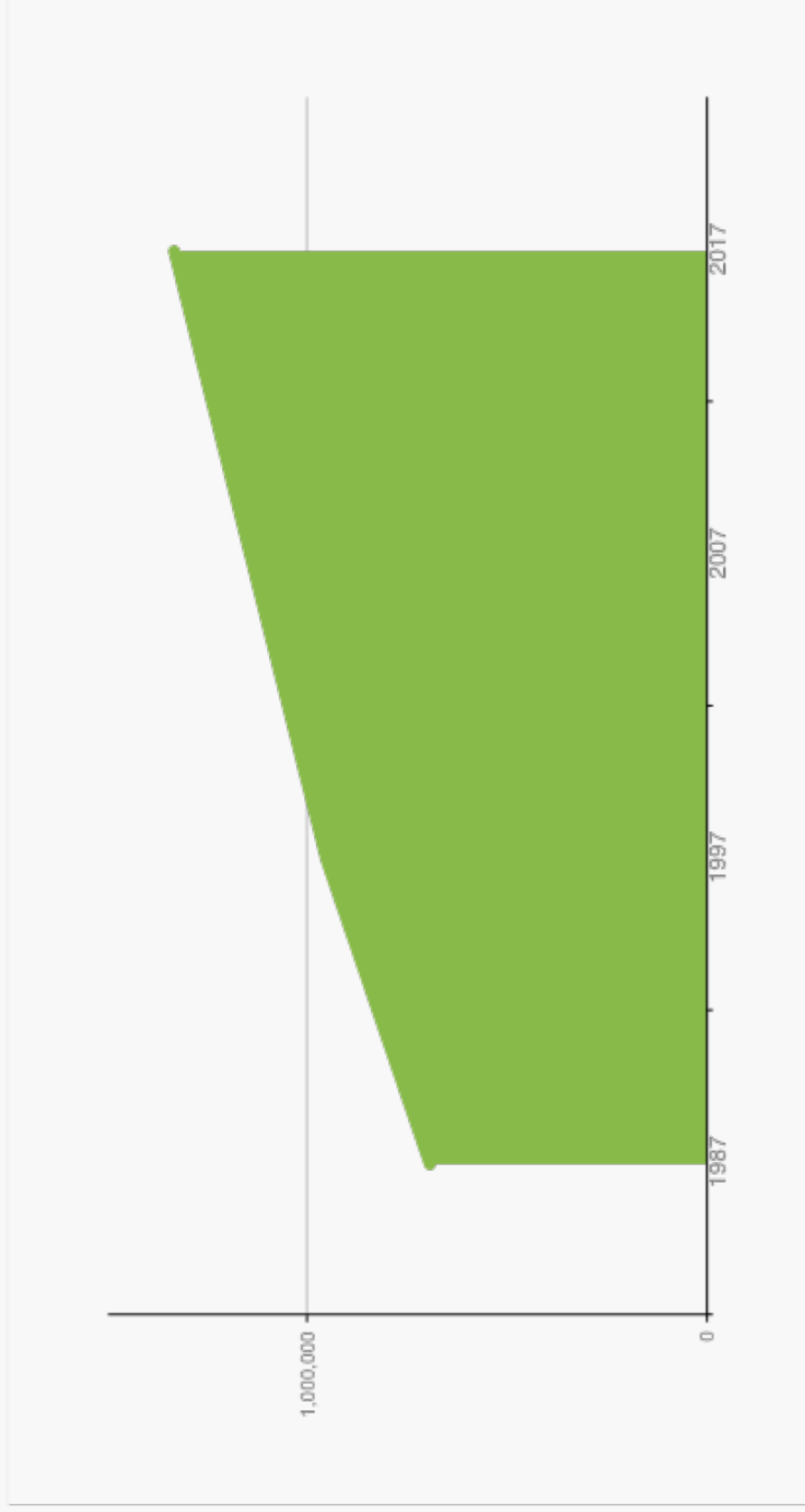


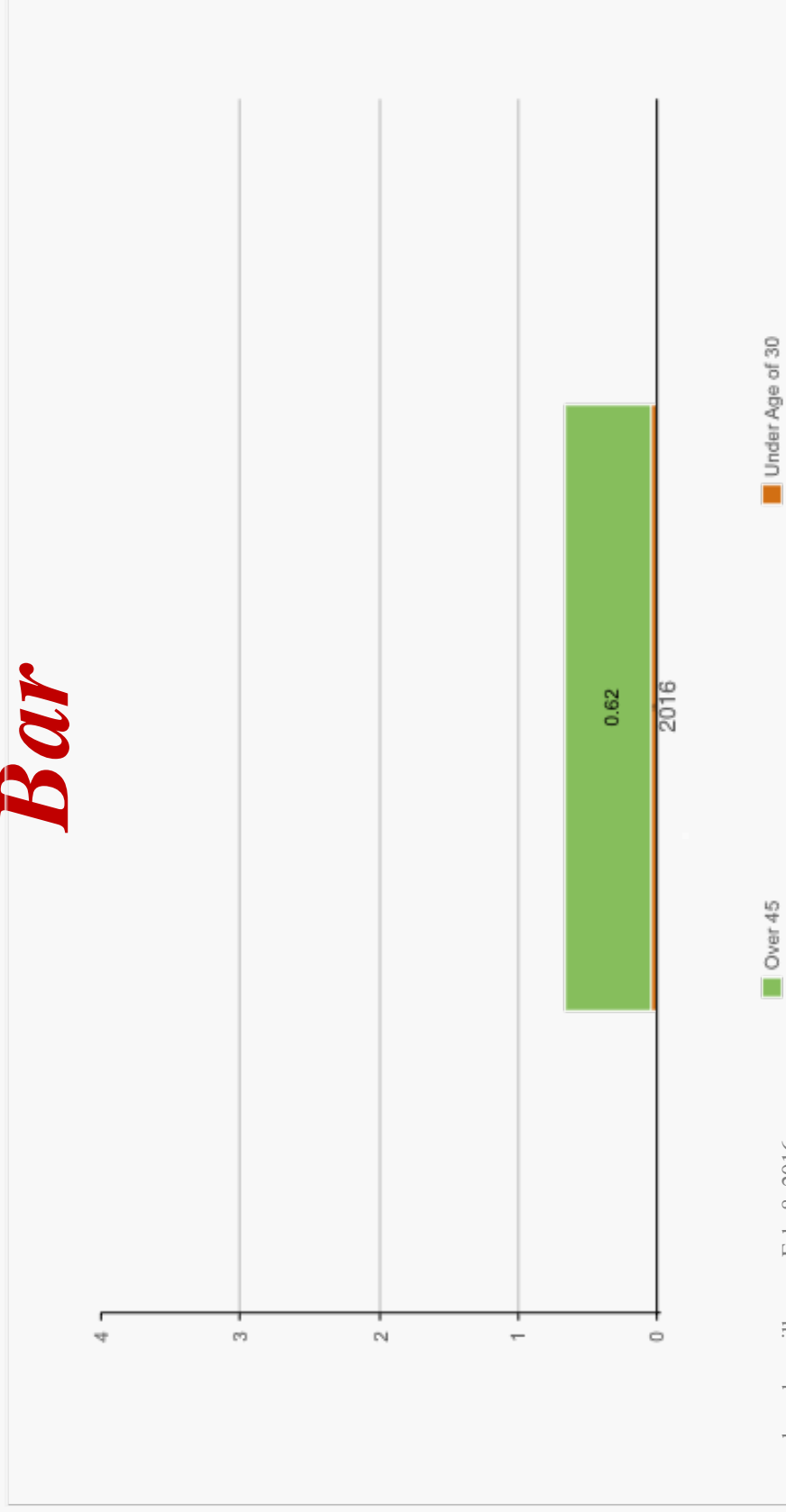
# *U.S. Licensed Attorneys: ABA*



# Demographics of