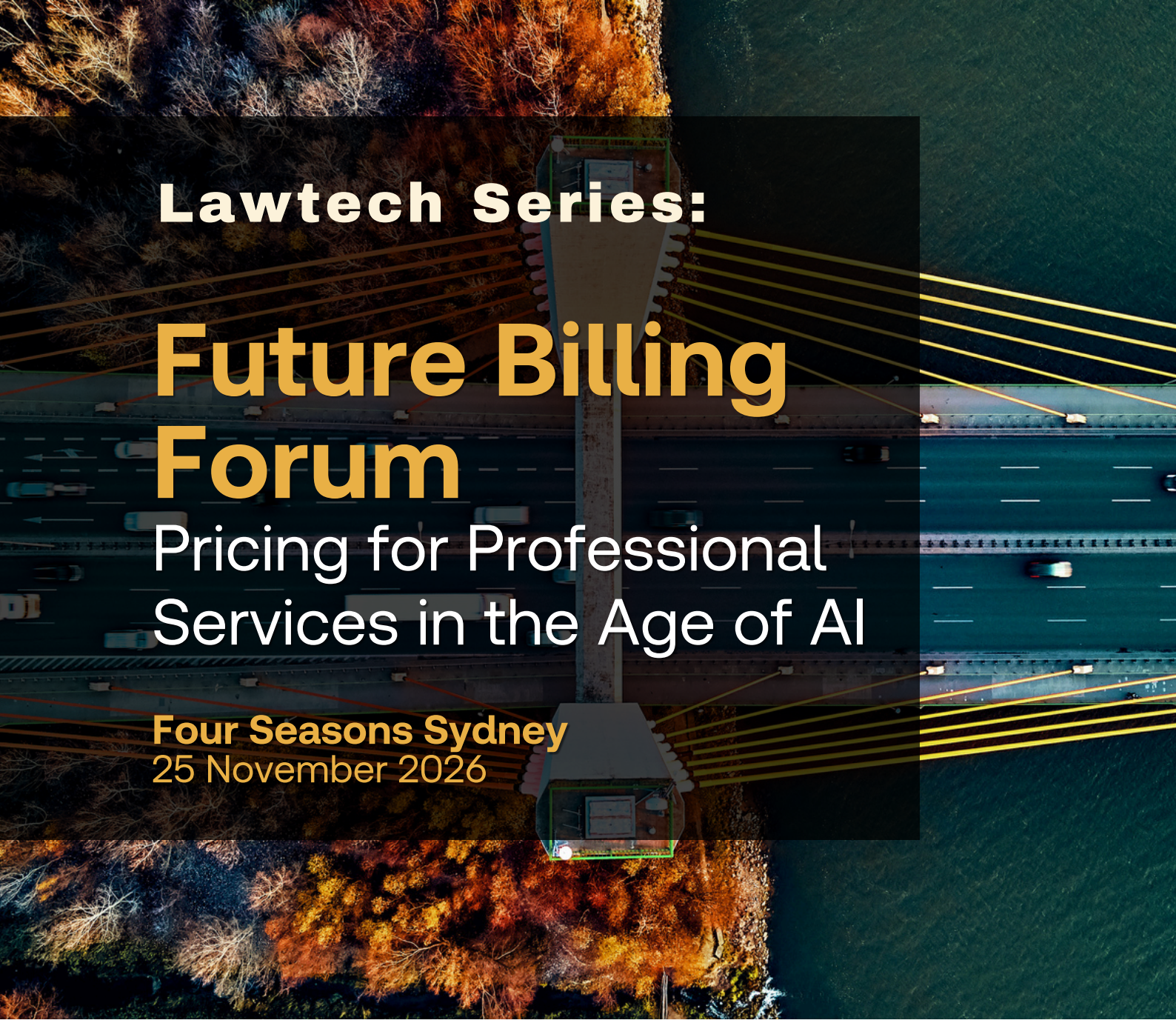


Lawtech Series:

Future Billing Forum

Pricing for Professional Services in the Age of AI

Four Seasons Sydney
25 November 2026

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Future Billing Forum

The AI revolution is not just changing how law is practised , it is rewriting what clients will pay for as well.

The legal profession has weathered many disruptions, but none quite like this. Generative AI is not simply automating tasks it is fundamentally dismantling the logic that has underpinned law firm pricing for over a century.

When AI can draft, research, analyse and summarise in minutes what once took a team of associates days, the billable hour does not just become inefficient, it becomes indefensible. **Clients know it. Competitors are acting on it.**

The only question is whether your firm will lead the change or be forced into it.

