

INSIDE PRACTICE PRESENTS:

# LAW FIRM FINANCIAL MANAGEMENT & INNOVATION

NEW YORK // 06 / 24 // 2025

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# WELCOME & OPENING REMARKS

**Mark Medice**  
Principal  
**LawVision**



# THE FUTURE IS NOW: RETHINKING LAW FIRM-CLIENT PARTNERSHIPS IN AN AI-DRIVE MARKET

**Aaron Boersma**

Spend Innovation Lead, Policy & Legal Ops+  
The Office of the Chief Policy Officer

**Ford Motor Company**







# The Future is Now: Rethinking Law Firm-Client Partnerships in an AI-Driven Market

How AI and automation are reshaping the legal industry and transforming firm-client relationships



**Aaron Boersma**





## About Me



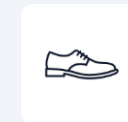
Lead of Spend Innovation  
Ford Motor Company



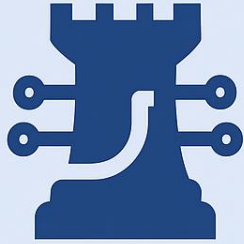
Former Google  
Finance & Legal Ops



Law Firm Pricing  
Mid-Size & Global Firms



Co-Founder  
White Shoe AI



# Today's Agenda

1

## Historical Context

Production revolution  
parallels in legal

2

## Changing Competitive Landscape

New players, new rules

3

## Trust & Transparency

Redefining client  
partnerships

4

## Co-Evolution Strategy

Getting better together

# Historical Context

**Production revolution parallels in the legal industry**



# Common Challenges

## Automotive Industry

- Technological disruption
- Balancing tradition with innovation
- Market pressures

## Legal Industry

- Technological disruption
- Balancing tradition with innovation
- Delivering more value

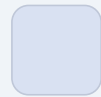


# The Assembly Line Revolution

1913: Automotive innovation rewrote industry economics



# Before the Assembly Line



Skilled craftsmen built entire cars start to finish



Custom creations, slow production



High costs limited access to wealthy



# After the Assembly Line



## Specialized Tasks

Broke production into discrete steps



## Efficiency Skyrocketed

Production time fell from 12 hours to 90 minutes



## Costs Plummeted

Cars became accessible to middle class



# Not Just an Operational Change

The assembly line didn't just change how cars were built—it rewrote industry economics

Revolutionary impact on market access, competition, and consumer expectations



# Changing Competitive Landscape

New players, new rules



# Traditional Legal Work Model



## Craftsman Model

Highly skilled professionals creating custom work



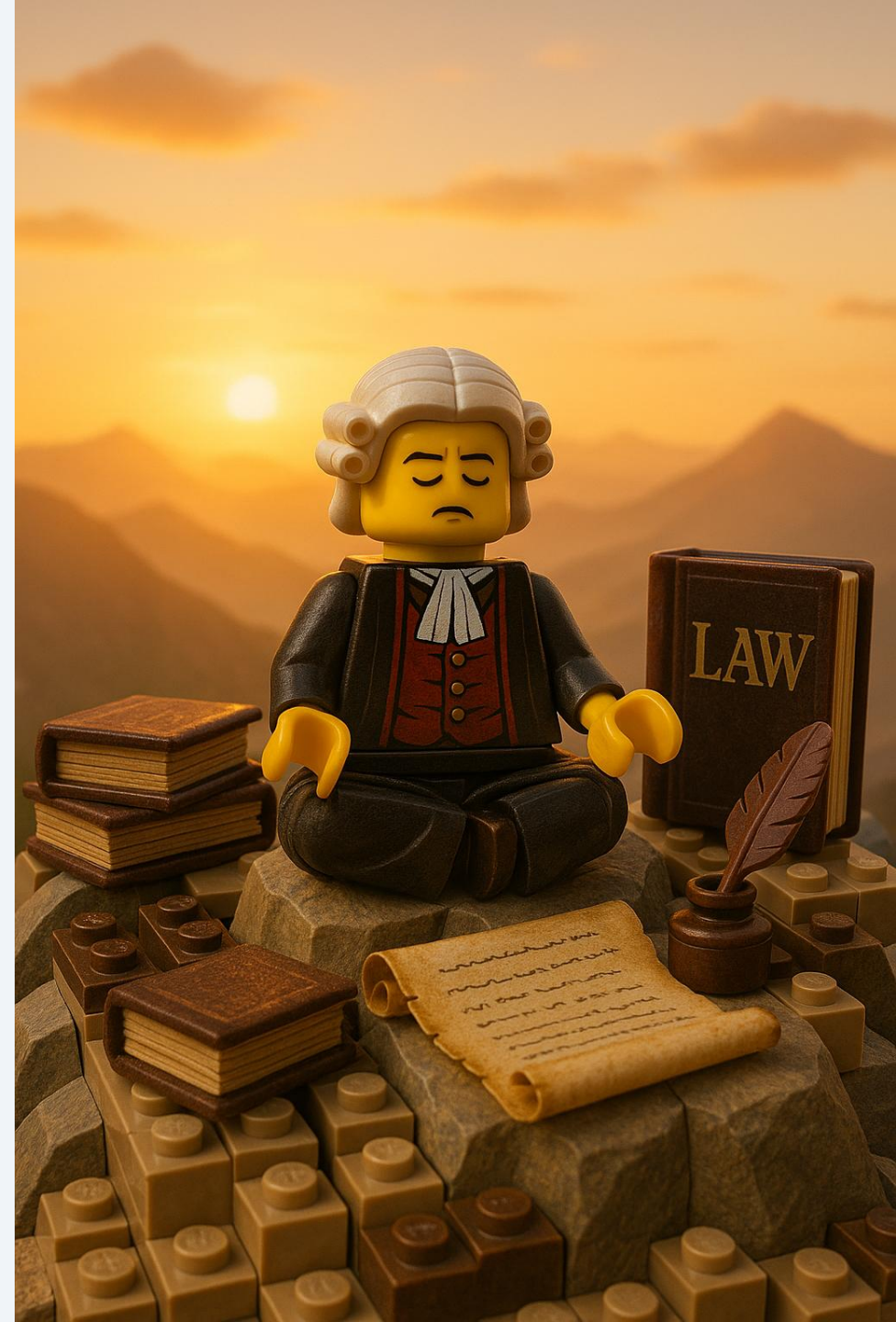
## Billing by Hour

Time-based compensation regardless of outcome



## Limited Transparency

Black box process with minimal client visibility



# Current Transformation

## AI is changing legal production

- Document review
- Contract analysis
- Legal research
- Due diligence
- Argument Assembly
- Opening & Closing Arguments

## Not just efficiency—transformation

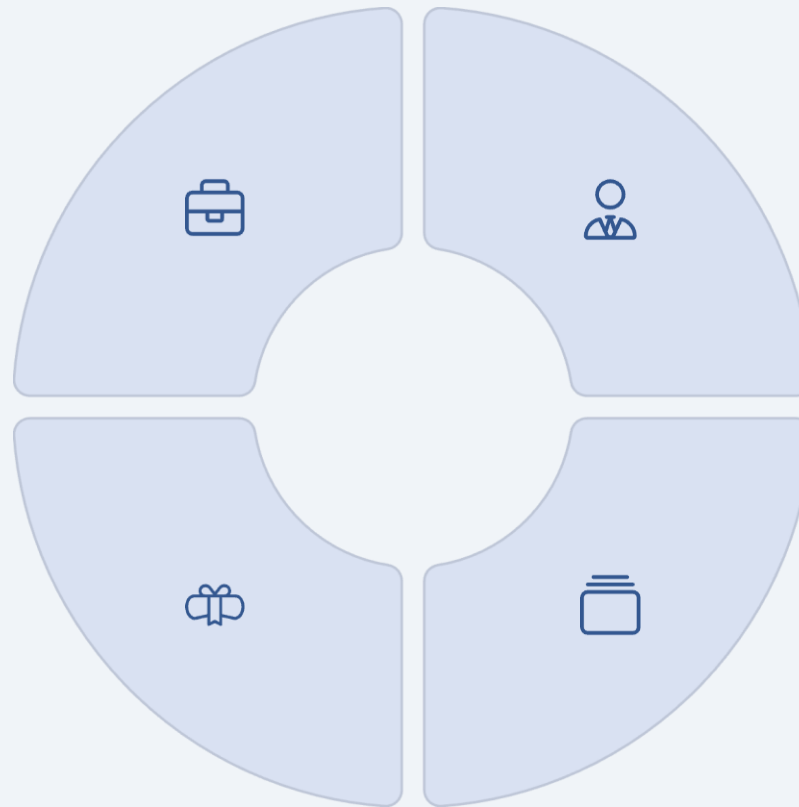
- New Skillsets
- New Roles
- New Pricing Models
- Changed Competitive Landscape
- Shifted Client Expectations
- Expanded Service Access

# The Traditional Competition

Law firms primarily competed against other law firms

**Prestigious Addresses**  
Location as competitive differentiator

**Educational Pedigree**  
Credentials from elite institutions



**Star Attorneys**

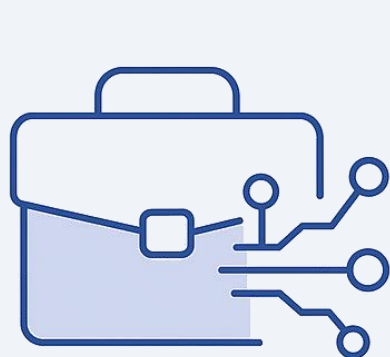
Individual talent as primary selling point

