

Gartner Research

# Predicts 2024: The Transformative Impact of Generative AI on Legal Technologies

Madeline Massey, Lauren Kornutick  
Ron Friedmann, Nicholas Sworek

7 November 2023

Gartner®

## Predicts 2024: The Transformative Impact of Generative AI on Legal Technologies

Published 7 November 2023 - ID G00800840 - 25 min read

By Analyst(s): Madeline Massey, Lauren Kornutick, Ron Friedmann, Nicholas Sworek

Initiatives: Legal and Compliance Technology Planning and Strategy; Generative AI Resource Center

Legal leaders are facing increased pressure to adapt and respond to the opportunities and risks that generative AI imposes on legal technologies. This research offers insights into how generative AI could transform the future of the legal technology market.

### Overview

#### Key Findings

- The exponential hype of generative AI (GenAI) and large language models (LLMs) in the last year has had a significant impact on the legal technology market.
- On the supply side, countless new GenAI developments have powered new legal technological capabilities, many of which remain untested and unproven by customers.
- On the demand side, legal leaders plan to use and invest in more legal technology applications, many that offer GenAI, to make in-house legal work more efficient.
- Legal departments are already deploying GenAI capabilities for higher-volume, routine legal tasks, such as control and risk monitoring or self-service requests from business partners. As these capabilities continue to develop, GenAI poses the opportunity for more proactive and/or predictive data and risk analysis, which has been onerous and resource-intensive for teams to take on in the past.

#### Recommendations

When looking to benefit from GenAI-enabled technologies, legal leaders should:

- Build a long-term resourcing plan that leverages GenAI to reduce legal workloads, and identify opportunities for GenAI and LLMs to boost task productivity and efficiency.

- Provide trainings for in-house personnel to learn how to best complement GenAI's capabilities, understanding its limitations and how it can support their own workflows.
- Start engaging with legal market vendors offering GenAI in proven and developing use cases now to remain competitive in the market and to build and reinforce GenAI-related skills among their teams.
- Remain cognizant of the risks of using GenAI for legal work and carefully vet vendors that claim to offer GenAI by asking questions to evaluate its capabilities and readiness. For example, while many legal technology vendors have been investing in AI for years, other vendors are just now beginning to react to the "hype" of AI and are rushing unproven and risky solutions to the market.

## Strategic Planning Assumptions

By 2027, the global legal technology market will double in size as a result of GenAI, reaching a value of \$50 billion.

By 2027, the average organization will increase its legal budget for in-house resources by 15 percentage points as a result of GenAI.

By 2027, 80% of vendors will incorporate GenAI platform capabilities into their governance, risk and compliance (GRC) technologies.

By 2027, the percentage of legal requests answered by self-service tools designed for the business will increase from low single digits to at least 20%.

By 2027, the average organization will increase its adoption of anomaly detection and misconduct reporting solutions by 50% due to GenAI capabilities, which will fuel regulator and enforcement agency pressures.

