

2024 Litigation Survey

A deep dive into trends and priorities
shaping litigation



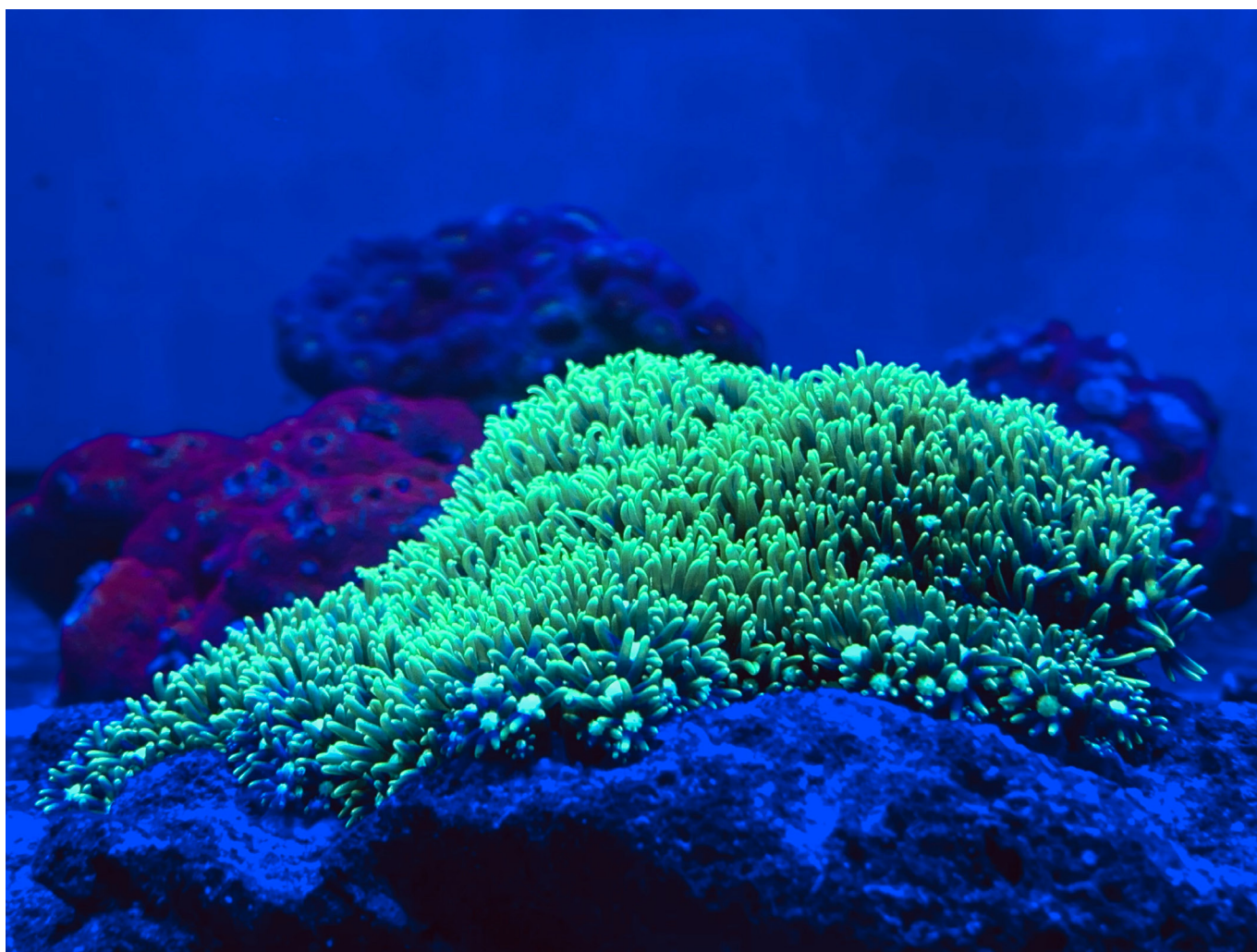
Introduction

Today's litigation leaders are tasked with a delicate balancing act: Operate efficiently, with clear budgets and measurable results, while taking on a marked increase in litigation volume and complexity. Additionally, an industry-wide clarion call to modernize is mounting pressure to stay on top of the latest tools and technologies that will get the job done with speed and accuracy.

In March of 2024, UnitedLex commissioned a third party to survey more than 200 senior litigation professionals on the trends and priorities driving the evolution of a modern litigation function. Data and AI initiatives, performance metrics, and operational governance, to name just a few, are defining a new paradigm for in-house and law firm practitioners alike. This report explores how litigation professionals are meeting the mandate to modernize.

Table of Contents

Analysis: What the data is telling us	3
Transforming the litigation function	4
How generative AI is fueling modernization	6
Easing budget friction with smarter resourcing	10
Measuring the effectiveness of modernization	15



Analysis: What the data is telling us

Modernization pressures

Litigation practice modernization is a priority for a majority of in-house teams and law firms over the next 12 to 18 months (92% and 84% respectively) as a way to more effectively align budget and resources and meet their litigation priorities.

“Part of modernizing is to do everything at the lowest possible cost and with the highest possible effectiveness,” states David Cohen, Partner and Chair of Reed Smith’s Records and E-Discovery Group.

