

Webcast: 2023 Survey - The Impact of Legal Analytics

Join Karl Harris, CEO of Lex Machina, interviews Steven Lerner, Senior Reporter at Law 360, to discuss our latest Legal Analytics survey: The Impact of Legal Analytics. The study was conducted in March 2023 among U.S. litigators, librarians, and legal business professionals at law firms of varying sizes. We received responses from 386 individuals between March 6 and March 14, 2023.

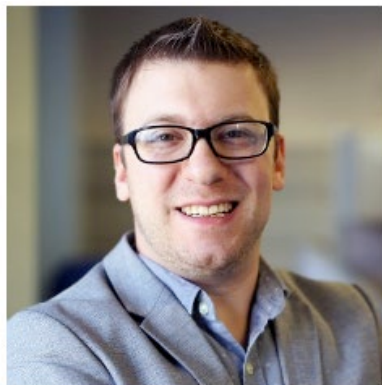
In this webcast, our speakers will discuss:

- How Legal Analytics users leverage data to their advantage
- Seeing the drivers and the benefits of analytics in law
- Hear examples of how Legal Analytics has made a crucial difference in litigation and business
- And more!

Speakers:



Karl Harris
CEO
Lex Machina



Steven Lerner
Senior Reporter
Law360

Karl Harris ([00:00](#)):

All right. Well, hello everyone. Again, welcome to our webcast covering Lex Machina's 2023 survey about the impact of legal analytics. My name is Karl Harris and I'm the CEO of Lex Machina. And for those of you who aren't familiar with us, I'd like to introduce Lex Machina quickly and I'll keep it really simple. Lex Machina is legal analytics and legal analytics help you win. So if you don't remember anything else about Lex Machina, I hope you remember this. Lex Machina helps you win more business and win more cases.

([00:28](#)):

Specifically, we enable you to make data-driven decisions to answer questions like how is a judge likely to behave in a certain scenario? What is the best winning strategy for my particular case? Or how has the opposing counsel behaved in cases like mine? How do I convince my client that I'm the best law firm to represent her in this case? And relevant to today's webcast, what litigation trend should I know about to best serve my clients and best manage my firm or in-house legal department? We call these capabilities legal analytics. And for the last seven years, we've conducted a survey about the impact of legal analytics on the business and practice of law. And in the next 30 minutes, we're going to take a look at some of the key results and insights from this year's survey.

([01:18](#)):

I am very excited to welcome today, be joined by Steven Lerner, who's a senior reporter at Law360. So welcome, Steven, to our webcast. Can you take just a quick minute to introduce yourself to the audience?

Steven Lerner ([01:31](#)):

Sure thing. Thank you so much, Karl, for having me today. I hope everybody's having a wonderful day. My name is Steven Lerner and I'm a senior reporter for Law360. I cover legal technology and you could find my reporting as part of Law360 Pulse, our business of law coverage where I cover, again, legal tech and I write a monthly column called Technically Speaking About the Business of Legal Technology. So it's great to be here today to talk about this survey.

Karl Harris ([01:59](#)):

Awesome, thanks Steven. And welcome again. Okay, so I want to just take a quick minute and tell you about our survey methodology and then we'll dive into the results. So we did this survey in March of this year, so March of 2023. And it was done by an email. And we sent emails to us litigators, librarians, and legal businesses, legal business professionals at law firms of varying sizes. So that means that large law firms, medium size law firms, small law firms, all included in the survey results. And we got 386 responses from individuals. It was at the beginning of March. We aggregated all the information. It's done anonymously. The results are not traceable to any single law firm or responded. And that's kind of the survey methodology that we've used this year and that we've used in previous years. And let's hop right now into the results.

([02:45](#)):

So first, the big takeaway for us from the survey is that legal analytics is table stakes for litigation. And I've got four statistics and I want to walk just quickly across from left to right and tell you a little bit about my interpretation of these statistics. And then I'll turn over to Steven for some of your observations. So the first one on the far left, so 69% of legal professionals at law firms are using legal

analytics. So that's nearly seven out of 10 lawyers surveyed using legal analytics regularly in their practice.

