



EXECUTIVE SUMMARY

ILTA's 2025 Technology Survey

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The Journey of Legal Technology

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The Question: “Board this Ship or Wait for the Next?”

“High Seas Journey for the Treasure,” the theme of ILTACON 2025, has us thinking – is this treasure Generative AI? We can’t make it through a single day (or maybe hour!) without reading an article, receiving a marketing email or phone call, or having a coffee chat about it. Leaders in all fields are focused more than ever this year on the promise – and the threat – of Artificial Intelligence. This is especially true in the legal industry, whose product is words. Any captain who gives the command, “Get me the tools to position this ship for the coming wave,” should be met with, “AI, AI, Sir!” Okay, that was cringeworthy, but as you’ll see in this year’s survey, Generative AI (Gen AI) is front and center at firms of all sizes, now and for the near future. This is the treasure you’ll need as we navigate the upcoming budget cycle.

The realm of legal technology has undergone a significant transformation in recent years. Starting in 2020, the pandemic instantly distributed our entire platform to our homes. Then, the rise of the cloud led to the distribution of our data and servers. And now the effects of Gen AI, which seeks to leverage everyone’s data, are impacting the way legal professionals practice, the way firms operate, and the way we interact with our business partners and clients.

As we look through data returned on almost two hundred survey questions, it raises the concern, “Which ship? When do we board? Do we risk missing it entirely?” We observe the impact of Gen AI on legal services and the underlying technologies, and every vendor appears to have a product incorporating Gen AI. Is it the real deal or fool’s gold? If information is the ultimate treasure, one key to unlocking it may lie within the 2025 ILTA Technology Survey results. In this summary, we’ll skim the surface, providing a few gems on the way to the spot marked “X.”



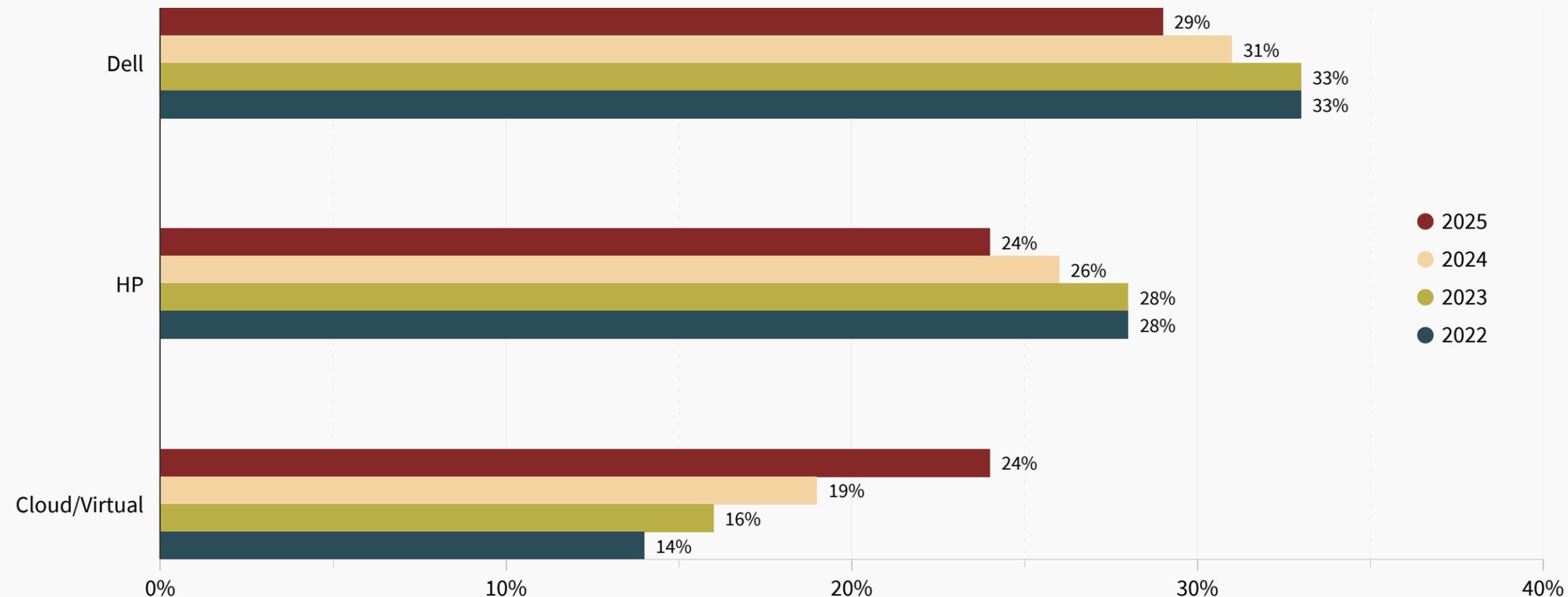
Steady as She Goes, With Clouds on the Horizon

