

The State of **Digital Maturity** in Law Firm Marketing & BD

Over the last 18 months, Mount Insights assessed 40 law firms across five dimensions of marketing and BD capability, plus the technology infrastructure that supports them.

**40**

Firms assessed

80%Foundational or
Operational**61%**Using GenAI in
marketing**71%**

Exploring CRM changes

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01 Executive Summary

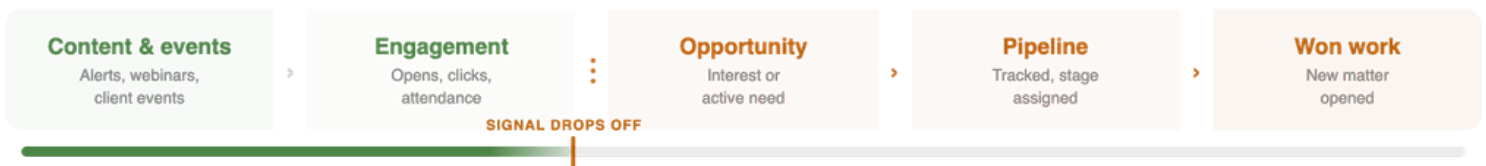
Law firms are not short on marketing activity. They are short on connected intelligence.

Over the past decade, firms have invested in CRM, ERM, marketing automation, experience databases, analytics, and now AI. Yet most still struggle to answer a basic leadership question: which marketing and BD activities are producing revenue? The issue is not effort or investment. It is integration.

This assessment of 40 law firms provides a clear view of where that breakdown occurs. Sixteen firms fall into the Foundational tier, sixteen into the Operational tier, and just eight into the Strategic tier. In other words, 80% of firms have not yet connected their systems into a coordinated growth engine.

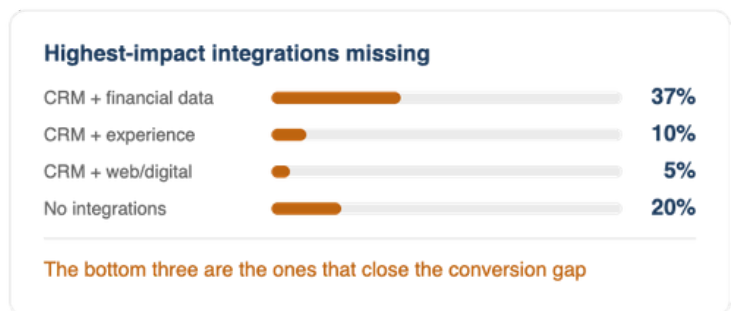
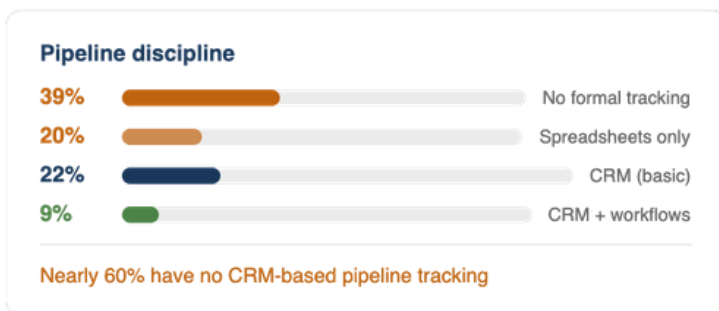
Firms have built systems to generate activity. They have not yet built systems to convert that activity into measurable revenue outcomes. Firms are optimized for activity. They are not yet engineered for revenue.

Where the Signal Disappears



39% Digital engagement vs. **15%** Lead & pipeline

The 24-point spread is the largest gap in the assessment. Firms invest in visibility but not in the systems that convert visibility into tracked opportunities.



Outside the Legal Industry **60–75%** of businesses use CRM for pipeline management All industries (Dialectica, 2025)

vs.

Inside the Legal Industry **22%** of law firms track pipeline in CRM with any structure DMA, 40 firms

The pattern shown on the previous page is consistent across firm size, geography, and practice structure. Firms have invested in the tools that generate visibility, but not in the systems that convert visibility into tracked opportunities. The result is a structural gap between activity and outcomes that persists regardless of how much a firm spends on marketing technology. We call this the conversion gap.

Calibrate's 2026 research on marketing and BD operating models surfaces the same disconnect from the human-capital side. While firm leaders increasingly want strategic, growth-oriented capabilities from marketing and BD, the largest performance gaps appear where strategic value is highest: market intelligence (27% gap), revenue enablement (23% gap), and forward-looking insight. Marketing and BD teams are working at full capacity. They are working in the areas where the operating model and supporting infrastructure make execution possible, not where leadership most needs them to be.

The two findings reinforce each other. Marketing and BD teams cannot deliver strategic, data-informed growth support if the underlying systems do not connect engagement to opportunities, opportunities to outcomes, and outcomes back to insight. Strategy without infrastructure is aspiration. The firms pulling ahead are the ones investing in both.

Whether your firm faces this gap is not a theoretical question. It can be tested in minutes. The [five questions](#) below are drawn from patterns we observed across all 40 assessed firms. Each one targets a specific point where connected systems either produce insight or force manual workarounds. If the answers at your firm require multiple systems, manual assembly, or "it depends who you ask," the gap this paper describes is your gap too.

01
Can we connect activity to outcomes?
If content engagement, event attendance, and outreach cannot be connected to matters or growth, the system still breaks before revenue.

02
How many systems answer a basic BD question?
If relationship strength or relevant experience requires multiple systems and manual effort, the firm still has an assembly problem.

03
Where does data stop flowing?
Look for the exact point where one team or tool hands work off to a spreadsheet, inbox, or static report.

04
Is pipeline consistently tracked?
If win rates, close dates, and loss reasons take days to compile or do not exist, pipeline visibility is still missing.

05
Does BD regularly deliver insights to lawyers?
Higher-maturity firms push intelligence to attorneys instead of waiting for ad hoc requests to trigger manual research.

This paper breaks the pattern down across five operational pillars and the technology infrastructure that supports them, identifies where integration carries the highest impact, and offers a diagnostic framework for CMOs and firm leaders evaluating where their own organization sits within the maturity curve.

02

About This Assessment

The Digital Maturity Assessment (DMA) is a structured diagnostic evaluating law firm marketing and business development capabilities across five operational dimensions, plus the technology infrastructure that supports them.

Methodology

This assessment is directional, not a market census. It reflects responses from 40 firms, typically provided by senior marketing, BD, or CRM leaders. Because participating firms were often already evaluating their capabilities or technology investments, the sample may skew more digitally aware than the broader market. That makes the findings more striking: even among firms already focused on maturity, most remain in the early stages of connecting activity to outcomes.

03

How the Assessment Works

The DMA applies consistent scoring across five operational pillars (Client Health, Lead & Pipeline, Business Planning, Digital Engagement, Pitch & Proposal), and a technology infrastructure foundation.

Digital Maturity Assessment



Each response reflects how firms report they operate, not how they *intend* to operate. This distinction matters. Most organizations can describe an ideal future state. Fewer can describe their current operating reality with precision. The DMA focuses on the latter.

A Market in Early Stages of Maturity

One of the more striking findings is how early-stage the market remains. Eighty percent of assessed firms fall within the Foundational or Operational tiers. Only eight firms, all mid-size or large, have reached the Strategic tier. Variation within each size segment is significant, and larger firms do not consistently outperform smaller ones.

Maturity by Stage



In practical terms, this means a mid-size firm can outperform a global firm in operational maturity. And a global firm can operate with highly fragmented systems despite significant investment. The data shows both patterns repeatedly.

