

P E R S U I T TM

2024

State of Generative AI in Legal

A Survey Report of Generative
AI Maturity Across Law Firms



Legal Advisory Team

State of Generative AI in Legal

2024

A Survey Report of Generative AI Maturity Across Law Firms

IN COLLABORATION WITH



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PREFACE

I am privileged to provide introductory remarks for this pivotal survey delving into the state of generative AI in the legal sector, presented by PERSUIT. The emergence of generative AI in law represents a significant milestone akin to the early introductions of computing technologies, the internet, mobile technology, and social networks. This innovative tool promises to revolutionize legal services, enhance efficiency, and open novel avenues for collaboration and innovation between law firms and their clientele. Yet, amidst this transformative landscape, formidable challenges exist, ranging from prudent investment decisions to identifying key stakeholders and optimal utilization scenarios.

This survey comes at a critical juncture, offering a comprehensive look at how generative AI is being perceived, adopted, and leveraged within the legal sector. It underscores the vast potential for law firms of all sizes to embrace this technology and lead the charge in redefining the delivery of legal services. Through partnerships with their clients, firms have a unique opportunity to forge deeper bonds driven by a shared commitment to innovation and excellence.

Generative AI is more than technological advancement; it catalyzes change, challenging traditional paradigms and encouraging a more collaborative and forward-thinking approach to legal practice. As the survey reveals, there is a substantial opportunity to rethink key business elements, including pricing approaches and strategies, thereby aligning more closely with client needs and expectations. However, it's imperative to acknowledge that we are still in the nascent stages of this transformative journey.

The journey into generative AI is fraught with uncertainties, but the rewards for those who navigate it wisely are immense. This technology is not a distant future; it is here, evolving and impacting our industry in ways we are beginning to understand. The early adopters who recognize its potential, confront the challenges, and invest in the future stand to gain the most, setting a precedent for innovation and leadership in the legal field.

As we delve into the findings of this survey, let us view it as a roadmap, guiding us through the complexities of generative AI adoption. It invites law firms and their clients to embark on a collaborative journey, exploring new frontiers in legal service delivery. By seizing this opportunity, we can enhance our practices and strengthen the fabric of our professional relationships, paving the way for a future where technology and law converge to create unprecedented client value.

Mark Medice

Principal



INTRODUCTION

Amidst a dynamic and rapidly evolving legal technology world, corporate legal departments face a daunting strategic imperative — how do you ensure that your outside counsel is not only competent in the law but also adept in leveraging technology to deliver optimal outcomes.

As generative AI (GenAI) begins to redefine the contours of legal practice, understanding the extent to which law firms have adopted these emerging technologies is critical. This is not only a measure of a firm's commitment to staying abreast of legal tech developments, but also an indicator of their potential to offer enhanced services.

PERSUIT stands at the intersection of in-house/firm relationships during a time of rapid innovation and change in the marketplace. In this, our first report on the state of law firm generative AI maturity, PERSUIT has sought to shed light for in-house teams and firms alike on the current state of GenAI within law firms and how they are positioning themselves in the face of a technological revolution that promises to transform the industry.

Our survey, which spans a diverse array of law firms, from the Global 200 to smaller boutique practices, offers a panoramic view across adoption, utilization, talent, expertise, strategy, and outlook related to GenAI across the full spectrum of law firms.

As corporate legal departments consider these findings, the report offers them a basis to formulate questions for their outside counsel, probe into the depth of their technological engagement, and make informed choices about future partnerships. For law firms, the survey serves as a mirror, reflecting the industry's varied pace and paths toward technological integration, and perhaps, as a bellwether of the necessity to adapt and innovate in an industry on the brink of a GenAI-induced paradigm shift.

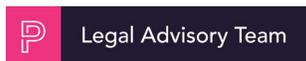
We extend a special thanks to our report collaborators, as noted at the end of the report, including the corporate legal teams, their firms, and other industry experts whose time and insights were invaluable in both framing the survey itself and in coloring its results. Together with the data, they provide a perspective that is maximally useful to firms and corporate clients alike in navigating unprecedented changes in the industry.

The findings of our survey paint a nuanced picture of GenAI's infiltration into the legal sector — one that is a complex interplay between firm size, market pressures, client demands, and strategic vision.

We hope you find the results as fascinating and insightful as we do.

Maui Gevero

Senior Manager



KEY FINDINGS

01

All Roads Lead to AI

For the largest firms the data shows an eager adoption of GenAI tools, signaling strong alignment with the latest in legal tech and an emphasis on maintaining a competitive edge. The broadest range of responses comes from the Global 200+ category, revealing a sector that is still in the process of defining its relationship with GenAI. While a substantial segment has integrated these tools into their practice, many are still assessing and strategizing on the role of GenAI or remain reticent.

03

The Gap Grows

Most Global 200 firms have formal policies on using GenAI, showing a high level of governance and risk management, especially concerning client data. In contrast, only 41.94% of Global 200+ firms have such policies. This indicates a gap in regulatory preparedness and a potential vulnerability to risks from inconsistent AI application. They are falling behind, not just in utilization, but also in preparing the infrastructure to integrate and govern the use of GenAI tools.

05

The 1.76 Trillion Parameter Elephant in the Room

The Global 100 firms lead in client collaboration on GenAI (86.67%), while over half of the Global 100-200 report current engagements. In contrast, only 12.90% of Global 200+ firms work with clients on AI. Adoption for billable work varies, with 53.33% of Global 100 firms using GenAI and planning to expand that use. However, Global 200+ firms show significant hesitancy and the overall impact on billables is minor. This suggests challenges in quantifying AI's benefits or an early stage of integration across the industry.