**Firm Legacy**

History and reputation as market advantage



# A Shifting Competitive Landscape



## ALSPs

Unbundling traditional  
legal work



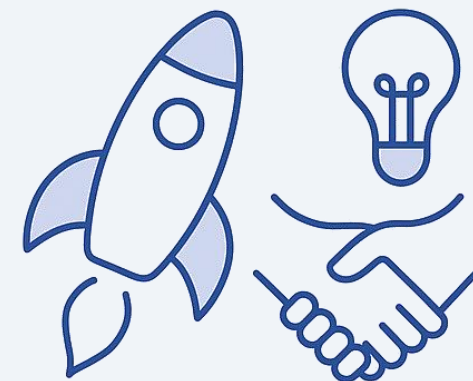
## Tech Platforms

Automating routine  
legal tasks



## In-House Teams

Expanding capabilities  
with AI tools



## Non-Traditional Players

Entering from adjacent  
industries

# A Parallel Experiences in Auto



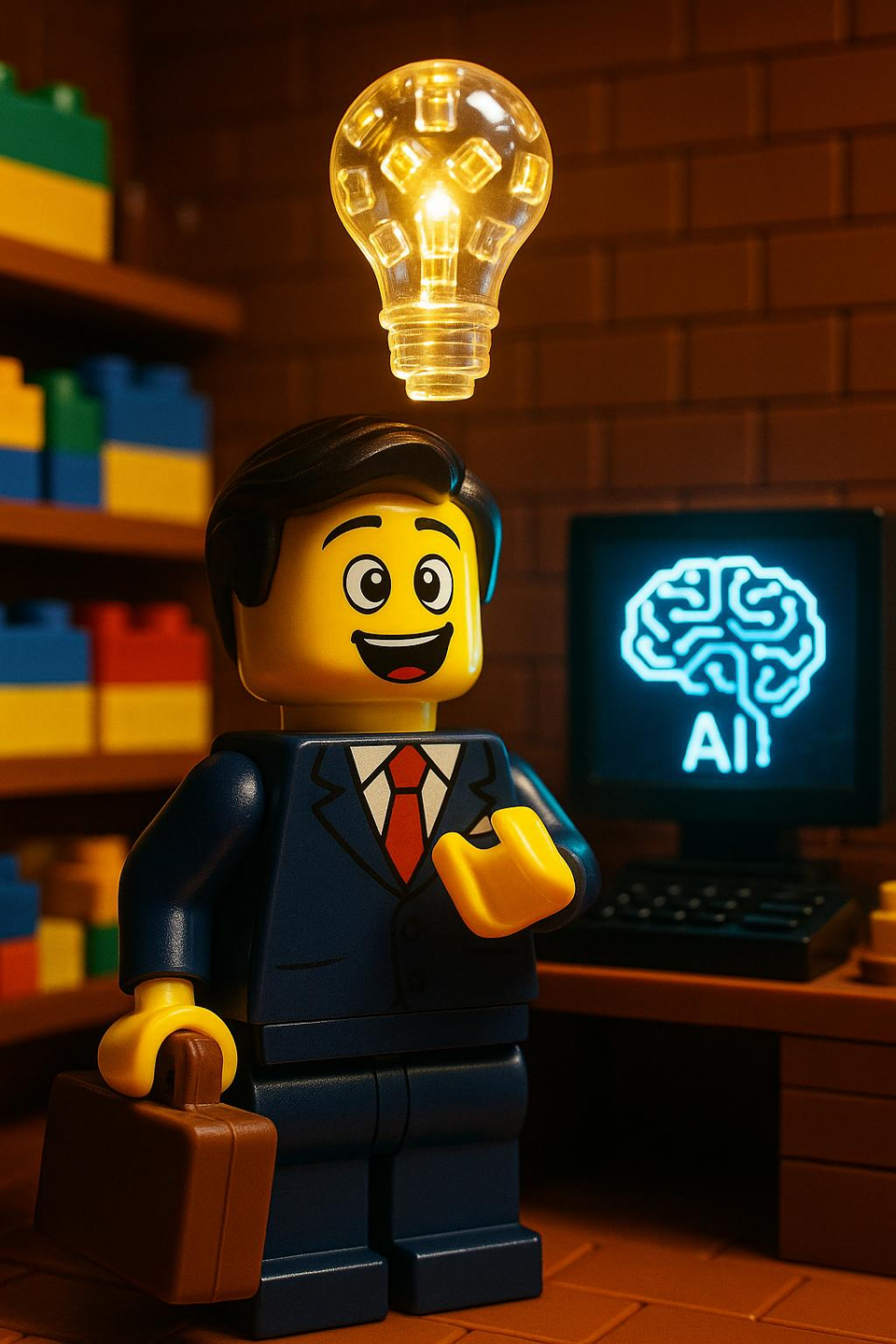
## Traditional Competition

- Other Automakers
- Similar business models
- Product-focused rivalry



## New Competition

- Ride-sharing services
- Subscription models
- Tech companies
- Mobility startups



# Opportunity in Disruption

## Higher Quality

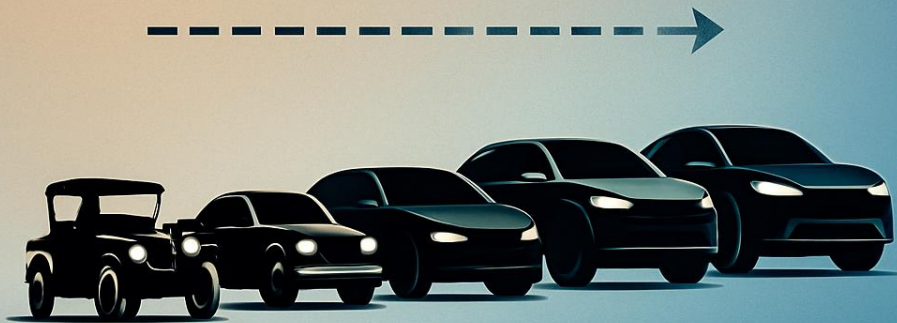
AI enhances consistency and accuracy

## More Clients

Expanded capacity through automation

## Better Margins

Improved efficiency drives profitability



# The Transformation Lessons

1

## **More Reliable**

Standardized production improved consistency

2

## **More Accessible**

Lower costs expanded market reach

3

## **More Innovative**

Freed resources for continuous improvement



# Trust & Transparency

Redefining client partnerships

# Trust & Transparency



## Traditional Model

Based on credentials, reputation, and personal relationships.

Limited visibility into actual work processes.



## Transition Phase

AI tools challenge the black box approach.

Clients expect clearer insights into legal production.



## New Partnership Model

Trust built on demonstrated value and open processes.

Transparency in both methods and outcomes.

The AI transformation demands a new trust paradigm. Successful firms will embrace transparency as a competitive advantage rather than a threat.



# New Legal Relationship Characteristics



## More Transparent

Opening the "black box" of legal work



## More Collaborative

Real-time feedback loops between parties



## More Data-Driven

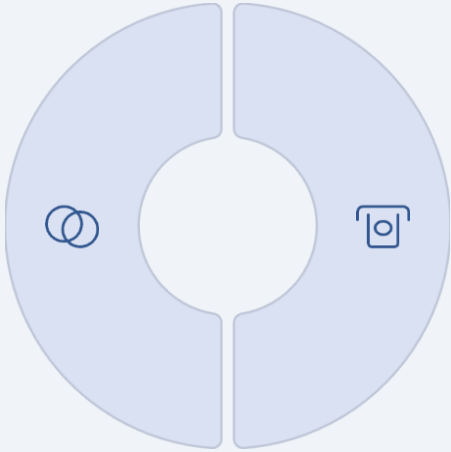
Decisions informed by metrics not tradition



## Outcome-Focused

Results prioritized over billable hours

# New Competitive Factors



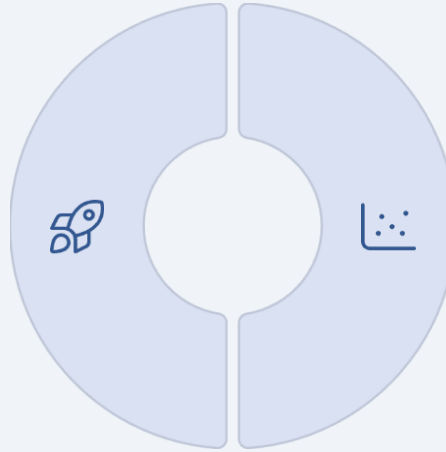
## Value Beyond Expertise

Strategic business partnership



## Transparent Pricing

Predictable costs aligned with value



## Innovative Delivery

Technology-enhanced service models



## Measurable Outcomes

Demonstrable impact on client goals



# Client Perspective Is Changing

## Old Focus

- Hourly rates
- Discounts from standard rates
- Firm prestige
- Partner attention

## New Focus

- Value delivery
- Budget predictability
- Business outcome alignment
- Data-driven decisions



# The "Bill Rate Kabuki"



## **Quote Standard Rates**

Few clients actually pay



## **Offer "Special" Discounts**

Creating illusion of value



## **Negotiate Percentages**

Focus on discount, not actual value



# The "Bill Rate Kabuki"



## Traditional Risk Approach

Key documentation and billable hours as protection.

Risk avoidance at all costs, regardless of business impact.



## Navigational Mindset

Legal services as a pathway through business challenges.

Focus on efficient routes to desired outcomes.



## Value-Driven Solutions

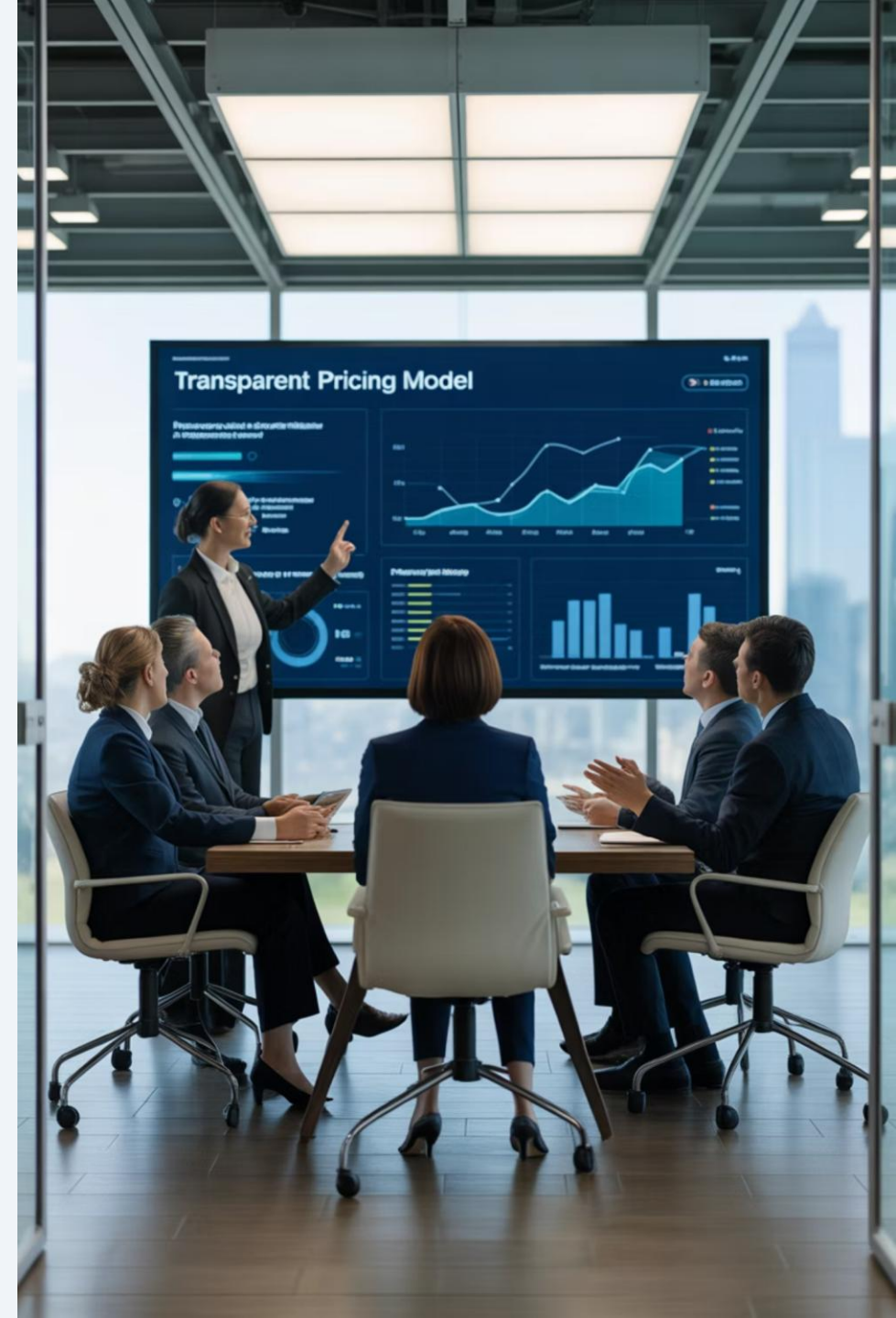
Faster resolution with technology-enhanced approaches.

Risk management balanced with business objectives.

Traditional billing masks inefficiency. The future demands transparent navigation from legal problem to business solution.

# A Transparent Approach

- 1 Understand actual service delivery costs
- 2 Have honest conversations about profit margins
- 3 Shift focus from hours to value delivered
- 4 Align pricing with client business outcomes



# Client Pricing Perspective

| Clients understand and accept profit

What they reject is opacity and misalignment

## **Client Desires:**

- Transparent pricing
- True economic reflection
- Alignment with value received
- Predictable budgeting

# Co-Evolution Strategy

Getting better together



# Co-Evolution Strategy



## Shared Vision

Establish joint roadmaps for technological adoption and process improvement.