## Analysis

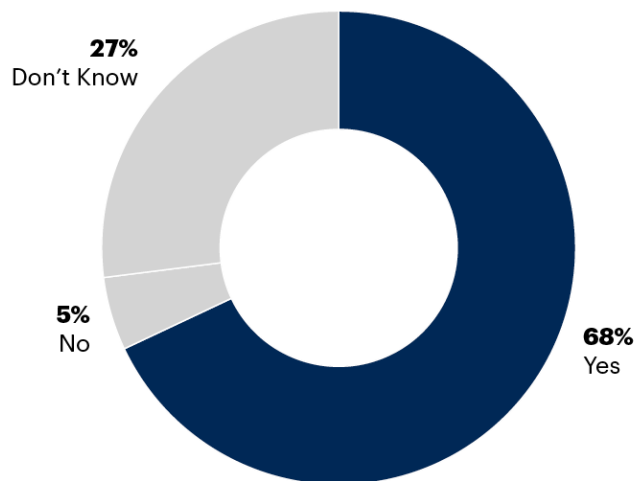
### What You Need to Know

GenAI has captured the attention of lawyers in 2023 in a way that no other technology has, with Gartner client inquiries with legal leaders on this topic increasing by nearly 200% since January 2023. <sup>1</sup> As LLMs mature and new, domain-specific models focused on distinct business functions such as legal emerge, many legal departments will take full advantage of the technology to carry out numerous tasks, such as conducting legal research, drafting legal documents, and managing vendor and contract due diligence. Providing automation support to these higher-volume, routine tasks creates many benefits for the organization, including improved internal efficiency, cost savings and legal risk management.

Conversely, using GenAI in legal work presents unique risks to the organization that legal leaders must address in new contractual provisions, employee trainings or other policies and procedures. Nevertheless, the majority of executives agree the benefits of GenAI outweigh its risks to the business (see Figure 1).

**Figure 1: Q: Do You Believe the Benefits of Generative AI Outweigh Its Risks?**

**Q: Do You Believe the Benefits of Generative AI Outweigh Its Risks?**  
Percentage of Respondents



n = 1,079

Source: Gartner's Beyond the Hype: Enterprise Impact of ChatGPT and Generative AI Webinar Polls (21 April 2023)  
800840\_C

Harvey, Casetext and Luminance are just three of many companies shaping the future of legal document review and contracting through GenAI, among other functions. However, startups aren't the only way automated technologies are infiltrating legal departments. Some established legal providers, such as LexisNexis and Thomson Reuters, are creating and deploying their own GenAI platforms, further increasing market competition. <sup>2,3</sup>

Both in response to and in tandem with the increased supply of GenAI platforms, many legal leaders are planning for and investing more in legal technologies enabled by GenAI. This will become increasingly prominent as GenAI makes its way into even more technologies and platforms that legal leaders are using as part of their e-billing, contract life cycle management (CLM) and other systems.

As GenAI's potential to enhance legal technology continues to grow, legal leaders must not simply observe from a distance. This research projects the trends that legal leaders must account for over the next three years as they plan their responses to GenAI.

## Strategic Planning Assumptions

**Strategic Planning Assumption:** By 2027, the global legal technology market will double in size as a result of GenAI, reaching a value of \$50 billion.

**Analysis by:** Madeline Massey

### Key Findings:

- **Growth of the Global Legal Technology Market:** The global legal technology market has grown significantly in recent years, reaching a value of \$23.45 billion in 2022. <sup>4</sup> This trend will only continue as significant developments in GenAI increasingly impact the emergence of new companies and technologies in the market.
- **GenAI's Impact on the Legal Technology Market:** The global GenAI market has also experienced a clear advancement in the past decade. With the influx of consumer generative programs, such as OpenAI's ChatGPT and Google's Bard, the market is poised to explode in the next 10 years, with predicted compound annual growth rates as high as 58%. <sup>5,6</sup> This growth will carry over to the global legal technology market, in which GenAI presents a huge opportunity for automation. The number of legal technology use cases is accelerating, with the introduction of platforms, such as ContractPodAi, Harvey, LexisNexis and Robin AI on the rise. <sup>7</sup>

- **Growth in Legal Technology Spending and Usage:** To respond to the increased supply of GenAI platforms, legal departments will demand more technology to support the legal function. Sixty percent of legal departments are planning to increase their spend on legal technology in the next fiscal year. <sup>8</sup> This increase in spend goes hand in hand with the increased adoption of legal technology systems since 2020; some systems such as spend management and e-billing have increased adoption by 15% between 2020 and 2022. This upward trend is mirrored in other legal technology systems, including CLM, legal matter management and legal document management. <sup>8,9</sup>
- **Evidence of Investor Funding Growth:** While funding in legal technology did drop in 2022, investors slowly reentered the market in the second quarter of 2023, largely due to AI-based solutions gaining traction. For example, GenAI platform Harvey was reported by Raymond Blyd – founder and author of Legalcomplex – as one of the highest funding rounds of 2Q, closing at \$21 million. Similarly, EvenUp, an AI-powered drafting solution catering to personal injury attorneys, closed one of the largest rounds at \$50.5 million in 2Q. Other contract technology solutions such as Spiff, Logik.io and Lexion show impressive funding, each above \$15 million. <sup>10</sup>

