BTI CONSULTING GROUP

BTI Practice Outlook 2027:

Higher Stakes. Higher Expectations. Higher Spending.

Changes, Trends, and Opportunities For Law Firms

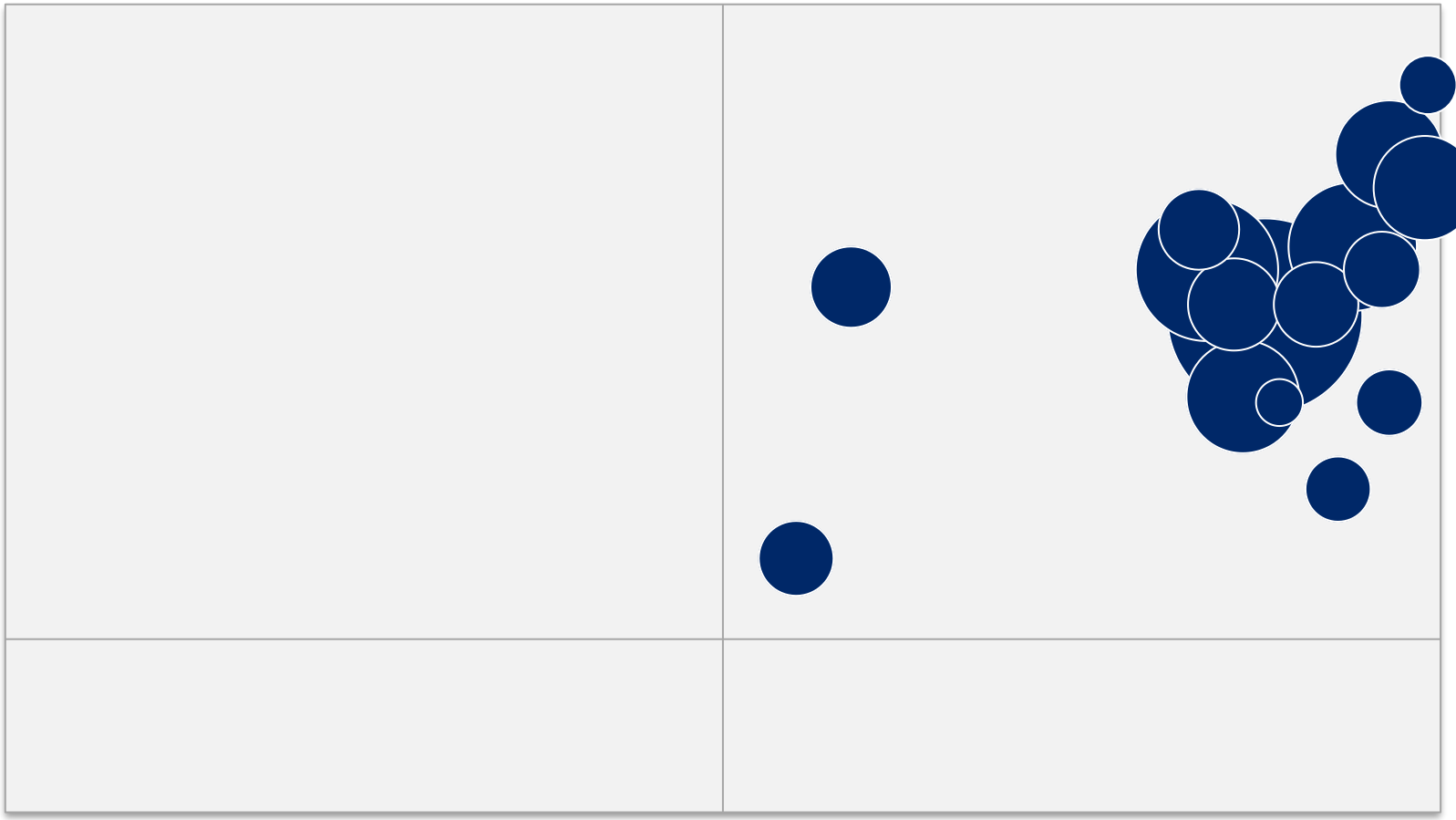


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AT A GLANCE

- 86% of clients are increasing spending or keeping at record levels
- **8 practices command the highest rate premiums in years**
- Increased number of high-risk matters stand behind unrelenting increases

BTI Practice Outlook 2027: Higher Stakes. Higher Expectations. Higher Spending.

Clients are increasing spending for the 6th year in a row. Here's why:

- High-stakes matters dominate spending and increased spending
- Client caseload is growing faster than any law firm can see
- Complexity is increasing in every area of law
- Record demand for capital by clients of all types and sizes
- Heavy spending on litigation claims no one has ever seen before
- Eagerness to pay premiums for resolving conflicting rules and regulations to client's strategic benefits
- Willingness to pay ultra-premium rates to firms who have superior approaches to delivering outcomes clients want

It's a brave new world of high-stakes, complex and unpredictable outcomes. This is the perfect storm for firms offering new and novel solutions – and who understand the severity of clients' legal needs.

Corporate counsel are turning to outside counsel for the speed, foresight and strategic muscle they need to move fast and get it right.

86% of clients are increasing their outside counsel spend to record highs.

2027 offers more high-stakes work than any other time in the last 25 years. Learn where and how in the *BTI Practice Outlook 2027: Higher Stakes. Higher Expectations. Higher Spending.*

BTI Practice Outlook 2027: Higher Stakes. Higher Expectations. Higher Spending.

High-stakes matters dominate spending – and are driving the increases along with an increase in the number of matters client face.

Clients are relying on outside counsel more as they spend more time on business issues.

This report zeroes in new spending, where the opportunities are and how to land the premium rate work.

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8 Trends In Corporate Legal Spending for 2027



86% of clients are increasing spending and keeping spending at record levels



High-stakes matters dominate spending and increased spending



Legal strategies can now enable or kill clients' business growth and revenue – driving super premium rates



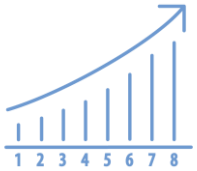
In-house counsel are sending more of their budget to law firms as they advise CEOs on business issues



Clients with increased budgets making very **BIG increases – more than 10% in most cases**



Demand for capital is insatiable – creating demand for new financing structures and vehicles



