

LEGALTECHTALK

LEGALTECHTALK PRESENTS:

LEGALTECH DIARIES

Special Edition

VOL 9.

June 2025

- FEATURING -

LAINA CHAN

CEO
MiAI Law

JAMES THOMAS

Partner, Global Head of
LegalTechnology, KPMG UK & CTO,

TANJA PODINIC

SVP, AI Programs
ContractPodAi

RYAN ALSHAK

CEO
Laurel

Contents

| | | | |
|----|---|----|--|
| 03 | FOREWORD CONTENT DIRECTOR, LEGALTECHTALK | 28 | DREW AMOROSO FOUNDER, DUECOURSE |
| 04 | JASON CASSIDY CEO, SHINYDOCS | 30 | STEPHEN DOWLING CEO & FOUNDER, TRIALVIEW |
| 06 | DAVID HEPBURN PRESIDENT, ACTIONSTEP | 32 | JAKE JONES CO-FOUNDER, FLANK |
| 08 | CALEB HARRIS CEO, &AI | 34 | ROSS MCNAIRN CEO, WORDSMITH AI |
| 10 | DAN RABINOWITZ CEO & FOUNDER, PRE/DICTA | 36 | RUBEN MIESSEN CEO & CO-FOUNDER, LEGALFLY |
| 12 | RICK VAN ESCH CO-FOUNDER & CEO, EMMA LEGAL | 38 | TRAVIS LEON CO-FOUNDER & CO-CEO, JIGSAW |
| 14 | JIM SULLIVAN CEO & FOUNDER, EDISCOVERY AI | 40 | TANJA PODINIC SENIOR VICE PRESIDENT, AI PROGRAMS, CONTRACTPODAI |
| 16 | KIM STEIN DIRECTOR OF LEGAL SOLUTIONS, UPLAND SOFTWARE | 42 | TONY ABOU-ASSALEH PRESIDENT & CEO, TITANFILE |
| 18 | OLIVER FJELLVANG CO-FOUNDER, CLEARDOX | 44 | MIGUEL FREIRE CO-FOUNDER & CEO, NEURALSHIFT |
| 20 | JOE LOGAN CHIEF INFORMATION OFFICER, IMANAGE | 46 | RICHARD MABEY CEO, JURO |
| 22 | KRISTEN MIGLIORINI FOUNDER & CEO, KOMPLYAI | 48 | CJ ANDERSON DIRECTOR, IRON CARROT |
| 24 | LAINA CHAN CEO, MIAI LAW | 50 | RYAN ALSHAK CEO, LAUREL |
| 26 | JAMES THOMAS PARTNER, GLOBAL HEAD OF LEGALTECHNOLOGY, KPMG UK & CTO, KPMG LAW | 52 | KRITON PAPASTERGIOU CEO & CO-FOUNDER, CASEPAL |

FOREWORD

MERLIN BEYTS

Content Director, LegalTechTalk

The legal industry stands at an inflection point. While some corners of the profession cling to tradition with the tenacity of a stubborn barrister defending an untenable position, a new generation of entrepreneurs is quietly reshaping how legal work gets done. This ninth volume of LegalTech Diaries captures the voices of these innovators—founders who’ve identified critical pain points in legal practice and built solutions that are transforming the industry from within.



What strikes me most about this collection is the diversity of problems being tackled. We’re not just talking about document automation anymore. The founders featured here are addressing everything from data governance and due diligence to litigation prediction and AI coaching. Each story reveals a deeper truth: LegalTechnology has evolved far beyond basic digitisation to become a sophisticated ecosystem of specialised tools designed for the complexities of modern legal practice.

The conversations in this edition reveal a fascinating pattern. Many of these founders are former practitioners themselves—lawyers who experienced the frustrations of inefficient workflows firsthand. Take Jason Cassidy from Shinydocs, who advocates for transparency over technological complexity. Or Stephen Dowling from TrialView, whose courtroom experience with “huge volumes of paper” drove him to reimagine digital collaboration for litigation. Their insider perspective brings an authenticity to their solutions that pure technologists might miss.

But perhaps what’s most compelling is how these founders view the relationship between AI and human expertise. Rather than the replacement narrative that dominates much of the discourse around artificial intelligence, these entrepreneurs see AI as augmentation. Drew Amoroso from DueCourse emphasises that “the people part” will become increasingly important as routine tasks become automated. Travis Leon from Jigsaw talks about eliminating “PowerPoint drudgery” so lawyers can focus on strategy and client relationships.

The timing couldn’t be more critical. As Richard Mabey from Juro observes, legal teams aren’t growing—they’re being asked to do more with less. The founders in this edition offer pathways to resolve this tension, not through working longer hours, but through working smarter.

This collection represents more than just product pitches or technical explanations. These are strategic blueprints for the future of legal practice, drawn from entrepreneurs who understand both the promise and the peril of technological transformation.

My sincere thanks to all who generously shared their insights, experiences, and visions for this edition. Their candour and expertise make this collection an invaluable resource for anyone seeking to understand where LegalTechnology is heading.

These innovators aren’t just shaping the future of law – they’re building it. Flip the page, see what they’re creating, and meet them live at LegalTechTalk 2025.

JASON CASSIDY

CEO, Shinydocs



Q You've advocated for a "user-first" rather than "application-first" approach to data management. In practice, what does this philosophical shift mean for how organizations should evaluate and implement new technologies?

A User first means the things you put in place are transparent to the user. You don't need training or "buy-in". If people like e-mail, the H:\ drive, and Teams – then let them use e-mail, the H:\ drive, and Teams!!

Behind the scenes use tools to know what information you have, and make sure it can be found for both productivity and compliance purposes.

Q As someone who's experienced both the vendor side and the customer side of enterprise software, what's the biggest disconnect you've observed between what technology companies think users want versus what users actually need?

A Nobody wants to invest in technology unless there is a perceived "Big" payoff... so IT projects have always suffered from over-reaching. There are simple wins: Eliminate Paper based archives and processes.

Make your current data securely searchable. None of these things need "modern Cloud Storage" or "web 3.0 document management". Just solve the problem people have.

Example: Your File Shares are insecure and nobody can find stuff.

Answer: Use the permissions built in to secure the file shares, then just index the files and give secure permissioned search.

Counter Example with Over-Reaching: Our file shares are insecure, therefore we must move to a modern desktop where everyone uses sync-and-share tools on the cloud and centralized web based storage.

In this case: YOU STILL HAVE THE PAPER! You'll still have some processes (Linked Excel Spreadsheets, CAD Drawings, etc) that will never leave the file share.

You introduce something complicated for everyone to learn and you don't eliminate the actual problem.

Q You've worked with major financial institutions, government agencies, and other highly regulated industries. How do you balance the need for robust compliance and security with your philosophy of keeping systems transparent and user-friendly?

A Robust compliance comes when you know what you have and can find what you need for compliance and security. Period.

Most companies DON'T know what they have and can't find what they need. Yet, because media has told them cloud-first they think the solution is to put it in some new web based cloud system and magically they will solve the problem. What they find out is that the cloud is slower and more expensive, and they STILL DON'T know what they have and can't find what they need. AND they still have some or all of their old systems.

The satisfied customers who are most compliant and secure, are the ones with the most control of their data – not the ones who have ceded control to a 3rd party.

This is the greatest irony in "balance". If you want satisfied users, do nothing to them, just use the best tools to secure things behind the scenes.

As soon as you force them to learn something that isn't actually easier than what they had before, there is no balance, you just fight a losing battle forever.

Q This seems negative about the cloud-first strategies. Isn't there a middle ground?

A Of course, for certain size organizations it makes no sense to have any of your own infrastructure. Somewhere between 20-100 employees a hybrid way of thinking is the way to go.

Move processes and workloads to the cloud that are only available in cloud applications for certain, but for things like content storage a tiered approach is usually best (i.e. active or work in progress content in the cloud, records, archives, and other durable file content with business value should be in the system that gives the fastest retrieval for commonly used content, and lowest cost storage for infrequently accessed content. This is often file share, cold cloud storage, or even tape backups).




DAVID HEPBURN

President, Actionstep

Q Walk me through Actionstep's *raison d'être*. Was there something you noticed about the industry that precipitated the company's creation?

A Actionstep really started with a simple observation: most business software didn't reflect how people actually work. Back in the early 2000s, our founder, Ted Jordan, noticed that a lot of systems forced users into rigid processes that didn't fit their day-to-day reality. He figured there had to be a better way, one where people could shape the software around their workflow, not the other way around.

That idea, building flexibility and adaptability into the core of the system, is what drove Actionstep's early development. What began as a broader business management tool gradually evolved into something focused specifically on law firms, where process really matters. Over time, we've found a natural fit with law firms that are growing, looking to modernise, and want more control over how they run their practice so they can turn into a top performing business.



Q How would you describe the current state of law firms' tech stacks? Do you think they're fit for purpose?

A Most firms have some solid tools in place, but they're often not working together. You see the same problems pop up time and time again – double entry, missed info, people not knowing where to find things, because the systems are disconnected or not being used properly. This gets even worse as for firms stuck on on-premise servers that lack development and integration with new tools law firms need.

The real challenge for firm leaders isn't just about having the right tools, it's understanding how they're actually used day to day. A tool on paper might look great, but if it's not being adopted properly or it's not integrated with the rest of the firm's systems, it ends up becoming just another layer.

I'd suggest firms stop thinking in terms of "tech stacks," where tools are just layered on top of each other, and start thinking more in terms of an "ecosystem." Your systems should connect and support each other, adapt to your environment, and help the whole firm thrive, otherwise, they're not doing much more than adding noise.

Q For law firms starting to digitise at greater pace and scale, what should the first step in their journey be?

A Start by getting your foundation right. For most firms, that means focusing on your core platform – your legal practice management software. If that's solid, it becomes much easier to bring in other tools that complement what you're doing and genuinely add value.

The mistake I see a lot is firms adding new tools because they've seen a demo, or read an article, or been to a conference. But if you're not clear on how it fits into your day-to-day operations or if your team isn't ready for it, it just adds complexity.

So, the best place to start is with a clear understanding of your current business processes: what's working, what's not, and where the biggest improvements could come from.

Once that's clear, you can be more deliberate in choosing tools that solve real problems. And when you do that, you're much more likely to see real value, get buy-in from your team, improve your clients experience, and ultimately, help your firm move forward.

Actionstep





CALEB HARRIS

CEO, &AI

Q What inspired you to launch &AI, and what gap in the AI ecosystem were you aiming to fill?

A In the years before launching &AI, I worked as a technical expert in patent litigation with Fish & Richardson and Gibson Dunn, building off of some AI research I did during graduate school at MIT. During this time, I witnessed firsthand the surprisingly manual and repetitive workflows that highly skilled patent attorneys were burdened with — tasks like searching for prior art, building claim charts, and drafting templated litigation documents.

This realization sparked my discovery process with my co-founder Herbie, who I knew from MIT. Early on, we were fortunate to collaborate closely with some of the world's leading litigators, and we quickly learned that in patent litigation, perfection isn't just ideal — it's essential. The stakes are extraordinarily high.

At the time, no products on the market met the rigorous standards required for patent litigation. We recognized this gap as our opportunity and decided to rise to the challenge.



Q How do you see AI agents evolving in the coming years, particularly in the legal and business sectors?

A Progress among AI agents is largely driven by improvements in the reasoning ability of foundation models from OpenAI, Anthropic, and Google. Reasoning, which is effectively a model's ability to think before acting, enables AI agents to forwardly plan, navigate complex environments, and dynamically respond to new information. These skills are particularly useful in the legal and business sectors where work often spans massive amounts of context across hundreds and even thousands of sources.

If the exponential rate of progress continues, I believe we'll start to see dramatic shifts in how work is completed and how humans interact with agents. Agents will increasingly take on more difficult tasks with more expansive scope. They will not only streamline repetitive and manual work, but also enable new types of work that were previously infeasible.

For example, analyzing a portfolio of thousands of patents against the entire market of products to identify high-probability litigation opportunities would take a team of humans an extraordinary amount of time. In contrast, a multi-agent system can complete that analysis with relative ease in less than an hour. This shift in what is reasonably possible will impact almost all complex work.

Q As AI-generated content becomes more prevalent, how do you think intellectual property laws should evolve to address ownership disputes over AI-created works?

A Intellectual property laws as they stand, today, are premised on a human-centric model, where ownership is solely tied to a human contributor. I think that this will need to evolve towards a framework that acknowledges human-AI collaboration, given that this is where the future is headed.

For instance, copyright laws may need to revisit the concept of "authorship" — clear criteria needs to be established for determining what minimum threshold of human creative input (prompting, selection, editing) is needed to qualify an AI-assisted work for copyright protection.

We may start seeing AI inputs carrying embedded metadata or invisible watermarks, to help resolve ownership disputes — if so, there will be a whole branch of forensic tracing cropping up to support this.



PRE/DICTA

DAN RABINOWITZ

CEO & Founder, Pre/Dicta

Q What do you think are the biggest issues facing litigators in 2025?

