



7 EXPERT OPINIONS ON

Data in legal



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Jorn Vanyacker

Founder and Co-CEO, Henschman

Hi there!

One thing that doesn't cease to amaze me when I talk with law firms, is the wealth of knowledge they are sitting on. The success of a law firm is rooted in its team - its powerhouse of expertise - but often, the available data and metadata aren't being leveraged while exactly this could be an engine for growth.

We've [discussed the concept of the data-driven lawyer before](#) - lawyers excel at understanding a contract, while computers are adept at handling vast databases. With recent tech advancements, we see the two coming together nicely: while large amounts of data can be processed by AI, lawyers can assess the context of those data.

Simultaneously, the legal landscape is becoming more complex, with complicated contracts that capture the nuances of this ever-changing environment. Each contract contributes new data and insights to the internal knowledge base of your law firm.

"How can individual achievements and insights be turned into collective strengths?"

How can individual achievements and insights be turned into collective strengths? Could a sharing mindset, facilitated by technology, help bridge knowledge gaps? Can data-driven technologies lead to better decision-making, and a more efficient and cost-effective legal system, benefiting both legal professionals and clients? And what about the concerns to use data, such as data security and privacy? What other obstacles and resistance exist within the legal industry toward adopting data-driven practices, and how can they be overcome?

We asked 8 top-notch legal experts to shed light on the multifaceted role of data in the legal field. This report explores the delicate balance between addressing these concerns and unlocking the full potential of data. I hope these thought-provoking opinions serve as guidance for law firms either starting their data journey or navigating through it.

Enjoy the read,

Jorn



David Wang

Chief Innovation Officer at
Wilson Sonsini Goodrich & Rosati

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Ilona Logvinova

Head of Innovation for McKinsey Legal

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David Wang

Chief Innovation Officer at Wilson Sonsini
Goodrich & Rosati

Why Law Firms Should Be the Most Data-Driven Organizations in the World

The legal sector, despite its conservative nature, is poised for a transformative shift in the way it operates. This transformation is largely driven by the potential of data science and artificial intelligence (AI) to revolutionize the practice of law and its supporting functions. In fact, law firms have a unique opportunity to become the most data-driven organizations in the world, offering unparalleled insights and decision-making capabilities that will radically change the competitive landscape. **This is driven by the confluence of three factors.**

“This fundamental truth is why the legal sector is uniquely positioned to capitalize on the power of data”

First, transactional work in the legal sector involves the precise documentation of legal agreements between parties. These agreements serve as the definitive “source of truth” for a company’s operations, detailing its rights, obligations, and limitations.

This means that the very substance of a company’s legal service is inherently based on written records that can be systematically analyzed and utilized to support data-driven decision-making

Second, the legal profession relies almost exclusively on documented facts and logical arguments grounded in written laws and regulations. In tasks such as litigation, investigations, and regulatory interactions, the success of a legal argument is determined by its adherence to, and understanding of, the complex web of statutory and regulatory provisions, often applied to the source of truth discussed above. Consequently, the entire process is intrinsically amenable to the application of data analytics and AI algorithms, which excel in identifying patterns and relationships within large volumes of structured and unstructured data.

Third, the prevalent business model in the legal industry, which involves billing clients based on time and materials, necessitates meticulous timekeeping on the part of attorneys. This means that lawyers must record, often down to the minute, all their activities related to transactional documents,

legal arguments, and the specific actions and behaviors they take related to these data objects. **This extensive set of records presents an invaluable data source that can be harnessed to inform both the strategic and operational aspects of a law firm's business, and to connect the dots between what the words say and how people are producing, reacting to, and acting upon those words.**

This fundamental truth is why the legal sector is uniquely positioned to capitalize on the power of data. Its inherent requirement for precise documentation and logical coherence creates an ideal substrate for the application of data-driven solutions. Unfortunately, many law firms have yet to grasp the full extent of this opportunity, leaving the door wide open for those that do, to disrupt the industry.