In today's fast-paced and competitive legal market, robust technology infrastructure is paramount to the efficient delivery of professional services. It acts as the keel that supports the whole ship, ensuring optimal performance, reliability, and security. We're seeing increasing evidence that infrastructure is heading to the cloud. With a growing reliance on Managed Service Providers (MSPs) and Software as a Service

(SaaS), this trend is reflected in charts that address servers, services, software, and security. A strong indicator of the ongoing migration to the cloud is the servers we're currently deploying. Notably, the leaders (both Dell and HP) are falling, and Cloud/Virtual is rising fast.

When considering the entire hardware fleet, Dell and Lenovo continue to lead the way in laptop purchases, with 38% and 31%, respectively. By request, we asked about Macs for the first time and discovered nine percent of firms are issuing Mac computers, and more than a third of firms support them for remote access. Mobility and remote computing are at the forefront of this year's results, with laptop

WHICH PRIMARY BRAND OF SERVER IS YOUR FIRM CURRENTLY DEPLOYING?



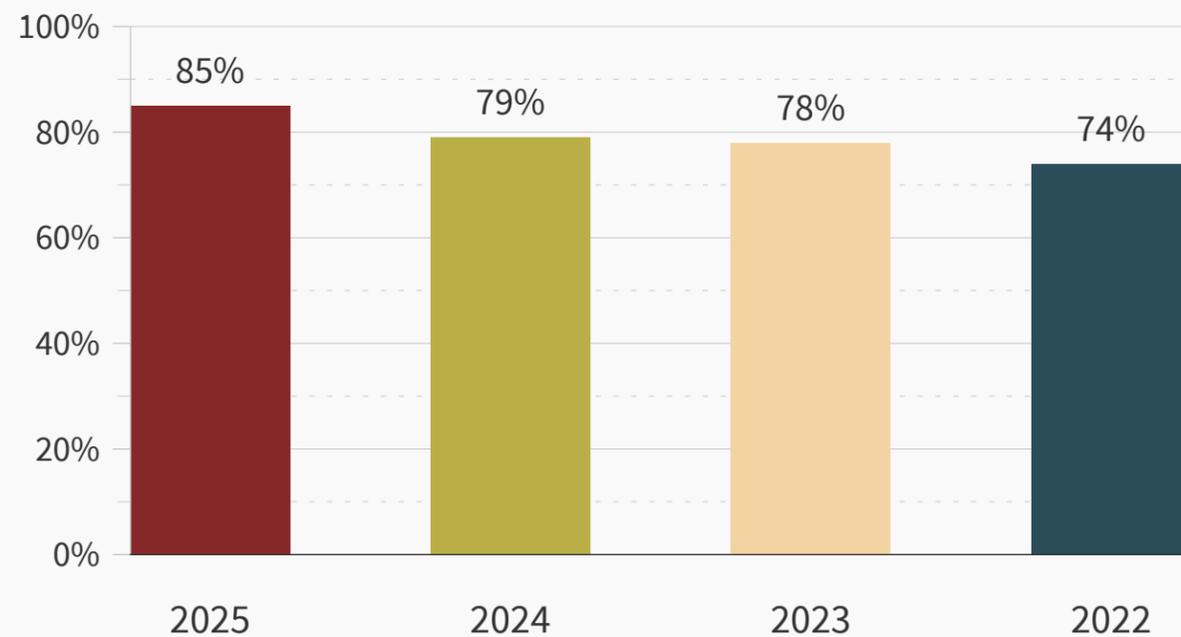


deployment now reaching an average of 85% of lawyers (up six points from last year) and 72% of professional staff (up seven points). Few firms are deploying thin clients to users, and most are only supplying a single laptop, so there appears to be an expectation that firm-issued devices will be shuttled between work and home.

For our stationary users, dual monitors are the norm, with 80% of firms deploying them in pairs. Roughly 12% of firms provide three or even four screens, and some of those may be split between home and office. Almost 20% of firms also supply a second docking station (or port replicator), likely for home use.