02

Don't Put All Your Eggs in One Model

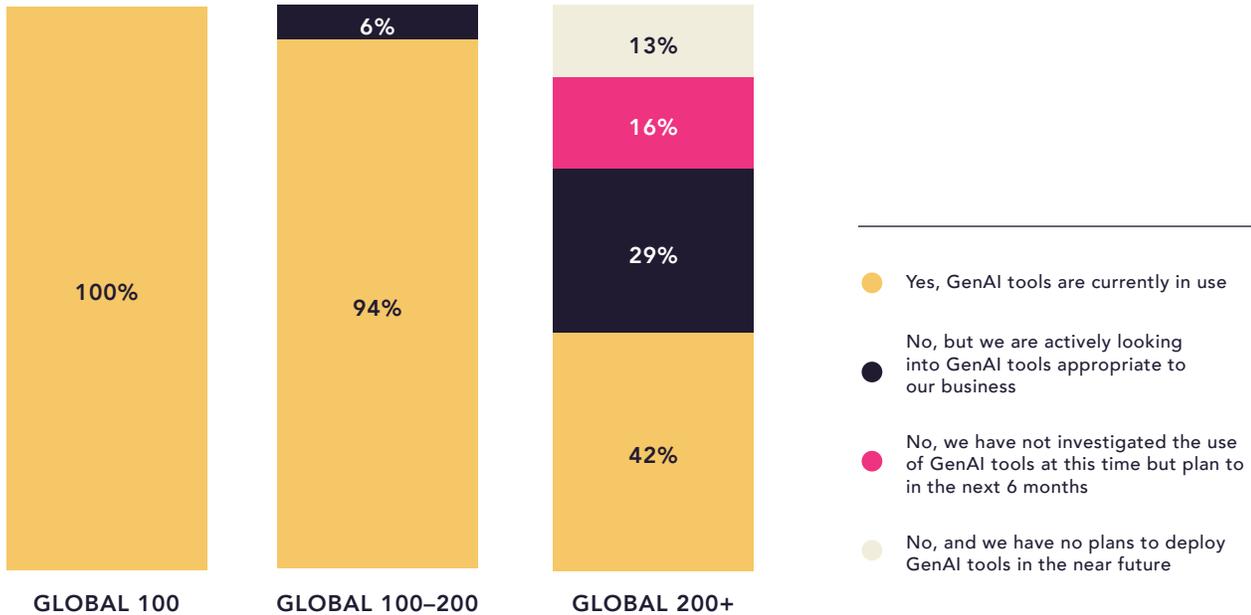
The Global 200 firms are leaning in and leveraging their resource and experience edge by taking a multifaceted strategy to sourcing. This move is driven by a desire to ensure competitive advantage using proprietary technology while offering better integration and security. Meanwhile, Global 200+ firms often rely on external vendors due to resource constraints. This highlights a split in technology adoption strategies based on firm size and resources.

04

The Best Thing Since Machine Learning

The Global 100 firms overwhelmingly see GenAI as very important for their success in the next three years. However, views in the 100+ are mixed. Among Global 100-200 firms, 25% consider it vital and the majority view it as very important. It may be that many of these firms are still in the midst of investing in other foundational tools for their firms. The Global 200+ firms are less convinced of its importance, with almost a quarter considering it not important. Expectations for the impact on pricing and revenue models across all firm sizes are moderate, anticipating some but not drastic effects within the next 12 months.

Has your firm approved the use of any generative AI tools, models, systems, or technologies (TMST)?



A stark contrast between the largest firms and the rest of the market emerges early and persists throughout the survey. Looking at the proportion of firms that have approved GenAI for use, for the largest firms, 100% of respondents reported approving the use of GenAI technology at their firm. Firms at the Global 100-200 show a similar willingness to adopt emerging technology.

For the Global 200+, representing the widest array of firms, the data reveals a broader spectrum of engagement with GenAI. Interestingly, 12.90% of these firms have no immediate plans to deploy GenAI tools. This reflects a combination of factors, such as resource limitations, skepticism about the technology, or a lack of perceived applicability to their specific legal practices.

Overall, the legal sector exhibits a clear dichotomy between the largest 200 firms globally and the broader legal marketplace. While the general attitude towards GenAI is forward-moving, a familiar story is arising, with the largest firms leading the innovation charge.

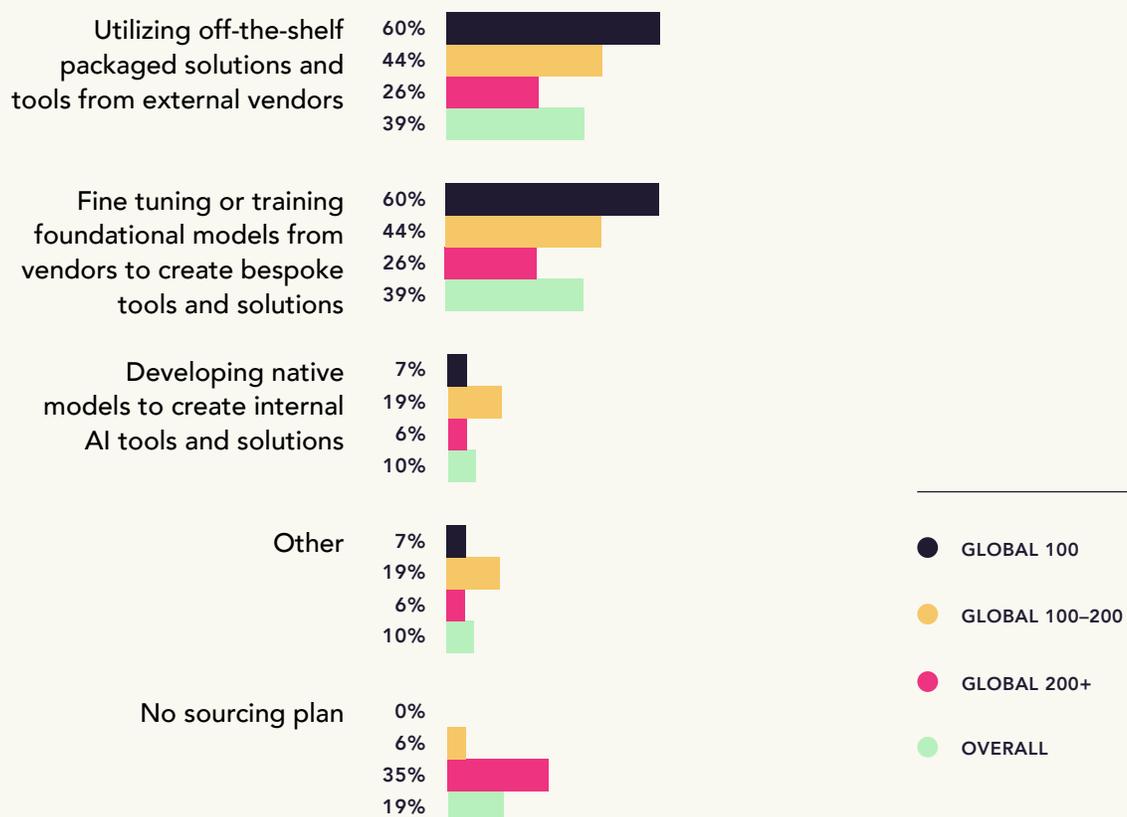
“It requires significant resources, expertise, and infrastructure to be able to holistically integrate generative AI into your firm or practice. It also requires the necessary data and engineering foundations in place. These are likely the largest barriers for many smaller firms.”

Anthony Vigneron

Director of Legal
Technology Solutions

C L I F F O R D
C H A N C E

How is your firm sourcing generative AI and LLM (large language model) tools?



Diving into how these firms are sourcing GenAI technology, there is compelling evidence of innovation and self-sufficiency within the legal industry. Among the largest law firms (Global 100), 60% are fine tuning or training models to create bespoke tools and solutions. The most prominent law firms are not only embracing AI but are also investing in developing proprietary technologies that can be tailored to their specific operational needs and legal expertise.