"The legal sector's inherent requirement for precise documentation creates an ideal substrate for the application of data-driven solutions"

This moment of transformation, fueled by the rapid advancement and commercial availability of generative AI, presents a compelling reason for law firms to embrace a data-driven approach. However, to realize the full potential of this technology, significant work remains to be done.

Law firms must invest in capturing, operationalizing, and understanding the vast amounts of data at their disposal before they can begin to apply these insights effectively. **Law firms that recognize this opportunity and take steps to become more data-driven will enjoy significant competitive advantages, reshaping the legal landscape in the process.** This will not magically occur by itself, nor will you be able to buy this capability in a box. It will require diligence and persistence over many iterations. The time to start is now.

"Law firms that recognize this opportunity and take steps to become more data-driven will enjoy significant competitive advantages"



McKinsey
& Company

Ilona Logvinova

Head of Innovation for McKinsey Legal

I like to think about data in a way that closely analogizes to ESG and sustainability considerations – with a tangible example, when considering new energy sources (e.g., electric batteries) as a progressive move from using oil, we benefit from exploring thoughtful innovation in the space for both the immediacy of its useful application, and the benefit of the greater good. **I think of data in an analogous way; data is an incredibly powerful engine for everything that we’re seeing with AI and gen AI capabilities;** these emerging technologies wouldn’t be what they are without data. But the question at hand is how can we be thoughtful about the use that we’re using the data for; responsible about its sourcing, allocation and distribution, and ultimately, **how can we make sure that the outputs from our data inputs are working in the way that we intended for them to work.**

“These emerging technologies wouldn’t be what they are without data”

For legal teams and departments, data represents the tooling that will empower their capacity for augmentation, acceleration and broader leveling up when it comes to adoption of gen AI and AI-powered legal technologies. The beauty of these technologies is that they can train and use both structured and unstructured data sets, and some tech even in other formats (e.g. image to text; voice to text), which can all comprise the training data set. From a legal tech adoption and innovation transformation journey readiness perspective, legal teams may benefit from considering the type of tooling and legal tech that they’d like to use, think about the data available to them organizationally, and then work to match up the data types and formats, optimizing for the types and formats of data that the selected legal tech (or tech stack) ingests or consumes.

I heard someone recently describe a legal tech tool as ‘eating their vegetables in the form of long form word documents’ and I thought this was genius. The metaphor was so simple but it really got the point across – for the healthiest and optimal inputs for the health and max performance of the

tool (just like the human body), certain data types (i.e. 'foods') were best, and worked to empower high performance. **I started to think consistently about legal tech and data ingestion in this way** - what types of foods (i.e. data formats) does the tech like to eat (i.e. ingest)? **How can we best position ourselves to offer the tech the diet it needs so that we get the performance we want?** Are we set up to enable the dietary needs, limitations, and restrictions of the legal tech, based on our own organizational data diet?

"How can we best position ourselves to offer the tech the diet it needs so that we get the performance we want?"

In the planning stages of the innovation transformation journey at McKinsey Legal through this year, **thinking about data readiness and adoption in this way, when it comes to legal tech for our department, has been meaningfully helpful.** The punchline is that data is a tool to do many things. But not all data types, sets, and formats are created equal, and not all will enable the legal technologies and/or use cases running high on the wish lists of leadership teams, legal ops, knowledge, and innovation leaders. **To get the most out of your data, think about the legal tech you want, then think about the diet it needs; then take stock of your department's fridge and pantry to see how well you can nourish it.** As we learned growing up that you are what you eat, and data, turns out, is no different.

"To get the most out of your data, think about the legal tech you want, then think about the diet it needs"



simplexico

Uwais Iqbal

Founder at Simplexico

For decades, the legal industry has been considered a bunch of laggards and luddites stifling and repressing the adoption of technology. **Change is afoot!** The AI overlords have extended their grace to the mere techno-mortals of the legal industry, and we are grateful. This new wave of Generative AI (Gen AI) and Large Language Models (LLMs) has sparked a wildfire that has spread across the industry at a dizzying pace. There isn't a lawyer who hasn't at least had a whiff of the excitement surrounding Legal AI this past year. If you haven't, where have you been?!

