



2025 Legal Tech Review

Establishing a new standard for
understanding technology provider
performance through the voice of the
legal profession.



Foreword

Legal technology is the suite of software platforms and AI-enabled tools that law firms and in-house legal teams use to research the law, manage matters, draft and review documents, automate workflows, collaborate securely, and deliver legal services more efficiently.

With the rise of artificial intelligence (AI), cloud technology, automation and data-driven tools, we are entering a new era where digital solutions and automation are reshaping how we work, collaborate and grow. The legal profession is no exception. It stands on the brink of transformation: driven by technology, empowered by investment and defined by ambition.

Across the sector, a clear appetite to break from the past is emerging. Firms are investing in platforms that enable smarter decisions, streamline workflows and elevate client experiences. In an environment where there is no shortage of tasks competing for attention, lawyers want more time to focus on legal work and building stronger practices. They want tools that work for them. Today, technology is central to how modern legal firms operate, compete, grow and unlock value.

In this debut edition of Agile Market Intelligence's Legal Tech Review, we've brought together voices of professionals navigating this fast-changing landscape, from those beginning their tech journey to seasoned decision-makers evaluating strategies that will continue to propel their firms forward into the future.

This report is more than a snapshot of where the market stands. It's a signal of where we're going. A glimpse into a future where legal services are more agile, more data-driven, and perhaps unexpectedly, more human than ever before.



Michael Johnson
Michael Johnson
Director
Agile Market Intelligence

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Key findings



Tech adoption

14% of legal tech platforms

were adopted in the past 12 months.



Tech spend

6 in 10 firms

plan to increase their tech spend in the next 12 months.



Tech buying
discovery

58% of tech solution discovery

is driven by peer recommendation.



Platform ratings

User experience

is the most important driver of Net Promoter Score across all platform categories.



Feature ratings

Over 80% of users

report satisfaction with key features such as integrated searches, legal research, due diligence searches, and workflow automation.



Blue ocean

Eliminating time-consuming tasks

is the top priority for lawyers, who want technology that enables them to focus on legal work.

About the study

In its inaugural year, Agile Market Intelligence's **2025 Legal Tech Review** sets a new benchmark for how technology providers evaluate their performance in the eyes of legal professionals.

This year's study surveyed a broad cross-section of the Australian legal sector, including both private practice professionals and in-house legal counsel, to capture a representative view of how legal technology is being experienced across the industry.

The report offers a comprehensive view on how legal teams invest in and build their technology stacks, including how legal professionals discover, assess and adopt legal platforms. Respondents were asked to evaluate the platforms they currently use by rating their overall satisfaction, assessing specific features, and providing open-ended feedback. These insights enable technology providers to better understand how their propositions are perceived by legal professionals and to track shifts in adoption behaviour and sentiment over time.

To provide a fair market comparison, individual platform responses were consolidated and grouped into four solution categories for analysis. This approach enables a nuanced and reliable view of category-level performance, offering decision-makers clarity on where their proposition sits within the broader context of their solution space and allowing them to quantify differences in platform, feature and service quality.

At a time when legal teams are seeking both greater efficiency and new capabilities, the competitive landscape for legal technology providers has never been more dynamic. This report offers a direct line into buyer behaviour, highlighting what drives adoption, which features matter most, and where unmet needs are creating whitespace in the market.

This year's results uncover key performance metrics, platform satisfaction and user sentiment across the twelve months leading up to May 2025.

1,200+

legal professionals surveyed

First-hand insights from legal professionals on their experience with legal tech.

39

legal tech platforms evaluated

User ratings and feedback spanning the breadth of Australia's legal tech landscape.

4

solution categories analysed

Clear comparisons across platform, feature, and service quality.

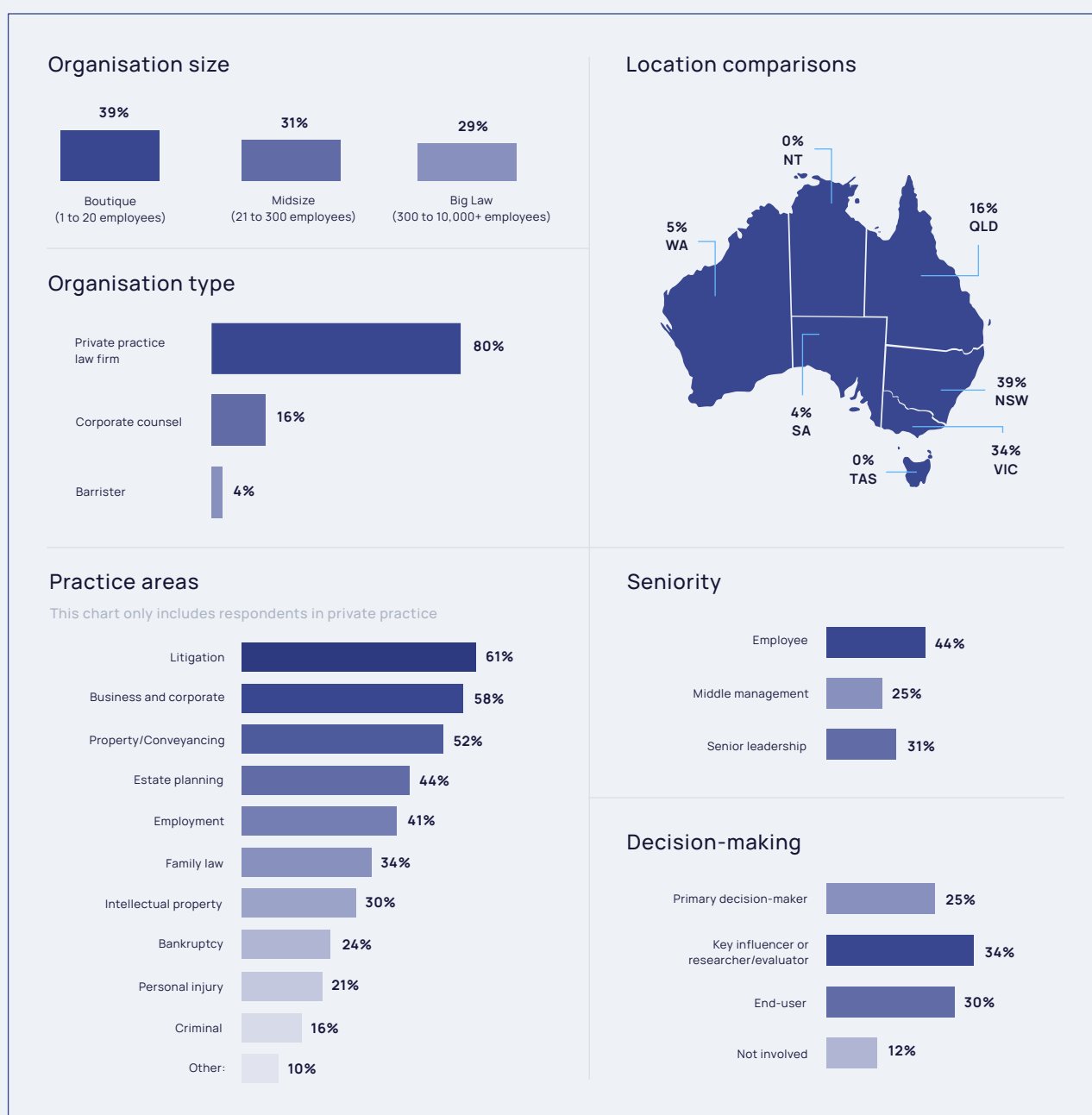
Methodology

The **2025 Legal Tech Review** survey was conducted between the 4th February to 5th May 2025 capturing a detailed snapshot of legal technology usage and perceptions across the Australian legal sector.

Legal professionals were invited to take part in self-accessed evaluation, reflecting on their experiences with legal technology over the preceding twelve months. Invitations were distributed via email through Lawyers Weekly, Australasian Legal Technology Alliance (ALTA), and Agile Market Intelligence's Legal Insights research panel.

Following a rigorous data validation process, including the removal of invalid, duplicate, or incomplete responses, the final sample comprises **1,213 participants** including **944 private practice legal professionals** and **269 corporate counsel**.

This robust response provides a strong foundation for the insights presented in this report, and underpins the category-level analysis detailed in the *About the study* section.



Due to rounding errors, some figures may not equal 100%. All figures have been rounded to their nearest decimal for the purpose of this report.

Recognition of Legal Tech platforms: Market Leaders

The **2025 Legal Tech Review** recognises platforms that outperformed their peers as scored by over 1,200 legal professionals surveyed.

Each of the platforms listed below has been awarded a '**Market Leader**' seal, signifying excellence in the industry, having achieved both positive Net Promoter Scores (NPS) and strong user adoption.

Representing more than just high scores, these are the platforms that consistently demonstrate innovation, investment, and a strong ability to execute on their service offering. By setting new benchmarks for performance, these platforms are shaping the future of the legal technology industry.

Market Leaders



Actionstep



Harvey



iManage



LAW IN ORDER



Lexis Advance®

Lexis+ AI®



THOMSON REUTERS
PRACTICAL LAW™

Securexchange
POWERED BY INFOTRACK

SettleIT
POWERED BY INFOTRACK



triSearch®

How are 'Market Leaders' identified?

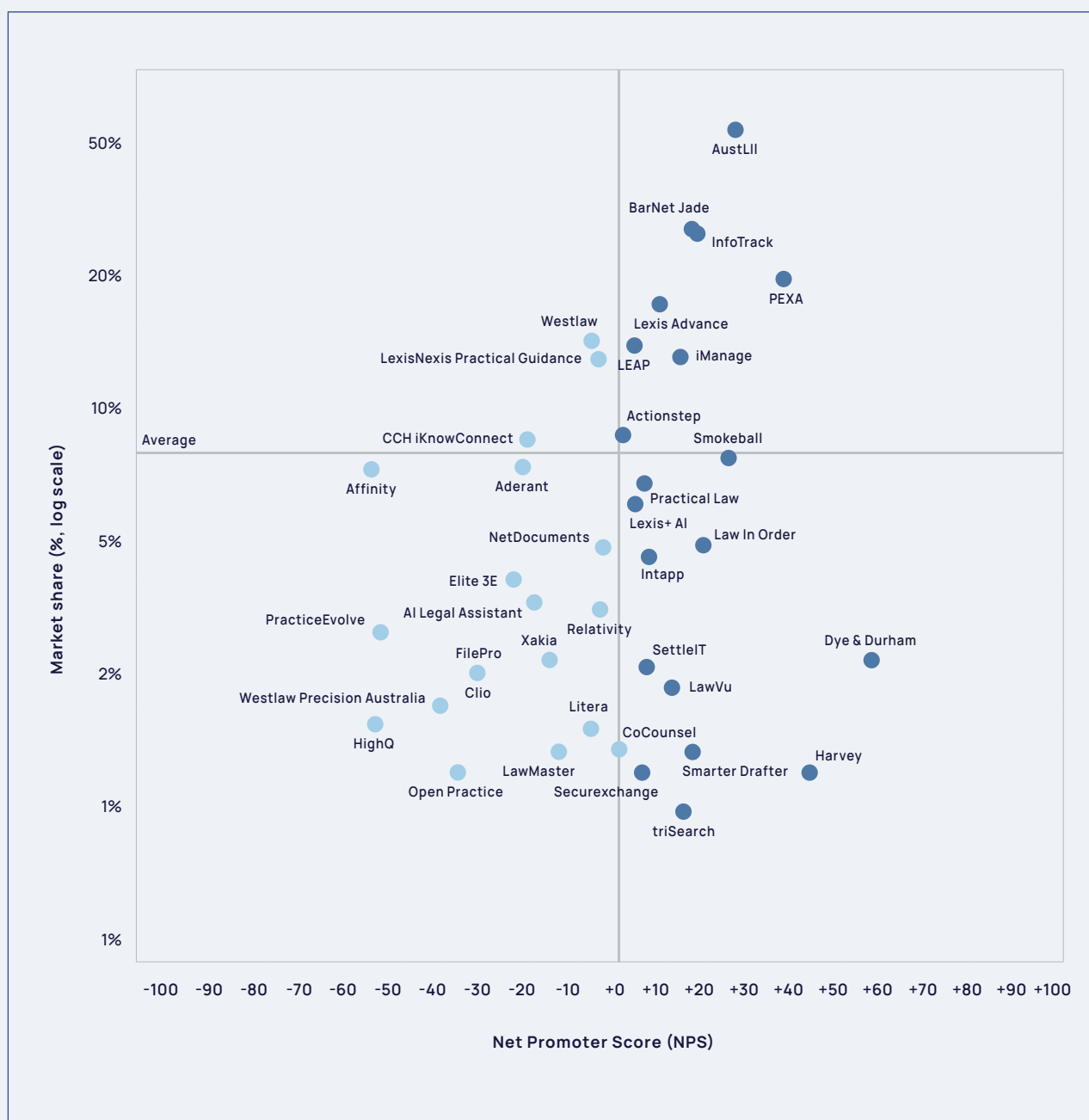
The market positioning analysis was used to benchmark platforms by market share and Net Promoter Score (NPS). Only platforms with positive NPS were eligible for recognition as Market Leaders for 2025.