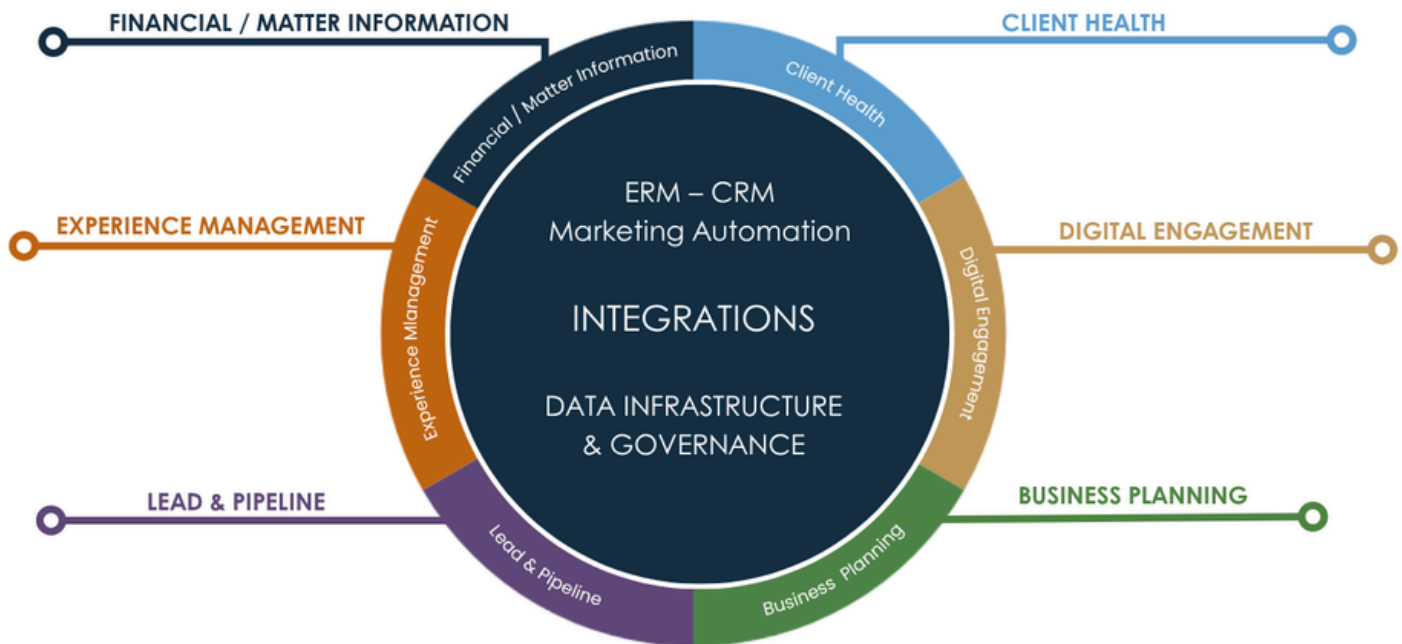
Scale alone does not produce maturity. Technology investment alone does not produce outcomes. Execution and alignment matter more than firm size.

This gap is not explained by firm size. The chart above shows maturity ranges by firm size segment across all 40 firms. Within every segment, the spread between the lowest- and highest-performing firms is wider than the difference between segment averages. A 3,000-attorney firm and a 300-attorney firm can land in the same tier.

05

The Law Firm Growth System

Most firms operate within a structure that includes business planning, marketing and engagement, lead generation, business development, experience management, and matter and financial data. At the center of this system sits the CRM and ERM platforms, data infrastructure, integrations, and governance. The diagram below illustrates how these components connect in practice. Use it to map the systems you have in place today and identify where the gaps between them create friction.



Each component exists for a reason. Each is often developed in isolation. The issue is not capability. It is coordination.

In most firms, these systems operate adjacent to each other rather than as a unified whole. Data flows unevenly. Insights must be assembled manually. Processes vary across individuals and teams.

The Conversion Gap

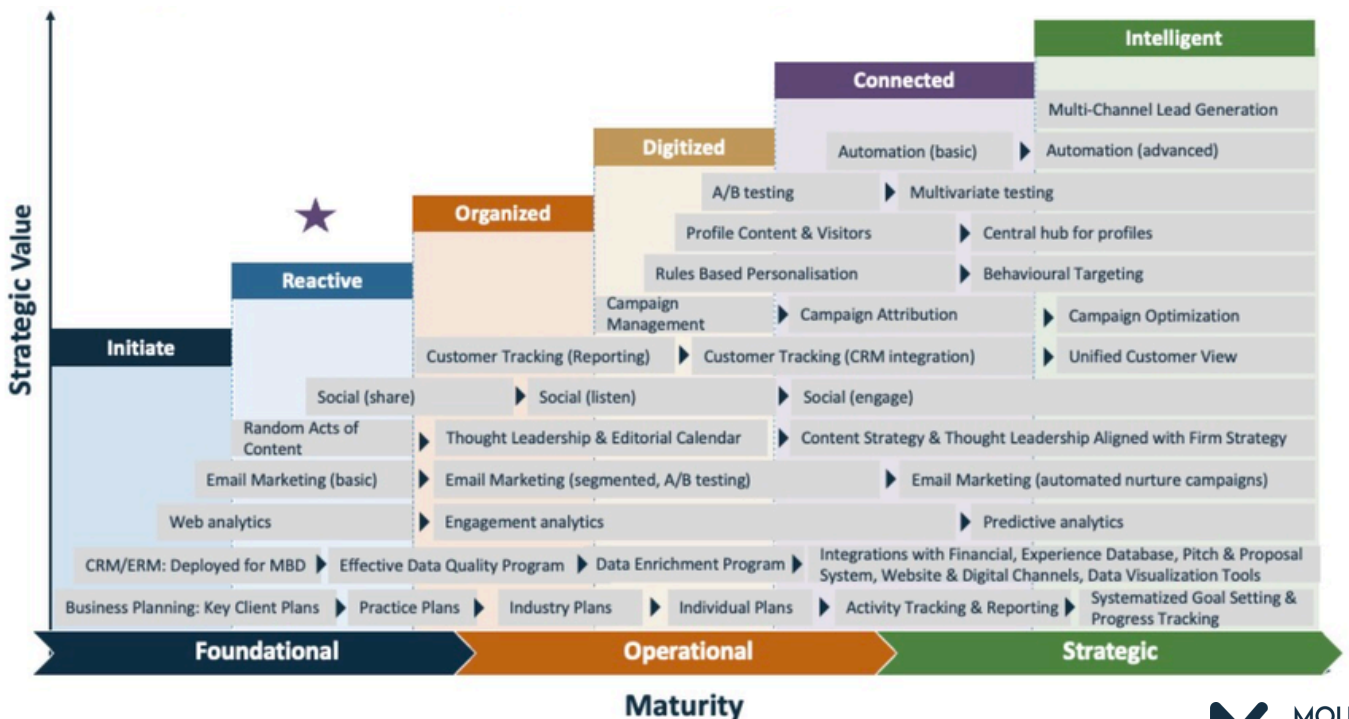
The clearest gap is not content creation, events, or engagement. Firms are doing that work. The gap appears after the signal: when engagement should become outreach, outreach should become opportunity, and opportunity should become measurable revenue. In too many firms, that handoff still depends on memory, spreadsheets, or manual effort. This is not a reporting inconvenience. It is a growth constraint.



This imbalance creates a structural gap between activity and outcomes. Marketing activity is visible. Business development outcomes are not. Firms can often identify who engaged with content. They cannot consistently track to business development outreach or to new work.

This gap holds across firm sizes, geographies, and practice structures. It is not a resource issue. It is a system issue. Eighty percent of assessed firms fall within the Foundational or Operational tiers of the maturity model shown below, with the boundary between those two tiers sitting right at the point where pipeline tracking and data integration become consistent.

The Maturity Ladder



Why This Gap Exists

Marketing teams know who opened a client alert, who attended an event, who engaged with content. But tracing that engagement to a new matter opening requires connected systems: CRM linked to email marketing, to financial data, to experience records, to website analytics.

Most firms have these systems, but they operate in silos. The signal goes in, and the evidence of what happened next disappears.

*"The work is being done. The **proof** that it was done is what's missing."*

Where the signal breaks down

The conversion gap plays out in four specific ways across most assessed firms.

First, event and campaign follow-up. Firms invest heavily in events and content distribution. Marketing teams can report attendance, open rates, and engagement metrics. What they cannot do consistently is connect those signals to what happened next.

- Did the 200 people who attended the industry panel generate any meetings?
- Did those meetings produce opportunities?
- Did those opportunities close?

In most firms, the answer to these questions lives in someone's memory or a disconnected spreadsheet, not in a system. Without that connection, marketing cannot demonstrate ROI on its highest-cost activities, and leadership cannot make informed decisions about where to invest next.

Second, proactive outreach. A defining characteristic of higher-maturity firms is that BD teams surface opportunities before lawyers ask. Lower-maturity firms operate in the opposite direction: a partner requests a briefing, and the BD team scrambles to assemble information from multiple systems. Calibrate's 2026 research on MBD operating models reinforces this. The infrastructure gap is the primary reason this pattern persists. You cannot be proactive with intelligence you cannot assemble quickly.

Third, strategic planning alignment. In the most effective firms, business plans drive content strategy, content engagement feeds pipeline, and pipeline data informs resource allocation. That cycle requires connected systems. In most assessed firms, business plans exist as static documents, content strategy is developed independently, and pipeline data is either missing or maintained in spreadsheets. The components exist but operate in parallel rather than as a coordinated system.

Fourth, the data perfection trap. In lower-maturity firms, data quality concerns become a reason to stop rather than a problem to manage. A leader notices a stale contact record and discredits the entire CRM initiative. A campaign gets delayed because the list isn't clean enough. The pursuit of perfect data replaces the use of good data.

Higher-maturity firms take a different position. They set a defined quality threshold, one sufficient for marketing outreach and directional revenue attribution, and hold to it. They understand that marketing data will never be complete, and that waiting for completeness means waiting indefinitely. The goal is not a perfect database. It is a database good enough to act on.

Activity vs. Accountability

The chart shows average scores across all six DMA dimensions, ranked from highest to lowest. Firms have invested heavily in the tools that generate visibility, but not in the systems that convert visibility into leads.



