Q&A
JOHN WEI, CHIEF TECHNOLOGY OFFICER AND EXECUTIVE VICE PRESIDENT AT INTEGREON

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In today's professional-services sector, technology has moved far beyond its traditional role as a support function. For Integreon, one of the world's leading providers of legal, business, and research solutions, it sits at the very core of how services are designed, delivered, and scaled. At the centre of this transformation is John Wei, Chief Technology Officer and Executive Vice President at Integreon.

With a career spanning innovation, cloud transformation, and M&A integration across highly regulated industries, John is redefining how technology underpins client success and operational excellence. In this conversation, he shares how Integreon is building a technology-driven service model, where the CTO is not just a technologist, but the architect of the modern delivery ecosystem.

Q You joined Integreon in 2024 to align technology capabilities with strategic business objectives. How have you shifted the view of technology from a back-office enabler to a core service component in the professional-services model?

A AI is both a force multiplier and a disruptor for the Alternative Legal and Creative Services industry.

Integreon has approached AI not as "adding a few new tools," but as a broader digital transformation that must be owned by the entire senior management team, not just the technologists. From the board to the CEO and across the executive team, we made a deliberate decision to lean into AI so we can lead the disruption rather than react to it.

Integreon started with an outside-in view, anchoring on what matters most to our customers: meaningful outcomes and solving challenging problems such as, integration, data quality, change management, and realizing ROI in AI adoption.

To make this tangible, we introduced A/B time-series productivity testing in our AI innovation lab and then post-deployment. That lets us track accuracy and productivity both in ideal lab conditions and in real production environments where data is more variable. Those insights often drive additional automation, targeted training, and iterative AI-agent improvements.

As a service provider, Integreon follow a build–partner–buy strategy to stay technologically agile. Platform decisions are made jointly with business unit leaders, with input from sales, marketing, and, most importantly, our delivery teams who

are closest to clients' day-to-day activities, needs, and requirements.

At Integreon the CTO organization in which I lead, leans in on AI solutioning before, during, and after deals, and stays engaged throughout delivery to ensure our AI capabilities continuously create value for clients.

Q In your role as CTO and Executive VP, you're effectively the architect of how services are delivered. Could you walk us through how you design a technology roadmap that underpins an entire professional-services organisation like Integreon, rather than simply supporting it?

A It starts with a clear view on why clients choose Integreon for Legal Process Outsourcing (LPO) and Business Process Outsourcing (BPO) services. They partner with for project management discipline, process leadership, automation, agility, access to subject matter expertise and scalability.

What AI has changed is the way in which Integreon delivers that value. Instead of relying on rigid business rules that are hard coded into workflows, we can now use AI to process unstructured documents with far more intelligence and reasoning at machine speed.

As a result, we no longer view technology as just automating a set of legacy point solutions. Our technology-enabled services have evolved into a platform comprised of multiple AI agents and competencies. These agentic AI capabilities both orchestrate work and execute tasks. That platform lets Integreon create tailored solutions for specific client needs and, in particular, gives our larger corporate clients more flexibility to rethink the value hierarchy between external law firms, creative agencies, in-house teams, and external providers like Integreon.

Fundamentally, AI and cloud technologies have removed many of the previous capability constraints. That allows us to reimagine our service partnerships with clients from first principles and design solutions around the outcomes they care about most.

Q You have led cloud transformation, M&A integration and innovation initiatives in heavily-regulated sectors such as financial services and insurance. How do regulatory and compliance imperatives shape the way you build technology infrastructure for modern service delivery?

A It helps Integreon avoid chasing the latest "shiny object" or making me-too driven decisions. Instead, we focus on building sustainable solutions that address not only the visible, "above the waterline" AI applications, but also the "below the waterline" core infrastructure and modernization work. That foundational layer typically has a longer transformation cycle, so we have to place our bets thoughtfully and strategically.

Integreon was invested early in an AI-ready infrastructure and operating model. Examples include hybrid cloud modernization, cybersecurity uplift, GPU-as-a-Service, resiliency engineering, and independent audits and certifications. A lot of that work wasn't especially glamorous or front-and-center in AI conversations back in 2024. But today, our ability to demonstrate and deliver secure, resilient, and scalable AI infrastructure and operations is a big part of our value proposition and a key reason we consistently win large corporate clients and can lead with our AI capabilities with confidence.

Q You collaborate with business units to identify enabling technology solutions. In practice, how do you embed technology thinking into professional-services teams so that tech becomes integral to how they operate and deliver, rather than being bolted on afterwards?

A Integreon has invested heavily in both horizontal and vertical AI training. Horizontally, we've focused on skills like prompt engineering for a broad cross-section of our workforce. Vertically, we've gone deep with programs such as the "Leah Expert" training from ContractPodAI.