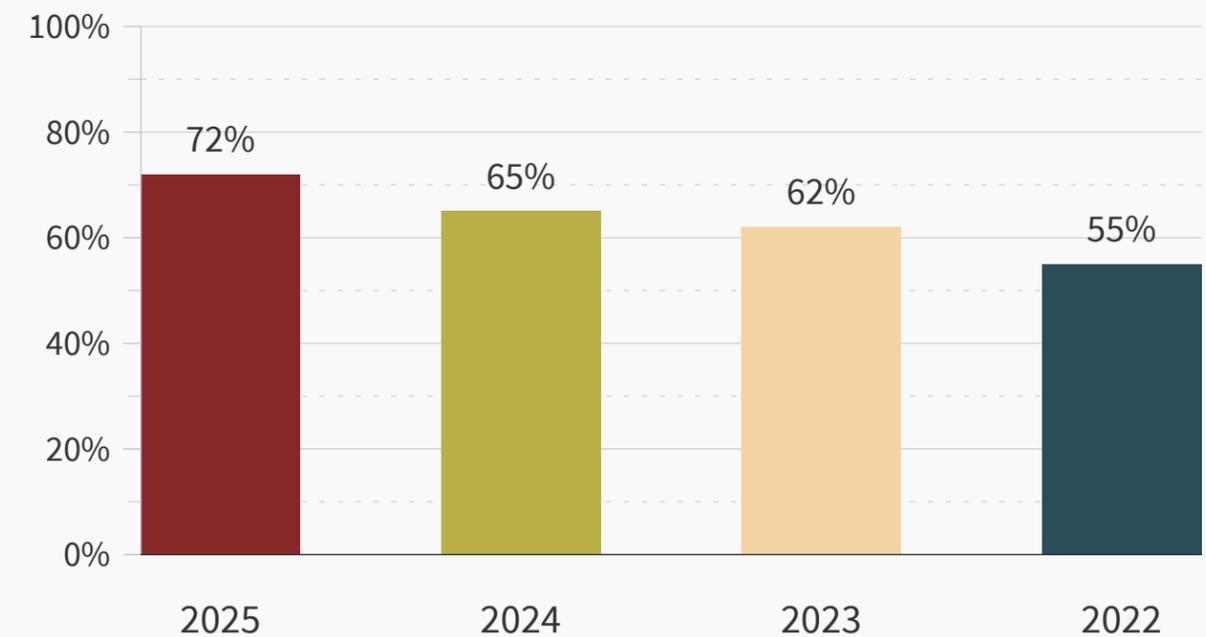
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APPROXIMATELY WHAT PERCENTAGE OF LAWYERS IN YOUR FIRM USE LAPTOP COMPUTERS IN PLACE OF DESKTOP PCs (PLEASE ESTIMATE IF NEEDED)?



AVERAGE

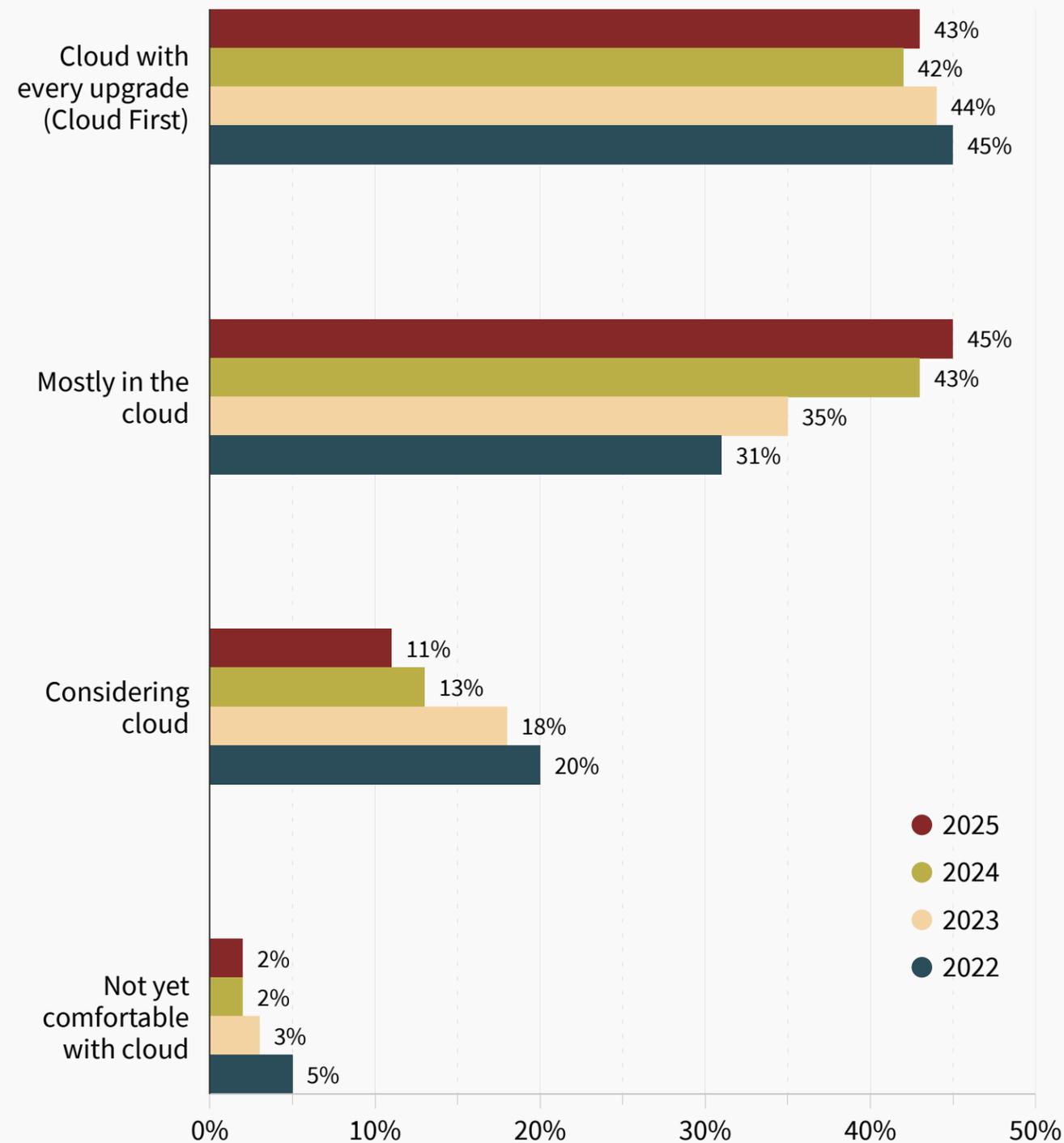
APPROXIMATELY WHAT PERCENTAGE OF PROFESSIONAL STAFF IN YOUR FIRM USE LAPTOP COMPUTERS IN PLACE OF DESKTOP PCs (PLEASE ESTIMATE IF NEEDED)?