The likes of ChatGPT, Bard, Claude, and others marked 2023 as the year of general-purpose consumer AI tools. 2024 has already been heralded as the year of enterprise AI tools with the emergence of Microsoft Copilot. If there is one thing to realise and consider, it's that AI has landed and the legal industry hasn't been left behind.

"2024 has already been heralded as the year of enterprise AI tools"

With the general availability of enterprise-grade Gen AI tools on the market, doesn't this mean that anyone with a wallet deep

enough can purchase a bunch of licenses? **If everyone is buying and using these same tools, where is the unique advantage for law firms and legal teams?** Is simply throwing money at technology enough to unlock lasting transformation and create significant differentiation?

You guessed it. The answer is no. Simply purchasing AI tools won't lead us into the promised land of the plateau of productivity and won't create unique differentiation. To understand this, we must realise that LLMs develop the capabilities they have through exposure to vast amounts of data during training. **In other words, data is the raw unadulterated digital resource that powers the greedy engine of LLMs.** Data is the new oil. It's the primary resource that powers an entirely new generation of technology.

"Data is the new oil"

Data is important. It's becoming even more important with the advent of Gen AI. As AI companies have been busy building these data-thirsty LLMs they have literally cannibalised all publicly available data. The economic laws of supply and demand dictate the value of resources. **With the supply of public data being exhausted, demand**

for high-quality data will skyrocket. In an increasingly LLM-powered world, high-quality, pristine, **and well-organised data that is outside of the public domain is priceless.**

“With the supply of public data being exhausted, demand for high-quality data will skyrocket”

Law firms and legal teams like to think they are in the business of selling expertise. That may have been true in the past, but with AI becoming increasingly mainstream human expertise can now be scaled in interesting ways with technology. The human is no longer the bottleneck. In an AI future, the value of human expertise has diminishing returns.

What they don't realise is that if you squint at a law firm from a slightly different angle their entire business lends itself to the infinite creation of data. With every matter, reams of well-crafted and high-quality data are created and produced as artifacts in the delivery of legal services and expertise.

High-quality data are the emissions that the machine of a law firm churns out in the process of delivering legal services. Law firms and legal teams are, in fact, infinite data machines!

The sad reality is that the value of data is not well understood or respected. Law firms and legal teams struggle to organise their data let alone realise the immense value their data possesses. What hope is there to harvest luscious fruits in a bog of a garden crowded with weeds and moss?

As we step into an AI-enabled future, **law firms and legal teams are in a perfect position to create lasting transformation and unique differentiation through their data for themselves**, the industry, and beyond. Few businesses solely operate through the creation and production of well-drafted and pristine content. Unique and lasting differentiation with technology will only come about through firms leveraging their data with the power of AI. How to get there is a question for another time...



FREETHS

Nick Pryor

Director of Knowledge Management and
Innovation at Freeths LLP

The challenges of data quality in legal practice

Law firms have been talking about the imperative to become more data-driven for years. For most, this has largely been limited to “business of law” domains; improving financial management, managing capacity, appraising market opportunities, etc. Very few legal businesses have truly integrated data-driven decision-making into the practice of law itself. That’s where I believe the contemporary opportunity resides.

“[A lawyer’s] deliberative mindset is perfectly aligned to a data-driven approach to decision-making”

In some respects, it is extraordinary that this remains such a novel frontier. Lawyers are by their nature measured, precise, and analytical. When a lawyer reviews a legal document, constructs legal arguments, or analyses evidence, they are undertaking prototypical “System 2” cognitive thinking, per Daniel Kahneman’s “Thinking, Fast and Slow”. That deliberative mindset is perfectly aligned with a data-driven approach to decision-making.