A The legal landscape is rapidly shifting underfoot. In 2025, litigators are grappling with three intersecting challenges: accelerating client demands, pressure on traditional pricing models, and the growing imperative to adopt AI, which is no longer futuristic but foundational.

First, the demand for speed and transparency has become non-negotiable. Clients now expect clear forecasts, fewer surprises, and faster turnarounds. That expectation mirrors how technology has reshaped every aspect of professional service. If your financial advisor can simulate ten-year portfolio risks in seconds, why can't a lawyer estimate the likely path and cost of a motion with similar efficiency?

Second, the hourly billing model is being challenged. When AI can draft first-pass briefs or conduct legal research in minutes, what justifies charging the same rate for those tasks? This doesn't diminish a litigator's worth; rather, it underscores the need to redefine where true value lies. Clients increasingly reward strategic insight, foresight, and creativity, which are precisely the areas where technology enhances, not replaces, the expertise of lawyers.

The third challenge is adoption. While many litigators still lean on intuition and experience, these alone will no longer suffice when opponents leverage insights and gain strategic advantages from millions of cases. Firms focused solely on generative AI for task automation are already falling behind. Litigation intelligence isn't about replacing judgment; it's about sharpening it. The real risk isn't being replaced by AI, but being outpaced by those who use it effectively.



Q Predicting litigation outcomes might seem a bit far-fetched to some of our audience. Is this really possible?

A Skepticism is healthy, but we should distinguish between what is unfamiliar and what is unfeasible. Predictive intelligence is already the most mature and embedded form of AI in our daily lives. Every time you board a plane, algorithms run safety checks and determine flight paths. Hedge funds move billions based on predictive risk models. Streaming services have mastered the psychology of audience engagement through behavior-driven forecasting. These are not thought experiments; they represent operational realities.

The legal field, however, has traditionally lagged behind—not due to a lack of data, but because of insufficient structured and validated application. As early as 2004, a statistical model using six broad variables, such as the circuit of origin and issue area, accurately predicted 75% of U.S. Supreme Court decisions, whereas legal experts had a success rate of only 59.1%. That was twenty years ago, and both the data sets and modeling capabilities have grown exponentially since then.

There is an irony in skepticism regarding predictive intelligence in the legal domain: while demographic and psychographic analysis is routinely used in jury selection, why wouldn't we apply the same rigor to understanding judicial behavior, despite the availability of infinitely more qualified information? Would you argue before a jury without knowing anything about them? Then why walk into motion practice blind to the judge's identifiable tendencies?

At Pre/Dicta, we have built on this foundation. We back-tested our models across millions of cases and achieved 85% accuracy in predicting judicial rulings. The core idea is simple: litigators already attempt to "read the judge." We are just providing an empirical foundation from over 13 million decisions, enabling earlier, faster, and more accurate predictions before your adversary does.

Q How will technology like this affect the daily working lives of litigators?

A Chess masters still study the board before making a move. Experience doesn't diminish the value of foresight. The best litigators intuitively analyze patterns, and predictive tools deliver those insights sooner, with greater clarity. Every motion, every filing, every settlement posture serves as a forecast. The difference now? Better forecasts incorporate discernible patterns in the data alongside experience. In litigation, precision is achieved by merging experience with reliable feedback systems.

In practice, predictive intelligence will become a quiet yet constant co-pilot for litigators. Imagine knowing how your judge is likely to respond to a specific motion before drafting it—not in vague terms, but with data-backed clarity. Envision estimating the probable duration and pivotal moments of a case to provide more accurate pricing to a client. Or adjusting your settlement posture based on the statistical tendencies of the court or the opposing firm. These aren't hypotheticals; Pre/Dicta's clients are implementing these practices now.

For in-house counsel, the implications extend even further: selecting the right outside firm based on the DNA of the case, forecasting cost exposure with unprecedented precision, and aligning legal strategy with business risk in real time.

The truth is, litigators don't need to become data scientists; they just need to become data-literate. As in any profession, those who learn to ask better questions and apply the right tools to answer them will outperform those who rely solely on instinct.



RICK VAN ESCH

Co-Founder & CEO, Emma Legal

Q Having worked in conversational AI and now legal AI, what parallels do you see between these applications in terms of user adoption, training requirements, and integration challenges?

A Legal AI adoption is slower, but more transformative. In conversational AI, automation was applied to relatively standardised tasks. Legal AI, on the other hand, is capable of performing tasks that typically require years of study.

Training requirements have largely diminished compared to five years ago – the same can now be said for conversational AI.

I'd say the integration challenges are technically similar. However, in the conversational space – usually involving call centres or customer care environments – there are already clearly defined processes in place. With Legal AI, by contrast, most of the processes that the AI must now undertake exist only in people's heads rather than being formally documented.

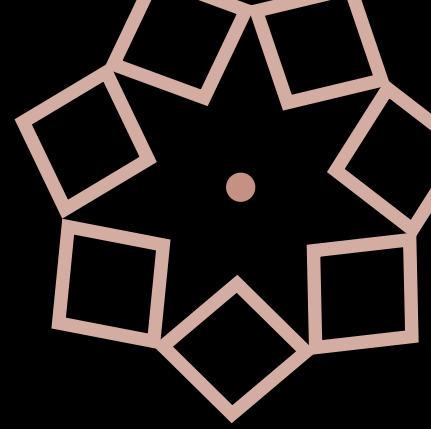


Q You've described the current state of legal due diligence as largely unchanged for 30 years – still slow, expensive, and manual.

What fundamental shifts in technology or market conditions finally make automation viable now, when it wasn't possible before?

A We have observed different waves of LDD digitisation:

- **Wave 1: 2000s–2015** – Physical data rooms moved to virtual data rooms.
- **Wave 2: 2015–2023** – Adoption of deterministic AI models.
- **Wave 3: 2023–Present** – Agentic AI models based on foundation models.



Wave 1 did not fundamentally change the way LDD was carried out; it merely shifted the location of the data room. Review and red-flag reporting remained manual.

Wave 2 was a bold attempt to implement machine learning, but it proved to be very costly and inflexible. Each clause – such as “change of control” – had to be trained on tens or hundreds of documents before it became effective. In short, it was inaccessible to most law firms and uptake was limited.

Wave 3 is the “iPhone moment” of Legal Due Diligence, if you will. Foundation models are now performing exceptionally well on legal tasks, making clause-by-clause training obsolete. This renders Legal Due Diligence accessible without the need for significant upfront investment, with results delivered instantly. The technology is now viable for firms of all sizes. Moreover, market trends such as W&I insurance have matured significantly at the lower end of the market – say, for enterprises with up to £20 million in Enterprise Value – which increases the demand for fast, yet accurate, LDD.

Q As a leader in LegalTech, what advice would you give to law firms looking to modernise their operations, whilst at the same time maintaining security and compliance?

A Most amenable to AI automation:

- Information retrieval
- Automatically running playbooks for specific industries
- Building a knowledge base to guide the asking of the right questions

Where human lawyers remain essential:

- Making decisions in complex, context-heavy cases
- Advising clients based on the information found
- Interpreting data in light of the client’s needs and recommending bespoke solutions
- AI can locate, sort and give meaning to the data, but understanding what it means and how it applies to the client’s unique situation still requires human judgement and expertise.

JIM SULLIVAN

CEO and Founder, eDiscovery AI



Q The legal industry has historically been slow to adopt new technologies. What do you see as the key factors that will determine whether AI becomes truly integrated into legal workflows versus remaining a peripheral tool?

A The legal industry's adoption of AI hinges on one fundamental question: can the technology meaningfully improve outcomes without increasing risk? Historically, the legal profession has been cautious with innovation—and rightly so. We operate in a risk-sensitive environment, where precision and accountability matter. That said, we're now at an inflection point.

Three key factors will determine whether AI becomes core to legal workflows or remains on the periphery:

1. Trust through transparency and validation: Lawyers need to understand how AI reaches its conclusions—especially in high-stakes matters like privilege review, issue coding, or fact development. Black-box models won't suffice. AI tools that offer explainability, auditability, and align with legal standards of defensibility will earn their place in core workflows.

2. Seamless integration with human judgment: AI should augment—not replace—lawyers' expertise. The most successful tools will be those that integrate naturally into existing platforms and workflows, empowering attorneys to make faster, better-informed decisions without disrupting how they work.

3. Measurable value at scale: Adoption will accelerate where corporations and legal departments see clear ROI—whether it's reducing document review time by 60%, surfacing critical facts earlier in discovery, or freeing up attorneys to focus on strategy instead of manual tasks. It's not about the novelty of AI—it's about results.

We focus on building tools that respect the complexity of legal practice while delivering real, measurable value. The firms and teams that lean into this shift—thoughtfully and strategically—will have a material advantage in both efficiency and insight.

Q There's ongoing debate about AI bias and transparency in legal applications. How should the legal industry balance the efficiency gains of AI with the need for explainable and accountable decision-making in high-stakes litigation?

A AI bias and transparency aren't just theoretical concerns in the legal field—they're mission-critical. When we're dealing with high-stakes litigation, where lives, livelihoods, or billions of dollars may be on the line, there is no room for shortcuts in accountability. Balancing efficiency with explainability starts with a simple principle: legal decisions must always be subject to human oversight. AI can accelerate the process, but it must never obscure the reasoning.

Here's how the legal industry can strike the right balance:

1. Demand explainability by design: We cannot treat AI as a black box. Legal professionals need to understand why a model flagged a document as privileged, or why it linked a record to a specific issue. Tools must offer transparency—not just in how they function, but in the outputs they generate. This means surfacing rationale, showing confidence levels, and allowing legal teams to interrogate the results.

2. Establish rigorous validation protocols: Before deploying AI in litigation, firms must stress-test models for potential bias—whether that's stemming from training data, labeling, or algorithmic design. We need clear metrics, validation sets, and continuous quality checks. This isn't just good practice—it's essential for defensibility in court.

3. Keep humans in the loop: AI should inform, not decide. The most responsible implementations put control in the hands of attorneys, enabling them to use AI to surface patterns or prioritize review—but with full ability to override, verify, or challenge the machine's conclusions.

Ultimately, the goal is not just faster review or better classification. It's to elevate the quality of legal analysis while upholding the profession's core standards of fairness, due process, and accountability.

Q Looking ahead five years, what emerging technology or trend beyond current AI capabilities do you believe will be the next major disruptor in legal services, and how should legal professionals prepare for it?

A Looking to the future, I believe the next major disruptor in legal services will be autonomous legal agents—AI systems capable of carrying out multi-step legal reasoning tasks, not just extracting information or summarizing content, but coordinating actions across workflows with minimal human intervention. Think of them as digital associates that can analyze a dispute, identify key legal issues, draft discovery plans, or even simulate opposing arguments based on evolving facts.

This shift is bigger than incremental efficiency gains—it's about transforming the very structure of how legal work is performed.

These agents will be able to reason across documents, timelines, people, and procedural rules, drawing inferences and making recommendations at a level of contextual understanding we don't see in today's tools.

To prepare, legal professionals should focus on three areas:

1. Develop AI fluency: Lawyers don't need to become coders, but they do need to understand how autonomous agents work, what their limits are, and how to collaborate with them effectively. Just as today's top lawyers are fluent in eDiscovery tools, tomorrow's will need to be fluent in AI orchestration.

2. Reimagine workflows, not just tools: This isn't about bolting new tech onto old processes. Firms will need to rethink how legal services are delivered—how matters are staffed, how quality is measured, and how risk is managed—when a machine can do in hours what once took a team days or weeks.

3. Embrace new roles and value models: As automation handles more of the routine legal work, professionals will be increasingly valued for strategic thinking, emotional intelligence, and domain-specific judgment. The legal industry will evolve to prioritize roles that guide, supervise, and ethically deploy these autonomous systems.

We're already laying the groundwork for this future—building systems that can not only understand what happened in a case but anticipate what needs to happen next. The firms that start preparing now will be the ones leading the profession, not reacting to it.



KIM STEIN

Director of Legal Solutions, Upland Software

Q What role does findability play in the AI revolution for global law firms? Where are the biggest opportunities?

A Findability is critical in the role of AI, and the evolution of AI is taking place in our industry. It is the core basis of effective knowledge management, decision-making, and optimal AI performance.

Findability is the first step to executing actions with the AI system of your choice. Without finding the right document, clause, precedent, or answer. How can you know what to leverage for the AI use case of your choice?

Ensuring that you can find the right information, at the right time, and with the right context to feed into AI. Without it, even advanced AI tooling will fail to thrive across the firm. The biggest opportunities are in the way legal professionals access and interact with knowledge, including:

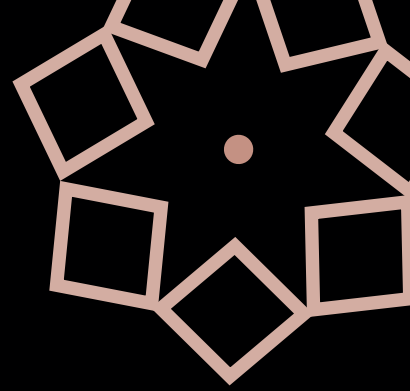
Enhancing the firm's search and retrieval systems: Every firm should invest in advanced, AI-powered enterprise search capabilities that go beyond keyword matching to understand context and intent. Semantic search, natural language processing, and relevance ranking can dramatically reduce the time lawyers spend searching for documents or answers.