"We established a formalized process and task force to take on the challenge of evaluating and identifying solutions that would work for our firm. This allows us to be dynamic and responsive to the constant changes in the generative AI space, while also ensuring there is a business case and return on our investment towards any tools or software."

This level of internal development indicates a strategic push to own the competitive edge that comes with custom solutions, potentially offering a higher degree of integration, confidentiality, and safety when compared to off-the-shelf products.

The Global 100-200 firms exhibit just as much inclination towards developing in-house GenAI tools. Less than half report that they are working on fine tuning or refining available models but 18.75% are creating their own native models.

For the Global 200+ firms there is a clear demarcation in the approach to technology. It points to resource constraints and prioritization of investments, with smaller firms lacking the necessary capital or expertise to develop their own GenAI tools. Alternatively, it also suggests a strategic reliance on external vendors for such innovations, allowing these firms to leverage the broader market's technological advancements without the associated development risks or investment.

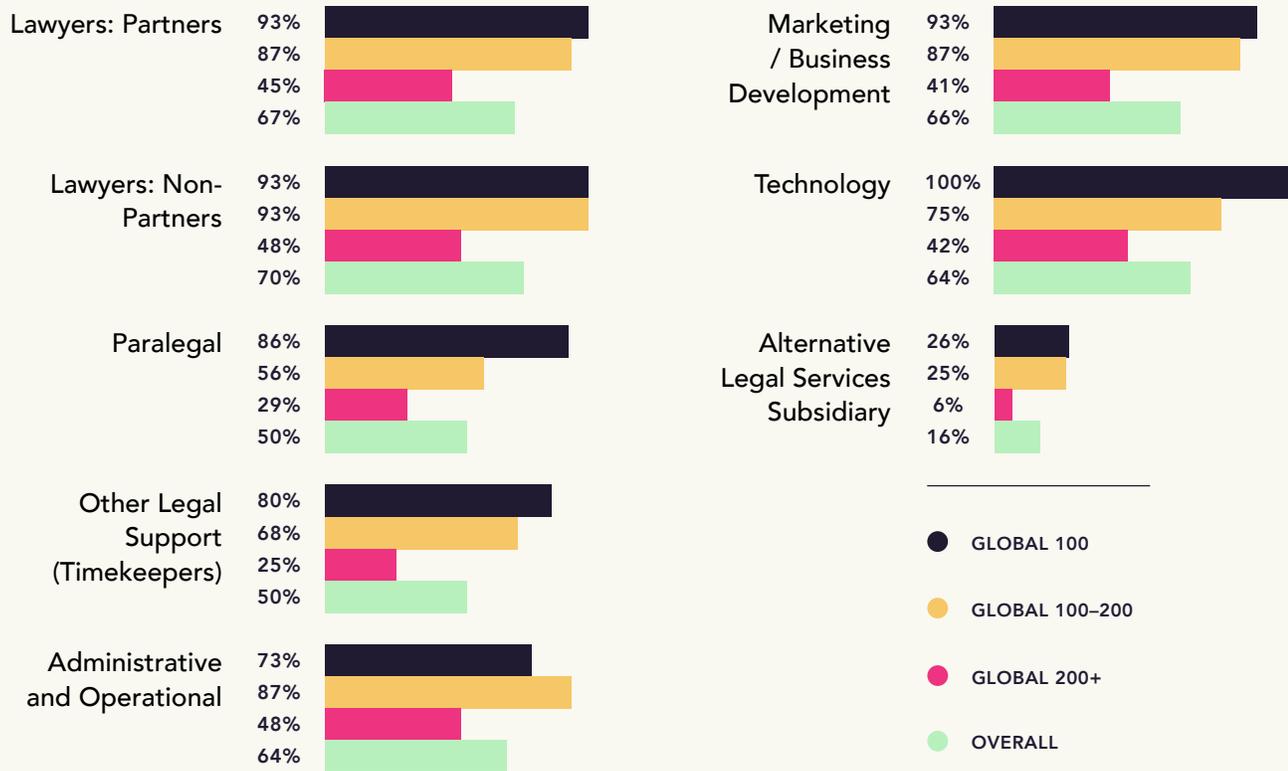
A.J. Bahou

Partner and AI Practice Leader

Bradley

P E R S U I T

Considering full time employees, which of the following roles or functions are using generative AI tools, models, systems, or technologies currently?



Among the Global 100 firms, there is widespread utilization across all roles, with partners (93.33%) and technology departments (100%) leading the charge. This indicates that AI tools are used across the critical functions of the largest firms. Interestingly, administrative/operational (73.33%) and marketing/business development roles (93.33%) also report high usage.

However, even at the largest firms, there are some who have not yet deployed Gen AI technology to their attorneys.

For example, BakerHostetler is taking a more measured innovation approach. The firm is focusing on first ensuring the technology is fit for purpose and starting the rollout with their technology teams and then to attorneys based on prioritized legal use cases that will have the most impact.

The Global 200+ category shows a more varied picture, with notably lower usage among partners (45.16%). The overall trend suggests that while larger firms are embracing AI across the board, smaller firms are either being more selective or not engaging in the technology at all.

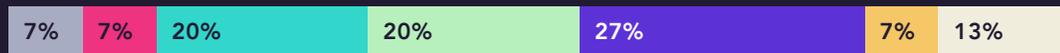
“Our focus is on ensuring that the tools and technology go through rigorous testing and due diligence protocols that include security, technical integration, and risk mitigation for both our clients and our law firm before deploying it more broadly. The leadership team and attorneys are closely tied to the development of our tools which allows our firm to deploy the tools, once available, more readily.”

Katherine Lowry

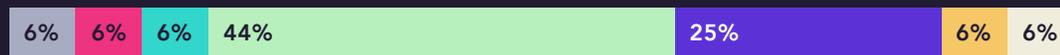
Chief Information Officer

BakerHostetler

About what % of your lawyers have used generative AI tools in the last six months?



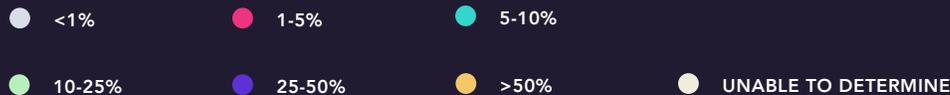
GLOBAL 100



GLOBAL 100-200



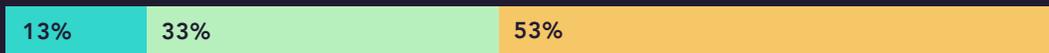
GLOBAL 200+



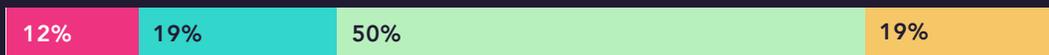
A closer look at how lawyers in particular are using GenAI in the past six months shows Global 100 firms more substantially integrating AI tools in their legal practice. However, even for the Global 100, many firms report that the use of GenAI by their attorneys is not widespread. Firms tell us that this is rapidly changing, as many firms are now midstream in launching their GenAI programs. In addition, the integrated GenAI capabilities of tools like Microsoft365 Copilot and Thomson Reuter's tools will make the utilization of this technology inevitable.

