



The 19th Annual
**Law Department
Operations Survey**

2026 Partnership Opportunities

Law Department Operations Survey

“Operations professionals bring business discipline to the law department, help professionalize the sourcing and management of legal and other services, and are now at the center of evaluating and implementing emerging technologies around efficiency, governance, risk, and value. If you want to work effectively with law departments, you must understand the legal ops professional.”

—Brad Blickstein

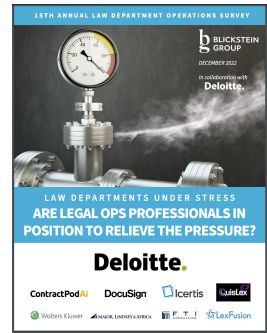
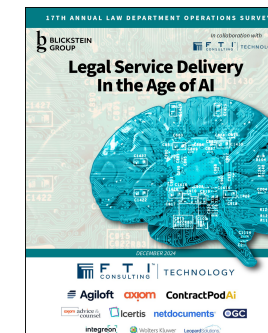
The 19th Annual Law Department Operations Survey from the Blickstein Group provides insight into many critical success factors of effectively managed corporate law departments.

- Oldest and largest information source on legal ops and LDOs
- More than 80 respondents, with 300+ total data points
- Blue chip board of advisors

Survey Objectives

- To collect information about law department operations (LDO) and LDO executives and to provide benchmark data to assist in guiding the efficient management of in-house law departments
- Only one respondent allowed per law department. Because the survey is strictly for law department operations, we do not have any law firms take the survey
- Survey findings incorporate more than 300 data points

You can download the survey report from <http://www.blicksteingroup.com>



LDO Survey Advisory Board

Neshade Abraham

Senior Director, Legal Operations
Pax8

Reese Arrowsmith

EVP, Legal Operations and Administration
Fox Corporation

Adam Becker

Director of Legal Operations
Cockroach Labs

Kimberly Bell

Director, Technology and Innovation
American Express

Kelsey Berteaux

Senior Legal Operations Analyst
DigiCert

Richard Brzakala

Senior Director, Global External Legal Services
CIBC

Catherine Choe

Chief of Staff to the Chief Legal Officer
Zendesk

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Board Member of Legal Value Network

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Meta

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Performance Optimization
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Chief of Staff, Legal Operations Lead
Otsuka America, Inc.

Heidi Rudolph

Global Head of Operations, Legal
CBRE

Aaron Van Nice

Vice President, Legal Operations
Legal, Compliance and Government Relations
ADM

Amy Yeung

Head of Ads, Legal
PayPal

Program Sponsor-Partners Enjoy

The annual survey program includes six different elements designed to deliver value to sponsor-partners through brand awareness, thought leadership, and lead generation.

Specific details on what is included in each sponsorship package is on page 10

Direct Exposure to In-House Legal Leadership

- Your logo branding on every page of the online questionnaire taken by more than 80 law department leaders

Insights into Operational and Technological Priorities

- Full survey results distributed electronically to all sponsor-partners and survey participants
- Sponsor-partners receive early access to full report data

Enhanced Credibility

- Thought leadership through full-page ads and editorial sidebars throughout the report

Networking Opportunities

- Lead generation through webinar and virtual summit registrants, report downloads, and live events

Positioning as a Trusted Partner

- Educate and interact with in-house leaders during the virtual summit, webinars, and live roundables

Program Sponsor-Partner Elements

Branding Placement

- Logo branding on every page of online survey (launches Oct. 2026)
- Full-page ads in report (400+ downloads)
- Editorial sidebars in report
- Report cover logos

Full Survey Results (early view Nov. 2026)

- PDF report distributed electronically exclusively to sponsors and those who take the survey
- Sponsors receive early access to full, aggregated data

Survey Report (Dec. 2026)

- Lead generation through report downloads
- Branding and thought leadership through full-page ads and editorial sidebars throughout the report

Virtual Summit (Dec. 2026)

- Report findings panel
- Hosted on Zoom
- Plenary session on-demand recording provided
- Lead generation from list of registrants

