Amplify 2026

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Outside counsel management of the future

November 3

Wolters Kluwer

ELM Solutions



Speakers



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Wolters Kluwer



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Altria



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Takeaways

1. Outside counsel management principles
2. Where AI and technology can help
3. Why the human will always matter





Outside counsel management

The pressure is on

Corporate legal departments are expected to:

- Operate more efficiently
- Reduce costs
- Drive value to the organization and show the value legal is providing to the business

....on top of being legal advisors.

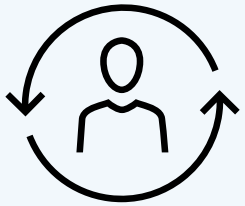
How are customers choosing outside counsel today?



“We know who we trust.”



“We review the data we can find.”



“We rely on prior experience.”



“We ask colleagues for recs.”

When the data is hard to find, decisions are hard to defend.

Professional judgment, strengthened by decision intelligence

Turn legal data into confident outside counsel decisions

Today: Decisions made by judgment		**Tomorrow:** Judgment + decision intelligence
 "I've used this firm before."	+	 "I can see how this firm performs compared to similar firms handling similar work."
 "This is the lawyer I know."	+	 "This firm has delivered strong budget performance, stable staffing, competitive rates, and high continuity on matters like this."
 "Let's use the same firm again."	+	 "Let's look at who else our department is using successfully."

- Target firms that create value
- Justify every decision with data
- Improve oversight & predictability

Delivering information attorneys rarely see in one place with AI-powered decision intelligence

Understand your firms instantly, choose the right counsel always

Outside counsel agent

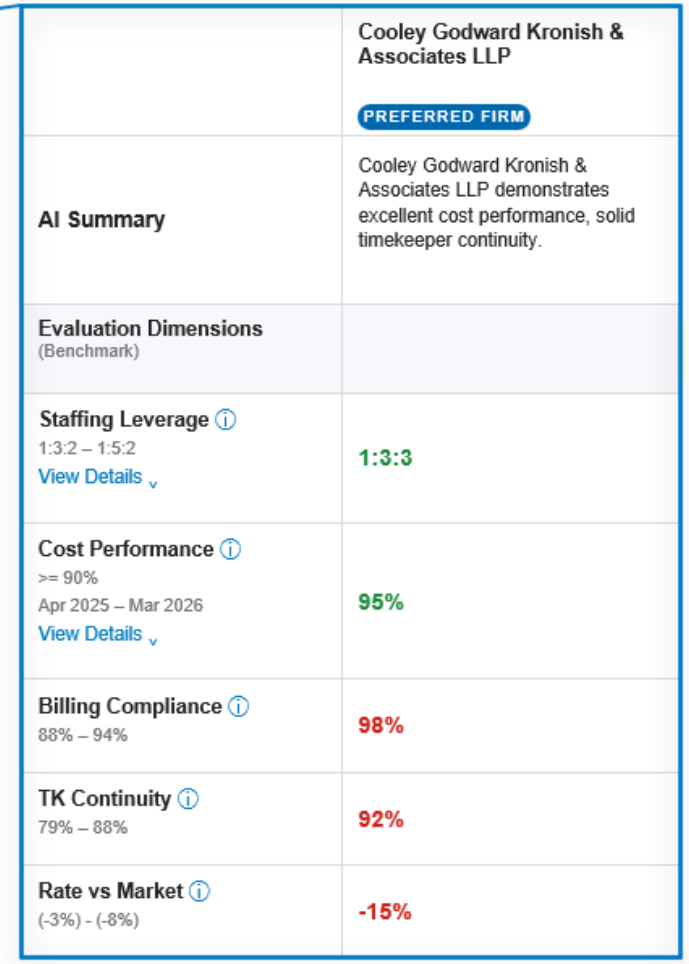
- Real-time firm recommendations with performance reporting.
- Automatic benchmarking and firm evaluation with no human effort.

Why it matters

- Users have the information they need to retain the best counsel partners.
- Understand true firm performance.

Firm Comparison

	Cooley Godward Kronish & Associates LLP PREFERRED FIRM	Wilson Sonsini Goodrich & Rosati PANEL FIRM	Jackson Lewis P.C.
AI Summary	Cooley Godward Kronish & Associates LLP demonstrates excellent cost performance, solid timekeeper continuity.	Wilson Sonsini Goodrich & Rosati demonstrates excellent cost performance, strong billing compliance, solid timekeeper continuity.	Jackson Lewis P.C. demonstrates excellent cost performance, solid timekeeper continuity.
Evaluation Dimensions (Benchmark)			
Staffing Leverage ⓘ 1:3:2 – 1:5:2 View Details	1:3:3	1:3:3	1:2:2
Cost Performance ⓘ >= 90% Apr 2025 – Mar 2026 View Details	95%	91%	92%
Billing Compliance ⓘ 88% – 94%	98%	93%	96%
TK Continuity ⓘ 79% – 88%	92%	100%	89%
Rate vs Market ⓘ (-3%) - (-8%)	-15%	-12%	-11%



Discussion questions

1. Should AI be making the decision on what firms to hire?
2. What knowledge does the human have the computer doesn't?
3. How does qualitative data fit into this picture?
4. What else is needed to properly evaluate firms?
5. How much are you sharing evaluations with the firms?

Thank you!



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