Positive NPS indicates that their users are more likely to recommend them, signalling strong satisfaction and loyalty.

Platforms like InfoTrack, Lexis Advance, and iManage cluster at the high-adoption/high-NPS end of the chart, reinforcing their strong market positioning.

Harvey, Smarter Drafter, and LawVu are also recognised for their ability to achieve positive momentum despite smaller market shares, showing competitive potential.

All recognised Market Leaders demonstrated positive Net Promoter Scores (NPS) in the **2025 Legal Tech Review**.



SECTION 01

Legal Tech Adoption

This section presents the current state of legal technology adoption, including the number of platforms, adoption by practice area and market share of legal tech solutions by category.

Most firms use two legal tech platforms, while high adopters juggle four

In today's legal practice, firms are engaging with a broader mix of technologies. In this survey, a typical firm uses two legal technology platforms. High adoption firms, those in the top 25% of the sample, use four platforms in their tech stack.

As firms increasingly rely on multiple platforms for different functions, integration and interoperability become essential. Survey participants expressed a clear preference of solutions that seamlessly integrate both with other legal tools and general business platforms, such as Microsoft 365 or Google Workspace.

By category, platforms offering 'Legal research & AI tools' are adopted by 2 out of 3 firms (66%). There is

also a difference between the categories of legal tech solutions depending on the organisation type. Corporate counsel firms have a higher adoption rate (72%) for 'Legal research & AI tools' compared to private practice (65%). On the other hand, 'Practice management & legal operations' type platforms, adoption by private practice is at 64% versus only 25% for corporate counsel.

'Document & knowledge management' targeted platforms have similar adoption rates averaging at 36% between organisation types. The adoption rate for 'Search & eConveyancing' platforms by private practice (42%) is more than 2.5x higher than for corporate counsel (16%).

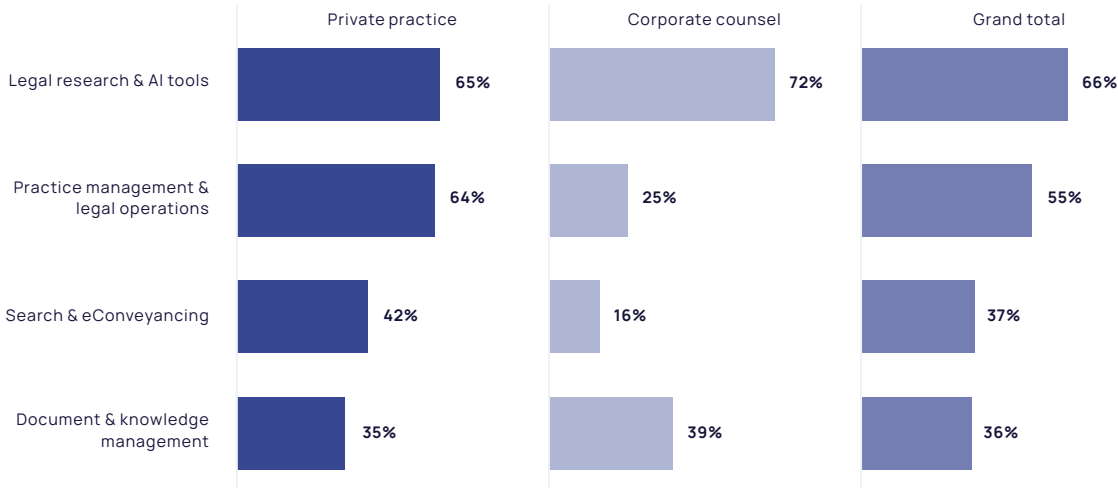
Number of legal technology platforms used

Showing the typical number of legal technology platforms used by participants



Current adoption of legal tech platforms by solution category

Showing adoption rates by organisation type

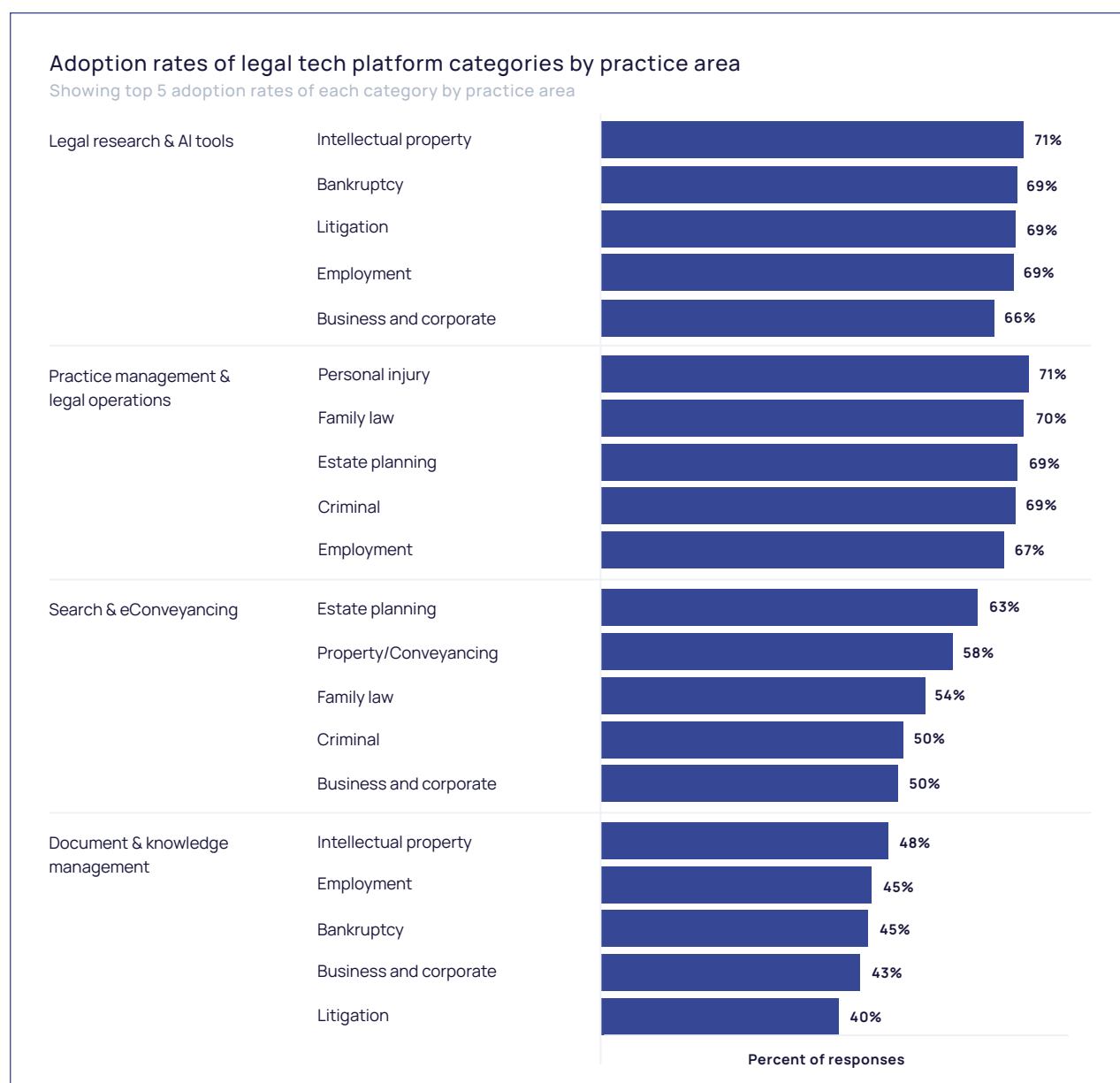


'Intellectual property' leads in legal research and document management adoption

Adoption patterns reveal that 'intellectual property' leads all practice areas in the uptake of both 'legal research & AI tools' (71%), and 'document & knowledge management' (48%). This reflects the nature of IP work which is highly research-intensive and document-heavy, making these solutions particularly valuable.

'Business and corporate' and 'employment' practices also emerge as strong adopters of legal technology, consistently ranking in the top 5 across three different platform categories each.

At the more specialised end, 'search & eConveyancing' tools demonstrate indispensability. Adoption rates exceed 54% across estate planning, property/conveyancing, and family law underlining their essential role in these fields. Conversely, the broad functionality of 'practice management & legal operations' is evident in their widespread uptake across diverse practice areas from personal injury to estate planning and employment. The adoption rates are all above 67% for the top 5 practice areas, reflecting the category's universal utility.



14% of legal tech platforms currently in use were adopted within the past year

Despite the growing availability of legal tech solutions, adoption patterns show most platforms in use today were implemented years ago. Only 14% of platforms currently used by firms were adopted in the past 12 months, while over half (52%) have been in place for five years or more. This suggests that the legal tech market is characterised by long-term platform relationships rather than frequent switching.

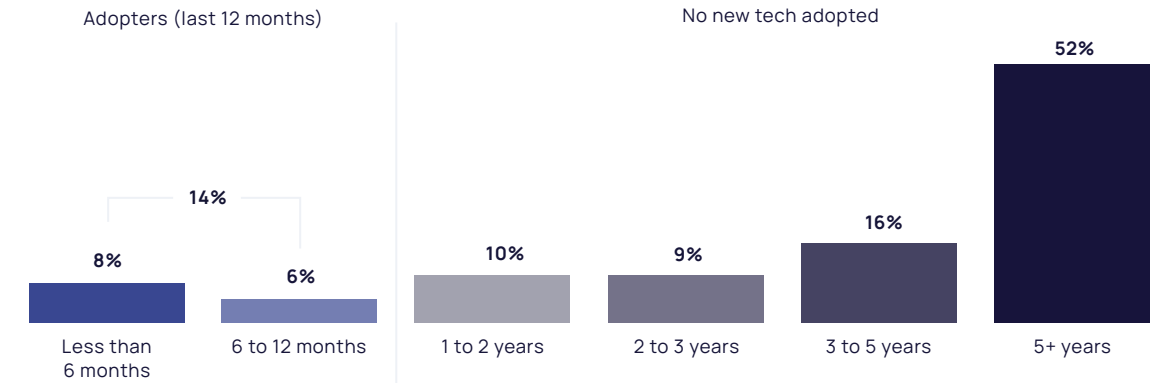
Among recent adopters, the largest driver is the introduction of new capabilities (8%), where firms invest in solutions and functionality that they previously

lacked. The remainder is split between efficiency upgrades (3%), and platform switches that maintained functionality (another 3%). This signals to providers that capturing market share requires them to offer genuinely new functionality or demonstrably superior performance, rather than incremental improvements to existing solutions.

The data underscores that breaking into established legal tech environments requires offering clear value that extends beyond current market offerings.

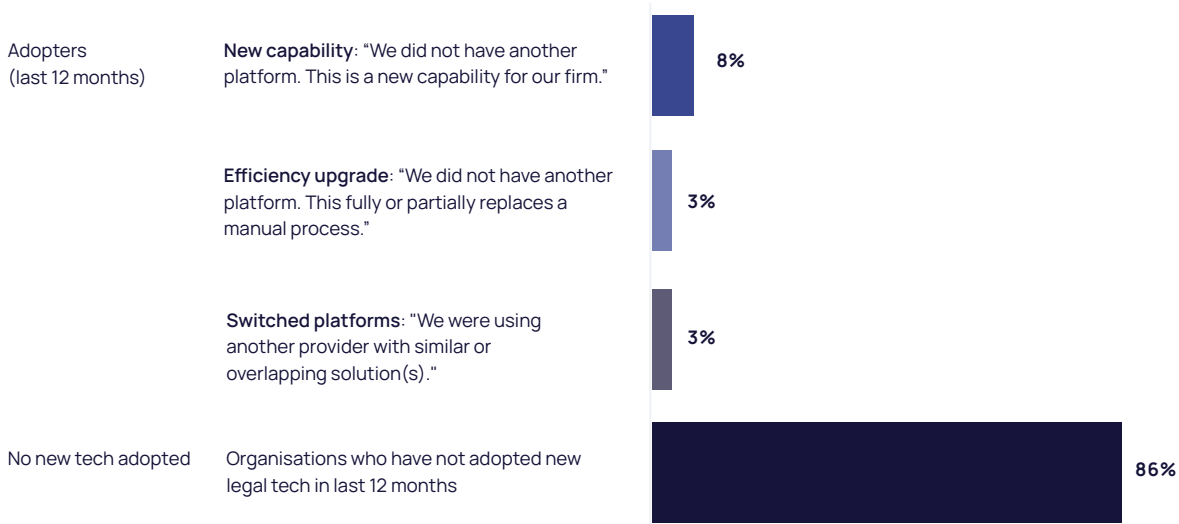
Timeline of current legal tech platform adoption

Showing when firms began using their current legal technology platforms



Nature of adoption

Showing the rationale behind the decision to adopt new legal technology in the last 12 months



Platform preferences vary by category, with clear leaders and emerging solutions across the market

'Legal Research & AI Tools' is the most widely adopted platform category of legal tech. AustLII and BarNet Jade are the most widely used platforms owing to their free legal research. Among commercial offerings, LexisNexis' Lexis Advance holds the largest market share, followed by Thomson Reuters' Westlaw. AI-driven platforms Lexis+ AI from LexisNexis and AI Legal Assistant are also gaining traction, reflecting growing interest in the latest technologies.

