ACC Association of Corporate Counsel

SINGAPORE
MAY 29 · 30, 2025
THE WESTIN

2025 ASIA-PACIFIC ANNUAL MEETING

Tom Stephenson
VP, Community & Legal Operations

LEGAL·IO

Priyanka Mukherjee
Legal Director, APAC

Pfizer

Insight to Impact:
The Future of Legal Metrics Starts Here

The more **data** we create,
the more **storytellers** we'll need

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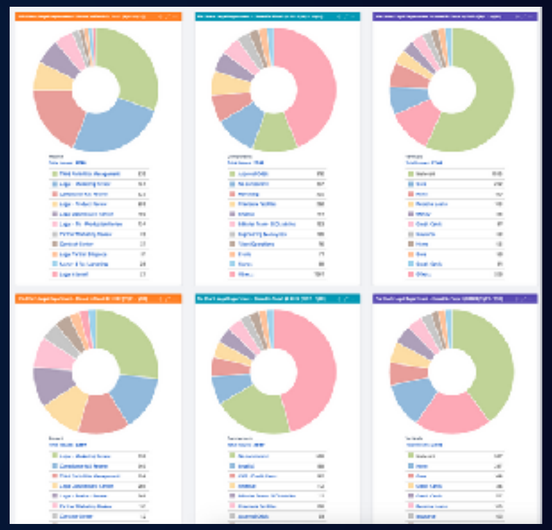
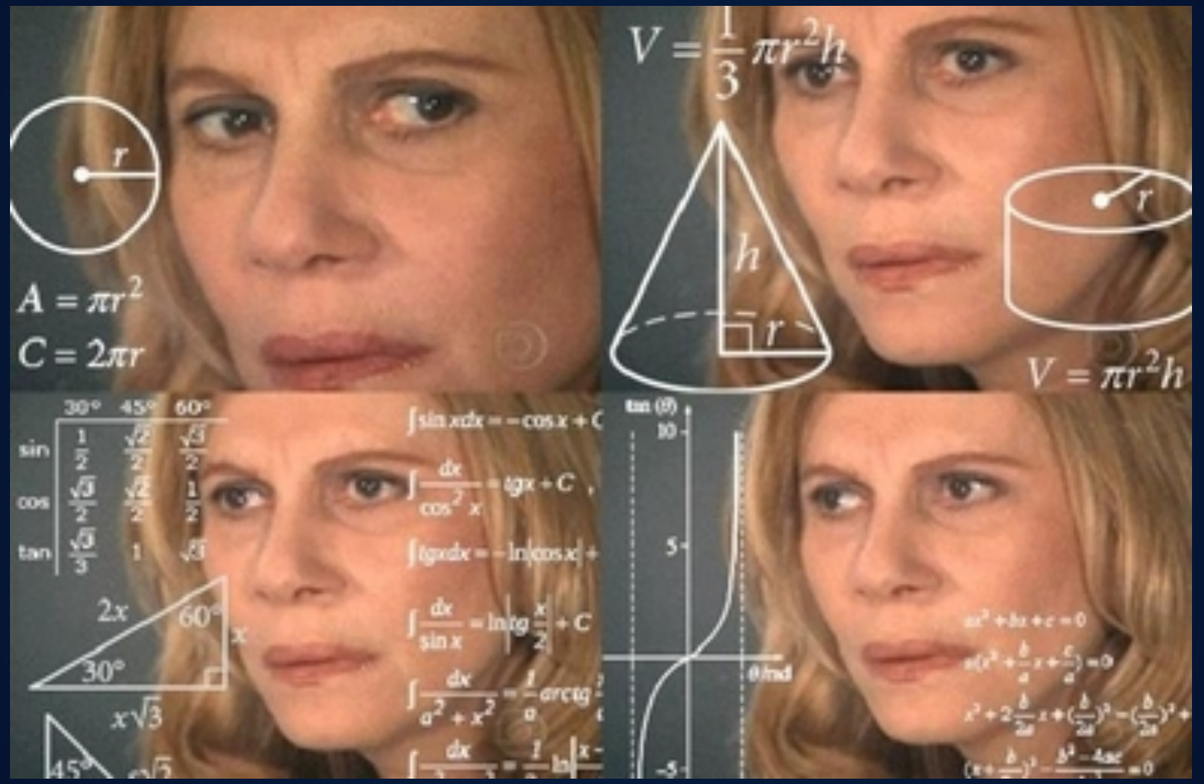