8 practices are showing the most acute need

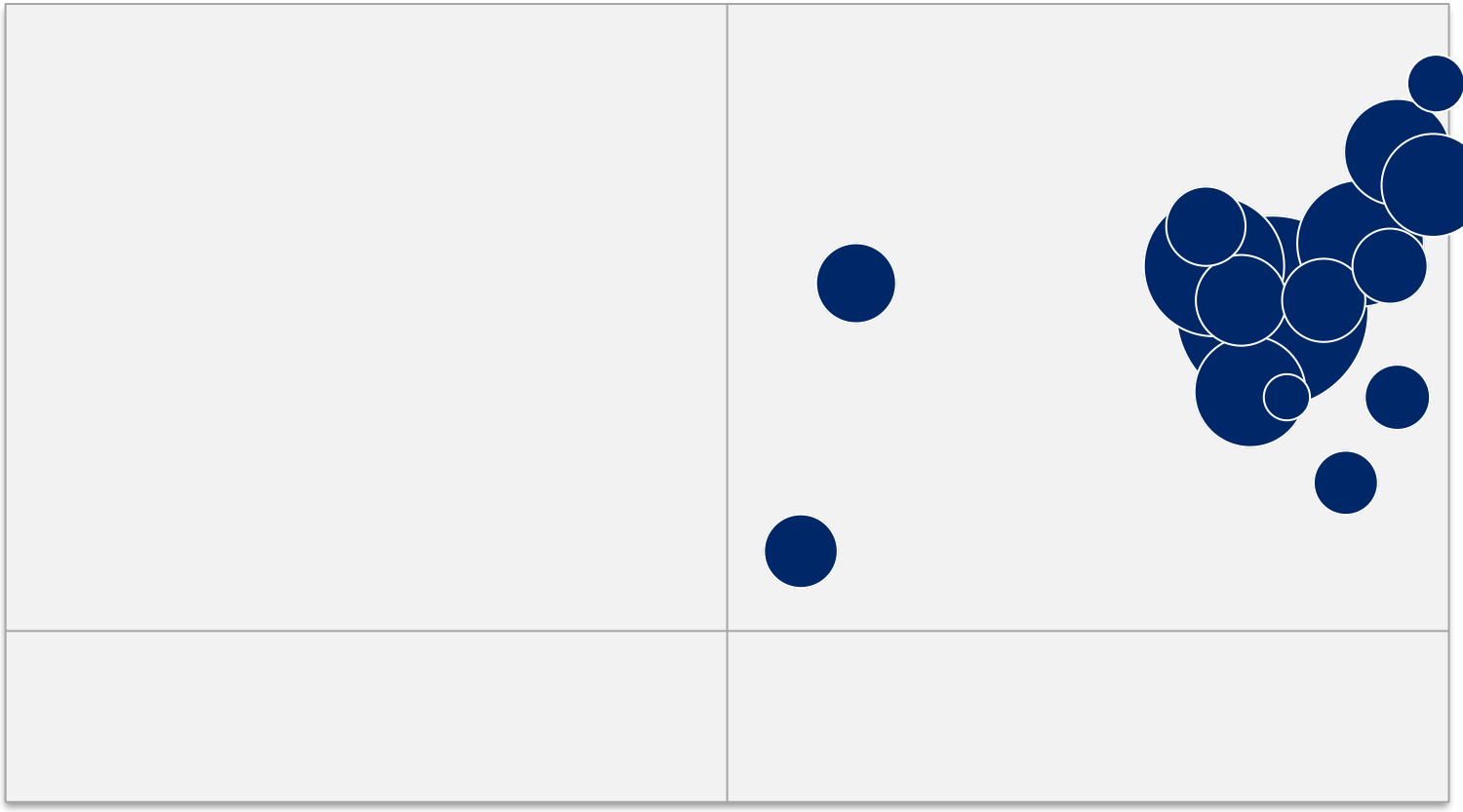


Spending on outside counsel will remain at elevated levels with emphasis on premium work

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BTI Practice Outlook

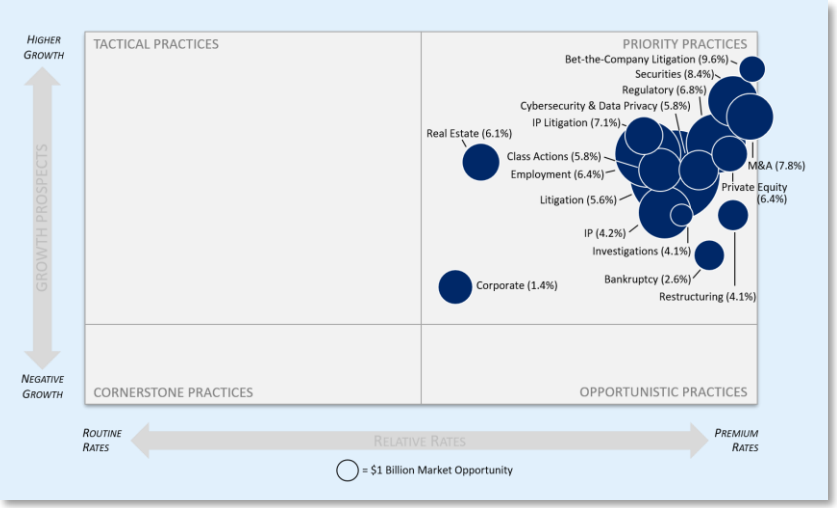
WHERE TO FIND GROWTH IN 2027

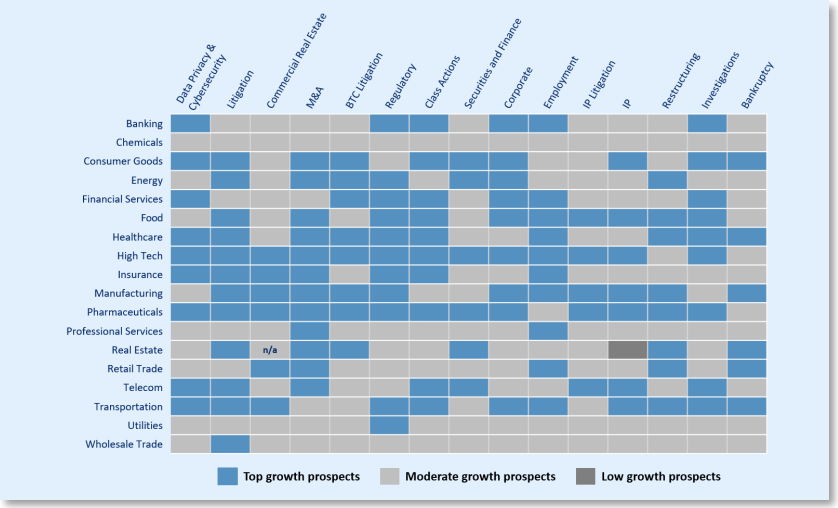


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Opportunity Hot Spots in 2027: Looking for Growth by Practice & Industry

As spending with outside counsel takes an unexpected turn up, growth for law firms is dependent on targeting the right clients with the right needs. BTI translates its unmatched research, based on in-depth telephone interviews with top legal decision makers into the best opportunities for growth – by practice and by industry.