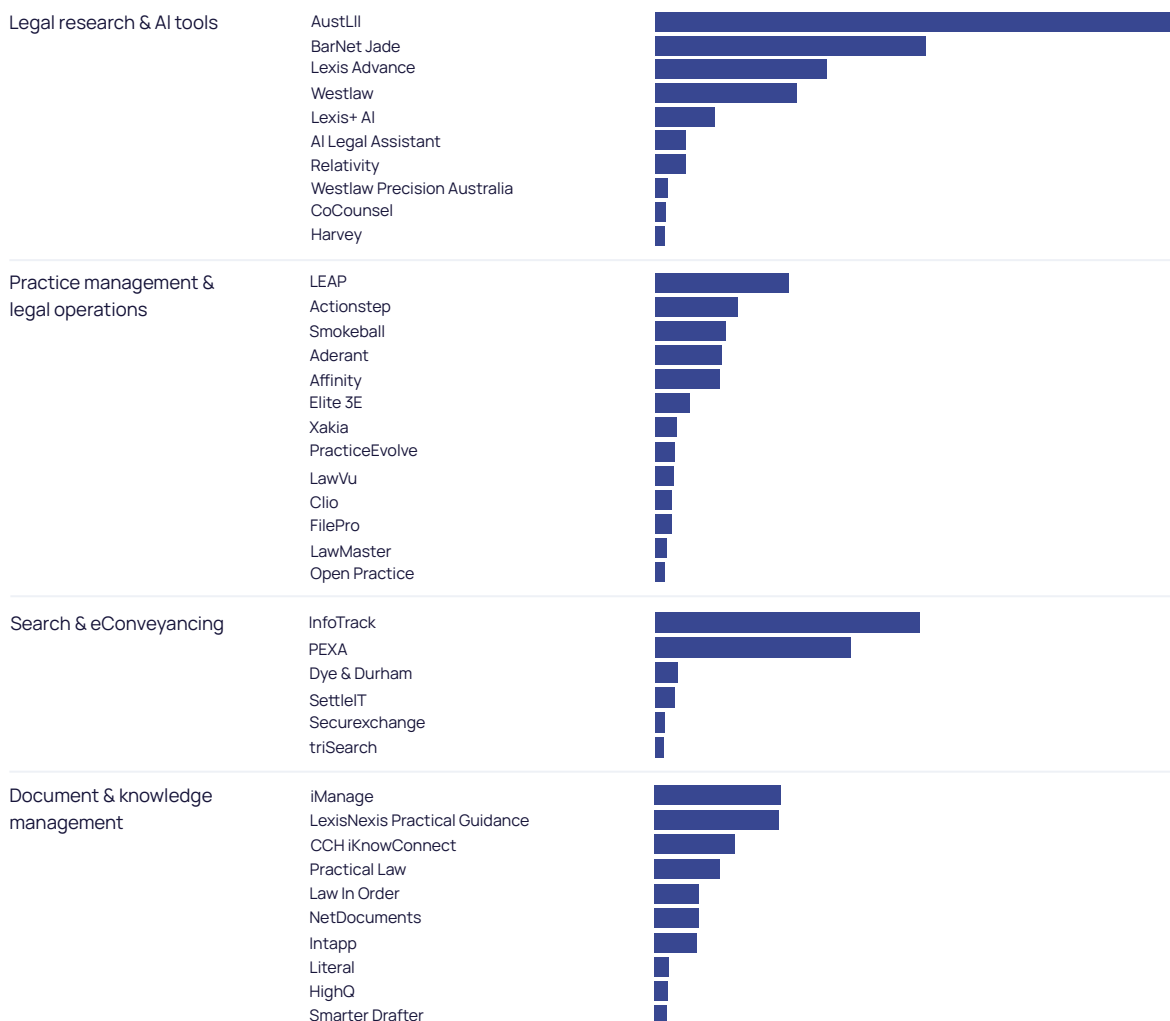
As the most comprehensive type of solution, 'Practice Management & Legal Operations' space offers the greatest number of platforms, and a wide distribution of market shares. In this space, LEAP is the market

leader, followed by Actionstep and Smokeball. Emerging platforms like Xakia and LawVu are establishing presence in the market.

The 'Search and eConveyancing' space is the narrowest due to its specialised nature. InfoTrack and PEXA dominate this category, and in comparison, the market share for other platforms are still in the early stages of adoption. 'Document & Knowledge Management' remains a more niche category, with major players iManage and LexisNexis Practical Guidance leading the pack in adoption. CCH iKnowConnect from Wolters Kluwer and Practical Law by Thomson Reuters are not far behind.

Current market share of platforms by solutions category

Levels of adoption by legal professionals surveyed in this report



SECTION 02

Legal Tech Spend and Buying Journeys

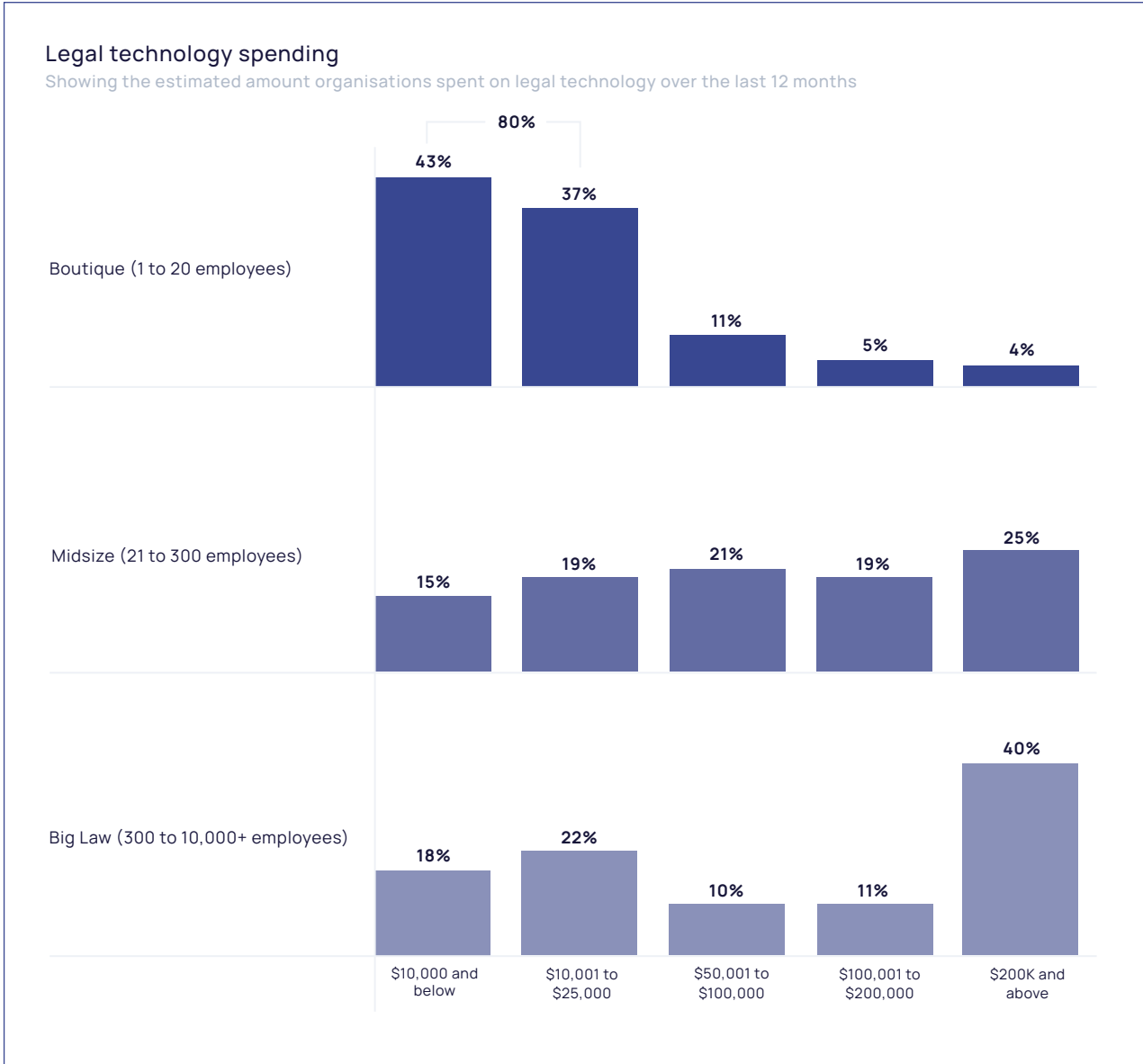
This section reports on the budgets and projected spending on legal technology by legal firms. It also outlines the most common buying journey route taken by our respondents.

40% of Big Law firms invest \$200K+ in legal tech, while 80% of boutiques report spending under \$25K

The legal technology spending landscape reveals a clear size-driven divide. Among boutique firms (1 to 20 employees), 80% invest \$25,000 or less annually, with nearly half (43%) spending under \$10,000. In contrast, Big Law shows the opposite pattern with 40% investing \$200,000 or more, reflecting their need for enterprise-scale solutions and complex integrations. Midsize firms (21 to 300 employees) show a more distributed spending pattern across all budget ranges, suggesting varied approaches to technology investment within this segment.

From a market perspective, boutique firms represent the largest segment at 39% of all firms, followed by midsize practices at 31%. These segments offer substantial opportunity for vendors coupled by buying decisions that can be made quicker relative to enterprise sales cycles.

Spending disparities also highlight the need for flexible pricing models. Successful legal tech providers must offer right-sized solutions that match functionality and support levels to both budget constraints and team sizes across the diverse market.



About 6 in 10 of firms plan to increase legal tech spend

The market shows a healthy appetite for investing in legal tech, with close to 6 in 10 firms (58%) planning to increase their budgets over the next 12 months. This momentum demonstrates that legal tech is no longer viewed as an optional enhancement, but is an essential part of daily operations.

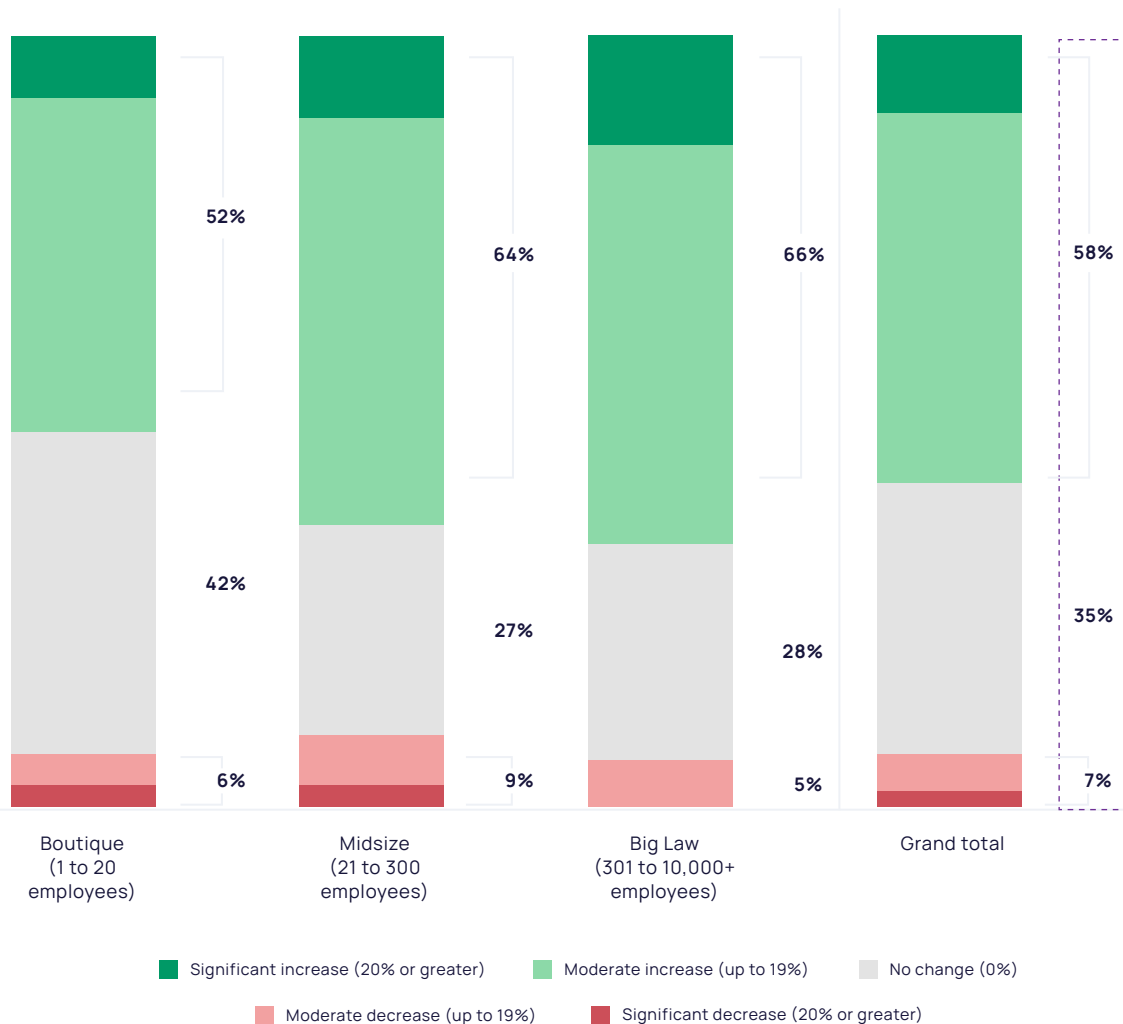
Across the profession, 58% of firms expect to increase their legal tech spend by either a moderate or significant margin, while only 7% anticipate reducing spend. The outlook is similar across organisation sizes, but larger firms are leading the charge. Two in three (66%) Big Law firms forecast an uplift in spend,

reflecting the scale of operations and increasing importance of technology to manage increased complexity.