Improving document and precedent management: By building well-organized collections with smart metadata tagging,



automatic summarization, and classification, firms can make their most valuable knowledge assets AI-ready. This enables faster drafting, enhanced legal research, and improved consistency across matters.

Workflow integration: Embedding findability into day-to-day tools, such as email, document management systems, and communication platforms, ensures that AI can proactively surface the right information when and where it's needed. For example, relevant clauses or prior work can appear as a lawyer drafts a new contract, saving time and increasing quality.



Q What is the role of connectivity in an AI strategy for global law firms?

A Connectivity plays a foundational role in the success of any AI strategy within global law firms. It serves as the critical link between business systems and repositories. Document Management Systems (DMS), billing systems, and knowledge repositories all need to be unified, connected, and have the ability to transfer information. Without it, you end up with incomplete, siloed, and non-contextualized AI outputs.

By eliminating data silos, connectivity enables firm wide data normalization and governance. It ensures that information is accessible in real time, contextualized, and can provide tangible value to the end user. With strong connectivity in place, law firms can move beyond isolated systems and processes to enable better collaboration across teams. It also allows for AI tools to work with complete and high-quality data, improving relevance, insights, recommendations, and downstream use cases like summarizing, comparing, analyzing, or even agents.

Ultimately, connectivity empowers firms to unlock the full potential of their AI investments. Better efficiency, better data, better outcomes.

Q What is the importance of documents and precedent management for law firms in this new world of AI?

A Managing documents and precedents is key to firm-wide efficiency and competitive advantage. As AI integrates into legal workflows, the quality and accessibility of internal knowledge directly affect its impact.

Firms that invest in prepared, well-organized, and AI-ready document repositories are positioned to unlock several key benefits:

Faster, smarter, and more consistent legal work: Lawyers can quickly locate relevant documents, clauses, and past work product, reducing drafting time and minimizing the risk of inconsistencies or errors. With enriched, prepared knowledge, firms can produce more relevant results and better AI outcomes.

More accurate and relevant results: High-quality knowledge leads to better output. With classified and organized knowledge, firms can reduce hallucinations within AI models, and make their knowledge more findable.

Greater client value: Clients benefit from faster turnaround times, higher-quality work, and more informed strategic guidance, all powered by an AI system that's deeply connected to the firm's knowledge base. Boosting productivity means happy clients.

In short, document and precedent management are integral to successful AI adoption. Without it, the promise of AI in the legal sector cannot be fully realized.



OLIVER FJELLVANG

Co-Founder, Cleardox

Q Your journey has led you from working in corporate environments to founding multiple startups, including Cleardox.

What key lessons from your previous ventures at EduKarma and elsewhere have most influenced how you approach building and growing Cleardox today?

A One of the biggest lessons I've learned is that the best time to start a company is often when you're young, a bit naive, and don't fully understand what you're getting into. That lack of experience, while it might seem like a weakness, can actually be a major strength. It allows you to take bold steps, experiment freely, and learn by doing. With EduKarma, I experienced this firsthand. I built and launched without overthinking—and that raw energy helped me realize I could create real value, even without a blueprint.

That said, there's an important flipside. Over time, I've come to appreciate the power of experience and preparation. Knowing what you're walking into—especially the hard parts—greatly increases your resilience.

You're more mentally prepared to face the inevitable roadblocks and setbacks. It's a mindset shift from reactive to proactive.

This principle isn't just personal—it's reflected in real data. In Denmark, for example, around 25% of university students drop out, largely because they don't fully understand what they're committing to.

The same applies to startups, careers, and projects: clarity boosts commitment.

This dual perspective—balancing bold action with thoughtful preparation—has fundamentally shaped how I approach Cleardox. I still move quickly and take risks, but I now do so with clearer intent and a stronger foundation. That's helped me lead with more confidence, especially as we navigate complex areas like LegalTech, data protection, and AI.

Cleardox

Q With increasing global privacy regulations like GDPR, CPRA in California, and similar laws in Canada, what trends do you see emerging in how organizations approach data protection over the next 3–5 years, and how is Clearadox positioning itself for this future?

A We're seeing a clear global trend: more regions are adopting data privacy frameworks modeled after GDPR. This includes not only the EU and California, but also countries across Asia and North America. Even in regions without formal legislation, many companies are proactively aligning with GDPR-like principles to future-proof their operations and build trust with customers.

AI regulation is now following a similar path. The EU's upcoming AI Act, for example, places strict demands on how data must be handled before it can be used in AI applications. That includes ensuring personal information is either anonymized or pseudonymized before training or deploying models like ChatGPT or other generative AI systems.

At Clearadox, we're already supporting organizations navigating this shift. We're working with clients who need to anonymize thousands of internal documents before they can safely use AI on their own data. This is part of a broader trend we believe will define the next 3–5 years: moving from curated datasets to secure, organization-wide use of generative AI.

Why build a limited, hand-picked knowledge base when you could query your entire document archive securely with AI?

We see this as a massive opportunity—and we're building the infrastructure that makes it both possible and compliant.

Q Your company offers both anonymization and pseudonymization solutions. Could you explain the strategic decision to support both approaches, and how do you help organizations determine which method best suits their specific data protection needs?

A When it comes to document privacy, there's no one-size-fits-all solution. That's why we made the strategic decision early on to build a platform that supports both anonymization (classic redaction) and pseudonymization.

Anonymization—like black redaction—is useful in cases where the goal is simply to remove sensitive information. This is common in legal disclosures or regulatory filings, where it's acceptable for the reader to know something has been redacted, without revealing what it was.

Pseudonymization, on the other hand, is especially valuable in knowledge-heavy environments like law firms. Here, the objective is to preserve meaning, structure, and learnings from past cases, while protecting client confidentiality. Instead of blacking out key names or details, pseudonymization replaces them with placeholders, allowing the documents to retain their usefulness for internal reference or AI training.

Many of our clients, especially in the legal space, need both methods depending on the use case. That's why we built both capabilities into Clearadox from the start. Our goal is to offer flexibility and control, so organizations can choose the right approach based on their context—whether it's compliance, internal knowledge management, or AI enablement.



JOE LOGAN

Chief Information Officer, iManage

Q How can legal organizations balance strong data governance frameworks with harnessing AI-driven insights?

A It all starts with a good foundation. You need clear and robust data management policies that establish the source of truth for data elements. In an unstructured data environment, this might involve document exemplars that hold a stake in the ground for what standards should be.

You need to understand how data transforms through its lineage – where it starts, where it goes, and how it's used. This requires education around best practices and ethical use within the space. Breaking down use cases into very well-defined, discrete, componentized elements along the data chain is crucial. You can focus on routine task automation like categorization while maintaining security and accuracy throughout the lifecycle. All of this must fit within regulatory frameworks to ensure proper oversight.

Q With rapidly evolving regulatory requirements, how can legal teams ensure compliance while leveraging AI for data management?

A It's about recognizing that fast-moving regulation is the reality and planning for it. You need resources focused on understanding how regulations are moving. There's usually a timeframe where you start to understand where regulations are going before they become actual rules.

Those resources understanding regulatory change need frictionless communication across organizations where changes need to be addressed. It's two different skill sets – understanding regulation and understanding how it's actually applied. You need well-documented written policies and standards for current practices so you can confirm what an organization says they're doing in policy matches what they're actually doing in practice.

Q As AI accelerates data generation, what are the biggest challenges legal organizations face in governing data effectively?

A The challenges fall into several categories. First, there's the increasing volumes of data that need to be securely stored in alignment with regulations while remaining accessible to those who need it. The challenge is securing it but also making it frictionless for people with proper access.

Second is how that data is aggregated into meaningful, useful information from those large amounts. Having all that data stored is one thing, but being able to access what you need from it is another big challenge, particularly as it may reside in disparate sources while maintaining the right access availability across all those different sources.

Data cleansing and cleanliness is crucial – understanding what the source of truth is and ensuring we don't accumulate incorrect or conflicting data across all those sets. This is particularly important in AI situations where models are generating data or generating from that data. There needs to be thorough testing for expected outcomes and continuous monitoring to ensure things don't drift through model drift or hallucinations.

Finally, there's data retention – ensuring that information utilized by AI tools or models isn't incorporating data that should no longer be in the set due to data retention rules.



Q Where would you rate the current state of education around AI and data governance best practices?

A Less than five out of ten, for sure. I think we're in a two to four range. With all the change occurring, you could ask the same question of ten people and get eight different answers. There are so many different angles that real understanding across all personas in an organization will be a continuous effort.

It's not going to come at once – you can't just take a training class and be done because it's constantly changing. It's more about building the muscle that says, "Here's the new piece and here's how it fits into what you already understood," rather than just adding new pieces to your existing knowledge without integration.

Q What role does AI play in breaking down data silos within organizations?

A There are automation capabilities that can help bring data together consistently, reducing lower-level administrative tasks of moving data from one point to another or grouping it. The challenge is that each component isn't perfect – when you chain together things that aren't perfect, you multiply the imperfection. If you're 80% accurate on one step and 80% on the next, overall you're 64% accurate.

The key is understanding your confidence level at each point and focusing on discrete, componentized use cases like document categorization. This creates metadata that becomes available to other systems, but the accuracy of that first step affects accuracy down the chain.

Q How do you see AI-driven data governance evolving in the legal sector, and what should organizations do today to future-proof their strategies?

A Increased automation will better ensure governance by institutionalizing processes rather than relying on individuals. Consistently done, even if not 100% accurate, is better than inconsistently done where sometimes it's right and sometimes wrong.

Education across the organization on key concepts – data governance, ownership, lineage, transformation, source of truth – creates a uniform lexicon. Once you have educated data owners, you can decentralize data governance to them, which unlocks your ability to do more without heavy, bureaucratic, monolithic central control.

The goal is creating a more agile organization that can adapt to changes in regulations, technologies, and use cases through this foundation of education, common language, and decentralized ownership.



KRISTEN MIGLIORINI

Founder & CEO, KomplyAI

Q What's the biggest myth about AI compliance that's holding enterprises back?

A The myth that AI governance is just "enhanced data protection." Many organizations are applying GDPR and other privacy law frameworks to AI risks, but this misses fundamental challenges like algorithmic bias, autonomous decision-making, and cross-jurisdictional regulations.

AI systems can trigger obligations across multiple regulatory domains simultaneously – privacy, consumer protection, IP, discrimination, sector-specific compliance, and emerging AI legislation. At KomplyAi, we help enterprises navigate this confluence of regulations rather than applying outdated frameworks to novel AI challenges.

Q How is the trust deficit affecting AI adoption in high-risk industries?

A Despite sophisticated internal risk and legal teams, we are seeing that enterprises in regulated industries may still require validation for AI implementations. Boards and directors in financial services, energy, and healthcare often need external "sign-off" before deploying AI systems to market to be sure of the legal consequences. This isn't weakness – it's smart governance. We support this validation process whether delivered directly to enterprises or through their trusted legal advisors.

Q What should enterprises ask their legal advisors about AI governance?

A "How do we maintain continuous compliance when AI systems evolve post-deployment?"

Some organizations are putting more focus on initial legal reviews, but AI systems develop new behaviours that trigger fresh obligations, including regulatory reporting and even recertification. The human oversight challenge is real – if people can't spot emerging AI risks, we're building systems we can't control. AI literacy across legal, risk, and technical teams is essential.

Q How does KomplyAi serve different enterprise needs?

A We offer flexible deployment models matching how enterprises actually want to work in this new world of AI risk. For example, a global oil, gas, and energy company, with large and strong in-house teams of data scientists, engineers, risk and legal, we provide direct solutions with client-controlled hosting and self-service capabilities. For enterprises preferring law firm management, we enable their trusted advisors to deliver AI legal services without building expensive infrastructure. Instead of paying law firms to catch up on AI technology and seeing those costs on bills, clients can ask firms to leverage our platform – creating efficiency and best value while maintaining preferred relationships.



Q How are enterprises bridging technical AI capability and legal oversight?

A Through flexible intervention points that recognize different situations need different expertise levels. We upskill internal AI literacy for day-to-day governance while providing specialized legal intervention for sign-offs, crisis management, or complex regulatory challenges. Whether delivered directly to enterprise teams or through law firms, the right expertise is available when needed without unnecessary overhead or wasted time to innovation.

Q How can law firms avoid being AI adoption bottlenecks?

A By transforming from compliance gatekeepers to governance enablers. KomplyAi helps law firms deliver sophisticated AI legal services without investing in building platforms, letting them focus on expert legal counsel while leveraging specialized governance tools. This transforms relationships from reactive consultation to proactive governance partnerships.

Q What's the biggest operational challenge in AI governance?