## Collaborative Innovation

Develop systems together rather than imposing solutions on each other.



## Mutual Adaptation

Align technological capabilities with evolving client business needs.



## Value Measurement

Create shared metrics that track meaningful business outcomes.

Success requires synchronized evolution of client-firm practices. Neither can transform in isolation.

# Transformation Isn't Easy

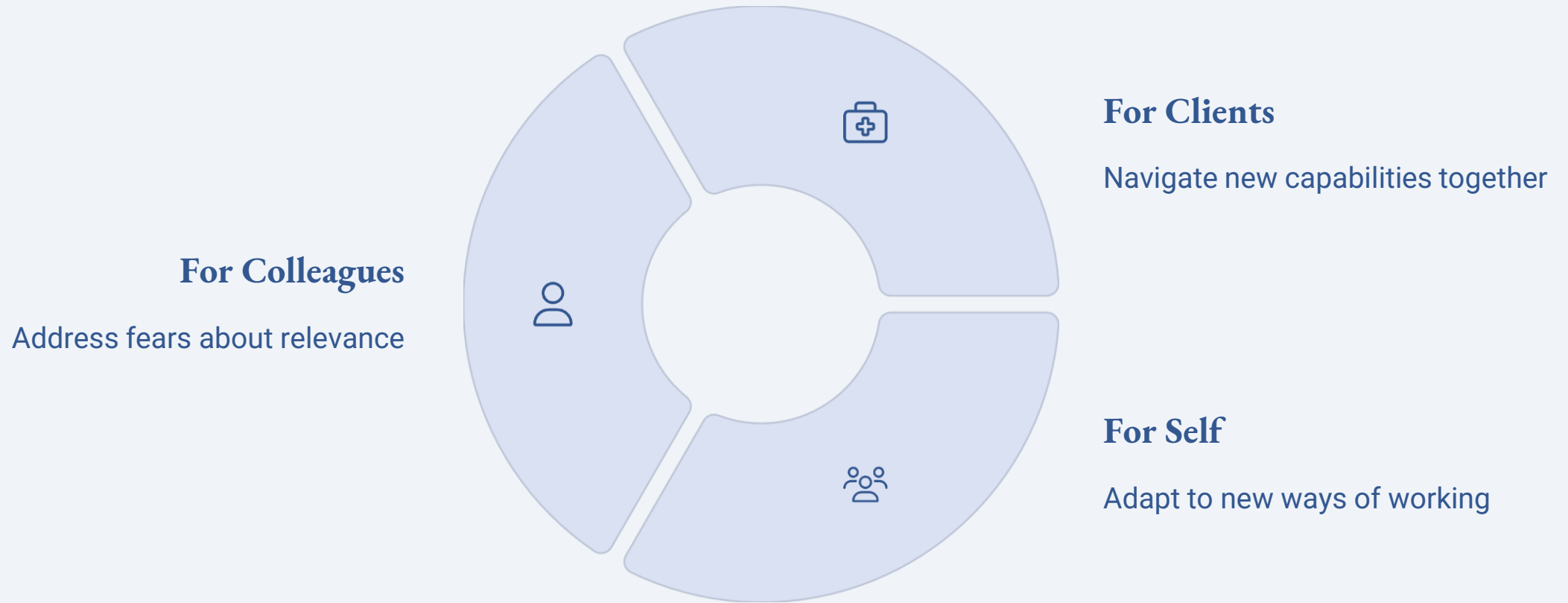
## Historical Parallel

Craftsmen felt threatened by assembly line

## Today's Reality

Legal professionals may feel threatened by AI

# Leaning Into Change—With Empathy



# The GPS Analogy

## Initial GPS Resistance

- Fear of skill obsolescence
- Concern about job security
- Pride in navigational expertise

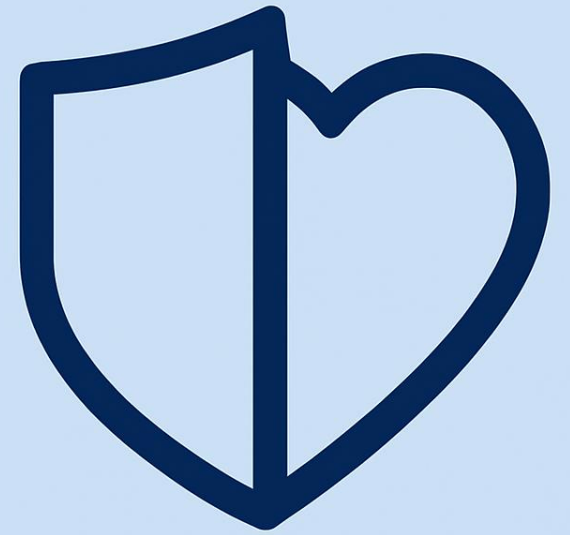
## Reality of Technology

- Redirects rather than replaces
- Enhances human capabilities
- Frees time for higher value

# Key Insight

Successful transformations require both courage and compassion

AI redirects expertise toward higher-value activities





# Professional Obligations

Not just business opportunity—professional duty

# ABA Model Rules in a Tech-Enabled World

## **Rule 1.1 - Competence**

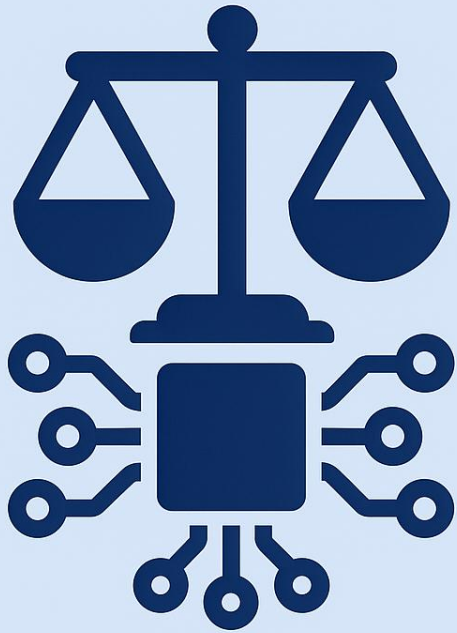
Requires understanding relevant technology

## **Rule 1.5 - Fees**

Prohibits unreasonable fees as AI increases efficiency

## **Rule 1.4 - Communication**

Mandates transparency with clients



## Key Observation

Longstanding ethical obligations take on new significance in today's technological landscape

# Need for Partnership

## Business Side

- Pricing expertise
- Operational efficiency
- Technology investment

## Practice Side

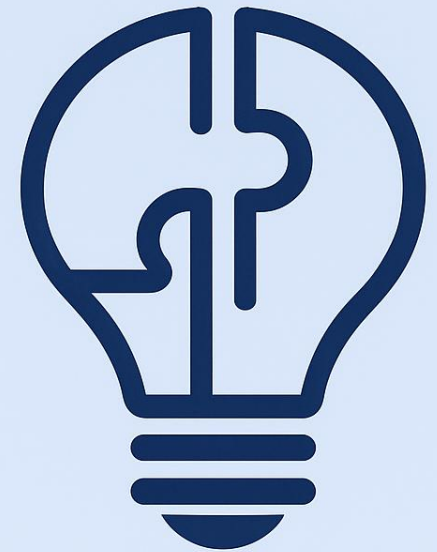
- Legal expertise
- Client relationships
- Quality standards

Professional obligation to embrace changes enthusiastically

# Co-Creation Concept

Neither law firms nor clients have all the answers

Best solutions emerge from collaboration





# Practical Co-Evolution Approaches



Establish joint innovation labs



Share data and insights openly



Co-design pricing and service models



Invest mutually in training



Schedule regular, honest conversations

# Historical Parallel

Assembly line evolved through collaboration between manufacturers and suppliers



# A Historical Approach to Trust



## Open Factories

Public factory tours built consumer trust



## Shared Innovations

Published manufacturing breakthroughs



## Supplier Relations

Transparent partnership agreements

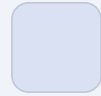




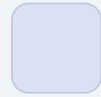
# Need for Law Firm Transparency



How work is being done



How technology is being deployed



Cost structures and pricing models



Successes and failures in innovation

# Client Value

## What Clients Want

- Openness over opacity
- Understanding of value creation
- True partnership based on trust
- Alignment with business goals

Clients seek partners who demonstrate transparency in processes, pricing, and performance



# "Sitting at a Different Table"

The legal ecosystem is expanding beyond traditional players



# The "Bigger Table" Now Includes

## Technology Companies

Powering legal innovation



## Alternative Providers

Specializing in process efficiency



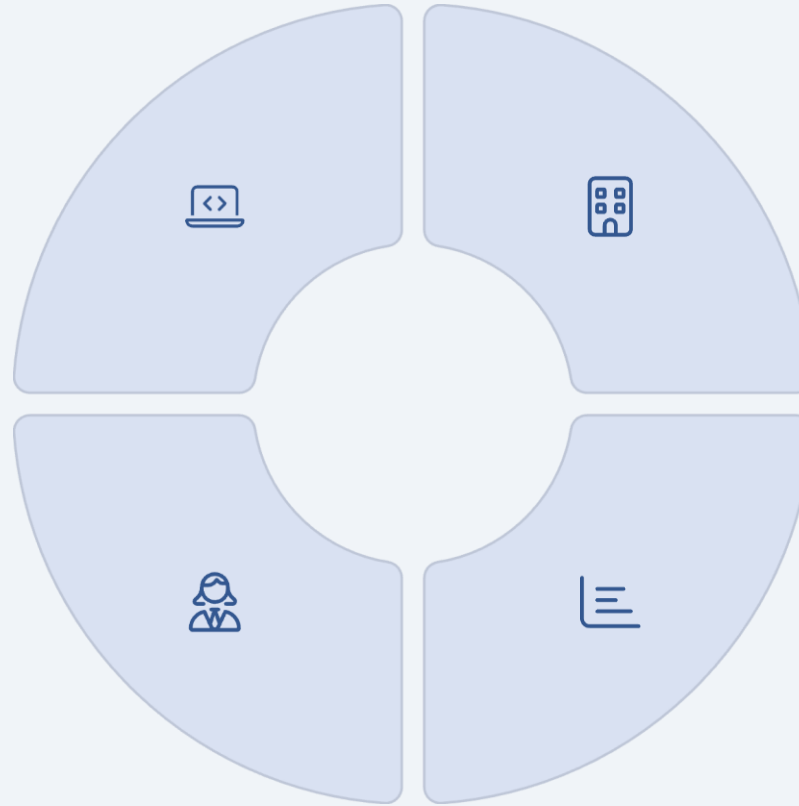
## Empowered Clients

Driving service innovation



## Data Scientists

Extracting insights from legal data



# The Democratization of Access

## Current Limitation

Sophisticated legal services only accessible to large corporations and wealthy individuals

## AI Potential

Standardize quality while expanding access to underserved markets



# Lessons from the Assembly Line

## Redirected Craftsmanship

Elevated human skills to higher value

## Standardized Quality

Consistency became reliable and expected

## Expanded Choice

More consumers gained access to products

# The Road Ahead

## Lead

Drive industry transformation

## Collaborate

Partner with clients in new ways

## Reimagine

Rethink service delivery fundamentally

## Embrace

Welcome AI as opportunity not threat

Those who embrace transformation will thrive beyond expectations

# Embracing a Collaborative Future



## **Transform**

Reimagine your service delivery model for the AI era.



## **Partner**

Co-create solutions with clients as true strategic allies.



## **Innovate**

Find opportunities in disruption where others see threats.

The future of legal services belongs to those who embrace transparency, democratize access, and view technology as a catalyst for deeper human connections.