## Market Implications:

- As funding continues to trickle back, high market growth may attract new legal technology entrants and startups.
- With more and more legal technologies being deployed, legal services can become more efficient and reach more customers in need of legal aid.
- Concerns over data protection may increase without standard governance around GenAI use.
- The legal industry's typical pay structure may change due to the inability to keep track of automated technologies' "billable hours."

## Recommendations:

- Legal leaders *must* consider adopting or developing legal technologies to meet business demands and avoid future budgetary pressure or questioning from senior leadership about why they aren't making better use of automation.

- However, remain cognizant of the risks legal technologies can impose on your departments' work, such as incorrect or insufficient information. Educate lawyers on the importance of *always* checking the outputs of applications with GenAI, using the technology as a starting point to help them think, rather than to complete a task with no review.
- Consider changing your legal department's structure to adapt to the rise of legal technologies, such as the portfolio of legal services needed to get work done, the ratio of in-house and outside counsel expenses, the ratio of generalists and specialist lawyers, and talent needs in-house to ensure GenAI platforms are successfully implemented.

## Related Research:

[Hype Cycle for Legal and Compliance Technologies, 2023](#)

[Major Legal and Compliance Technology Trends Affecting 2023 Initiatives](#)

[5 Legal Market Trends for General Counsel in 2023](#)

**Strategic Planning Assumption:** By 2027, the average organization will increase its legal budget for in-house resources by 15 percentage points as a result of GenAI.

**Analysis by:** Ron Friedmann

## Key Findings:

- **GenAI Accelerates In-House Lawyers' Ability to Answer Legal Questions:** In-house counsel often turn to law firms for expertise they lack. The alternative — finding the answer with existing research tools — is too time-consuming, excluding questions where in-house counsel already has expertise. Early evidence suggests that GenAI features in legal research platforms will allow nonspecialized in-house lawyers to find answers to new-to-them questions more quickly and with higher reliability than is currently possible.

- **GenAI Helps Create Additional Capacity:** General counsel also use outside counsel to help with the lack of in-house capacity. LLM outputs will create additional capacity by accelerating more routine legal work and automating time-consuming tasks, such as legal spend and CLM. This will free up the in-house team for higher-value, or more productive, work at little to no cost, thus reducing the need to retain outside law firms.
- **Relative In-House Legal Spend Increases:** As GenAI enables lawyers to become more productive and less reliant on outside counsel for subject matter expertise, it follows from a well-established trend this century that in-house counsel will do a higher proportion of work and, consequently, outside counsel spending will decline as percentage of total legal spend. <sup>11</sup>

## Market Implications:

- The new ability for LLMs to answer more complex questions will drive legal technology vendors to offer upgraded or new software to legal departments. As vendors jockey for advantage – and licensing revenue – the market landscape will be unsettled at least through the next two to three years. Already, it is hard to track all the legal technology providers that have announced GenAI features, much less evaluate them.
- In-house counsel and staff will need to learn how to incorporate GenAI's skills into their workflows. General counsel working toward this goal must develop a change management strategy to overcome many lawyers' resistance to changing how they work.
- As legal departments reduce external spend, law firms will suffer financially. They will need to adapt their offerings and highlight their value, which likely means more emphasis on nuanced advice, and less on rote work. Based on conversations with and recent surveys of large law firms, we expect they will leverage GenAI to tap their accumulated know-how to reduce costs and deliver sharper advice.

