Bloomberg Law surveyed nearly 500 in-house and law firm practitioners. Their responses provide insight into the rapidly evolving field of legal operations and technology. The survey included detailed questions about the purpose and scope of legal operations, the use, development, and spend associated with adoption or creation of new legal technologies, and the divisions between company and law firm mindsets. This executive summary highlights the overarching trends in the data.

85% of respondents said they use multidisciplinary teams for legal operations.

**MOST REPRESENTED POSITIONS on legal ops teams:**

**AT LAW FIRMS**
1. Equity Partner
2. Associate
3. Non-equity Partner
4. Information Technology (IT)
5. Executive Director

**IN HOUSE**
1. In-house Counsel
2. General Counsel
3. Legal Operations
4. Junior Attorneys
5. Legal Department Administrator
**THE LEGAL OPERATIONS Function**

**Who directs legal operations?**

89% of survey respondents have a legal operations function.

Top titles who direct the legal operations function:

- **Law Firm**
  - Equity Partner: 10%
  - Executive Director: 16%
  - General Counsel: 7%
  - CFO: 6%
  - Non-equity Partner: 4%

- **In-House**
  - General Counsel: 20%
  - In-house Counsel: 20%
  - Legal Operations: 7%
  - Legal Department Admin.: 5%

**Scope of Legal Operations Oversight**

The legal operations function often has multiple responsibilities within a single organization.

- Records Management 45%
- Vendor Management 44%
- Training 42%
- Procurement 40%
- Knowledge Management 36%

**Besides adopting new technologies, 42% say that project management is the top way of increasing efficiency.**

- **Law Firm**
  - 40%

- **In-house**
  - 47%

**Budget is the main concern** for in-house counsel when assessing barriers to adopting new technology. Law firms, on the other hand, are most worried that their employees aren’t tech-savvy enough.

- In-house (IH):
  - 55%
  - (In-house) We don’t have the budget to acquire or develop a new technology
  - (Law firm) The people who would use the new technology aren’t tech-savvy enough
  - Too busy to learn a new technology or system
  - We don’t know enough about what technologies are available
  - We’re comfortable with what we’re currently using
  - Concerns about the security of proprietary information

- Law Firm (LF):
  - 46%
  - (Law firm) We don’t have the budget to acquire or develop a new technology
  - (In-house) The people who would use the new technology aren’t tech-savvy enough
  - Too busy to learn a new technology or system
  - We don’t know enough about what technologies are available
  - We’re comfortable with what we’re currently using
  - Concerns about the security of proprietary information

Bloomberg Law
Among those using AI or machine learning, document review is the most common use in larger corporations. In smaller corporations, research and document review tie for the top spot.

<table>
<thead>
<tr>
<th>Top uses among ALL respondents</th>
<th>Among IN-HOUSE respondents with:</th>
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<tbody>
<tr>
<td>Document review</td>
<td>50 or fewer attorneys</td>
</tr>
<tr>
<td>e-Discovery</td>
<td>Document review (TIED)</td>
</tr>
<tr>
<td>Legal research</td>
<td>33%</td>
</tr>
<tr>
<td>Litigation analytics</td>
<td>51 or more attorneys</td>
</tr>
<tr>
<td>Drafting</td>
<td>Document review</td>
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<tr>
<td></td>
<td>46%</td>
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</table>

Less than one-quarter of respondents overall are using AI or machine learning, which could reflect a knowledge gap and an underuse of clearly valuable technology.

Adoption of new legal technologies has allowed approximately one-quarter of respondents to take on more clients or more work.

- I have been able to take on additional work: 19%
- Associates or junior attorneys in the office have been able to take on additional work: 24%
- My firm has taken on more clients due to the adoption of new legal technologies: 25%

Expectations are high for using new legal technology to increase efficiency, although fewer practitioners feel well-prepared to do so.

- Clients increasingly expect us to use technology to be more efficient: 65%
- As clients, we expect our outside counsel to use appropriate legal technology to be more efficient: 87%
- We are well prepared in general to respond to demands for increasing technology use: 46%
Profile of PARTICIPATING RESPONDENTS

Which of the following best describes the type of organization in which you work?

- Law firm or Sole Practitioner: 359 respondents (73%)
- Corporation or other non-law firm entity: 128 respondents (26%)

Law firm: 354 respondents
- Sole Legal Practitioner: 5
- Corporation: 120
- Not-for-profit/Association: 4
- Government: 2
- Alternative Legal Service Provider: 1
- Other: 1

What is the geographic scope of your office’s practice?

- Local: 41 Law Firms, 5 Corporations
- Regional: 131 Law Firms, 16 Corporations
- National: 84 Law Firms, 23 Corporations
- International: 103 Law Firms, 84 Corporations

Average Size of Responding Organization

- Law Firms: 62.1% with 51 or more attorneys
- Corporations: 61.7% with 50 or fewer attorneys