Digital engagement averages 39% while lead and pipeline averages 15%. That 24-point spread is the clearest evidence that firms have funded activity generation more aggressively than outcome tracking.

The gap between Digital Engagement and Lead & Pipeline holds across every firm size segment. Firms are generating engagement. What is missing is the infrastructure to connect activity to leads to opportunities to revenue.

07

The Digital Maturity Model

To describe how firms evolve, the DMA defines three stages:

Level 1

Foundational

Firms at this stage generate significant marketing activity, rely on disconnected systems, have limited pipeline visibility, and depend on manual reporting. Business development is largely reactive.

WHAT THIS LOOKS LIKE

The marketing team sends an alert about a regulatory change. Two hundred people open it. The team knows who opened it, but has no systematic way to identify which of those recipients are at companies with active needs. A BD professional might manually cross-reference the list against their own knowledge, but this happens inconsistently. Six months later, a new matter opens with one of those recipients, but no one connects it to the alert.

Level 2

Operational

Firms at this stage have implemented core systems, track some opportunities, and produce dashboards and reports. However, data must still be assembled manually, workflows vary across teams, and insights are not consistently actionable. These firms are functional, but not yet efficient.

WHAT THIS LOOKS LIKE

The firm has CRM, ERM, an experience database, and marketing automation. Each system works. But answering "Who has the best relationship with this prospect, and what work have we done in their industry?" requires a BD coordinator to pull data from three systems, reconcile naming inconsistencies, and compile a deck. This takes two to four hours. For an RFP with a 48-hour turnaround, that timeline is prohibitive.

Level 3

Strategic

Firms at this stage connect data across systems, maintain consistent pipeline visibility, surface relationship intelligence proactively, and enable faster, more informed decisions.

The key shift is not technology. It is the ability to move from information gathering to informed action.

WHAT THIS LOOKS LIKE

When a partner opens a contact record, they see the contact's engagement history, their company's financial relationship with the firm, relevant experience the firm has delivered to similar companies, and relationship strength based on interaction patterns. When a significant opportunity is identified, it flows into a visible pipeline. When it closes, win or lose, the outcome is captured, enabling the firm to learn from patterns over time.

08

How We Got Here

This gap is not the result of poor strategy or lack of investment. It is the result of how systems have evolved. Most firms built their environments incrementally. CRM was implemented to manage contacts. Experience systems were added to support proposals. Marketing platforms were layered in for distribution. Financial systems remained separate. External data sources were added later.

Each decision made sense at the time. But the result is an environment where systems were not designed to work together.

Data is complete but fragmented. Workflows depend on manual coordination. Insights are reconstructed rather than surfaced. The firm can answer important business questions, but only with time, effort, and coordination across teams. At scale, that model breaks down.

The diagram on the next page shows what a connected environment looks like when these systems are designed to work together rather than side by side.

Future State: Unified Intelligence Stack

Operational Systems

Practice Management

Aderant, Elite 3E

ERM

Client Sense, SigParser, Introhive

CRM

Dynamics, InterAction, Salesforce, Intapp, Nexl

Marketing Automation

Vuture, Concep, MCAE

Digital Engagement

Website, blogs, social media

Experience Systems

Foundation, Salesforce, Intapp

People Data

HRIS, Workday, viDesktop

Document Management

iManage, NetDocuments

EXTERNAL DATA SOURCES

CapIQ / S&P

Alerts / News Feeds

PitchBook

Unified Data Warehouse / Lake

Shared storage and governed integration across operational, relationship, engagement, and external data

Central Client Intelligence System

Single governed client identity connecting all data sources

AI and Intelligence Delivery

Proactive insights, relationship alerts, and opportunity signals delivered to attorneys and BD professionals

BI Tools: Power BI / Tableau

Leadership dashboards, pipeline reporting, and performance analytics across practices and clients

The Integration Priority Stack

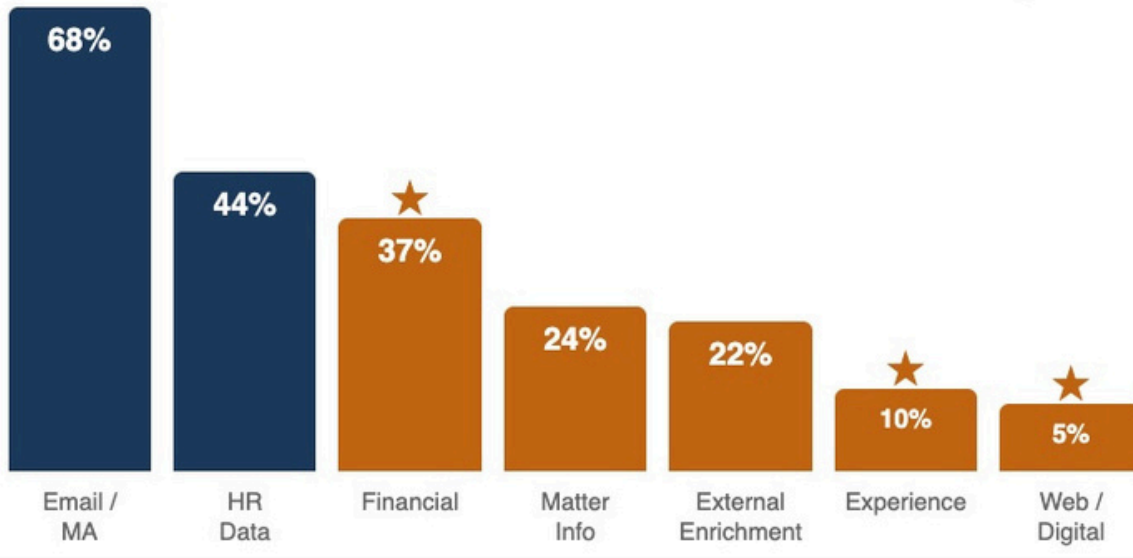
Not all integrations are equally valuable. The DMA data reveals where firms have invested and, more importantly, where the gaps carry the highest cost.

DATA INFRASTRUCTURE

The Integration Priority Stack

20%

have no CRM integrations at all



■ Connected
 ■ Closes the conversion gap
 ★ Highest impact

THREE INTEGRATIONS THAT CARRY DISPROPORTIONATE IMPACT

37%

**REVENUE
VISIBILITY**

CRM + Financial Data

Without it, BD and Partners make relationship decisions without revenue data. Cannot see which clients are growing, declining, or where whitespace exists.

10%

**PITCH
SPEED**

CRM + Experience Data

Without it, every RFP and pitch requires manual assembly. Hours per pursuit, quality depends entirely on who does the work.

5%

ATTRIBUTION

CRM + Web / Digital

Without it, no connection between content engagement and relationship records. The prerequisite for any marketing attribution.

What this means in practice:

A firm that connects these three data sources to its CRM transforms its operating model. A BD professional preparing for a client meeting can see revenue trends, relevant experience, and recent engagement signals in one place, instead of assembling from three or four separate systems.

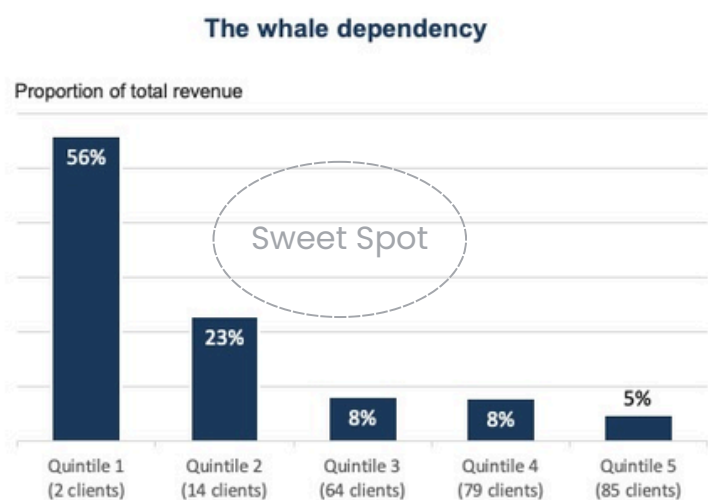
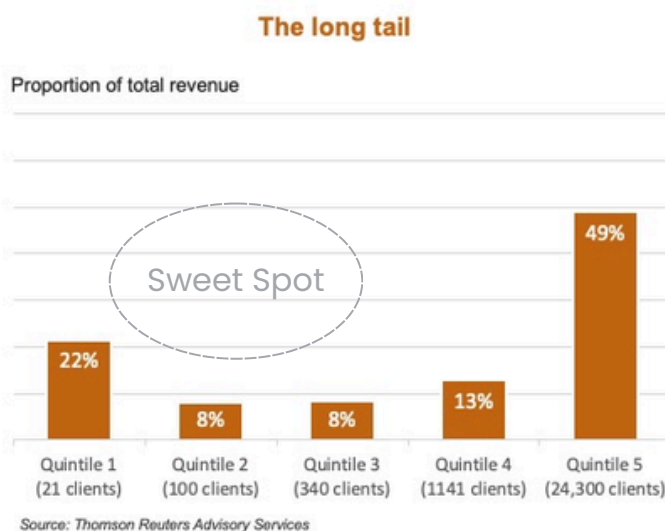
The pattern is a clear split between **outbound** and **inbound**:

- Most firms have connected the systems that push content and campaigns out: email marketing, ERM, HR data. These integrations support distribution and coordination.
- Far fewer have connected the systems that pull intelligence in: financial performance, experience credentials, matter information, digital engagement signals, and external enrichment.