We have an issue with
creating meaning
not with **understanding data**



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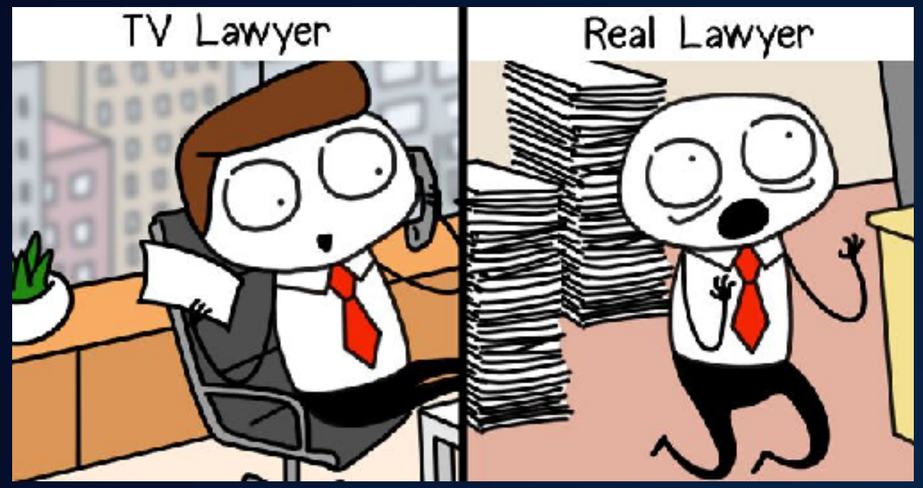
TV Lawyer
Real Lawyer

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kenpom.com

2025 Pomeroy College Basketball Ratings

help

02 · 03 · 04 · 05 · 06 · 07 · 08 · 09 · 10 · 11 · 12 · 13 · 14 · 15 · 16 · 17 · 18 · 19 · 20 · 21 · 22 · 23 · 24 · 25

Data through games of Monday, April 7 (6292 games)

									Strength of Schedule			NCSOS
Rk	Team	Conf	W-L	NetRtg	ORtg	DRtg	AdjT	Luck	NetRtg	ORtg	DRtg	NetRtg
1	Duke 1	ACC	35-4	+39.29	130.1 1	90.8 5	66.0 269	-.026 252	+11.51 51	113.4 43	101.9 55	+9.46 21
2	Houston 1	B12	35-5	+36.59	123.4 12	86.8 1	61.9 359	+.020 129	+15.63 15	115.0 16	99.4 13	+2.62 100
3	Florida 1	SEC	36-4	+36.46	128.2 2	91.8 6	70.1 57	+.032 100	+16.15 12	115.6 10	99.5 14	-2.20 257
4	Auburn 1	SEC	32-6	+35.05	127.2 3	92.1 9	68.2 134	+.026 116	+19.63 2	117.4 2	97.8 1	+10.51 19
5	Tennessee 2	SEC	30-8	+30.93	120.7 17	89.7 3	63.7 349	+.029 108	+16.80 7	117.0 3	100.2 27	-1.04 202
6	Alabama 2	SEC	28-9	+30.34	126.8 4	96.5 28	75.3 1	+.036 86	+20.14 1	118.5 1	98.4 3	+12.62 9
7	Michigan St. 2	B10	30-7	+28.48	118.8 25	90.4 4	67.5 183	-.008 205	+14.72 21	114.9 21	100.2 26	+0.27 159
8	Gonzaga 8	WCC	26-9	+28.01	124.7 6	96.7 29	70.5 42	-.082 346	+8.09 70	111.3 69	103.2 72	+8.99 23
9	Texas Tech 3	B12	28-9	+27.92	125.4 5	97.5 39	66.1 264	-.037 273	+12.19 49	112.6 52	100.4 31	-4.68 305
10	Maryland 4	B10	27-9	+27.07	118.9 23	91.9 7	69.6 66	-.028 262	+12.51 46	113.9 34	101.4 52	-10.46 359