AVERAGE



HOW WOULD YOU DESCRIBE THE CLOUD PHILOSOPHY AT YOUR FIRM?



In terms of virtual computing, Broadcom’s VMWare lost ground this year, giving up an additional five points after a loss of four last year. It’s not clear from the data where those firms are going, but Microsoft Hyper-V gained a couple of points, and three percent of firms now say they use an MSP, so they don’t have visibility into the virtual platform.

One of the strongest beacons in the survey for the move to cloud is our question about cloud philosophy. Firms responding with either “mostly in the cloud” or “cloud with every upgrade” now stand at 88%. Only two percent of firms are not yet comfortable with cloud, with the vast majority of those having fewer than fifty lawyers.

We were surprised by the answer to the question, “Name a technology that your firm delivered within the last 24 months that generated the most positive response from lawyers.” Almost 14% of our participants stated that transitioning to a cloud-based DMS had the most positive impact on their lawyers’ lives. Moving to a cloud-based DMS was a very popular response, up nine points from last year to 76%.

Cloud-based DMS platforms offer real-time updates, lessening the burden on IT staff. It incorporates version control and co-authoring features, ensuring all team members have current information. Additionally, these solutions often come with robust security features, addressing concerns about data breaches and confidentiality. The rise of cloud technology has thus transformed the traditional office-based model into a more flexible and dynamic framework. Firms can now store, access, and share documents securely online. This shift, plus more mobile-friendly access, has improved remote work, enabling legal professionals to collaborate seamlessly from anywhere across the globe.



The Journey Back to the Office

The challenge of supporting hybrid work emerged during the initial stages of the pandemic, and it has increasingly become the new normal in firms. Many firms are now supporting remote work while also acknowledging the advantages of in-office collaboration, offering flexibility for their workforce. By leveraging technology for meetings, document sharing, and collaboration, firms can maintain high levels of productivity and client service while reducing overhead costs associated with physical office space. Additionally, hybrid work can enhance talent attraction and

retention, meeting the evolving expectations of the modern worker. So where do we stand when it comes to getting back into the office? It looks like many of us spend three days a week in the office and the other two days attending virtual meetings with our toes in the sand (or at least not in dress shoes). Over a third of firms are either fully back in the office or are in the office at least four days a week, so next year's survey may tell us more about the trend.

As we return to the office, the concept of hoteling or sharing guest/visitor spaces offers a number of benefits in today's dynamic work environment. By allowing employees to reserve workspaces on an as-needed basis, hoteling maximizes the

HOW OFTEN DO THE MAJORITY OF THE USERS YOU SUPPORT COME INTO THE OFFICE?

