microsoft Teams is the most widely adopted, with Zoom comfortably in second, and Cisco Jabber in third.

## ADOPTION RATIO

Adoption Ratio is defined as the quotient between the normalized reported results of ranked firms and unranked firms with respect to marketing technology systems and tools, by category.

"Ranked" means that a firm was included in either the Am Law 200 or the NLJ 500, a pool of about 500 firms, as nearly all on the Am Law list are also on the NLJ. "Unranked" means that a firm was not on either list.

Firm rank, in the case of Adoption Ratio, is important because we are using ranking as a proxy for organizational maturity, i.e., the more mature the firm, the greater the likelihood that it pursues ranking as a means of competitive differentiation and standing, the larger its revenues, and so on.

It is not a magic bullet for "maturity," but we believe it is the best available indicator for calculating this metric.

### CALCULATING ADOPTION RATIO

To calculate Adoption Ratio, we performed the following operations:

### SEGMENTATION

First, we segmented all votes in each category according to rank.

## SUMMATION

Next, we totaled the number of both the ranked and unranked respondents. We looked specifically at respondents because, across any category, the number of respondents—or participants—does not equate to the number of responses—or votes—as some firms are using multiple systems in each category, as conveyed by a single respondent.

## FILTRATION

Then, we removed all votes marked "Blank," meaning people did not vote for a particular solution. We also removed any votes for "Other" where a specific solution was not mentioned, and removed any votes for "We do not use [XYZ]" tool.

## DIVISION

For each category, we then divided the number of ranked respondents for the specific category by the total of all ranked respondents. Then we did the same for the unranked respondents. This gave us the percentage of the total respondents that are active in each specific category, effectively a measure of density within the category.

## JUXTAPOSITION

Lastly, we compared the percentages for each category

for ranked and unranked. This allowed us to better understand what ranked respondents do differently versus unranked respondents.

The most important step in this process was the division stage, namely the separate treatment of the ranked versus unranked responses. This

aspect of the process allowed us to normalize the responses, giving us a forward-looking basis for future comparisons. By viewing the ranked respondents and their votes in isolation, and then viewing the unranked respondents and their votes in isolation, we are able to generate an "apples-to-apples" baseline.

## INTERPRETING ADOPTION RATIO

In between calculating Adoption Ratio and understanding its importance come the Adoption Ratios themselves. Below, we have outlined the specific Adoption Ratios on a category-by-category basis.

| Categories | Advertising & Promotion | | | Sales | | Content & Experience | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Information | 5.7 | N/A | 0.7 | 2.0 | 0.9 | 1.5 | 0.9 | 1.2 | 0.8 | 0.8 | N/A |
| Systems | Content Syndication | Public Relations | Search & Social Advertising | Sales Enablement | Proposal & Document Generation | Content Management System (CMS) | Email Marketing | Marketing Automation | Accessibility, Compliance, & Optimization | Search Engine Optimization (SEO) | Digital Client Engagement |

| | Social & Relationships | | | | | Data | | | Management | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2.7 | 2.7 | N/A | 0.9 | 1.3 | N/A | 1.1 | N/A | 1.4 | 1.7 | 0.9 |
| | Alumni Portal | Customer Relationship Management (CRM) | Enterprise Relationship Management (ERM) | Events & Webinar | Social Media Publishing | Competitive Intelligence | Analytics & Dashboard | Experience Management System (EMS) | Data Enrichment | Talent Management | Collaboration |

*Adoption Ratios are presented numerically, rounded to the nearest tenth. They range from 0.7 to 5.7, with several marked as "N/A," meaning "Not Applicable."*

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*Those marked "N/A" signify that no respondents from unranked firms reported using tools in said sub-category. Mathematically, when assessing the Adoption Ratio for these categories, we would have had a zero ("0") as the divisor. This would have yielded an error.*

*While tempting to throw in a one ("1") as the divisor, doing so would make the ratios arbitrary and inconsistent. Thus, to maintain the integrity of the metric, we marked them as "N/A" and noted that, in these areas, the disparity between ranked and unranked firms is extraordinary.*

# WHY ADOPTION RATIO IS IMPORTANT

Adoption Ratio is important for three reasons.

First, it is an indicator of the gaps between firms on a system-by-system basis. Our past studies have also indicated gaps, so this might not seem groundbreaking. After all, most of us can view the Legal Marketing Technology Stack Blueprint and see the actual "holes" in the stack on a tier-by-tier basis.