# THE CURRENT STATE OF PRICING IN THE LEGAL PROFESSION

**Mark Medice**

Principal  
**LawVision**

**Angela Floessel**

Chief Financial Officer  
**Chapman and Cutler**

**Peter Secor**

Director of Pricing Strategy  
**Ropes & Gray LLP**







# A DATA-DRIVEN APPROACH TO GAINING PARTNER BUY-IN ON PRICING STRATEGY

**David Hartnett**

Director, Strategic Pricing and  
Legal Project Management

**Norton Rose Fulbright US LLP**

**Christy Bentz**

Chief Client Value and Innovation Officer

**Norton Rose Fulbright US LLP**

**Kevin Bielawski**

Senior Director of Legal Operations

**Husch Blackwell LLP**



# A Data-Driven Approach to Gaining Partner Buy-In on Pricing Strategy

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**INSIDEPRACTICE**

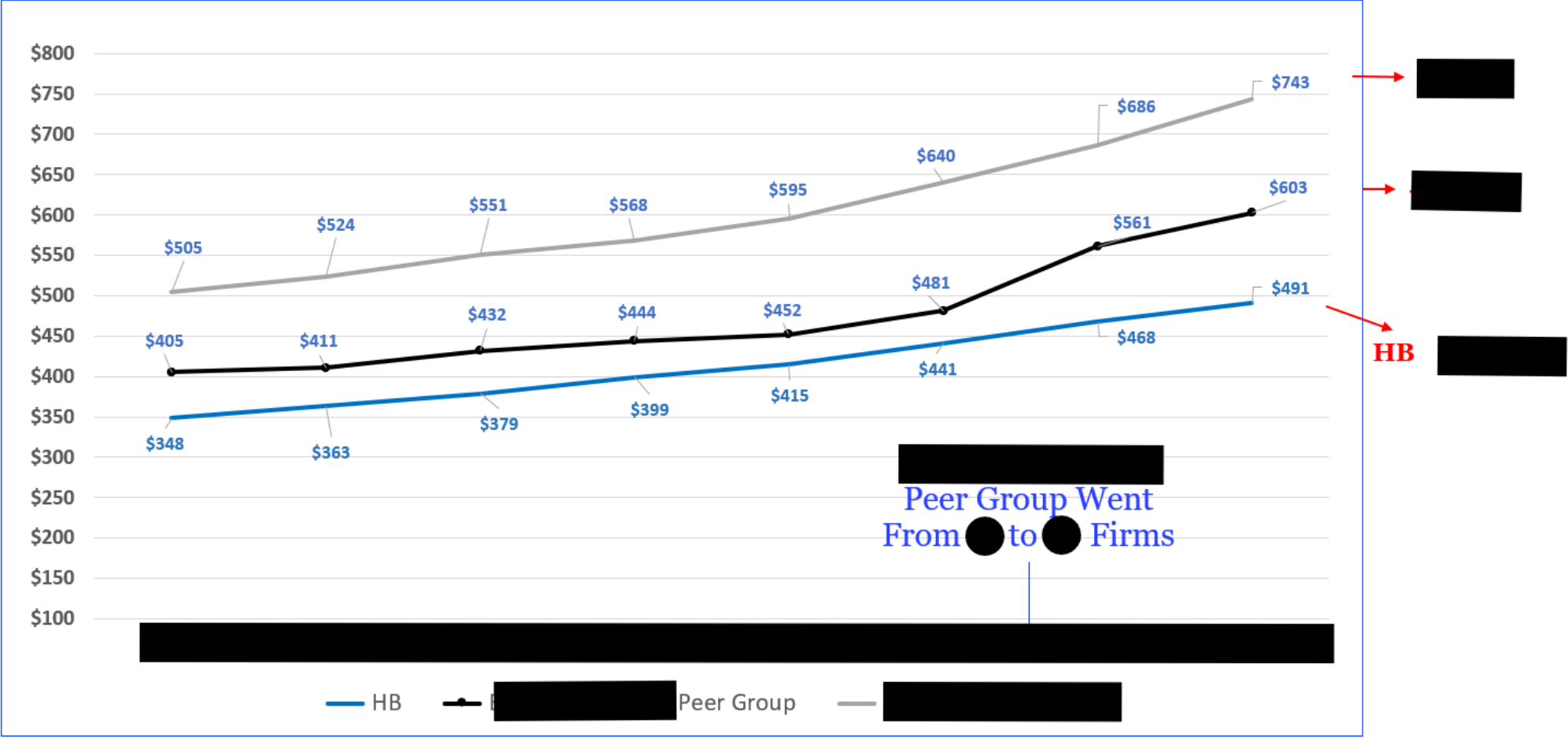
## RATE BENCHMARKING SOURCES

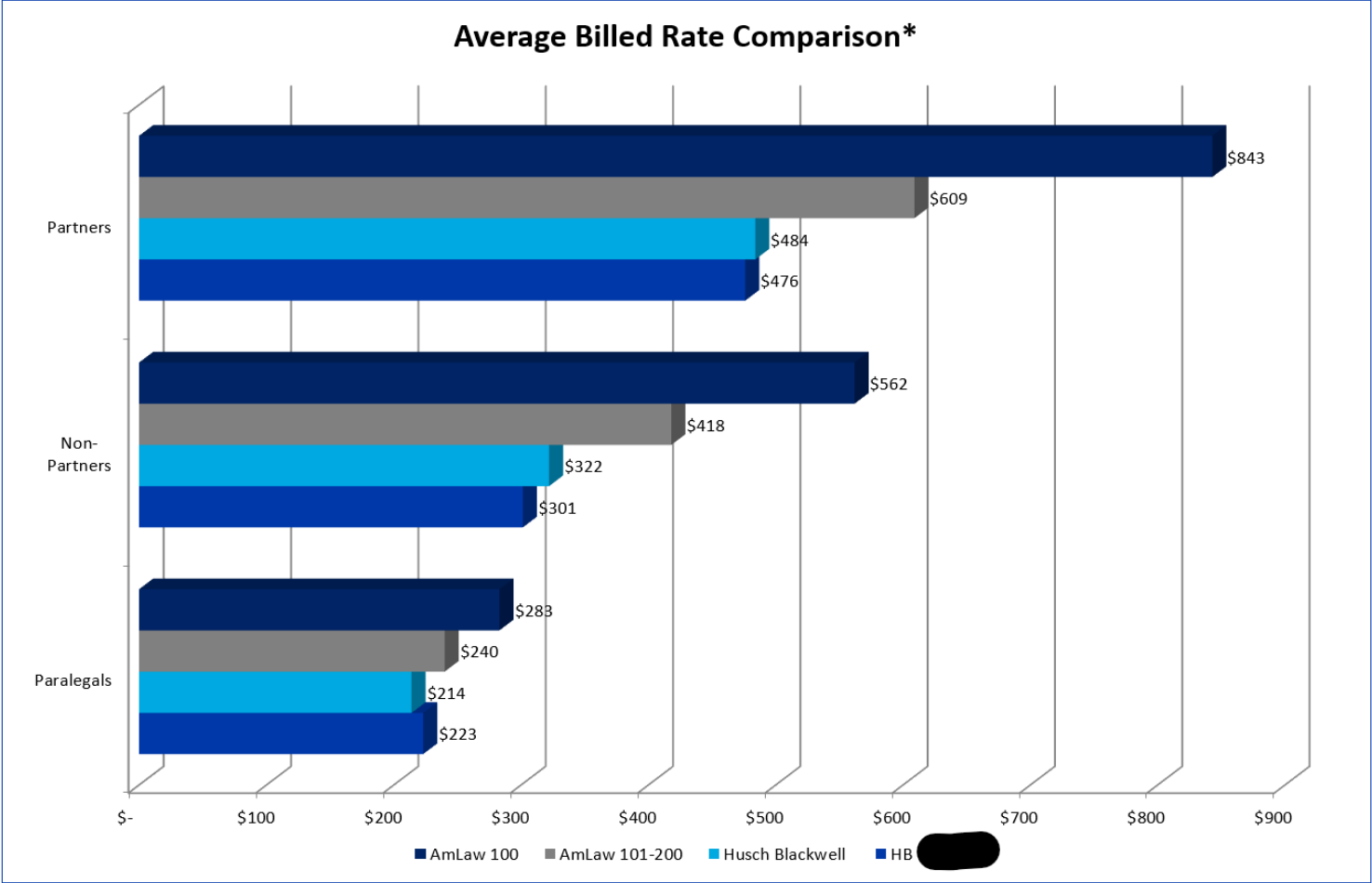
- Wells Fargo Surveys
- PWC Survey and Database
- Citi Surveys
- Thomson Reuters Surveys
- Thomson Reuters – Financial Insights Database
- Lexis Nexis Counsel Link
- Information and benchmark studies from legal spend management and e-billing vendors
- AMLAW Data
- National Bar Association Data – i.e., AIPLA Report of the Economic Survey

## Nomenclature when reviewing rate benchmarking information

- Standard Rates
- Agreed Rates (Contract Rate)
- Billed Rates
- Collected Rates

# Contract Rate – Competitor Comparison





\*These rates represent the average [redacted] rates for AmLaw Top 200 firms for the period 1/1/2025 thru 5/31/2025. Market data is provided by firms participating in a leading legal industry benchmarking service. Husch Blackwell is ranked 78<sup>th</sup> in the most recent AmLaw 200 ranking.