In-house legal teams and law firms are meeting their modernization mandates by leveraging technology more effectively, with a spotlight on AI and generative AI. They are also shifting resources to align better with expertise needed in-house, such as AI, and outsourcing “run the business” litigation tasks so they can focus on providing higher-value legal advice—all with an eye on measuring the effectiveness of their litigation function with data-backed metrics.

Test driving GenAI tools

AI, and generative AI in particular, has the power to revolutionize the litigation lifecycle. Experimentation is key to identifying (and then adopting) the best applications to meet litigation practitioners’ needs, ensuring they are not left at a competitive disadvantage.

Recognizing the promise of efficiency gains, a majority of in-house and law firm practitioners (74% and 62% respectively) currently use AI/generative AI tools for litigation work or expect to over the next 12 months.

At the same time, generative AI is changing not only how litigation work is done, but also who within the legal ecosystem does that work.

Constraints driving strategic reallocation of resources

Tight budgets are forcing in-house teams and law firms to resource work more effectively. This means allocating work to the right attorneys or outside providers and automating repetitive tasks to free up in-house resources to focus on higher value matters. In fact, 82% of in-house respondents and 91% of law firm respondents said budget pressures are affecting how they resource litigation work—and for what tasks.

Measuring the effectiveness of modernization initiatives

Modernization success requires a holistic view that incorporates analytics and AI-driven insights on cost, efficiency, legal outcomes, and client satisfaction. This data-driven approach allows for continuous improvement, ensuring modernization efforts truly translate into more effective competitive positioning.

Some 64% of in-house respondents said the most important metric for measuring the effectiveness of their litigation function is tracking budget against spend, while 68% of law firm respondents said billable hours, followed by profit per partner (56%), are the most important metrics.



Transforming the litigation function

With modernization a clear priority, survey respondents provided insight into the backdrop of their initiatives.

Sea change in approach

Litigation practitioners point to several converging trends that necessitate a “rethink” of how firms and in-house teams manage and resource litigation matters. First, the eDiscovery process is becoming more complex, particularly because of the proliferation of online collaboration platforms during the pandemic, significantly ramping up the amount of electronic communications that could be relevant to a case.

“Modernization is needed because we are faced with a continual increase in the volume of our cases and the variety of data sources,” says Robert Keeling, partner and head of the eDiscovery and data analytics group at Sidley Austin. “If you just continue with the status quo, your expenses will continue to increase substantially every year, so we need different approaches to account for the larger volume of data and the different variety of data than we’ve seen in the past.”

Clients are also demanding that their legal services providers handle matters as efficiently as possible.

“Whether that is cost efficiencies, work product optimization, or increased accuracy, that’s a priority for clients and they’re coming to us and asking us how we plan to accomplish that,” says Alicia Hawley, of counsel in K&L Gates’ eDiscovery analysis and technology practice.

Modernize or be left behind

Those demands are being driven by the fact that in-house teams themselves are under pressure to cut costs, with a continuing call for legal departments to do more with less.

“There’s an increasing trend of CFOs saying legal needs to operate like the rest of the business,” says Aaron Crews, chief product and innovation officer at UnitedLex. “GCs are being asked by their leadership to figure out how to incorporate technology and leverage AI to do things differently. Many say they are being pushed to do this, and the push is coming from above.”

There is an underlying perception that if you are not embracing AI technology or adopting more efficient ways of working, those who innovate faster will have a competitive edge.

“It’s modernize or be left behind,” says Gregory

Witczak, who has run legal ops and eDiscovery functions for some of the world’s largest financial institutions, most recently at Deutsche Bank in New York. “There’s also pressure particularly for law firms that if your law firm peer across the street is doing it, there is a fear of missing out, especially on a client. We’re being driven by FOMO.”

Key priorities

In-house teams and law firms are generally aligned when it comes to setting key priorities for modernizing litigation programs, with both focused on the use of technology and better resource management. Law firms are additionally focused on new pricing strategies (36%) as a priority for modernization.

Areas of focus for modernization

■ Law firms ■ In-house

Integrating automation and analytics

57%

71%

Strategic overhaul of sourcing approach

55%

58%

Better resource allocation

44%

52%

Pursuing cost synergies

27%

38%

Formal management of ALSPs/external counsel

25%

60%

Change starts with culture

Despite myriad pressures to modernize, transformation remains a challenge. The legal industry has a reputation for being slow to adopt new technologies, relative to other industries. Lawyers are often risk-averse and reluctant to change the way they work—something the profession needs to overcome if firms and in-house teams are to successfully modernize.

“Change starts with culture, so if you don’t have the right culture, nothing else matters,” says John Ritter, chief operating officer at UnitedLex.



One of the challenges to modernization is that you need to change a very ossified way of thinking that only lawyers can do the work. It’s like step one of a 12-step program, you’ve got to admit that you are reticent to change in order to change.

John Ritter
Chief Operating Officer
UnitedLex

Navigating new technology

Another challenge firms and in-house litigation teams face is navigating the sheer volume of new technology products and services and understanding and evaluating which will address the problems they are trying to solve.

“Every one of them will say they’re the best, but in truth, there are no easy buttons,” says Cohen. “The bright, shiny new object doesn’t always pay off the way it’s advertised to pay off, so cutting through the noise and identifying what works best is challenge number one.”

Adding to this list is pressure on budgets. Investing in new technology is not just about paying the cost of the software license or service; firms and in-house teams also have to think about who is going to manage those products and whether that requires additional staff. Adoption of new tech or new ways of working can also be a significant stumbling block to change given that lawyers are often too busy focusing on client matters to spend time on training.