For the Global 100-200 firms, 43.75% indicate that 10-25% of their attorneys are using GenAI tools. This indicates that the engagement with AI tools may be more deeply integrated into daily operations than the larger Global 100 firms. In the Global 200+ category, the spread indicates a potential lack of strategic direction or awareness regarding AI implementation.

How long has your firm been using AI tools, models, systems, and technologies more broadly (not generative AI specific)?



GLOBAL 100



GLOBAL 100-200



GLOBAL 200+

- < 1 YEAR
- 1-3 YEAR(S)
- 3-5 YEARS
- 5-10 YEARS
- > 10 YEARS
- N/A

The Global 100 firms have a mature history with AI more broadly, with over half (53.33%) reporting more than 10 years of experience. These firms have been early adopters and have established talent pools and infrastructure which translates into a significant competitive advantage in terms of adopting GenAI.

In contrast, the Global 200+ category shows a relatively recent adoption. The largest segment (22.58%) reports less than one year of experience and many (25.81%) are unable to provide data. This could indicate either recent entry into AI tools or a lack of centralized reporting mechanisms.

It is important to acknowledge that the Global 100-200 has far more experience, expertise, resources, and infrastructure that allows them to quickly adapt to changing technologies.

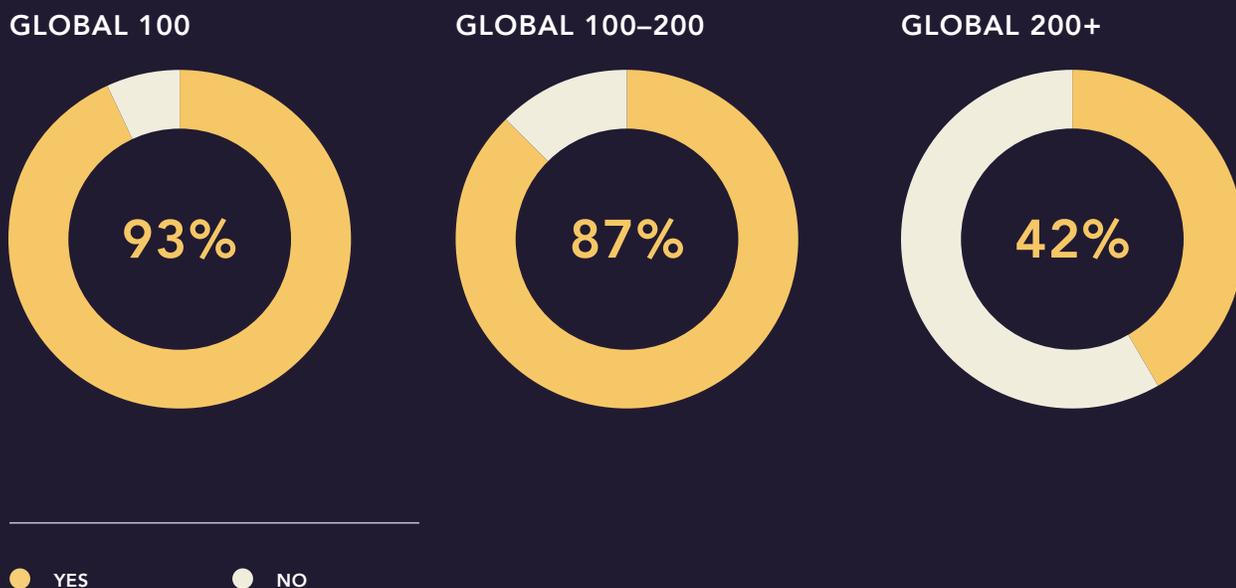
“We already had a robust resource pool to leverage in implementing GenAI technology. We had teams working with machine learning, cloud infrastructure, data analysis, and AI for a decade. Our experienced talent and technological infrastructure enabled a quick and responsive pivot towards reprioritizing GenAI initiatives.”

Anthony Vigneron

Director of Legal
Technology Solutions

**C L I F F O R D
C H A N C E**

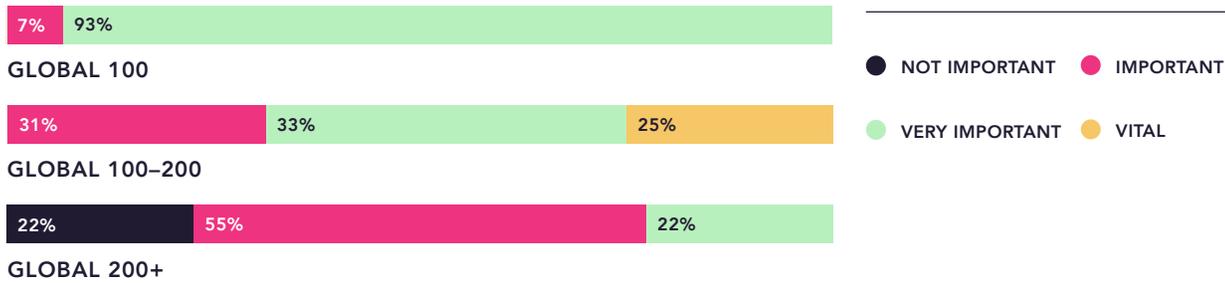
Does your firm currently have a documented policy regarding generative AI, LLMs, or machine learning models?



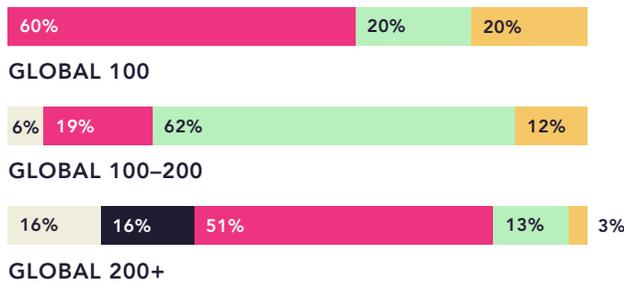
Most of the Global 200 firms (93.33%) have a documented policy on the use of GenAI large language models (LLMs), reflecting a high level of governance and foresight. It appears that the larger the firm, the more likely it is to have a formalized approach to the integration and use of AI technologies. This underscores the importance they place on managing the risks and ethical considerations associated with these tools, particularly as it relates to client data.

In contrast, only 41.94% of Global 200+ firms have a documented policy, which highlights a gap in regulatory preparedness and reactivity to technology governance. This is a potential area of vulnerability, as the lack of formal policies could result in inconsistent application of AI tools and a higher exposure to risks among these firms.