## Recommendations:

- Analyze your legal department's workload to identify where GenAI can best play a role in legal work. Promising areas include drafting and reviewing contracts, summarizing litigation documents and writing simple outlines. At least for the first years of working with GenAI tools, keeping a "human in the loop" will remain critical to ensure accurate outputs.



- Develop and implement training for in-house personnel to learn how to work with GenAI. Help lawyers avoid a common trap in the past when they have tried new technology: As soon as it does not work the way they expect, they give up. It will take time to learn how to use GenAI appropriately.
- Monitor new GenAI products' capabilities embedded into existing legal applications, and start engaging with legal market vendors and general-purpose software offering GenAI now. Move quickly to pilot so you are ready to take advantage of significant benefits.
- Reevaluate your legal department's selection of outside counsel, and favor law firms that demonstrate good use of GenAI tools and can help the legal department understand and adopt GenAI for in-house use.

## Related Research:

Key Legal Budget, Staffing and Spending Trends for General Counsel in 2023

Generative AI Solutions in the Legal Marketplace

6 Pillars of Effective Change Management for Legal and Compliance Leaders

Legal Department Workload Analysis Diagnostic

**Strategic Planning Assumption:** By 2027, 80% of vendors will incorporate GenAI platform capabilities into their GRC technologies.

**Analysis by:** Lauren Kornutick

## Key Findings:

- **Heightened Legal Risk Landscape Sparks Urgency for GRC Tools:** Legal leaders ranked managing new and emerging legal and compliance risks as one of their top priorities for 2023. <sup>12</sup> In fact, our research indicates that by 2024, legal leaders will be spending 1.5 times the amount of time managing disruptions than they were prepandemic – an effect of recent deglobalization trends increasing the complexity of the risk landscape. <sup>13</sup> As a result, legal leaders are in need of more advanced tools to help manage their risk portfolios, such as GRC technologies.

- **GRC Tasks Can Be Augmented With GenAI:** GenAI may complete many high-volume GRC tasks, such as system configuration, control monitoring and risk benchmarking. <sup>14</sup> In reality, vendors have already implemented GRC tools with GenAI capabilities within their platforms. For example, IBM OpenPages simplifies issue management by generating summaries of issues and tags that are easily searchable in an audit. <sup>15</sup> OpenPages also has an AI chatbot that helps users navigate the website. Similarly, MetricStream recently announced AiSPIRE, a platform that leverages both GenAI and other AI/ML models to sense and predict risk. <sup>16</sup> In addition, Riskconnect, through its partner Cential, built an integration with ChatGPT that can help create a risk record. <sup>17</sup> By leveraging GenAI, GRC vendors can enable their users to have better experiences navigating technology and improving their risk management processes.
- **GRC Technologies Can Potentially Use Predictive and Probabilistic Risk Analysis:** As platform capabilities continue to mature, GRC technologies show promise to use GenAI for improved predictive and probabilistic risk analysis. In some areas, such as actuarial modeling for insurance, risk managers can already better predict risk. In the future, we expect GRC to enable this capability en masse to better prioritize scarce human resources and mitigate risk. Predictive analytics algorithms can identify potential compliance risks and allow organizations to take immediate action sooner. <sup>18</sup> Furthermore, probabilistic risk analysis can help compliance teams understand the likelihood of a risk occurring to better prioritize decisions within the risk management process.
- **Growth of GRC Vendors Using GRC Technologies With GenAI Platforms:** The GRC market will soon demand these more sophisticated GenAI features in their technologies as regulators and enforcement agencies likely increase expectations for risk insight. To respond to this demand, 51% of GRC vendors either already have AI capabilities (which may include GenAI), plan to continue to invest in the AI/ML domain and/or have plans of adopting AI in the next three years. <sup>19</sup>

## Market Implications:

- GRC without GenAI will likely become obsolete, so vendors must adopt these new capabilities to remain not only competitive but active in the market.
- While GenAI will be useful for legal leaders to increasingly leverage predictive and probabilistic risk analysis, legal leaders must be familiar with the basics of these methodologies to best use the new tools.