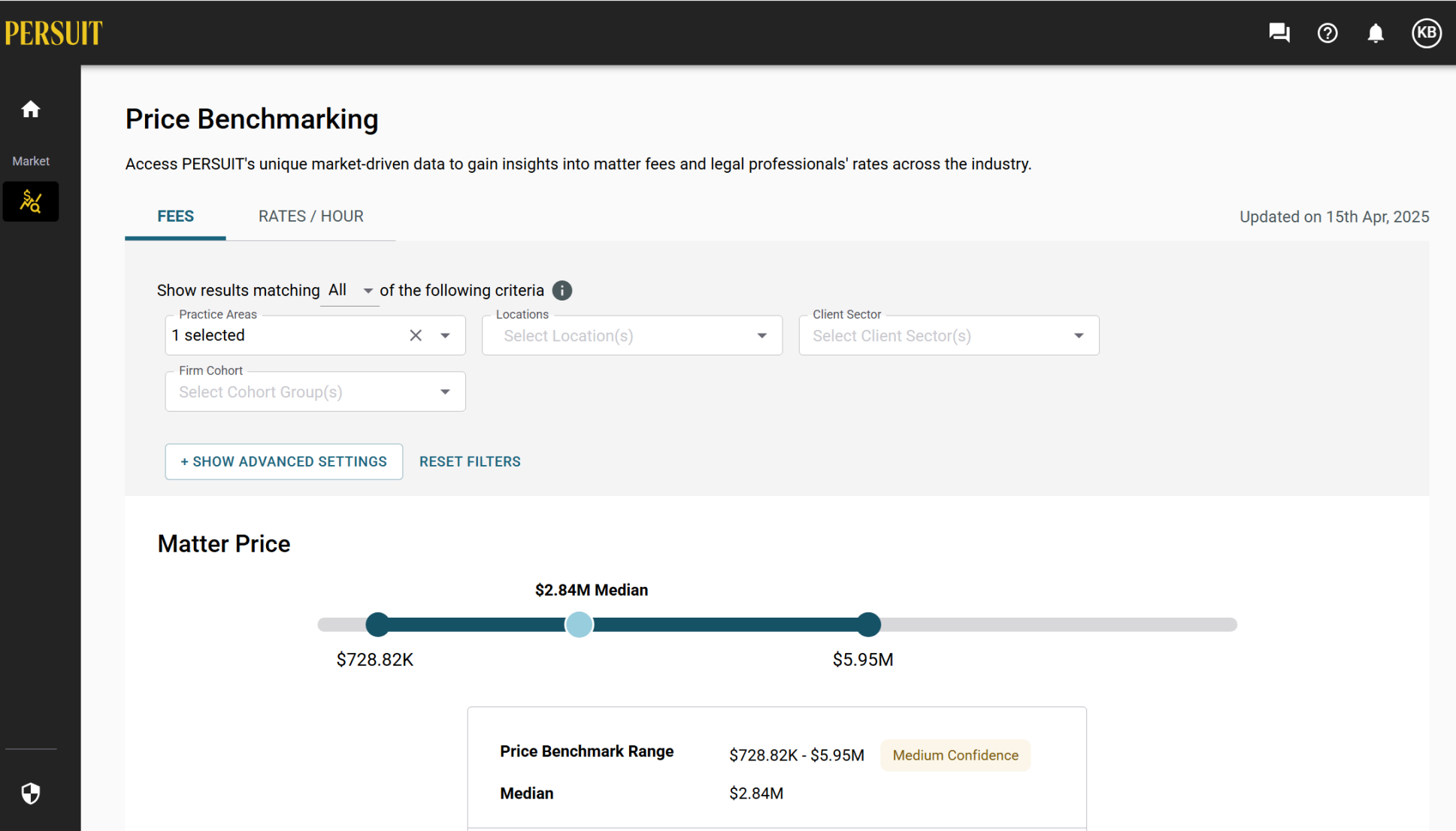


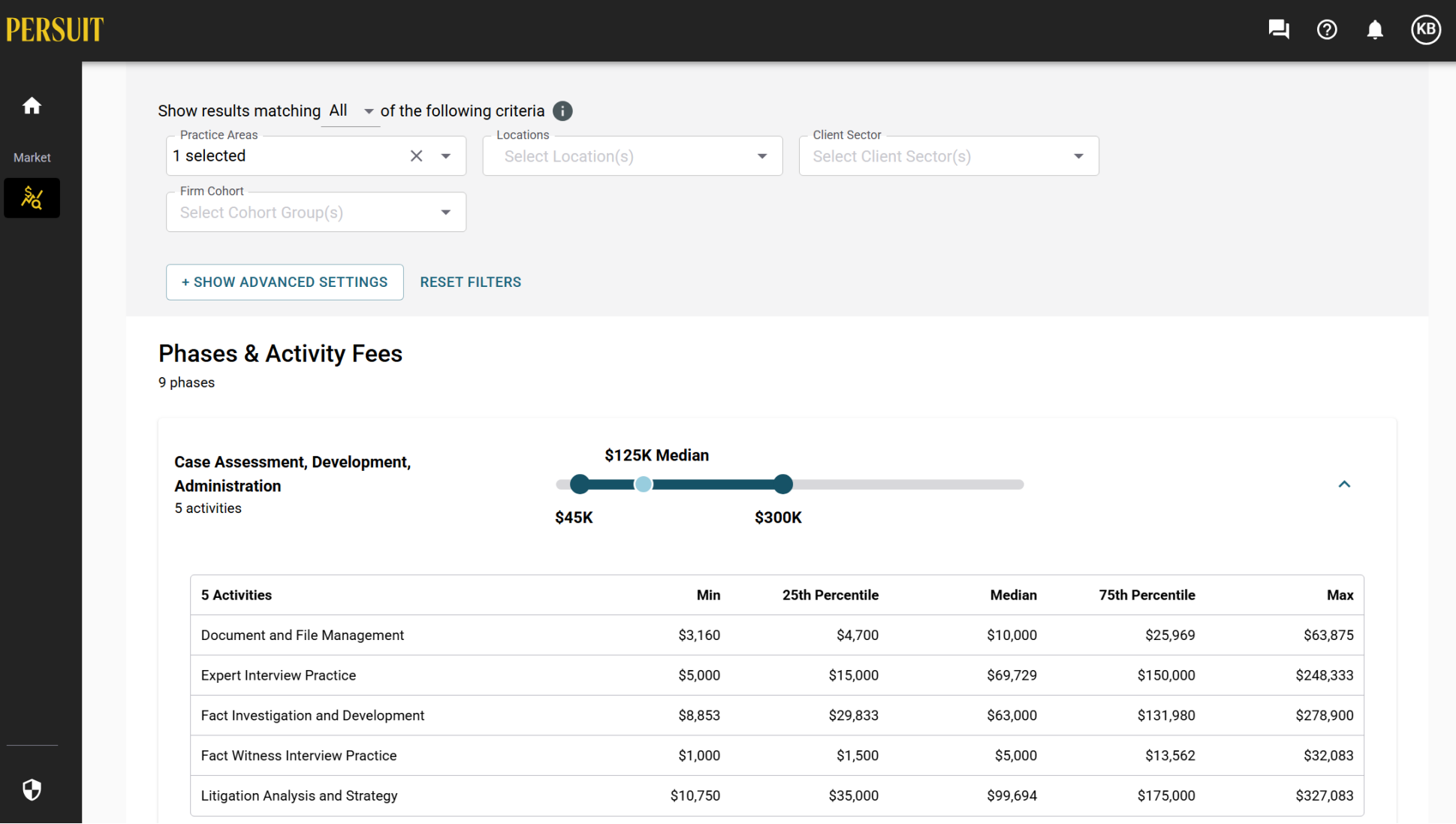
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- Pursuit
- Internal Customized Design Financial Reports
- Foundation
- Clocktizer

Types of Data Analytics to Review

Hours Worked by Practice Group	Research Partner Matter Data	Transactions
<ul style="list-style-type: none"><li>• Understand based upon a large sample set what are average hours, median hours, 25th, 50th and 75th percentile matters</li></ul>	<ul style="list-style-type: none"><li>• Look at monthly run rates – what is a large month, average month, smaller month</li><li>• Compare monthly run rates to docket filings and scheduling orders for litigation</li><li>• Compare monthly run rates to key transaction dates (sign LOI / Term Sheet / Closing Date, etc.)</li><li>• Goal is to start gathering analytics for various types of tasks that partner handles</li></ul>	<ul style="list-style-type: none"><li>• Preliminary Matters / Structuring Phase - LOI, Confidentiality Agreements, Structuring, Auction Procedures, Tax</li><li>• Due Diligence / Specialists - Analytics on specialist time, preparation / respond to due diligence questionnaire, CFIUS preliminary review, HSR filing</li></ul>
Partner Inventory Report	Litigation	<ul style="list-style-type: none"><li>• Transaction Documents – analytics on time to negotiate and draft Purchase / Merger agreement</li></ul>
<ul style="list-style-type: none"><li>• Understand what is a big matter (complex), average matter (average), smaller matter (less complex) by Partner as billing attorney</li></ul>	<ul style="list-style-type: none"><li>• Motions to Dismiss (complex, average, less complex)</li><li>• Motions for Summary Judgment (by complexity)</li><li>• Deposition Preparation / Attendance</li><li>• Written Discovery / Document Production Efforts</li><li>• Expert Discovery</li><li>• Trial Daily Run Rates</li><li>• Appellate Briefs</li></ul>	<ul style="list-style-type: none"><li>• Ancillary Documents</li><li>• Closing Phase</li><li>• Post-Closing Phase</li><li>• Deal Management</li></ul>
Patent Litigation		
<ul style="list-style-type: none"><li>• IPR's</li><li>• Markman Hearing / Briefing</li></ul>		





## Using Analytics in a Bespoke / Customized Approach – Patent Infringement Example

- Understand / Ask Partner – What Drives Hours / Fees in his or her practice?
  - Number of patents / claims at issue for claims construction briefing / hearing
  - Complexity of the technology / patent(s) at issue
  - Who do we represent (Plaintiff / Defendant)
  - If representing Defendant, is the Plaintiff a Practicing or Non-Practicing Entity
  - Do we anticipate any post-grant proceedings (IPR) – if so, is the litigation likely to get stayed?
  - Any applicable local jurisdictional rules that can impact hours / fees (i.e., local rules in E.D. Tex. or W.D. Tex.)
  - Previous patent history
- 
- Questions applicable to all Litigation Matters (including Patent Infringement Litigation)
  - Amount in controversy
  - People – Firm Staffing Model; # of Fact Witnesses / Client Custodian's; Opposing Party(ies) - # of Fact Witnesses / Custodians; # and Type of Experts; Third-Party Discovery; Reputation of Opposing Counsel
  - Paper – Key motions / pleadings anticipated – pre-answer motions, dispositive motions, motions to exclude or limit discovery, evidence or testimony; what is the anticipated size and scope of eDiscovery or document review and collection
  - Time - Judge / Court analytics – time to motion to dismiss decision, class certification decision, Markman hearing, summary judgment, trial, etc.

## Example of Use of Generative AI (Harvey) in Support of a Bespoke / Customized Approach

- **Prompt** - You are the pricing director for a large law firm. A partner has requested a call to discuss preparing a budget and fee proposal for patent infringement litigation. Please provide a checklist of issues that are relevant to how many hours and fees will be incurred in the case.
- **Certainly. Below is a comprehensive checklist of issues that are relevant to estimating hours and fees for a patent infringement litigation matter.** This list is designed to help guide your discussion with the partner and ensure all key factors are considered when preparing a budget and fee proposal.
- Case Scope and Complexity (number of patents and claims at issue; complexity of the technology involved)
- Parties and Jurisdiction (number of parties, jurisdiction, venue-specific procedures and local rules)
- Case Phases and Anticipated Activities (pleadings, motions, claim construction (Markman) proceedings, discovery (fact and expert), anticipated volume of documents, number of custodians)
- Expert Involvement – number and type of experts required
- Opposing Counsel and Litigation Style – reputation and approach of opposing counsel (aggressive, cooperative), likelihood of contentious motion practice
- Settlement and ADR – likelihood and timing of settlement discussions or mediation
- Client Involvement and Expectations – level of client participation in discovery and strategy
- Budgeting and fee structure constraints – hourly rates of attorneys involved, use of AFA, use of ALSP's
- Administrative and Logistical Factors – court-imposed deadlines and scheduling orders
- Other Potential Cost Drivers – Need for technical tutorials, anticipated motion practice, potential for parallel proceedings (PTAB, reexamination, etc.).