The Licensed Bar

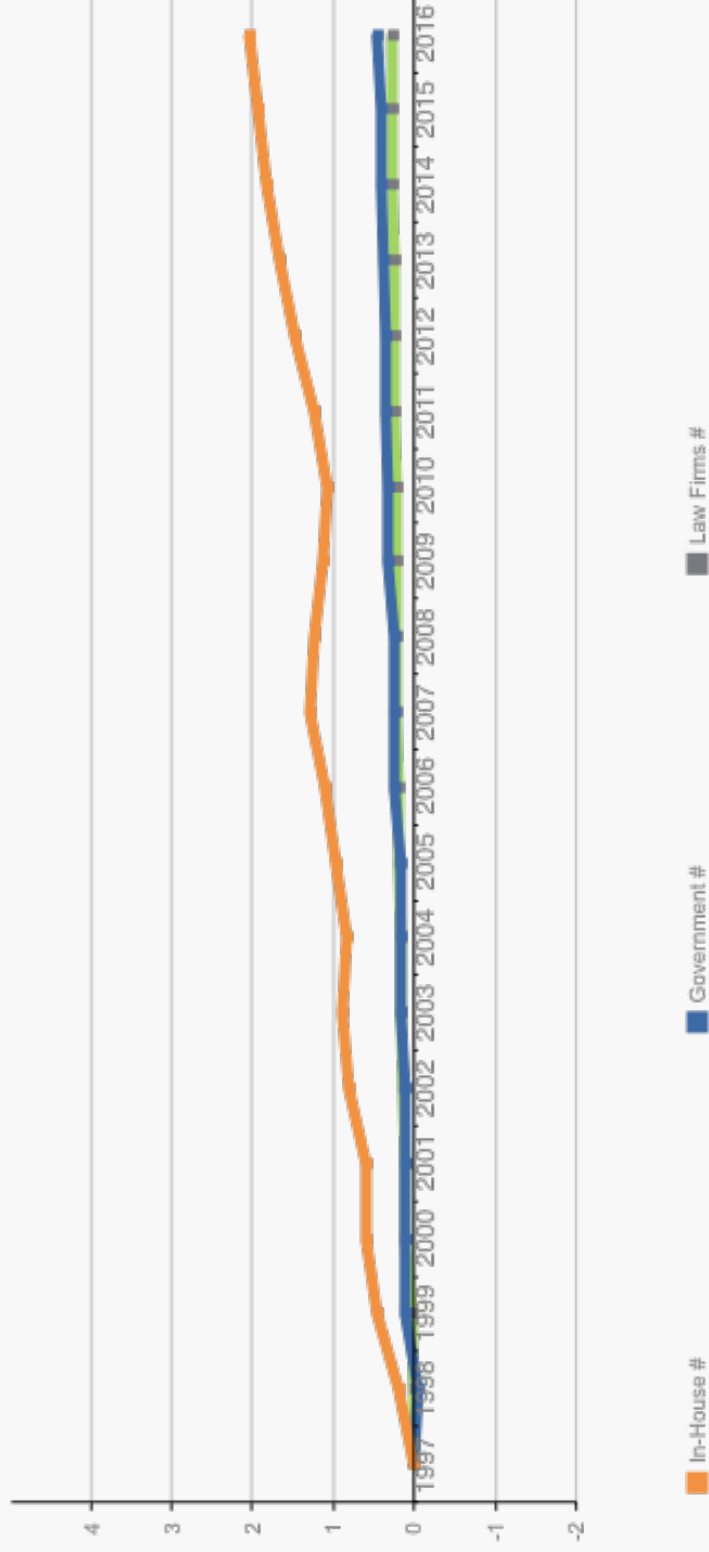


# Demographics of The Licensed Bar

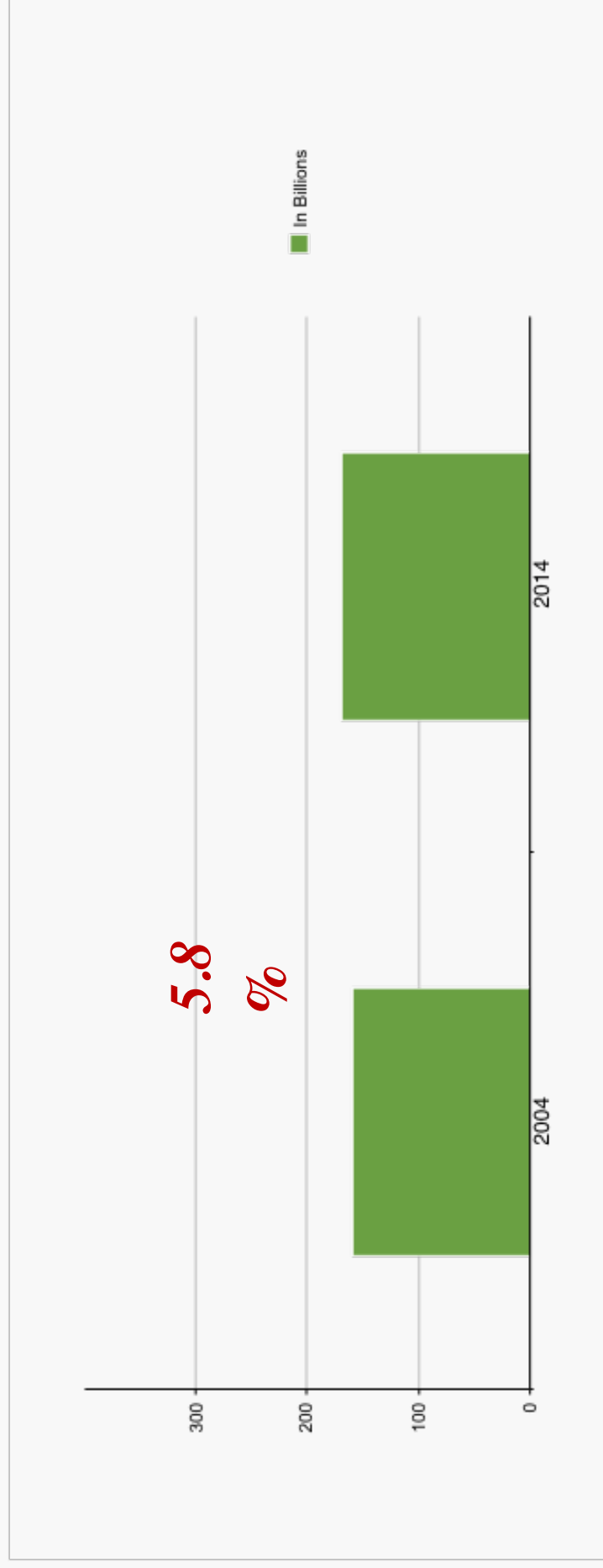