Boutique and midsize firms also show intent, with 1 in 2 boutique firms (52%) planning to increase investment, indicating growing recognition of legal technology as a lever for efficiency and capability. Midsize firms are close to matching (64%) the forecasted increase in spend for Big Law. The broad intent to increase investment reflects a growing confidence in the return on legal tech, as firms continue to shift from exploration to integration.

Projected changes in legal technology spending

How do you anticipate legal tech spending to change in the next 12 months?



In the buying journey, peer recommendations spark discovery, but partners hold the final say

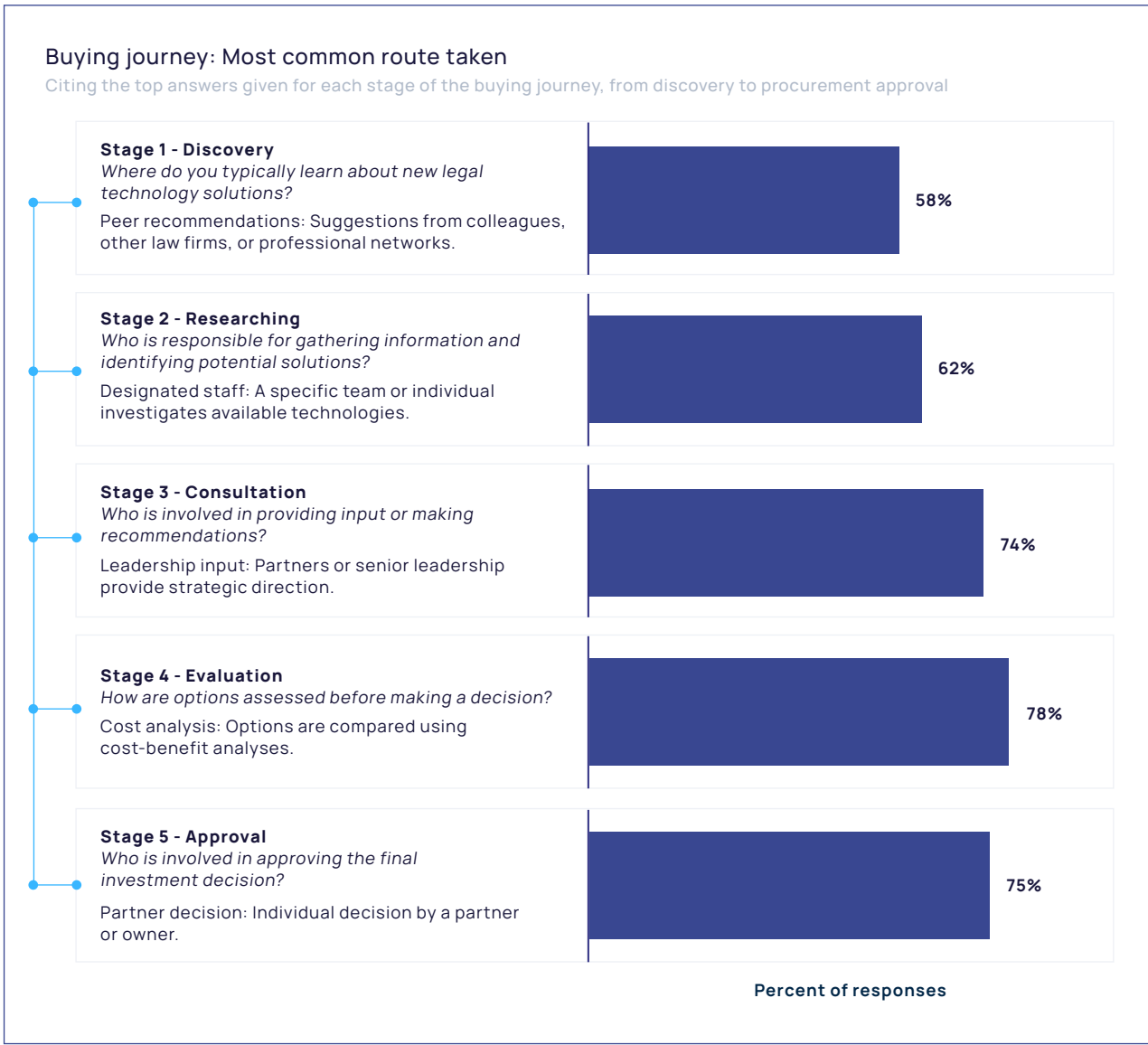
The buying journey of legal tech among firms was analysed by mapping the most common path taken, beginning with product discovery, followed by research, consultation, and concluding with procurement approval.

Results show that almost 6 in 10 respondents (58%) say peer referrals are their primary source of discovery for legal technology solutions. From there, 62% reported that the responsibility shifts to designated team members who lead research and investigation.

As the process moves forward, strategic decisions ultimately come from leadership, with 3 out of 4 (74%)

of respondents saying senior leaders shape the buying brief. Evaluation is heavily driven by cost-benefit analyses, with almost 4 out of 5 (78%) firms citing it as the key factor, making fair pricing very critical in the decision to purchase.

In the final stage of approval, 3 out of 4 firms (75%) have partners make the call rather than a dedicated team or committee who rarely make the final decision. For vendors, this indicates that strategies which prioritise partner engagement, that is also supported by peer endorsement and a clear return on investment are likely to be most effective at winning the business of law firms.



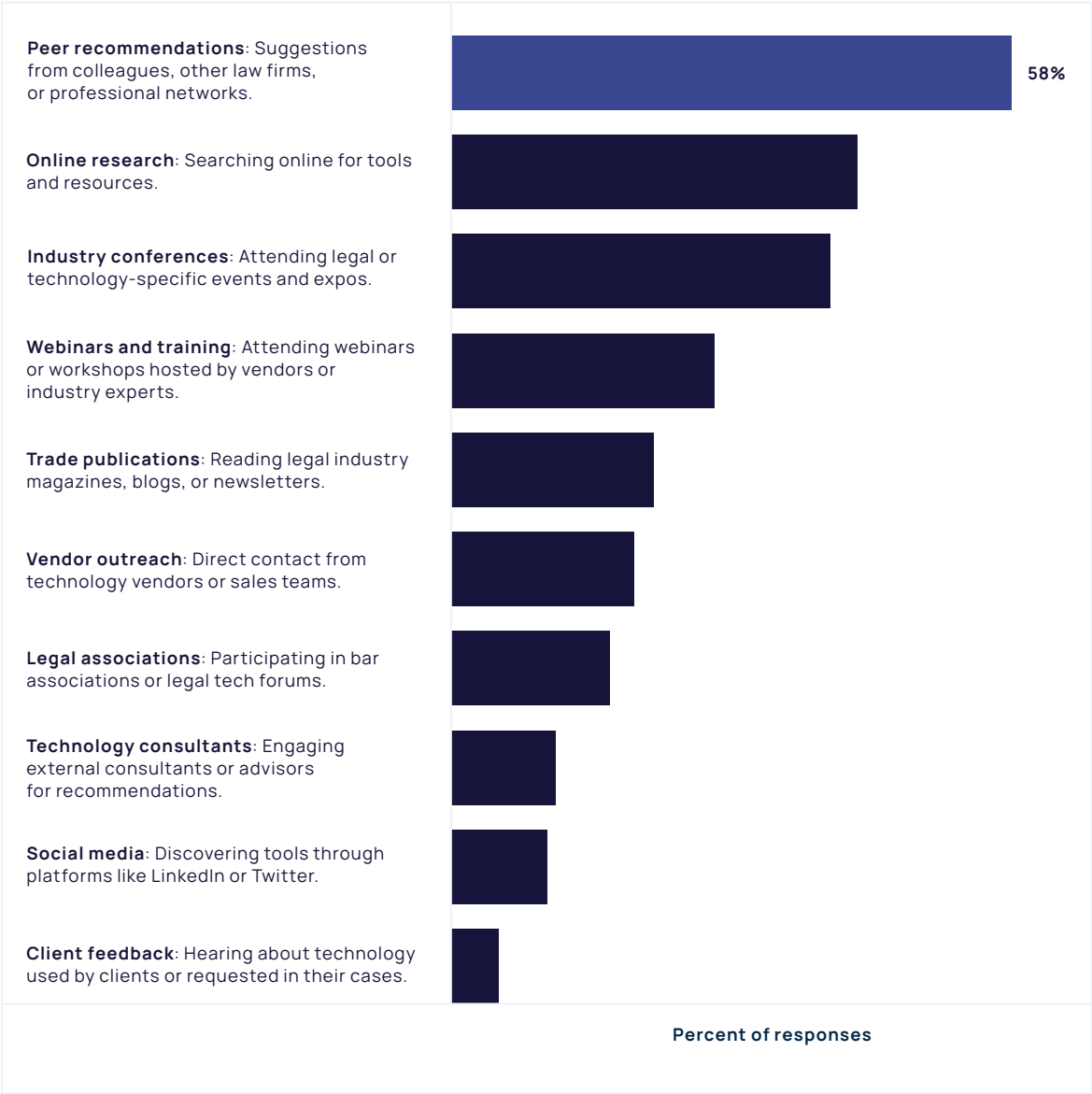
58% of lawyers discover legal tech through peer recommendations

Discovery of new legal technology solutions is by far led by peer recommendations (58%) than any other method. Legal professionals are introduced to platforms through their colleagues and professional networks, demonstrating trusted testimonies or recommendations have a greater reach than other methods.

Industry conferences are almost tied at second with online research, indicating that discovery is deeply ingrained within networking circles of the profession. Compared to formal discovery avenues such as through trade publications, direct vendor outreach or legal associations, peer endorsements appear much more effective than direct marketing or thought leadership alone.

Discovery

Where do you typically learn about new legal technology solutions?



SECTION 03

Legal Tech Experiences

An in-depth take on the satisfaction and sentiments of legal professionals on their user experience with legal tech. This section analyses customer loyalty based on experience touch points, the performance of platform features, and open-text feedback.

'Experiences' explained

To understand what drives satisfaction and loyalty among users of legal tech platforms, we surveyed respondents for structured and open-ended feedback. The combination of quantitative and qualitative inputs allows us to measure platform performance and capture the underlying user sentiment.

Legal tech platforms serve different functions across the profession. To enable fair comparisons, platforms were grouped into four categories based on their primary use:

Legal research & AI tools	Search and eConveyancing
Practice management & legal operations	Document & knowledge management

Performance metrics are presented for each category, setting benchmarks for the key areas of legal tech adoption.

01 | What platform experiences drive user advocacy and loyalty?

We identified eight key attributes that define the overall platform experience: **user experience, customer support, onboarding, implementation, software updates, value for money, innovation and artificial intelligence**. Users gave ratings for each of these attributes for every platform they use.

By looking at the correlation between specific experience attributes and Net Promoter Score, we can pinpoint which areas drive user advocacy and where platforms should focus their improvement efforts. This is a statistical technique called Key Driver Analysis.

We used **Net Promoter Score (NPS)** as a measure of user loyalty and advocacy. Respondents rated how likely they are to recommend their platform on a scale from 0 to 10:

 Detractors (0-6) Dissatisfied and unlikely to recommend.	 Passives (7-8) Satisfied but less enthusiastic.	 Promoters (9-10) Highly satisfied and likely to recommend.
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NPS is calculated by subtracting the percentage of 'detractors' from the percentage of 'promoters'. This score provides a single metric of loyalty and advocacy, which we link to user experiences and feedback.

'Experiences' explained

02 | Which platform features are most used and most liked?

Beyond overall platform experiences, we analysed each platform feature's performance to understand how individual capabilities contribute to user satisfaction. This second layer of Key Driver Analysis looks at the relationship between feature adoption rates and satisfaction scores. It identifies which features are truly adding value and which are underutilised or underperforming.

By asking users to identify which platform features they actually use, and asking them to rate the features, we constructed a **feature performance matrix**:

Reinforce Core value drivers that are widely used and highly rated	High adoption >30% High satisfaction >70%
Fix Essential features that need improvement despite widespread use	High adoption >30% Low satisfaction <70%
Promote Hidden gems that could benefit from better promotion or accessibility	Low adoption <30% High satisfaction >70%
Review Features requiring significant attention or potential retirement	Low adoption <30% Low satisfaction <70%

03 | Qualitative analysis of user feedback

Finally, respondents provided open feedback on strengths and improvement opportunities, prompted by:



Would you like to leave any final feedback? (Consider product improvements, user experience, customer support, etc.)