The common thread across these gaps is that each one forces manual assembly at the point of need. A BD professional preparing for a client meeting cannot see revenue trends, relevant experience, and recent engagement in a single view. They are reconstructing that picture from four or five separate systems every time.

The cost of missing financial integration is particularly well documented. Thomson Reuters' 2026 client analytics research, presented at LMA's Annual Conference, reveals a structural pattern in how law firm revenue concentrates and where growth potential sits. Only 23% of a client's outside counsel spend goes to the firm they use the most. Most firms chase either whale clients where they are already deeply embedded or tail clients who will never meaningfully grow. The chart below illustrates the realistic growth sweet spot is somewhere in between, and that identifying it requires financial and matter data connected to relationship records.

What Shape Is Your Firm?

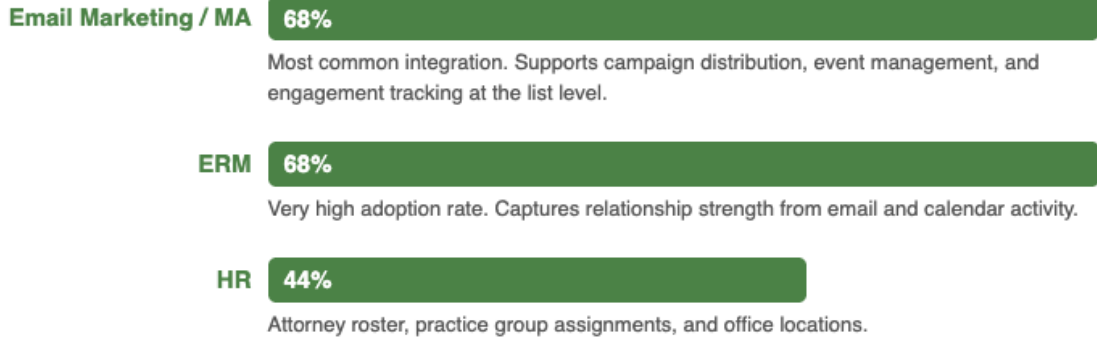


The diagram below illustrates the integration gaps and the benefits of having a unified platform approach.

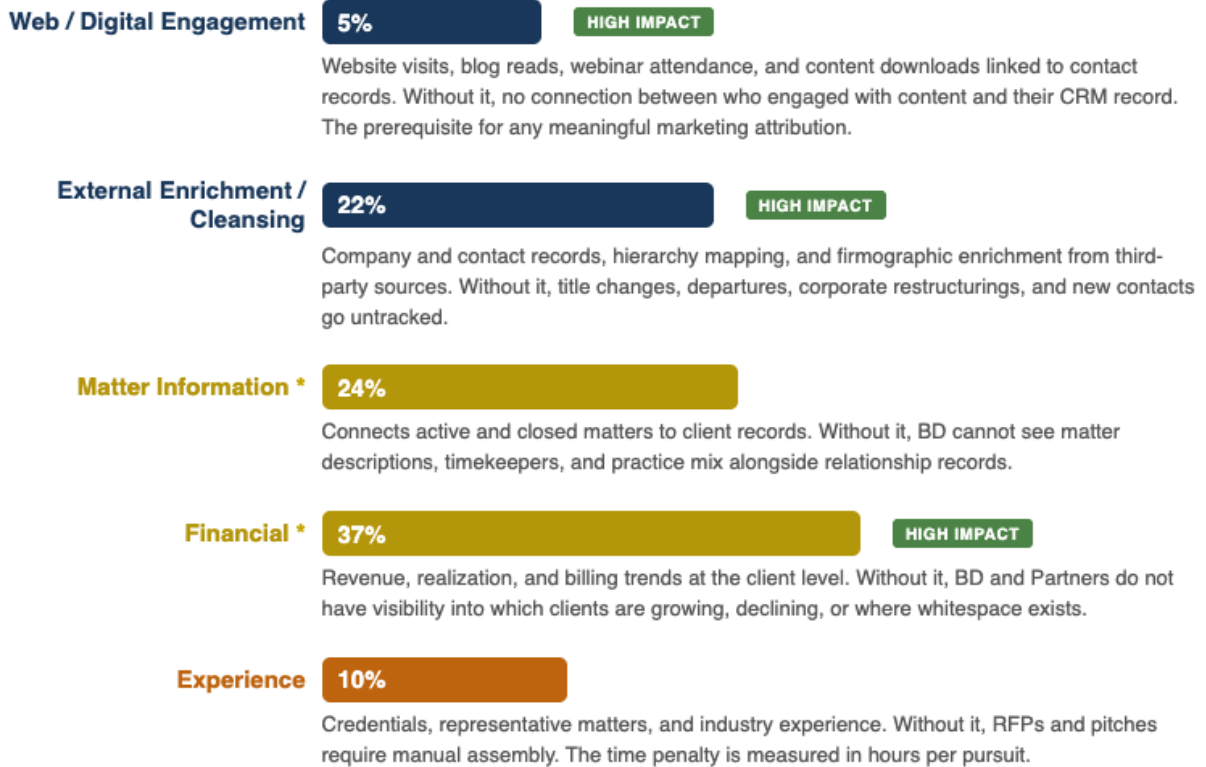
CRM Integration Adoption Across 40 Firms

What firms have connected vs. what would close the conversion gap

CONNECTED: OUTBOUND ACTIVITY



HIGH IMPACT GAP: INBOUND INTELLIGENCE



* May require Executive Committee approval

20% of firms have **no CRM integrations at all**. These firms cannot connect any system to their relationship records.

A firm that connects financial, experience, and digital engagement to its CRM transforms its operating model. A BD professional preparing for a client meeting can see revenue trends, relevant experience, and recent engagement signals in a single view, rather than assembling it manually from four separate systems.

09

The Insight Gap

A common assumption is that firms lack sufficient data. The opposite is true. Client, contact, financial, relationship, experience, and engagement data often exist somewhere. The problem is that “somewhere” is usually five systems and a spreadsheet.

The issue is assembling the data into a cohesive picture of client or target.

When BD teams have to assemble intelligence manually every time a partner asks a question, speed, consistency, and scalability all suffer.

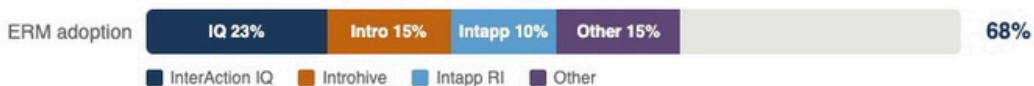
Firms are data-rich, but insight-poor at the point of decision. The constraint is not what data exists, but how quickly it can be assembled into something actionable.

DATA INFRASTRUCTURE

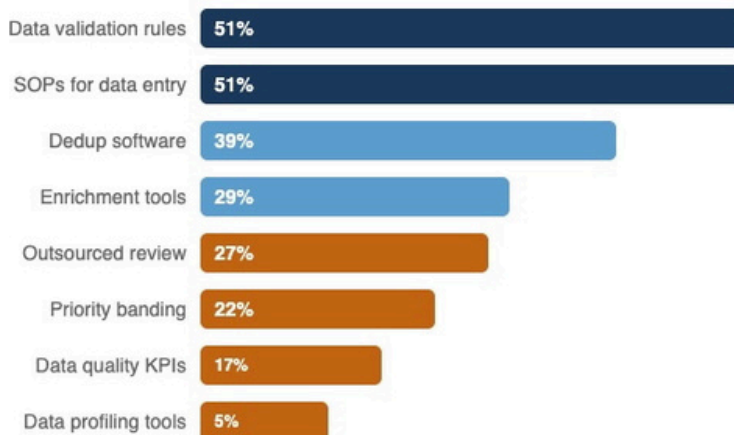
Data Quality and Enrichment

Data quality is the prerequisite for AI, analytics, and every integration a firm builds.

ERM Platforms in Use (68% of firms use at least one)



Data Quality Practices



Data quality is the prerequisite for AI, analytics, and every integration a firm builds.

Assembly depends on data that is consistent, complete, and governed. Most firms fall short on all three. The chart below shows adoption rates for core data quality practices across assessed firms. Only half have basic validation rules or SOPs for data entry, and fewer than one in five track data quality with KPIs. The practices at the bottom of the graph are the ones that matter most for integration and AI readiness.

10

Infrastructure vs. Practice

A defining feature of the DMA is the separation between infrastructure (systems, integrations, data) and practice (process, behavior, usage). This distinction reveals an important pattern. Maturity is not determined by tools or process alone. It is determined by how well those two are integrated.