Yet when a lawyer draws upon their personal or organisational past experiences to inform the advice they provide, there is still far too much reliance on “System 1” intuition. Which is to say, instinctive recollections of the past, tarnished by the cognitive biases and the analytical fallacies that data scientists spend their careers trying to overcome.

This is the clarion call of every Knowledge Management professional; “If only we knew what we know”, as C Jackson Grason and Carla O’Dell put it. It also brings to life the inextricable link between knowledge and innovation; establishing a robust data strategy is fundamental to delivering an effective and differentiating knowledge strategy.

Why so slow?

There are myriad reasons why the legal profession has not internalised data-driven decision-making, but chief amongst them is the challenge of capturing consistent, comprehensive, quality data. Outside a limited range of procedural workstreams, legal processes are more inherently complex and unpredictable than we might aspire to make them; and legal drafting is an exercise in creative diversification. Combining all that with the operational incentives of legal practice makes rigorous data labeling protocols an exercise in futility.

Herein is the difference between what lawyers (and their clients) say they want, and what they actually need. They want the ability to make data-driven decisions... but to get there, they need better and less time-consuming ways to accurately apply a controlled taxonomy to their work product!

The potential of generative AI for data labeling

This is why the Generative AI revolution excites me so much. I remember reading GPT2 research papers back in 2019, and wondering whether text generation was really the most impactful application of this technology. The “Generative AI” description rather presupposes that it is. Certainly, LLMs can produce extraordinarily convincing bodies of text, and the prompt engineering specialists at my firm have been achieving astonishing results in generating summaries

and analyses of legal text with GPT4. But the risks of hallucination grow exponentially with the length of output; and in certain contexts, it’s hard to refute the “scholastic parrot” charge.

“Data labelling AI? Be still my beating heart!”

But data labelling? Be still my beating heart! Now that’s an area where LLMs can provide an order of magnitude improvement over anything that came before, with far better adaptability to variations in form, format, tone, and context. This creates a genuinely credible pathway to improving data quality across legal content, whilst simultaneously reducing the degree of human training and intervention. Which in turn makes data-driven decision-making in legal practice a much more viable prospect.

Of course, to capitalise on that potential, law firms and legal businesses need to be bold and innovative in embracing the relevant technologies and processes. Capturing and labelling knowledge may no longer be as onerous as it once was, but it still requires an element of change in working practices, and a shared vision for the opportunity within. These are exciting times indeed...



 SCHULTE ROTH + ZABEL

Tricia Stephens-Adams

Director, Enterprise Applications & Development
at Schulte Roth & Zabel LLP

Where should firms start that haven't done anything with data yet?

Over time, your firm's technical foundation has expanded strategically, keeping pace with evolving business needs and technology trends. As a result, expert systems, automation, client product development and more have not only supported core operations but also unlocked innovative possibilities. Then, a transformative catalyst comes along – such as the implementation of an experience management system that involves the integration of data from diverse sources – and **you are forced for the first time to assess your enterprise-wide data strategy. Where do you begin?**

“Start by framing your data strategy around specific use cases”

Start by framing your data strategy around specific use cases where data contributes to achieving goals aligned with the firm's strategic vision and business objectives. Your data assessment journey may initially focus on operational issues – such as the

lack of authoritative sources for master data or streamlining integrations – and that is undeniably crucial, but it is also important to avoid letting technology or operations alone drive your strategy.

To broadly gather insights and accurately assess your data needs and priorities, it is important to meet with different stakeholders and understand their unique objectives. **Focus on use cases where data can be utilized across multiple scenarios, solves a significant pain point, or unlocks a new business opportunity.** Other key elements to consider are security, privacy, and governance, as well as data collection, storage, and analysis. Striking the right balance in determining what to prioritize is essential as miscalculating that aspect can introduce risks, like exposing sensitive data, or delaying obtaining key insights for stakeholders. In short, **aligning your data assessment with the business goals of the firm will greatly enhance the overall success of your data strategy**, dramatically raising the level of awareness and appreciation for data throughout the firm and ensuring that it becomes an integral part of driving the firm forward.