That is precisely why this workshop exists. In a single, intensive day, you will move beyond the theory and into the practical understanding not just why pricing must change, but exactly how to change it. You will leave with a clear framework for transitioning to value-based pricing, the tools to have confident fee conversations with clients, and a strategy for positioning your firm's expertise, not its hours, as its greatest commercial asset.
In a market being rapidly reshaped by AI, the firms that act on their pricing now will set the standard others follow. This is your opportunity to be one of them.

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What you will learn

- **How Generative AI is fundamentally disrupting traditional law firm billing models and what it means for your revenue**
- **Who Captures the AI Dividend? Rethinking Value and Pricing in Legal Services**
- **Value and legal project management**
- **How to identify, articulate and quantify the true value your firm delivers – beyond time spent**
- **Pricing models for the AI era**
- **Building a firm-wide pricing culture that aligns partners, associates and business development around a consistent value narrative**
- **Same Work, New Price Tag? Explaining AI-Era Pricing to Clients Without Losing Trust"**
- **Through the Looking Glass - Pricing of the Future**

Who should attend

This forum is designed for senior professionals within law firms who have a direct stake in how the firm prices, positions and grows its services, including:

- **Managing Partners and Senior Partners** responsible for firm strategy and commercial direction
- **Practice Group Leaders** looking to protect and grow revenue in an AI-disrupted market
- **Pricing, Finance and Business Development** professionals driving fee strategy and client negotiations
- **Partners and Associates** who regularly lead client conversations around scope, fees and value
- **Chief Operating Officers** and firm leaders overseeing the commercial and operational future of the practice

Confirmed Speakers

- **PETER DOMBKINS** ADJ. PROFESSOR & MANAGING DIRECTOR **PWC AUSTRALIA**
- **LIBBY MAYNARD** INDEPENDENT CONSULTANT | CURATED ADVISORY GROUP EXPERT **CURATED EXPERT GROUP**
- **LIZ HARRIS** DIRECTOR **OVID CONSULTING**
- **MIMI ZOU** PROFESSOR OF LAW, **UNSW** AND BARRISTER.
- **JOE ROSE** PRINCIPAL **ROSE LEGAL**

Why You Should Attend

Attend the Future Billing Forum to transform your firm before AI forces the issue. The billable hour is becoming indefensible as generative AI completes in minutes what once took teams of associates days. This intensive forum moves you beyond theory into practical action, equipping you with the tools, frameworks, and confidence to transition to value-based pricing while positioning your expertise, not your hours, as your firm's greatest asset.

The firms that act now will set the market standard. This is your opportunity to lead the change rather than be forced into it.

- Move from billable hours to value-based pricing with a clear, actionable framework for implementation
- Master confident fee conversations with clients who already understand AI's impact on legal work
- Secure competitive advantage by acting now—firms that lead pricing change will set the standard others follow

The agenda

Registration
8:30 - 9:15

opening
9:15 - 9:30

CHAIRPERSON: LIBBY MAYNARD INDEPENDENT CONSULTANT
CURATED ADVISORY GROUP EXPERT

Session 01
9:30-10:30

THE PRICE OF TRUST: AI, ACCOUNTABILITY AND THE FUTURE OF LEGAL SERVICES

As AI changes how legal services are delivered, it also raises fundamental questions about their value. Professor Zou's keynote examines how firms can connect pricing with the expertise, assurance and accountability clients need.

MIMI ZOU PROFESSOR OF LAW**, UNSW** AND BARRISTER.

Session 02
10:30 -11:15

VALUE AND LEGAL PROJECT MANAGEMENT:

- Using the triple constraint to provide a client-specific measure of value
- Establishing a reliable costs baseline
- Preventing 'value leakage' during services delivery

Once a firm has a baseline understanding of its operating model, only then can it assess how AI will impact this, and more importantly, how this aligns to the client's conception of value.

PETER DOMBKINS ADJ. PROFESSOR & MANAGING DIRECTOR **PWC AUSTRALIA**

MORNING BREAK : 11:15 -11:45

Session 03
11:45-12:45

WHO CAPTURES THE AI DIVIDEND? RETHINKING VALUE AND PRICING IN LEGAL SERVICES

Much has been said about AI-driven operational efficiency and cost reduction, but far less about value creation and who will ultimately capture that value. Will it be clients through lower fees, technology providers through platform pricing, or law firms that combine AI with proprietary knowledge, expertise, and judgement? As AI and automation reshape the delivery of legal services, firms face increasing pressure to rethink how they structure and set their fees. But focusing solely on cost reduction risks overlooking AI's potential to create additional value for clients and firms alike.