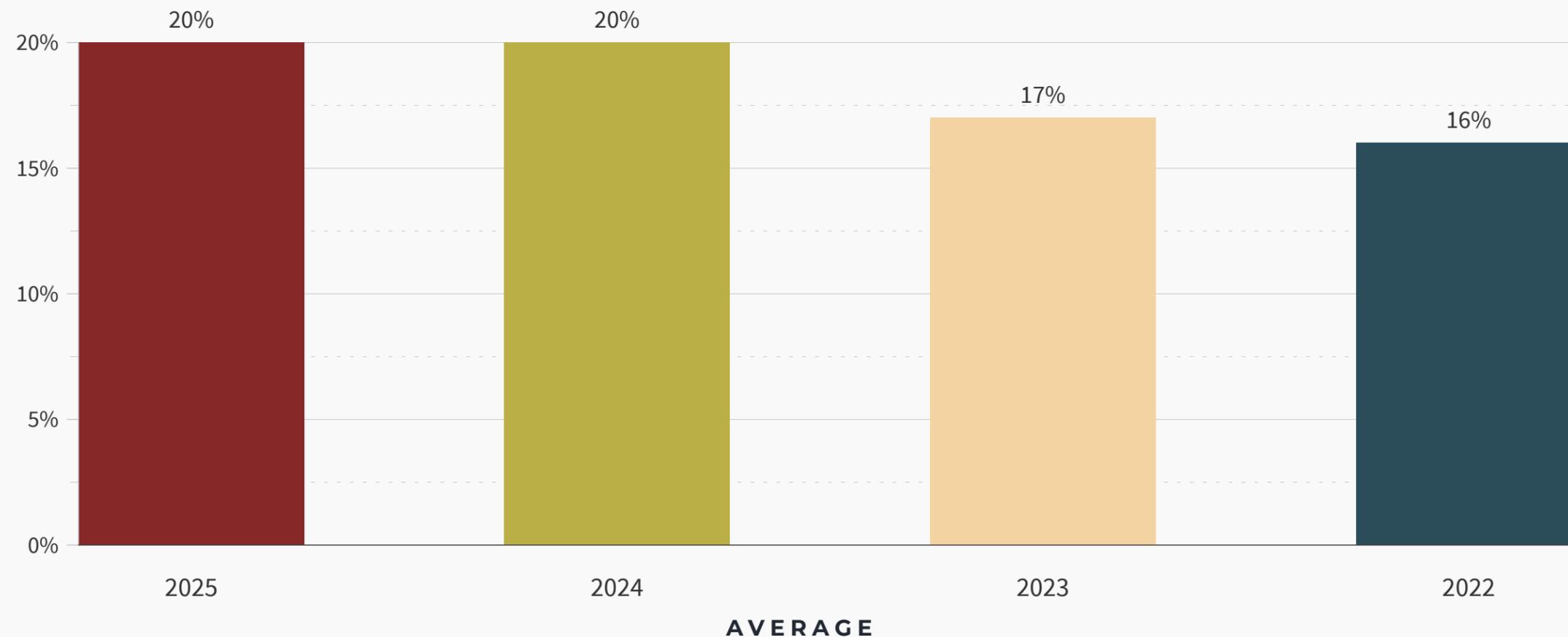




efficient use of office space, reducing the overall real estate costs. Moreover, hoteling promotes collaboration and cross-functional engagement by giving employees the freedom to choose their work environment based on their current project needs. The hoteling model has stabilized somewhat, with survey respondents indicating that an average of approximately 20% of their users are subject to a flexible office model, a consistent percentage over the last two years. The tools to help manage hoteling spaces have grown in popularity, with most firms using native Outlook to book resources at 16%. Meanwhile, Maptician saw the most significant gain this year, increasing by three points to 9%.

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WHAT PERCENT OF USERS ARE USING/ADOPTING A HOTELING (OFFICE SHARING) MODEL?