So how best to implement a rigorous data assessment? Consider establishing a data governance team that consists of key people representing your business units such as accounting, human resources, information governance, marketing, and IT. This team will help define data standards, approve data-related changes, and act as strategic advisers. They can also assist with educating the firm about the value of data via literacy campaigns that emphasize the importance of responsible data handling.

“Consider establishing a data governance team that consists of key people representing your business units”

There are three key roles to consider in building your data team.

- First, you will need someone who can drive **the vision for data** at the firm and oversee the data strategy. This person should have strong collaborative relationships with other stakeholders.
- Second, select a **data engineer or architect familiar with your data sources**. It would be beneficial if they also have an understanding of how the data relates to business processes. This individual should possess the skills necessary to handle the operational aspects of preparing data for analysis.
- Finally, a **business or data analyst** can assist in translating business requirements into reporting requirements. Additionally, a data analyst may bring more technical skills to the role.

As you delve deeper into your data and encounter unknown or unstructured data, you may want to consider adding a data scientist to the team. It is possible that one or more of these roles already exist within your firm. If not, and if you are not ready to hire, outsourcing to a partner or bringing on a consultant are viable options.

Once you have assembled your data team, you need to consider how you will store your data. **A traditional data warehouse is an excellent choice for structured data while a data lake is suitable for structured, unstructured, and semi-structured data.** If you want the flexibility of a data lake but also the organization and management capabilities of a warehouse, a lakehouse, that combines the best features of both, may be the ideal solution.

“Irrespective of your area of focus, it is advisable to start with a small, manageable dataset”

In addition to storage, there are other important factors to consider during your planning phase. You must **determine when and where you will transform your data** – before or after you load it – and design effective schemas to ensure efficient organization and retrieval. Equally important is establishing a clear understanding of **how the data will be accessed by downstream systems or reporting technologies**, ensuring seamless integration and utilization. If the prospect of setting up a data lakehouse seems overwhelming, rest assured that there are legal technology partners available who can provide valuable assistance and guidance throughout the process.

Irrespective of your area of focus, it is advisable to start with a small, manageable dataset. If a specific initiative or use case is kicking off your strategy, begin with that particular dataset. This will allow you to effectively narrow down the scope and ensure a targeted approach, which will allow for a more streamlined and efficient implementation.

It is of utmost importance to avoid falling into the trap of becoming solely technology-focused during this endeavor, particularly if the individual spearheading the data initiative resides in the IT department. While technology plays a crucial role, it is essential to maintain a broader perspective that aligns with the overall objectives and goals of the firm. By keeping the focus on the bigger picture, you can ensure that your data strategy remains aligned with the strategic direction of your organization throughout the entire process.

“It is of utmost importance to avoid falling into the trap of becoming solely technology-focused during this endeavor”



Jeroen Plink

Co-Founder & COO at Legal Technology Hub

The recent coming-out party for OpenAI / ChatGPT was a watershed moment for many professions and industries, including the legal field. Within an incredibly short amount of time, and particularly after the release of GPT-4, we went from “This might be interesting someday”, to “Wow, this is pretty good”, to “Oh shit, this is better than most of my people”, to “Oh shit, this is coming up with stuff that I didn’t think of.”

And already, it resulted in a legal tech startup being perceived as “these guys are pretty interesting” to “we better buy these guys now before we cannot afford them anymore.” Casetext, a legal research and AI company, was acquired by Thomson Reuters in August 2023 for a staggering \$650 million in cash.