“Clients don’t expect to pay for their outside law firms’ learning curves to use new products, so getting your litigators to pay sufficient time and attention to really learning and adopting new products is another big challenge,” says Cohen.

“Modernization of the litigation function is nothing new. We’ve been constantly iterating innovation

through the litigation lifecycle for a long time,” says Niketa Patel, a partner at Mayer Brown and co-leader of its New York litigation and dispute resolution team.



There is a sense of urgency right now in trying to understand what generative AI can do for the litigation function, which is just the next step in that process of constant innovation and trying to create efficiency.

Niketa Patel
Partner and Co-Leader, New York Litigation and
Dispute Resolution Team
Mayer Brown



How generative AI is fueling modernization

Litigation teams have used technology such as machine learning to aid in the eDiscovery process for at least a decade, with predictive coding tools like TAR (technology-assisted review) and CAL (continuous active learning) making it easier to find relevant documents. The emergence of generative AI, however, is a step change that opens up a whole new world of possibilities for litigators to work more efficiently and effectively.

Because of their previous experience with machine learning technology, the adoption curve for generative AI tools is likely to be faster for eDiscovery teams and litigators. In fact, 74% of in-house respondents and 62% of law firm respondents said they are using or planning to use AI/generative AI for litigation-related work over the next 12 months. Unsurprisingly, document review tops the list for both.

However, that is fast changing.

“My belief is because analytics tools, AI, and machine learning are being used in litigation already, there will be a greater receptiveness to generative AI in those matters and therefore the adoption curve will be faster,” says Keeling.

Moving up the litigation complexity matrix with generative AI

Litigation practitioners are further exploring the use of generative AI tools, often in areas such as review, drafting, and summarization tasks.



We are seeing significant efficiencies from deploying generative AI on privilege logging. Generating priv logs through human manual review is both time intensive and expensive, so by using generative AI, you don't have to spend as much time on the log as before, and then you can deploy those resources to other areas.

Robert Keeling
Partner, Head of eDiscovery & Data Analytics Group
Sidley Austin

“It's going to be used to augment the document review process and significantly reduce the amount of documents that we need human eyes on,” says Adam Rouse, director and senior counsel, eDiscovery operations at Walgreens. “I think we'll also see more first drafts of briefs, motions, and case filings being done by generative AI and then reviewed by a lawyer, which is just a quicker process.”

Areas where litigation teams are using or plan to use AI/generative AI

Law firms In-house

Document review

58%

58%

Witness/depo prep

48%

52%

Privilege logging

45%

50%

Motion and response drafting

40%

51%

ECA/case analysis

21%

45%

Damages modeling

35%

43%

Matter management

40%

33%

Trial prep

18%

15%

Witczak also says that being able to interrogate large data sets with a large language model can help with case analysis and finding anomalies, for instance by running a deposition transcript comparison. Such tools can also help speed up internal investigations.

“You can now complete an investigation within hours or an afternoon, where previously it took a couple of weeks,” he says. “There are a lot of good use cases, the question is just how to operationalize them.”

Keeling adds that Sidley Austin is actively testing or using generative AI in four areas—responsiveness review, privilege review and logging, identifying key documents that may be used as evidence, and summarizing trial or deposition transcripts to make them easier to read and more digestible.

“Our eDiscovery group is using these in the context of certain clients who have an interest in seeing whether generative AI tools can make their work more efficient and decrease their costs,” Keeling says.

For in-house teams that outsource the bulk of their litigation work, using generative AI tools also has the potential to reduce the amount of discovery work that needs to be sent to outside counsel.

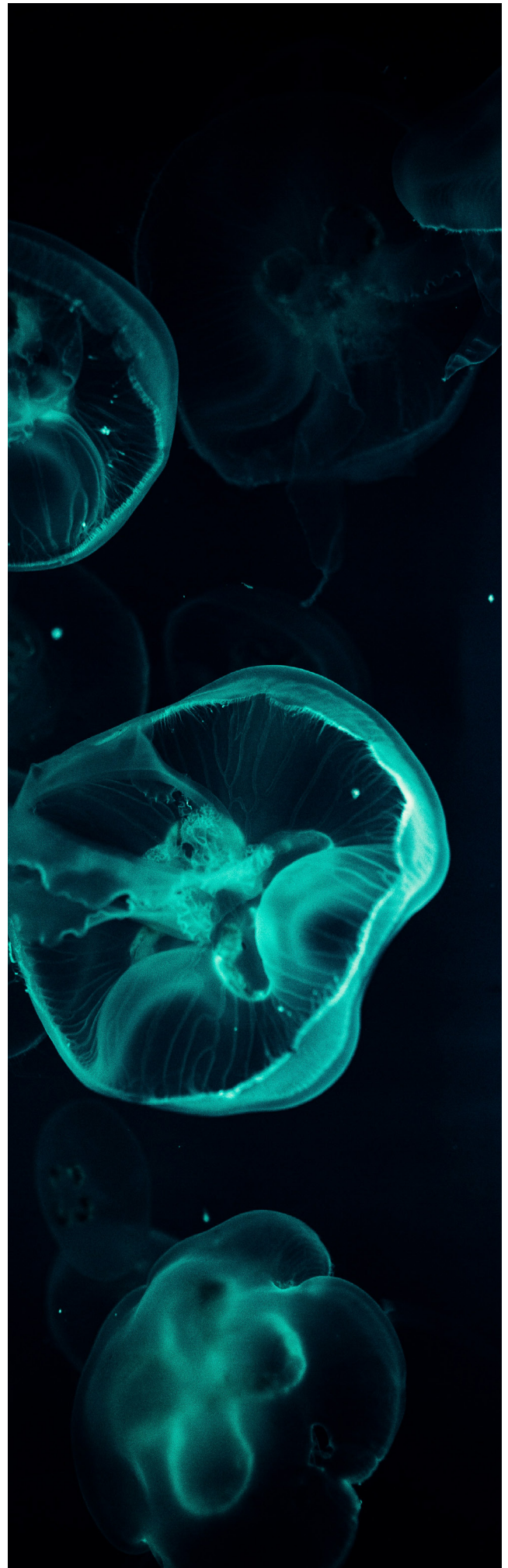
“There could be a large cost saving for in-house litigation departments to be using AI to cull down the volume of information that’s usually at issue in a large case and therefore rely on outside counsel less for the initial stages of the eDiscovery process,” says Mary Kate Tischler, a former senior litigation counsel at Warner Bros. Discovery.