- Organizations using GRC technologies should prepare for more sophisticated, GenAI-enabled tools that are expected to enhance user experience (e.g., navigating the platform, building workflows, improving knowledge management). On the other hand, organizations that do not use GRC technologies and take advantage of these capabilities should be concerned that their risk management practices will significantly fall behind their peers’.
- Legal leaders will need to establish and adapt risk management frameworks for GenAI use as regulations continue to heighten.

## Recommendations:

- GenAI use in GRC technology is already gaining momentum. Explore how GenAI in GRC can lead you and your team to take an improved, more data-led approach to risk management that demands fewer resources and is less onerous.
- In the next few years, carefully evaluate your investments in technology and vendors, considering GenAI capabilities that are best-fit for your specific use cases.
- However, always consider the risks of using GenAI for sensitive data and perform due diligence before investing in a new technology or vendor.

## Related Research:

[Market Guide to GRC Tools for Assurance Leaders](#)

[Debunking 5 Common GRC Software Myths](#)

[GRC Tool Adoption in ERM, Part 1: Use Cases, Satisfaction and Challenges](#)

**Strategic Planning Assumption:** By 2027, the percentage of legal requests answered by self-service tools designed for the business will increase from low single digits to at least 20%.

**Analysis by:** Ron Friedmann

## Key Findings:

- **Legal Departments Are Already Using LLM-Powered Tools:** Some Gartner legal clients are already using OpenAI's ChatGPT to quickly answer legal questions. As they gain experience using LLMs for their own work, they will gain the confidence to deploy GenAI tools for client self-service.
- **In-House Counsel Benefit From More Internal Client Self-Service:** Our research found that 20% of lawyers were highly exhausted and overworked in 2021. <sup>20</sup> Much of this exhaustion arises from in-house counsel working on routine work that could be automated, such as contract review, document management or client communication. This burden could be significantly reduced as GenAI starts answering internal client requests on a self-service basis. Self-service systems can also produce data on what internal clients ask about, creating a virtuous circle that allows the legal department to develop and deliver more capable and higher volumes of self-service systems and materials.
- **Internal Clients Will Be Thrilled With Better Self-Service Options:** Forty percent of global customers now prefer self-service over human contact. <sup>21</sup> Self-service has numerous benefits for internal clients, including greater efficiency, lower costs and 24/7 availability. The shift toward self-service has manifested itself in the consumer space in countless ways, including online travel booking, electronic bill pay and banking. It is only a matter of time until this shift occurs in the legal function as well.
- **The Software "Build Versus Buy" Calculus May Shift:** Legal leaders will need to consider two approaches to deploying self-service technology: licensing commercial off-the-shelf products that leverage LLMs, or deploying GenAI tools they develop in-house. In the past, legal departments have not created software, instead opting to license or purchase legal technology. <sup>8,9</sup> However, LLMs reduce the effort to develop custom systems, which may spur an increase in internal development. Another option may also become viable: Law firms deliver substantive legal systems that legal departments can license for internal client self-service.

## Market Implications:

- GenAI self-service systems for internal clients will free up in-house lawyers for higher-value work. This will improve employee engagement and allow more work to get done, without needing to hire more lawyers.
- Vendors will see self-service as an opportunity to attract new customers. This will motivate them to create and sell self-service technologies, giving legal leaders multiple product options to consider.

## Recommendations:

- Monitor vendor and law firm GenAI offerings for possible deployment as self-service systems.
- Deploy self-service systems, once they are sufficiently capable, to automate time-consuming tasks and collect better intake data, while still remaining aware of the risks they pose, such as inaccurate information.
- Consider whether it is best for your organization to build your own self-service tool or invest in a trusted vendor.