However, Adoption Ratio is not only a measure of the gaps. It is also a measure of where there is greater alignment between firms. This is why Adoption Ratio is groundbreaking: it illustrates, with data, areas of the tech stack where greater convergence exists.

Second, Adoption Ratio is a barometer of categorical prioritization and preference, meaning we can use it to better understand where firms are making marketing technology investments by category and ranking.

Finally, Adoption Ratio establishes a benchmark that can be measured in subsequent studies. Because we don't have

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*In a similar vein, if we look at those greater than 1.5, the story is similar—a significant difference—but the unranked firms are registering. Hence, there's a considerable gap, but the less mature firms are demonstrating that they are, to some degree, using these solutions.*

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*Where we see numbers hovering around 1.0, we start to see greater consistency and consolidation around specific systems and tools—either high or low concentrations by firms at both ends of the spectrum, but somewhat uniform.*

a control group, meaning the same people from the same firms taking the same study each year, comparing the year-over-year results is more difficult.

Having normalized the data, we can now look at this metric next year, compare it to this year, and have something meaningful and data-driven—rather than anecdotal—to report.

## KEY TAKEAWAYS

**1. Unranked law firms must develop tech-enabled go-to-market road maps or risk losing any future upward mobility.**
In order to achieve meaningful upward mobility, where "meaningful" signifies future ambitions to become ranked, unranked law firms must develop tech-enabled

go-to-market road maps.

Our observations suggest that mature (or ranked) firms are poised to continue widening the gap between themselves and unranked, less mature firms. It's obvious, even without reviewing the data, that they have more resources and even the infrastructure to support a denser, more interconnected tech stack.

But, as the results show (see graphic, right), it's not simply a question of resources: it's about where those resources are being applied. Adoption Ratio is a critical metric here, as it indicates that mature law firms have invested in tools that support brand awareness, advertising, promotion, sales enablement, key stakeholder relationships, competitive intelligence, and recruitment.

Looking at Adoption Ratio by category, we see the N/A sections, where unranked firms are not registering, as well as those where Adoption Ratio is 1.5 or higher, meaning a significant gap exists. This tells us that mature (or ranked) firms are well equipped to support a range of go-to-market initiatives that drive revenue. This, potentially, can also translate to an exponential widening of the gap between them and less mature (or unranked) firms.

This means that unranked firms, already facing an uphill battle, must "behave in a more evolved manner," meaning that they begin (or continue) to invest in technology that leads to revenue. That, of course, is easy to say and harder to do, as there are no quick fixes but, rather, longer-

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|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2.7 | 2.7 | N/A | 0.9 | 1.3 | N/A | 1.1 | N/A | 1.4 | 1.7 | 0.9 |
| | Alumni Portal | Customer Relationship Management (CRM) | Enterprise Relationship Management (ERM) | Events & Webinar | Social Media Publishing | Competitive Intelligence | Analytics & Dashboard | Experience Management System (EMS) | Data Enrichment | Talent Management | Collaboration |

term, patient approaches that must be well-thought-out and deliberate. Thus, the recommendation is to develop a road map, to identify tools that can support these efforts, and to plan and prioritize strategically to incorporate tools as resources permit.

One way to accomplish this is to map your firm's stack using RubyLaw's "Map Your Stack" tool on RubyLawStack.com. This will allow you to visualize the current state of your firm's stack. Next, download a copy of this year's RubyLaw Legal Marketing Technology Stack Blueprint, which includes a blank tech stack—to be used to solve for your future tech stack—as well as a revenue-tier-based breakdown of the tools used by firms similar to your own. With these complimentary resources, you can conduct your own audit and make a business case for the areas where your firm needs upscaling.

### 2. All firms must continue to invest in Content Lifecycle Management (CLM).

While the first takeaway focuses on the disparity between mature (or ranked) and less mature (or unranked) law firms, the second takeaway focuses on their coalescence.

Content Lifecycle Management, or CLM, refers to the collaborative efforts required to draft, edit, manage, publish, revise, and unpublish legal marketing content, and what the data shows is that all firms, regardless of maturity, must continue to optimize here.