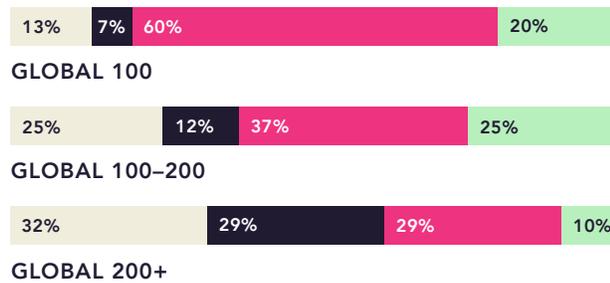
How important are generative AI tools to your organization's success in the next 3 years?



How much impact does your firm anticipate that generative AI tools will have on the work and services of your firm in the next 12 months?



How much impact does your firm anticipate that generative AI tools will have on the pricing and revenue model of your firm in the next 12 months?



Most of the Global 100 consider GenAI tools important to their organization's success in the next 3 years (93%). For the Global 100-200 firms there is a more varied outlook, but some firms (25%) clearly believe that it will be a vital differentiator for their success. The Global 200+ firms recognize it's important but show less conviction, with almost a quarter of firms viewing it as not important.

When it comes to the anticipated impact on work and services, all Global 100 firms anticipate at least some impact, with 20% expecting significant changes. The Global 100-200 firms again have a similar distribution, albeit with a greater emphasis on moderate impact. The Global 200+ category, on the other hand, has a more conservative outlook, with a notable minority expecting no impact.

Looking at the anticipated impact on pricing and revenue models, Global 100 firms expect some impact, but none foresee a significant impact within the next 12 months. The Global 100-200 and Global 200+ firms share a similar outlook, with the majority expecting some to moderate impact. This may suggest that while firms anticipate AI to influence their operations, they may not expect it to drastically alter their revenue models in the short term.

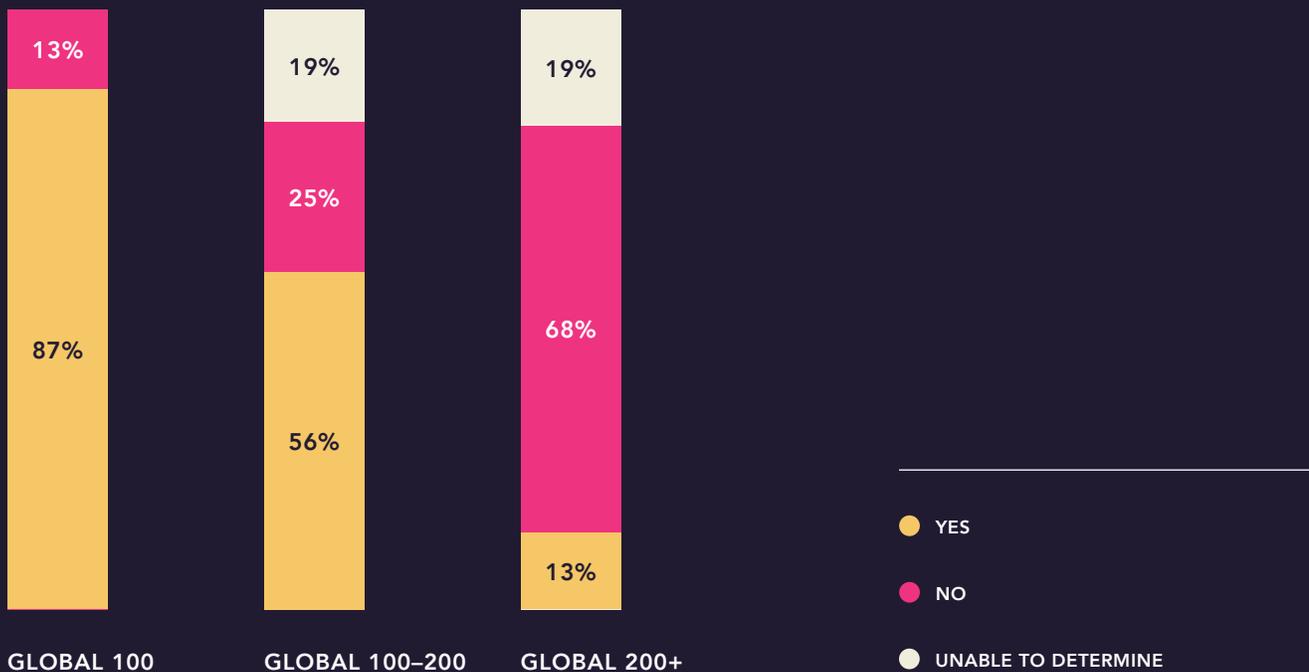
Interestingly, many corporate legal departments view the impact of GenAI on their outside counsel spend to be more significant. This perspective can be summarised into two general ideas. One, more work is being taken in-house therefore reducing the demand side of the market on law firms. Two, there is an expectation that law firms will pass on some of the economic benefits from the efficiencies gained by GenAI to their clients. However, this dichotomy between law firms and clients isn't new and only time can tell what the true impact will be.

"Most firms are still very much in the experimentation, R&D, and piloting stage. The reality is that the actual impact of generative AI technology will not be fully realized or understood in the next 6-12 months. It will take some more usage and adoption in real life scenarios before firms can accurately measure the impact of this technology on both services and pricing. The crucial work now is to ensure that firms have a process and program in place to be able to accurately capture, measure, analyze, and report on the impact of GenAI."

Shawn Swearingen
Chief Innovation Officer



Is your firm currently collaborating with clients on generative AI?



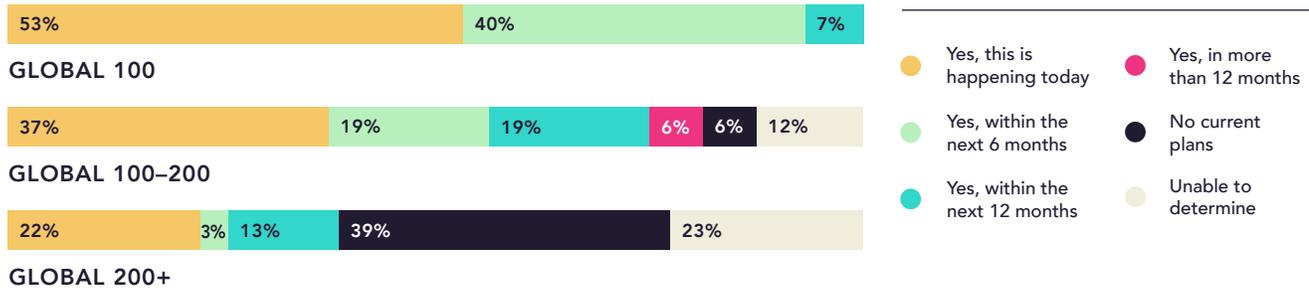
The largest firms are also leading in collaborations with clients on GenAI. For the Global 100, 86.67% of firms are actively engaging with clients on GenAI, suggesting these firms not only adopt AI technology but also prioritize client involvement and co-innovation in this space.