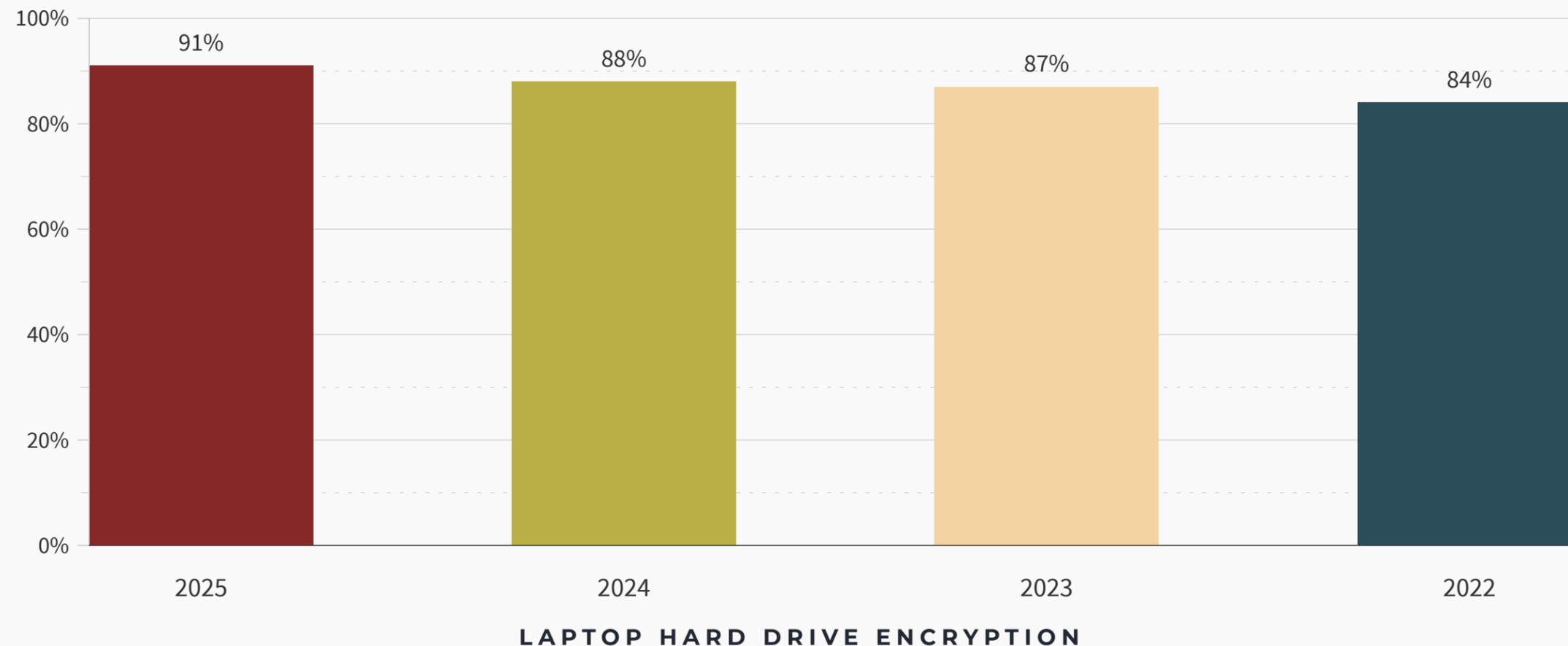
Security: Becoming “Battle-Ready”

The survey team again includes volunteers with special expertise in security, helping us update our questions this year, further exploring security technologies and practices. A crucial lesson that firms have learned over the past few decades is that cybersecurity issues pose an existential threat. Unless firms have sufficient armor to withstand the onslaught, it won't matter how good your lawyering is – you will go

down. To the industry's credit, significant strides have been made in security and compliance. Although there is still work to be done, firms and legal departments are investing in professional security technology and collaborating with vendors – and with each other – as never before to protect against attacks.

One defense measure that is constantly improving is our use of encryption technologies. Laptop fleets, as mentioned earlier, are roaming far and wide, and firms are working more effectively to provide protection. This year, encryption for laptops has increased by three points to 91%.

WHICH ENCRYPTION TECHNOLOGIES DOES YOUR FIRM USE AS SECURITY MEASURES?





Notably, despite contributing to one of the most significant IT outages in history, CrowdStrike achieved substantial gains over the last year as a legal Security Operations Center vendor, increasing its market share by ten points to 13%. It was the only endpoint detection and response tool to gain ground this year (up four points to 35%). It was the only endpoint detection and response tool to gain ground this year (up four points to 35%). It seems firms have decided CrowdStrike is unlikely to make the same mistake again.

The implementation of user password management tools gained significant ground this past year. The number of firms now distributing these apps to users (think LastPass, Dashlane, or Delinea) jumped 20% and now sits at 62%. For smaller firms, the choices are 1Password and LastPass (another vendor we hope won't make mistakes again). For mid-size and larger firms, the leader is Delinea, which is a component of the leading Privileged Account Management platform by the same name.