# *Change in hiring.*

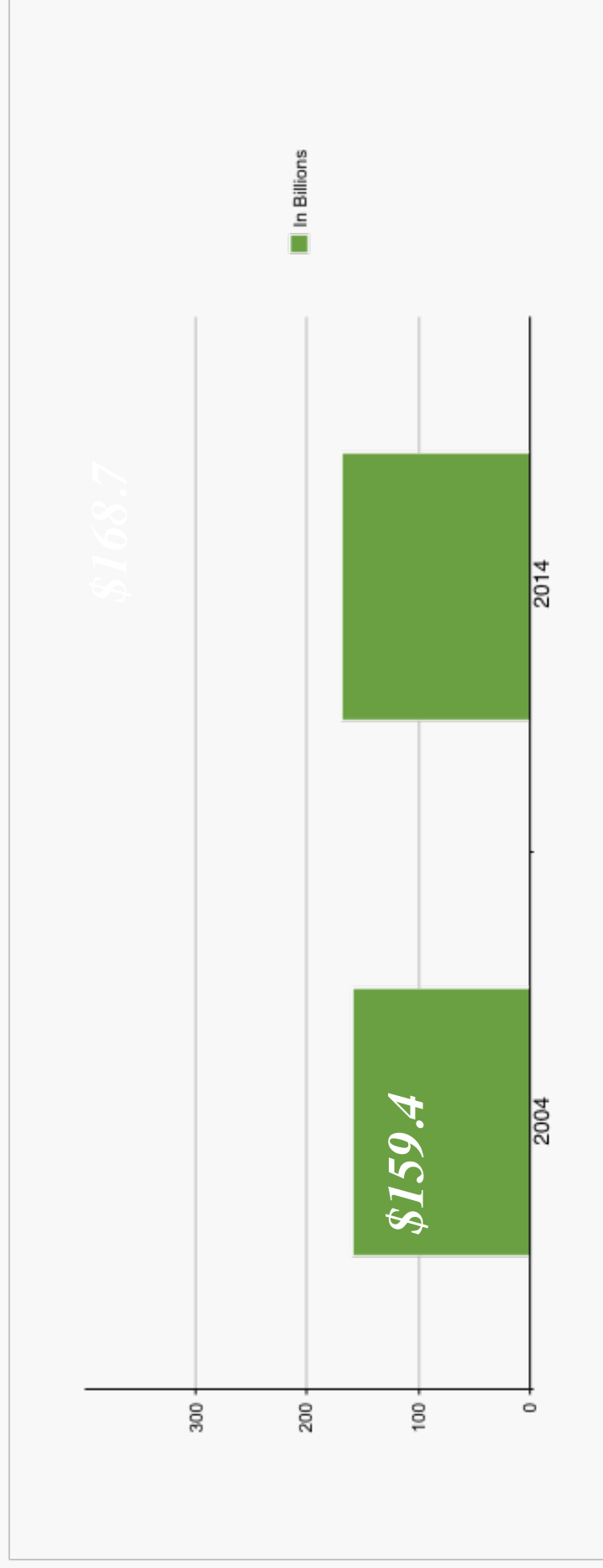
% Change in Number of Employed Lawyers  
by Practice Setting, 1997 to 2016