Webinars (Q2 and Q3 2027)

- Timing to be announced
- Speaking roles available
- All webinars hosted on Zoom
- Lead generation from list of registrants
- On-demand recording provided
- Annual webinars draw +300 registrants

Live Roundtables (Targeted Jan. and Feb. 2027)

- Present and participate in live roundtables
- Lead generation from list of registrants

Survey Report

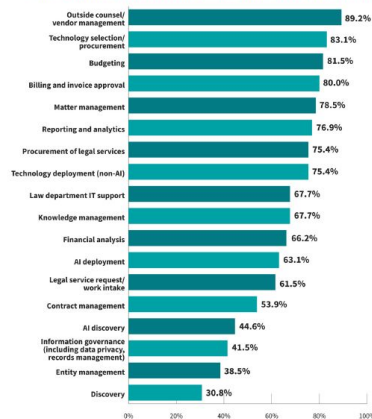
The Survey Report will be shared with the public, respondents, and sponsors, with branding and thought leadership content for sponsors through full-page ads, editorial sidebars, and logos on the report cover.

Balancing Tensions While Driving Towards Strategic Modernization

Legal department operations professionals have always experienced tension, juggling expectations from different stakeholders and managing budgets amid ballooning costs. Today's legal operations professionals are facing another source of tension—the rising expectations to be more strategic, while continuing to manage their day-to-day work and the fires that continually flare up, according to respondents of the 18th Annual Blickstein Group Law Department Operations Survey.

These tensions are exacerbated by the extremely broad portfolio of responsibilities that the legal operations function continues to shoulder. The data shows significant involvement in technology management, intake and triage, process improvement, outside counsel management, vendor governance, reporting, knowledge management, and more.

Our legal ops function is responsible for (select all that apply):



The scope of work continues to be expansive, reinforcing the function's central role in coordinating strategic and operational initiatives.

EXECUTIVE SUMMARY

A NEW HEADWIND FOR THE LEGAL OPERATIONS FUNCTION



Wafik Guirgis
Senior Managing Director
FTI Technology



Meredith Brown
Senior Managing Director
FTI Technology

Executive leaders across industries are racing to deploy generative AI throughout the enterprise, and legal departments are feeling the effects. According to the Blickstein Group's 18th Annual Law Department Operations Survey, which included 68 companies, 58% of legal operations professionals cite pressure from executive leadership as one of the primary drivers for pursuing generative AI. No longer insulated from corporate efficiency and innovation mandates, in-house teams are being pushed to move fast.

Broadly, the survey findings suggest that the amount of buzz around generative AI has created a new headwind for the legal operations function. The majority of respondents reported that evaluating and implementing generative AI use cases is their greatest current challenge. Legal operations professionals have also absorbed growing responsibility for generative AI decision making, not just within the legal department but across the organization. In addition to the 44% who are stakeholders for the legal department, 15% are also stakeholders for the broader business and 29% serve as advisors to their organizations. Only 12% reported no involvement with generative AI decision-making.

With this expanded responsibility, internal generative AI sophistication (or at least the perception of it) has grown, as 44% of respondents rated the sophistication of their AI strategy as having all or most of the necessary elements (e.g., use of AI internally, adopting enterprise-wide AI tools, guidelines for use, and a future roadmap).

This is an improvement from the previous year, when 52% stated that their AI strategy was either not sophisticated or that they did not have an AI strategy at all. This year, only 4% don't have an AI strategy. Survey participants were asked about their use of 16 different applications for generative AI, including legal research, document drafting, e-discovery, legal intake, chatbots, contract analysis, and more. While a large number of respondents are not using generative AI in those use cases at all, many are under consideration, placing additional demand on legal operations professionals to evaluate, select, and deploy previously untapped and largely unfamiliar technologies. For example, 37% said they are considering using generative AI as a legal information desk or legal help desk, and 49% are considering using generative AI to create a library of contract clauses. Where generative AI is being used, the vast majority (88%) are relying on foundation models within enterprise suites such as Microsoft Copilot and Google Gemini. Forty-one percent also said they are using contract-specific models.