[\(03:15\)](#):

I've been building legal analytics at Lex Machina for over 10 years, and I remember when these numbers were like in the 20%, 30%, 40%. So the fact that we're at a point where nearly seven out of 10 lawyers randomly surveyed or using legal analytics is a huge milestone for us. And again, I think reinforces this theme that legal analytics is table stakes for litigation, but almost more importantly than that is this second stat, which is that 99% of users say legal analytics is valuable. So that's nearly every single person that uses legal analytics sees its value. And I might have perhaps wondered if the folks that are only recently adopting legal analytics were doing so because they didn't necessarily see the value or they were less likely to see the value. And that's actually not true. The fact that 99%, which is a point higher than last year, say the legal analytics is valuable, tells me that these new users that are adopting legal analytics see value just as much as folks that have been using it for years.

[\(04:14\)](#):

And then third, another statistic that I find interesting is that of folks that describe themselves as non-users, so they don't use legal analytics, 85% of them think that legal analytics is valuable. And this tells me a couple things. Number one is I think that this number on the left, the 69% is likely to grow if people that aren't using legal analytics now see the value in it. And number two, I think that folks understand that there is value in making data-driven decisions to their legal practice. Whether they're adopters of legal analytics now or not, they will be in the future. And then finally, a stat that I also like is that 66% of users think legal analytics makes them a better and more informed lawyer.

[\(04:59\)](#):

And I like to joke about this one, lawyers can be a tough crowd. If you asked them some lawyers, hey, what might make you a better lawyer? They might say, there's nothing that could make me a better lawyer. I'm perfect just the way I am. But the fact that two thirds of lawyers say legal analytics makes them a more informed lawyer, again, reinforces the point that folks are seeing a lot of value in legal analytics, especially when they use it. So that's kind of my take on those four numbers. Steven, when you saw these numbers, what were your thoughts? What are your observations?

Steven Lerner [\(05:29\)](#):

Yeah, I mean these numbers are incredible. I'm just connecting it to what I see out in the field. Law firms are spending more on a bunch of things, and especially technology. Law firms are spending more in technology than they did years ago. And law firms expect that tech spend to grow over the next few years. That includes legal analytics. So seeing that the high use case at law firms right now is no surprise, especially when you sort of look at the larger macro trends right now, law firms are under more pressure than ever to be able to produce good results for their clients. A lot of it is pressure from macro challenges the economy, higher in interest rates, higher inflation. And so law firms are going to need as many tools as possible to live up to that higher pressure and all the challenges they face. And that includes the legal analytics.

Karl Harris [\(06:22\)](#):

Yeah, that's a great observation and I actually found that fascinating when we caught up earlier this week, you mentioned that law firms surveyed now are predicting an increase in technology spend in the next few years. And I found that super interesting because I might have thought given the uncertainty around, like you said, macro economic conditions, everybody's wondering is there going to be a

recession? Are we already in a recession? Is there not going to be recession? You might think that firms might pull back on technology spend, but it sounds like what's happening is folks are seeing continued pressure to deliver services efficiently. It's a more competitive market, and firms believe that investing in technology is going to help make them more competitive. Is that how you kind of take that feedback from firms you talk to?

Steven Lerner ([07:04](#)):

Absolutely. It makes them more competitive. And when you use technology the right way, it can make your staff and attorneys happier, which would then produce better results for your firm in the long run. So I think a lot of law firms see technology as an investment that they have to have even in times of economic uncertainty.

Karl Harris ([07:22](#)):

That's a fantastic observation. All right, let's hop to the next slide here. This one is about adoption drivers. So for folks that are using legal analytics, why are they using it? And I think in summary, this goes back to what kind of Steven just said, legal analytics, they can help keep clients happy and win cases. And I want to walk through these four numbers here again, give some quick observations and turn over to Steven to hear his insights.