A The intersection of technical capability and regulatory complexity. Risk teams, data engineers, legal departments, procurement, and boards need to collaborate in ways traditional enterprise structures weren't designed for. We bridge this through integration points that embed governance requirements in AI development, procurement and deployment workflows rather than applying them as afterthoughts.

Q Where will enterprise AI governance be in 12 months?

A We could imagine a world where automated regulatory oversight with AI systems monitoring AI compliance in real-time across high-risk industries – regulators "looking under the hood" like never before. Organizations need governance infrastructure now, not reactive compliance after unrecoverable AI incidents. Whether delivered directly or through law firm partnerships, enterprises with robust AI governance will have competitive advantages as regulatory scrutiny intensifies.

LAINA CHAN

CEO, MiAI Law



Q How do you see the relationship between human legal expertise and AI evolving over the next five years?

A Over the next five years, we'll see a deeper integration between legal expertise and AI—one where machines handle the complexity of information retrieval, and lawyers focus on interpretation, persuasion, and strategy. As Chan says, "AI is not your competition—it's your ally." While AI can surface the law, only humans can apply it with context, empathy, and discretion.

What's changing is the lawyer's workflow. Tasks that previously took hours—like reviewing documents, extracting ratio, or comparing precedent—will now take minutes. Tools like MiAI Law are built to enable that shift by delivering precise, evidence-based legal answers instantly.

But crucially, Chan emphasises: "The output is still a draft. It's the lawyer who verifies, adapts, and decides."

Chan built MiAI to solve the exact problem she faced as a barrister: the impossible task of manually parsing mountains of case law and client data without missing what mattered. What began as a solution for barristers and sole practitioners will now power smarter legal decision-making for in-house teams, mid-size firms, and even large teams of external counsel at top-tier firms.

Q How do you balance the efficiency gains of AI with preserving the essential human elements of legal judgment and courtroom intuition?

A The key is to treat AI as augmentation—not automation. MiAI Law is designed to handle the grind—extracting facts, scanning cases, ranking authorities—so that lawyers can focus on the high-value work of interpreting the law and advising clients. As Chan puts it, “Justice demands more than mechanical efficiency. AI can support, but never replace, empathetic decision-making and courtroom intuition.”

MiAI doesn’t try to “please the user.” If there’s ambiguity or no answer, it says so. This intelligent friction is intentional: it encourages lawyers to engage critically rather than rely blindly. And while outputs are lightning fast, the final step—judgment—remains human.

To protect that balance, Chan emphasises training. Junior lawyers, in particular, must learn how to verify AI outputs and resist the temptation to defer to machines. “We question ourselves not because we’re weak—but because we’re working hard to get it right.”

MiAI is here to empower better judgment, not bypass it.

Q How do you envision technologies like MiAI Law helping to democratize legal resources, particularly for lawyers in remote or regional areas and for smaller firms that can’t afford to build custom AI solutions in-house?

A MiAI Law was designed to level the playing field. From rural practitioners to large teams of external counsel at top-tier firms, everyone deserves access to high-quality research tools—not just those with deep pockets or extensive infrastructure. With MiAI, any lawyer can ask a complex legal question and receive a precise, evidence-backed response in seconds. This is game-changing for regional practitioners, community legal centres, and small firms. But it’s just as powerful for time-poor in-house lawyers and stretched litigation teams. MiAI doesn’t replace legal talent—it amplifies it. “We say MiAI boosts a lawyer’s capability and capacity twentyfold,” says Chan. “You can now do the work of an entire research team—better, faster, and more reliably.”

MiAI’s pricing model is deliberately inclusive: the subscription costs the equivalent of just one to two billable hours per month. That affordability brings elite research capability within reach for any practice. And through planned initiatives like the MiAI Law Foundation— which will commit 1% equity, 1% revenue, and 1% staff time to access-to-justice efforts – MiAI is helping build not just better lawyers, but a fairer legal system.



JAMES THOMAS

Partner, Global Head of LegalTechnology, KPMG UK & CTO, KPMG Law



Lawyers are traditionally risk averse. From day one, they're trained to hunt for hidden obligations or poor drafting that could lead to litigation, financial clawbacks or regulatory sanctions. That mindset often extends into practice: if something goes wrong, the reputational, financial or personal fallout can be huge. So, it feels safer to stick with tried-and-tested manual methods, even if that conservatism costs time and fees.

That needs to change. The profession requires a cultural shift alongside a tech one. I think I'd focus on three areas:

1. Define risk-tolerance thresholds around

automation and AI: Rather than treating technology as all or nothing, firms should establish acceptable error rates for lower-risk tasks before human review is required. By setting clear boundaries, you give everyone confidence to experiment without fearing catastrophic mistakes.

2. Pilot small-scale process improvements

and measure the impact: It's tempting to look for a silver-bullet solution to solve everything at once, but real change takes proper change management and demonstrable ROI. The most successful rollouts start small, expand gradually and bring people along the journey. As pilots show consistent gains, adoption spreads organically instead of being forced top-down.

3. Embrace AI today – There really is no turning back and we're at a watershed moment. AI will affect every client in every sector, so firms that move quickly to bake AI into their processes will both capture its benefits and stay competitive. If you wait, you risk being left behind while peers accelerate.

Q Can you describe the current state of affairs regarding how legal services are delivered? What do you think needs to change?

A Clients expect technical expertise, sector-specific insights and, for large accounts, global coverage, so there's a single hub for cross-border work. Lately, though, they're demanding more: end-to-end process efficiency and embedded technology that leverages data, not just point solutions or basic automation.

Today's clients want a smoother, data-driven workflow, automation, workflow tracking, centralised dashboards and AI built in. These aren't optional extras. If you can't bake technology into delivery, clients assume you're behind the curve.



Q **Everyone's getting very excited about GenAI right now, and for good reason. What impact are you seeing on the legal industry as a result?**

A In just months, GenAI has gone from "nice to have" to "must have." It reshapes how we handle research, drafting, due diligence and client interactions. Now, on every project, clients ask how we're using GenAI to deliver better results.

That impact is already visible. The launch of the UK's first AI law firm is unprecedented and it won't be the last time a firm uses AI as a differentiator embedded across workflows.

Right now, most people lean on Microsoft Copilot to speed up routine tasks – reviewing emails, planning meetings, summarising calls, generating action points. But the real explosion is in legal-specific tools.

At KPMG, we rolled out our proprietary Digital Gateway. Its custom GenAI module taps into OpenAI and other models and lets users build custom personas, feed it documents, define input and output formats. We've created over 20,000 personas across the network, and usage is off the charts – people rely on it daily.

GenAI is also transforming advisory work at scale – managed services, contract remediation exercises, large-scale data extraction. It gives us flexibility: instead of labelling and training machine-learning models, we focus on tweaking and managing prompts to achieve our outputs.

Q **You launched managed services capabilities; can you describe how added knowledge around AI has helped your team with this?**

A We decided early in building our managed services to bake AI into the core of the offering. Building managed services today looks very different than it did three years ago. To fully leverage AI in our workflows, we partnered with ContractPodAI and made their Leah solution central to our proposition.

With Leah, we can rapidly review contracts against predefined playbooks, apply AI-driven changes, then have our global teams review before moving to negotiation or signature. AI streamlines the process and reduces client risk. We're still keeping humans in the loop, but over the next few years, that role will shift as AI improves. I can envision humans focusing on audit trails and logic validation rather than manually applying playbooks.



DREW AMOROSO

Founder, DueCourse



Conceptually, an AI coach is going to be a new term for our readers. Can you describe what that is?

A At its core, coaching helps coachees unlock their potential by building awareness, developing skills, and creating sustainable behavioral change. Traditional coaching emphasizes asking powerful questions, offering a safe environment to discuss challenges, and guiding coachees in reshaping core habits, beliefs, and mindsets.

An AI coach extends and amplifies these foundational principles by leveraging technology to provide a hyper-personalized, advanced form of support, on demand. Unlike any other LegalTech tool, an AI coach directly addresses the human experience and challenges lawyers commonly face—burnout, low productivity, and stalled professional growth. It actively promotes incremental mindset and behavioral shifts essential for maximizing potential.

You can think of an AI coach as a blend of thought partner, seasoned advisor, and the person down the hall whose door you might knock on for some spot advice. It deeply understands a lawyer's daily tasks, anticipates challenges, facilitates learning through workshops and targeted micro-content, and supports the establishment of foundational habits for sustained professional growth.

Our recently launched AI coach, Andrew, is a prime example. Andrew is the industry's first AI coach for lawyers, designed from insights gained by coaching over 4,000 big law attorneys and analyzing more than 5,000 reflections collected through coaching engagements.

Andrew delivers intelligent, tailored support through:

- **Immediate Support:** Real-time guidance for workflow disruptions like competing deadlines – “I have two competing briefs due this afternoon; how should I allocate my time?”
- **Behavioral Change:** Guidance for establishing effective routines, and shaping core daily practices – “Help me outline a consistent timekeeping routine.”
- **Long-term Development:** Customized development pathways for professional growth, strategic networking, and career planning – “Create an incremental action plan and allocate weekly time for networking and developing my book of business.”

Crucially, Andrew and any other AI coach will complement human coaching by seamlessly integrating direct access to experienced human coaches, available on demand. This framework means lawyers can smoothly transition between AI-driven assistance and personalized human guidance, join virtual workrooms for accountability and deep work sessions with colleagues, and utilize a coach to practice and receive constructive feedback on deposition and oral arguments prep sessions.

These examples illustrate only a fraction of the possibilities an AI coach offers. By combining immediate support, behavioral insights, and strategic guidance, AI coaching has the potential to revolutionize the industry's approach to professional development.



Q What skills should lawyers be prioritising at the moment to become prepared for the changes that are taking place across the legal industry?

A As AI automates routine legal tasks, lawyers should increasingly focus on distinctly human skills. This "people part" – that which technology cannot replicate – will slowly become the focal point of a lawyer's practice, including things like:

- **Relationship-Building:** Cultivating authentic connections will become increasingly critical as technology handles more transactional elements. Lawyers will be tasked with building relationships earlier and more often.
- **Self-Management:** With routine tasks managed by AI, prioritizing mental health, resilience, and workload management becomes vital. There is a significant risk that the ability to automate work will not "save" lawyers time, but give them the ability to do more work in the same amount of time, doing nothing to address burnout.
- **Leadership:** As AI reshapes workflows, leadership will be essential to harness the full potential of both technology and human resources.
- **Emotional Intelligence:** With more data-driven tasks automated, emotional intelligence—including empathy, self-awareness, and interpersonal management—will distinguish successful lawyers.

Lawyers should seek training and coaching on how to actively embrace AI as an intelligent companion—recognizing its capabilities and limitations, thoughtfully managing efficiencies gained, and using AI strategically to enhance productivity while mitigating burnout.

Q Many people wonder what "the lawyer of the future" looks like. Do you have a vision you can share?

A My hope is that the lawyer of the future will represent a fundamental evolution in the profession, moving from the tradition of overwhelm to become architects of intentional, high-impact legal work.

Importantly – and perhaps counterintuitively – future lawyers must demonstrate exceptional self-awareness. As users of advanced tools and architects of their workflows, their mindset, energy, and adaptability will significantly influence how they integrate technology into their practice.

Future lawyers will ideally demonstrate cognitive agility, moving comfortably between resource management, communication and interpersonal relations, and strategic planning.

This seismic industry shift provides lawyers with an opportunity to reshape their daily experiences, moving from persistent overwhelm to intentionally designed, balanced workdays. By thoughtfully partnering with AI, lawyers will not only accomplish tasks more efficiently but use these tools to enhance their daily professional and personal experiences.

Finally, the success of future lawyers will greatly depend on law firms' investment in cultivating essential human skills. Cutting-edge tools alone cannot fulfill their potential without firms committing to supporting, developing, and nurturing their people's well-being and growth. Recognizing and fostering the human elements behind technology will be critical for achieving lasting success and sustainability in the legal profession.



STEPHEN DOWLING

CEO & Founder, TrialView

Q Can you tell our readers about your journey up to TrialView and what drove you to found the company?

A As Senior Counsel in Ireland, specialising in commercial and chancery work, a significant part of my role involved navigating huge volumes of paper; the usual volume of lever arch files filled with complex evidence, witness statements, and legal arguments. It was cumbersome and inefficient. I remember spending hours cross-referencing documents across different bundles, all while under pressure to present a coherent, persuasive case. It was clear that the traditional way of working simply wasn't fit for purpose in an increasingly digital world.

I started to think: there must be a better way. What if we could create a digital workspace where all the evidence, the transcripts, the pleadings, and the legal teams could come together in one secure, intuitive environment; a platform that was built for the unique demands of litigation, especially complex, multi-party cases. That's where the idea for TrialView came from. It wasn't about building a generic document tool; it was about creating a workspace tailored for the realities of legal practice, where people and documents could truly collaborate.

Q How would you describe the state of digitisation or use of technology in litigation processes at the moment?