Practice Trends

BTI's Practice Roadmap details how companies are changing the way they allocate their legal budgets in 2027 and what impact these changes will have on the opportunities available to law firms. Each practice has a distinct set of characteristics law firms can use to their advantage. Firms can use this to assemble their strategies and resources with tremendous precision to drive the highest returns.

Industry Needs

BTI takes this analysis one step further in our Industry Opportunity Matrix. This chart identifies industries with the largest and most compelling needs in 2027. This tool offers the deepest insight into exactly where the opportunities are. You can use it to target opportunities and your pitches.

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How to Read BTI's Practice Roadmap 2027

The practice opportunities for law firms in terms of growing market share and profitability in 2027 are organized around 3 core criteria in BTI's Practice Roadmap 2027.

Relative Rate Premiums

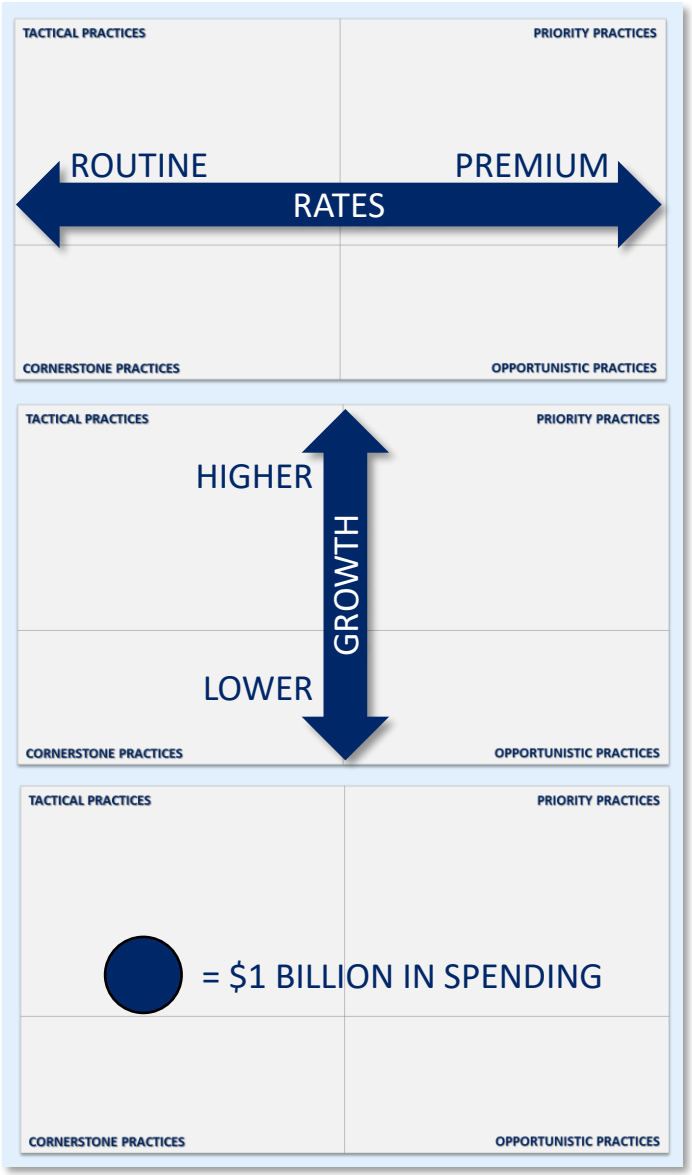
Legal decision makers have been putting more rate pressure on their law firms. We evaluate each practice, and the rates clients are paying – or plan to pay. Savvy law firms will have clear strategies to capture premium rates and have different strategies to work more efficiently in practices with higher rate pressure. Practice areas with the most potential for premium rates are on the right side of the roadmap.

Projected Spending Growth

In the current legal market, predicting and reacting to how companies are allocating their legal budget can be a major source of advantage. Most law firms are expecting a soft and unstable market. But you can use this report to guide you to the best opportunities by rates, need, and industry. The practices expected to see the most growth in 2027 are on the top of the roadmap.

Practice Revenue Potential

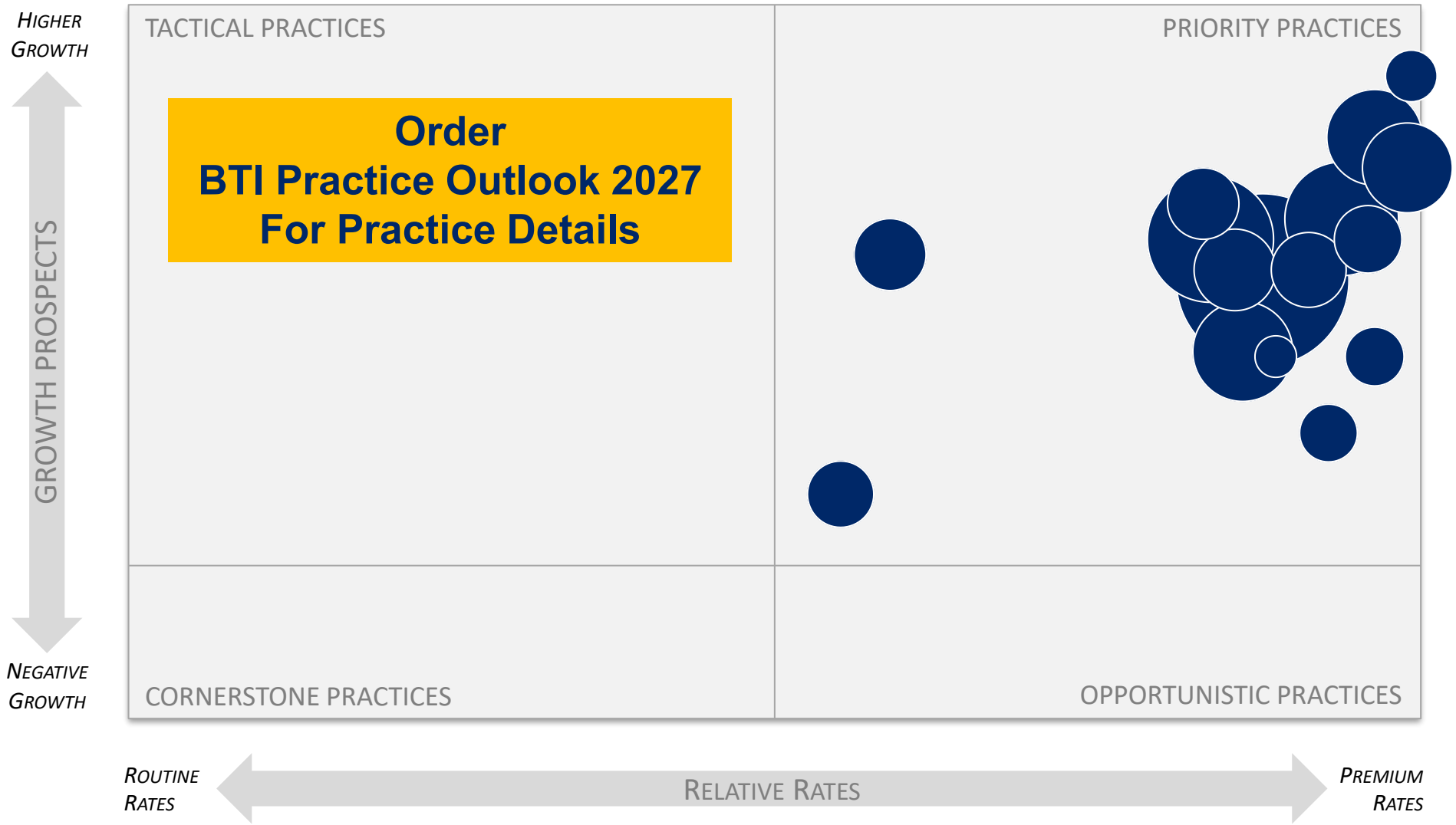
A critical factor for any law firm is understanding the total potential revenue a practice can deliver to your firm. This information helps inform several strategic decisions such as: practice offerings, resource allocation, lateral hiring, business development initiatives, and potential partnerships. The larger the bubble representing a practice, the more revenue potential.