11	Iowa St. 3	B12	25-10	+26.65	119.8 19	93.2 13	68.8 109	-.051 305	+12.83 38	113.7 39	100.8 43	-1.14 204
12	Wisconsin 3	B10	27-10	+26.57	122.9 13	96.3 24	68.0 149	-.047 292	+14.53 23	114.9 20	100.4 30	+0.01 168
13	Arizona 4	B12	24-13	+26.35	123.7 11	97.3 38	70.3 49	-.048 297	+16.93 6	115.9 7	98.9 8	+5.19 50
14	St. John's 2	BE	31-5	+26.06	114.0 68	88.0 2	70.0 58	-.017 231	+9.16 62	112.1 60	102.9 68	-0.20 179
15	Purdue 4	B10	24-12	+25.36	124.6 7	99.2 53	65.1 300	-.016 221	+16.76 8	116.0 5	99.3 11	+10.52 18
16	Kentucky 3	SEC	24-12	+24.54	123.7 10	99.2 51	70.9 30	+.010 154	+18.23 3	117.0 4	98.8 6	+3.64 80
17	Illinois 6	B10	22-13	+24.32	121.9 14	97.6 40	71.5 17	-.022 248	+17.14 4	115.9 6	98.7 5	+3.60 82
18	Texas A&M 4	SEC	23-11	+23.66	116.5 42	92.9 10	66.8 215	+.001 171	+16.52 11	115.7 8	99.2 10	+7.67 34
19	Missouri 6	SEC	22-12	+23.57	124.4 8	100.8 68	68.6 113	-.055 312	+13.34 33	113.9 35	100.6 37	-9.28 355
20	UCLA 7	B10	23-11	+23.46	117.3 37	93.8 14	65.0 312	-.019 233	+14.09 27	114.6 25	100.6 38	-5.15 311
21	Michigan 5	B10	27-10	+23.45	116.5 43	93.1 12	70.1 54	+.072 38	+16.57 10	115.4 11	98.8 7	+3.95 72
22	Mississippi 6	SEC	24-12	+23.34	119.1 22	95.8 23	68.1 143	+.013 147	+16.98 5	115.7 9	98.7 4	-0.55 194
23	Clemson 5	ACC	27-7	+23.22	118.2 28	95.0 17	64.6 327	-.046 291	+8.32 68	111.6 65	103.3 75	+3.67 78
24	Kansas 7	B12	21-13	+22.94	115.9 52	93.0 11	68.6 114	-.034 269	+15.79 13	115.1 15	99.4 12	+8.86 24
25	Saint Mary's 7	WCC	29-6	+22.73	114.7 63	92.0 8	61.7 360	+.014 143	+6.61 77	112.0 61	105.3 107	+5.47 47