In many firms, practice maturity exceeds infrastructure maturity.

Teams understand how to plan, how to pursue opportunities, how to engage clients, but lack the systems to support those activities efficiently.

In other firms, infrastructure investments exist but adoption and usage lag.

Directors and senior MBD leaders spend roughly a quarter of their time on low-value enabling work, not because they lack strategic capability, but because the infrastructure underneath them forces manual assembly ([Calibrate, 2026](#)). When the systems require human coordination to produce basic insight, even experienced teams default to operational work.

This alignment challenge is about to intensify.

Sixty-one percent of firms in this assessment report using generative AI in some form for marketing or BD tasks. But AI does not solve the infrastructure problem. It inherits it.

AI amplifies whatever it is built on.

A generative AI tool connected to a CRM with inconsistent data, incomplete records, and no integration to financial or experience systems will produce answers that look polished and are unreliable.

For firms with strong data foundations, it accelerates insight. For firms without, it accelerates risk.

11

From Systems to Decisions

The difference between Operational and Strategic is subtle, but important. The transition is not defined by additional technology. It is defined by how effectively systems support decisions.

In **system-centric environments**, users navigate tools and assemble data. In decision-centric environments, data is assembled automatically and presented as actionable insight. Across Am Law 200 firms, 5% of attorneys drive 44% of MBD attorney-facing hours, with limited governance or structured intake ([Calibrate](#), 2026). When demand is this concentrated and ungoverned, the people doing the work spend their time triaging requests rather than executing strategy.

Decision-centric systems reduce that dependency by surfacing intelligence proactively, so BD professionals spend less time assembling and more time advising.

Teams must transition from system-centric work, navigating tools, pulling reports, assembling data, to decision-centric work including identifying opportunities, prioritizing actions, and acting with confidence.

The diagram on the next page illustrates the same task in two different operating environments. On the left, a BD professional preparing for a client meeting navigates five separate systems and a spreadsheet. The CRM, ERM, finance system, marketing automation platform, and experience database each contain relevant information, but none of them talk to each other. The client appears under a different name in each system. The pipeline lives in a spreadsheet last updated by someone who may or may not still be on the team. Assembling a complete picture takes two to four hours, and the quality of the output depends entirely on how well the person doing the work knows where to look.

On the right, the same information is surfaced in a single client view. Revenue trends, relationship strength, active matters with current billing, engagement signals, and pipeline opportunities are visible together, updated automatically, and available to anyone who needs them. The BD professional is not assembling data. They are reviewing intelligence and deciding what to do with it. They are moving from operational helpers to strategic advisors.

Preparing for a Client Meeting

On the left, the effort requires accessing 5 systems, 1 spreadsheet, and navigating 5 versions of the company name. The quality of the report depends on who assembles it. The example on the right takes a few minutes to prepare and the same view is available for every BD professional.

Operational / Assembled (2 - 4 hours)

CRM (InterAction)

Company	JPMorgan Chase & Co.
Key contact	Sarah Chen, Deputy GC
Last activity	14 months ago
Relationships	3 partners listed (1 retired)

ERM (Introhive)

Company	JP Morgan
Strongest rel.	M. Torres (142 interactions)
Fading	S. Chen: no email in 90 days

Finance (3E)

Client	JPMORGAN CHASE
Revenue TTM	\$2.1M (down 18% YoY)
Realization	91%
Practice mix	Lit 62%, Reg 38%

Marketing automation (Vutire)

Contact	S Chen - JPMorgan
Last open	SEC enforcement alert (3 days ago)
Events	Fintech webinar (2 wks ago)
Web visits	Not tracked in CRM

Pipeline tracker pipeline_Q1_2026_v3_FINAL.xlsx

Opp	Status	Est. value
JP Morgan - SEC	Pending?	\$500K
Chase - labor	???	TBD

Experience DB (Foundation)

Company	JPMorgan Chase
Matters	47 (last updated 6 mo ago)

5 systems + 1 spreadsheet, 5 different company names

Strategic / Connected (2 - 4 minutes)

JP

JPMorgan Chase & Co.

Financial Services · New York · 8 active matters · Client since 2014

\$2.1M

Revenue TTM

▼ **18%**

YoY change

3.8

Relationship score

REVENUE BY PRACTICE (TTM)

Litigation	<div style="width: 70%;"></div>	\$1.3M
Regulatory	<div style="width: 40%;"></div>	\$800K
IP	<div style="width: 10%;"></div>	Whitespace

ACTIVE MATTERS

Matter	Lead	YTD billed
SEC subpoena response	M. Torres	\$380K
CFPB compliance review	R. Patel	\$245K
Derivatives litigation (Apex)	M. Torres	\$192K
BSA/AML advisory	L. Nguyen	\$118K

KEY RELATIONSHIPS

- M. Torres (Partner) → S. Chen (Deputy GC) 142 interactions
- R. Patel (Partner) → K. Williams (VP Legal) 89 interactions
- A. Kim (Retired) → J. Park (GC) Fading

RECENT ENGAGEMENT

- S. Chen opened SEC enforcement alert 3 days ago
- K. Williams attended fintech webinar 2 wks ago
- S. Chen visited labor & employment page (3x) This month

PIPELINE AND SIGNALS

Opportunity	SEC investigation support	\$500K est.
Signal	Labor interest from web + webinar	Cross-sell

The shift is not more technology, it is connected technology.

12

Five Questions CMOs Should Ask Today

Rather than focusing on tools, a more useful lens is how effectively those tools function as a connected system. The following questions provide a practical starting point.

1. Can we connect activity to outcomes?

Can the firm link campaigns, events, and alerts to matters or revenue? If not, the issue is not visibility, it is connection.

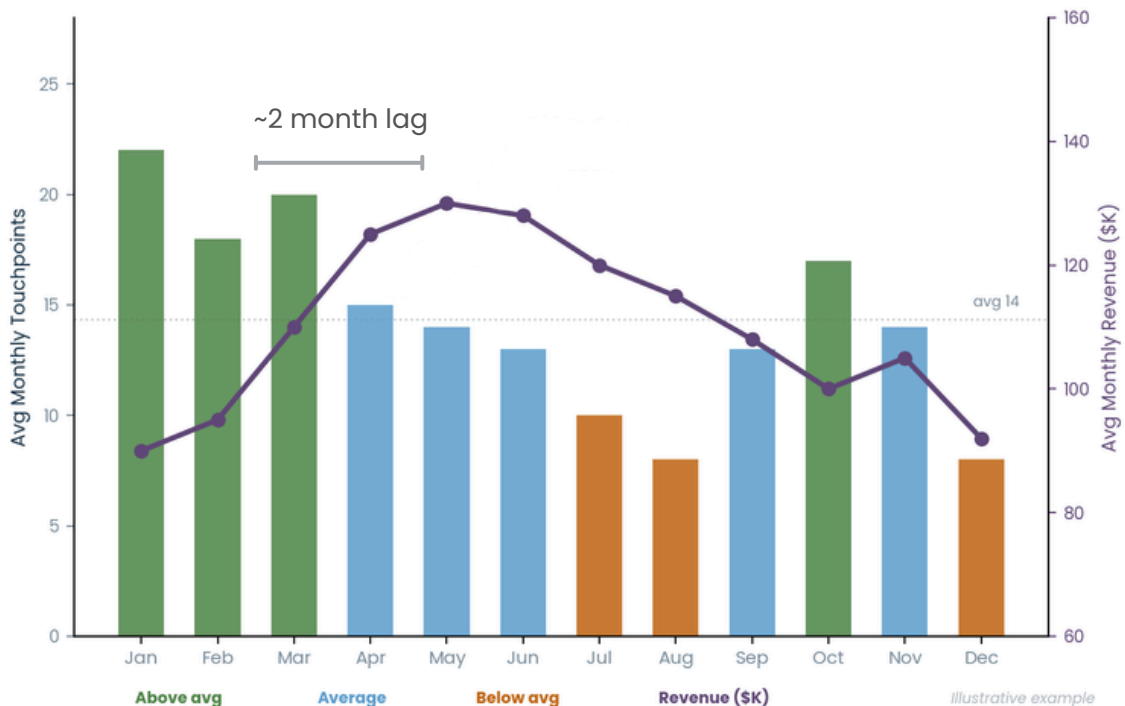
What Good Looks Like

The firm can show that a specific event generated meeting requests and contributed to new opportunities/matters within six months. They can do this for any campaign, not just selected success stories. The path from engagement to revenue is documented, not reconstructed after the fact.

How to test this: Ask your team to trace last quarter's highest-performing event to resulting business. If this requires more than 30 minutes of manual work, the connection infrastructure is missing.

TOUCHPOINT-REVENUE CORRELATION

Activity Predicts Revenue with a ~2-Month Lag



2. How many systems are required to answer a basic BD question?

For example: "Who has the strongest relationship with this client?" If the answer requires multiple systems and manual effort, the problem is assembly.

