MPF Webinar

Managing Partner Forum®
ADVANCING THE BUSINESS OF LAW

MSOs:
What Are They and What Managing Partners Should Know

November 18, 2026

by

Elizabeth S. Fitch, Esq.
Righi Fitch Law Group

Jeffrey Goldenhersh
Catalex Network

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The MPF Webinar Series

Managing Partner Forum®
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The MPF Webinar Series: Building the Law Firm of the Future

MSOs:
What Are They and What Managing Partners Need to Know

An MPF Webinar with Beth Fitch and Jeff Goldenhersh

November 18, 2026 – 2:00-3:00pm ET



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Welcome



Uri Gutfreund
Senior Vice President and Managing Principal, Ames & Gough



John Remsen, Jr.
President and CEO, Managing Partner Forum
President, TheRemsenGroup

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Today's Guest Speakers





Elizabeth S. Fitch, Esq.
Founding Partner - Righi Fitch Law Group

Jeffrey Goldenhersh
Co-founder and Managing Partner - Catalex Network

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UPCOMING PROGRAMS IN 2026-2027

- **MPF Webinar Series** – Third Wednesdays @ 2pm ET
- **The MPF 2027 Leadership Conference** – May 5-6, 2027, in Atlanta
- ***The MPF Weekly*** – Friday mornings
- **MPF Listserv** and Monthly **MPF Zoom Calls**
- Updated MPF Website – www.ManagingPartnerForum.org

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TODAY'S WEBINAR

MSOs: What Are They and What Managing Partners Need to Know

- 90 Managing Partners and Law Firm Leaders
- Registrant Survey Results and Audience Polling Questions
- On-Demand Recording, Handout Materials
- Your Feedback on Today's Session

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LIVE POLLING QUESTION

How many lawyers are with your law firm?



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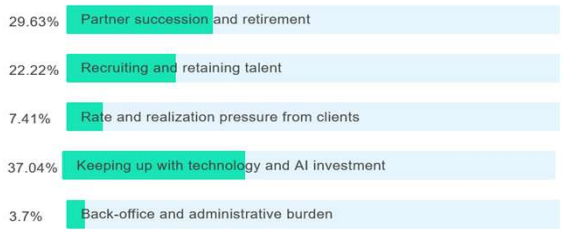
LIVE POLLING QUESTION

What's the biggest challenge facing your firm over the next 3–5 years?



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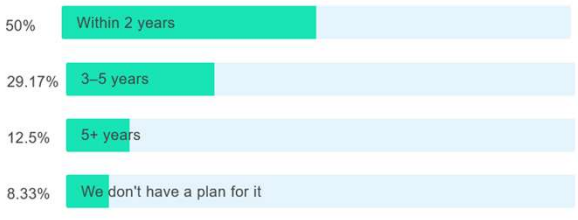
LIVE POLLING QUESTION

How long until your firm's next major partner retirement or transition?



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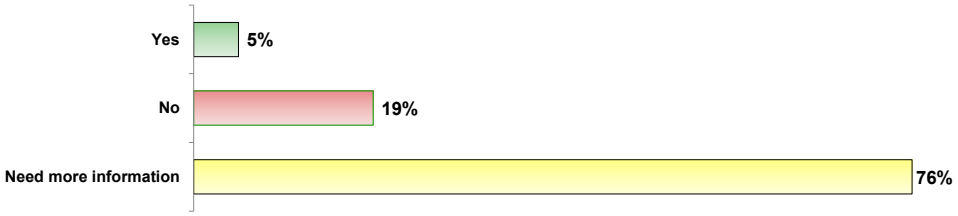
REGISTRANT QUESTION
Based on what you know now, would your firm ever consider partnering with a private equity-backed MSO?



