



The Future of Entity Management: From Corporate Administration to Intelligent Execution

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Artificial intelligence has dominated business conversations for the past two years. Much of the focus has been on the capability of the models themselves. Can they draft documents, answer questions, summarize information or reason like a human?

The answer is increasingly yes. AI is capable enough. That's no longer a question. The real question is: how can organizations apply that capability to transform the way work is executed?

This is particularly true in the context of AI for [entity management](#).

Why apply AI to entity management?

The answer lies in the nature of the work itself. Entity management is characterized by high volumes of repetitive, process-driven activities that are individually relatively low in complexity but collectively consume significant time and cost. Validating corporate data, interpreting requests, preparing standard documentation, coordinating approvals, managing filings, tracking deadlines, supporting corporate governance requirements, and chasing stakeholders are all essential activities, but they rarely require deep legal judgment. They require consistency, accuracy, and disciplined execution.

These are precisely the types of activities where AI can have the greatest impact. Not by replacing legal professionals, but by removing the administrative effort that prevents them from focusing on higher-value work. Entity management presents an ideal environment for operational AI because the work is structured, rule-based, and data-intensive. Corporate records, governance processes, filing

obligations, and approval workflows follow established patterns that can be executed consistently while remaining under appropriate human oversight.

The missing layer between AI and execution

However, AI alone will not provide the solution. A gap exists between the capabilities of today's AI models and how entity management is executed within organizations.

Most organizations already have entity management systems, document repositories and some workflow tools. These systems are excellent at storing information, but they were never designed to orchestrate the execution of work across multiple teams, jurisdictions, and service providers. Equally, AI models are not designed to manage complex operational workflows on their own. What is missing is the application layer that connects the two.



System of execution

The future lies in an intelligent application layer that is integrated with existing systems of record: a **System of Execution** that understands incoming requests, orchestrates end-to-end workflows and deploys specialized AI agents at the appropriate points in the process.

One agent may classify an incoming request. Another validates corporate data. Others prepare documentation, coordinate approvals, monitor compliance milestones, instruct external providers and reconcile their costs or identify exceptions requiring human intervention. Rather than attempting to automate entire processes, AI is embedded within them, allowing people and technology to work together seamlessly.

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This approach also addresses many of the challenges organizations continue to face: inconsistent corporate data, fragmented request intake, limited visibility over budgets and external provider spend, and a lack of real-time insight into compliance obligations. These are not isolated problems. They are symptoms of disconnected operational processes. Bringing them together within a single execution platform creates a fundamentally different way of operating.

The future of entity management

The impact will extend well beyond productivity. Over the next five years, legal teams will spend significantly less time on Entity Management and considerably more time managing risk, advising the business, and handling complex exceptions. Processes that currently take days — or even weeks — to progress through multiple handoffs will increasingly take hours or, in many cases, minutes. Operational costs and external spend will reduce as low-value administrative effort is removed, while visibility over requests, compliance, budgets, and operational performance improves dramatically.

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"The conversation has largely focused on what AI can do. The more important question is what organizations can become because of it. We believe the next evolution isn't simply artificial intelligence, it's organizational intelligence. When trusted governance data, enterprise context, and intelligent execution come together, legal teams can move beyond administration and become strategic enablers of the business."

Adrian Camara, CEO, [Athennian](#)

At Elevate, this is the future we are building

We believe the greatest opportunity lies not another AI assistant or another workflow tool. The application layer provides greater value by connecting existing technology, orchestrating end-to-end entity management processes, and embedding AI exactly where it delivers the most value. Our vision is to create an integrated **System of Execution** connected to existing systems of record, utilizing trusted corporate data, intelligent request management, workflow orchestration, approvals, compliance management, and AI agents within a single operational platform. The result is lower operational cost, greater efficiency and transparency, and the freedom for legal professionals to focus on what only people can do: exercise judgement, manage risk, and support better business decisions.

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AI will undoubtedly continue to evolve. Models will become more capable, legal technology platforms will mature, and pricing models will continue to change. The organizations that realize that successful AI adoption depends on successful execution will benefit the most. The structured, low-risk, and deterministic nature of entity management processes makes a perfect starting point for the execution of operational AI.

That future has already begun.

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[Steve Harmon](#)



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Elevate General Counsel and Chief Operating Officer Steve Harmon is an internationally recognized leader in the genesis of and continuing evolution of legal operations and the professionalization of the field. He co-founded CLOC (the Corporate Legal Operations Consortium) and his 20-plus years of experience includes business development and in-house legal organizations. He was vice president and deputy general counsel at Cisco. His responsibilities included technology licensing, oversight for the legal development of product lines, Global Export Compliance, Trademarks, and Cisco's award-winning legal operations function.

Harmon received his JD and BS in Management Information Systems and Services from Brigham Young University.

Mike Fry



VP and General Manager, Entity Management

Elevate

Mike Fry is Vice President at Elevate, where he leads the entity management practice. He is responsible for designing and delivering services that help customers optimise governance operations through a combination of consulting, managed services, AI, and technology enablement. With over 20 years of experience, he has partnered with multinational organizations to deliver solutions across compliance, governance operations, and digital transformation. Prior to joining Elevate, he was a Partner at Ernst & Young, where he held several leadership roles within the governance and compliance practice. He also served as the Asia-Pacific Lead for governance and compliance at PricewaterhouseCoopers. Fry holds a master's degree in international business law from the University of Manchester.