The bulk of CLM-related activities occur in the Content & Experience category. As evidenced by the data (see graphic, below), this region is precisely where mature and less mature firms demonstrate the greatest convergence, i.e., Adoption Ratios at or around 1. That Content & Experience is also the largest category is
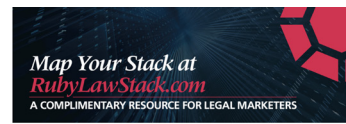
| Categories | Advertising & Promotion | | | Sales | | Content & Experience | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Information | 5.7 | N/A | 0.7 | 2.0 | 0.9 | 1.5 | 0.9 | 1.2 | 0.8 | 0.8 | N/A |
| Systems | Content Syndication | Public Relations | Search & Social Advertising | Sales Enablement | Proposal & Document Generation | Content Management System (CMS) | Email Marketing | Marketing Automation | Accessibility, Compliance, & Optimization | Search Engine Optimization (SEO) | Digital Client Engagement |

| | Social & Relationships | | | | | Data | | | | Management | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2.7 | 2.7 | N/A | 0.9 | 1.3 | N/A | 1.1 | N/A | 1.4 | 1.7 | 0.9 |
| | Alumni Portal | Customer Relationship Management (CRM) | Enterprise Relationship Management (ERM) | Events & Webinar | Social Media Publishing | Competitive Intelligence | Analytics & Dashboard | Experience Management System (EMS) | Data Enrichment | Talent Management | Collaboration |

also significant, as it underscores the importance of the activities conducted, and the information managed, here.

Essentially, having a suite of tools to ensure the integrity of content is crucial, particularly for all firms reliant on content marketing. We see the data prove this point out, i.e., consistent investment by firms—mature (or ranked) and less mature (or unranked)—in technology supporting Content Lifecycle Management (CLM) initiatives.

To go one step further, firms can achieve incremental—perhaps even exponential—

advantages over their competitors by optimizing for the best, most-efficient, highest productivity-yielding solutions in the market in the category. Given that RubyLaw is a cutting-edge Content Lifecycle Management (CLM) platform, our bias is clear: we believe that law firms that utilize our technology can outperform their competitors by deploying RubyLaw. However, the strategy and the appropriate human resources and accountability always come above the technology itself to ensure the most effective utilization of said technology.

**RubyLawStack.com**

**RubyLawStack.com is a complimentary resource for all legal marketers.**

**The site includes links to past studies, blueprints, and insights webinars, including the open session at RubyLaw Symposium, the most recent program providing an overview and perspectives on the 2023 Legal Marketing Technology Ecosystem Study.**

**It also includes other materials to help accelerate your firm's marketing technology initiatives.**

## About RubyLaw

RubyLaw is a **Content Lifecycle Management (CLM)** platform that powers websites, manages experience data, curates and automates marketing documents in native formats, and ensures the integrity of digital content for law firms at all levels of technological maturity.

More firms are switching to RubyLaw, taking advantage of its modern, React-based tech stack, open, REST-based API, and robust, scalable architecture. As a modular platform, RubyLaw is ideal for firms requiring a secure yet flexible solution to

manage increasing volumes of digital content and workflow complexities— regardless of the firm, team size, or whether marketing teams are collocated, distributed, or working in different languages.

With RubyLaw and RubyLaw Express, a streamlined version of RubyLaw tailored for growth-minded firms with limited budgets, legal marketers can manage digital content through its lifecycle, maintain brand consistency, and ensure team productivity—all from a single source of truth.

*Visit RubyLaw.com to learn more.*

## About the LMA

The Legal Marketing Association (LMA) is the authority for legal marketing worldwide. The LMA supports the legal marketing community through thought leadership, professional advocacy, and personal enrichment.
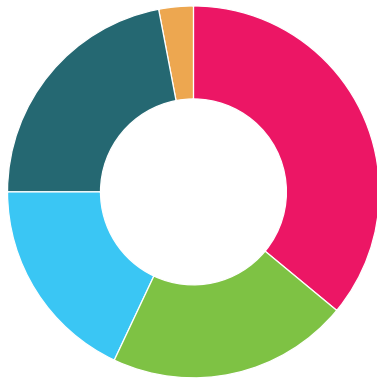
*Visit LegalMarketing.org to learn more.*