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BTI's Practice Roadmap 2027

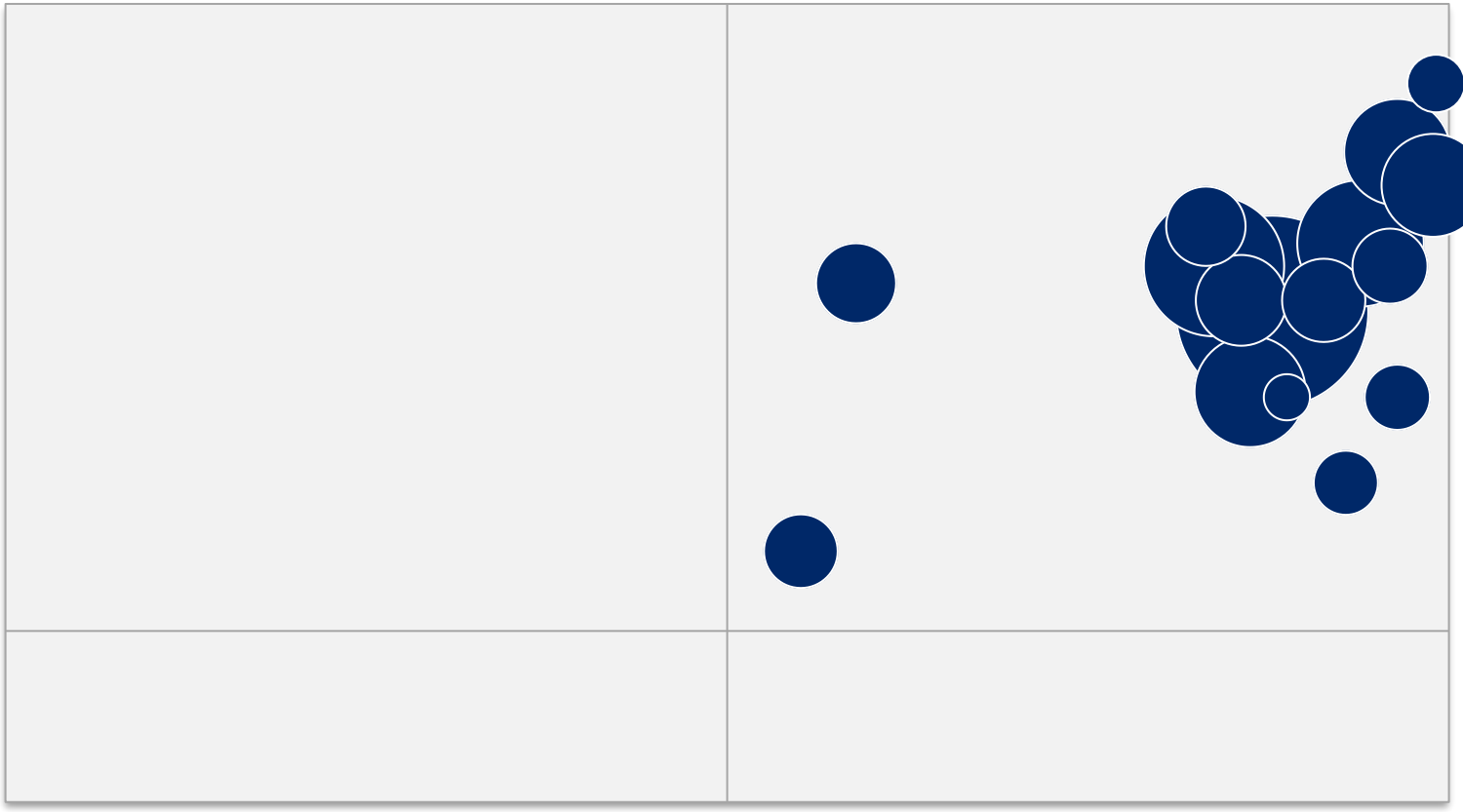
Analysis of legal practices by growth, relative rates, and market size



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BTI Opportunity Zone

IDENTIFYING HOT SPOTS & PRESSURE POINTS IN 2027



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How to Read BTI's Industry Opportunity Zone

For every major practice segment, BTI analyzes which client industries are expected to have increased needs and spending, and which are declining. BTI's Industry Opportunity Zone matrix zeroes in on the industries and practice areas promising strong growth opportunities in 2027. Actively target clients within these industries for access to increased spending and premium billing rates.