The emergence of generative AI was the result of a revolution of more than 65 years in the making. The term AI was coined in 1956; the first “perceptrons” (early neural networks, the technology at the root of most of today’s AI) came into being in 1958. But for most of AI’s history, the use of the term “intelligence” in AI was generous, as most of its real-world applications were powered by simple algorithms, rules, checklists, and look-up tables. There was neither enough computing power nor enough data to approach or exceed human

creative or problem-solving capabilities. So the legal field could happily ignore AI, or toy with it and then ignore it. **The real work was done by smart people with shiny shoes and degrees from top schools.**

Until now.

Mainstream AI legal tools can suddenly make lawyers vastly more productive and successful.

And with it, knowledge management (the catch-all phrase used by many law firms to describe how they manage and leverage all internal and external data, documents, information, experience, and expertise relevant to the practice of the firm) has gone from something of an afterthought on the edge of the firm to center stage. Innovation based on a proper data strategy has become a survival essential for the firm.

“Knowledge management has gone from something of an afterthought on the edge of the firm to center stage”

You have probably already heard and read about the potential impact of AI on legal. Tools for analyzing case law, rulings, large datasets, doing the work of a warehouse of associates; tools for accelerating due diligence and e-discovery; solutions for facilitating compliance and risk management; accelerating document and contract drafting; operational tools to better manage the firm; CRM and analytics tools to identify business development opportunities; and many more. Until now, all these things were too hard to automate well; now they are not anymore.

But as in other industries that have (finally) hit the point where technology is essential to staying in business, there is a fork in the road for each law firm: Do I commoditize or do I differentiate?

The tools are unavoidable, and using them will be table stakes for practicing law. So there will be legions of firms and lawyers that have access to generic capabilities way beyond what they had the resources for in the past. But there will also be those who continue to have a unique advantage: their institutional knowledge, in combination with these new tools.

To successfully leverage the institutional knowledge of the firm - the data and experience that only you have, as well as the external data and knowledge that you are expected to be able to draw on - you must have a data strategy. **A modern data strategy has to balance two potentially conflicting aspects: the opportunity to empower the firm by leveraging data; and the absolute need to protect the firm's, its clients', and purchased data** and the potentially confidential and private information contained therein, and ensure its use is appropriate, ethical, and legal. At a high level, this balancing act

requires a comprehensive approach to and understanding of both the hygiene aspects and the opportunity aspects.

"A data strategy starts with understanding the key areas where electronic data provides a competitive advantage for the firm"

A data strategy starts with understanding the key areas where electronic data provides a competitive advantage for the firm; what data will maximize such competitive advantage; and how such data will be made available to the firm and its associates. While it is easy to dismiss this as "everywhere," an explicit understanding of the areas where the firm has unique opportunities is important. In the absence of this, the firm may unintentionally become an unorganized data hoarder (saving everything without necessarily being able to take advantage) or a data minimalist (avoiding ownership of all data at the earliest possibility, avoiding cost and risk but being left behind in terms of opportunity). The firm needs to have a clear policy and mechanism for ensuring that what it does with the data is what it wants to do. Is such use ethical, responsible, and unbiased? Does it pass the "headline test"? How does it help, and what tools will be needed?

Next is to articulate how to collect, retain, and leverage relevant data, including client data, market trends, case law; internally generated data and external sources (data APIs and tools); and data from outside of the traditional purvey of law firms, such as news, financial, and market data. Once collected or connected, how will the data be organized, tagged, interpreted, and generally enabled

for reuse? This is becoming especially prominent as AI capabilities are being trained or refined on the firm's private data. How will the firm ensure that the data is sufficient, accurate and unbiased, and up to date? Periodic checks will be necessary.

Just as important as knowing what data to obtain and how to collect it is a clear understanding of what data and records the firm does not want to retain or use, how to protect all data when under the control of the firm, and comply with data use agreements for external data, and how to provably be able to firewall it to ensure all data is accessible only for its intended use. This is critical both from an ethical and legal/compliance point of view and to maintain the trust of the clients and the reputation of the firm. Compliance and governance are not an afterthought. Understand and operationalize the legal and regulatory requirements (such as GDPR, UK Data Protection Act, various US state regulations, SOC 2 audits and certification, and many more). Many of those regulations affect not only the jurisdictions where the firm practices, but also those of all people represented in data held by the firm, as well as those the firm does business with. For example, a law firm that is a business associate of a covered entity under HIPAA (a US law that governs how protected health information is handled by covered entities such as hospitals or insurance carriers) is itself required to handle protected information (e.g., names) under HIPAA guidelines.