This qualitative input surfaced common frustrations, standout strengths, and direct suggestions for improvement, offering providers clear guidance on how to build trust, enhance usability, and increase loyalty. The open-ended responses also validate and provide context for the quantitative findings from our key drivers analyses.

Legal research & AI tools

Platforms in the “**Legal research & AI tools**” category support legal professionals by streamlining research, drafting and analysis. They can provide access to legislation, case law, and/or legal databases. AI-powered assistants also enhance productivity by using natural language prompts to draft, summarise, and analyse legal documents. Sixty-six percent of legal professionals surveyed use platforms in this category, and it has an overall positive NPS of +13.

Market share

66% of legal professionals use platforms in this category



Net Promoter Score

+13 is the average NPS for platforms in this category



Platforms included in the category:

- AI Legal Assistant
- AustLII
- BarNet Jade
- CoCounsel
- Harvey
- Lexis Advance
- Lexis+ AI
- Relativity
- Westlaw
- Westlaw Precision Australia



Features:

- Legal research
- Know-how and precedents
- Knowledge centre
- Due diligence searches
- Document drafting, automation and templates

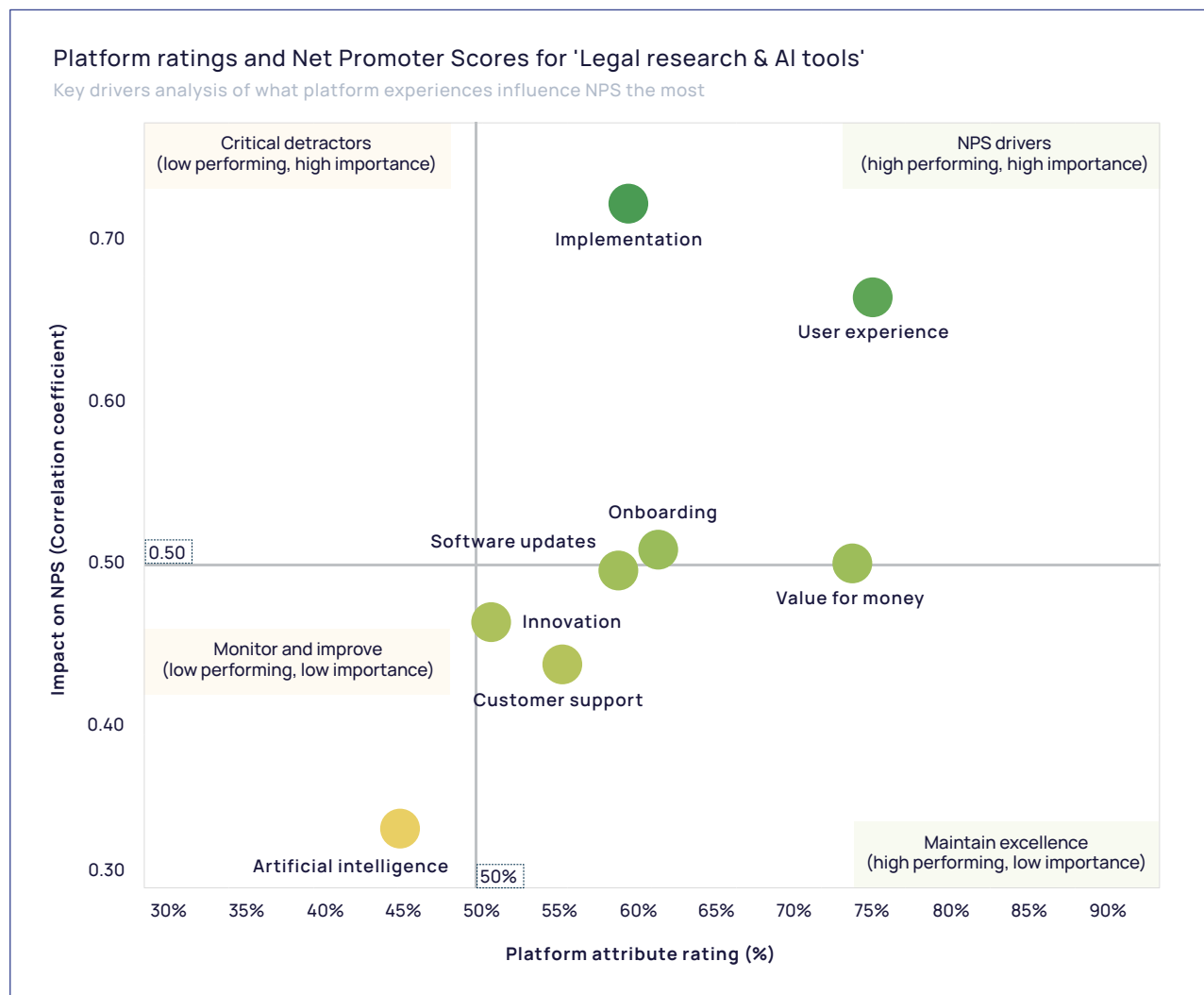
'Implementation' outweighs 'user experience' in driving NPS for legal research, despite lower average satisfaction

'Implementation' emerges as the strongest driver of NPS in this category. User satisfaction for implementation is a modest 59%, but it has the strongest correlation coefficient of 0.73. What this suggests is by improving ease of setup, integration and onboarding, platforms in legal research could significantly increase their user advocacy.

A strength that legal research platforms have is 'user experience', it is highly rated (73% satisfaction) and highly important for NPS (correlation coefficient 0.66), suggesting that vendors have successfully designed interfaces that fit into legal workflows.

'Artificial Intelligence' is the weakest attribute, with low ratings (45%) and limited influence on NPS (0.33). Expectations around AI are yet to be translated into practical value that legal users can recognise.

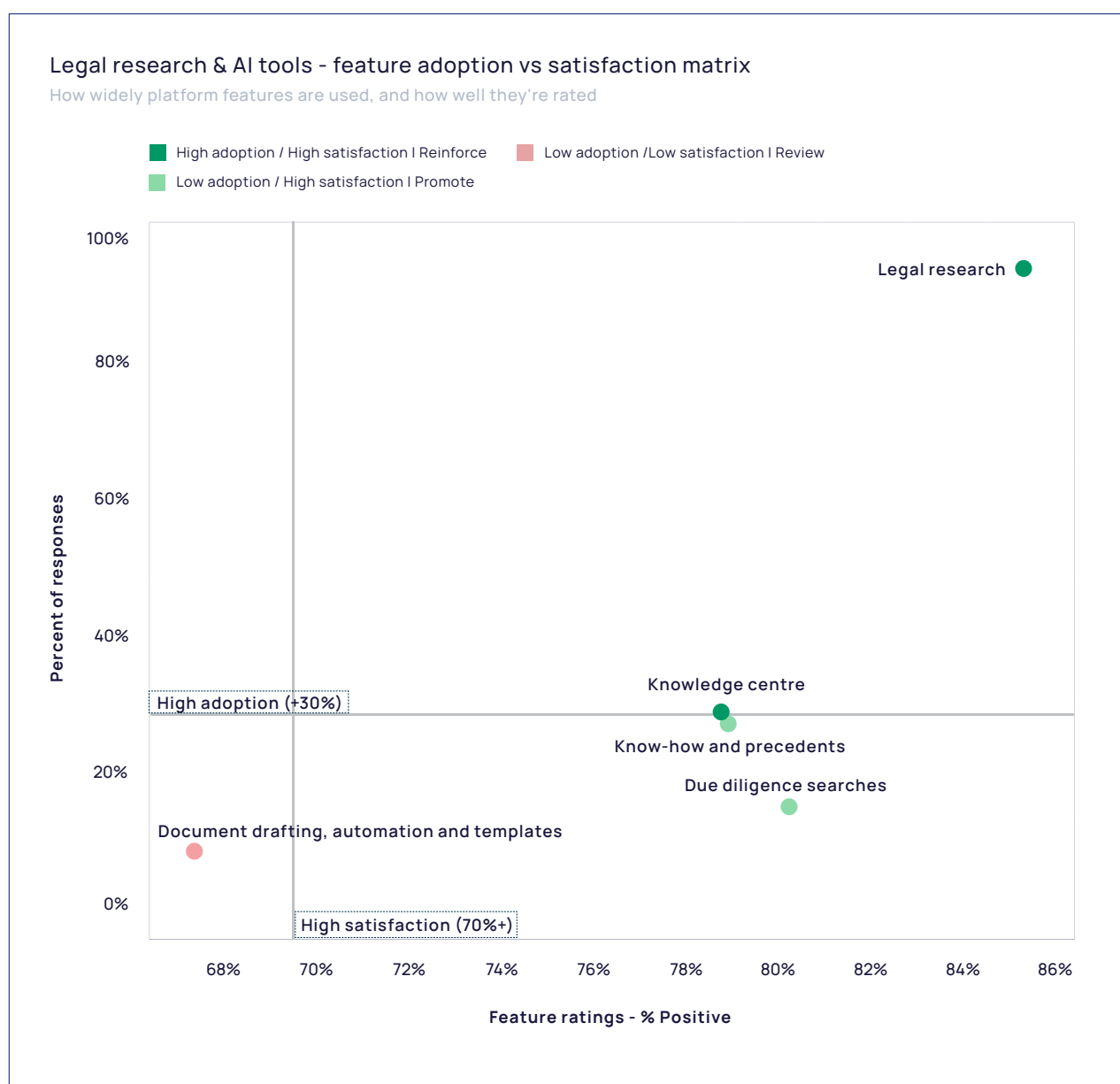
The remaining attributes show mixed performance. 'Value for money', 'onboarding' and 'software updates' cluster around the mid-point for NPS impact. 'Value for money' stands out at 74% satisfaction, likely reflecting that this category includes several free-to-use platforms. Meanwhile, 'innovation' and 'customer support' both fall below the midpoint for NPS influence and hover around 50% satisfaction, suggesting these have become table stakes rather than differentiators in the legal research market.



94% use legal research tools, but high-satisfaction features like 'know-how and precedents' remain untapped

In this category, the main feature 'legal research' dominates usage, with 94% of customers relying on it and awarding it a healthy 85% satisfaction rating. This underscores its position as the core function around which these platforms are built. 'Knowledge centre' and 'know-how and precedents' sit together at the 30% adoption mark, and have almost the same high satisfaction score of about 79%. This suggests strong potential, where these tools are adopted, they deliver high value, but firms have yet to fully integrate these features.

The only feature receiving below 70% satisfaction is 'document drafting, automation and templates' placing it in the 'review' quadrant. It means that this function has a low adoption (7%) and the weaker satisfaction signals that even among a smaller user base, expectations are not being met. The role of the document drafting feature would benefit from more clarity overall.



User feedback: Legal research & AI tools

Below are selected verbatim comments from users in this category, followed by a summary of key strengths, weaknesses and opportunities based on recurring themes.

Strengths

- Trusted sources for legislation, judgments, and case law
- AI platforms receiving early praise
- Tools like NoteUp and citation tracking highly valued
- Free platforms praised for accessibility and ease of use
- Good general legal research and precedent coverage

Weaknesses

- Search functionality seen as clunky, broad or unreliable
- Poor performance in document analysis or chronology tasks
- Interfaces widely viewed as outdated or hard to navigate
- Commercial platforms seen as too expensive for small user
- Gaps in content accuracy or update frequency noted

Opportunities for improvement

- Search usability requires improvement, as users consistently cite it as a pain point.
- Outdated interfaces and clunky design reduce overall user experience, even on highly regarded platforms.
- Pricing structures, particularly for AI-driven tools, often exceed perceived value and create friction for adoption.
- Platforms need to address these usability, design, and cost issues to maintain competitiveness.



I'm very happy with [platform]. I think it's an excellent supporting tool for my legal work and I use it as a starting point for many things. (Private practice, 201 to 1,000 employees)



[Platform] is the best research tool I have used. Easy usability and yields helpful results. (Private practice, 1,000+ employees)



Search function when looking for cases brings up odd cases occasionally. (Private practice, 21 to 200 employees)



[Platform] could improve by... more advanced AI-powered search capabilities... A more intuitive interface, faster load times, and personalised content recommendations... (Private practice, 201 to 1,000 employees)



As a sole practitioner, [platform] saves me a lot of time and need for admin support because of the comprehensive automation. However, I am very concerned [about] fee increases... (Private practice, sole practitioner)

Practice management & legal operations

Platforms in the 'Practice management & legal operations' category provides solutions for matter and case management, time recording, billing, document management/automation, calendar management, and other functions that handle regulatory requirements or client relationships inherent in legal practice. Fifty-five percent of respondents use platforms in this category, and have an overall average NPS of -10.