Top growth prospects

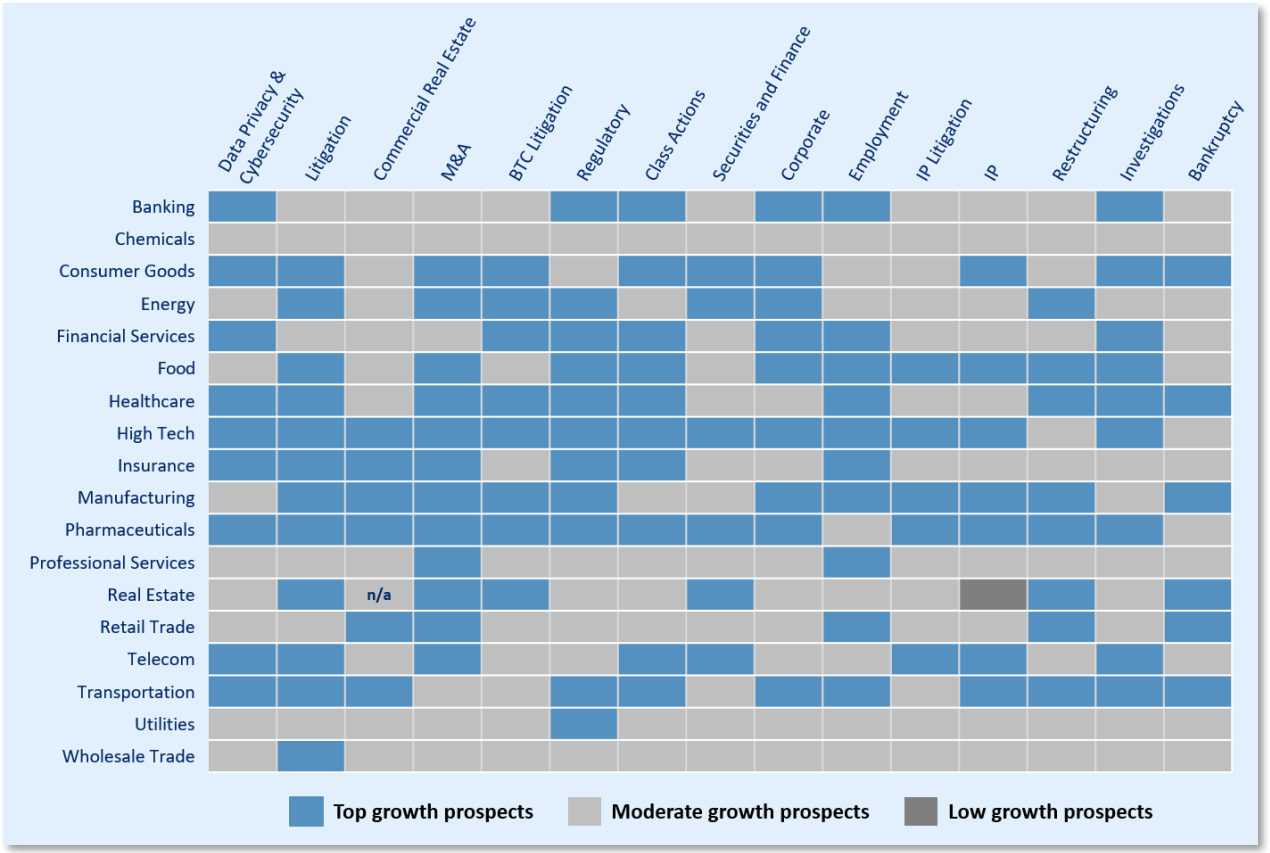
Even as the overall market for outside counsel services shows signs of growth, certain opportunities are more attractive than others. These areas are slated for prime growth and higher-than-market rates.

Moderate growth prospects

The legal market in 2027 will largely be neutral in terms of dollar growth. There will be little change in terms of spending and clients' needs in these practice segments.

Low growth prospects

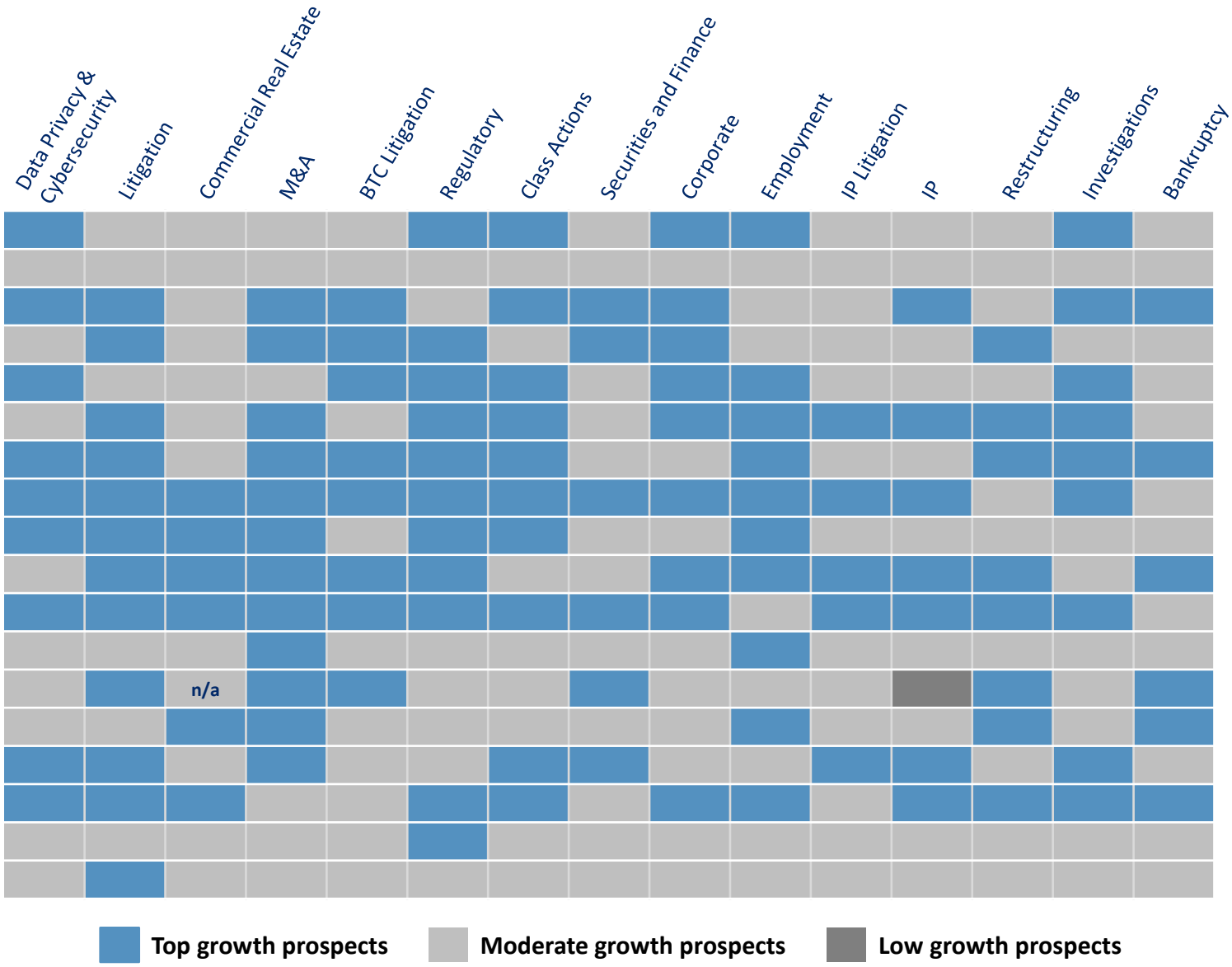
The most successful growth strategies are consistent with market realities – and in these low-growth-prospect sectors, rapid growth is not going to return in the near future.