What Good Looks Like

A partner can answer this question in under a minute without leaving their primary workflow tool. Relationship strength is calculated from interaction data, meetings, emails, matters, etc., and displayed alongside contact records. The answer is objective and consistent, not dependent on who you ask.

How to test this: Time how long it takes your team to prepare a relationship map for a target client. If it exceeds one hour, or if the quality depends heavily on which BD professional does the work, assembly is the constraint.

Misalignment Alerts

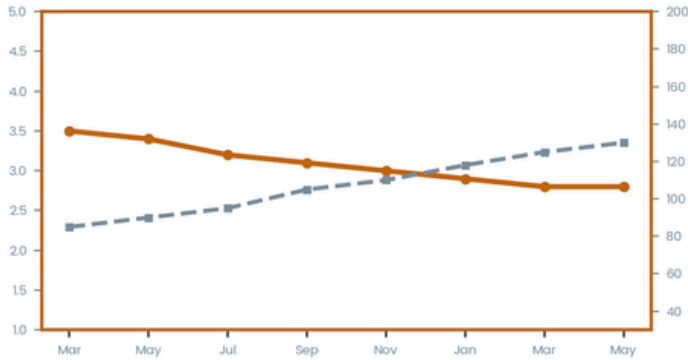
When relationship health and financial health diverge, the data surfaces the pattern before the impact hits.

Coasting on Momentum

ONE TO WATCH

Revenue up, relationships fading

Relationship: -36% Revenue: +30%



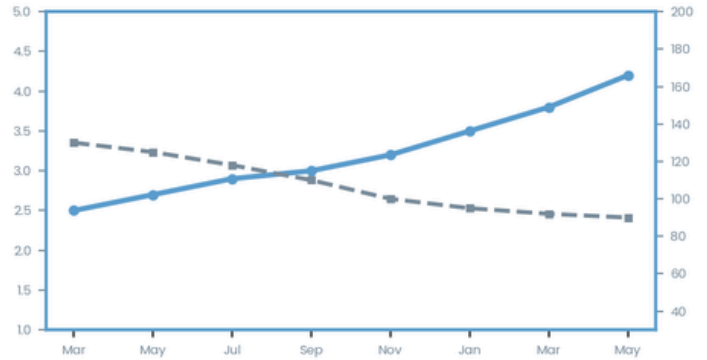
Re-engage decision makers before work dries up

Untapped Potential

OPPORTUNITY

Strong relationships, declining revenue

Relationship: +68% Revenue: -30%



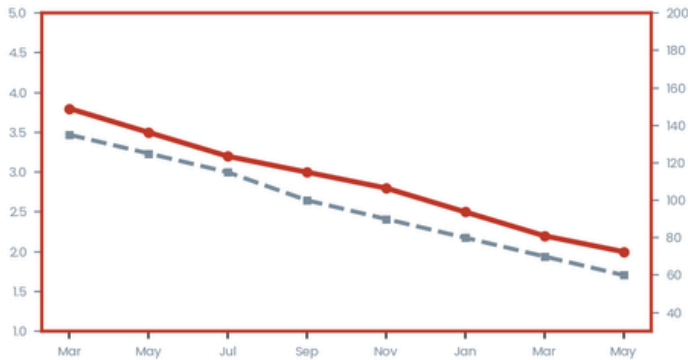
Explore cross-sell, identify barriers to engagement

High Risk

URGENT

Both metrics declining

Relationship: -47% Revenue: -45%



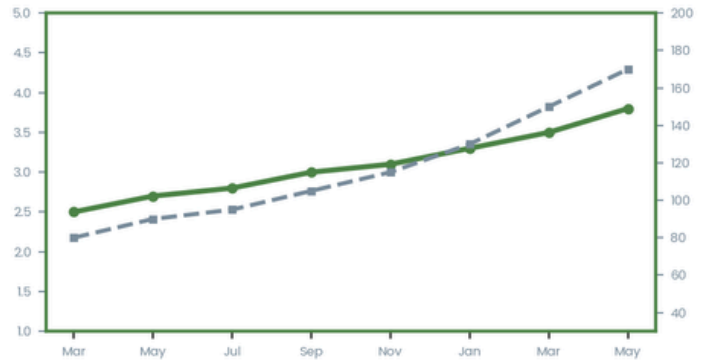
Immediate partner intervention required

Healthy & Growing

ON TRACK

Both metrics aligned and increasing

Relationship: +47% Revenue: +50%



Maintain cadence, explore additional practice areas

Solid line: Relationship Health Score Dashed line: Revenue Index (\$K)

Illustrative example

3. Where does data stop flowing?

Most firms have strong systems individually. The constraint appears between systems, not within them. That boundary defines the maturity ceiling.

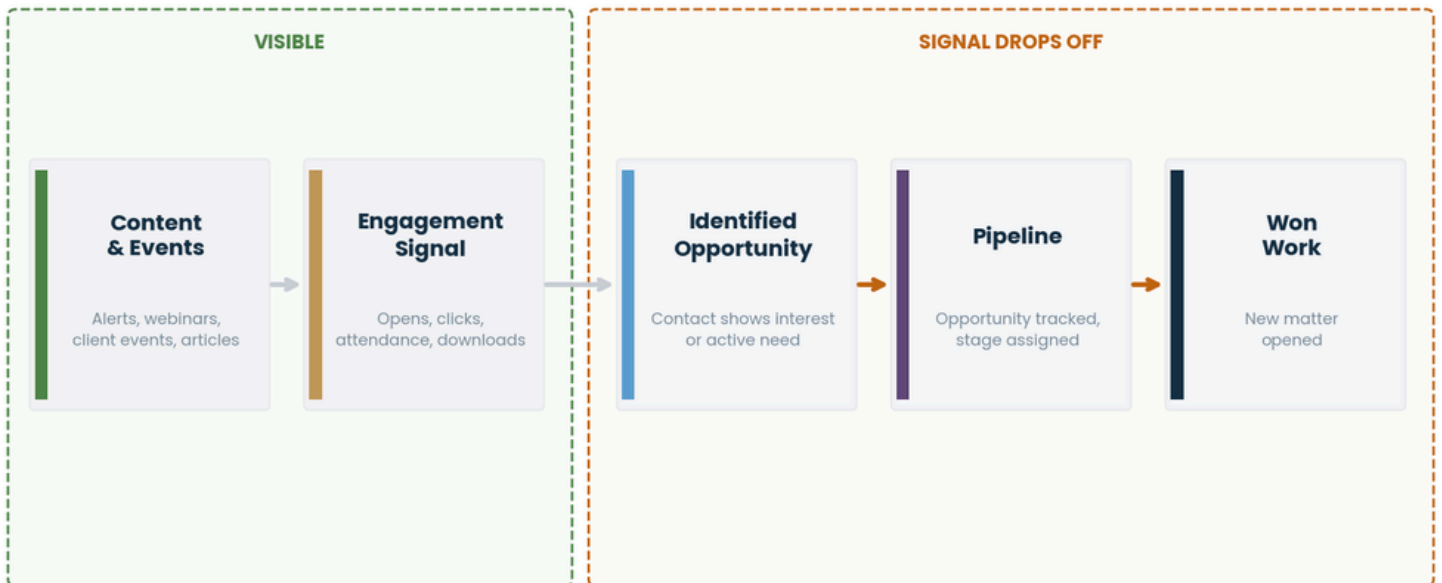
What Good Looks Like

CRM, ERM, financial, and experience data flow between systems without manual intervention. Digital engagement signals from email campaigns, website visits, and event attendance are visible at both the company and contact level. External data sources enrich records automatically. A new matter opening updates relationship scores.

How to test this: Map your data flows. Identify where information must be manually transferred between systems, or where the same data is maintained separately in multiple places. Those boundaries are where integration investment will have the highest return.

WHERE THE SIGNAL DISAPPEARS

The Marketing-to-Revenue Visibility Gap



Most firms can identify who engaged with content. Few can trace that engagement to new work.

The connection between engagement and outcome is where the infrastructure gap lives.

4. Is pipeline consistently tracked?

Are opportunities recorded? Are outcomes captured? If not, the firm is operating without full revenue visibility.