# *Buying habits are changing*

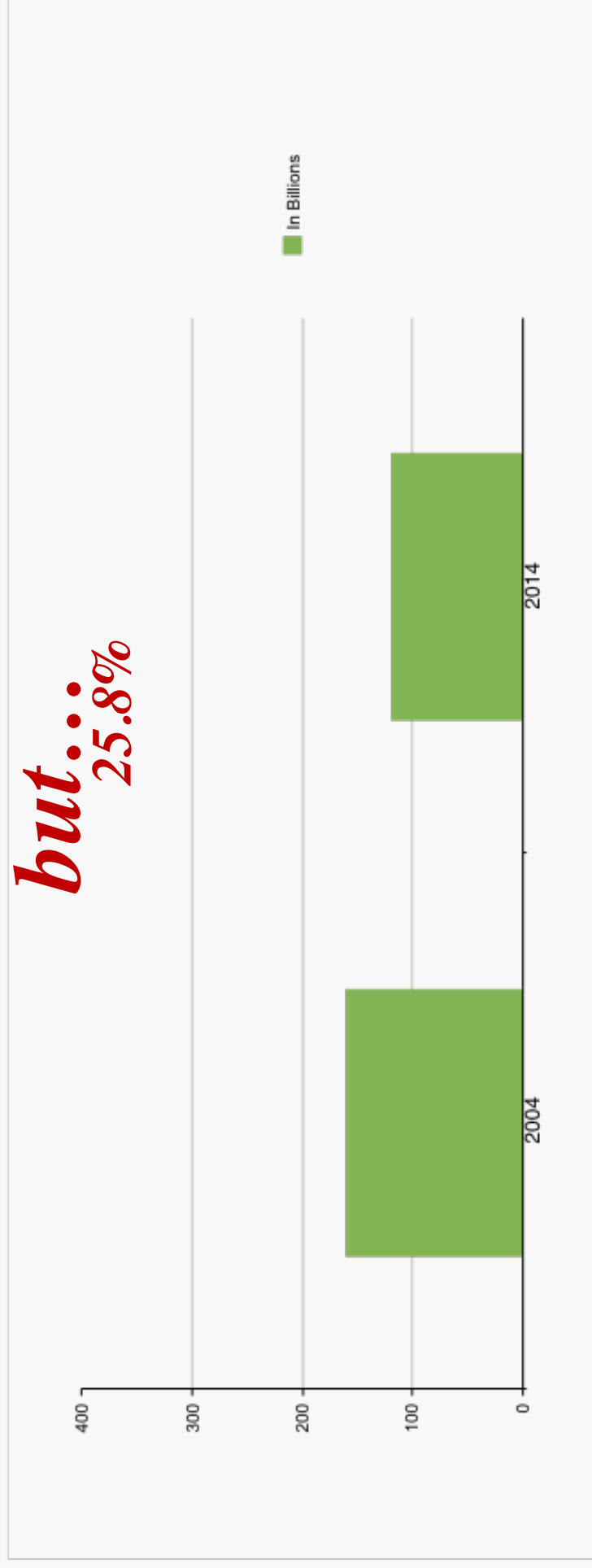


# *Buying habits are changing*



*Buying habits are changing,*

*but...  
25.8%*



# *What is driving these changes?*

**43%**

1

**26%**

2

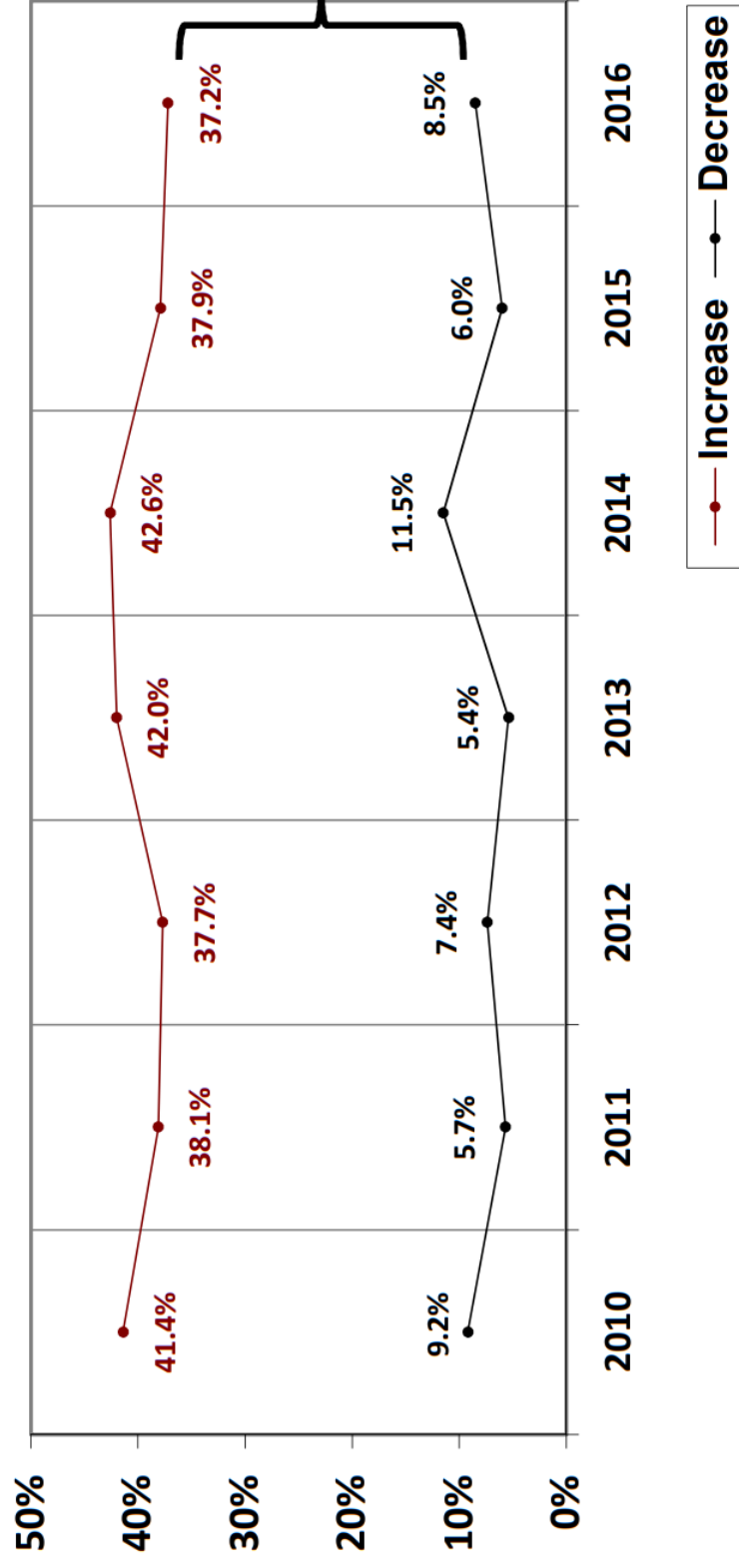
**63%**

2

**53%**

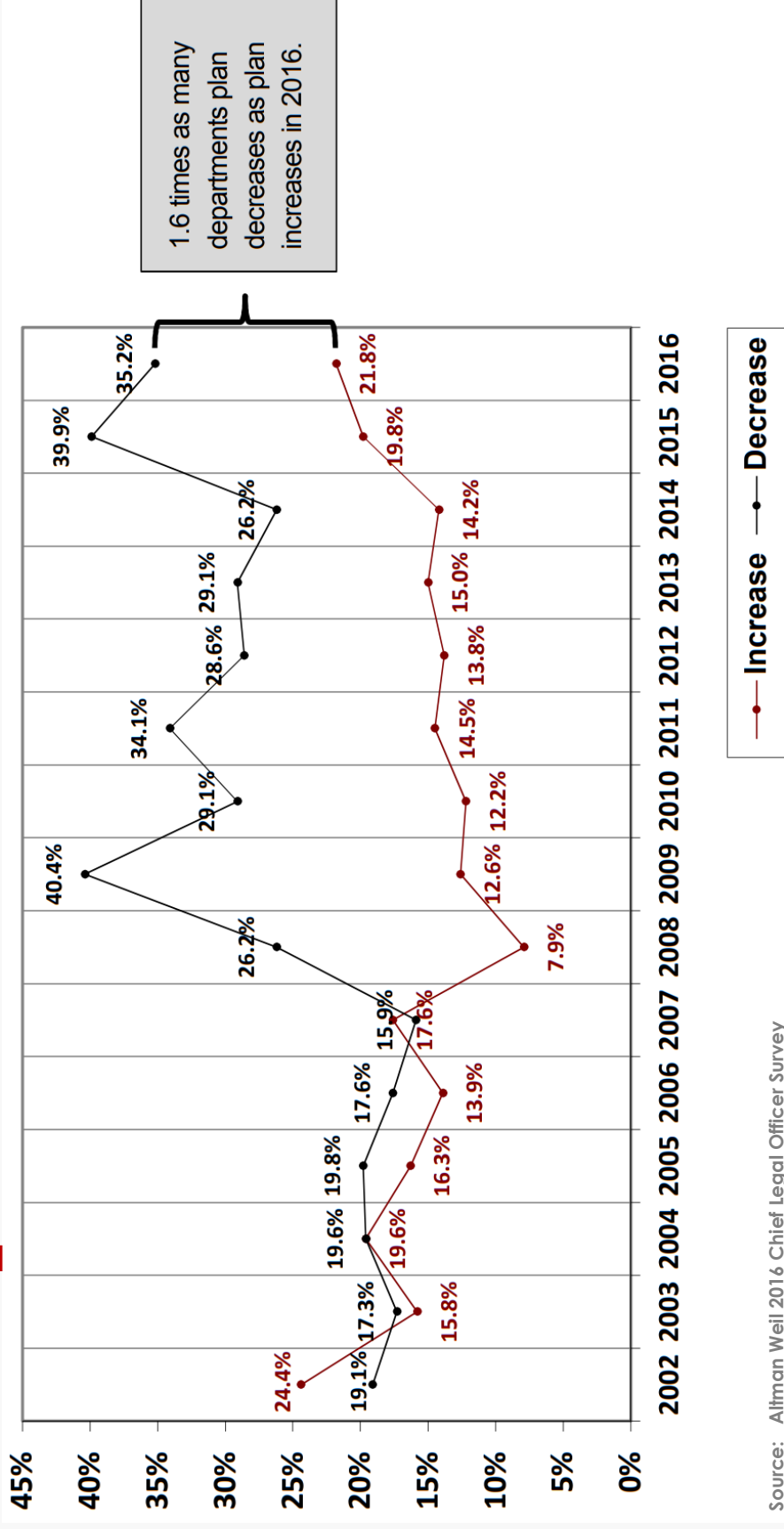
3

# *CLOs: Increase or decrease your in-house lawyer workforce*

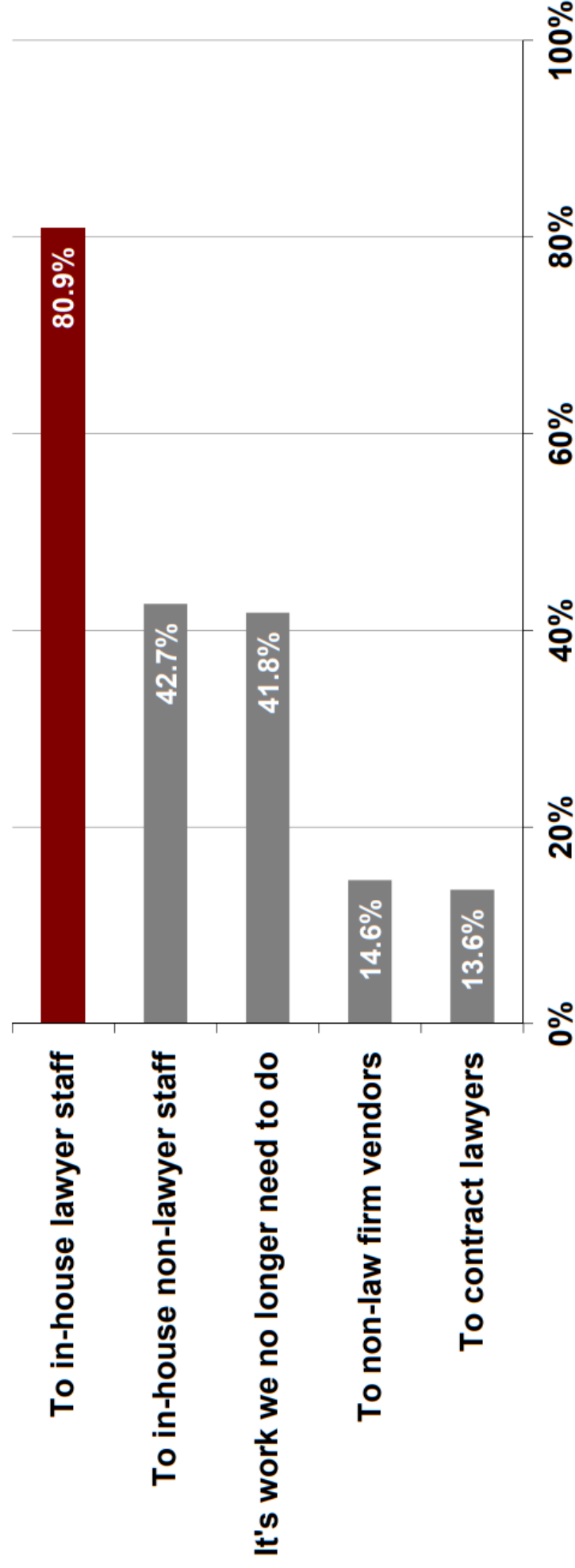


Source: Altman Weil 2016 Chief Legal Officer Survey

# *CLOs: Increase or decrease your spend on Outside Counsel*



**If you plan to decrease your spend on outside counsel in the next 12 months, where will the work go? (Check all that apply.)