In parallel with existing and anticipated use, only one-third can currently demonstrate tangible cost savings from generative AI. Separately, 63% said they can demonstrate other tangible benefits not related to cost. When asked to rate how effective new generative AI tools are today, respondents offered a 5.3 weighted average on a scale from one (not effective) to 10 (extremely effective). AI assistants are considered slightly more effective, with a 6.0 average.

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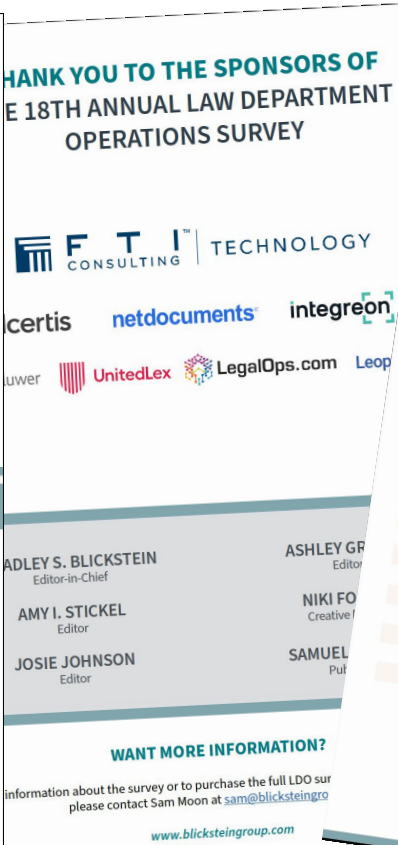
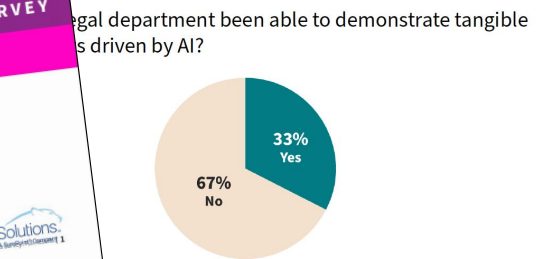
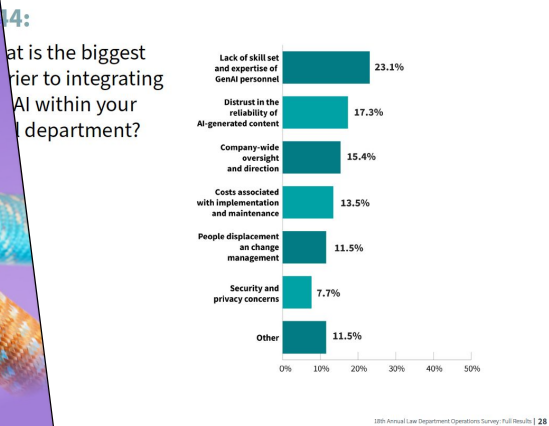
TITLE and GOLD SPONSORS will be quoted in the Survey Report story.

TITLE, GOLD and SILVER SPONSORS will receive editorial sidebars.

TITLE, GOLD, SILVER & BRONZE SPONSORS will receive full-page ads in the Survey Report.

Full Survey Results

The 50+-page Full Results Package is available exclusively to sponsors and participants.



Q25: For each technology listed below, please indicate the level of responsibility your level operations team has.