## Related Research:

Board Briefing: Understanding ChatGPT, Other Large Language Models and Their Risks

Safe Use of ChatGPT Requires Legal Leaders' Guidance

**Strategic Planning Assumption:** By 2027, the average organization will increase its adoption of anomaly detection and misconduct reporting solutions by 50% due to GenAI capabilities, which will fuel regulator and enforcement agency pressures.

**Analysis by:** Nicholas Sworek

## Key Findings:

- **Use of GenAI-Based Anomaly Detection and Data Mining:** GenAI is already enhancing anomaly detection and data mining technologies. For example, Celonis, named as a Leader in the process mining market in Gartner's 2023 Magic Quadrant, recently announced that it would be demonstrating how GenAI can enhance its core technology by supporting natural language searches, and therefore become more accessible to nontechnical business users.<sup>22</sup> Kona AI is another example of a technology platform legal leaders are currently using to analyze and tag risks throughout the business.<sup>23</sup> GenAI has the potential to improve process mining in many other ways, including connecting discrete tasks into processes, understanding why processes are actually happening, making process recommendations and identifying unusual patterns or anomalies. In particular, GenAI is gaining a lot of traction in anomaly detection. For example, MindBridge, an AI-powered financial risk discovery platform, has partnered with a number of accounting companies to identify unusual financial transactions.<sup>24</sup>

- **The Potential for Proactive Detection:** While GenAI-based anomaly detection and data mining technologies are more common, it is less common to see them used for *proactive* monitoring. However, use cases still exist. For example, MindBridge leverages prior-year data to identify when current-year financial balances fall outside of expectations.<sup>24</sup> Additionally, Vault Platform's unique GoTogether incident reporting feature uses data to proactively identify "hot pockets" in internal company communications where a toxic work environment or fraudulent activity may be occurring.<sup>25</sup> While the idea of proactively detecting pockets of misconduct before they escalate into bigger issues is intriguing, it is far from perfect and opens up the possibility of identifying incorrect risks.
- **The Ability to Detect Depends on Risk:** By nature, some risks are easier to catch with detection software than others. GenAI has made particular strides in predicting harassment, biases and other ethical issues.<sup>26</sup> The same can be said for predicting financial risks, such as money laundering or securities fraud.<sup>27</sup> However, some risks are inherently difficult to detect using company data, such as insider trading or a completely novel risk outside of the company's typical realm of experience (e.g., COVID-19). With this being said, while some risk terrains are well-supported, we are likely a ways away from companies being able to support all risk terrains through GenAI-enabled software, and it will likely remain terrain-specific for the foreseeable future. In fact, some risk terrains may never be able to be predicted, even with predictive risk analysis.
- **Increased Demand for Timely Disclosure and Reporting:** The U.S. Department of Justice's updated 2023 guidance stresses the need for companies to use a data-driven approach to compliance, with an emphasis on ongoing risk monitoring. Anomaly detection technology with real-time insight into risks will greatly benefit legal departments as monitoring, disclosure and reporting expectations continue to intensify and regulators and enforcement agencies increase their pressure on legal leaders to improve their methods and uses of technology to uncover risk.

## Market Implications:

- GenAI solutions will mature more quickly in markets where key risks have proven anomalies from misconduct and where there is sufficient data to analyze.
- Much of this new technology allows not only experts but also risk owners with little technical expertise to use a more simplified interface. This opens up possibilities for more people and markets to leverage detection software.

- Although GenAI-enabled technology simplifies anomaly detection for business owners, they will still need to undergo trainings to understand the software and the methodology behind it. Alternatively, if organizations are looking to be more proactive and develop software themselves, legal teams may have to hire employees with more tech savviness.
- In general, with GenAI making anomaly detection simpler, more companies will likely adopt the capability. This can have both positive and negative implications; while issues may be caught earlier, employees may lose a sense of trust and/or responsibility.