# DECOUPLING TIME FROM VALUE: THE SIGNIFICANCE AND FUTURE OF TIMEKEEPING IN LAW FIRMS

**Stephen Henn**  
Managing Director,  
**DLA Piper LLP (US)**

**Alma Asay**  
Chief Innovation and  
Value Officer  
**Crowell & Moring LLP**

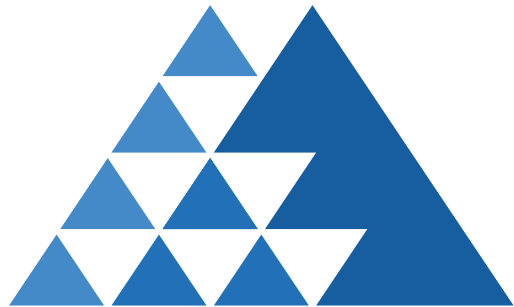
**Adrian Parlow**  
Co-founder & CEO  
**PointOne**

**Jorge Arevalo**  
Director of  
Strategic Pricing  
**Faegre Drinker**





# NETWORKING LUNCH SPONSORED BY:



**A2 Financial**  
TECHNOLOGIES





# THE BUSINESS CASE FOR AI: ALIGNING INVESTMENT DECISIONS WITH LAW FIRM STRATEGY

**Morgan Llewellyn**  
AI Practice Director  
**HIKE2**





# Business Case for AI

2025



# Morgan Llewellyn, PhD

Principal, AI Practice Director



- Advises Corporate Legal and AMLAW firms on AI & Innovation
- Former Chief Data Scientist, former Salesforce data scientist
- Recipient of Product of the Year and AI & Innovation of the Year Awards
- Leads engineering teams' helping firms leverage AI to drive business transformation and solve complex data challenges
- Leveraged AI to drive pricing transformation across multiple industries



# Calculating the ROI of Innovation?



- Purchase price \$50, \$50 to install, \$1/month cellular data fee 7 year life
- Device reduces delivery cost by 17%
  - Truck costs \$250k per year
  - Variable cost is \$0.50 per mile and trucks drive ~40k miles / yr
- At 100k customers
  - Purchase install \$10m
  - Add'l \$8.4m in data over 7 years
  - **Total 7 year investment \$18.4m**

## Efficiency Approach

- Remove 30 trucks at \$7.5m annual
- **Total 7 year cost removal \$52.5m**

## Growth Approach

- Add 17% customers @ \$1k per customer margin contribution
- **Total 7 year margin potential \$119m**



# The ROI of AI Tools



Harvey



M365

## Efficiency Approach

- Fewer hours -> fewer people
- Fewer hours -> improved realization
- Capture improved depth / quality
- Adjust rates

- Harvey, Copilot, Home Grown
  - Development or license cost
  - Typically estimate hrs saved per seat
- Estimated cost for training, implementation, and adoption
- Capture value of improved quality
- Is this add-on work that is not currently being done?

## Growth Approach

- Win more work
- Win different work



# How Firms Talk About AI\*

*"...trade secrets as an alternative to copyrights and patents when protecting AI-related innovations..." - **Jenner & Block***

*"...Anne Lockner unpacks the governance challenges presented by AI-powered note-taking tools, offering strategies to mitigate risk while leveraging the benefits of AI. ..." - **Robins Kaplin***

*"The future of arbitration in the artificial intelligence era..." - **Dentons***

*"...latest advancements in #artificialintelligence training data and the key differences between infringement and fair use..." - **Manatt***

*"...The Office of Management and Budget has released...M-25-21...on the use and deployment of artificial intelligence...While M-25-21 is legally binding only on agencies, government contractors may be..." - **Jones Day***

*"...Principal Michelle Duncan outlines the failed amendment to Colorado's controversial Artificial Intelligence Act..." - **Jackson Lewis***

*"The spring 2025 issue of Kattison Avenue has arrived!...key steps to selecting GenAI model providers..." - **Katten***

*"...How can patent practitioners, in-house IP counsel, and inventors ensure AI-based inventions meet USPTO guidelines? ..." - **Morrison Foerster***

\*Analysis of LinkedIn posts from 66 randomly selected AMLAW 200 firms between May 1 and May 15

# How Firms Talk About AI

- ~10% of AMLAW LinkedIn posts reference AI, reflecting AI's growing role in growth\*
- Emphasizes **insight over efficiency**
- Firms position themselves as **educators** and **experts** on AI
- Emerging AI regulations and risks are being turned into **new revenue streams**.
- AI can uncover pricing and business opportunities

1 Law Firms as AI Sherpas



2 Builders, Not Just Advisors



3 Litigation Pioneers



4 AI as a Sector-Specific Advantage



\*Analysis of LinkedIn posts from 66 randomly selected AMLAW 200 firms between May 1 and May 15



# Lessons from Early AI Investments



## Engagement

Attorneys provide  
feedback

## Challenges

Firms aren't ready  
to succeed

If the AI tool doesn't work,  
capitalize on fixing it

Admin support  
is wary

Hard to reduce  
workforce costs

Give users a  
single agent portal

Quantifying the  
business opportunity

# Where to Place Bets: Horizontal, Foundational Capabilities



Infrastructure



Operations



Practice A



Practice B



Practice C



Practice D



Practice E

People

**AI Pricing Committee**, AI & Innovation Committee, AI Portfolio Mgr, Security & Education

Process

AI Use Case Intake, Product Lifecycle, **AI Consent in Client Onboarding**

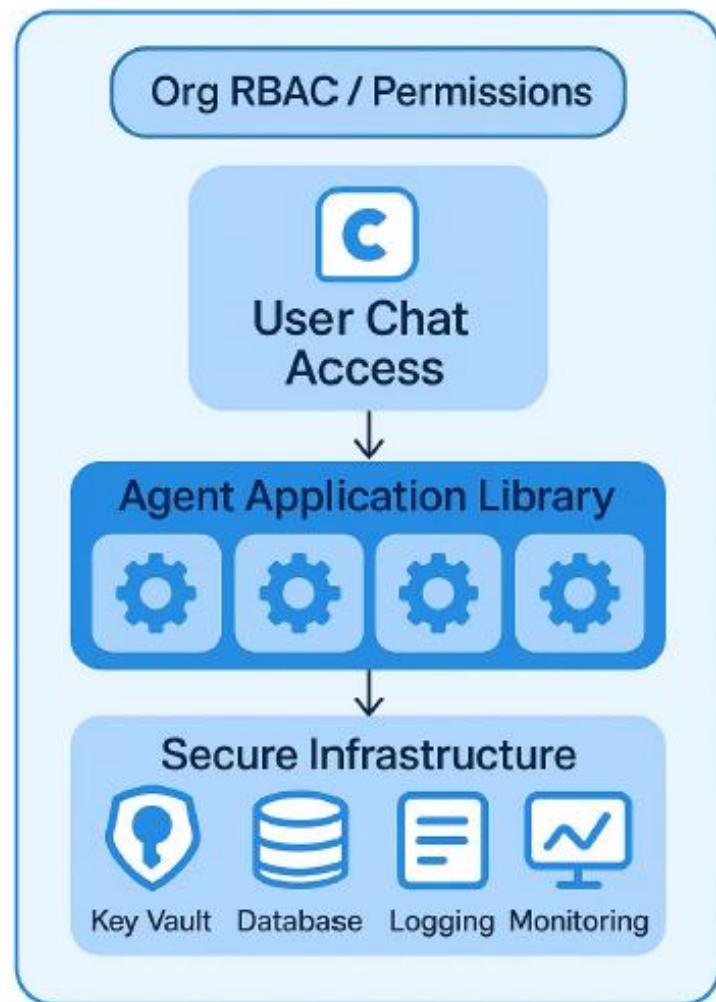
Data

**Client/Matter AI Registry**, Prompt Library, **Data Access Framework**, Accuracy Framework

Tech

AI Sandbox, API-ready systems, Access Control, Logging, **Standard User & Agent Access**

# Where to Place Bets



- Minimize friction by eliminating redundant login credentials
- Standardize the user experience with intuitive, natural language interfaces
- Frame use cases as modular agents or applications
- Leverage existing role-based infrastructure controls
- Flow user permissions through agents to enforce precise access boundaries
- Leverage centralized infrastructure for unified logging, monitoring, and security enforcement





# Thank You!

Connect With Me:

**Morgan Llewellyn**

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# BRIDGING THE KNOWLEDGE GAP: EDUCATING LAWYERS ON BUSINESS STRATEGY, MATTER MANAGEMENT, AND LAW FIRM ECONOMICS

**Caroline  
Cochenour**  
Sr. Manager,  
Learning +  
Professional  
Development  
**Goodwin**

**Bob Chandler**  
Managing  
Director,  
Strategic Pricing  
and Legal Project  
Management  
**Goodwin**



LAW FIRM FINANCIAL MANAGEMENT & INNOVATION

NEW YORK // 06 / 24 // 2025

# PM NETWORKING COFFEE BREAK



EVENT RESOURCES



# UNLOCKING REAL-TIME INSIGHTS: FINANCIAL DATA INTEGRATION AND MODERN REPORTING FOR LAW FIRM EXCELLENCE

**Tom Baldwin**  
Founder & CEO  
**Entegrata**

**Ted Theodoropoulos**  
CEO  
**Infodash**

**Stan Gershengoren**  
Director, Practice &  
Business Systems  
**Debevoise &  
Plimpton LLP**







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# UNLOCKING REAL-TIME INSIGHTS

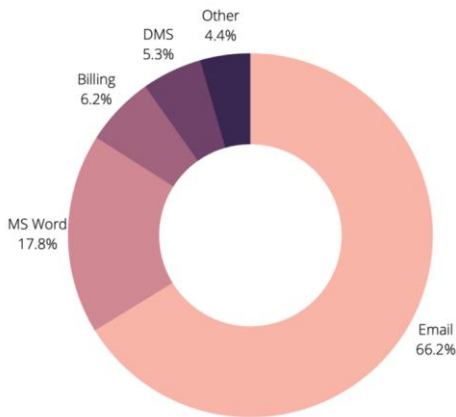
FINANCIAL DATA INTEGRATION  
AND MODERN REPORTING  
FOR LAW FIRM EXCELLENCE



UNLOCKING REAL-Time Insights: Financial Data Integration and Modern Reporting for Law Firm Excellence

# Email Overload Undermines Financial Reporting

HOW LAWYERS SPEND THEIR DAY



"I RELY ON EMAIL FOR TASK MANAGEMENT"



2110 ATTORNEYS RESPONDED YES, 390 RESPONDED NO

"I USE EMAIL AS THE PRIMARY METHOD TO RECALL INFORMATION I NEED TO DO THE JOB"



2322 ATTORNEYS RESPONDED YES, 420 RESPONDED NO

Footnotes:

- 1. Artificial Lawyer – “Lawyers Live In Their Inboxes” (2022) – Lawyers spend 66% of their day on email
- 2. Seyfarth Lean Six Sigma Case – Formal reports went unread as lawyers weren’t opening email attachments.
- 3. Contact Monkey – 15 Key Metrics and Benchmarks for Internal Email (2022)

**UNLOCKING REAL-Time Insights:** Financial Data Integration and Modern Reporting for Law Firm Excellence

# Shortcomings of Traditional Reports & Spreadsheets



## Data Without Context

Data grids & charts/graphs without narrative or context



## Static & Outdated

Snapshots in time  
Limited interactivity



## Limited Adaptability

Doesn't adapt to individual needs  
Low engagement

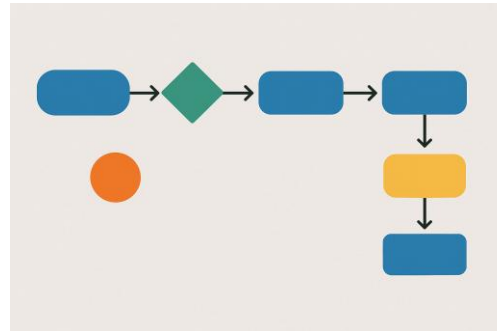
**UNLOCKING REAL-Time Insights:** Financial Data Integration and Modern Reporting for Law Firm Excellence