Technology	Primary Responsibility	Some Influence	Not Responsible/Selected at the Enterprise Level
Enterprise Legal Management (ELM)	75.0%	8.3%	16.7%
E-Billing (Point Solution)	89.1%	6.5%	4.4%
Matter Management (Point Solution)	75.0%	11.4%	13.6%
Legal Spend Management (Point Solution)	88.9%	6.7%	4.4%
Workflow or Business Process Automation Tools(Point Solution)	62.2%	11.1%	22.2%
Legal Service Request/Work Intake (Point Solution)	75.6%	15.6%	8.8%
Document Management	46.7%	20.0%	33.3%
Pre-Execution Contract Management (e.g., contractassembly, negotiation, review of third-party paper, etc.)	43.8%	31.3%	25.0%
Post-Execution Contract Management (e.g., contractanalysis, compliance, obligation management, etc.)	37.0%	34.8%	28.3%
Document Assembly	31.7%	22.0%	46.3%
IP Management	27.3%	38.6%	34.1%
E-Discovery	36.7%	31.8%	31.8%
Litigation Hold	52.3%	27.3%	20.3%
Board Management	27.3%	27.3%	45.5%
Entity Management	41.3%	26.1%	32.6%
Claims Management	23.1%	20.5%	56.4%
RFP Management	41.9%	18.6%	39.5%
Electronic Records Management	24.4%	19.5%	56.1%
Electronic Signature	25.0%	20.5%	60.1%
GRC/Compliance	7.3%	31.7%	60.0%
Privacy Reporting	15.0%	25.0%	60.0%
Knowledge Management	44.2%	37.2%	18.6%
AI Assistants (e.g., Harvey, Legora, etc.)	39.1%	26.1%	34.8%
New generative AI tools	41.3%	39.1%	19.6%

LDO Survey Virtual Summit and Live Roundtables



Engage and connect with up to 50 in-house legal ops attendees.

- Attend the Virtual Summit and live roundtables with report author Brad Blickstein and other advisory board members as they discuss the key findings of the 2026 LDO Survey Report
 - Engage and connect with up to 50 in-house roundtable attendees during the Virtual Summit
 - Report findings panel on Virtual Summit
 - In-person networking opportunities during live roundtable events
 - Lead generation from registrants for both events

**Live Roundtable Opportunities
in Chicago, New York, and San
Francisco**

Results Webinars

Today's Faculty



Brad Blickstein
CEO
Blickstein Group



Wafik Guirgis
Sr. Managing Director (Partner)
FTI Consulting



Reid Cram
Sr. Product Marketing Manager
NetDocuments



Laurie Ehrlich
VP, Legal Product Management
Icertis

TITLE and GOLD SPONSORS
may provide one faculty member for webinars.

TITLE, GOLD and SILVER SPONSORS
receive partial webinar registrant lists.

Timing:

Two webinars targeted for Q2 and Q3 2027

Attendees:

Annual webinars receive more than 300 registrants

Topic:

Present the survey results and provide analysis to the broader marketplace.

Along with leading LDO professionals, we present and analyze select survey results for the marketplace.

	TITLE SPONSOR \$7,000 SOLD	GOLD SPONSOR \$28,500	SILVER SPONSOR \$18,000	BRONZE SPONSOR \$9,000
SURVEY	- Opportunity to review questionnaire and suggest changes - Logo/branding throughout - Access to full survey data	- Opportunity to review questionnaire and suggest changes - Logo/branding throughout - Access to full survey data	- Opportunity to review questionnaire and suggest changes - Logo/branding throughout - Access to full survey data	- Logo/branding throughout
REPORT	- Two full-page ads - Top logo inclusion - Executive summary	- One full-page ad - Logo inclusion - Editorial sidebar	- One full-page ad - Logo inclusion - Editorial sidebar	- One full-page ad - Logo inclusion
VIRTUAL EVENT	- Co-lead 6 roundtables with an advisory board member - Engage and connect with up to 20 In-house roundtable attendees per roundtable	- Co-lead 2 roundtables with an advisory board member - Engage and connect with up to 20 in-house roundtable attendees per roundtable		
WEBINAR	- One representative as faculty on each webinar	- One representative as faculty on one of two webinars		
LEAD GENERATION	200 total leads 100 - LDO Survey Report download leads 100 - Webinar registrants	100 total leads 50 - LDO Survey Report download leads 50 - Webinar registrants	50 total leads 25 - LDO Survey Report download leads 25 - Webinar registrants	35 total leads 35 - LDO Survey Report download leads
LIVE EVENTS	- One representative at each of 2 Live Results Roundtables	- One representative at 1 of 2 Live Results Roundtables	- One representative at 1 of 2 Live Results Roundtables	

Contact Information



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