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BTI's Industry Opportunity Zone: Looking for Growth by Practice & Industry

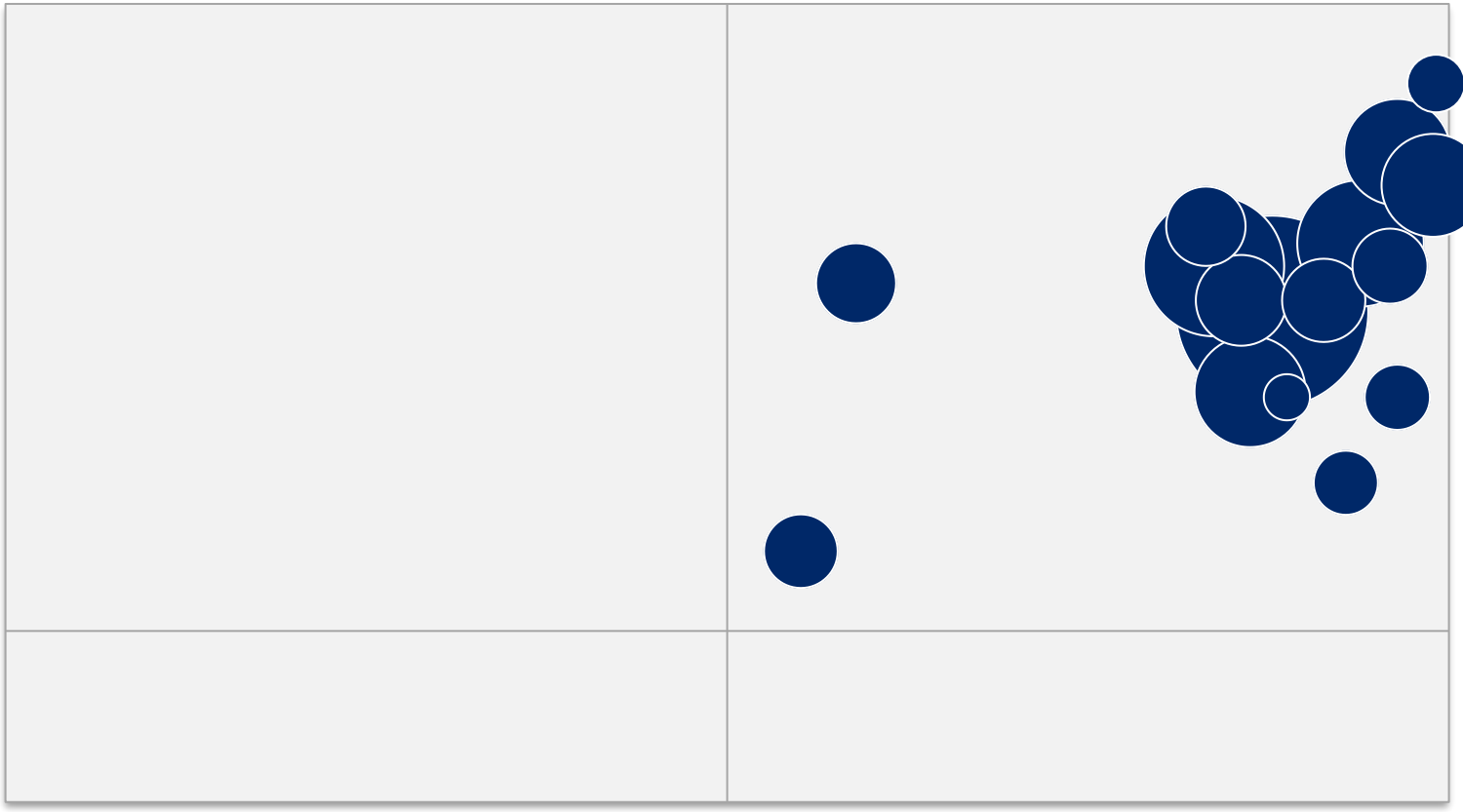
Order BTI Practice Outlook 2027 For Industry Details



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Practice Spotlights

MARKET DRIVERS & TRENDS BY PRACTICE



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Reading BTI's Practice Spotlights

PRACTICE DRIVERS
Current trends and developments impacting the type of opportunities available.

INDUSTRY OPPORTUNITY ZONE
For every major practice segment, BTI analyzes which client industries are expected to have increased needs and spending – and which are declining.

Top growth prospects

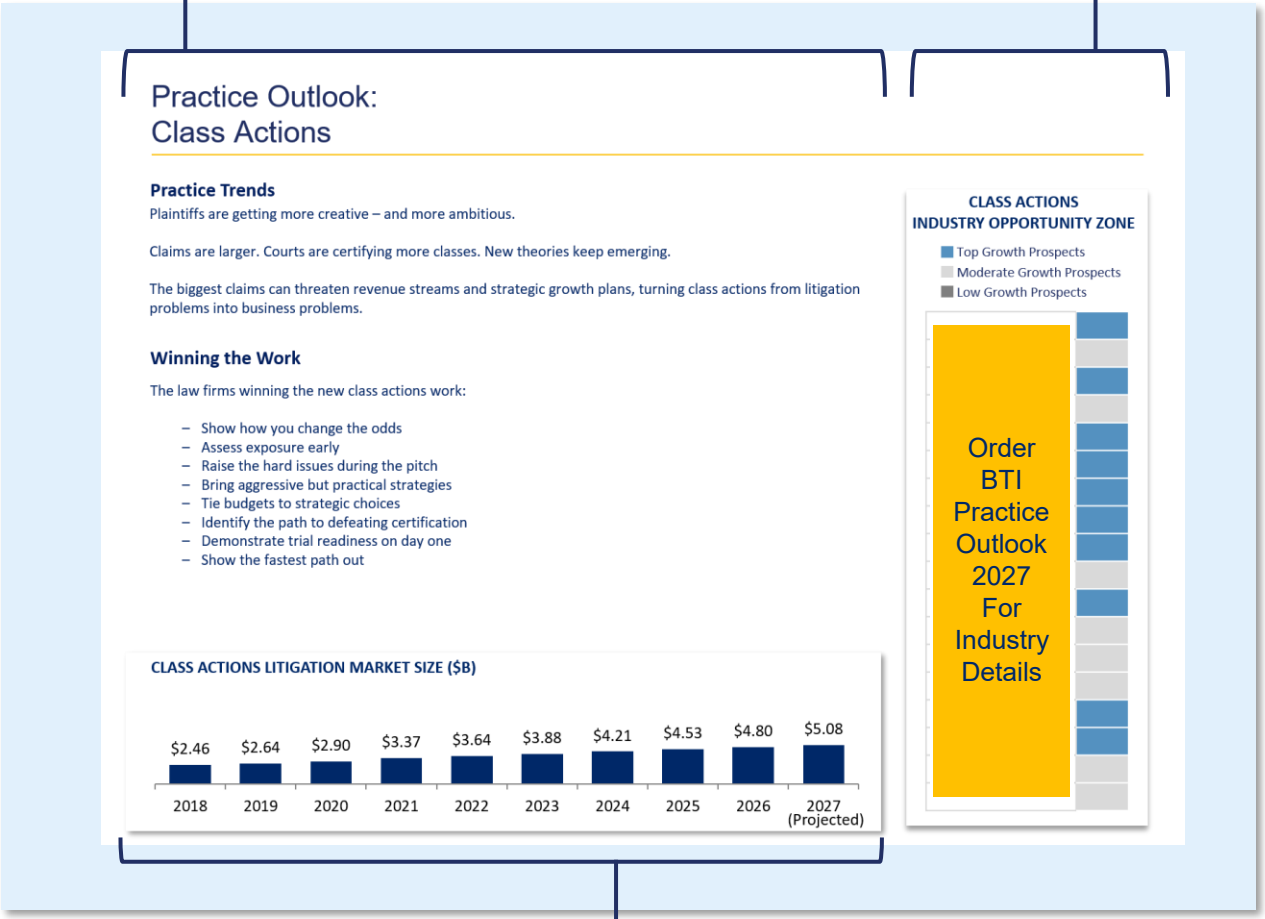
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Moderate growth prospects