**



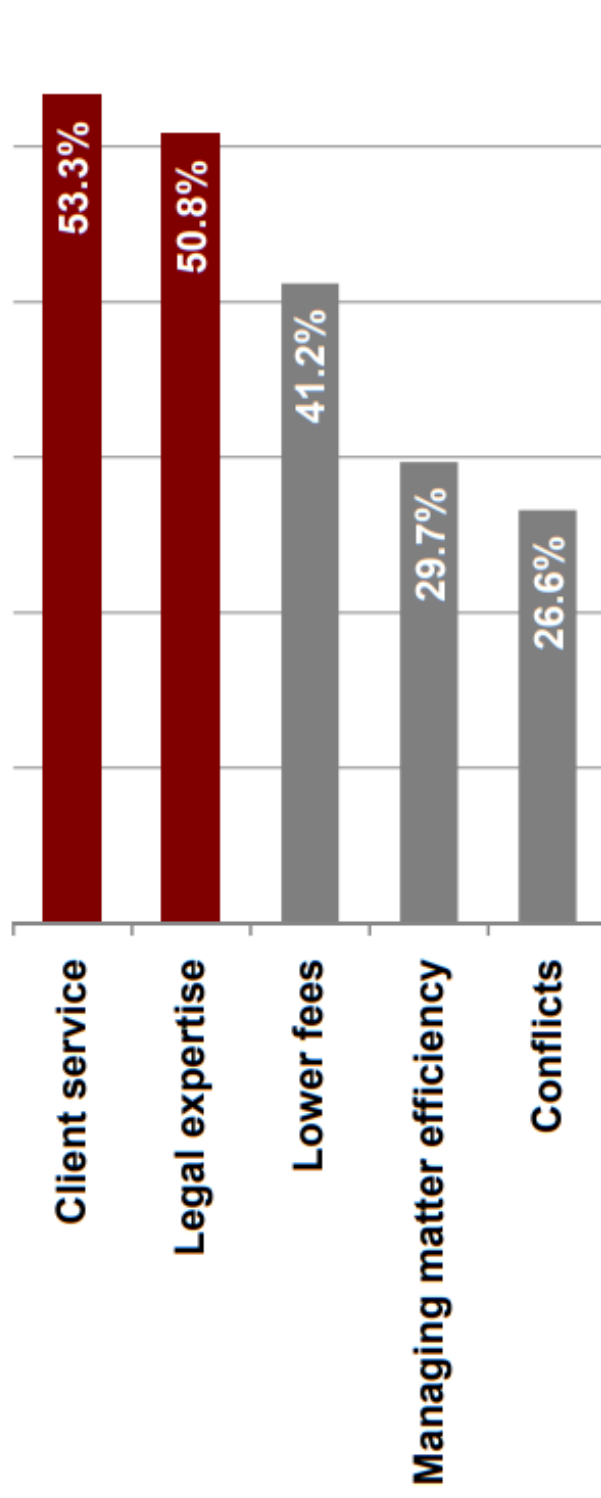
4a. What is the approximate total dollar value of the work shifted from law firms to non-law firm vendors in the last 12 months?

|      | Minimum  | 1 <sup>st</sup> Quartile | Median    | 3 <sup>rd</sup> Quartile | Maximum     | Average   |
|------|----------|--------------------------|-----------|--------------------------|-------------|-----------|
| 2016 | \$10,000 | \$100,000                | \$250,000 | \$825,000                | \$5,000,000 | \$754,644 |