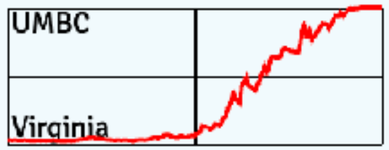
kenpom.com

Record: 25-11 Record: 35-3

188 UMBC 74, 1 Virginia 54

iday, March 16, 2018 · 9:3 Center

	T
UMBC	74
Virgi	54



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Rk	Team	Conf	W-L	NetRtg	ORtg	DRtg	AdjT	Luck	Strength of Schedule NetRtg	Strength of Schedule ORtg	Strength of Schedule DRtg	NCSOS NetRtg
2	Virginia 1	ACC	31-3	+29.53	115.2 30	85.6 1	59.4 351	+.048 66	+9.24 37	110.0 33	100.7 33	-0.08 158
166	UMBC 16	AE	25-11	+0.50	103.1 206	102.6 124	68.4 170	+.125 2	-4.38 269	102.7 267	107.1 259	-3.55 277

Less **complexity**.

More **clarity**.

complicated > simple > interesting

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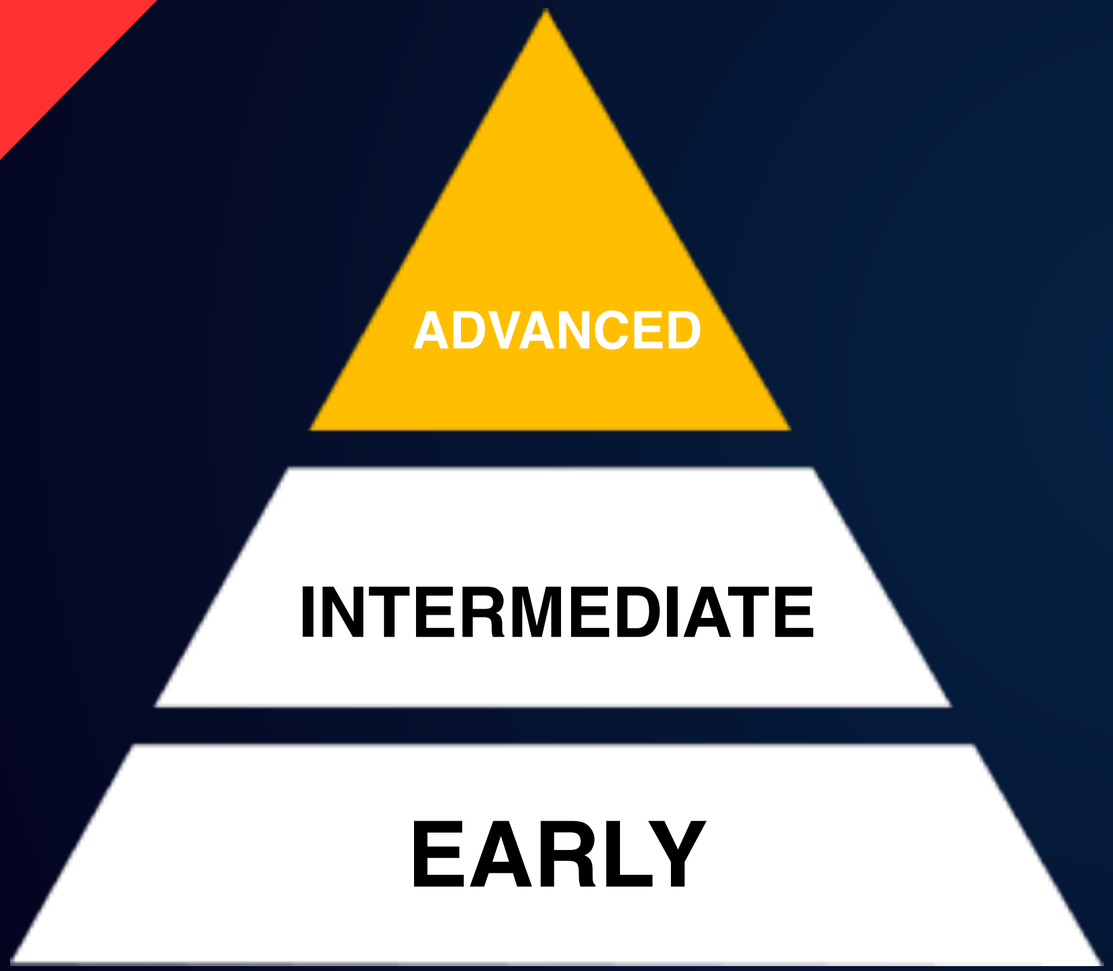
AI as the Strategic Bridge for GC + Legal Ops

	General Counsel	Legal Operations
eBilling	Analyze year-over-year practice spend vs. budget.	Ask AI to analyze legal spend from Excel (firms, practices).
Contracts	(With CLM) Have AI analyze existing contract data and playbooks → strategic recommendations for automated improvements and change-management.	(No CLM) Use AI to build/analyze enterprise-wide surveys on contract pain points & desired features → informed RFP & budget request.
Governance & Regulatory	Review AI summaries to swiftly assess impact, proactively guiding company policy adjustments.	Use AI-driven feeds to summarize regulatory updates quickly, identifying high-level risks needing legal review.
Resource Optimization & Headcount	Leverage AI-generated benchmarks/data to build a persuasive, data-driven headcount/ resource business case.	Input your legal team size/budget into AI → instant benchmarks vs. industry peers.

- Audience: Practice Group
- Ideas:
  - Work Performed Baseline
  - MVP = minimum, not maximum
  - Ask if you don’t know!!!

- Audience: Legal Team
- Ideas:
  - Project Plan Metrics
  - Slowly transition from **signals** to **stories** about spend
  - If unsure, north star should align with broader legal department goals



- Audience: Enterprise
- Ideas:
  - Partner with other verticals to share wins and/or lunch & learn
  - Legal Metrics Center of Excellence
  - Transition from **stories** of spend to **pictures** of profit

• SAMPLE FORMS, POLICIES, AND CONTRACTS

ACC Legal Operations Maturity Model Metrics & Analytics: Capture, Calculate and Report

How to Demonstrate the Law Department Strategic Value, or the Power of Data

ACC Legal Operations Maturity Model Metrics & Analytics: Moving From Early to Intermediate Stages

You need the instinct to ask:

What actually matters here?

You need the discipline to say:

This is what we know.

This is what it means.

Here’s what we do next.

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