([07:49](#)):

So a new question that we asked this year is to what extent are clients expecting or requiring law firms to use legal analytics? And interestingly of the users, 79% say legal analytics was required or somewhat expected by clients. Again, I think this reinforces the table stakes theme from the first slide that we saw. But also if there's one thing that law firms are responsive to, it's what do clients expect them to do?

([08:21](#)):

And if clients are expecting them to make data-driven decisions, I think that we'll see more adoption of legal analytics and services like legal analytics in the future. I mean, I was actually surprised. That's a really high number. That's new this year. And of course we'll track the year over year for next year. 73% of users say successful litigation outcomes drove their usage. That's basically flat to last year down 1%. And I really like this result because that's why we believe that folks should use legal analytics and because it produces better outcomes when you use data to make decisions, you're likely to make better decisions moving forward. And to see kind of users and customers and other folks echoing this way of talking about-

Karl Harris ([09:03](#)):

... and customers and other folks echoing this way of talking about legal analytics, it's really fulfilling to see them talk about it in the same way that we have for many years. Next one's interesting, which is that 66% say improved efficiency drove their usage. That's up 4% from last year, and I think speaks to the trends that Steven was talking about earlier, but we'll circle back to that. And then the final stat is 44% of users say business development drove their usage. That's up 4% from last year. And if I were to make one prediction from this slide, what I would say is that I think this business development number is going to tick up year over year because I think that folks are understanding how valuable legal analytics can be for business development. But also I think that the trends in the economy, the increasing competition that's going to be likely coming up with uncertain economic environment is going to make folks refine how they do business development and pitch and win cases. So that's kind of my overview. Steven, what were you thinking when you saw these numbers?

Steven Lerner ([10:05](#)):

I think you're absolutely right, Karl, that the one that really popped out the most is that use of business development. We talked about the pressure before that law firms are on. Part of the reason is because in-house legal departments, they're under pressure. They're under major budgetary pressures, and as a result, they're really trying to cut down their cost of outside counsel. Some of them are moving more work in-house so that way they reduce how much they're sending out. Some of them are requesting that their law firms choose alternative fee arrangements. And so as a law firm, we're finding that a lot of firms are going to have to make the business case for their in-house clients to show them why they're they're best equipped to handle their outside legal needs. That includes driving successful litigation outcomes through the software and using legal analytics as well to be able to show that business development, it's becoming a bigger part of trying to sort of impress clients.

Karl Harris ([11:00](#)):

Yeah, that was great insights. One thing that we had talked about that I thought was super interesting is you mentioned that investing in technology, it's not just that it keeps clients happy, it keeps attorneys happy and makes them more efficient. And I was always interested in thinking about the big law attorneys being kept happy with all the pressure on billables and stuff like that. But you mentioned it's actually very common at the small to mid-size law firms that avoiding attorney burnout was an important thing. Can you tell us a little bit about that?

Steven Lerner ([11:34](#)):

Yeah, so look, legal professionals for law firms, in-house teams, eDiscovery professionals, there's a lot of burnout going on, a lot of pressure and a lot of stress. But it is especially true for those smaller law firms. There was a study not too long ago that found that most of the law firm employees who belong to these smaller firms are experiencing some degree of burnout or stress. That is a big issue. And legal analytics and other tools can help with the efficiency of work to help potentially reduce some of the burnout and stress that these legal professionals are facing right now.

Karl Harris ([12:12](#)):

Absolutely. And when you can use tools that make you more efficient and can help you do things that would previously take hours and hours of staff time, I mean, I can definitely see how that's improving morale and especially it sends a signal that, look, your firm's investing in your success. I think that flows back to the comment you made at the beginning, which is that they're going to be increasing their investment in technology in the next few years.

Steven Lerner ([12:38](#)):

Absolutely.

Karl Harris ([12:39](#)):

All right. Let's hop to the next set of numbers here. So this is kind of the flip side. So we just talked about what are adoption drivers. This slide is about adoption inhibitors. So of folks that are non-users, what are the reasons that they say that they're not using legal analytics? I think the takeaway here is that lawyers need more exposure to legal analytics. The one thing that's really interesting to me is that trust of legal analytics is not really an issue to adoption, and I'll kind of walk through these numbers and tell you why I think that then again, turn over to Steven for observations.