Source: Altman Weil 2016 Chief Legal Officer Survey

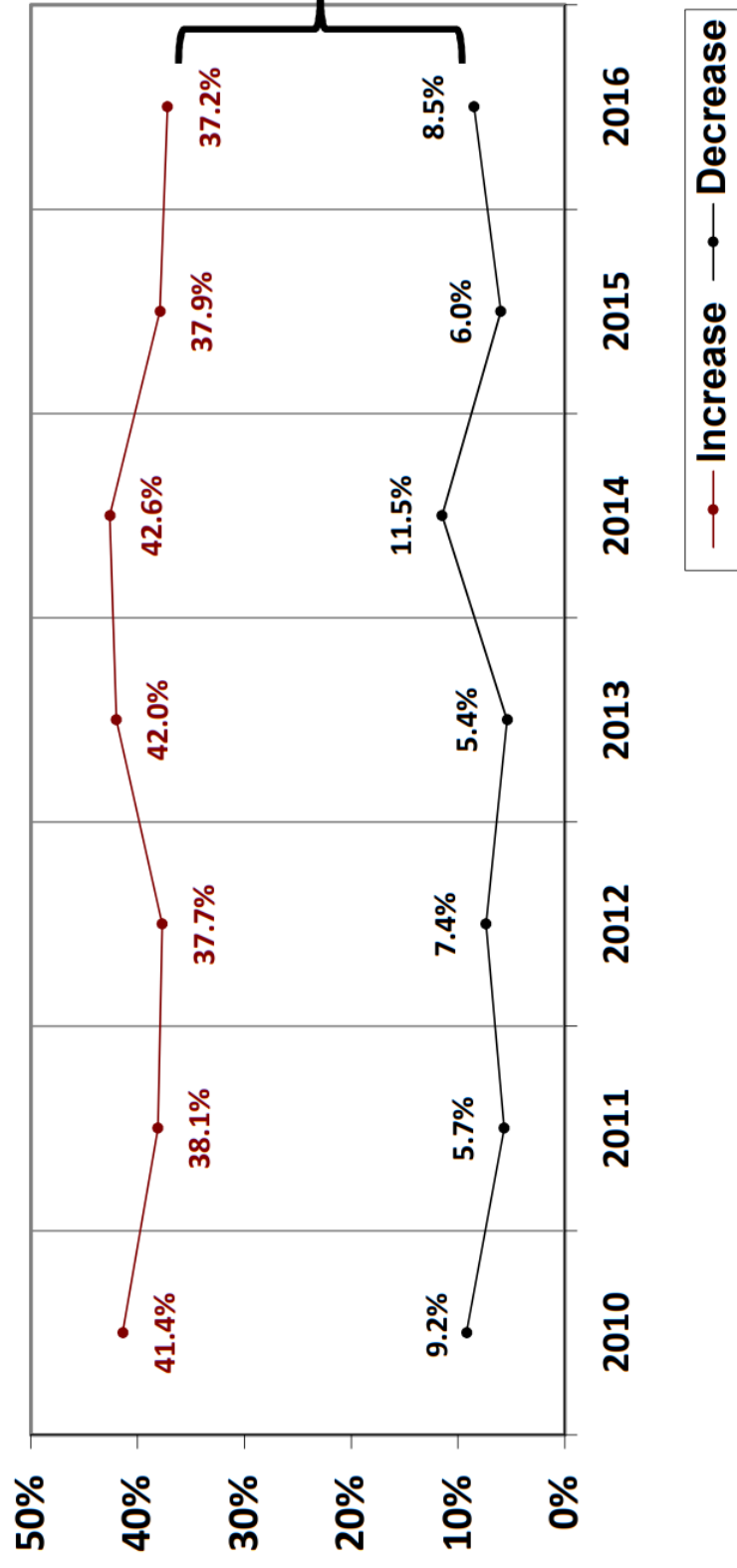
## Reasons for Switching Law Firms

**In the last 12 months, have you shifted a portfolio of work worth \$50,000 or more from one law firm to another for any of the following reasons? (Check all that apply.)**



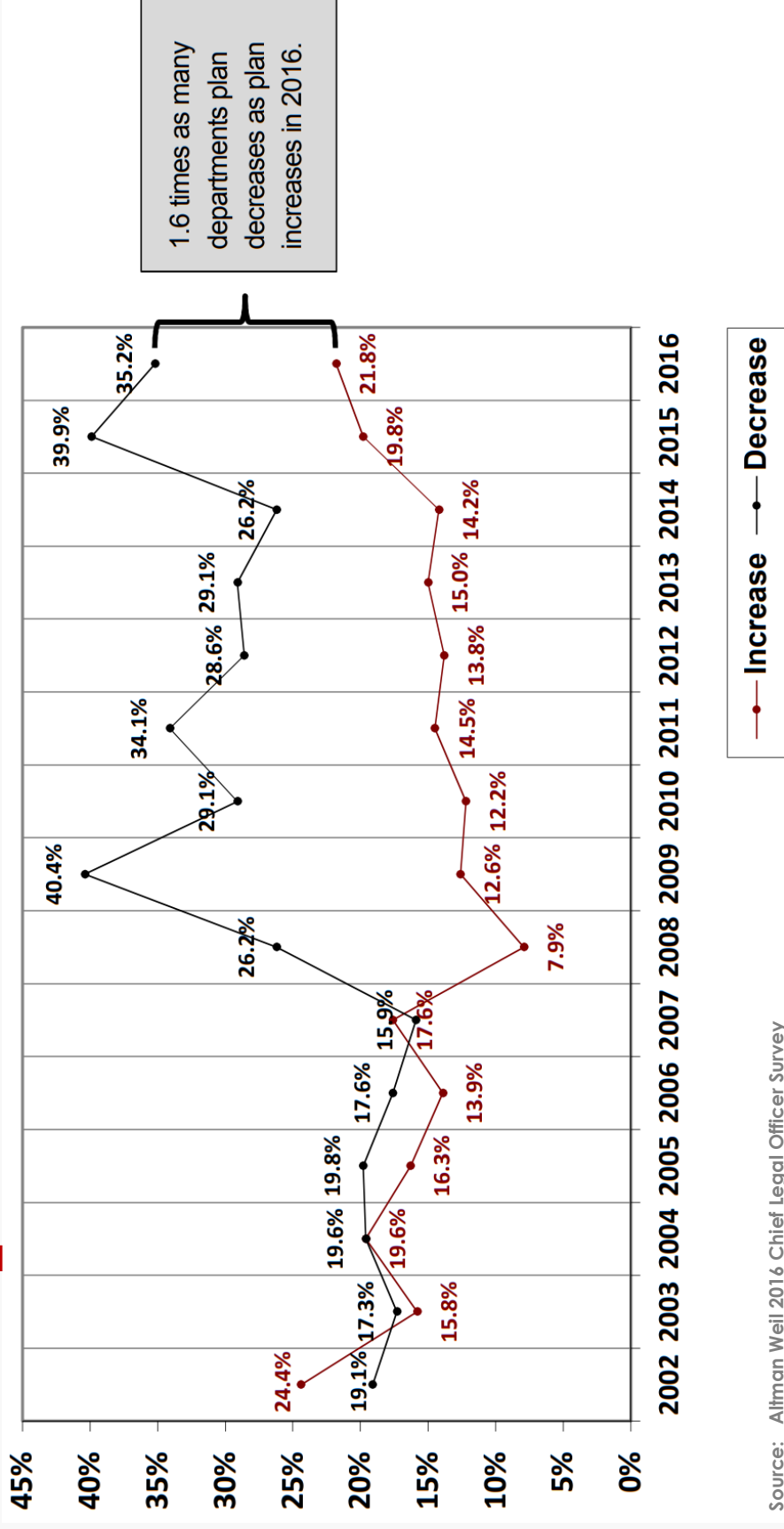
Source: Altman Weil 2016 Chief Legal Officer Survey