What Good Looks Like

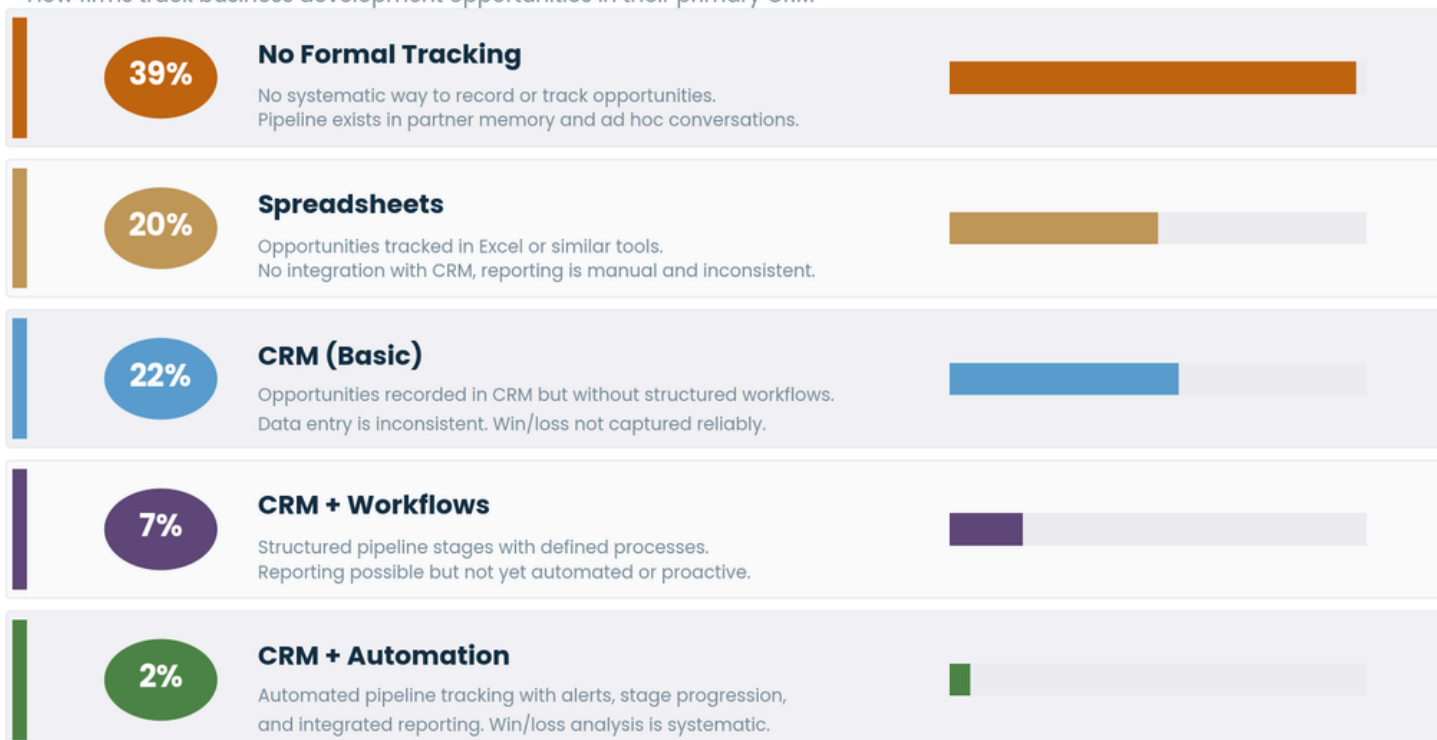
The firm can report its win rate by practice group, industry, and client. Leadership can see total pipeline value and expected close dates. When an opportunity is lost, the reason is captured and analyzed quarterly to identify patterns.

How to test this: Ask for your firm's win rate on competitive pitches over the past 12 months. If the answer is "we don't track that" or "it would take days to compile," pipeline visibility is missing.

OPPORTUNITY TRACKING

Pipeline Maturity Across 40 Firms

How firms track business development opportunities in their primary CRM



*10% firms did not report

Nearly 60% of firms have no CRM-based pipeline tracking or rely on spreadsheets.

Without pipeline tracking, firms cannot determine win rates, average sales cycles, or which activities produce results.

5. Does BD regularly deliver insights to lawyers?

Do attorneys receive proactive guidance? Or do teams respond to ad hoc requests? This distinction is often the clearest indicator of maturity.

What Good Looks Like

Partners receive notifications when contacts at target companies engage with the firm's content or show signals of expansion in relevant practice areas. Relationship and engagement data inform business plans at the practice, industry, and client level. Cross-selling opportunities surface automatically when a client's activity in one practice area signals a need in another. These insights are generated based on activity patterns, not compiled manually by BD staff.

How to test this: Ask whether business plan targets were identified using engagement data, relationship intelligence, and pipeline activity from your systems. If targets are based on partner instinct alone, business development is not yet data-informed.

WHITESPACE INTELLIGENCE

Client Practice Engagement Grid

Revenue, digital engagement score, and relationship count by practice area

	Corporate / M&A	Litigation	Regulatory & Compliance	IP & Patents	Labor & Employment	Real Estate
Apex Holdings	\$850K 72 eng 8 rels	\$420K 45 eng 4 rels	\$180K 58 eng 3 rels	opportunity	\$90K 22 eng 2 rels	—
Meridian Financial	\$320K 61 eng 5 rels	opportunity	\$560K 80 eng 6 rels	\$210K 34 eng 3 rels	—	\$75K 18 eng 1 rels
Trident Industries	opportunity	\$680K 68 eng 7 rels	—	—	\$340K 55 eng 4 rels	\$190K 42 eng 3 rels
Beacon Health Systems	\$120K 38 eng 2 rels	\$60K 15 eng 1 rels	\$890K 85 eng 9 rels	—	\$520K 71 eng 6 rels	opportunity

■ High (\$500K+)
 ■ Medium (\$200–500K)
 ■ Emerging (<\$200K)
 ■ No Relationship

◆ Cross-sell opportunity identified from engagement signals and adjacent practice activity

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Implications for Budget Allocation

The pattern revealed in this assessment has direct implications for how marketing and BD budgets are structured.

Many firms allocate the majority of marketing spend to activity generation: events, content production, sponsorships, advertising. These investments are visible and measurable in their own terms, attendance, opens, and impressions.

Significantly less is typically allocated to the infrastructure that connects activity to outcomes: CRM enhancement, data integration, pipeline tooling, analytics capabilities, and the data quality practices that make all of it reliable.

This allocation pattern reinforces the gap. More activity is generated. The ability to measure what that activity produces does not improve proportionally.

Calibrate's 2026 research on MBD operating models surfaces the same dynamic from the human-capital side. MBD teams support dozens of pitches, invest hours in client events, and develop campaigns, yet once a matter is won or expanded, there is often no formal mechanism to connect the revenue outcome back to the work that enabled it (Calibrate, 2026).

The budget allocation pattern and the accountability gap reinforce each other: firms invest in visible activity because it is measurable on its own terms, while the infrastructure that would make outcomes visible remains underfunded. The question is not whether to reduce activity investment. The question is whether infrastructure investment is keeping pace.

For CMOs building a case internally, the framing matters. Activity spend is easy to justify because it produces visible output. Infrastructure spend is harder because the return is measured in what becomes possible: faster response to RFPs, pipeline visibility that did not exist before, cross-sell identification that was previously manual, and reporting that leadership can trust without caveats. The ROI is real, but it shows up downstream rather than in a single line item.

The firms that close this gap first will not just measure marketing better. They will make faster decisions, pursue better opportunities, and demonstrate a connection between marketing investment and revenue that most firms still cannot show.

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Implications for the Market

The next phase of evolution in legal marketing and business development will not be driven by additional tools alone.

Most firms already have the core components. The challenge is connecting those components, improving data quality, standardizing workflows, and enabling access to information at the moment it is needed.

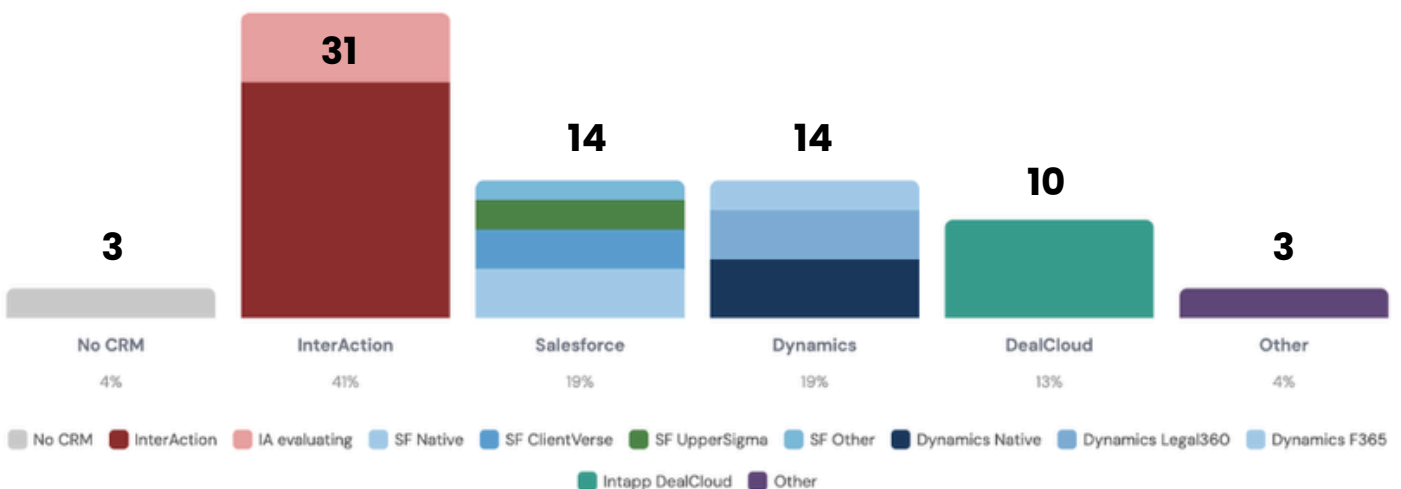
The competitive advantage will come from coordination, not accumulation.