A We have seen huge progress in digitisation, but we still see a lot of inconsistency. Some courts have introduced electronic bundles, and law firms are experimenting with document review tools. All too often, these solutions are reactive, designed to fill gaps in an analogue system rather than rethinking how we work entirely. Many lawyers are still working across multiple systems, struggling with different rules in different courts, and often falling back on paper when digital processes feel clunky or unreliable.

There's also a growing reliance on PDF-based solutions, essentially digitised paper. That's a step forward, but it's not a real transformation. We need to move beyond static documents to dynamic, interactive workspaces that allow legal teams to collaborate seamlessly, manage evidence efficiently, and focus on the substance of their cases.

TRIALVIEW®



How should it change?



The real opportunity is to reimagine how we approach litigation, not just digitise existing processes. We need systems that are built for the end-to-end litigation lifecycle, from evidence management to hearings and appeals. That means secure, cloud-based platforms that integrate document review, bundle preparation, real-time annotation, transcription, and collaboration tools into a single environment.

Of course, it's not just about technology, it's also about consistency. As mentioned, we are all navigating different requirements. That creates friction and inefficiency across the system. If we could adopt standardised digital processes, supported by robust, purpose-built platforms, we could create a more cohesive, accessible, and efficient justice system.



AI is hot on the lips of most people within legal at the moment. Can you walk our readers through how AI can be used to improve this space?



AI has huge potential to transform litigation, but it needs to be applied carefully and responsibly. At TrialView, we see AI as a tool to enhance human expertise, not to replace it.

For example, AI can help lawyers sift through thousands of pages of evidence, identify key documents, summarise complex materials, and create timelines; tasks that can take hours can be actioned in minutes.

In hearings, AI-powered transcription tools can generate accurate, searchable transcripts in real time, enabling better case management and helping teams stay focused on the arguments rather than scrambling for notes. AI can also assist in creating bundles, identifying missing documents or inconsistencies automatically, which reduces human error and saves time.

Looking further ahead, AI has the potential to bring coherence to a fragmented system. AI could help standardise processes across jurisdictions by learning the rules and requirements of different courts and helping lawyers comply with them seamlessly. That could be a real game-changer for access to justice, especially for those who don't have the resources to navigate a complex system.

Ultimately, AI is not a magic bullet. It's a powerful tool, but it needs to be embedded in systems that are designed with the real needs of legal professionals in mind. That's what we're trying to do at TrialView, to create a platform where AI enhances the work of lawyers, reduces administrative burdens, and lets legal teams focus on what they do best: advocating for their clients.



Flank*

JAKE JONES

Co-Founder, Flank

Q Your path to becoming a LegalTech founder is dissimilar to others in the industry. How do you think this benefits you and Flank?

A Most systems are disrupted by outsiders, and LegalTech desperately needs that disruption. As a non-lawyer founder, I approach problems as a product person, technologist, and designer first, unconstrained by the “that’s how we’ve always done it” mentality.

My design background focuses on systematically exposing inefficiencies and redesigning from the ground up, not creating pretty interfaces. When you become an expert within a pre-existing system, constraints overwhelm you. Your imagination becomes bound by how things used to work, blinding you to possibilities.

Consider how quickly LegalTech categories consolidate. Contract Lifecycle Management established itself overnight. Suddenly every interesting provider pivoted to become “just another CLM.” This creates landscapes with little diversity within markets. For in-house teams over five years, only one product type has dominated: CLM.

The unlearning process represents the most difficult step in system redesign. Improving your own communication proves incredibly challenging because you carry all the baggage of why you communicate that way. An outside coach provides the perspective needed for unlearning before establishing something new.

This principle spans industries. Klarna disrupted payments, Uber transformed transportation. Outsiders founded both companies. At Flank, existing legal structures don’t burden us, allowing us to ask questions insiders have stopped asking and imagine solutions unlimited by current constraints.



What challenges do lawyers face that specifically inhibit their ability to work more efficiently?



The premise of making lawyers “more efficient” misses the point entirely. Adding motorway lanes handles slightly more traffic but doesn’t solve fundamental congestion problems. Bottlenecks persist, and construction in two lanes creates major crises.

Human effort has always constrained legal work. No method exists to scale legal work without scaling human resources. This constraint has persisted forever. Current LegalTech makes lawyers more efficient at identical work rather than eliminating work entirely.

Fear of autonomous systems creates the biggest challenge, not technical limitations. Most work crossing in-house lawyers’ desks involves high-volume but highly repetitive tasks. These tasks can be automated and removed from their plates, but only if teams trust autonomous systems.

Teams require incredibly accurate and predictable systems to trust autonomy. LegalTech providers build platforms that announce “lawyer, you’re now empowered to be more efficient.” But lawyers still perform the work. They don’t build truly autonomous systems.

This creates a destructive cycle. Lawyers observe mostly efficiency-focused tools versus few autonomous ones and assume something’s wrong with autonomy. Vendors, observing this hesitation, continue building efficiency tools rather than autonomous ones. Meanwhile, automating the vast majority of in-house legal work remains possible today. However, constrained imagination prevents market development.



There’s a lot of buzz around automation and AI. What do you think is the next step with these technologies and how receptive will the industry be?



Legal AI will transform the industry’s workforce. Traditional career paths are disappearing.

AI systems demonstrate increasing competence at decision-making and planning, enabling autonomous completion of complex tasks.



Context windows expand exponentially. Google’s latest handles 2 million tokens, accommodating dozens of novels in single prompts.

This advancement solves AI’s biggest historical limitation: context scarcity. Human lawyers know who asks questions, understand deal contexts, remember precedents, and apply their training. Previously, AI systems couldn’t accommodate this hyperlocal context. Now they can.

When AI systems possess human-level context, they plan as effectively or better. They make autonomous decisions rather than just generating text, performing at mid-level counsel standards. The logical next step involves granting these systems access to in-house counsel tools: Google Drive, Salesforce, Slack, email, internet connectivity.

Combining autonomy with action creates AI systems that think and act within your systems, essentially replicating lawyer work.

Industry receptiveness varies by seniority level. Senior leaders will embrace this technology enthusiastically, delivering greater value with smaller budgets. Junior professionals should adapt well as new roles emerge around AI alignment, supervision, and training.

Mid-level lawyers face the greatest challenges. Product management demonstrates this pattern, where salaries collapsed because product leaders now direct entire engineering teams. Mid-level managers essentially become project coordinators unless they work at massive organizations.

Career progression becomes difficult unless you lead AI agents. The industry will shift from performing routine work to aligning AI systems, requiring legal training evolution. This transformation will occur dramatically and rapidly, displacing significant numbers of jobs.

Surviving roles will focus on ensuring AI systems perform correctly, verifying work quality, supervising operations, and maintaining organizational alignment. Routine work disappears, regardless of industry readiness. The future belongs to legal professionals who can harness AI’s capabilities while maintaining human oversight and strategic direction. It’s a chance to elevate the profession from task execution to system orchestration.



ROSS MCNAIRN

CEO, Wordsmith AI

Q Legal work can be incredibly slow at times, what are the key factors that contribute to that?

A The biggest factor is that legal teams have become single points of failure. Every contract review, every policy question, every compliance check has to go through the same small team of lawyers. We see legal teams handling 200+ requests per month with just 2-3 people – that's mathematically impossible to handle quickly.

The second factor is context switching. Lawyers spend their day jumping between contract reviews for sales, vendor agreements for procurement, employment issues for HR, and compliance questions for finance. Each request requires different expertise and attention, creating massive inefficiencies.

Finally, there's the approval bottleneck. Even simple legal questions require lawyer review because there's no scalable way to apply legal expertise consistently across the business. A standard NDA that should take 5 minutes ends up taking 3 days because it sits in an email queue.

Q How can in-house legal teams discover their biggest pain points so they can start to create more business value?

A Start by tracking where your time actually goes. Most legal teams think they're spending time on "strategic work," but when they audit their calendar, 80% is routine contract reviews and repetitive questions they've answered dozens of times before.

The key metric to watch is "time to legal response." If your sales team is waiting 3+ days for contract guidance, or your HR team can't get employment letter templates quickly, you've found your pain points. These delays don't just slow down legal – they slow down revenue and hiring.

At Wordsmith, we've seen teams transform by identifying their "repeatable legal work" – the contract types, policy questions, and document templates they handle repeatedly. This work can be systematized and scaled through AI, freeing lawyers to focus on genuinely strategic initiatives like M&A, complex negotiations, and IP strategy.

The business value comes from shifting from reactive legal support to proactive legal enablement. Instead of being the team that reviews everything, become the team that enables everything.

Q Thinking about AI, many in-house lawyers are concerned with data protection when it comes to implementing a new technology. How can they ensure they stay within regulations whilst also making the most of new digital systems?

A Data protection concerns are absolutely valid, but they shouldn't prevent legal teams from leveraging AI – they should inform how you implement it.

First, choose AI platforms built specifically for legal work with enterprise security standards. Look for SOC2 compliance, data encryption, and clear data retention policies. At Wordsmith, we ensure client data never trains our models and maintain complete data isolation between clients.

Second, implement AI with lawyer oversight, not lawyer replacement. The most successful deployments we see maintain human-in-the-loop workflows where AI provides analysis and suggestions, but lawyers review and approve all outputs before they reach business teams.

Third, start with low-risk use cases. Begin with internal contract reviews or template generation and basic Q&A with oversight. This allows you to build confidence in the system.

The key insight is that properly implemented legal AI actually improves compliance by creating consistent application of legal standards across the organization. Instead of having different business teams interpret legal guidance differently, AI ensures your legal expertise is applied uniformly every time.

The future of in-house legal isn't about working harder – it's about scaling legal expertise across the entire business while maintaining the oversight and quality that only lawyers can provide.

wordsmith



RUBEN MIESSEN

CEO & Co-Founder, LEGALFLY

Q Security questions always arise in the legal space when technology is around. Can you outline some of the security concerns that legal professionals have to contend with?

A Legal teams, whether in-house or external, work with high-stakes information daily. This includes contracts, personal data, trade secrets, financial statements, internal investigations, regulatory filings, and privileged communications. The risk of mishandling this material is real and often severe, whether from accidental leaks, unauthorised access, or jurisdictional violations.

When AI enters the workflow, the first questions should be: where is the data stored, who can see it, and does the system learn from what we upload?

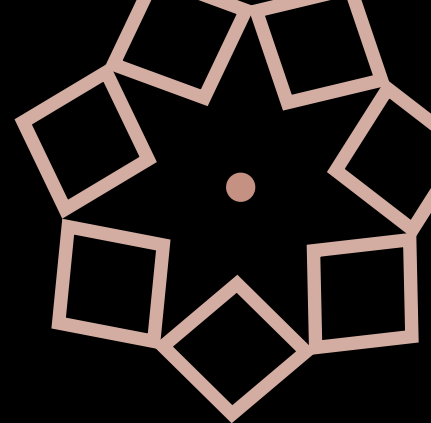
At LEGALFLY, we have built a legal AI platform that addresses these concerns directly. Security is not a bolt-on. It shapes how the entire system operates. The first step in every workflow is anonymisation. Names, organisations, dates, and sensitive terms are stripped before the AI begins processing. This ensures that even within the platform, user teams work on redacted versions unless full context is explicitly required. We can even deploy the anonymisation model on-premise to ensure that sensitive data never leaves the customer's infrastructure.



Our AI agents run within our closed AI-native workspace. There is no connection to external APIs. We never train on client data and even guarantee this in our terms of service. Every access is permissioned. Legal teams remain fully in control of their documents and their data. All data is hosted within Europe or can be hosted at a data centre of our client's choice.

We have also built infrastructure around data residency and jurisdictional compliance. For multinational teams, it is essential to keep processing within the right legal framework. Our platform supports that by design.

LEGALFLY



Q Legal work doesn't have a reputation for being particularly efficient. Why do you think that is?

A Legal work is high context, high volume, and often time constrained. It is not inefficient because lawyers are slow. It is inefficient because few of the systems around them have evolved to match the complexity of the work.

Most legal workflows are document-heavy and fragmented. Legal teams rely on static PDFs, email chains, spreadsheets, and folders. Documents are reviewed manually, passed between teams, edited without structure, and often duplicated in the process. Nothing connects easily, so context is constantly being rebuilt.

The perception of inefficiency in legal work is also driven by teams being over capacity. Work stacks up so that even tasks like NDA reviews, which don't take a long time, are stuck in a queue for weeks before they are actioned. Colleagues get frustrated as deals and other key projects are blocked, and they start bypassing Legal, increasing business risk in the process.

Of course, if you can increase efficiency through AI, you also effectively increase team capacity without having to hire.

Q What does an "efficient lawyer" look like in a modern setting? What outcomes should they be hoping for?

A An efficient lawyer today is not just fast. They are structured, focused, and outcome-driven. They spend less time searching and more time advising. They know when to apply judgement and when to delegate to systems built for legal work.

Emiel De Meester, Legal and External Affairs Officer at Agristo, a LEGALFLY client, told us: "My colleagues approach me with a lot of legal questions. And when they ask me legal questions, they want three things: a quick, inclusive and precise answer. For us as a legal team, it's difficult to continuously provide all three of those benchmarks."