For Global 100–200 firms, over half (56.25%) are collaborating with clients. This indicates a moderate level of engagement that could reflect a growing but still cautious approach to new technology integration in client services.

The Global 200+ firms lag significantly, with only 12.90% currently working with clients on GenAI. This points to resource limitations, a lack of expertise, or possibly a different client service model that does not yet prioritize AI solutions.

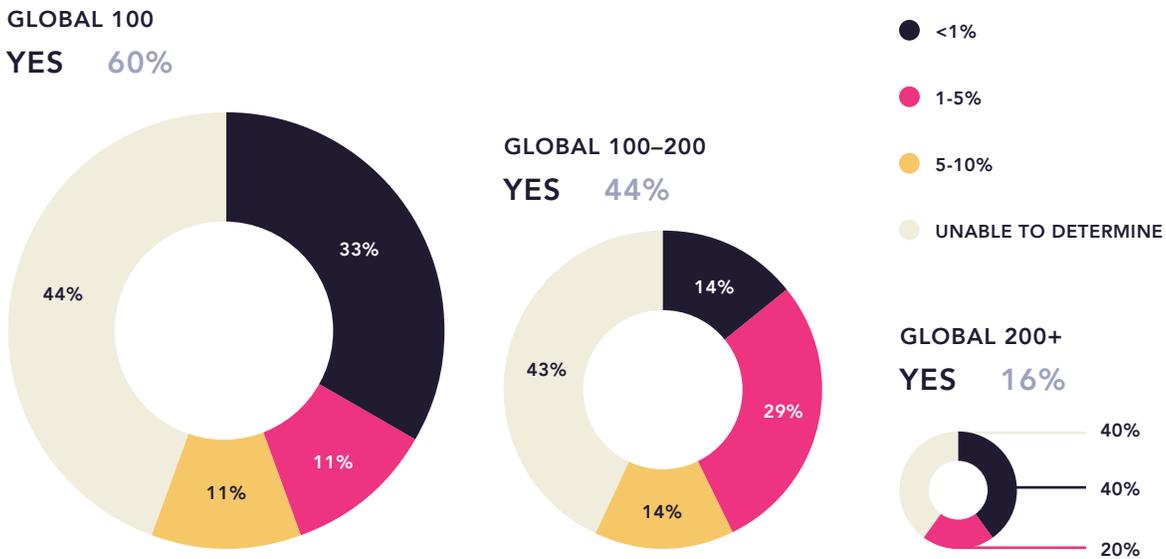
Overall, while there is a trend towards collaboration on AI initiatives in larger firms, the industry displays varied levels of client engagement. What is clear is that engagement is largely driven by clients. Many firms have been reactive on engaging clients about their firm strategy and approach to GenAI. There is even less engagement with clients in discussing the impact on the work and cost of the services provided to clients. This is an opportunity for firms to become the initiator of conversations and deepen their relationships with key clients through this avenue.

Are there any plans to use generative AI tools for billable work at your firm?



Have generative AI tools been used for billable work in the past 6 months?

If yes, estimate the % of billable work being impacted by generative AI tools?

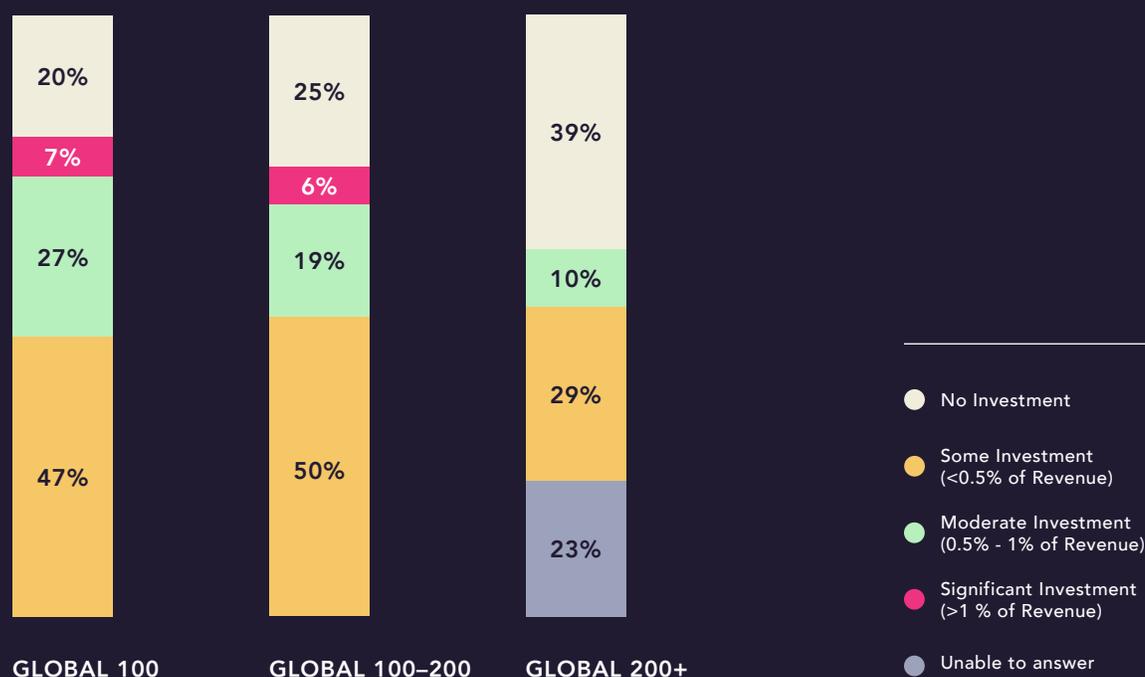


Digging deeper into billable work, 53.33% of the Global 100 are already using GenAI tools and another 40% are planning to do so within the next 6 months. In contrast, Global 100-200 firms are more cautious, with a lower current deployment rate (37.50%) and a more spread-out plan for future use.

Global 200+ firms show significant hesitancy. Only 22.58% currently use AI tools for billable work and many report no current plans to do so. This may reflect resource constraints or a wait-and-see approach to new technologies.

Interestingly, most firms report the amount of billable work being impacted by Gen AI tools to be small. Of those that were able to estimate this figure, most firms responded 5% or less of billables being impacted by GenAI. This could also indicate a strategic decision to apply GenAI technology on lower risk areas outside of billable work. An even more significant portion of law firms are unable to determine this impact, suggesting challenges in quantifying the influence of AI or perhaps a nascent stage of AI integration where its full effects are not yet clear.