# EXHIBIT A
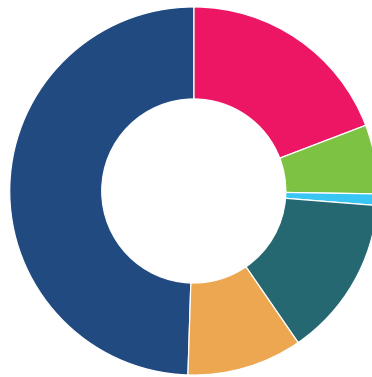
## ADVERTISING & PROMOTION

### Content Syndication

*Content Syndication software helps content reach a larger audience through distribution, republication, and other means.*



- **36%** JD Supra
- **22%** Do Not Use
- **21%** Lexology
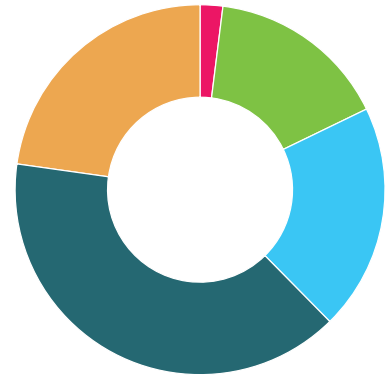- **18%** Mondaq
- **3%** Other

### Public Relations

*Public Relations software helps reach and engage target audiences.*



- **49%** Do Not Use
- **19%** Cision
- **14%** Meltwater
- **10%** Newswire
- **6%** Foundation
- **1%** Other

### Search & Social Advertising

*Search & Social Advertising software helps create, deploy, and manage advertising campaigns on social media networks.*



- **40%** LinkedIn
- **23%** Do Not Use
- **20%** Google AdWords
- **16%** Facebook
- **2%** Other

## SALES

### Sales Enablement

*Sales Enablement software helps users manage and track activities within their business development pipeline.*



- **27%** InterAction
- **24%** Do Not Use
- **14%** Intapp
- **9%** HubSpot
- **9%** ContactEase
- **8%** Salesforce
- **5%** PipelinePlus
- **4%** Other

### Proposal & Document Generation

*Proposal & Document Generation software helps users create, manage, and modify proposals, pitches, and other documents.*
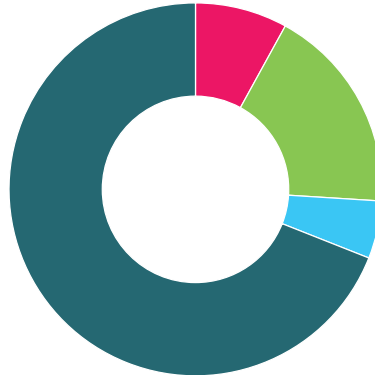


- **69%** Do Not Use
- **18%** Foundation
- **8%** Other
- **5%** RubyLaw Proposals

# EXHIBIT A (Cont.)

## CONTENT & EXPERIENCE

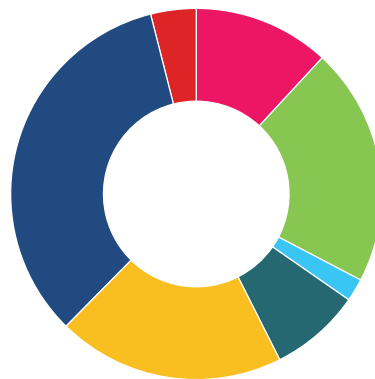### Content Management Systems (CMS)

*Content Management Systems help non-technical users manage, edit, and publish digital content.*

- **42%** WordPress
- **17%** Do Not Use
- **16%** RubyLaw Content
- **15%** Other
- **9%** Sitecore

### Email Marketing

*Email Marketing software helps create, manage, and deploy email marketing campaigns.*

- **34%** Vuture
- **21%** Constant Contact
- **20%** MailChimp
- **12%** Concep
- **8%** HubSpot
- **4%** Do Not Use
- **2%** Other

### Marketing Automation

*Marketing Automation software helps substitute manual processes with automated activities to achieve personalized marketing at scale.*

- **44%** Do Not Use
- **41%** Vuture
- **10%** HubSpot
- **5%** Other
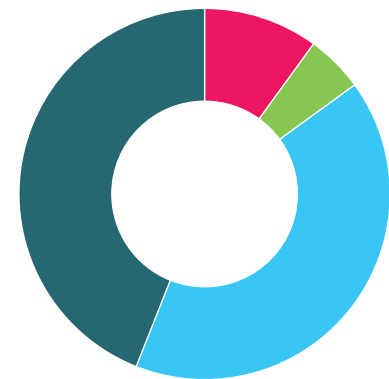
## CONTENT & EXPERIENCE