Operationalizing generative AI

While there is appetite to explore generative AI technology, the majority of respondents who are using or planning to use the tech over the next year are likely doing so in a test environment, or a limited roll out, rather than full-scale adoption.

“We’re still in the investigation or research phase,” says Christopher Valente, a litigation partner at K&L Gates. “The promise of generative AI is very alluring; we’ve just got to make sure that that promise is going to do what it says it’s going to do, so I think that you’re seeing a lot of investment in experimenting and testing with these products.”

For instance, Mayer Brown has a multi-disciplinary innovation team that is tasked with exploring different AI-enabled solutions. When the team identifies potential products, they conduct a proof of concept. If it passes that stage, a pilot with a targeted set of users would follow, before adopting it more broadly.



Build or buy?

While there is a debate among firms to buy or build generative AI tools, Amol Bargaje, global chief innovation officer at Mayer Brown, says “in general, it makes more sense to buy the technology rather than build in-house given the lack of resources law firms would have at their disposal to manage the product development compared to a commercial AI company.”

“My philosophy is that if it’s available and it’s reasonably priced and it does 80 to 90% of what you’re looking for, then you buy,” he says.

“There are sometimes situations where you have niche requirements and there are no tools available in the market—then you build—but generally outside commercial companies are able to do a better job because the talent needed to build GenAI is very scarce.”

The survey data showed that a majority of law firms and in-house litigation teams are accessing AI and GenAI tools through their ALSPs (66% and 64% respectively), rather than building or directly purchasing that technology.

“I’ve seen corporations forming AI committees, but they don’t have the knowledge or expertise to really understand AI, so they have to go to either an outside vendor or an outside law firm,” says Tischler.

Rouse says this approach makes the most sense when test driving new products to determine if the technology is appropriate, but he says he would consider buying AI tools if they meet his needs.

“It also depends on how you do discovery now—if you typically outsource to an ALSP because you don’t have the staff or appetite to do that work in-house, there’s no reason to upend the applecart just because of AI,” says Rouse. “But if you’re an in-house department that does a lot of their own work, once you get past the proof-of-concept phase and you know it works, I would purchase the technology directly.”

How litigation teams are accessing AI tools

Law firms

Our ALSPs use AI tools

66%

Procuring AI tools

45%

Building own AI tools

10%

In-house

Our ALSPs use AI tools

64%

Our law firms use AI tools

47%

Procuring AI tools

34%

Building own AI tools

8%



Can generative AI make lawyers better?

While lawyers are conscious of the risks, they are also optimistic about the benefits, given that it can potentially help them work smarter and faster.

“Because of its ability to access so many data points at once and synthesize and summarize and digest large volumes of complex information, these tools just make you a better lawyer,” says Hawley.

Failing to embrace generative AI, therefore, may leave litigators at a competitive disadvantage to peers who are adopting the technology with success.

“If you are not using GenAI but the other side is, then they are going to have more time available, and they may be able to use that extra time to build a more successful argument and be more aggressive and proactive,” says Kassi Burns, a senior attorney in King & Spalding’s eDiscovery practice. “It just gives you more time, and time is a scarce resource that we’re all struggling with.”

The same is true for law firms who might struggle to meet client expectations on speed and price, expectations which are likely to increasingly shift as more firms automate and streamline client work through AI use.

“There are going to be two types of law firms going forward—those that are adopting this technology and those that are left behind, and the train is already leaving the station,” says Cohen. “We can’t stick our heads in the sand; this technology is not going away. It is only going to become more and more effective.”

For Cohen, generative AI won’t just help make lawyers become more efficient, it could entirely revolutionize the end-to-end trial and discovery process.

“Right now, the average litigation takes years to go to trial and that’s mostly because of the time it takes to gather and analyze evidence and go through the discovery process,” he says. “GenAI has the potential to really shorten that time period and get from the beginning of case to resolution much more quickly.”

Patel notes that there is also an opportunity to use generative AI and data analytics to drive revenue for clients, such as researching business trends, client competitors, or lessons learned from past litigations and enforcement actions.

“It’s really about taking a forward-thinking approach beyond the day-to-day processes and existing litigations and to use these tools to identify additional business opportunities and improve risk management,” she says.