## Why Stand-Alone Dashboards Often Fail Lawyers



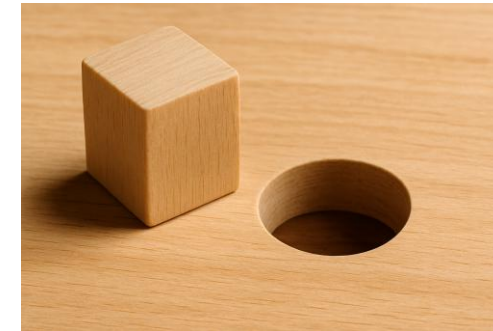
### Lack of Interpretation

Without explanatory  
notes/narratives visualizations  
confuse and overwhelm



### Outside Workflow

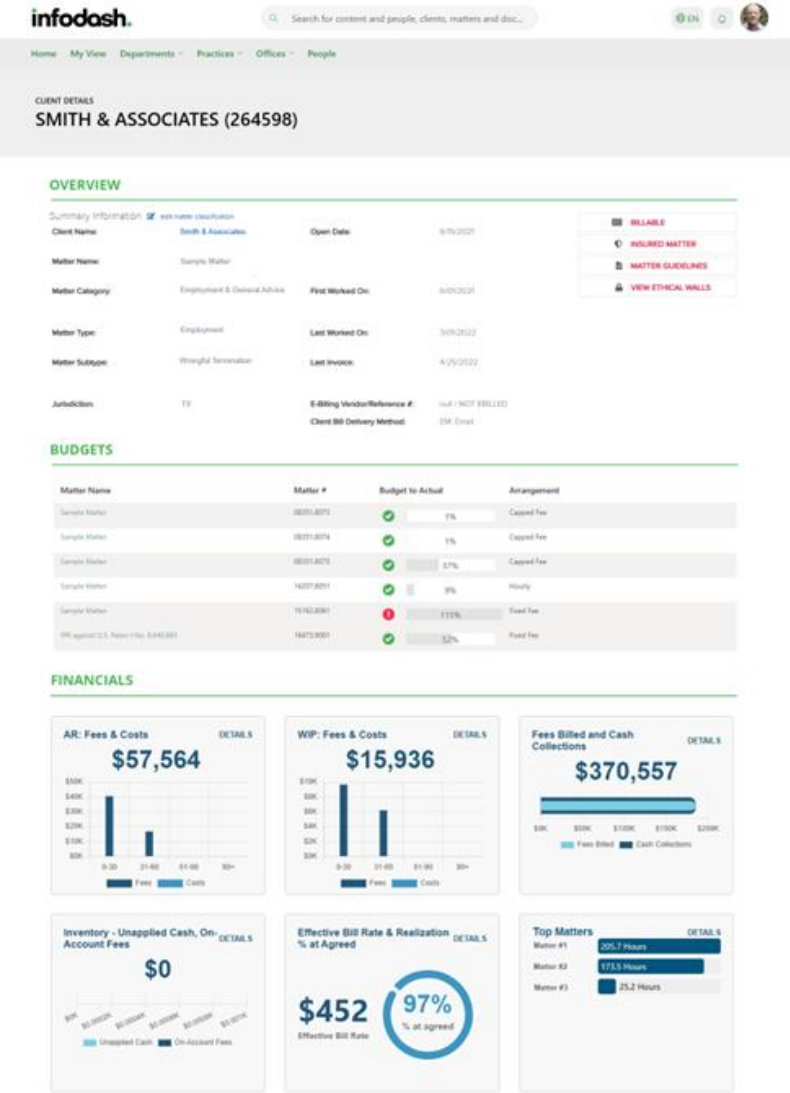
Low adoption when lawyers  
must log in to separate systems



### One Size Fits All

Different practices/roles have  
different needs

UNLOCKING REAL-Time Insights: Financial Data Integration and Modern Reporting for Law Firm Excellence



View quantitative financial metrics side-by-side with unstructured data - such as documents from the DMS, contacts from CRM, client and matter details from the practice management system



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## The Budgeting App

### The Goldilocks problem

Most applications either have too few or too many features

### Getting the units of measurement right

Are you pricing per hour? Per engagement? Per deposition?  
Per contract?

### Alerts

Do I concentrate on actuals? Do I need to alert our partners when we are approaching 50% of spend? 75%? **Wait, are my matters actually profitable?**

### How do I help my client manage the spend?

Can I tell them when my costs/hours are going to go up?  
Can I help them project a budget? Is my distribution linear?



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## Interactive Data

### Master Data Management

Beware of Bad Data Sources – do you know where your IT is getting their data?

### Make friends with IT and Marketing

### Every data point must have an owner

### Know your data consumers

Knowledge Management, Compliance, Professional Development, Trainers, etc.

Hours billed is the best and easiest measure of what your lawyers are up to\*.





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## Financial Reporting – Frustration

Am Law 10 - CIO

“My Finance & FP&A teams are screaming that they would like easier access to data and would like to get out of the world of Excel, one-off queries and constant fire-fighting needs for new reports that mostly require IT to cobble together.”

Am Law 200 VP  
of Data  
Analytics

“We are suffering from vendor lock-in; we want the freedom to build reports the way we want, and access data the way we need it.”

Am Law 50 -  
CFO

“My leadership team is increasingly asking me for reports based on data we simply don’t have at our finger-tips, owned by other departments.”

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## **Financial Reporting – more than just Elite or Aderant**

“How well are lawyers performing that come into the office compared to the ones that work remote?”

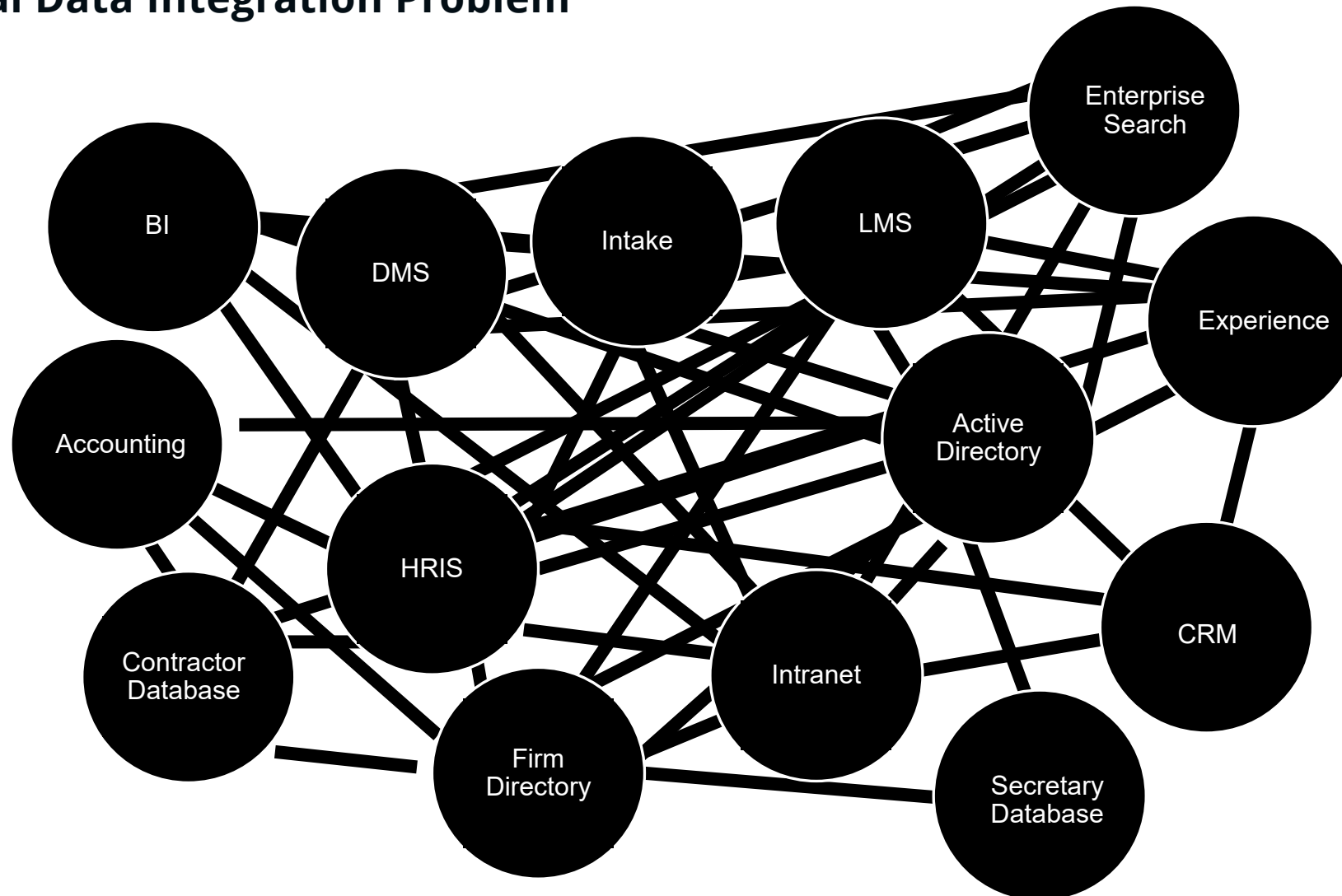
“Where are our biggest cross selling opportunities?”  
“What partners might be leaving the firm?”

“How do our rates compare to our peers and where are the biggest gaps in client, practice and partner rate levels?”

“Which laterals are trending well?”

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## The Legal Data Integration Problem



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## Data Integration Evolution



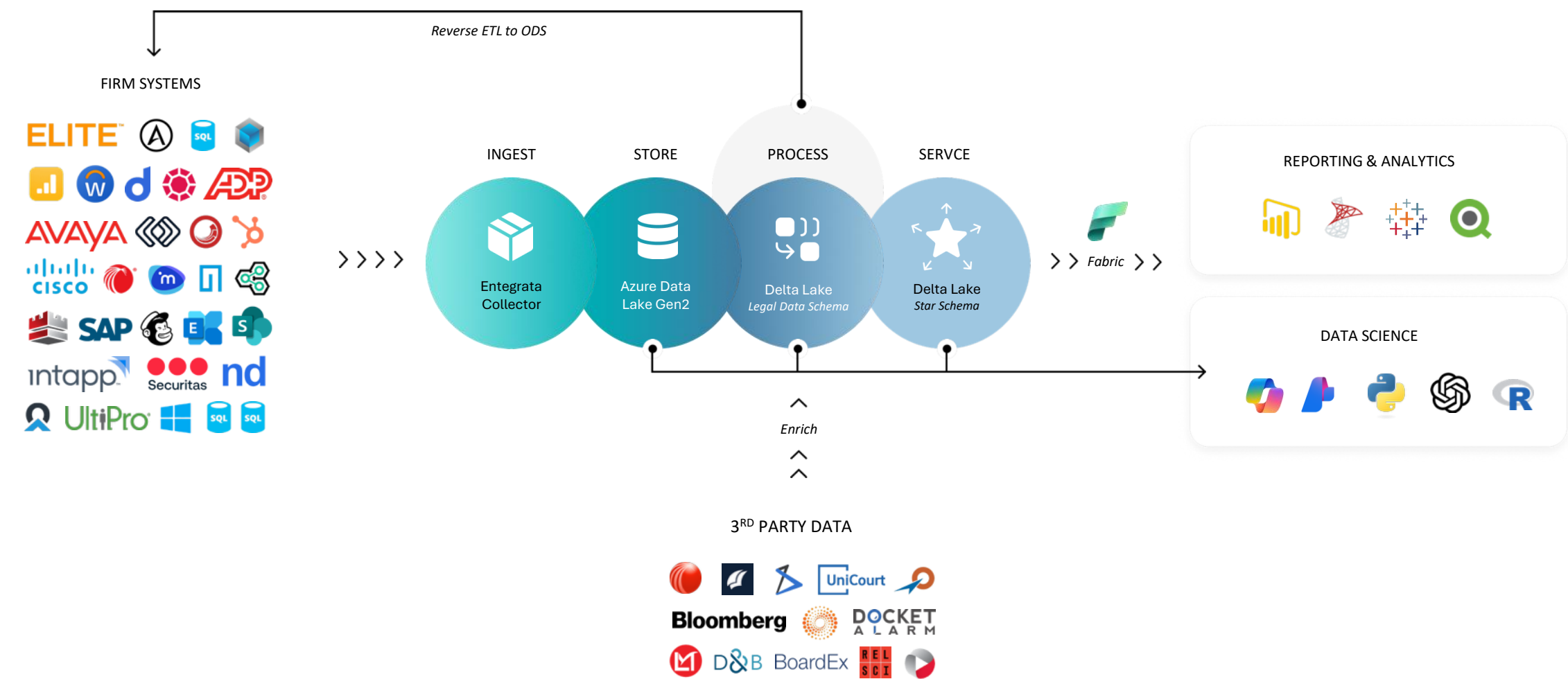
Structured data  
SQL processing  
Reporting  
Firms have this skillset



Can't handle unstructured data  
Not easy to add new data  
Advanced analytics, ML, AI

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Data Integration Evolution



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## **Financial Reporting – more than spreadsheets**

“I went into the practice of law because  
I was told there’d be no math.”