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Low growth prospects

The most successful growth strategies are consistent with market realities – and in these low-growth-prospect sectors rapid growth is not going to return soon.

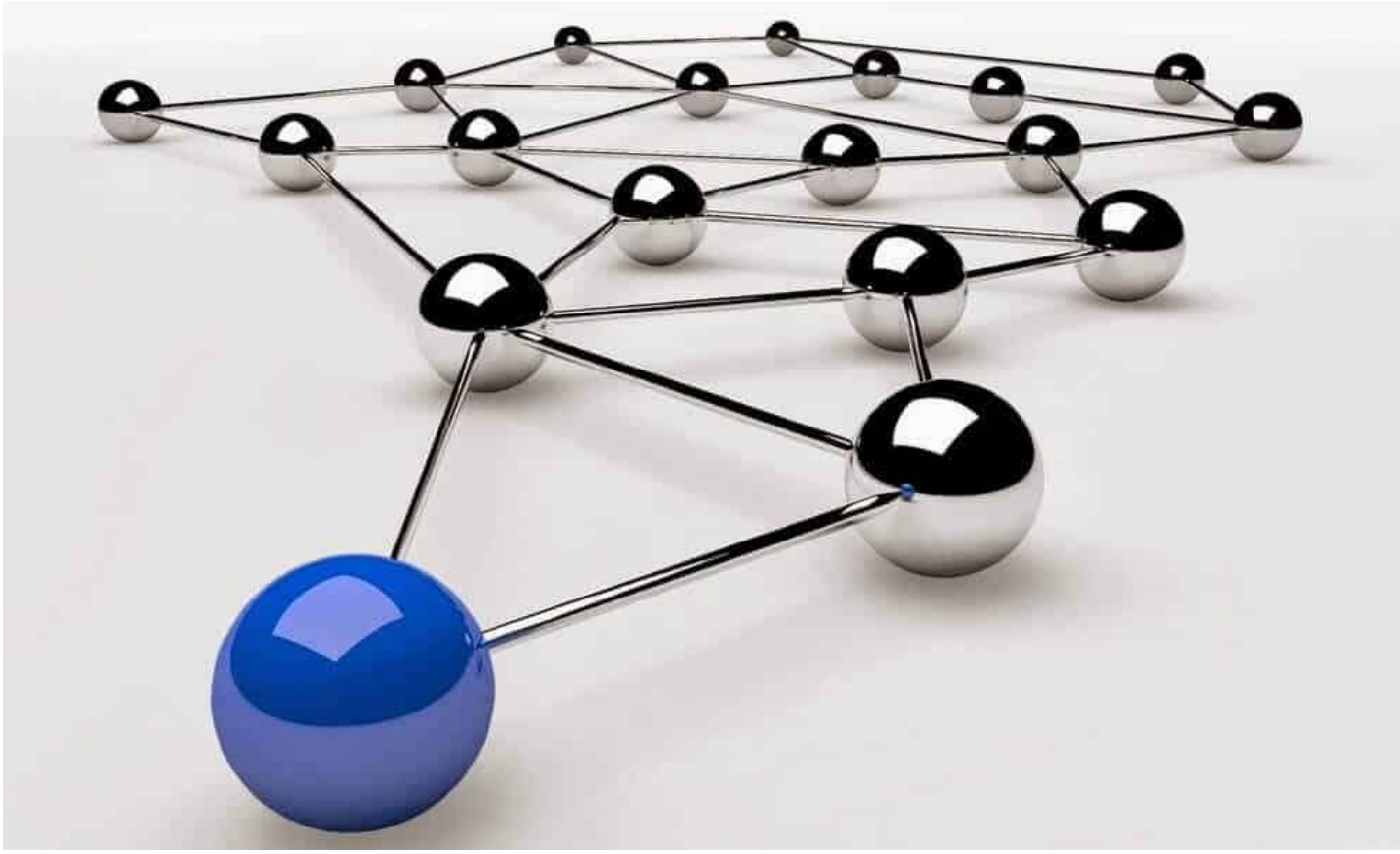


MARKET SIZE TRENDS
BTI has tracked the legal market for the past 25 years. Use this data to understand the potential revenue opportunities available in each practice – and how major changes have impacted your firm's ability to be profitable.

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BTI Practice Outlook 2027

METHODOLOGY



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BTI Methodology and Approach

INDEPENDENT, UNBIASED RESEARCH, BASED SOLELY ON CLIENT FEEDBACK

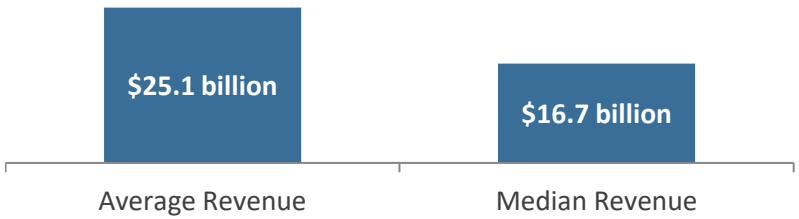
2027 Survey Participant Demographics

Research	More than **320 detailed surveys**
Time Frame	Conducted between **June 2026** and **September 2026**
Incentives	Contributors receive a complimentary report of benchmarks and metrics

Highest-Ranking Legal Decision Makers

- Chief Legal Officer
- General Counsel
- Deputy General Counsel
- Associate General Counsel
- Vice President – Legal
- Senior Counsel

Organizations with Highest Levels of Legal Spending



Representative of more than 15 Industry Segments

- Banking
- Chemicals
- Consumer Goods
- Energy
- Financial Services
- Food & Agricultural
- Healthcare
- High Tech
- Insurance
- Manufacturing
- Pharmaceuticals
- Professional Services
- Retail Trade
- Real Estate
- Telecom
- Transportation
- Utilities
- Wholesale Trade

BTI Practice Outlook 2027 *is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis trends data from more than 30,000 corporate counsel client interviews conducted over the span of 25 years.*

This research is independent and unbiased – no law firm or organization other than BTI sponsors this study.