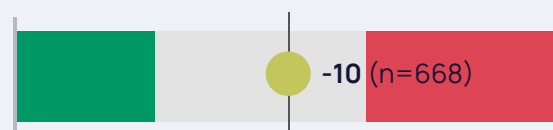
Market share

55% of legal professionals use platforms in this category



Net Promoter Score

-10 is the average NPS for platforms in this category



Platforms included in the category:

- Actionstep
- Aderant
- Affinity
- Clio
- Elite 3E
- FilePro
- LawMaster
- LawVu
- LEAP
- OpenPractice
- PracticeEvolve
- Smokeball
- Xakia



Features:

- Billing and invoice management
- Document management and sharing
- Time tracking
- Financial or billables reporting
- Case and matter management
- Document drafting, automation and templates
- Trust accounting
- Financial reporting
- Productivity reporting
- Email management
- General ledger
- Workflow automation
- Client communications (including email automation)
- Client management reporting
- Client intake and onboarding
- Conflict check
- Online payment processing
- Project management reporting
- Know-how and precedents
- Document printing
- Integrated searches (titles, etc)
- Due diligence searches
- Legal calendaring
- Verification of identity (VOI)
- Electronic signatures
- Knowledge centre
- Client portal (external)
- Property settlements
- Mobile app (internal)
- Document lodgment
- Legal research
- CRM

Users of practice management platforms expect excellence across all areas, not just in key attributes

Platforms in this category are designed to support full operational workflows, and the analysis reveals that every experience attribute tested has a meaningful impact on user recommendations. This suggests that users evaluate these comprehensive platforms based on the complete experience, rather than individual touch points.

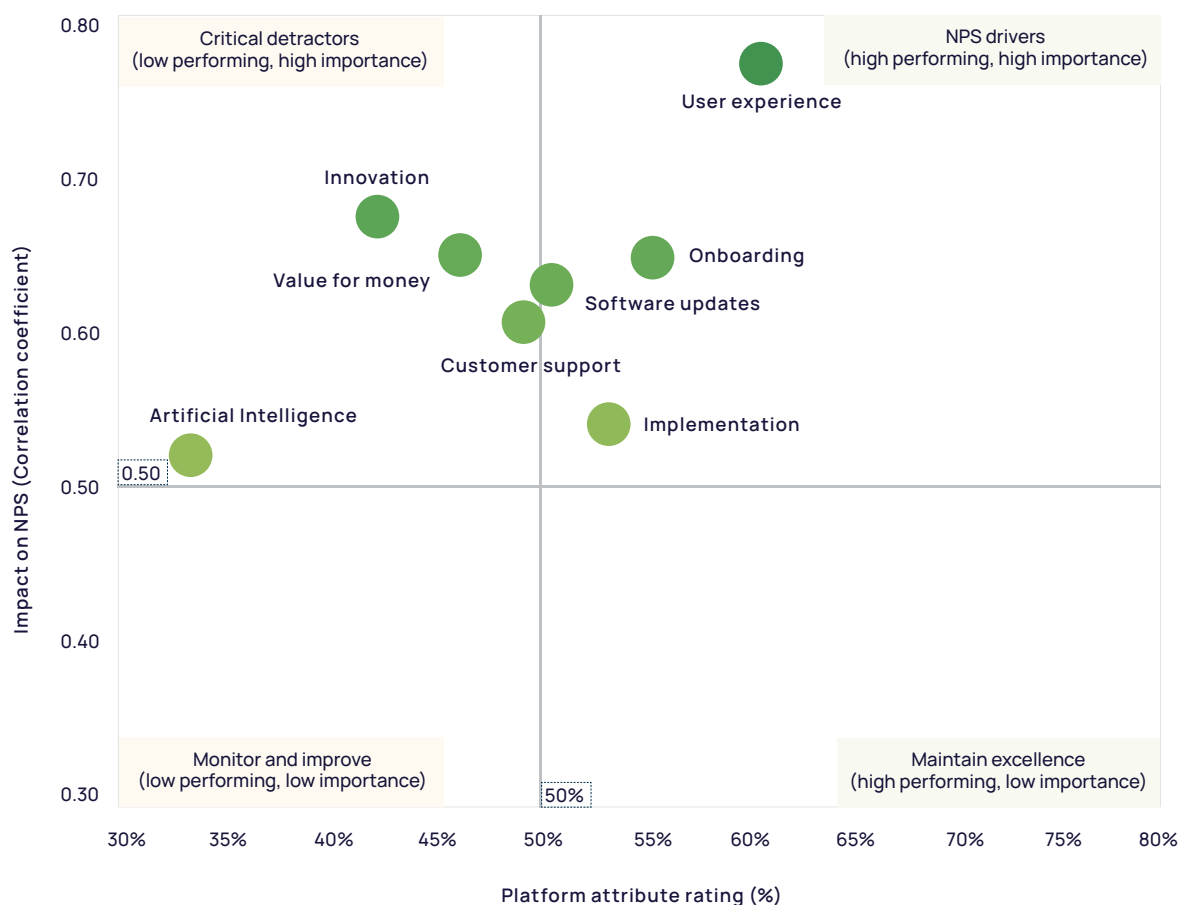
'User experience' has the highest impact on NPS (0.78) and achieves 61% satisfaction. Other strong NPS drivers with satisfaction ratings above 50% are 'onboarding', 'software updates' and 'implementation', indicating that these platforms deliver reasonably well on operational fundamentals, though with clear room for improvement across the board.

Several critical attributes show concerning satisfaction gaps, despite strong influence on NPS. 'Innovation' (43% satisfaction), 'value for money' (45%), and 'customer support' (47%) all leave users wanting more. Addressing these gaps is particularly important for 'innovation', which has the second highest NPS impact.

Even 'artificial intelligence' (33% satisfaction) exceeds the threshold for meaningful NPS impact, indicating that users place growing importance on emerging technologies, even when current experiences fall short of expectations.

Platform ratings and Net Promoter Scores for Practice management & legal operations

Key drivers analysis of what platform experiences influence NPS the most



Core workflow tools lag on satisfaction, but niche features earn strong reviews

The feature landscape in this category shows a mix of strengths, untapped potential, and priority areas for improvement. Widely adopted features such as 'billing and invoice management', 'document management and sharing' sit in the "Fix" quadrant, with usage above 60% but positive ratings at about 67%. These, and other core features are central to workflow and revenue but currently under-deliver on experience, warranting focused attention.

On the other side, the "promote" quadrant highlights features users love, but have below 30% adoption. Features like 'legal calendaring' (75% satisfaction),

'property settlements' (76%) and 'electronic signatures' (77%) receive high satisfaction. Less niche features in this quadrant could unlock more value for existing clients.

The strongest performers in the "reinforce" quadrant are 'trust accounting', 'time tracking' and 'general ledger', features that are delivering well and should be maintained as core strengths. The "review" quadrant contains 'client portal' and 'client intake and onboarding' features, underlining where usability or performance might be falling short of expectations.

Practice management & legal operations - feature adoption vs satisfaction matrix

How widely platform features are used, and how well they're rated



User feedback: Practice management & legal operations

Below are selected verbatim comments from users in this category, followed by a summary of key strengths, weaknesses and opportunities based on recurring themes.

Strengths

- Strong automation and time-saving features
- Positive sentiment around customer service (for some brands)
- Fast turnaround for high-volume settlement tasks
- Cloud-based access and flexibility
- Support for legal workflows like billing, precedents and document management

Weaknesses

- Significant concerns about pricing, especially for small firms
- Frequent mentions of bugs, crashes and update failures
- Interfaces often described as clunky, or outdated
- Long support wait times, inconsistent technical help
- Users feel "locked in" with limited options

Opportunities for improvement

- Pricing dissatisfaction is widespread, especially among small and mid-sized firms, who feel current structures don't reflect their usage or capacity.
- Lack of scalable pricing models or 'lite' versions for smaller practices drives frustration that can lead to churn.
- Technical issues are common, with recurring reports of bugs, crashes, and laggy performance.
- AI features and automation are poorly integrated and not yet delivering practical value.
- Users want greater stability, transparency, and clearer communication around product roadmaps.

“ [Platform] saves me a lot of time... but the fee increases are concerning. (Private practice, 1-20 employees)

“ ...good all-round product, but updates tend to crash the computers which is annoying. (Private practice, 1-20 employees)

“ Too expensive for small firms. [Platform] needs to offer a 'lite' version. (Private practice, 1-20 employees)

“ ...incredibly frustrating. If it wasn't so hard to offboard, we may not remain with [platform]. (Private practice, 1-20 employees)

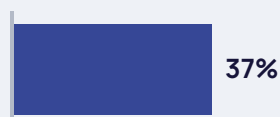
“ Organisation is very satisfied with [platform]. The platform is intuitive, well-integrated, and supports our workflow efficiently. (Private practice, 1-20 employees)

Search & eConveyancing

This category includes eConveyancing platforms and other legal technology solutions that streamline workflows, facilitate document exchange and automate repetitive processes. These platforms are often used to manage property transactions, automate legal documentation, or reduce administrative overhead in litigation support. Thirty-seven percent of respondents use platforms in this category and it has a healthy positive NPS of +28.

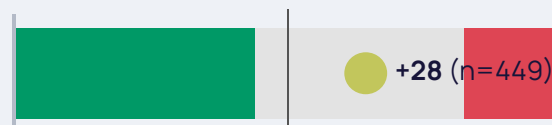
Market share

37% of legal professionals use platforms in this category



Net Promoter Score

+28 is the average NPS for platforms in this category



Platforms included in the category:

- Dye & Durham
- InfoTrack
- PEXA
- Securexchange
- SettleIT
- triSearch



Features:

- Integrated searches (titles, etc)
- Due diligence searches
- Verification of identity (VOI)
- Property settlements
- Document lodgment
- Electronic signatures
- Document management and sharing
- Workflow automation
- Case and matter management

Strong user experience and reliable support drive advocacy in Search & eConveyancing platforms

In this category, the core experience attributes achieve strong satisfaction ratings, with well-distributed impact on NPS. 'Implementation' emerged as the highest NPS driver (importance of 0.66), just ahead of 'user experience' (0.65). However, 'user experience' is highly rated at 83% satisfaction, setting a benchmark for what users expect from 'search and eConveyancing' platforms. 'Implementation' garnered a more modest satisfaction score of 56%.

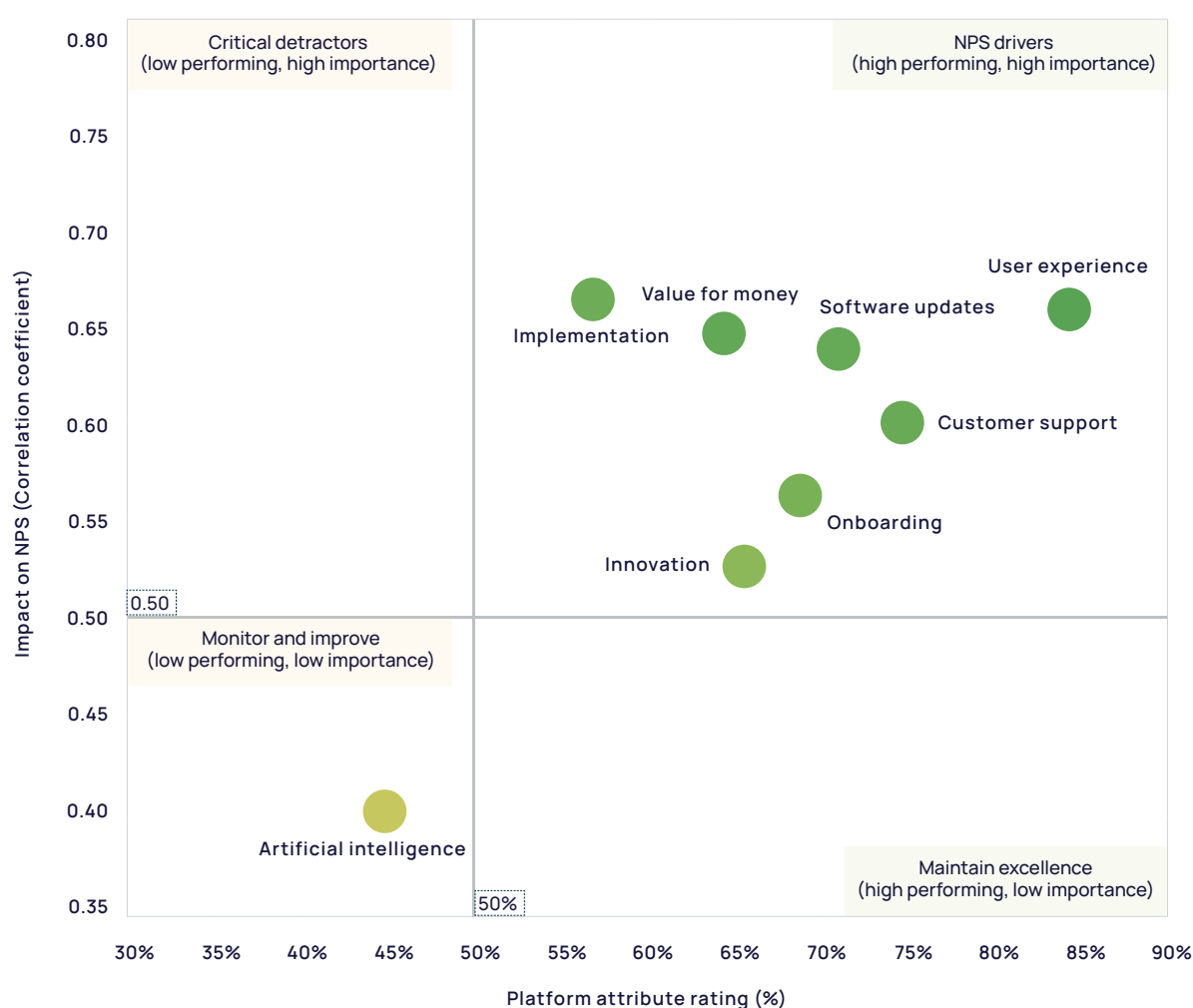
'Value for money' (0.64), 'software updates' (0.63) and 'customer support' (0.59) also show high impact on NPS. This shows that reliability, perceived ROI and

responsive service all drive user advocacy in this category. 'Customer support' was also the second highest rated platform attribute with 75% satisfaction.