What level of investment has your firm committed to generative AI tools, models, systems, or technologies in the next 12 months?



The Global 100 firms show a robust commitment to investing in Gen AI — 46.67% are investing up to 0.5% of revenue, 26.67% are investing between 0.5% and 1%, and 6.67% are investing >1% of their revenue. It's notable that none of the Global 100 firms have foregone investment, although 20% are unable to specify their investment level. Global 100-200 firms present a less aggressive investment profile, with half investing up to 0.5% of revenue.

For Global 200+ firms, there's a considerable gap, with 22.58% making no investment in AI, and a large number (38.71%) unable to specify their investment. This may indicate a lack of strategic focus on AI or a nascent stage in technology adoption.

The level of future investment is still an open question. Firms did not account for GenAI costs in 2023 and are only now budgeting for it in 2024. One certainty is that there is investment in at least one form or another. For example, many tools being used by firms today (Microsoft Office, Azure and Amazon Cloud services, Practical Law, LexMachina, etc.) are actively integrating GenAI and it is already leading to increased costs for users. Even firms who are reluctant to dive into technology directly will feel the impact of this shift on their investment budgets.

CONCLUSION

The legal landscape for GenAI is varied but a clear demarcation by firm size is solidifying.

The Global 100 firms emerge as clear frontrunners, not only adopting GenAI tools at a high rate but also actively developing proprietary technologies and engaging with clients on AI initiatives. Their investments in AI are strategic and significant, signaling a strong belief in the transformative power of these technologies on their operations and service offerings.

In contrast, the Global 100–200 firms display a more cautious but balanced approach. While they recognize the value of GenAI, their adoption rates and levels of investment suggests a careful integration of AI into their practices. This may reflect a more conservative resource allocation or a deliberate strategy to pace their technological advancement.

The Global 200+ firms show the greatest variability. Many have yet to make substantial inroads into GenAI. For these firms, the survey indicates a potential area of growth, but also highlights the challenges and risks of limited resources, lack of experience, or strategic hesitancy.

Overall, the legal industry appears to be at a crossroads with GenAI, with larger firms leading a charge that may soon become the standard. For all firms, the direction is clear: GenAI is not just an emergent technology but a critical component of future legal practice that demands strategic attention and investment.

“As firms adopt generative AI, ethical considerations and client needs should guide us. Proactive measures, including data privacy safeguards and bias mitigation, are essential. By balancing ethical deployment, continuous education and client-centricity, firms can navigate the AI landscape and fully harness its potential with integrity and innovation.”

Shawn Swearingen

Chief Innovation Officer



“GenAI is something you can benefit from once you have the right technological and digital foundations in place. Firms need to understand their business processes and digitize them and create automation. Usually firms start with simpler solutions such as document management. Only then will GenAI solutions and traditional AI (supervised/unsupervised machine learning) demonstrate their true value!”

Anthony Vigneron

Director of Legal
Technology Solutions

**C L I F F O R D
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“Given the nature of generative AI, we need to be flexible and agile in developing a rigorous process to mitigate risk. Early results indicate that generative AI is unlike other emerging technologies. We believe this technology will be an economic accelerator that will transform our desktop and offer new ways to create bespoke solutions.”

Katherine Lowry

Chief Information Officer

BakerHostetler

METHODOLOGY

The survey was conducted through PERSUIT, the leading marketplace for corporate legal teams to manage and engage their outside counsel relationships.

The design and development of the survey questions were a meticulous and collaborative effort, spearheaded by the PERSUIT team with valuable input from our esteemed Customer Advisory Board and a select group of legal industry experts. These contributors brought a wealth of knowledge and insight to the table, ensuring that the survey would yield meaningful and actionable data reflective of the current state and nuances of GenAI within the legal landscape.

The PERSUIT Legal Advisory Team, composed of experts with deep industry experience, was tasked with the critical role of analyzing the survey results. Their analysis was grounded in a comprehensive understanding of the intersection between legal practice and emerging technologies, providing a robust foundation for interpreting the data.

To enrich the findings and provide a multidimensional view of the results, the PERSUIT Legal Advisory Team engaged in one-on-one interviews with a selection of participating law firms. These interviews were aimed at gaining additional insights and a deeper understanding of the firms' perspectives on GenAI adoption. The qualitative data obtained from these discussions added a layer of depth to the quantitative data, offering nuanced context and real-world implications of the survey findings.

This multifaceted methodology, combining quantitative analysis with qualitative interviews, ensured a well-rounded examination of the integration of GenAI in the legal sector.

The survey responses were submitted to PERSUIT between the end of November 2023 and into December 2023. The responses are from 70+ firms which break down to 25% Global 100, 25% Global 100–200, and 50% Global 200+ firms.

AUTHORS AND CONTRIBUTORS

AUTHORS



Maui Gevero

Legal Advisory Senior Manager
PERSUIT

Maui Gevero is a Senior Manager on the Legal Advisory team at PERSUIT. His background is in data and analytics having served as a Senior Financial Analyst with Latham & Watkins' pricing team. While at Latham he led various complex client pricing engagements. He built the financial model and analytical program around Latham's contingency investment portfolio. Prior to Latham, he spent a few years at Goldman Sachs as an analyst in the Compliance and Asset Management divisions. He is passionate about data and the stories and insights that they can reveal.

Maui is deeply immersed in legal technology and generative AI in particular. He holds several industry credentials including "Designing and Building AI Products and Services" - Massachusetts Institute of Technology, "Generative AI Learning Path" - Google Cloud Skills Boost, "Generative AI Fundamentals" - Microsoft.



Dayna Trautwein

Director of Customer
Advocacy & Community
PERSUIT

As a "recovering attorney" with an MBA and a BS in Business Administration with concentration in Business Law and Marketing, Dayna now leads PERSUIT's customer advocacy and community efforts. Dayna pulls from experience as a customer success professional and her varied roles in the legal field, from boardroom to courtroom, to empower PERSUIT's client advocates and community to share in their journeys to technology innovation success. She also leads PERSUIT's Customer Advisory Board and Firm Advisory Board.



Jordan Weinstein

VP, Data & Growth
PERSUIT

Jordan is the former Global Head of Legal Technology at Goldman Sachs and has been implementing technology solutions for law firms and corporate legal departments for over 20 years.

As VP of Data & Growth at PERSUIT, Jordan wears multiple hats to help lead the Product, Growth, Data Analytics and Business Intelligence functions, and to execute the vision of transforming the way enterprises buy and sell legal services.



Marie Sotelo ESQ

Manager, Marketing
PERSUIT

As a marketing professional, Marie pulls from her insights of nearly a decade in general counsel practice to transform data and insights into radically practical and informative content in the legal tech space. Marie was the lead editor for this report, overseeing production and helping ensure the quality and accuracy of the information presented.