Generative AI and trust

A small percentage of in-house teams and law firms haven’t yet adopted AI due to concerns about its use in the litigation process.

Of the minority (26%) of in-house litigation teams who aren’t using or planning to use AI/generative AI over the next 12 months, 68% said it is due to transparency and defensibility concerns, followed by security and data concerns (61%) and worries that generative AI has not been trained on legal data (54%). For the 38% of law firms that are not using or planning to use the tech, 76% cited security and data privacy concerns, followed by generative AI not being trained on legal data (71%) and transparency and defensibility concerns (68%).

Another misgiving among lawyers is the risk of hallucinations—when the AI tools effectively conjure up fictitious information. This means lawyers need to carry out appropriate due diligence on any work that has been generated by AI.

“Human oversight of the tools is critical, particularly in the litigation context when you’re making representations in a court of law or to a government agency and you have ethical and professional responsibilities to abide by,” says Patel.



Easing budget friction with smarter resourcing

With economic pressures squeezing in-house and law firm finances, the expectation to do more with less means litigation teams must become smarter at resourcing work. As many as 82% of in-house respondents said budget pressures are affecting how they resource litigation work, compared to 91% of law firms.

“We have the same problems that I would assume most other in-house departments have, which is budget and cost control—we have to do a lot of work with not a lot of people,” says Rouse. “If we modernize what we’re doing—whether that’s through AI or automation—we can then reallocate internal resources.”

Resourcing more effectively also means ensuring work is being allocated to the person best suited for a particular task, ensuring low value or routine work is not routed to the most expensive lawyers. To meet that goal, both in-house legal teams and law firms increasingly rely on ALSPs (52% and 67% respectively).

“It’s all about figuring out workflows and using technology to get work to the right people at the right level faster and more efficiently, whether that’s internally or outsourcing,” says Valente. “As technology improves, the ability to optimize will only increase.”

Top drivers for outsourcing litigation tasks to ALSPs

Law firms

Cost containment (eDiscovery)



Access to specialized expertise



AI/GenAI workflows



Free up resources to focus on higher value tasks



Cost containment (routine matters)



In-house

Access to specialized expertise



Free up resources to focus on higher value tasks



Cost containment (eDiscovery)



AI/GenAI workflows



Access to advanced tools and technology



How “run the business” litigation tasks are getting done

In-house teams are using ALSPs for routine eDiscovery and litigation tasks. Law firms generally outsource more of these same tasks to ALSPs, likely because they regularly handle large volumes of matters for their clients and need additional expertise to scale and get through the work efficiently.

Litigation tasks most commonly outsourced to ALSPs

Law firms

eDiscovery tasks (processing, hosting, etc.)



Depo and witness prep



Routine, low-risk matters



Document review



Trial prep



Case analysis/fact management



Forensics and collections



Damages modeling



Third-party subpoenas



DSAR/SRR requests



In-house

eDiscovery tasks (processing, hosting, etc.)



Depo and witness prep



Routine, low-risk matters



Document review



Trial prep



Case analysis/fact management



Forensics and collections



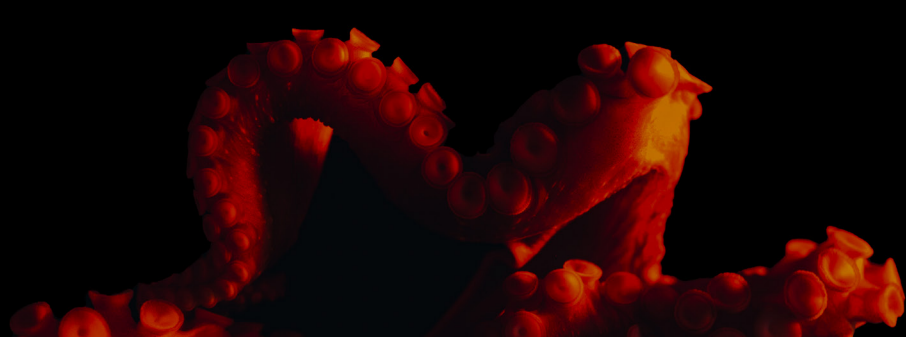
Damages modeling



Third-party subpoenas

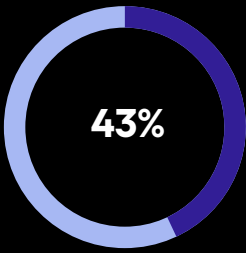


DSAR/SRR requests

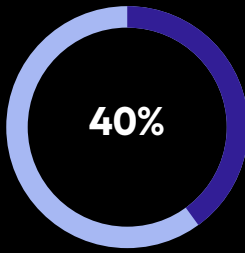


Areas of work that in-house teams are outsourcing to law firms

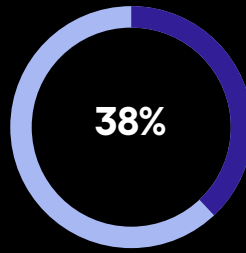
Litigation teams currently are resourcing numerous litigation tasks to their law firms, but the trend is to move more of these tasks to ALSPs in the future.