This is where LEGALFLY supports legal teams. You can upload documents and have AI agents review, draft, compare, and extract key points. The agents surface what matters, highlight risks, and summarise changes. Everything is processed securely, and anonymised when needed to protect sensitive data. This changes how legal teams operate. No more manual review of every NDA or searching for clause changes across drafts.

An efficient lawyer focuses on high-value questions: Should this deal move forward? Is this contract enforceable? Where is the exposure? With the right systems in place, they can answer those questions clearly and confidently.

TRAVIS LEON

Co-Founder and Co-CEO, Jigsaw



Jigsaw

Q What specific problem or frustration led you and your co-founder to start Jigsaw, and how did you know you'd found something worth building a company around rather than just another business idea?

A My co-founder Stephen Scanlan and I have been discussing and building businesses in LegalTech for almost 15 years. We both practiced at leading global law firms: Stephen was at Simmons & Simmons was in the funds team and I was at Linklaters in structured finance. We'd meet at a Japanese restaurant (Wagamama) between our offices to discuss a variety of business ideas – from restaurants to wearable tech.

Eventually, it became clear that the best inspiration would come from the problems we faced every day as lawyers. This led to us building XRef, a proofreading tool which we grew for some years before KI Investment Management acquired the company in 2016. I then joined forces with KI to help build Litera, which we sold in 2019.

Stephen and I carried on discussing our next entrepreneurial endeavour. Again, our minds wandered with numerous wild and wonderful ideas, but Stephen then realised that nobody had solved for the problem that lawyers (and other professionals) were still spending many painstaking hours trying to connect shapes and lines in PowerPoint.

The more we thought about the issue and explored with friends who were still practising at major firms, the more obvious it became – in over a decade, nothing had come close to helping our fellow lawyers still in the trenches. We felt we had to step up... It wasn't a difficult decision because almost every lawyer we talked to immediately understood the issue and many expressed excitement at the mere thought of a solution.

Since founding Jigsaw in 2020, we've grown to over 200 clients comprising the planet's leading firms across the legal, tax, and corporate sectors. We have offices in London, New York, Miami, California, Chicago,

Q There's growing interest in the legal market around operational efficiency and process optimisation.

What opportunities do you see for technology to transform legal workflows beyond simple automation, and how can solutions be designed to enhance rather than replace legal expertise?

A Document automation was necessary, but it's table stakes now. The real opportunity is augmenting how lawyers think and work, not just digitising what they already do.

At Jigsaw, we've seen this transformation firsthand. Jigsaw's efficiency benefits were quite clear from the beginning. However, the more innovative lawyers started to use our platform live in client (or even prospective client) meetings to create and discuss deal structures in a collaborative fashion; rather than disappearing for a day or two after a meeting to conjure up a shoddy-looking PowerPoint diagram. The lawyer is still doing the strategic thinking, but now clients can witness and admire the lawyers' work whilst contributing to it. This is more enjoyable for the lawyers and the clients.

That's the difference between automation and amplification. We're not replacing legal expertise. We're eliminating the PowerPoint drudgery that was preventing lawyers from focusing on what they do best: solving complex problems and guiding critical decisions.

The workflows that get transformed are the collaborative ones. When a private equity manager can instantly see how different acquisition structures affect their returns, legal advice becomes strategic input rather than risk management. When lawyers can filter and search for deal structures based on certain criteria, institutional knowledge becomes accessible across the entire firm instead of trapped in individual heads. Furthermore, because Jigsaw secures the diagrams plus their underlying data in 'one source of truth', there's less risk of inaccuracies or outdated information impacting critical decisions.

Our technology succeeds by making legal expertise more visible and valuable.

We've eliminated the manual work so lawyers can focus on strategy and client relationships. That's where the real process optimisation happens.

Q What role does visualisation play in modern legal practice, and how is AI helping law firms modernise their processes to save time, reduce costs, and deliver better client experiences?

A Visualisation is essential now. Complex deals buried in 50-page memos are an unnecessary chore to the modern-day client trying to make quick, effective decisions. When clients can see how acquisition structures affect their returns through clear diagrams, legal advice becomes strategic input rather than compliance.

Many partners are now using Jigsaw to suggest and collaborate on deal structures with prospective clients in 'pitch meetings', which is winning deals and adding revenue. That cannot be ignored, and it simply means those who do ignore it will not survive.

That shift from presentation to collaboration changes enhances the service of legal advice. This evolution to a more visual delivery of legal services is preferred by clients and is becoming an essential way to do business for law firms.

AI has accelerated this evolution as we aim to eliminate manual work that holds lawyers back. Our AI computer vision technology converts hand drawn sketches into polished and attractive digital versions. Old deal diagrams

in PDFs can be repurposed instantaneously, converting them into editable and updateable versions. When lawyers upload chronological events, our AI creates timelines instantly.

We're creating diagrams 60 times faster than folks can do it in PowerPoint, but speed isn't the entire story. It's what lawyers do with that time. Instead of spending weekends wrestling with clunky outdated tools, they focus on strategic decision-making, or they go home to their families at a reasonable hour, giving them the rest and reward required to perform at the highest level for their clients.

The client experience transforms too. When the structure of their deal is clear and can be searched or filtered based on any number of pieces of information, clients can engage more easily. And they can see the value of their legal experts who become trusted strategic partners rather than simply a necessary expense.

Purpose-built tools beat generic ones every time. PowerPoint is an all-purpose software for college kids as well as small business owners. It has not been designed for the high-powered professional working on a billion-dollar acquisition. When you replace outdated, generalist tools with technology designed for purpose, everyone wins.

The legal sector wins.



TANJA PODINIC

Senior Vice President, AI Programs at ContractPodAi

Q What do you think are the most important issues affecting processes related to contracts at the moment?

A **1. The Overwhelm of Manual Processes and Data Silos:**

The most pressing issue in contract processes is the sheer weight of manual effort and the pervasive problem of data silos. We're still seeing many legal teams relying on email attachments and scattered crucial contract data across disparate drives and systems.

This isn't just inefficient; it fundamentally cripples our ability to gain a holistic view of our contractual obligations, track key dates, and mitigate risks effectively. Without a centralized, searchable repository, legal professionals are constantly reacting rather than proactively managing, which ultimately hinders strategic decision-making.

2. The Human Element and Resistance to Change: Beyond the technological hurdles, a significant challenge lies in the 'human question' – the understandable but ultimately limiting resistance to change within the legal profession.

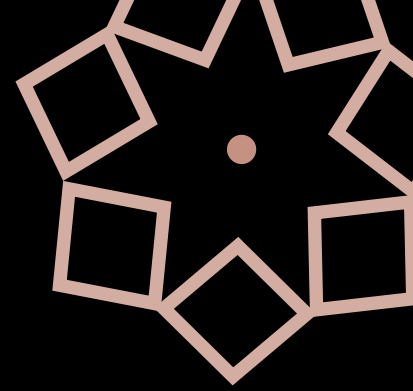
For too long, lawyers have been comfortable with traditional methods, and there's a natural inclination to perceive higher risks with adopting AI in legal compared to other sectors. In my view, the bigger risk is now not doing anything at all. We need to empower legal professionals to adapt, to understand how AI can augment their capabilities, and to see agentic AI as a threat, but as an opportunity to elevate their strategic value, rather than replace them.



3. The Underutilization of AI and LegalTech's Potential: While LegalTech has advanced remarkably, we are still vastly underutilizing the true potential of AI, particularly in contract management. Many organizations adopt tools for basic efficiency gains, which is a good start, but they often stop short of unlocking the deeper, more strategic insights that AI can provide.

The real power of agentic AI lies in its ability to analyze vast amounts of contract data, identify patterns, extract critical intelligence, and then take actions based on that intelligence. We need to move beyond simply digitizing documents and actively leverage AI to transform how legal teams operate, shifting from reactive administrators to proactive, data-driven strategic advisors.

ContractPodAi



Q Where are the biggest pain points related to contracting and how should in-house teams react?

A The biggest pain point in contracting today not just as inefficiency, but as a significant misallocation of legal resources. When highly skilled professionals are bogged down with repetitive tasks like reviewing routine NDAs or chasing signatures, it directly pulls them away from high-level work. This isn't merely a workflow issue; it impacts the entire business by limiting legal's capacity to act as a proactive, strategic partner.

The good news is that AI is emerging as a powerful force in addressing these very pain points. The legal AI market is projected to more than double between 2025 and 2030, from \$1.75 billion to nearly \$4 billion, clearly signalling that this transformation is no longer optional, but inevitable. This presents a tremendous opportunity for legal departments to evolve beyond traditional support functions and truly become data-driven business partners.

Innovative legal teams that will successfully navigate these challenges are those proactively reimagining their contracting processes today. They're investing in technology to leverage the latest capabilities for improved efficiency, enhanced decision-making, and ultimately, greater profitability. Crucially, many legal teams are now integrating agentic AI directly into their workflows. This AI functions as a seamless part of the team, autonomously completing tasks better suited for technology, thereby freeing human lawyers to focus on the higher-value work that demands their unique judgment and expertise.

Equally important, these teams are actively cultivating new skill sets in legal operations and technology to ensure these systems are deployed thoughtfully and responsibly. The legal departments that truly succeed will undoubtedly be those that act deliberately now, rather than scrambling to adapt tomorrow when external pressures build and the risk of redundancy for traditional roles becomes a stark reality.

Q How can AI be used to improve contracts and what's the first step to implementation?

A AI is fundamentally reshaping how organizations manage contracts, transcending mere speed to enable a smarter, more strategic approach throughout the entire contract lifecycle. From accelerating drafting and review to dynamically surfacing critical risk and compliance insights, AI empowers legal and business teams with unparalleled speed and accuracy. With capabilities like precise clause extraction, insightful metadata analysis, and advanced natural language processing, AI helps teams swiftly identify problematic agreement terms, accurately classify contractual language, and analyze vast volumes of contracts to uncover patterns that enhance future drafting and negotiations. What once took hours can now happen in minutes, giving legal teams invaluable time back to focus on higher-value business priorities.

Yet, unlocking these transformative benefits demands more than simply plugging in new technology; the crucial first step is strategic and operational readiness. Many implementations falter, not due to tool limitations, but because teams overlook foundational groundwork: aligning key stakeholders, thoroughly auditing existing workflows, and setting clear, phased goals. A successful approach always begins by identifying high-impact, manageable use cases—like automating standard NDAs or streamlining third-party contract review—and building early, demonstrable wins around these. Equally vital is carefully choosing a platform partner who not only deeply understands the legal landscape but can also expertly guide implementation, provide comprehensive user training, and genuinely support long-term adoption.

Ultimately, legal teams that embrace a phased, collaborative approach—one that integrates legal design thinking and meticulously aligns AI initiatives with broader business priorities—are unequivocally best positioned to realize the full, strategic potential of AI-powered contract management. This deliberate, integrated strategy transforms legal from a reactive function into a proactive, indispensable business enabler.



TitanFile

TONY ABOU- ASSALEH

President and CEO, TitanFile

Q What was the original vision when you started TitanFile, and how has that vision evolved as you've gained deeper insights into the legal industry's needs?

A The original vision and how it's grown
"We started TitanFile in 2011 with the vision that the complexities of security and encryption that were typically reserved for very large enterprises could be simplified and made accessible for the non-technical professional, whether they're in a large firm or a small firm."

That founding mission still drives us. Back in 2011, I had a simple itch to scratch: why should airtight encryption feel like rocket science when all a lawyer wants to do is send a brief? We pictured TitanFile as a "FedEx envelope for the internet" drop in a file, seal it, track it, done.

After a decade of late-night calls with litigators, paralegals, and sleep-deprived IT directors, we realised the headache isn't pressing send; it's everything that follows. Massive discovery folders blow past inbox limits, matter teams churn, and clients expect mobile-first convenience. We've therefore evolved from "move the file" to "own the workflow."

Today TitanFile offers persistent workspaces, role-based access, and integrations with document management systems, Microsoft 365, and DocuSign "with more capabilities coming down the pipeline, stay tuned." The vision hasn't changed; the canvas got bigger.

Q You've positioned TitanFile as bridging the gap between security and usability, noting that many solutions compromise one for the other. How has your understanding of this tension evolved over time, and what principles guide your product development to ensure both requirements are met?

A Security and Usability: one mission, zero tradeoffs. If a "secure" tool is difficult to use, lawyers will be back on unencrypted email before lunch and that's dangerous. TitanFile carries the certifications that matter, SOC 2 Type II, ISO 27001, ISO 27018, GDPR, HIPAA, PIPEDA, so you never have to wonder whether the locks are real. "Security is our bread and butter ... we built TitanFile from the ground up to deliver the highest level of cybersecurity on the market."

We pull it off with three unbreakable rules:

1. Security that never switches off:

End-to-end encryption, relentless key rotation, and geo-replicated storage are always on, no treasure hunt through settings. Compliance stays invisible yet airtight across every major U.S., Canadian, EU, framework.