"All knowledge-intensive fields are in a state of great change, and that those who won't change will be left behind"

The technological infrastructure, and the architecture of where and how all data owned, accessed, and used by the firm is stored and processed, is critical both from an operational perspective (cost, supportability, performance) and from a legal/compliance perspective. Almost all firms will have a combination of on-prem data (starting with every laptop of every associate), privately hosted data, cloud-stored data, and contracted access to data through APIs and tools. Each will come with its own issues and headaches (backup, encryption, access control, and integration, to name a few). This also includes a clear map of what data is used as well as generated by which software solutions.

It is clear that all knowledge-intensive fields are in a state of great change, and that those who won't change will be left behind. Law firms are knowledge firms. All knowledge firms will have to be data and technology-enabled firms.

Getting this right will be critical.

Having the right data, treating the data right, and building the right capabilities from those data will be critical.

Having the right people in the right positions, and having them be empowered within the governance structure of the firm will be critical.

But as John F. Kennedy said, *"Change is the law of life. And those who look only to the past or the present are certain to miss the future."*



Stibbe

Olivier Van Eesbeecq

Head of ICT & Facilities at Stibbe

What is the importance of data in a law firm?

There are several ways to approach the question of the importance of data management in a law firm, but one possible answer is: Data management is the process of collecting, organising, storing, securing, analysing, and using data to support various tasks and purposes. In a law firm, data management is important for several reasons, including:

- **Improving customer service and client satisfaction:** Data can help our firm provide timely, accurate, and tailored advice and representation to its clients based on their needs, preferences, and expectations. For complex cases, we often invoke a project-based approach with interim reporting on case progress, hours spent, and budget. Data can also help them optimise their pricing, billing, and resource allocation, as well as measure and improve performance, quality, and impact.

- **Ensure compliance and risk management:**

Data management can help our firm comply with various legal, ethical, and professional standards and regulations, such as confidentiality, privacy, data protection, anti-money laundering, anti-corruption, and conflict of interest. Data management can also help us identify, assess, and mitigate various risks, such as cyber-attacks, data breaches, malpractice, litigation, and reputational damage. Leveraging the available data on clients and matters correctly helps us manage risks. In turn, analysing all available cybersecurity-related data helps us protect that same data at all times.

- **Support strategic decision-making and growth:**

Data management helps our firm generate valuable insights and information from its data, such as market trends, client behaviour, competitive analysis, performance evaluation, and profitability analysis. Data management can also help us align our data with our vision, mission, values, and goals, and support our strategic

planning and execution. Our partnership has 24/7 access to matter-related, practice group, or firm-related KPIs thanks to modern reporting tools.

- **Improving legal research and analysis:**

Data can help lawyers and legal professionals (PSLs) find relevant legal sources, precedents, arguments, and insights from different jurisdictions, fields, and disciplines. Data can also help them evaluate the quality, reliability, and validity of legal information, and identify gaps, inconsistencies, and trends in legal doctrine and practice. To easily search and access this data, we rely on knowledge databases organised by PSLs. An enterprise search engine facilitates searching through the various data sources.

- **Promote legal knowledge and education:**

Data can help our lawyers and legal professionals expand and deepen their legal knowledge and skills, and update and refresh their legal education and training. Data can help them access and learn from a variety of legal sources, perspectives, and experiences, and engage in continuous and lifelong learning.



Dunya

Unlock the knowledge of all the
lawyers in your organisation

Get in touch: dunya@henchman.io
www.henchman.io