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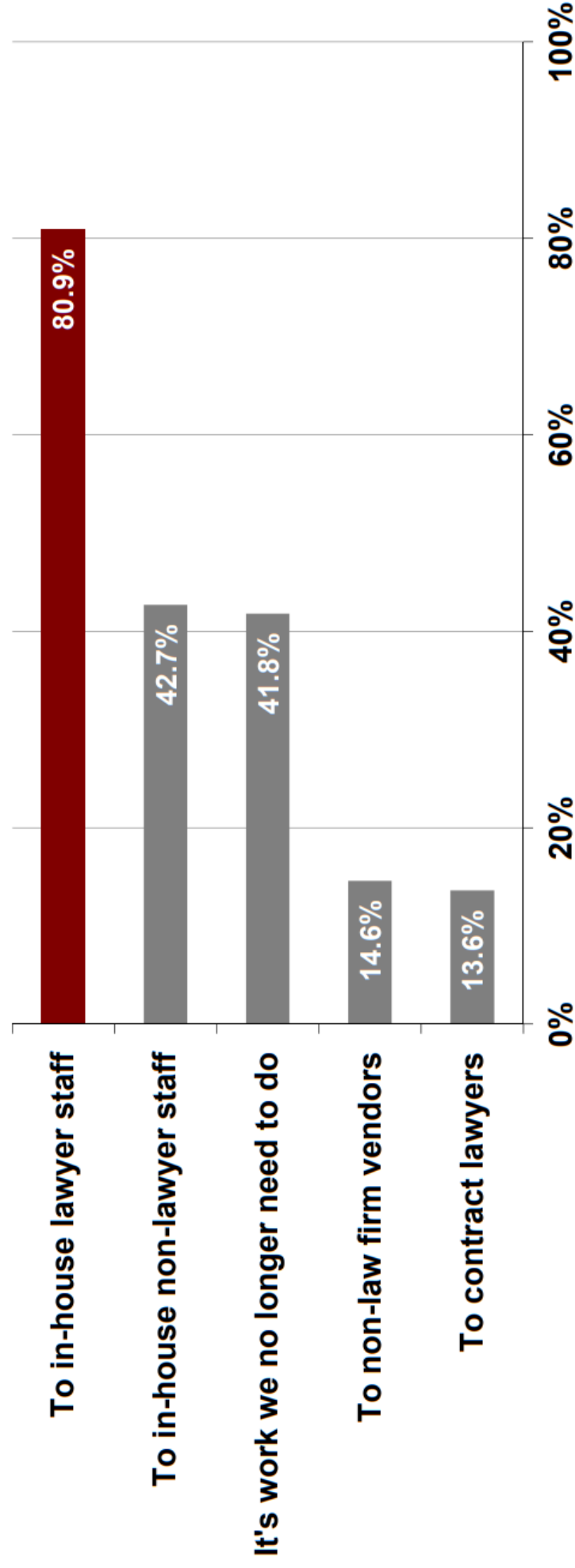


Source: Altman Weil 2016 Chief Legal Officer Survey

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**If you plan to decrease your spend on outside counsel in the next 12 months, where will the work go? (Check all that apply.)**



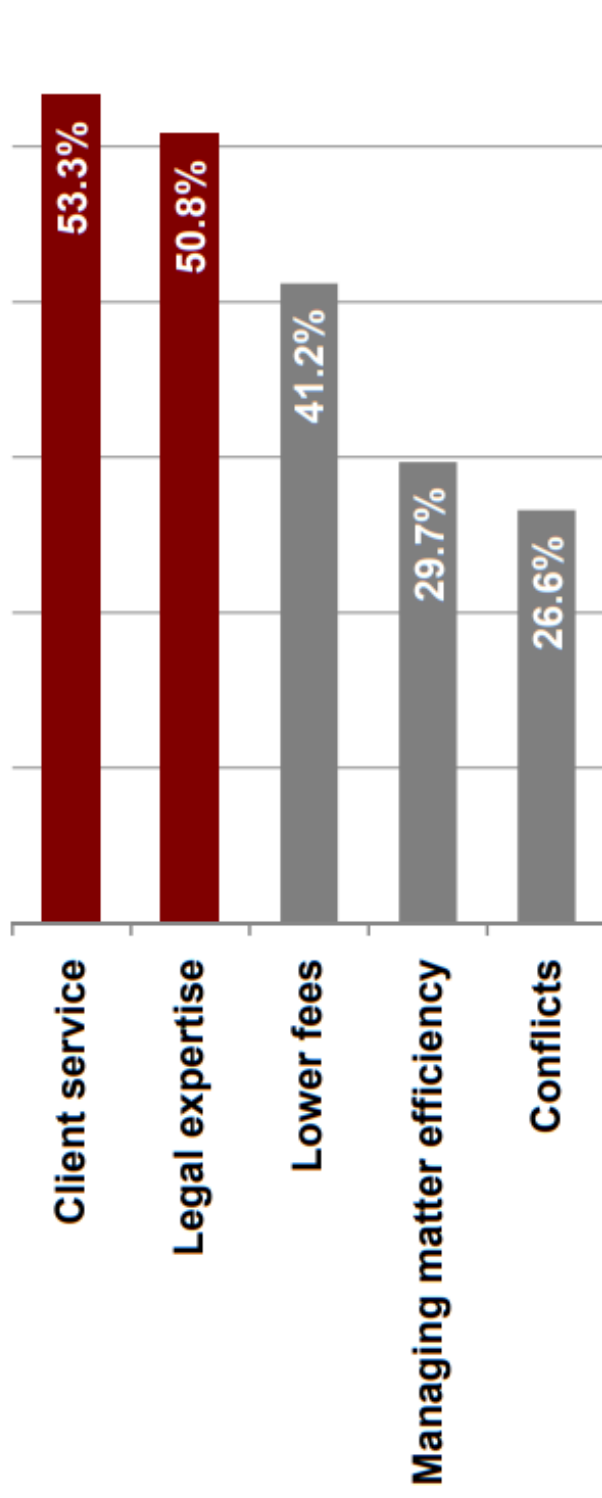
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Source: Altman Weil 2016 Chief Legal Officer Survey