[\(13:14\)](#):

So 47% of non-users say they don't understand what legal analytics is, and that's actually up 6% from folks surveyed last year. And I think that's just super interesting. We as a legal analytics provider, and as folks in legal technology space, we just need to continue to do a better job of educating folks about what are these tools that are available, what can they do for you and what value can they bring to you? And I think getting the word out there more and more is increasingly important, especially as firms are looking to make technology investments.

[\(13:52\)](#):

38% of non-users say they're unfamiliar with available products. So that's down 8% from last year, and I'm curious about the interplay of these two: 47%, which is more so they don't know what it is, but 38%, which is less, say they're unfamiliar with available products. It tells me that we're probably doing a mixed job of getting the word out there. We could tell folks more about what legal analytics is, but if they do know what it is, they're getting a better handle on what products are out there and are able to solve those legal analytics use cases. 28% of users say they don't understand the benefits. That's up 12% from last year. Again, I think that's part of this existing theme of we just need to continue to do a better job of educating people of what analytics can do for you.

[\(14:40\)](#):

But most interesting I think for me on this slide is that only 7% of non-users cited a lack of trust in the results. That's actually down 2% from last year, and to me that's a really important thing. I mean, there are all kinds of technology trends that are various phases of the hype cycle, earlier in the hype cycle, mid in the hype cycle, but analytics is not one of those. We've been doing this for 10 years, we know how to do it, we know how to deliver value in the data and we know how to do a good job of building a trustworthy data set. And it's nice to see that reflected in these survey results, which is that only 7% say that they don't necessarily trust the results of the technology that builds legal analytics. So those are my takeaways. Steven, what were your thoughts on this set of numbers?

Steven Lerner [\(15:28\)](#):

Well, look, I think there are a few reasons why these numbers are what they are. Change management is a major challenge for law firms. Some do it very well in educating their attorneys and staff about new technologies and some need a bit of help doing it. So I think that's part of the reason. The other thing is the hype cycle and the buzz. If you go and talk to legal professionals right now, everybody's talking about ChatGPT, they're not talking about all these other tools like legal analytics and how it can be useful. And if you go back a year ago, everybody was talking about web three instead of talking about all these useful tools. So I think it's part of the hype cycle that is the issue, it's also change management that's an issue.

Karl Harris [\(16:05\)](#):

Absolutely. The change management is a great point. I like how you mentioned currently there's the large language model kind of hype cycle, a year ago it was blockchain and all things Web3 related. I mean for me, having been in the space for a long time, I actually remember six to seven years ago, call it the machine learning and the neural network hype cycle, folks were asking very similar questions to what gets asked now, which is, "Hey, is technology going to replace lawyers? Are our folks jobs at risk?" And the answer now is I think the same that it was six to seven years ago when these exact same questions were being asked, which is technology's not going to replace lawyers, but lawyers that leverage technology to deliver better value to their clients are going to replace lawyers that don't

leverage technology. I think we'll see that evolve when we find really good use cases for large language models and things like that. But what are your thoughts on that observation?

Steven Lerner ([17:05](#)):

Yeah, I think as we see more use cases, the adoption's going to go off. I mean, it's only amount of time we're going to see more uses of artificial intelligence in law firms as well as other technologies. A few years ago, most law firms, just to give an example, struggled with cloud adoption. Now we're seeing that's table stakes, now we're seeing it's the norm in law firms. So over time, these tools, including legal analytics, will become more popular in law firms.