### Accessibility, Compliance, & Optimization

*Accessibility, Compliance, & Optimization software helps minimize errors, ensures greater access to content, and improves the experience.*
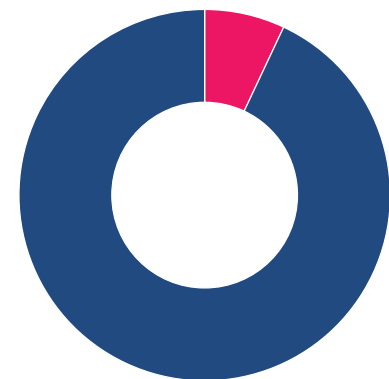
- **59%** Do Not Use
- **27%** SiteImprove
- **7%** Google Optimize
- **4%** Other
- **3%** RubyLaw Integrity
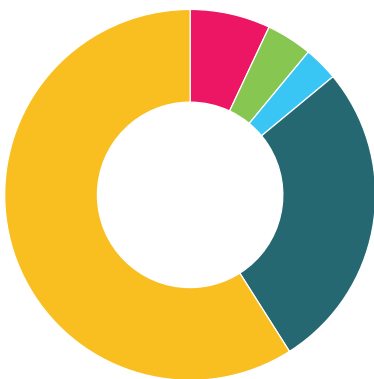
### Search Engine Optimization (SEO)

*Search Engine Optimization software helps manage and monitor content performance on search engines.*

- **34%** Google Search Console
- **27%** Do Not Use
- **14%** Other
- **12%** SEMrush
- **13%** Yoast

### Digital Client Engagement

*Digital Client Engagement software helps engage with clients in non-traditional and sometimes automated ways, including bots and notifications.*
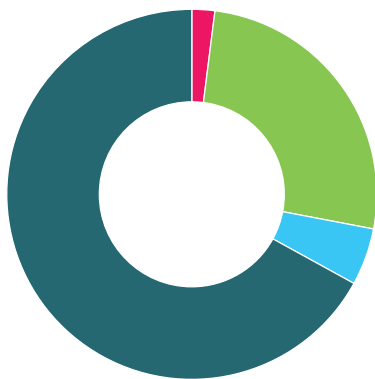
- **93%** Do Not Use
- **7%** HubSpot

# EXHIBIT A (Cont.)

## SOCIAL & RELATIONSHIPS

### Alumni Portals

*Alumni Portals help firms maintain connections with former employees and associates.*



- **67%** Do Not Use
- **26%** LinkedIn
- **5%** Vuture
- **2%** Other

### Customer Relationship Management (CRM)

*Customer Relationship Management software helps manage and monitor relationships with key stakeholders, internally and externally.*
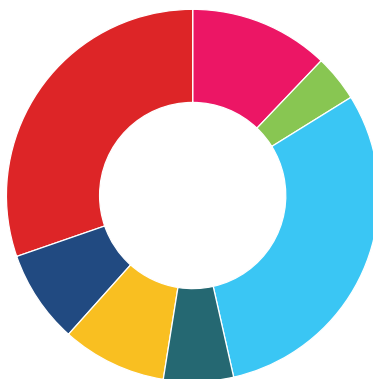


- **30%** LexisNexis InterAction
- **30%** Do Not Use
- **12%** ContactEase
- **9%** OnePlace
- **8%** Salesforce
- **6%** Microsoft Dynamics
- **4%** Other

### Enterprise Relationship Management (ERM)

*Enterprise Relationship Management software helps identify key relationships and enhance related intelligence.*
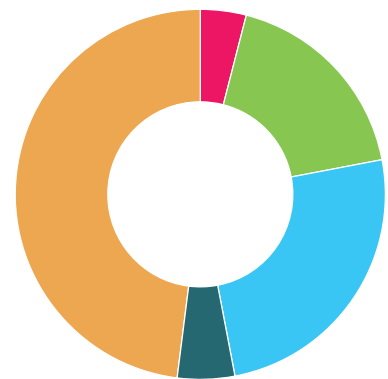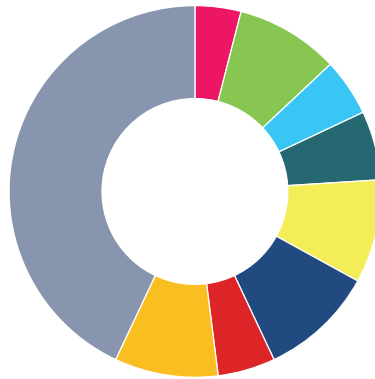