Nathan Collier

Director, Content
PERSUIT

Nathan Collier is a writer, former journalist, and senior member of the content team at PERSUIT. Nathan brings his two decades of storytelling experience to his work at PERSUIT, helping others share their expertise and experiences about what's working in legal.

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Chris Grant

Head of Legal Market Engagement
HSBC

Chris is Head of Legal Market Engagement at HSBC, responsible for developing and implementing a next generation supplier, spend, and relationship management framework. Chris has broad experience working across the legal industry focused particularly on legal operations — bringing efficiencies to traditional ways of working. Chris has also worked with LawTech start ups. Chris has been featured in the FT Innovative Lawyers 'Top 10 Intrepreneurs' and appeared in the Legal 500 GC Powerlist (UK 2020 Change Agenda). Chris is also a member of the LawTech UK Panel.



John Crawshaw

Vice President, Portfolio Owner
PNC

John is currently Vice President, Legal Operations Portfolio Owner at PNC Financial Services where he manages analytics, outside counsel, and technology programs. He oversees a wide array of legal operations disciplines like outside counsel management, legal pricing, e-billing, e-discovery, business intelligence, knowledge management, and workflow automation. He also manages a high performing team of legal ops specialists. John also co-leads the Pittsburgh/Ohio Regional CLOC group.

LAW FIRM AND INDUSTRY CONTRIBUTORS



Anthony Vigneron

Director of Legal Technology Solutions
Clifford Chance

As Director of Legal Technology at Clifford Chance, Anthony works at the intersection of fields with clients, lawyers, and technology teams & partners/startups to create more value for firm clients and re-imagine efficient and innovative legal services delivery.

Together with the business technology team, Anthony works to make new stuff happen to create more client value, improve the firm's bottom line and reputation, and gain a competitive advantage through digital transformation and innovations.



A.J. Bahou

Partner and AI Practice Leader
Bradley Arant

A.J. Bahou is Bradley's Artificial Intelligence (AI) Practice Leader and an intellectual property attorney who focuses on the intersection of law and technology. A.J. has extensive experience in the areas of electrical and computer engineering technologies, including artificial intelligence, virtual reality, medical devices, computer hardware and software, and Internet security systems. With 21 years of experience, A.J. handles the full spectrum of artificial intelligence issues, technology transactions, and intellectual property litigation from pre-complaint investigation through trial and appeal in matters involving patents, copyrights, trademarks, trade secrets, and commercial disputes. He has represented both plaintiffs and defendants in IP litigation in jurisdictions across the United States, including the U.S. Federal Circuit and U.S. Supreme Court.

A.J. serves on the Boards of Directors of LaunchTN, the Middle Tennessee chapter of the Information Systems Security Association, and the Tennessee Intellectual Property Association. He is former chair of the Intellectual Property Executive Council of the Tennessee Bar Association and former chair of the Nashville Bar Association's Intellectual Property Law Section. He serves as Chair of the Evolving Legal Market Committee of the Tennessee Bar Association, which focuses on the changing nature of the practice of law.

A.J. earned his B.S.C.E. from Tennessee Tech University, a Master of Electrical and Computer Engineering, with honors from The Johns Hopkins University, and a Juris Doctorate Degree from the University of New Hampshire.

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Katherine Lowry

Chief Information Officer
BakerHostetler

Katherine Lowry serves as the Chief Information Officer for BakerHostetler. She has a proven track record in aligning business strategy and digital imperatives to deliver critical solutions to law firms and corporate legal departments, creating operational stability, reducing highly manual workflows, operationalizing risk management, gaining competitive advantages through transformation, and creating data enriched client experiences by embracing innovative strategies. Katherine is an award-winning thought leader for execution of complex initiatives, maximizing high-performing team capabilities, inspiring creativity to navigate challenging situations while continuously achieving extraordinary outcomes through ingenuity, collaboration and scaling of services to support secure enterprise growth, organically and through mergers and acquisitions.

Recently, Katherine was recognized as the 2022 Most Innovative Intrapreneur at the Financial Times Innovative Lawyer Awards for using IT as a business enabler through her role in co-creating and leading IncuBaker, one of the first captive ALSP's focused on legal innovation and legal tech consulting serving corporate legal departments and their digital transformation, privacy management, data initiatives, and use of emerging technologies such as generative AI. Katherine was also elected to the Fellows-Elect Class of 2022 for the College of Law Practice Management and selected by Relativity for its first annual list of AI Visionaries in 2022.

She serves as Co-Chair of the Emerging Technology team of BakerHostetler's Digital Assets and Data Management Group and leads the firm's legal technology consulting and innovation team, IncuBaker, which is known for helping lawyers navigate the intersection of digital business, emerging technology and the law. This team serves corporate legal departments across every industry to support their digital transformation, privacy management and data initiatives.



Shawn Swearingen

Chief Innovation Officer
Faegre Drinker

Shawn Swearingen has over 20 years of experience in legal innovation and technology. She is currently Faegre Drinker's Chief Innovation Officer. In this role, Shawn leads a team of professionals in data science & analytics, business intelligence, strategic pricing and client value, competitive intelligence and the Faegre Drinker Legal Design Lab (a partnership with Stanford's Law and Design Schools). She and her team are responsible for collaborating with the firm's clients, attorneys, consultants and operational professionals to identify and deliver on innovative initiatives that are designed for clients, whether that is advancing new and creative ideas, leveraging technology, uncovering insights or creating efficiencies.

Shawn holds a Masters of Library and Information Science, is a Certified Knowledge Manager, is certified in ITIL Foundation and has a white belt in Legal Lean Six Sigma. She was also the recipient of the Minnesota Lawyer Unsung Legal Hero award for consistently going above and beyond the call of duty in the legal profession. Shawn gives back to the community where she serves as a board member to the American Heart Association – Twin Cities and acts as a mentor to emerging technology leaders as part of the Minnesota Technology Association's ACE Leadership Program.



Mark Medice

Principal
Law Vision

Mark Medice is LawVision's Strategic Pricing, Profitability and Data Science Principal. He has more than 20 years of leadership experience providing and applying data solutions to the most pressing challenges facing law firm leaders. Mark spent over 10 years at Thomson Reuters, where he launched and led the Peer Monitor program. During that time, he created the Peer Monitor Index (PMI), which is widely used throughout the legal industry. Immediately prior to LawVision, Mark led new initiatives around analytics and metrics at Intapp.

Law firm leaders rely on Mark's unparalleled experience in financial competitive intelligence and benchmarking, predictive analytics, industry performance, rates, pricing trends and strategy, profitability, and other critical issues — such as AI Strategy — facing firms today.

Dedicated to ensuring he is always future-ready, Mark is a recent graduate of Northwestern Kellogg School of Management AI Applications for Growth.