The market is also in active transition. Seventy-one percent of firms assessed are exploring changes to their CRM platform, whether migrating, evaluating new vendors, or expanding capabilities on their current system. A migration is a chance to rebuild with integration in mind. It is also a moment when data quality problems, governance gaps, and process inconsistencies become visible.

To place these findings in a broader market context, Mount Insights tracks CRM deployments across 75 of the largest Am Law-ranked firms. While this is a wider lens than the 40 firms in this assessment, the patterns reinforce a market in active transition.

CRM Platforms: Top 75 AM Law Firms

Mount Insights tracks CRM deployments across 75 of the largest AM Law-ranked firms. The market is in active transition.



Note: Of the 31 InterAction firms, 7 are known to be evaluating alternatives. The Salesforce segment is the fastest-growing, with firms like Kirkland & Ellis, Freshfields, Cooley, and McDermott among recent adopters. This is a larger cohort than the assessment responder pool and reflects different market dynamics.

A Professional Services Benchmark

Law firms do not compete in isolation. They share clients with consulting firms, accounting firms, and advisory organizations that have invested heavily in pipeline management and data-driven business development. Comparing law firm maturity to these broader benchmarks reveals where law firms lead, where they lag, and where the gaps carry competitive consequences.

Pipeline Discipline: An Industry Outlier

The most striking comparison is in pipeline and lead management. Across all industries, 60-75% of businesses with more than 10 employees use CRM systems for pipeline and lead management ([Dialectica](#), 2025). Law firms stand apart. In our assessment, only 22% track opportunities in a CRM with any degree of structure. Thirty-nine percent have no formal pipeline tracking at all. Just 2% use CRM-integrated automation for pipeline management.

Other professional services sectors treat pipeline tracking as basic operational infrastructure. In law firms, it remains aspirational. This is not a technology problem. The tools exist and most firms already own a CRM. It is a process and culture gap that leaves marketing and BD teams unable to demonstrate ROI on their activities.

The Revenue Impact of Maturity

The SPI 2025 Professional Services Maturity Benchmark, ([Spire](#), 2025) covering 403 organizations across seven industries, found that firms at the highest maturity levels report higher revenue growth and higher profit margins than firms at the lowest maturity levels.

The Hinge Research Institute's High Growth Study ([Hinge](#), 2025), now in its tenth edition and spanning over 800 professional services firms across six industries, finds that high-growth professional services firms (those achieving 20%+ compound annual growth), grew 4X faster and were up to 30% more profitable than their slower-growing peers.

Digital Maturity: What High-Growth Firms Do Differently

The same Hinge study also consistently found that the highest-growth firms are also the most digitally mature. The study also notes that high-growth firms invest 25% more in marketing than their peers. However, the differentiator is not spend alone. It is measurement, accountability, and the ability to use technology to track outcomes rather than execute campaigns.

Among high-growth professional services firms (those achieving 20%+ compound annual growth), the share of firms at the highest level of digital maturity increased by 150% over a two-year period, compared to just 20% growth among no-growth firms (Hinge, 2025).

The gap between leaders and laggards is not static. It is widening, and it is widening fastest at the top of the maturity curve.

Our data points to a similar pattern in law firms. Eighty percent of assessed firms fall within the Foundational or Operational tiers, with only 20% reaching the Strategic tier. In practical terms, most firms are still building the integration between systems, data, and decision-making required to operate at higher levels of maturity.

Where Law Firms Are Keeping Pace: AI Adoption

McKinsey's Global Survey on AI (McKinsey, 2025), covering nearly 2,000 respondents, found that 88% of organizations now use AI regularly in at least one business function. Yet nearly two-thirds remain in the experimentation or piloting phase, and only 39% report measurable impact on earnings.

In our assessment, 61% of law firms have added GenAI to their marketing and BD technology stack, but the same pattern holds: adoption is broad, integration is shallow, and measurable outcomes are rare.

But the McKinsey data carries a caveat: despite near-universal adoption, only 7% have fully scaled AI; 31% are scaling; 30% are piloting; 32% are experimenting. Only 39% report measurable impact on earnings.

The pattern McKinsey describes across all industries is the same pattern this assessment reveals in law firms: tools are deployed, but they are not yet embedded into workflows, connected to proprietary data, or measured against business outcomes.

Adoption is broad, but integration and scaling lag behind.

AI high performers in the McKinsey study are not defined by which tools they purchased. They are defined by whether they redesigned workflows, invested in data infrastructure, and committed meaningfully to scaling.

For law firms, that means AI connected to clean CRM data, integrated financial systems, and structured relationship intelligence will produce fundamentally different results than AI layered on top of fragmented, disconnected data.

The prerequisite is data readiness. AI connected to a CRM with inconsistent data, incomplete records, and no integration to financial or experience systems will produce answers that look polished and are unreliable.

AI amplifies whatever it is built on. For firms with strong data foundations, it accelerates insight. For firms without, it accelerates risk.

What Lawyers Want from Technology

In hundreds of conversations with lawyers at Am Law 100 firms, a consistent set of preferences emerges. Lawyers want simplicity. Many have tried CRM systems built for marketing teams and found them too complex for their workflow. They do not want to study charts or navigate dashboards. They want intelligence delivered to them, in the tools they already use, at the moment it matters.

They want to see internal data (financial trends, relationship history, matter experience) alongside external signals (news, litigation alerts, PitchBook data, earnings calls) in a single view, without assembling it themselves. And they want to act on that intelligence in one or two clicks, not through a multi-step CRM workflow.

This preference is not merely a user-experience issue. Calibrate's research frames it as a hard operating constraint: senior MBD capacity is finite and expensive, and when it becomes the primary interface for attorney demand, it creates a bottleneck that limits the firm's ability to scale growth support (Calibrate, 2026). Tools that deliver intelligence to lawyers, rather than requiring lawyers or BD staff to pull it from multiple systems, directly address this constraint.

Emerging Tools to Meet Lawyers Where They Work

A new category of tools is emerging to meet this demand. These platforms sit between the firm's data infrastructure and the individual lawyer, surfacing curated intelligence rather than requiring lawyers to pull it from systems they will never adopt.

Bionicly (bionicly.ai) takes a mobile-first approach, delivering relationship intelligence, fading contact alerts, and curated client insights to attorneys through Outlook and mobile. Actions taken by lawyers, such as sending an email or logging a touchpoint, write back to the firm's CRM automatically without the attorney ever opening the CRM directly.

Disclosure: Mount Insights is a strategic implementation partner for Bionicly.

MyMai (mymai.ai) focuses on AI-powered opportunity identification. It monitors thousands of media outlets, regulatory bodies, and analyst calls, then matches external signals to the firm's expertise and drafts personalized outreach for partners. Its approach is built around surfacing what matters to each lawyer's specific client portfolio rather than requiring lawyers to search for it.

Postilize (postilize.com) combines relationship strength monitoring with signal detection. It tracks email, meeting, and LinkedIn activity to measure relationship health, then surfaces events like leadership changes or financings that create outreach opportunities. It integrates with Litera's Foundation and Peppermint platforms.

These tools share a common design philosophy: intelligence should flow to lawyers, not require lawyers to go find it. They also share a common prerequisite: the quality of what they deliver depends entirely on the quality of the data underneath.

A tool that surfaces client intelligence from a CRM with incomplete records and no financial integration will surface incomplete intelligence. The infrastructure gap described in this paper is not just a marketing operations problem. It is the constraint that determines whether lawyer-facing AI tools produce value or noise.

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Closing Perspectives

Forty firms is a small dataset. We know that. What gives us confidence in these findings is that they match what we hear in nearly every conversation with CMOs, BD directors, and CRM managers across the market, at firms we work with and firms we don't. The patterns in this paper are not surprises to the people living them.

What has changed is urgency. AI has done something that years of CRM implementations and data quality initiatives could not: it has made the infrastructure gap visible to firm leadership. When a partner asks why the AI tool can't answer a basic question about a client relationship, the answer is the same answer marketing teams have been giving for years. The data is there. It is just not connected.

Client intelligence is the area where this is felt most sharply. For too long, client data has been treated as a marketing problem, siloed in CRM systems that the rest of the firm rarely touches. The firms that are pulling ahead right now are the ones recognizing that client intelligence is a firm-wide asset, not a marketing database. That shift in thinking changes how you invest, how you integrate, and what becomes possible.

This is hard work. It is not fast, and it is not solved by purchasing a platform. But more firms are starting the journey now than at any point in the time we have been doing this work. That is what makes us optimistic.

Ready to benchmark your firm?

The complimentary Mount Insights Digital Maturity Assessment evaluates your firm's marketing and business development maturity across five operational pillars, plus technology infrastructure and AI readiness.

[Take DMA](#)