- **48%** Do Not Use
- **25%** InterAction
- **18%** Intapp
- **5%** Introhive
- **4%** Other

## SOCIAL & RELATIONSHIPS

### Events & Webinars

*Events & Webinars software helps conduct virtual meetings, webinars, and other events.*



- **43%** Zoom
- **10%** Vuture
- **9%** On24
- **9%** Cvent
- **9%** Webex
- **6%** GoToWebinar
- **4%** Other
- **5%** Eventbrite
- **5%** Do Not Use

### Social Media Publishing

*Social Media Publishing software helps manage and publish content across one or more social media networking platforms.*
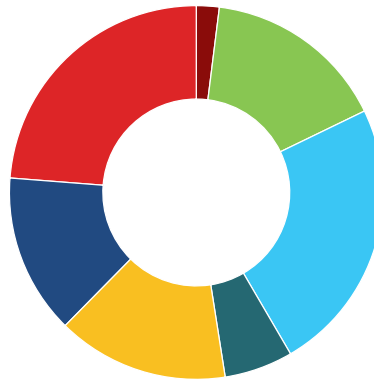


- **24%** Do Not Use
- **24%** Hootsuite
- **16%** Clearview Social
- **15%** JD Supra
- **14%** SproutSocial
- **6%** HubSpot
- **2%** Other

# EXHIBIT A (Cont.)

## DATA

### Competitive Intelligence

*Competitive Intelligence software provides access to deeper, richer market intelligence than available via publicly accessible sources.*
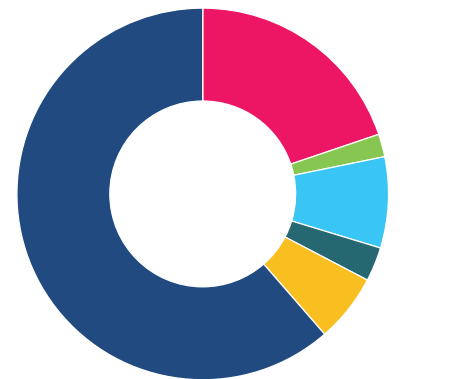


- **20%** Do Not Use
- **15%** MonitorSuite
- **14%** Other
- **14%** JD Supra
- **10%** Hoovers
- **10%** S&P Capital IQ
- **9%** PitchBook
- **8%** Manzama

### Analytics & Dashboards

*Analytics & Dashboards software helps visualize data performance from campaigns and other sources.*



- **70%** Google Analytics
- **16%** Do Not Use
- **9%** Google Data Studio
- **2%** RubyLaw Analytics
- **2%** Other
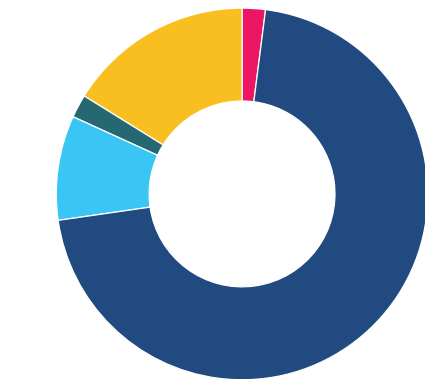
### Experience Management Systems (EMS)

*Experience Management Systems help manage matters and firm experience.*



- **62%** Do Not Use
- **20%** Foundation
- **8%** Intapp Open Experience
- **6%** Pitchly
- **3%** RubyLaw Experience
- **2%** Other

## DATA

## MANAGEMENT

### Data Enrichment

*Data Enrichment software helps users view contact and company records more holistically, mainly when the information is incomplete.*



- **82%** Do Not Use
- **5%** ZoomInfo
- **14%** LinkedIn Sales Navigator
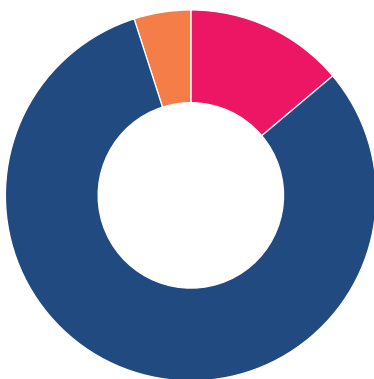
### Talent Management