## Recommendations:

- Recognize that GenAI can be faulty and not every risk can be predicted or detected. These technologies will be most effective when combined with human knowledge, experience and analysis.
- Consider the market you are in and the extent to which GenAI-based detection is being talked about and/or invested in. While this technology is more established for risks such as fraud and corruption, it is still emerging for other risk terrains.

## Related Research:

[How to Use Anomaly Detection to Implement AI-Driven Use Cases](#)

[Case Study: Adopt Incremental Corruption Risk Assessment to Efficiently Reduce Anti-Corruption Risk](#)

[Quick Answer: Process Mining Use Cases for Internal Audit](#)

## A Look Back

*In response to your requests, we are taking a look back at some key predictions from previous years. We have intentionally selected predictions from opposite ends of the scale— one where we were wholly or largely on target, as well as one we missed.*

**OnTarget: 2021 Prediction** — By 2024, legal departments will replace 20% of generalist lawyers with nonlawyer staff.

In 2021, we predicted that legal departments were increasingly seeking support from technical and operational staff to standardize, systematize and automate higher-volume, lower-complexity work currently conducted by generalist lawyers. In 2023, with the rise of GenAI, this statement remains true. However, rather than being replaced by *nonlawyer staff*, generalists are more likely to be replaced by *technology*.

GenAI enables users to quickly understand the foundation of a certain legal topic or terrain. Due to this ability, generalist lawyers may become more commoditized across organizations, which may compel many generalist lawyers to pivot to a more specialized in-house role. We anticipate these specialist attorneys will become increasingly valuable, as GenAI has not yet proven to be a master at highly specific legal matters.<sup>28</sup> The rate at which in-house generalist lawyers are being replaced tracks closely to our original prediction, yet now by GenAI, rather than nonlawyer staff.

**Missed: 2021 Prediction** – By 2025, corporate legal departments will capture only 30% of the potential benefit of their contract life cycle management investments.

In 2021, we predicted that the most expansive, highest potential solutions for CLM were extremely complex in both their functionality and interdependencies with various stakeholder groups, therefore limiting their potential benefit. However, in 2023, increasingly automated CLM technologies, including those with GenAI abilities, allow not only experts but also business owners with little technical expertise to have a more streamlined user experience. This opens up the market to more CLM offerings, with even the most sophisticated solutions available to consumers.

In addition, Gartner experts observe a year-over-year increase in the number of clients seeking support for legal technology planning and strategy, therefore maximizing their ability to achieve a return on investment. On top of this, many vendors now have GenAI as part of their foundational offerings. As a result, we now predict that corporate legal departments will capture *more than* 30% of the potential benefit of their CLM investments.

## Evidence

<sup>1</sup> Gartner inquiry growth on topics related to GenAI as placed by legal leaders and executives.

<sup>2</sup> Lexis+ AI, LexisNexis.

<sup>3</sup> AI @ Thomson Reuters, Thomson Reuters.



<sup>4</sup> Legal Technology Market Size & Trends [2023 Global Report], Grand View Research.

<sup>5</sup> Generative AI to Become a \$1.3 Trillion Market by 2032, Research Finds, Bloomberg.

<sup>6</sup> Generative AI Software Market Forecast to Expand Near 10 Times by 2028 to \$36 Billion, S&P Global Market Intelligence Says, S&P Global.

<sup>7</sup> Legal Tech Teams Turn to AI to Advance Business Goals, Financial Times.

<sup>8</sup> **2022 Gartner Legal Budget and Efficiency Benchmark:** The Legal Budget and Efficiency Benchmark as of 15 February 2023 is a two-year benchmark covering legal department submissions from 2021 through 15 February 2023. The data represented was collected from 175 legal departments.

<sup>9</sup> **2020 Gartner State of the Legal Function:** The State of the Legal Function Benchmark as of October 2020 includes 126 legal department respondents across all revenue sizes and industries.