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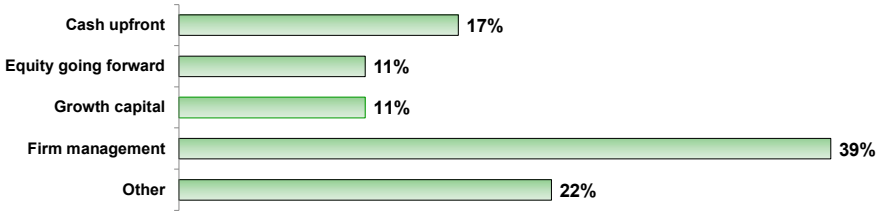
REGISTRANT QUESTION
If your firm were to partner with a private-equity backed MSO, what would be the primary driver of that decision?



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Tell Me More





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MSO 101

How a law firm MSO works

CATALEX NETWORK

Your firm keeps the practice of law. The MSO runs the business of law.

Your law firm

100% lawyer-owned and controlled

- Clients and files
- How your lawyers practice
- Lawyer hiring and professional judgment
- Culture and office

Management services agreement

Fair-market-value fee →

← Services and resources

The MSO

Can be backed by outside capital

- Technology and AI
- Recruiting, HR and benefits
- Finance, billing and collections
- Growth capital and benchmarking

Why the split? In most states only lawyers may own a law firm or share its fees (ABA Model Rule 5.4). The MSO is paid for services it delivers, not a cut of partner take-home or firm profit.

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For discussion only. Terms subject to definitive documentation.

WHY MANAGING PARTNERS ARE LOOKING

What an MSO partnership can solve

CATALEX NETWORK

Growth comes out of your pocket

New offices, lateral teams and hiring are paid for out of partner distributions.

With an MSO: Growth capital funds expansion, so good firms grow as fast as they should.

The succession gap

The next generation can't afford to buy out equity partners at a fair value.

With an MSO: Partners are paid for the business they built, and successors share in the upside.

Scale you can't build alone

Technology, AI and recruiting increasingly favor firms with real back-office depth.

With an MSO: Big-firm resources for billing, collections, technology and recruiting.

How equity partners get paid

1 **At closing**
A cash purchase price for the business of law, generally at capital-gains rates

2 **Over time**
Equity in the platform, with a path to succession and a meaningful exit

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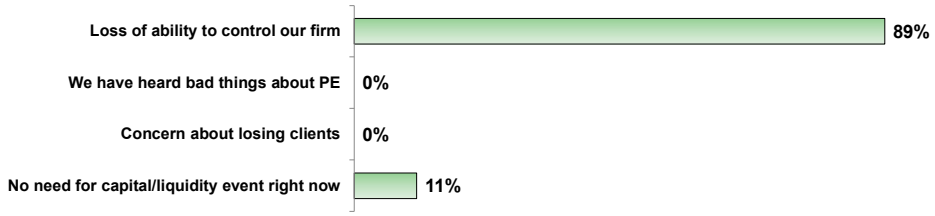
REGISTRANT QUESTION
What primary reservations that might make your firm less interested in exploring a partnership with a private-equity backed MSO?



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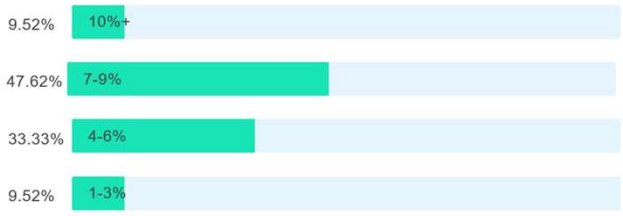
LIVE POLLING QUESTION

What are your firm's intentions for rate increases in 2027?



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MPF GUIDANCE TO FIRM LEADERS

- Build Clarity for Your Firm's Five-Year Vision
- Start Early on Succession Planning
- Learn about Your Options – Do Your Due Diligence
- Implement Big Rates Increases in 2027
- Invest in an Associate Development Program
- Tune in to Firm Culture

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REMINDERS

- **The MPF Leadership Conference** – May 5-6, 2027, in Atlanta
- Next MPF Webinar – **BIG BOLD PREDICTIONS** – December 17th @ 2:00pm ET
- On-Demand Recording, Handout Materials with Polling Results
- Your Feedback on Today's Session
- Recap by 9Sail

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Thank You!





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