Each year, BTI reaches out to a strategically designed group of top legal decision makers at large organizations with $1 billion or more in revenue. We target the decision makers in the industries who spend the most on legal affairs as well as thought leaders and innovative Chief Legal Officers. Our survey also includes Chief Legal Operating Officers and business executives who hire and influence the selection and hiring of law firms.

We grant interviewees confidentiality at the individual and organizational level.

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ABOUT US



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What We Do

For over 30 years, we've successfully helped our clients strategically drive revenue, boost performance, attract and retain clients, develop more business in new and existing markets, and create enduring relationships with our data-driven customized programs and solutions tailored to meet each client's specific and unique needs. We examine the market from your client's perspective with a measurable, innovative, and high-impact approach.

From in-depth independent research to one-on-one interviews with C-suite executives, top legal decision makers and market leaders, our expertise and insight will help you understand – as well as benchmark – how clients acquire, manage, and evaluate their professional services providers.



Client Feedback Programs

We help you reveal powerful, defining client insights you simply can't get anywhere else through innovative, world-class feedback.



Business Development Training

We help you and your firm catapult your business development skills, culture, and mindset, fast.



Client Service Excellence

We help you redefine how clients think about you and your firm for the short- and long-term.



Market Research & Insightful Client-Centric Reports

Authoritative, innovative & practical advice from our research. BTI's client service rankings, brand health assessments, market forecasts, and more are the industry gold standard.

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Market Research, Expertise & Insights

Authoritative, innovative, and practical advice from our research

Law firms who would otherwise have little insight into corporate counsel hiring decisions, goals, law firm preferences, market positions, and detailed recommendations can now gain access to the same research used by the largest and best-performing firms in the world. The data and insight found in BTI's reports are used to train attorneys, guide business development, inform strategy, and calibrate market trends against firm tactics. In short, you get many of the benefits of a custom study commissioned for your firm, at a fraction of the cost. These insights are proven to drive growth and client retention and protect fees.

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BTI Litigation Outlook 2027



The work is moving. The money is moving. Clients are moving. *BTI Litigation Outlook 2027* shows you where the money is moving before everyone else gets there. You have only one place to see where your firm ranks in the world in the *BTI Litigation Outlook 2027* – use it to build, defend, and bolster your market position.

Order Now

BTI Client Service A-Team 2026



Long considered the gold standard in measuring client service performance by clients and law firms alike, the *BTI Client Service A-Team 2026* is the only source for measuring client service solely from the client perspective. Now in its 25th year — this is the most important edition ever with more than 350 new, in-depth interviews.

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BTI Associate A-Listers 2026



Partners and practices fueling genuine advancement keep top talent far longer – turning flight risk into long-term commitment, particularly for women who value targeted development. *BTI Associate A-Listers 2026: BTI Survey of Law Firms Where Associates are Happiest* has rapidly become the essential guide for winning – and keeping – elite associate talent across genders.

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Questions? Comments?



Michael B. Rynowecer, President

For questions, research inquiries, and information on BTI's client feedback programs, market insight research, seminars, training, or workshops, please contact us via email or by calling **+1 508 651 5048**.

mrynowecer@bticonsulting.com

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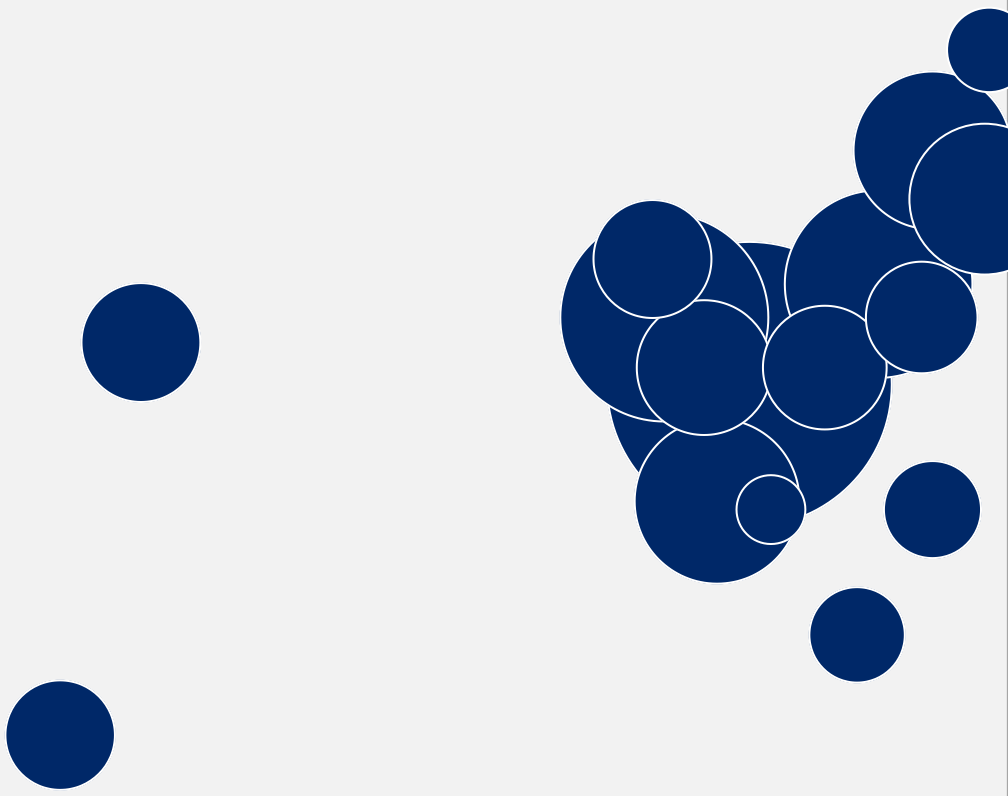
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The BTI Consulting Group, Inc.
396 Washington Street, Suite 314
Wellesley, MA 02481
+1 617 439 0333

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