Karl Harris ([17:30](#)):

Yeah. It's great insight there. All right, let's move to the next slide here. So this is a breakdown of how law firms are using legal analytics specifically. And we like to think about this in two different buckets. So on the left is the business of law, which is around winning new clients and winning new business. And on the right is the practice of law. So that is what I like to think about is winning cases and setting straight case strategy, so again, business of law, practice of law. And on the left with the-

Karl Harris ([18:03](#)):

... a strategy, again, business of law, practice of law. On the left, with the business of law, really interesting to me, we kind of pulled out four statistics here. So pitching, we're demonstrating expertise to clients. 75% of folks that use legal analytics mentioned that as a use case. That's up 6% year-over-year. Competitive intelligence, define and evaluate new business, 61%, that's up 11% year-over-year. Pricing bids and services, 35%, that's up 6% year-over-year. Lateral hiring at 14% is actually flat. Really fascinating to me, generally speaking, business of law use cases up year-over-year with the exception of lateral hiring. Steven, when you looked at this kind of side of the chart, what were your thoughts?

Steven Lerner ([18:44](#)):

I think from the business of law, we see that legal analytics definitely has its place. There's so many things that come to mind. I'll start with the bottom, lateral hiring, flat year over year is really interesting. What we've seen from other studies is that lateral hiring after a really explosive 2021 has sort of declined a bit in 2022. It's still strong. It's still prolific, still active, but the level has actually decreased a bit. So, it's interesting to see lateral hiring basically flat year-over-year. Then, when you're looking at pricing bids and sort of where that sort of fits into it, I think it kind of goes back to trying to woo these legal departments and trying to win them over, especially in the face of all types of economic issues.

Karl Harris ([19:29](#)):

Makes sense. In terms of the pricing bids and services, one of the interesting things that you've mentioned and written about is the continued pressure on law firms to do alternative fee arrangements and fixed fees and things like that. In your conversations with law firms, is that continuing to trend upward? There's more and more pressure for that, or has that relaxed a little bit?

Steven Lerner ([19:52](#)):

Oh no, there's more and more pressure for that. Law firms are taking a look at how they can best manage those requests, but legal departments are asking for it. They're asking for it more now than they did years ago because they're under more economic pressures themselves. It's going to keep growing up probably, if I were to guess.

Karl Harris ([20:10](#)):

Makes sense. One of the things that I always like to mention when we talk about pricing is that pricing is a data-driven exercise and legal analytics helps you provide that data for how long is the case likely to last, how active is the case likely to be, which helps you get those data points to set expectations with clients around how long things are going to take and how busy it is, what type, what's the motion practice going to look like. But also, those things really flow into cost. If you're a law firm and you're trying to bid a particular case or a particular engagement, you're definitely going to want some data behind that. Because otherwise, you're at risk of losing money if things don't go as planned.

Steven Lerner ([20:49](#)):

Absolutely.

Karl Harris ([20:51](#)):

Then also, I like the pitching or demonstrating expertise to clients. I think that that's already a high number, but I think that will go up for those reasons that you mentioned, which is all the work that needs to go into pricing, alternative fee arrangements, competitive environment, using analytics to show how good you are and why you're the right law firm for a particular matter. I think we'll see that number tick up next year.

Steven Lerner ([21:18](#)):

Absolutely. Especially with a lot of legal departments spending more money on legal spend management software so that way they can be able to sort of gauge where all these law firms are and figure out what's the best price for them.

Karl Harris ([21:29](#)):

That's right. Great point. Then movement over to the practice of law. Again, business of law is about getting new cases, getting new clients. Practice of law is about winning those cases and getting good outcomes for those clients. We've got a couple of statistics here, so gaining competitive insights on judges parties and opposing counsel. That's 79%, so one of the primary use cases, which is great because getting competitive insights with data is a straightforward use case for legal analytics. And, general case assessment at 66%, determining case strategy at 63%, predicting outcomes of arguments and strategy at 48%, and drafting better motions, briefs, or arguments at 45%. One of the interesting things is that some of these top use cases are down year-over-year. So. You can see the 1% for gaining competitive insight, the 7% per case assessment.

([22:23](#)):

The thing that's interesting to me about this is when I look into these statistics, I think two things are going on. One is there are a lot more use cases. This was actually your observation, Steven, so I apologize for stealing your thunder. But, there's a lot more use cases for practice of law. I think it's a different mix of things. If we pulled in the long tail here of practice of law, use cases, I think we would see some of those going up, which are pulling from here. Then also, I think the focus right now is on the business of law and I think more investment in the time of using legal analytics is on that kind of business development side. But, what were your thoughts when you saw these numbers?