2. Ease of use that drives adoption:

"We believe in usable security." Most of our clients start with a few hundred licences and, within a year, everyone in the firm is on TitanFile because it's self-serve, easy to use, and doesn't need IT or the help desk. Zero friction = full uptake.

3. Lightning fast performance:

"TitanFile has the best upload and download speeds on the market," so terabytes move in minutes, not hours. Fast transfers turn performance into instant trust; users notice speed long before they spot a compliance logo. Every feature lives or dies by one litmus test: does it cut clicks and tighten zero-trust? If the answer isn't a deafening "yes," it never ships.

Q As remote and hybrid work environments become the norm in professional services, how do you see the requirements for secure communication and collaboration evolving? What emerging security challenges should law firms be preparing for in the next 3–5 years?

A Remote and hybrid work aren't trends anymore; they're today's reality. Over the next five years, firms that adapt in three very practical ways will stay ahead.

"TitanFile focuses on three key areas to differentiate itself: security, usability, and performance."

Here's what that looks like in plain terms and how TitanFile is already delivering:

1. Client-first collaboration, no instructions required or make it painless for clients and colleagues to use.

People won't read a manual to send a brief. TitanFile's interface feels like email: drag-and-drop, click, send, done. Guests join with one link, no software, no IT ticket. When everyone can use the tool in seconds, the secure channel becomes the default channel.

2. Move big evidence files quickly and reliably.

4K video depositions, massive CAD files, and multigig discovery bundles are now everyday fare. When uploads crawl, people reach for risky workarounds. TitanFile keeps them safe by moving those files at full speed, even on home WiFi, and automatically resuming if the connection drops. Speed and reliability keep everyone in the secure lane. As our clients say, "It just works."

3. Compliance that travels with the file

Regulations keep expanding, so governance must be part of the workflow from the start. TitanFile encrypts each file end to end, records every action in a tamper proof audit trail, and keeps data in the region you choose to satisfy GDPR and other rules. With one click you can export a complete record whenever it is needed.

Technology alone cannot close every gap. Home routers, café WiFi, and personal devices still create risk. Brief in-app reminders help users make smart choices without another annual slide deck.

Firms that succeed will insist on security, performance, and ease of use in one platform. TitanFile is built to provide exactly that.





MIGUEL FREIRE

Co-Founder & CEO, NeuralShift

Q Can you explain why you decided to build NeuralShift?

A In 2021, we noticed that many companies were struggling to identify and implement AI solutions that actually address their needs. We started NeuralShift to help them, while feeding our passion for solving complex real-world problems.

However, we quickly realized that while consulting was meaningful, it wasn't enough. We wanted to build a product of our own, with long-lasting impact. ChatGPT's release in late 2022 was the catalyst we needed, opening up a world of possibilities for knowledge work applications.

After exploring multiple ideas and conducting extensive interviews with experts across industries, we decided to create Affine, an AI-powered legal research platform that helps legal professionals find critical information faster, with more confidence and less friction.

Q What are the biggest challenges facing law firms today when it comes to legal research?

A Law firms face three critical challenges in legal research today. First, the legal landscape is evolving faster than ever, with new regulations, case law, and legislation emerging continuously across multiple jurisdictions.

Second, legal information is scattered across dozens of disconnected databases and platforms, most still relying on outdated, keyword-based search tools that miss nuance, context, and key relationships between sources.

Third, the manual work required to find, sift through, and piece together insights from these sources is not only inefficient, it's mentally draining and extraordinarily time-consuming.

Together, these challenges aren't just operational, they're strategic. Excessive non-billable research time directly eats into profitability, while lawyers get bogged down in low-leverage work instead of focusing on higher-impact strategy and client counsel. For junior lawyers, especially, this means fewer opportunities to develop the critical thinking skills that truly advance their careers and add value to their firms.



NEURAL SHIFT



How do you think legal research will be redefined over the next 5 years?



Over the next five years, legal research won't just improve, it will shift paradigms. We're moving from search assistance to search delegation.

We envision a future where AI-powered research agents will act more intelligently and autonomously, querying multiple databases, synthesizing sources, and identifying relevant precedents before drafting comprehensive, actionable reports.

This shift will probably reshape the structure of law firms. The traditional pyramid, built on layers of junior lawyers, will likely flatten. As research and other tasks become faster and more automated, leaner teams will be able to handle increasingly more complex work.

We'll see a rise in agile legal teams: a single lawyer, empowered by AI, delivering the kind of strategic insight that once took a team of ten. In this new world, differentiation won't come from access to information, it will come from how well you interpret it, argue it, and act on it.



RICHARD MABEY

CEO, Juro



Q Your career journey took you from being a Magic Circle lawyer at Freshfields to founding a LegalTech startup. What was the pivotal moment or experience that convinced you to leave traditional legal practice?

A I was working as a corporate and M&A lawyer, and like most people in that role, I spent an extraordinary amount of time on contracts. As a trainee, I would work on due diligence, NDA review and a whole bunch of labor-intensive tasks. Although there was good exposure to complex, high-stake deals, a lot of the tasks were copy-pasting clauses, chasing signatures, fixing formatting, searching manually through huge piles of (at that time, printed) documents.

It became clear that the process around contracts was fundamentally broken. Despite all the innovation happening in other areas of business, this core workflow hadn't really changed in decades. There were tools - Word, email, eSignature - but they were all disconnected. And the result was friction, delay, and a huge drain on legal teams' time and energy.

That was the catalyst for Juro. I wanted to build a platform that could handle the entire contract process, from creation to signature to post-signature management, all in one place, and usable by anyone in the business, not just legal.

We started in 2016 with a small team and big ambitions. Eight years later, Juro has helped customers process more than two million contracts across 85+ countries. Teams at Deliveroo, Trustpilot, Carlsberg and many others use Juro every day to move faster, reduce legal overhead, and scale their contracting without scaling their headcount.

That original pain, wasting time on low-value contract admin, is still the problem we're solving. But now, with AI and automation embedded at the core of Juro, we can go even further. The goal is still the same: help the world agree faster.

Juro

Q As someone at the forefront of legal innovation, how do you see the relationship between AI and legal professionals evolving, and what skills should today's lawyers be developing to thrive in this changing landscape?

A There's a lot of noise around AI right now, some of it helpful, some less so. What's clear when we talk to our community of in-house lawyers is that legal teams aren't really growing. Headcount is hard to come by. Instead, they're being told to do more with less. And AI is quickly becoming the way to bridge that gap.

That shift changes everything. We're moving from "AI as an assistant" (copilots) to AI doing actual legal deliverables – drafting, summarising, reviewing (agents). Tasks that, until recently, were firmly considered legal work. That doesn't mean lawyers are being replaced; it means the definition of "legal work" is changing.

So, what should lawyers focus on? Judgment, communication, and the ability to work alongside AI, not compete with it. The most impactful lawyers in five years won't be the ones who memorise the most case law, they'll be the ones who can orchestrate complex processes, interpret risk, and build trust across teams, often using AI as leverage to make that happen at scale.

It also means being comfortable with ambiguity. AI will get things wrong, just like people do. It will need guardrails. So lawyers need to understand how these systems work, not at a code level, but enough to know when and where they should intervene. We need to free up time for lawyers to focus on the human problems only humans can solve.

The other thing we are thinking about a lot is the extent to which folks who are not lawyers – equipped with AI agents and guardrails from legal – can execute 'legal' work. For example, in the future, with the right safeguards, could a sales rep respond to a mark-up of a contract without lawyers being in the loop? We think probably yes.

Q The LegalTech space has become increasingly crowded. What do you believe are the most common misconceptions about contract automation?

A The biggest misconception? That contract automation is just about speed.

Of course, it's great when tech helps you move faster. But if the only thing you change is the time it takes to send out an NDA, you're not really transforming anything – you're just fine-tuning an inefficient process.

The real opportunity is about ownership. Most contract tasks don't need to sit with legal. They're often commercial, repeatable, and perfect for automation or self-serve – if the tools are intuitive enough for non-lawyers to use.

That's where most CLMs fall down. They're designed for legal, not the business. So legal ends up becoming the bottleneck again, because no one else wants to touch the platform.

At Juro, we've taken a different approach. Contracts live where teams already work – Salesforce, HubSpot, Slack. We meet people where they are, instead of expecting them to change behaviours just to fit around legal.

The second misconception is around AI. Everyone wants the shiny new feature, but what actually drives impact is how deeply AI is embedded into the workflow. Redlining a clause with one click? Extracting renewal dates and setting up reminders automatically? That's where you save hours. Not in a standalone chatbot.

Ultimately, the best contract automation doesn't just make contracts faster, it makes them disappear into the background. That's the goal. Let legal focus on the work that really matters, and let the rest happen quietly, at scale, without friction.



Iron 
Carrot

CJ
ANDERSON

Director, Iron Carrot

Q Based on your experience with numerous law firms, what are the most common barriers to effective data governance, and how can firms overcome these human factors?

A Data governance is the operational context for firmwide data cultural change. Its focus is on improving the quality and usability of data by increasing data literacy and collaboration. The most common barriers to adoption are a lack of trust in colleagues and a resistance to change.

Operationally, most cross team communications are transactional and not collaborative. A lack of collaborative problem-solving means that the drive for change and the collective wisdom of the law firms' people is missing from its data initiatives. The most formidable barrier is not the complexity of the technology involved or the intricacies of process, but the inherent cognitive biases and insecurities of the people involved.

Successful adoption of a data governance framework and the success of that framework comes down to getting engagement right by investing the time to bring people on the data journey. This ensures that they feel empowered to do what is being asked of them and that they have education and support available when they need it. Data governance is done with people, not to people.

In all the law firms that we have worked with, the mindset change has been achieved by using a guided framework of conversations which have become increasingly more challenging but also more collaborative over several months.

Q How do you see the role of data governance evolving over the next five years as law firms face increasing pressure for innovation and efficiency, and what new approaches might emerge?

A Firms will start to bring their 'project' and 'innovation' strands of activity into BAU. Most have recognised that GenAI is not a cure-all for data management issues, leading to a strengthened mandate for Data Governance and Data Management teams.

Data success will be underpinned by a commitment to centralise and improve key taxonomy elements, whether these are external standards or not. There will be more recognition of (and investment in) tools that improve the data that feeds the services which support lawyers rather than prioritising 'LegalTech'.

Data governance is such a fundamental foundation for data success, its role will continue to evolve as law firms evolve. Data literacy is also such a key strand for firms which thrive on the strength and dedication of their people, it's hard to think that data governance (whether that's what firms call it or not) won't become a more important part of a law firms' infrastructure.

Data literacy, or data fluency, will become a bigger proportion of internal training curriculums and development opportunities available to lawyers.

Q Can you explain the difference between being "data-driven" and "data-enabled" and how law firms might benefit more from focusing on one as opposed to the other in their strategic decision-making?

A Being data-driven means making decisions based on data and evidence rather than intuition or personal experience. But all too often, I see objectives and KPIs around becoming a data-driven firm that focuses on helping partners make decisions and delivering the high-level themes in the firm's strategy. But being data-driven is about so much more than that. Having better client conversations (the client experience) and identifying internal process efficiencies are both important.

Being data enabled is reframing the approach to acknowledge the profound impact a data strategy can have on your firm's people and on your firm's client relationships. A data-enabled culture can empower employees and clients to access real-time data and insights to help them make informed decisions. This can save your people the time and effort required to gather data manually, allowing them to focus on more strategic tasks. Your clients will be empowered to find the information that is important to them when and how they need it.

Embracing a data-driven approach within your firm by helping your people to be data enabled can unlock a wealth of benefits that will help you to stay ahead of the competition, adapt to changes in the market and achieve long-term success. This allows you to optimize your processes, empower your employees, and deliver exceptional experiences to your clients.



RYAN ALSHAK

CEO, Laurel AI

Q You've stated that your purpose relates to the fact that "knowledge workers work 9 hours a day and only add value for 3 of those hours."

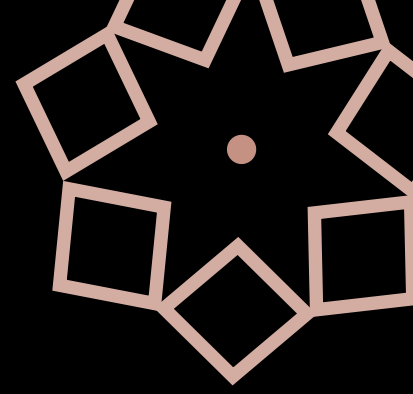
What personal experiences led you to this insight?

A Six months after starting Laurel, my mom's brain cancer returned, and I moved back home to Los Angeles from San Francisco to be with her.

Over the next year-and-a-half, I got to watch my mom turn from an earth angel into a real one. The experience made me so all to clearly that time is finite, and once you appreciate that fact, do you appreciate it is all that matters.

That is when I turned outward and realized:

1. We spend more time working than doing anything else as adults
2. A majority of that work could be outsourced to machines – or done at all – if we mapped inputs (time) to outputs (outcomes).