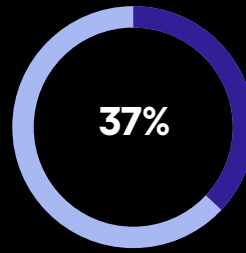
Document review



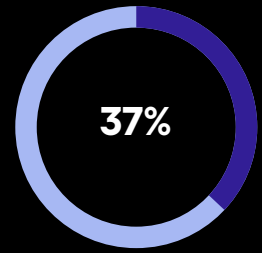
eDiscovery tasks (processing, hosting, etc.)



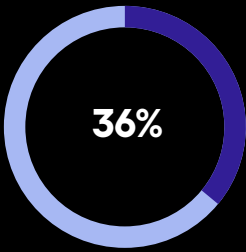
Depo and witness prep



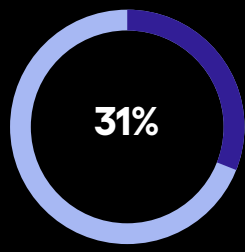
Draft responses to pleadings, etc.



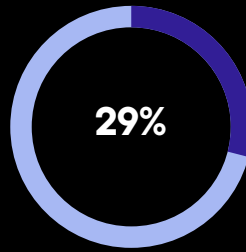
Case analysis/fact management



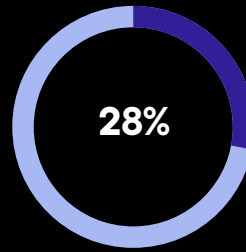
Trial prep



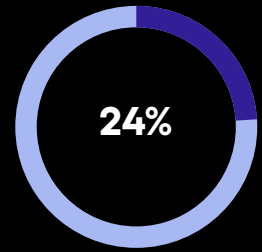
Third-party subpoenas



Forensics and collections



Damages modeling



Routine low-risk matters





A law firm isn't always the best solution for every single piece of litigation or eDiscovery task, so we often present clients with our recommended collaboration partners rather than leave the client to put together the team.

David Cohen
Partner and Chair, Records and eDiscovery Group
Reed Smith

Cohen says Reed Smith partners with a range of eDiscovery companies and consultants so the firm can provide a broad range of services for clients at the lowest possible cost.

“ALSPs that rely on first pass review revenue, that’s probably going to go away,” says Witczak. “But I view it as very positive—law firms are going to be able to decrease the amount of administrative work they do so that they have more hours in the day to do more complex work for clients, and for ALSPs, they can become more sophisticated and move up the litigation complexity matrix.”

The future of routine litigation tasks

Looking ahead, both law firms and in-house teams expect to further reallocate work to ALSPs for “run the business” litigation tasks that can benefit from both AI expertise and lower cost resources—including document review, eDiscovery tasks, routine low-risk matters, depo and witness prep, and other areas.

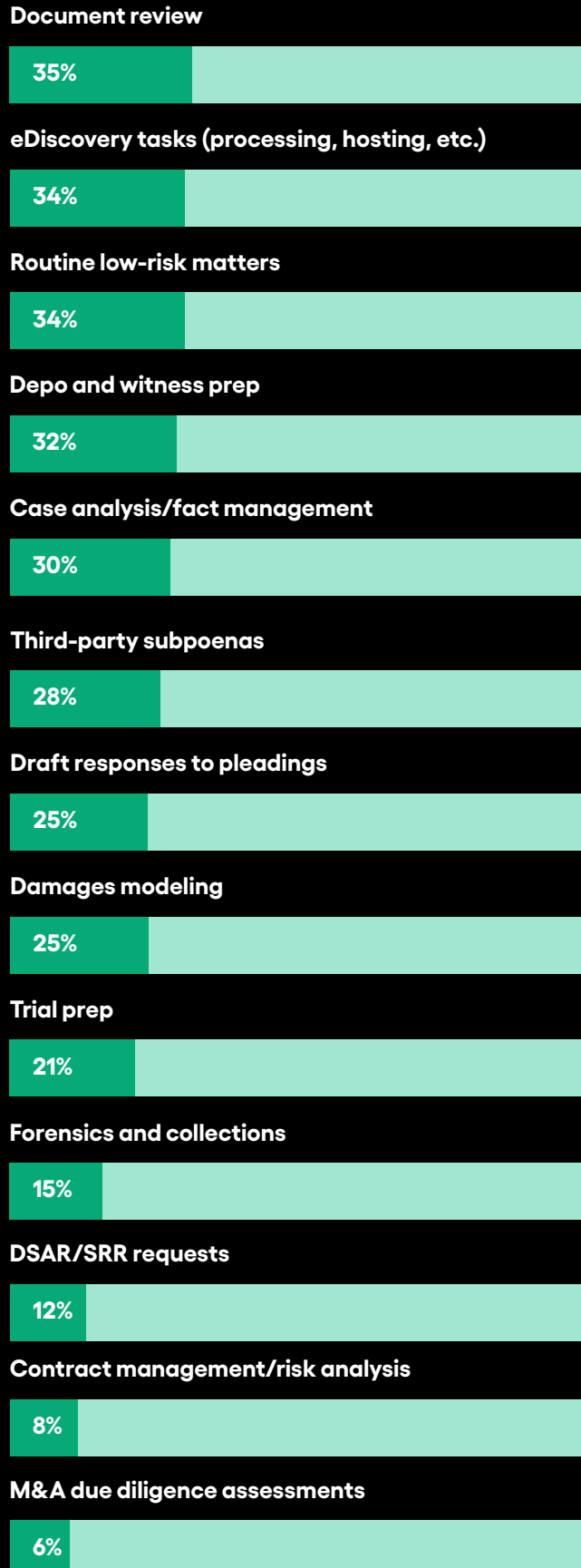
“For us, outsourcing to ALSPs is all about volume and available internal resources,” says Rouse. “Generally we don’t do review in house because we just don’t have a consistent volume of review. You don’t want to staff up to deal with your highest peak and then pay people an enormous amount of money to sit around and do nothing when you’re in a valley.”