It's also interesting to note that Azure MFA is now the leader in MFA services in the survey at 47%, with DUO dropping four points to 42%. In terms of what we're securing with MFA (VPN/Remote Access, Admin Shares, SaaS tools, etc.), nothing is at 100% across all firm sizes. Even O365 has peaked at 89%. MFA isn't a sure thing, and most variants can be socially engineered with determination. That weakness across our suite of controls is likely why "User Behavior" was the top concern again this year (every year since we've asked the question), and this year matched 2024 at 69%. Second place (Malware/Virus/Zero Day threats) was a distant second at 30% (respondents could choose three).

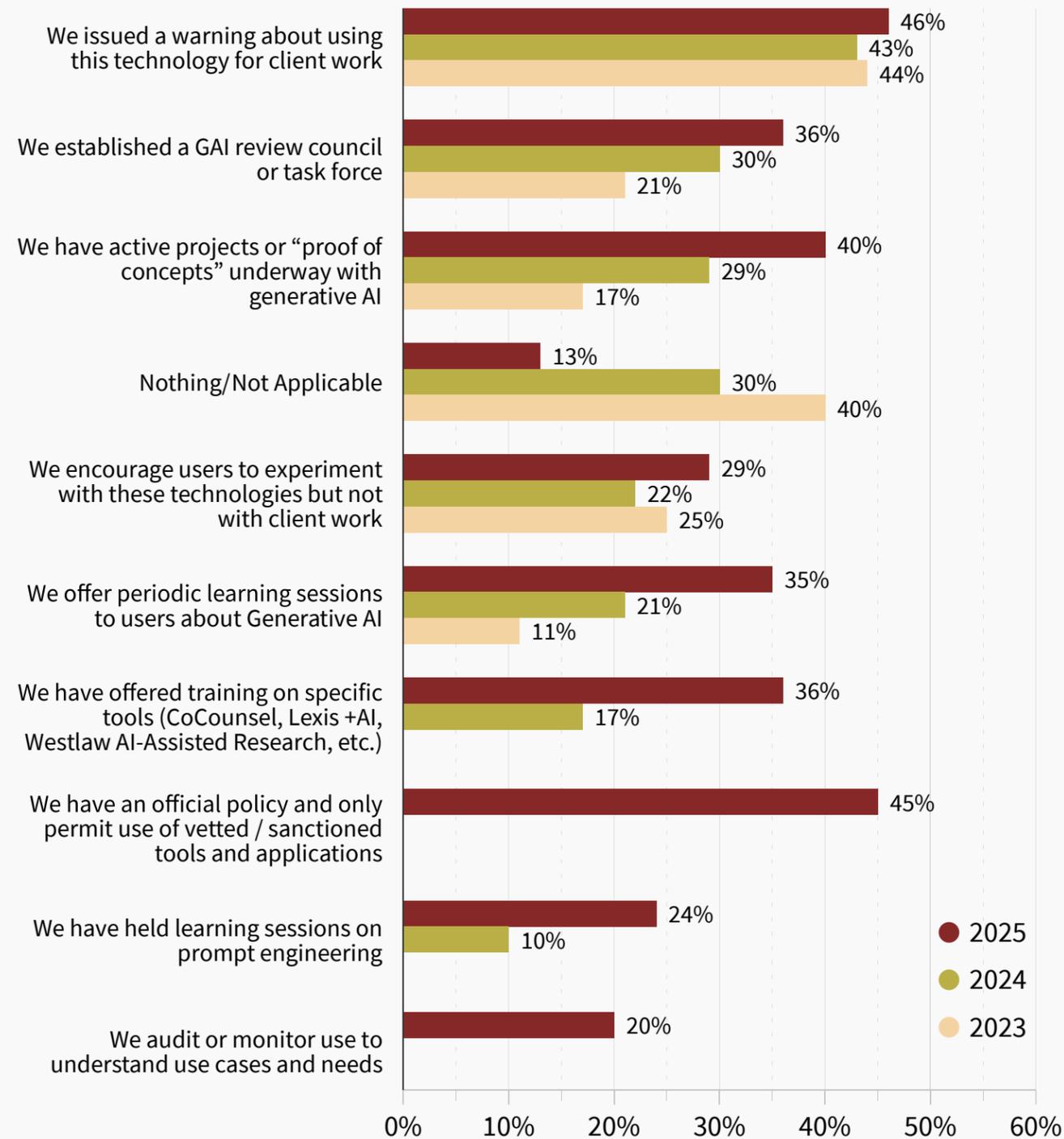
We fully expect to track trends around these concepts over the coming years, including questions related to incident response, privileged access management, threat hunting, and single sign-on. There are plenty of gems waiting for you in that survey treasure chest!



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WHAT IS YOUR FIRM DOING TO MONITOR/BLOCK/FAMILIARIZE THE WORKFORCE ON GENERATIVE AI?