'Onboarding' and 'innovation' present moderate opportunities. While not top drivers, their importance are above the 0.50 threshold and improvements in these areas would still yield NPS gains. 'Artificial intelligence' sits apart as the lowest-rated attribute and also the least impactful on NPS. Any available AI features, may still be underutilised, or currently not meeting user expectations.

Platform ratings and Net Promoter Scores for Search & eConveyancing

Key drivers analysis of what platform experiences influence NPS the most



Core search and settlement features deliver, while several high-potential features remain underused

Platforms in this category are purpose-built for high-efficiency legal operations, particularly within eConveyancing and transaction support workflows. As such, 'integrated searches' (92% satisfaction, 59% adoption), 'due diligence searches' (87% satisfaction, 37% adoption), 'property settlements' (94% satisfaction, 31% adoption) and 'verification of identity (VOI)' (92% satisfaction, 31% adoption), are the most widely adopted, but also the most highly rated features.

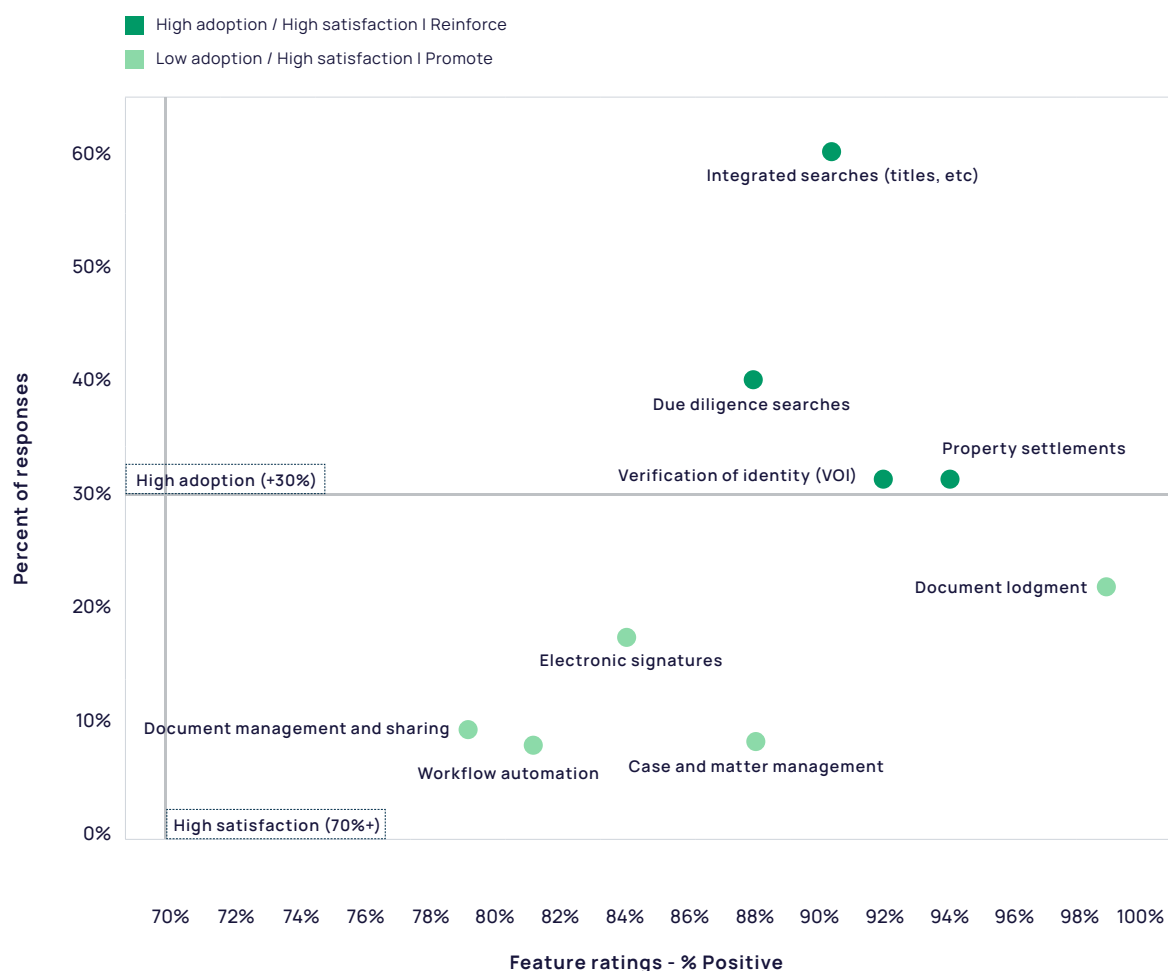
Notably, several features with very high satisfaction ratings remain underutilised. 'Document lodgment' and 'electronic signatures' hover around the 20% adoption,

and perform well among those who use them, but are yet to reach broader adoption. These represent clear promotion opportunities, as they are clearly well received by adopters.

'Document management and sharing', 'workflow automation' and 'case matter management' are also among the underutilised features (8-9% adoption) but are still well-regarded by their users. Remarkably, features in this category have satisfaction scores of at least 79%.

Search & eConveyancing - feature adoption vs satisfaction matrix

How widely platform features are used, and how well they're rated



User feedback: Search & eConveyancing

Below are selected verbatim comments from users in this category, followed by a summary of key strengths, weaknesses and opportunities based on recurring themes.

Strengths

- Easy to use, even for less tech-savvy users
- Strong implementation experience
- Fast turnaround for high-volume settlement tasks
- Reliable and responsive support (in many cases)
- Trusted VOI, PPSR and property search workflows

Weaknesses

- Overwhelming concern about pricing, particularly for smaller firms
- Unclear billing triggers and lack of pricing transparency
- User interface can be unintuitive at times
- Integration issues reported with some platforms
- Several users feel “locked in” due to ecosystem dependencies

Opportunities for improvement

- Pricing is the most prominent concern, with users citing rising costs and fairness issues across firm sizes.
- A need for greater transparency in billing and more affordable options for smaller practices was highlighted.
- Interface clarity requires improvement to ensure smoother navigation and usability.
- Integration with other tools could be strengthened to enhance efficiency.
- Users want better support during peak periods when demand is highest.
- Some users feel locked in or overcharged, suggesting the need to balance value with long-term user confidence.

“Great service and very helpful customer service when there is a complex search. (Private practice, 1 to 20 employees)

“Very easy to implement and use and very user friendly. The support team is excellent. (Private practice, sole trader)

“...pricing needs to be reviewed as fees are becoming too high. (Private practice, 1 to 20 employees)

“The pricing of searches has been inflated for small law firms. It should be the same for all law firms. (Private practice, 1 to 20 employees)

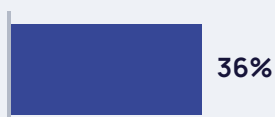
“Great innovation, huge improvement over the way we used to do settlements. (Private practice, 1 to 20 employees)

Document & knowledge management

This category includes legal technology platforms that support the creation, storage, retrieval and collaboration of legal documents and knowledge assets. Common uses include managing matter documents, precedent libraries, legal research content, and internal collaboration, helping firms streamline workflows and maintain compliance. Document & knowledge management platforms are used by 36% of legal professionals surveyed, and the category has an overall neutral NPS score of 0.

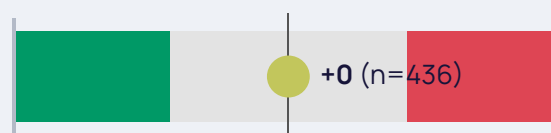
Market share

36% of legal professionals use platforms in this category



Net Promoter Score

+0 is the average NPS for platforms in this category



Platforms included in the category:

- CCH iKnowConnect
- HighQ
- Intapp
- iManage
- Law In Order
- LexisNexis Practical Guidance
- Litera
- NetDocuments
- Practical Law
- Smarter Drafter



Features:

- Document management and sharing
- Legal research
- Know-how and precedents
- Document drafting, automation and templates
- Email management
- Knowledge centre
- Document printing
- Case and matter management
- Time tracking

'User experience' leads, but multiple untapped opportunities could boost advocacy for document management

'User experience' is the strongest NPS driver (0.73), with a solid satisfaction rating at 68%. Beyond this standout performer, all other experience attributes receive moderate user satisfaction, despite being important for user advocacy. Success requires a holistic approach for platform experience in this category.

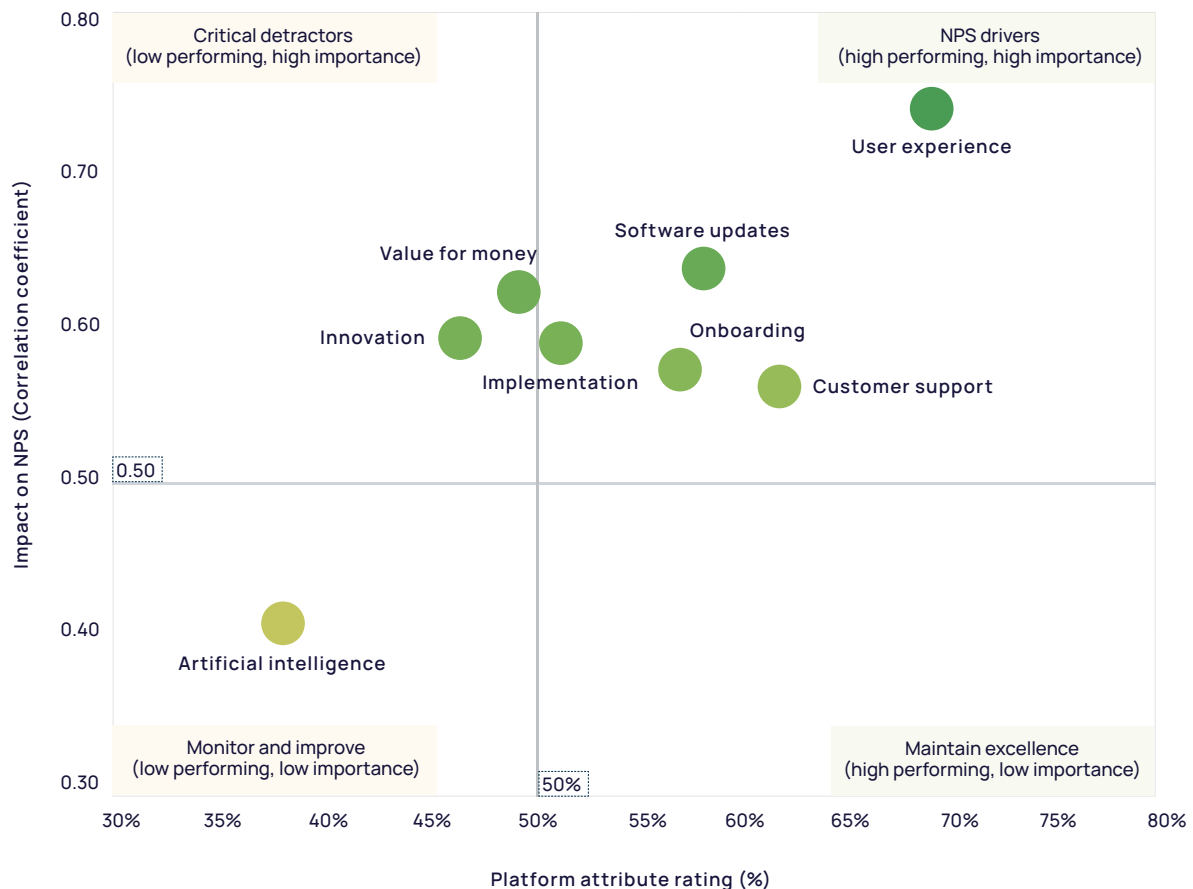
Vendor support attributes such as 'software updates', 'onboarding', 'customer support' and 'implementation' show moderate satisfaction scores between 51-58%, but meaningful NPS impact. This suggests that responsive vendor engagement is more noticeable to users than other aspects of the platform experience.

'Innovation', and 'value for money' present clear improvement opportunities, with satisfaction ratings below 50%, despite solid NPS impact (around 0.60). This gap underscores the need to modernise and improve ease-of-use, where even modest improvements could deliver a strong return on user advocacy.

'Artificial intelligence' currently has a lower impact on NPS (0.41), and also received the lowest rating (37%). This suggests possible misalignment between expectations and real-world performance in this category.