“We have agreements in place with ALSPs and other service providers so we can offload some of that work when we hit our labor caps and we just can’t do any more with the people we have.”

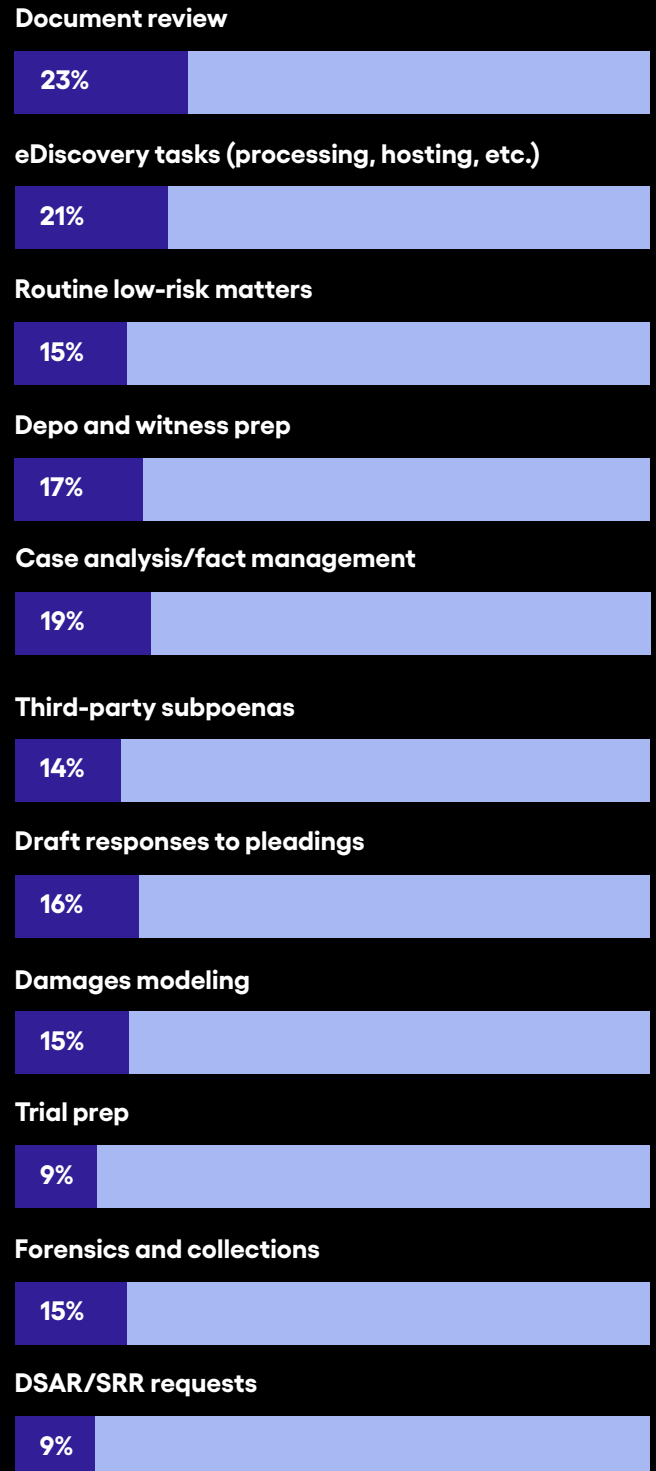


Reallocation of litigation work

Work law firms may outsource in the future



Work in-house teams may move away from law firms



Measuring the effectiveness of modernization

Modernization in litigation is more than just tech and AI buzz words. The true test lies in its effectiveness, and one of the keys to this lies in data-driven insights to assess performance and inform decision-making.

“If you don’t have metrics and if you’re not measuring it, you can’t affect or change it,” says Crews. “Leveraging analytics and data insights is one of the most important things that a legal department trying to modernize can do.”

The metrics gap

The survey data reveals a clear difference in how in-house teams and law firms measure success. In-house teams prioritize cost control, with 64% citing “budget against spend” as the top metric.

This aligns with their focus on leveraging ALSPs for cost-efficiency. Win/loss and settlement rates (55%) and case duration (52%) follow, suggesting a balance between cost and legal outcomes.

Law firms place greater emphasis on billable hours (68%), a traditional metric reflecting revenue generation. While win/loss and settlement rates (58%) remain important, there is more focus on case outcomes that directly translate to billable work. Profit-per-partner (56%) further reinforces this financial-centric approach.

Key metrics in measuring litigation function efficacy

Law firms

Billable hours



Win, loss, and settlement rates



Profit per partner



Client satisfaction



Tracking budget versus spend



Case duration, etc. fall within averages



In-house

Tracking budget versus spend



Win, loss, and settlement rates



Case duration, etc. fall within averages



Adherence to litigation reserves



Time to resolution



Internal customer satisfaction



Data-driven decision making

“A lot of decision making in legal in the past has been purely risk-based or very reactionary, and that’s a bit of an antiquated way of thinking,” says Rouse. “We need to make data-driven decisions. But to do that the underlying metrics have to be solid, and they have to be meaningful.”