*Talent Management software helps manage the employment candidate pipeline from application to offer and reporting.*



- **40%** LinkedIn
- **27%** Do Not Use
- **24%** viRecruit
- **9%** Workday
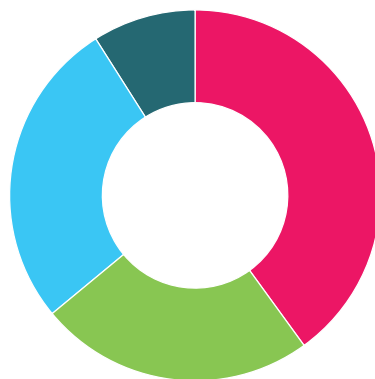
### Collaboration

*Collaboration software helps users communicate and work with colleagues, internally and externally.*



- **42%** Microsoft Teams
- **30%** Zoom
- **10%** Cisco Jabber
- **9%** Webex
- **7%** Other
- **2%** Do Not Use
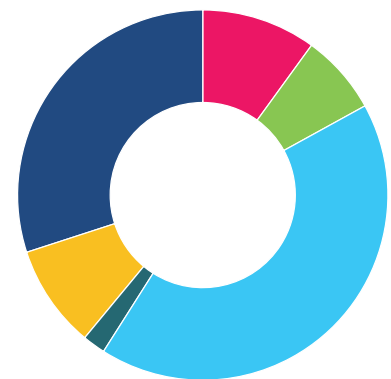
## EXHIBIT B

| WHAT IS YOUR TEAM'S ANNUAL BUDGET FOR MARKETING TECHNOLOGY? | 0-$100,000,000 | $100,000,000-$500,000,000 | $500,000,000+ |
|---|---|---|---|
| Less than 1% | 54% | 37% | 32% |
| Between 1%-3% | 36% | 50% | 56% |
| Greater than 3% | 10% | 13% | 12% |

| WHAT IS THE SIZE OF YOUR FIRM'S GO-TO-MARKET TEAM, I.E., MARKETING AND BUSINESS/CLIENT DEVELOPMENT? | 0-$100,000,000 | $100,000,000-$500,000,000 | $500,000,000+ |
|---|---|---|---|
| 0 | 14% | 11% | 7% |
| 1 | 15% | 39% | 24% |
| 2-5 team members | 55% | 5% | 2% |
| 6-10 team members | 14% | 11% | 7% |
| 11-25 team members | 2% | 28% | 16% |
| 25+ | 0% | 7% | 44% |

| WHAT NEW TECHNOLOGY ARE YOU MOST EXCITED TO SEE YOUR FIRM ADOPT IN THE COMING YEAR(S)? | 0-$100,000,000 | $100,000,000-$500,000,000 | $500,000,000+ |
|---|---|---|---|
| Chatbot Tools, i.e., AI-driven, natural-language-processing tools that allow users to have human-like support on tasks, such as composing emails, essays, and code. | 52% | 32% | 58% |
| Web 3.0 Technology, i.e., the next evolution of web technology where users are connected via a decentralized network and have access to their own data. | 3% | 21% | 6% |
| RPA (Robotic Process Automation), i.e., robotic process automation is a form of business process automation technology based on metaphorical software robots or on artificial intelligence /digital workers. | 26% | 14% | 23% |
| IoT (Internet of Things), i.e., physical objects embedded with sensors and actuators that communicate with computing systems via wired or wireless networks, enabling users to monitor or even control aspects of the physical world. | 13% | 11% | 0% |
| Other | 6% | 21% | 13% |

# EXHIBIT B (Cont.)

| HOW IS YOUR FIRM CURRENTLY USING AI? | 0-$100,000,000 | $100,000,000-$500,000,000 | $500,000,000+ |
|---|---|---|---|
| *Content Generation, e.g., writing short and long pieces of content for emails, campaigns, etc.* | *42%* | *31%* | *26%* |
| *Data Analysis, e.g., collecting and sorting through vast amounts of data from campaigns and programs to save time and manual effort* | *11%* | *10%* | *26%* |
| *Real-time Personalization, i.e., changing someone's experience with a marketing asset like a web page, social post, or email to fit a known preference or persona* | *0%* | *1%* | *0%* |
| *Other* | *3%* | *21%* | *10%* |
| *Not Using* | *44%* | *37%* | *38%* |