Platform ratings and Net Promoter Scores for Document & knowledge management

Key drivers analysis of what platform experiences influence NPS the most



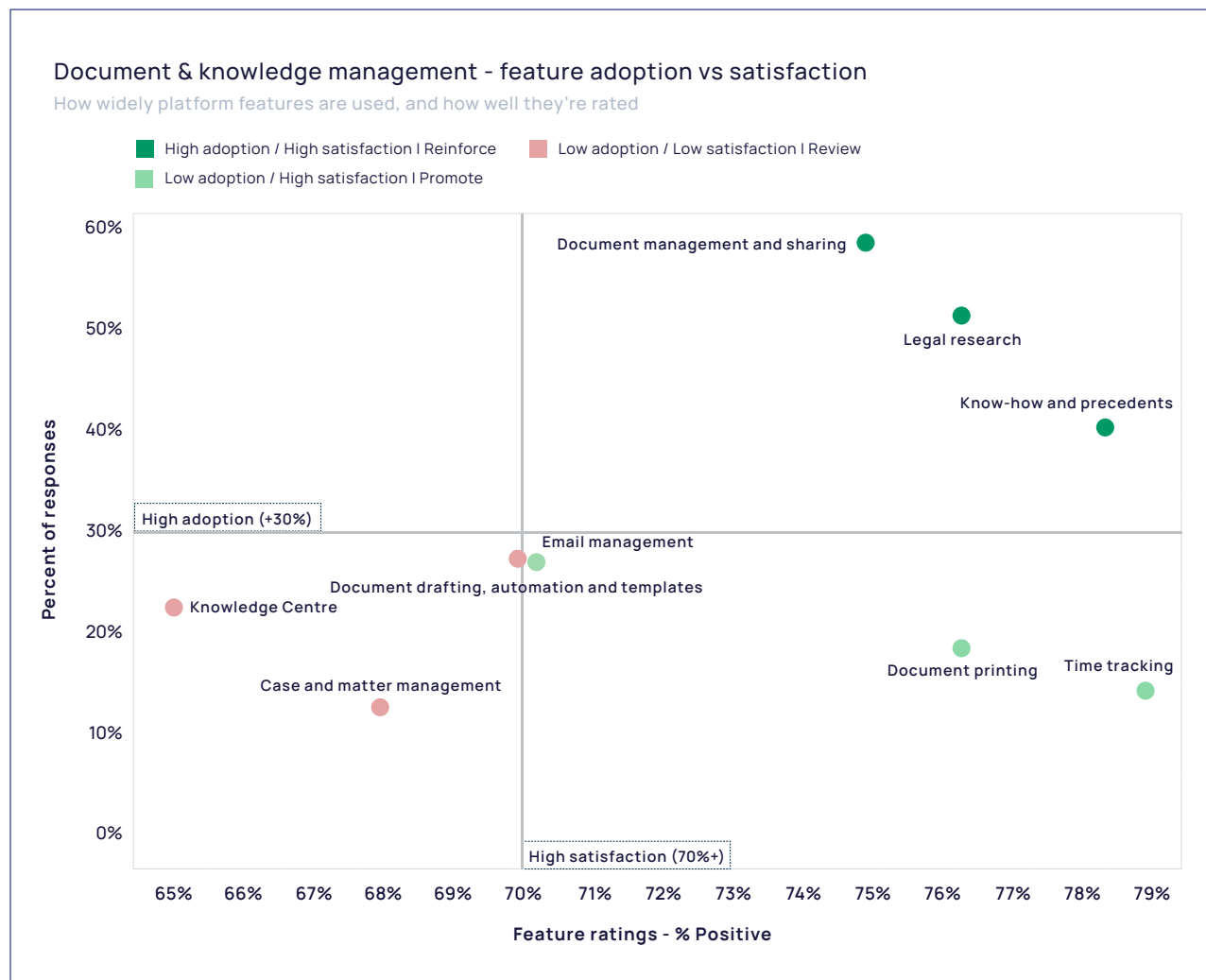
Core research and document features are working well, but some foundational tools can benefit from improvement

'Document management and sharing' (56% adoption), 'legal research' (51% adoption), and 'know-how and precedents' (36% adoption) show high adoption and satisfaction with all three receiving above 75%, indicating that core features in this category are performing well.

A foundational tool with the fourth largest uptake close to 30% is 'document drafting, automation and templates', it's also at the cusp of being well-rated at almost 70% satisfaction. While it is a feature that sits in the 'review' quadrant, it might be better treated as a feature that should be promoted, alongside 'email management'. Customers could get high value from its utility if executed well.

'Time tracking', and 'document printing' are less widely adopted (below 20%) features, but highly rated by those who do (all above 76% satisfaction). These are underutilised strengths with clear growth potential.

'Knowledge centre' and 'case and matter management' are features that would benefit from review as both features have adoption rates of greater than 10% but satisfaction are below the 70% benchmark set.



User feedback: Document & knowledge management

Below are selected verbatim comments from users in this category, followed by a summary of key strengths, weaknesses and opportunities based on recurring themes.

Strengths

- Easy onboarding
- Strong legal research functionality
- Perceived value of content (e.g. precedents, templates, checklists)
- Clean user experience for basic functions
- Positive feedback on legal research and content libraries

Weaknesses

- Slow performance and loading issues
- Advanced functions (e.g. AI suggestions, automation) are underdeveloped
- Lack of intuitive search, filtering and folder organisation
- Clunky, outdated UI and too many clicks to complete simple actions
- Search and preview tools often unreliable or overly broad

Opportunities for improvement

- The core tools/features are generally well regarded, but refinements are needed.
- Performance issues, particularly platform speed, are a common concern.
- Users want stronger integration across systems.
- There are calls to modernise the interface to streamline workflows, reduce friction and have a refreshed look and feel.
- Search functions need to be more intuitive.
- Improved support responsiveness would reinforce trust in platform reliability, especially during technical issues.

“Excellent document management system. Easy to onboard new team members to use it - clean and simple... (Private practice, 1 to 20 employees)

“Add the ability to search / filter documents by user group / user location. (Private practice, 200 to 1,000 employees)

“Great legal research tool for property lawyers. (Private practice, 1 to 20 employees)

“There are often issues with saving and sharing documents. There are too many clicks and windows to save things. (Private practice, 20 to 200 employees)

“The app struggles to interact seamlessly with other systems. Syncing is slow and inconsistent. (Private practice, 200 to 1,000 employees)

SECTION 04

Blue Ocean

'Blue ocean' represents untapped market space that legal tech solutions can aim for. This section outlines the key innovation and improvement opportunities identified by legal professionals that offers a roadmap for differentiation, competitive advantage and growth in the legal tech market.

Blue ocean opportunities

When asked ***“If you had a magic wand to solve one major challenge in your legal practice instantly, what would it be?”***, legal professionals consistently pointed to time and efficiency. Lawyers want technology that eliminates time-consuming tasks and enables them to focus on legal work. The insights below reveal unmet needs pointing to where legal tech providers can innovate to create meaningful impact and differentiation.

Unified platforms remain a priority

Legal practitioners consistently highlight fragmented tools and disjointed workflows as a source of frustration. Many want an integrated environment to manage their practice operations in one place. Reducing duplication and complexity is seen as a top priority.

“ A central place to store all documents, manage deal pipelines, manage client files and correspondence and financials all in the one place. At the moment we have too many different softwares and places for record keeping. There is lots of duplication. (Private practice, 21 to 200 employees)

“ One program for billing, legal research, filing etc - one program for all. (Private practice, 1 to 20 employees)

“ Reporting and CRM management within our legal software to keep track of prospects. We keep track of files a few different ways so to streamline this would help. (Private practice, 21 to 200 employees)

Secure AI features that simplify tasks

AI is seen as a way to ease workload - particularly in drafting, document review, analysis, task and automation, to name a few. But users were clear that any AI integration must be secure and protect sensitive data. Practitioners are enthusiastic about good AI that does the job well and safely within the firm's environment.

“ Good, safe AI for interrogating my own legal database for drafting contracts, terms, etc. (Private practice, 1 to 20 employees)

“ Integrate AI in a secure way to allow things to be easily populated as templates such as replies to emails. (Private practice, 21 to 200 employees)

“ Synthesising information from multiple systems to form a complete view of the factual background to a legal problem. ie something that can accurately answer the question 'how did we get here?' (Corporate counsel, 1000+ employees)

Blue ocean opportunities

When asked ***“If you had a magic wand to solve one major challenge in your legal practice instantly, what would it be?”***, legal professionals consistently pointed to time and efficiency. Lawyers want technology that eliminates time-consuming tasks and enables them to focus on legal work. The insights below reveal unmet needs pointing to where legal tech providers can innovate to create meaningful impact and differentiation.

Better search and research tools that save time

Despite access to vast amounts of legal content, legal research and document review can be slow, manual, and prone to error. Practitioners want smarter search functionality that delivers higher relevance and faster results are highly sought-after.

“...eliminating inefficiencies in legal research and document review. These tasks are often time-consuming, expensive, and prone to human error—yet they’re critical to case outcomes. (Private practice, 200 to 1000 employees)

“Make [legal] research easier. (Private practice, 1 to 20 employees)

“Easier ability to research specifically what is required- often searches are less than 50% relevant. (Corporate counsel, 10,000+ employees)

Better client and billing tools that support firm growth

Practitioners want features that help them run the business side of their practice more efficiently. Automation and better design are essential to freeing up time and reducing stress. There’s demand for support across business functions—billing, onboarding, accounts, and more.

“Staying on top of accounts and better managing clients. (Private practice, 21 to 200 employees)

“Automating the time-consuming, low-value but unavoidable admin work — tracking billable hours, ...reformatting documents to client-specific styles. These tasks eat up time, add stress under tight deadlines, and distract from the more meaningful (and intellectually rewarding) legal work. (Private practice, 20 to 200 employees)

“A better way of managing a client business development database that is up to date, can send out communications at the targeted audience and can track leads etc. (Private practice, 21 to 200 employees)

2025 Legal Tech Review: Comprehensive report

Agile Market Intelligence's **2025 Legal Tech Review** is the inaugural study into legal technology providers for Australian law firms. Shaped by insights from **1,200+ legal professionals**, this program doesn't just measure performance, it reveals the brands driving transformation, setting the standard, and are shaping the future of the legal technology industry. If your business is looking to access the data in full, please contact us today.

What's inside:

Today's legal professionals and legal tech businesses are already looking for the platforms that stand out.

The insights within the comprehensive version of Agile Market Intelligence's **2025 Legal Tech Review** will reveal:

- Where to invest in product, service, and support.
- The dynamic landscape of shifting loyalties and market share.
- Buying decision journeys of firms and the outlook of legal tech spend.

What's included:

With the growing demand for speed, simplicity, and innovation, only the best deliver on every front. Get in touch about purchasing the comprehensive version of the report and gain access today.

You get:

- Tailored PDF report delivered directly to your inbox.
- 60-minute presentation of the results by Agile Market Intelligence.
- Online access to the data via our interactive portal with your tailored dashboard.
- Data export functionality for your own business intelligence tools.

Contact us

Discover more insights on demand

The services below are further research initiatives available for purchase that can help guide industry partners for more clarity over their decision making.

Insights Program



Brand Intelligence

Brand Intelligence is a quarterly survey that attracts 400 responses to track brand awareness, consideration, usage, and Net Promoter Score. It also provides insights into media engagement and preferences, as well as provides space for three custom questions to be inserted every survey for tailored insights. Subscriptions run for a minimum of 12 months on either a quarterly or six-monthly frequency.



Focus Groups

We run in-depth, facilitated group discussions with industry professionals, businesses or customers to unpack attitudes, experiences, and decision-making in a collaborative environment. Ideal for testing new propositions, messaging, or understanding blockers to product uptake.



Working Groups

This style of group discussion is a Focus Group at the next level. This research is an unmasked study that invites representatives from your organisation to be in the room during the discussion. All participants to Working Groups are subject to discussion confidentiality such as a signed non-disclosure agreement (NDA) prior to attendance.



In-Depth Interviews

One-on-one interviews with industry professionals, business owners, or customers to explore complex issues in detail. These qualitative sessions uncover motivations, unmet needs, and nuanced insights that don't come through in survey data alone. Commonly used to support product development, journey mapping, or deep-dive brand work.



Instant Answers

This is a short, 60 second bespoke survey (approx. 3 to 5 questions) which delivers the data to you within 7 business days.



Bespoke Survey

We design, build and deliver the results from a bespoke survey based on your outcomes in mind on demand. Used when seeking strategic insight and change-management for internal decision making, or as part of a broader campaign for external distribution. This is particularly effective when used in tandem with marketing campaigns that further support your messaging.

About us

Agile Market Intelligence is a full-service market research agency, with direct access to hard-to-reach professionals.

We connect institutions, intermediaries and service providers with the voices of their customers, prospects, and partners.

With over 40 active clients, our boutique agency has the ability to deliver insights quickly across some of Australia's most critical markets including professional, financial and real estate services.

Find out how we can help your organisation [by booking a free 30-minute consultation on our website.](#)

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