Rouse says Walgreens is looking at engaging AI to help the litigation team better understand trends and manage budgeting and staffing levels more effectively.

“It will just help us be more predictive and more proactive instead of reactive,” he says.



The legal department can really take a lesson from its business partners internally, because the business side has been attempting to use metrics and company data to increase performance for decades. Legal has to play by the same budgetary rules as the rest of the company.

Adam Rouse
Director and Senior Counsel, eDiscovery Operations
Walgreens

One way metrics can help in-house litigation departments boost a company’s bottom line is by identifying where potential litigation risks reside. “Take a retailer that has an outsized number of slip and fall injury cases in a certain location that has resulted in a growing tort problem,” says Crews.

“You can then start to explore whether there are commonalities in those cases so that if you tweak something like the kind of floor polish that you use, does the number of those cases and the severity of them go down?” he says. “If you can start to see patterns in the data, you can be a real value add for the business.”

In addition to gaining insights into the business, litigators can potentially use AI tools to generate insights on a project and team level.

“Inside and outside of the eDiscovery context, if you have a dashboard across the entire team you can start to see where and how to extract efficiencies on an individual team member basis,” says Valente.

Using data analytics can also help law firms provide more value to clients by sharpening strategic thinking and finding ways to improve the chances of a successful case resolution.

“You can analyze historical data and identify patterns to help the lawyers on the case make more informed decisions about case strategy, for example analyzing court data to provide insights into judicial tendencies or potential case outcomes, or sifting through case law to find useful precedent,” says Patel.

Applying data analytics can also help firms price work more accurately, giving more cost certainty for clients and enabling practice teams to resource work more effectively.



We are using analytics to predict costs and better budget for our clients, which can help us enter into alternative fee agreements because clients increasingly don’t want to just pay hourly rates without knowing how much the whole thing is going to cost.

David Cohen
Partner and Chair, Records and eDiscovery Group
Reed Smith

“It is going to allow us to better leverage the human resources so we can provide more effective representation at a lower cost,” says Cohen.

In the past, law firms were reluctant to offer fixed prices or put caps in place when they were not sure how long a particular case was likely to take. But by using analytics to review multiple similar matters, it becomes easier to estimate what the cost would be, Cohen says.

Analytics can also be used to automate decisions around whether a case should be pursued or not, rather than assessing every case individually.

“Often lawyers treat each case in a very bespoke manner, but decisions made on one case can be extrapolated to others,” says Ritter. “Those decisions should be subjected to formulas, and those formulas can be driven by a policy engine that is put in place—either the case goes forward, or it doesn’t. You don’t need to treat each one of those cases in a bespoke manner.”

Data analytics ultimately can help litigation teams better understand the issues impacting their litigation functions and the levers they need to pull to optimize resources and modernize their approach.

Emphasis on continuous improvement

The survey data underscores a crucial aspect of successful modernization efforts: a relentless focus on continuous improvement. Both in-house teams and law firms acknowledge the need to constantly adapt and refine their strategies.

In-house teams are focused on technology and efficiency. Adopting AI tools (46%) tops the list of continuous improvement initiatives.

Invoice management and review (45%) is another key area, driven by the desire to improve spend versus budget management.

45% of in-house counsel cite invoice management and review as a key tactic for managing spend versus budget.

Law firms show a more balanced approach to continuous improvement. While they prioritize both client service and resource use improvements (49% each), they don't neglect financial aspects.

Spend analysis (44%) highlights their focus on cost control, and leveraging tech and automation (41%) suggests a willingness to adopt new technologies for efficiency gains.

Areas of continuous improvement

Law firms

Resource use improvements

49%

Improved client service

49%

Spend analysis

44%

Leverage tech and automation

41%

Time study analysis

38%

Adopting AI tools

38%

Minimizing write-offs

33%

Invoice management and review

17%

Upskilling legal staff

12%

Process audits

2%

In-house

Adopting AI tools

46%

Invoice management and review

45%

Evaluating resourcing

42%

Legal data strategy

41%

Time study analysis

37%

Spend analysis

30%

Document and coding reuse

29%

Automated request management

27%

Contract management/analysis

22%



Conclusion

Litigation practice modernization is a journey, not a destination. By embracing continuous improvements and measuring them against analytic-driven goals, in-house legal teams and law firms can use a range of strategies to embark on (or continue) the journey.

By working together, sharing best practices and insights, and having a focus on holistic performance metrics, all stakeholders can achieve their modernization goals, fostering a more competitive and client-centric legal ecosystem.

Methodology

UnitedLex partnered with Pensar Media to survey 206 senior litigation professionals at American Lawyer 200 law firms and companies with at least \$2 billion in annual revenue. Respondents include law firm partners, general counsel, litigation directors, and other senior legal decision-makers. The fieldwork was conducted in March and April 2024.

About UnitedLex

UnitedLex is a data and professional services company delivering outcomes that create value for high-performing law firms and corporate legal departments in the areas of digital litigation, intellectual property, contracts, compliance, and legal operations.

Founded in 2006 with a mission to push the boundaries of legal innovation, we provide solutions that enable measurable performance improvement, risk mitigation, revenue gain, cost reduction and digital business synergy. Our team of 3,000+ legal, data and technology professionals supports our clients from operational centers around the world.

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