Q Questions remain around the billable hour issue. What do you make of the situation?

A The billable hours debate is a red herring. Whether you price inputs (time) or outputs (outcomes), you still need to deeply understand the relationship between two.

Of course, AI will force professional service firms to package pricing in the context of value, but whether this means professionals will be worth \$10K or \$100K/hour (value) or whether it will be delivered in a fixed-fee matter, it is much less important that understanding your cost of delivery – and that end-value of that deliverable.

Q Law schools are just beginning to incorporate LegalTechnology training into their curricula.

Based on your experience as both a lawyer and LegalTech founder, what skills do you believe law schools should be teaching today to prepare graduates for the technology-driven legal workplace of tomorrow?

A Over a sufficient time horizon (my best guess is ~10 years due to structural incentives that need to be rewired), I believe we will reduce the need for lawyers by an order of magnitude.

That said, the lawyers who remain were put on this earth to be lawyers – they are artists and their paintbrush just so happens to be the law. So the threshold question must be: law schools need to screen for who is becoming a lawyer because it is their purpose, and who is becoming a lawyer because they don't know what else to do.

Of course, the incentives (there's that word again) will need to be rewired in law schools to enable real screening to occur, but once that happens, the curriculum will focus on first-principles, creative thinking – and allows all the rote work of law to be outsourced to agents who will act as an army of executing associates.

laurel

KRITON PAPASTERGIOU

Co-Founder & CEO, casepal



Q As a whole, the LegalTech industry has seen significant advancements in recent years. In your view, what are the most pressing challenges facing the industry, and how can technology address them?

A I'll focus on the technology challenges that directly impact lawyers' core legal work and the evolution from access problems to deployment complexities.

Pressing Issues:

The most pressing historical challenges were twofold.

First, narrow scope, LegalTech solutions were built for specific jurisdictions or practice areas, creating fragmented tools that couldn't adapt across different legal contexts. What worked for M&A transactions in New York proved inadequate for regulatory compliance in Brussels or contract reviews in Singapore.

Second, accessibility, individual legal markets were often too small to attract major technology investment, leaving many legal professionals, particularly in smaller firms or non-Anglo jurisdictions, without access to meaningful AI tools or unable to justify their cost.

How LLMs Solve These Problems:

Large Language Models are transformative because they're "generally smart," they can capture legal nuances across different jurisdictions and practice areas while being applied holistically to legal workflows. An AI system can now analyze a complex joint venture agreement, identify jurisdiction-specific regulatory requirements, flag compliance issues, and suggest revisions, whether you're a boutique firm in Belgium, an in-house team in Estonia, or a Big Law practice in Cyprus.

This versatility enables AI tools like casepal to be domain-specific yet sophisticated enough to serve diverse legal contexts, both in terms of scope and jurisdiction.

Yet, AI Deployment Comes with New Challenges:

LLMs shift the challenge from access to responsible deployment. It's important to understand that AI applications, even though they are not inherently more risky than other legal software solutions that directly involve client data, such as CLMs, CRM, DMS, or case management systems, still pose some unique challenges.

These challenges manifest in several key areas: first, security and privacy concerns arising from non-centralized use of AI providers, creating fragmented security oversight and inconsistent data protection standards.

Poor vendor selection, such as choosing providers without proper data handling safeguards, insufficient regulatory compliance, or inadequate security practices and certifications, compounds these risks.

Second, governance and strategy issues, including improper training leading to teams misusing AI tools or over-relying on AI-generated outputs without adequate verification. Lack of governance frameworks results in inconsistent usage across the firm, and inadequate oversight allows inaccurate legal analysis to go undetected.

Q Having launched in 2024, what inspired you to establish Casepal, and how do you envision its role in transforming the legal industry?

A We applied LLMs in our legal work as well as evaluated them against law school case studies, and we very quickly understood the impact the technology would have on our industry. Both my co-founder and I studied law, and we both had direct experience from different types of law firms. I was working in a litigation boutique, Anna was working in Big Law.

We saw the potential of the technology, yet understanding the deep nuances of working with the law and the specific needs of different legal teams, we understood that general-purpose AI products would not be sufficient for such a highly complex knowledge field as legal. We also saw the difficulties of practically deploying AI for legal teams, with security, data management, and user training being profoundly important.

We founded casepal with a clear commitment to ensure that artificial intelligence benefits the future of legal professionals.

Since the release of casepal in September 2024, we have built the casepal suite of tools driven by over 2500 conversations with legal professionals across different jurisdictions and practice areas, while we have partnered with law firms and in-house teams across Europe. With domain expertise, close collaboration, and commitment to our vision, we built casepal to enable legal professionals to focus on their highest-value work: strategy, advice, advocacy, trust, and judgment.

To that end, through our research, industry collaboration, product philosophy, and dedication to enterprise-grade security, we further aim to demonstrate what responsible artificial intelligence looks like when deployed for legal work.

Q How do you see the role of AI evolving in the legal field over the next five years or so? Are there any trends you're particularly excited about?

A I believe that AI will evolve faster than some people think, and slower than what other people think. While there is much value in automating repetitive tasks, through more agentic/autonomous deployment of LLMs, what I am most excited about is LLMs being collaborators that can be shaped through their experiences.

One of the most important value-creations when it comes to collaborators is utilising firm-specific insights. This is one of the things we are particularly very invested in at casepal, how we seamlessly and securely contextualize artificial intelligence assistants with firm-specific knowledge.

This is currently being done by seamless integrations of existing data management systems like SharePoint, and through domain-specific retrievals that connect the most relevant data to lawyers' queries, semantically, and in accordance with the hierarchy of norms and legal methodology.

This approach reflects the current state-of-the-art given the limitations of LLMs. Simply put, legal teams' knowledge is vast, while LLMs' context is limited.

However, utilizing firm knowledge should not be limited to data extraction and information application. It should be embedded in the assistant's reasoning. Vastly higher context windows would allow not only leveraging internal knowledge, but also internal know-how, and would enable a highly effective and nuanced personalisation.

This brings me to what's truly exciting about the future. If you think about it, lawyers have extensive experience, and this experience directly shapes how a knowledge professional tackles a specific problem. When we speak about experience, we do not mean memorising laws over time, but rather real world-practical applications of the practice of the law. These experiences are truly formative, as the human brain can sustain a very high amount of generalized context, and that context shapes, to a great extent, who we are and how we work.

Given the high complexity and nuanced nature of legal practice, having collaborators or assistants who have built upon shared experiences with the lawyers they collaborate with is truly exciting, and I believe it would extend our capabilities as legal professionals to unprecedented levels.

casepal

Q How does casepal implement in practice the pillars of AI ethics?

A As we already discussed, ethics and the responsible deployment of artificial intelligence are at the core of casepal's vision.

Academics, researchers, leaders, and proponents of technology and ethics refer to the five pillars with regard to the ethical development and deployment of AI.

First, Fairness & Bias Mitigation

– AI should be designed to minimize bias and promote equitable outcomes. AI systems learn from historical legal data, and if that data contains inherent biases, the AI can perpetuate and even amplify these biases. This issue is particularly problematic for autonomous applications of AI that include independent decision-making, where AI could disadvantage certain individuals or groups.

Examples of AI Bias in Law include predictive policing algorithms that have disproportionately targeted certain communities, and some employment screening tools in the legal sector that have unintentionally perpetuated discrimination based on biased historical data.

These applications are beyond the scope of casepal. While domain-specific vendors play a role in reducing bias, the greatest responsibility currently lies with GPAI providers training large language models on vast datasets, or domain-specific providers of decision-making AI.

Second, Transparency and Explainability

– AI tools should not only provide clear explanations for their decisions

but also ensure that their reasoning is understandable to users.

Transparency refers to making AI processes, data sources, and decision-making criteria accessible, while explainability ensures that users can comprehend how and why an AI system reached a particular conclusion. An aspect of this pillar is reflected in Article 50 of the AI Act, which provides Transparency Obligations for Providers and Deployers of Certain AI Systems, such as generative AI.

Here, apart from strict legal requirements, such as indicating that an output is AI-generated, we address the explainability by always showing the reasoning behind casepal's answer. We do that by displaying the chain of thought tokens generated before the answer, thus increasing transparency, and enabling lawyers to get accustomed to how casepal "thinks" as well as trace back potential inconsistencies from the answer they were expecting.

Third, Accountability – Human oversight must be maintained to correct AI-generated errors. Casepal is inherently a non-decision-making AI; it provides a suite of tools designed to assist legal professionals in their work.

While casepal's insights can be integrated into the hierarchical structure of approval within a legal team, where work is first reviewed by the lawyer using the AI and then approved by more senior colleagues before reaching courts or clients, the outputs are neither built nor intended to serve as final legal advice or to replace work that must be undertaken by a certified legal professional.

Fourth, Privacy & Security – AI providers and deployers should prioritize robust security and privacy measures by design.

casepal is now certified for GDPR compliance, demonstrating our commitment to data protection, transparency, and user rights. casepal is certified and fully compliant with the requirements of ISO 27001:2022, as certified by Prescient Security.

Moreover, we are actively auditing for AI Act compliance, ensuring we meet all applicable legal requirements while leading in industry best practices. Our controls, security practices, and subprocessors are publicly available and monitored at our trust centre.

Our enterprise-grade security further includes encryption of all data at rest and in transit, with anonymization of PII available for any document. We offer temporary document retention with configurable settings, defaulting to 15 minutes, and firm-wide data controls that provide dedicated data configurations.

We maintain strict Zero Data Retention Agreements with our general-purpose AI providers, ensuring no model training on client data. Our compute infrastructure and all Customer Content are hosted within the EU by default, with dedicated data residency options available.

Fifth, Sustainability in AI Ethics

– AI should be developed responsibly, with careful consideration of its long-term social, economic, and environmental impacts. This includes minimizing energy consumption, reducing its carbon footprint, and ensuring inclusive benefits for society.

AI companies have a responsibility to be mission-driven, guided by clear values and a vision that advances the future of our domain while contributing meaningfully to the broader good. At casepal, this is reflected by our vision, which is to benefit legal professionals by making technology that empowers them to focus on their highest-value work: strategy, advice, advocacy, trust, and judgment.

Q What are the key issues and best practices that organizations should examine and follow before licensing AI-powered software or entering into partnerships with an AI provider?

A First, let's define the purpose. For professional AI, it is the improvement in the effectiveness of the organization's services, both in terms of time and quality.

At casepal, we believe that a major part of successful AI deployment is the company-wide and central use of artificial intelligence from a provider.

This can occur when the provider offers solutions that comprehensively cover the needs of an organization, including high-performance tailored to the specific needs of each organization, compatibility with existing data storage systems, compliance with European regulations and international standards, and the possibility of close cooperation with the provider.

This cooperation should encompass targeted training of human resources, coverage of specific needs in software and security matters, immediate support, and compatibility with the provider's vision. This unified approach, through selecting a dedicated legal AI vendor,

enables better AI performance for the organization's specific use-cases and needs, better security oversight, and streamlined compliance monitoring while facilitating training programs tailored to your firm's specific practice areas.

These principles apply equally to smaller legal teams as larger organizations, with practices that can be scaled appropriately to the team's size and resources. At casepal, we are actively working with enterprises, large full-service law firms, and boutique practices, adapting our approach to meet the specific needs and constraints of different organizational structures.

Building on this centralized foundation, organizations must implement comprehensive AI governance structures. This begins with designating AI champions who serve as dedicated personnel responsible for AI oversight, vendor relationships, and compliance monitoring across the firm.

Organizations should also create AI review committees that establish cross-functional teams, including legal, IT, and compliance professionals, to evaluate AI tools and usage policies. Essential to this governance framework is developing detailed usage guidelines that specify when, how, and by whom AI tools should be used for different types of legal work, ensuring compliance with professional responsibility and data protection laws.

The governance framework must be supported by thorough vendor due diligence and compliance assessment. Organizations should establish a comprehensive evaluation framework for AI vendors that goes beyond basic functionality to examine legal, ethical, and data protection compliance. This due diligence process should be systematic and documented to support

informed decision-making and ongoing vendor management. Essential compliance verification requirements include confirming vendor adherence to applicable regulations, including GDPR, AI Act, and jurisdiction-specific data protection laws, through third-party audits and compliance certificates.

Organizations must also verify industry-standard certifications such as ISO 27001:2022 and other relevant security frameworks. Additionally, organizations should review detailed data processing agreements, retention policies, and deletion procedures to ensure alignment with legal privilege requirements, while evaluating vendor breach notification procedures, response timeframes, and remediation processes.

In closing, I believe that as AI continues to transform legal work, law firms and enterprises must remain proactive in pursuing centralized adoption while addressing ethical and professional responsibility considerations.

The organizations that take a measured and responsible approach to AI adoption have and will keep having a clear competitive advantage.

Domain-specific AI has the potential to profoundly benefit legal professionals and legal services in general, but only if implemented with diligence, transparency, and a strong commitment to ethical responsibility.

EUROPE'S EVENT FOR LEGAL TRANSFORMATION