<sup>10</sup> Don't Call It a Rebound: Funding Is Trickling Back to Legal Tech, but Strategically, Law.com.

<sup>11</sup> In-House Counsel: Big Law's Clear and Present Danger, Law.com.

<sup>12</sup> **2023 Gartner Legal and Compliance Agenda Poll:** This survey was conducted in August through September 2022 to establish the key priorities and challenges for legal and compliance leaders to solve in the next 12 months. The research was conducted online among 204 legal and compliance leaders. All industry segments qualified.

<sup>13</sup> **2022 Gartner Legal Disruption Response Panel Survey:** This survey was conducted in June through July 2022 to understand the impact of business disruptions on legal departments and how legal departments can be more prepared to respond to these disruptions. The research was conducted online among 140 respondents in North America, Western Europe and Asia/Pacific. Qualifying organizations had at least \$250 million (USD equivalent) in total annual revenue for fiscal year 2021. All industry segments qualified for the survey. Further, the questionnaire sought responses from the legal function and full-time employees in a corporate legal department.

<sup>14</sup> The Urgent Need for AI in GRC and Security Operations: Are You Ready to Face the Future?, ISACA.

<sup>15</sup> IBM OpenPages, IBM.

<sup>16</sup> MetricStream AiSPIRE, MetricStream.

<sup>17</sup> Integrating AI Into GRC, Riskconnect.

<sup>18</sup> The Impact of AI and ML on Modern GRC Solutions, Scrut Automation.

<sup>19</sup> **2023 Gartner Product Survey: Market Guide for GRC for Assurance Leaders**, n = 56 products: Gartner estimates there are hundreds of vendors in the GRC solutions market. The vendors selected for inclusion in this research were selected by the analysts based on their ability to meet defined core functionalities. Other than meeting the market definition, no entry criteria or evaluation of relative capabilities were undertaken in this research.

<sup>20</sup> **2021 Gartner Legal Engagement Survey**: This survey was conducted in July 2021 to identify approaches to unplanned work that matter most for efficiency. The research was conducted online among 202 respondents in North America, Western Europe and Asia. Qualifying organizations had at least \$250 million (USD equivalent) in total annual revenue for fiscal year 2020. All industry segments qualified for the survey. Further, the questionnaire sought responses from the legal function and full-time employees in a corporate legal department.

<sup>21</sup> The Self Service Economy, Steven Van Belleghem.

<sup>22</sup> Process Mining Meets Generative AI: Celonis Rides Industry Wave to Democratize Core Tech, Celonis.

<sup>23</sup> How It Works, Kona AI.

<sup>24</sup> KPMG + MindBridge, MindBridge.

<sup>25</sup> Predicting Misconduct: How AI Helps Head Off Harassment, Bias and Other Ethics Issues, SHRM.

<sup>26</sup> Monitoring Employees Makes Them More Likely to Break Rules, Harvard Business Review.

<sup>27</sup> SEC Continues Use of Data Analytics to Aid Enforcement Investigations, Holland & Knight.

<sup>28</sup> Companies Want Generalist GCs, but Increasingly Specialization Is the Path to Job Security, Law.com.

---

## Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

Tool: Generative AI Policy Template

Emerging Legal, Compliance and Privacy Risks (2Q23)

Market Guide for Corporate Legal Operations Technology

Magic Quadrant for Contract Life Cycle Management

---

© 2023 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)." Gartner research may not be used as input into or for the training or development of generative artificial intelligence, machine learning, algorithms, software, or related technologies.

# Connect With Us

Get actionable, objective insight that drives smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

[Become a Client](#)

**Learn more about Gartner for Legal, Risk & Compliance**

[gartner.com/en/legal-compliance](https://gartner.com/en/legal-compliance)

**Stay connected to the latest insights**   

**Attend a Gartner conference**

[View Conference](#)