Multiple response question; chart excludes responses less than 2%

Weathering the Storm: Emerging From the Trough of Disillusionment

When we asked the question, “Thinking about the next three to five years, are there technologies or trends you believe will create significant change in the legal technology profession?” it may not shock readers that 88% of our participants answered AI, in some form. Artificial Intelligence and firm adoption of technology have seen remarkable advancements over the last year, though many feel we’re still in the trough of disillusionment. This phase, where inflated expectations remain unrealized, is common in the lifecycle of emerging technologies. We’ve seen this repeatedly with emerging tech in the survey over the years, and Gen AI is no different in that respect. You may recall that, only a few short years ago, there were questions on this survey about blockchain and the metaverse.

Organizations have experienced both the highs of Gen AI’s transformative potential and the lows of unmet expectations, and there is no doubt that Gen AI is having a substantial impact on our community. In a recent [article](#) by Joe Patrice at Above the Law, he notes, “The question for firms isn’t ‘Should we adopt AI?’ That ship’s left the harbor, and it’s firing on your position. The question is how to harness the tech, leverage the firm’s years of intellectual capital, avoid pitfalls, protect client data, and turn all that free time into new revenue.” That statement fairly sums it up for AI in legal at this point. So, what are firms doing to move forward? We also asked the question, “What is your firm doing to monitor/block/familiarize the workforce on Generative AI?” This was a multiple-response question, and while none



of the responses rose above 50%, all of them rose significantly in the last year, and most notably, the response “Nothing/Not applicable” dropped 17 points to 13%, reflecting a significant increase in engagement with this emerging tech since we last surveyed.

Resistance to change is often a barrier to embracing innovative technologies like Gen AI. That certainly is the biggest hurdle for the adoption of emerging technology at 57%, followed closely by security/risk at 54%. And that mindset can also impact the implementers, but waiting for the storm to blow over may leave you behind as the fleet leaves the harbor.

The advent of automation and artificial intelligence enables legal tech tools to streamline once labor-intensive processes, such as document review, legal research, and contract analysis. By automating these tasks, legal professionals can focus on more strategic aspects of their work, leading to increased efficiency and reduced costs. The implementation of AI not only accelerates routine processes but, if implemented properly, enhances accuracy, ensuring that lawyers can deliver more reliable and thorough services to their clients. If you're looking for help in these uncharted waters, our respondents shared some emerging applications that they see as important emerging players, including Jylo, Oddr, Laurel.AI, Legora, Harvey, and CoCounsel.



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Hey AI, What's on the Horizon?

When we asked Microsoft Copilot this question, it responded with, “The horizon of legal technology is filled with promising innovations that have the potential to transform the legal industry. As AI, cybersecurity, and generative AI continue to evolve, they will bring about increased efficiency, enhanced security, and improved client interactions.” No surprises there.

Similarly, we asked survey participants, “In your opinion, how different will the legal profession look in ten years due to AI advancement?” Here are some of the responses:

- “The firms that lean into GenAI will be here, whereas firms that don’t will have a significant challenge in proving their relevance and capabilities.”
- “So many of the entry-level tasks in law will be taken over by AI.”
- “AI is being forcefully implanted in all aspects of our lives. In ten years, the legal industry will be using AI without its knowledge as it gradually gets built in and normalized.”
- “Gen AI is still a baby. My answer could change every year.”
- “Lawyer oversight and reasoning will always be required. Administrative work and repetitive tasks may be taken away by AI, but thinking and strategizing will always be there for lawyers.”
- “We do not believe AI is ready for Prime Time in a firm as of now.”
- “I’m cowardly about predictions.”
- “We are living through exciting times!”

There are many valuable insights within the pages of this year’s survey, and we’re confident you’ll find data points, guidance, interesting metrics, and valuable

feedback to inform your strategy, budgeting, and forecasting as you move through the coming months. We extend our gratitude to the entire 2025 ILTA survey team for the many hours they volunteered to produce this publication. Most of all, we thank the participants who filled out the survey, offering their own experience and opinions, making the results a valuable resource for readers. Special thanks to June Ragone for her professional guidance and expertise around polling and reporting, and for keeping all the oars pulling in the same direction. We hope that this publication will help you find “true north” in whatever voyage you’re on!



ABOUT ILTA

The International Legal Technology Association (ILTA) serves the professional needs of more than 25,000 international legal technology professionals and their organizations. Since its founding in 1980, the association's focus has been to achieve results for our membership and the legal technology profession at large. Much of the value we provide as an association occurs through the coordinated efforts with our global volunteer membership teams.

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