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Law Firm Innovators Finalist: Daniel P. Pulka, Troutman Pepper Locke

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Dan Pulka, Troutman Pepper Locke's chief marketing officer, was interviewed in the May 27, 2025 *The Legal Intelligencer* article, "[Law Firm Innovators Finalist: Daniel P. Pulka, Troutman Pepper Locke.](#)"

Necessity is the mother of invention. What need was your firm inspired to address with your innovation?

Troutman Pepper Locke's Client Experience (CX) Team was inspired to create an innovative legal operations consulting function after engaging with clients who were increasingly seeking strategic insights, peer networking opportunities, and comprehensive solutions to enhance operational efficiency. The CX team recognized that to truly stand out in a crowded market, the firm needed to offer bespoke solutions that addressed these broader client needs. The team's legal operations consulting service and the Horizons Legal Ops Summit provide clients with the tools and connections to enhance their legal operations and achieve their business goals.

Innovation within a law firm requires a strong vision and a lot of coordination internally. How was your firm able to turn a vision into a reality during such a year of such uncertainty?

To turn their vision into reality, the team leveraged the firm's existing strengths in client feedback, innovation, and internal collaboration to create new, value-added services. By using client feedback to inform their strategies, the CX team was able to ensure they were addressing their client's most pressing concerns. The Horizons Legal Ops Summit, for example, was a direct response to conversations with several of the firm's key clients and was executed through close coordination with the firm's Innovation team and Office of General Counsel. This collaborative approach ensured that the initiatives were not only innovative but also aligned with the firm's overall strategic goals and the clients' unique needs.

What obstacles did the firm need to overcome to execute that vision?

The CX team used client feedback and firm data to demonstrate the desire for and potential impact of their innovative approaches for both clients and internal stakeholders. This involved extensive communication and training to ensure that everyone understood the benefits of the new services and how they were benefiting clients. This helped overcome the obstacles of skepticism and resistance to change. Through data-driven decision making, inclusive communication, and a strong commitment to meeting client expectations, the CX team has successfully delivered impactful, client-focused innovations.