Steven Lerner ([23:02](#)):

When you're talking about practice of law, there are more tools available for that side of it. A lot of law firms have a diverse set of tools. We talked a little bit about Chat GPT before. Some law firms are experimenting with Chat GPT to try to write motions in the voice of a judge as a way to predict how they might weigh in on some type of matter. It's the same type of use case, but there's just so many different types of tools out there for law firms.

Karl Harris ([23:29](#)):

Absolutely. I'm fascinated with that one you mentioned about kind of writing a brief or motion in the voice of the judge. There's so many interesting uses of technology to do that. With Lex Machina and legal analytics, you could say, "Show me the 10 last motions in cases similar to mine that were granted." So, that's what wins. "Show me the last 10 motions in cases similar to mine that lost." That's what loses. Then, you could now try to leverage these large language models to write those briefs, write those motions in language that is similar to the judge or using winning language. I think putting those use cases together is going to be super interesting over the next few years.

Steven Lerner ([24:11](#)):

Absolutely.

Karl Harris ([24:14](#)):

The last statistic to show here is one that's really fascinating to me, and this is about legal analytics integration. 67% of users would like to integrate legal analytics with other available data in their organization. That's up 4% from last year. This one's interesting. I said at the beginning, "We've been surveying for years about this." This was not even on folks' radar several years ago, but now the ability to use APIs to integrate data like legal analytics with internal dashboards at law firms or other internal proprietary data sets that law firms have. 67%, it's one of the highest numbers in the survey, would like to do this and would like to do it now. Does that match the trends when you're talking with folks and seeing where law firms are investing? What were your thoughts about this number?

Steven Lerner ([25:05](#)):

A week doesn't go by in this industry when a legal tech vendor doesn't announce at least one integration with another vendor. It's so common right now. APIs are becoming incredibly relevant because law firms, again, want to keep their staff and attorneys happy. One way to do that is to have one platform where you can use all these different tools at once.

Karl Harris ([25:26](#)):

Absolutely. Law firms are hiring software developers on staff. We relatively recently spoke with a law firm that had 30 data scientists on staff to help make sense of their internal data, their external data, and pull those things together. Again, in terms of predictions, I think this number keeps ticking up year-over-year. We're really seeing law firms kind of putting the money in the investment behind a trend that we've been talking about for a few years, but is now just really exploding with actual activity. This is a cool step. Last slide here is we just gathered some quotes around the benefits of using legal analytics from the verbatims, from the survey results. A lot of interesting things here. We've chosen a couple here. But, Steven, when you were looking at these quotes, what was your favorite one?

Steven Lerner ([26:18](#)):

My favorite one was in the top right corner. "It makes research faster. I spend less time searching for relevant filings." That was incredibly relevant to what I'm hearing in the industry. When it makes research faster, not only do you keep your internal staff happy because it's a bit more efficient, but you also keep your clients happier because now you have higher efficiencies, and you can have potentially more successful outcomes.

Karl Harris ([26:44](#)):

That's a great one. I like that one as well. The one that I like is this one in the kind of lower left here. Says, "We've discovered that legal analytics platforms like Lex Machina do a much better job profiling our court filings than we do and frequently use it to pull sample filings, ours and other big law firms." One of the really great-

Karl Harris ([27:03](#)):

Ours and other big law firms. I mean, one of the really great things that we're doing with Legal Analytics and Lex Machina is pulling together massive amounts of data of what happens in court, and a lot of those things are filing from law firms. So if you want to look at all your filings that were filed in particular court, in front of particular judge, in front of particular opposing counsel, involving particular parties, you can do that, in Lex Machina you can do the same for other law firms. The treasure trove data set here, very cool to see this statistic.