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## Financial Reporting – more than spreadsheets



*Christian Flaherty:*

*"Lawyers, though analytical, are rarely trained in how to interpret and apply data to the business of law."*



"After careful consideration of all 437 charts, graphs, and metrics, I've decided to throw up my hands, hit the liquor store, and get snookered. Who's with me?!"



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## Your Financial Reporting Stack



ATTORNEY HOURS FLASH  
Less than 75 Billable Hours  
Period: 2023 Apr  
Report ran on: 5/23/2023 11:00:02 AM

Title / Name	Office	Division	Practice Group	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr	2023 Apr Flash Report
CHICAGO OFFICE FLASH REPORT Period: 2023 Mar 5/23/2023 11:00:02 AM To access this report click <a href="#">here</a>								
PRODUCTIVITY BY PRACTICE GROUP Report ran on: 5/23/2023 11:00:02 AM								
				Total Collected		Total Flash Report		
2023 Mar				2023 Apr		2023 Mar		
YTD				YTD		YTD		
				6,462,385		6,462,385		
				112,280		112,280		

Non-Billable Hours

Person	Practice Group	Office	Time Collected	Time Billable	% of Standard	Time Billable Person Billable	% of Productive
Person	Practice Group	Office	Time Collected	Time Billable	% of Standard	Time Billable Person Billable	% of Productive

Standard Credit Billing Attorney Statistics 2023  
Apr 2023

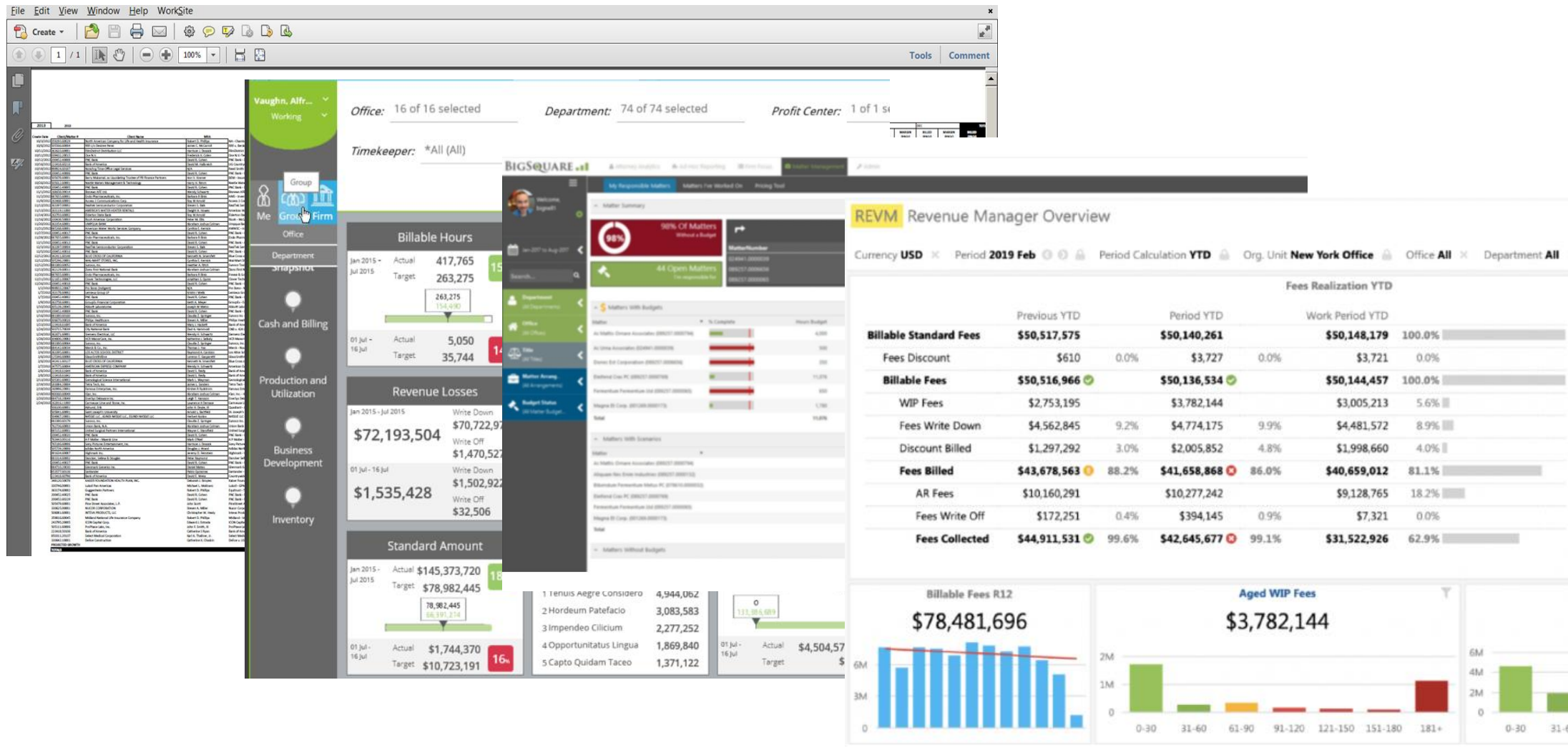
Person	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr
Person	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr

Working Time Analysis  
Apr 2023

Person	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr
Person	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr	MTD 2023 Mar	MTD 2023 Apr	YTD 2023 Mar	YTD 2023 Apr

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## Reporting Evolution



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## **Demo – Power BI**

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Demo – Chat with your Data

Legal Finance Intelligence

New Chat

Chats

Top Invoice Matters Analysis

Client Balance Growth Insights

Legal Billing Interaction Summ...

WIP Client and Matter Insights

Legal Client Interaction Summa...

High Value Client Invoice Insi...

WIP and AR Page

Top clients by WIP

Give me the top clients with WIP over the last :days days.

WIP and AR Page

AR trending upward month over month

Give me the clients, matters, and billing attorneys with AR that is trending upward month over month.

WIP and AR Page

Breakdown of WIP/AR by attorney

For a given attorney, what matters or clients are making up their WIP/AR?

WIP and AR Page

Aging of attorney WIP/AR

What is the aging of an attorney's WIP/AR? Show buckets (e.g. 0-30, 31-60) as a grid for each client and matter.

< Prev

1

2

3

4

Next >

Type your message...

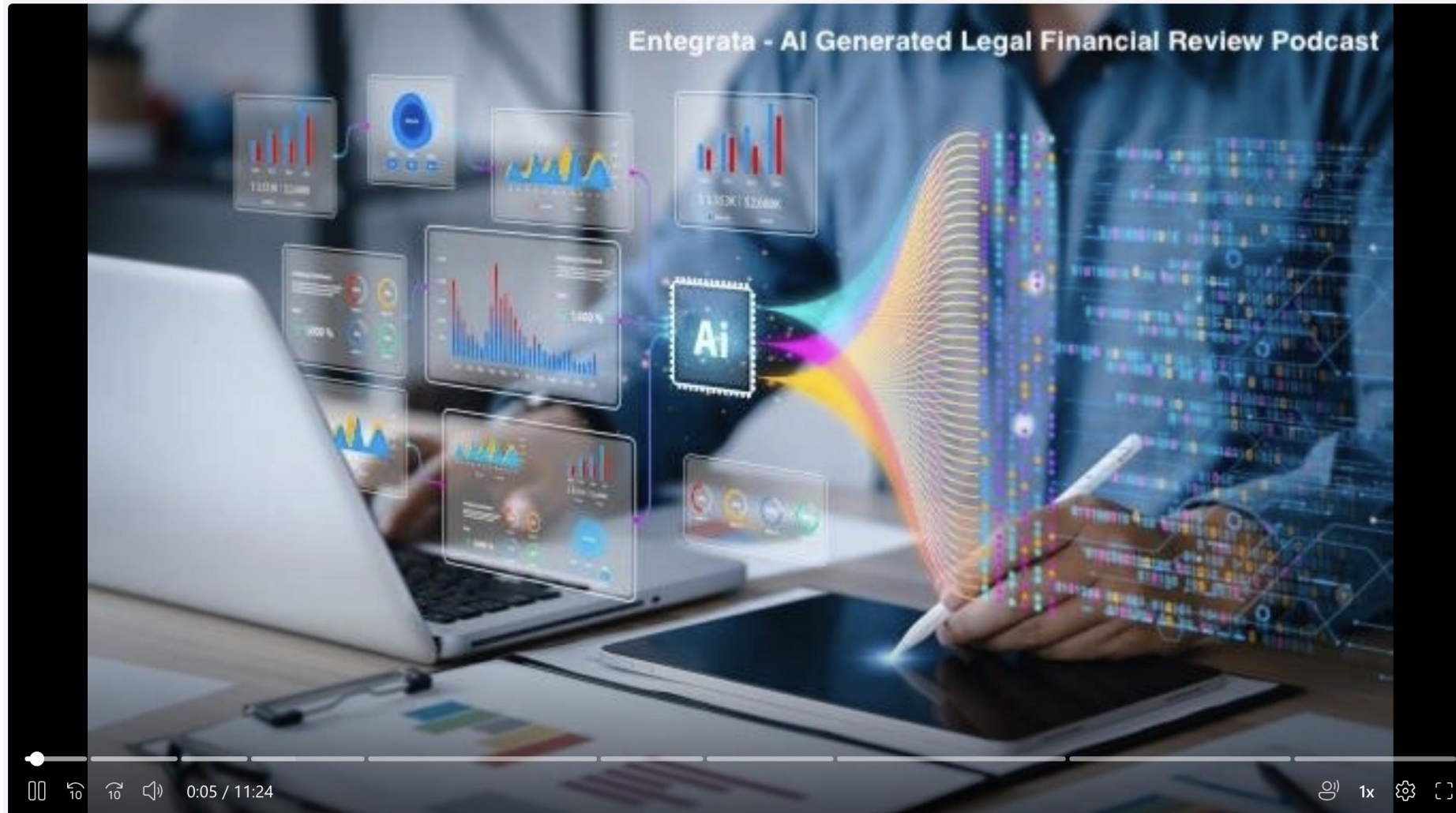
↑

Billing & Collections Agent

Multi-Agent Research

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## Demo – AI Generated Insights





# WHAT CLIENTS WANT: AI, VALUE, AND THE FUTURE OF LEGAL SPEND

**Mo Zain Ajaz**  
Global Founder  
**LEX360**

**Tayo Kinnane**  
Associate General  
Counsel, Practice Ops.  
**Con Edison**

**Aaron Boersma**  
Spend Innovation Lead,  
Policy & Legal Ops+  
The Office of the Chief  
Policy Officer  
**Ford Motor Company**



# CHAIRPERSON'S CLOSING REMARKS

**Mark Medice**  
Principal  
**LawVision**





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NEW YORK // 06 / 24 // 2025

# DRINKS / NETWORKING RECEPTION



EVENT RESOURCES

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**Our Host Partner:**



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**Thank you to our speaking faculty, and those who have helped develop the agenda, themes, and discussion topics for lending their time and expertise to this program**

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