*Law Departments: Do  
This...Not That!*

# AD

**R**

**PV**

# L

CP

11

# CF



# S

CP



# CAG

**R**

CD

# SOP

EP



NA

# N

**MT**

EP



# COG



# EBIT

DA

# FA



***You don't just practice law....you  
run a business***

***People first***

***Predictability of spend is key; reporting***

***Meaningful metrics***

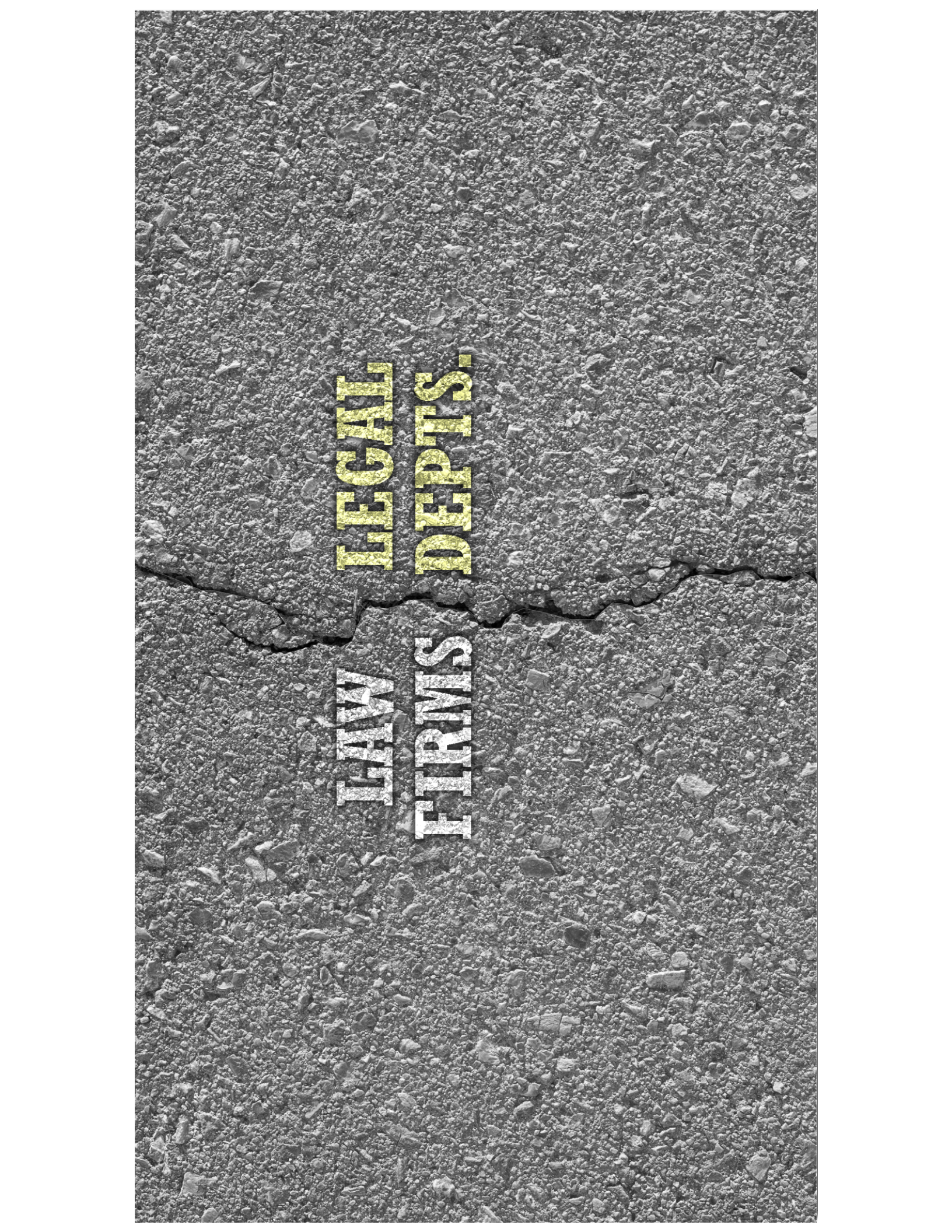
***Legal operations***

***Revenue needed to fund your operation***

***Hold external counsel accountable***

ITS ALL  
ABOUT U  
E





**LAW  
FIRMS**

**LEGAL  
DEPTS.**

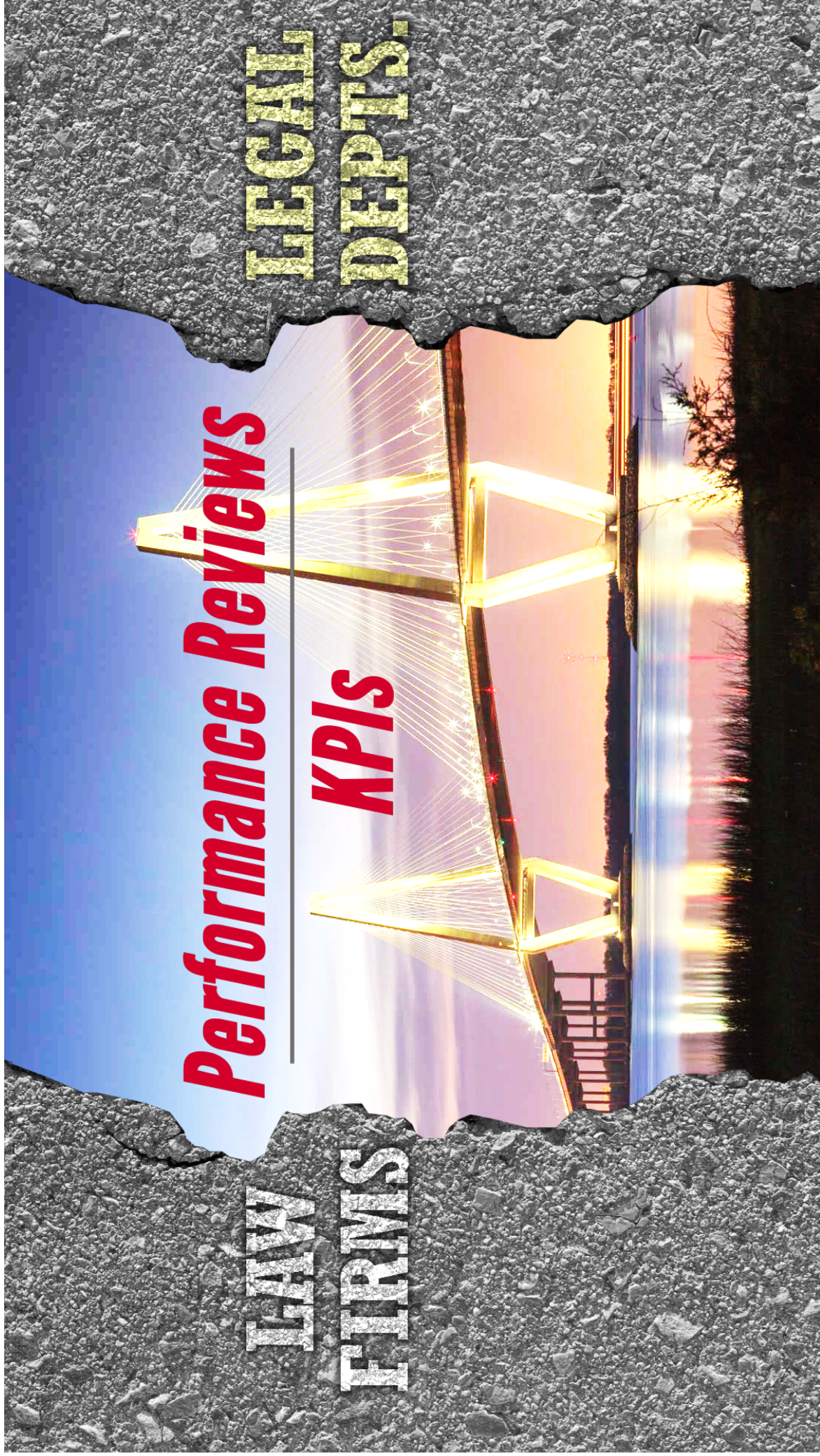
# ***Performance Reviews***

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**KPIs**

**LAW  
FIRMS**

**LEGAL  
DEPT'S.**



*Law Firms: Do  
This...Not That!*

**1**

*Think & Act Like  
Entrepreneurs*

**2**

*It's All About  
Value*

**3**

*Understand Our Objectives*

**4**

*Expertise*

***1. DON'T WAIT  
FOR US TO CALL***



## ***2. LEARN ABOUT OUR BUSINESS***



### ***3. LET US KNOW ABOUT LEGAL TRENDS***



# ***4. PUT YOURSELF IN OUR SHOES***



## **5. *THINK LIKE A BUSINESS OWNER***