([27:34](#)):

All right, right, we've got few minutes left here and thanks Steven for all those insights. Always enjoy having the conversations like this with you. Let's turn it over to Q&A for a minute. We've got a couple of questions that have come in and so we'll kind of tick through a few of them. First one is, I'm curious, Steven, and have an answer myself. What are your predictions for next year survey? That's kind of like, what do you think about the future? When we have this discussion a year from now, what do you think's going to be different? What do you think's going to change? What's on your mind there?

Steven Lerner ([28:09](#)):

So I think law firms understand not only the value of Legal Analytics, but understand the value of their data. I think you're seeing a big uptick in law firms hiring Chief Data Officers, and I think we'll see that trend continue not just across big law firms, but smaller law firms as well, they're going to hire Chief Data Officers and really grow their data teams. And so, I think that is sort of going to be my big prediction once there are more data teams across law firms. You'll see usage for tools such as Legal Analytics increase.

Karl Harris ([28:42](#)):

That's great. I love that prediction. I mean, I think my prediction is that it's kind of a softball, but I think that all these trends that we see, adoption is only going to accelerate. It has accelerated in the last few years significantly, but I don't think that that levels off. I think the fact that we're seeing people discover more use cases in the practice of law, that the business development use cases are trending up, that the AI hype cycle, for better or worse is bringing more focus from law firms about, how can we use technology to better serve our clients. And when you're looking at technologies that deliver value to clients, there are technologies that are early on the curve and technologies that are squarely ready for adoption. I think analytics is one of those that is squarely ready for adoption.

Steven Lerner ([29:38](#)): Absolutely.

Karl Harris ([29:39](#)):

All right. We'll just take maybe another question or two here. So one of them comes from the audience, which is, "What is the average age of people that are against Legal Analytics? I'd hypothesize that they would be older." I actually don't have data on that from the survey, but I think, anecdotally speaking, that's probably a true trend. When you think about who are folks that are going to be hesitant to adopt Legal Analytics or technology like that, it's folks that have a lot of experience being very successful in the way that they've worked for a long time. And those folks do, I think, tend to be older, but I don't have any substantive data on that. Steven, any thoughts on that question?

Steven Lerner ([30:21](#)):

I'd love to see some data on it. I mean, I think what's interesting is I see attorneys of all age groups that are interested in adopting new technologies, so it's not really just one age cohort that is really pushing this sort of thing.

Karl Harris ([30:35](#)):

Awesome. And then last one here, and we'll wrap up. So again from the audience, "So what are your thoughts about aggregated analytics across firms to help track performance and outcomes? So specifically, beyond the basic rate cycle time information, is this something that can be achieved in a meaningful way?" Maybe I'll take a first pass at this one. Can it be achieved in a meaningful way? Absolutely. And that's kind of the core of what Analytics does is because we're extracting information from the court record, from federal cases, from state cases, we're seeing the performance and outcomes across all different firms that are litigating in those courts. So obviously, the firm that somebody looks at is going to be reflected in the court record, or works at as in the court record, but also all the other firms that are in the court record. And that's kind of the core of what we do. So I think the answer to that question is, definitely yes. And Steven, any thoughts you want to add on that?

Steven Lerner ([31:31](#)):

Absolutely. It can totally be achieved, and a lot of law firms are doing that right now because they want to be able to see what works and what's efficient in their firm among their team.

Karl Harris ([31:41](#)):

Awesome. Well, we're out of time, and that's great because we've kind of got through questions that we've had. Thank you so much, Steven, for taking your time to be on the webcast. I always enjoy these conversations with you and thanks again also to our audience. I just want to mention quickly that every attendee in registrant is going to get an email with the webcast recording, transcript of the webcast and a link to request the survey kit, which has also more information than we showed here today, but the full infographic, all the questions that were asked, and also a brand new Above the Law white paper about the findings. But again, a special thank you to you, Steven, thank you for being on the webcast.

Steven Lerner ([32:20](#)): Thank you so much, Karl. It was a great conversation. I appreciate it.

Karl Harris ([32:24](#)): Awesome. Well thanks everyone.