This session challenges the notion that AI is either a cost reducer or a value creator. It is both. The opportunity lies in embracing the AND, not the OR.

- Introducing her newly developed AI Value Advantage Framework for Professional Services,
- This session will explore how firms can use AI to amplify value, protect existing value and improve profitability, rather than simply reduce costs.
- Using the framework, the session will examine the implications for pricing structures, price levels, profitability, and client trust.

LIBBY MAYNARD INDEPENDENT CONSULTANT **| CURATED ADVISORY GROUP EXPERT**

LUNCH BREAK : 12:45 - 13:30

session **04**

13:30 -15:00
MINI WORK SHOP

IF AI HAS THE ANSWERS, WHAT'S THE LAWYER WORTH?

For too long, lawyers have described their value in terms of the work they perform: drafting contracts, conducting research, managing disputes and providing advice. But clients rarely engage lawyers simply because they want legal work performed. They engage lawyers because they are trying to achieve something, solve a problem, manage uncertainty or avoid an unwanted outcome.
The distinction has always mattered. In the age of AI, it has become critical.

This interactive workshop introduces the **Jobs to Be Done (JTBD)** framework as a practical way to rethink the value of legal services from the client's perspective.

Through practical legal examples, discussion and a short interactive exercise, participants will explore how to:

- **Look beyond legal tasks and deliverables** to identify the underlying problems, objectives and outcomes that cause clients to engage lawyers.
- **Recognise what clients truly value,** including confidence, reduced uncertainty, better decisions, commercial opportunities and the avoidance of risk.
- **Identify the distinctive contribution of lawyers** when AI can increasingly produce the research, documents and preliminary answers that clients previously paid professionals to provide.
- **Translate client needs into a compelling value proposition** that explains why legal expertise matters, rather than simply describing the work to be undertaken.
- **Use that understanding to support value-based pricing,** including more effective conversations about scope, fees and the outcomes clients are seeking.

The workshop challenges lawyers to reconsider a fundamental assumption: the value of legal services is not determined by the work lawyers do, but by what that work enables clients to achieve.

In a world where AI is changing both the cost of legal work and clients' expectations of what they should pay for, understanding that distinction may be the key to the future of legal pricing.

LIZ HARRIS DIRECTOR **OVID CONSULTING**

AFTERNOON BREAK : 15:00 -15:30

Session **05**

15:30 -16:30

WHO PAYS FOR THE AI? WILL YOUR NEW FEE SURVIVE THE CLIENT, THE COURT AND THE OTHER SIDE?

By this point in the day you will have heard how to set the price. This session looks at what happens to a new fee once it leaves the firm.

Firms are repricing for AI, but the rules that decide whether a fee is enforceable and recoverable have not changed. This session looks at fixed, capped, subscription and outcome-linked fees through the eyes of the people who test them: clients who dispute, costs assessors and the courts. Joe Rose is the costs expert instructed when a client disputes a bill, when a fee goes to assessment, and when a firm tries to recover it from the other side. Drawing on real matters, he will cover:

- Can you charge $2,000 for work AI did in two minutes? Who keeps the AI dividend when the fee is tested
- Your costs agreement was drafted for hourly billing. What breaks when you move the same client to a fixed, subscription or outcome-linked fee
- Disclosure for a new fee model: what changes, what clients can now dispute, and where firms with otherwise good agreements are getting caught
- Fixed and value-based fees at costs assessment: the ones that held up and the ones that did not
- The recovery gap: what a losing party actually pays towards a fixed or hybrid fee, and who wears the shortfall
- What this means for realisation, and the three things to change in the agreement before you roll out a new model.

JOE ROSE PRINCIPAL **ROSE LEGAL**

POST EVENT DRINKS & END OF CONFERENCE : 17:00 -18:00

Registration and Venue Information

REGISTER TODAY

Take advantage of the Special Early bird Rate

Delegate Early Bird Special
$895/per person
Until October 31

Standard Rate after October 31

Special Second Release
$1295/per person
After October 31

The venue

EVENT DATE: 25 November 2026
VENUE: FOUR SEASONS SYDNEY
ADDRESS: 199 George St, Sydney NSW 2000
REGISTRATION: 8.30AM - 9.00AM
START: 9:00AM -16:45AM
NETWORKING DRINKS: 5.00PM - 6.00PM

Please email Kathy Katrivesis, Senior Operations Manager Chilli IQ, at kathy.katrivesis@thomsonreuters.com for any event related inquiries.

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