Integreon was one of the first in our industry to license AI tools at true enterprise scale, so
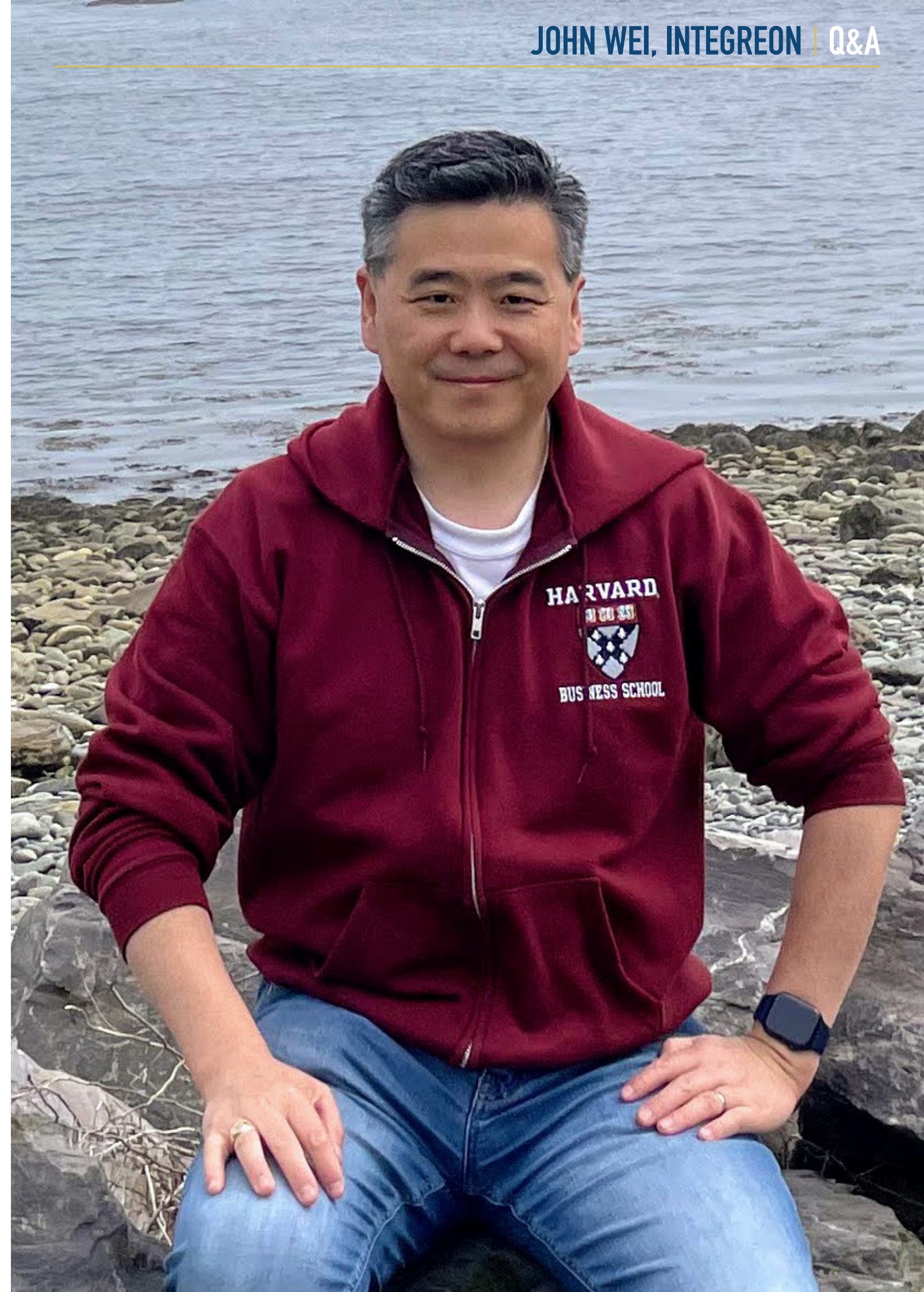
our people could get hands-on experience with AI in their day-to-day work. We also launched a Global Copilot User Group in early 2024 to give colleagues a forum to share best practices, use cases, and new ideas.

AI adoption is managed as a broader change program, jointly sponsored by HR, business unit leaders and led by the CTO organization. We regularly report on training completion, AI agent deployment, and usage, and we make sure our teams have the tools, support, and access they need to be successful on this journey.

Integreon's highly collaborative culture has been a real advantage. Our people understand that the best job security comes from delivering the best outcomes for our clients. Increasingly, that means leveraging AI and technology to deliver the quality, agility, innovation, and cost profile our clients expect.

Q As you oversee global IT infrastructure, security and data management, how do you turn those traditional "IT" functions into differentiators for a professional-services firm that competes on agility, insight and client outcomes?

A It starts with making sure everyone in the CTO organization is aligned on why we matter. We are a key component as to why clients trust Integreon with their business and believe we will deliver consistently high-quality services. Service incidents are not just ITSM tickets to be closed; they translate directly into revenue, profitability, and customer satisfaction.

Today, our technology organization delivers industry-leading uptime SLAs, fast project staff onboarding cycle times, and strong vulnerability management while operating at a cost base that grows more slowly than revenue. That creates headroom for continued investment in automation and modernization. As we've modernized and delivered these results, we've built a culture of competence and confidence. We take pride in the work we do and in each other.

Q Clients in legal, compliance and outsourcing increasingly demand rapid, scalable, outcome-oriented

delivery. How do you ensure that technology architecture at Integreon is future-ready and responsive to that demand, rather than stuck in legacy modes of operation?

A Integreon has developed a comprehensive global reference architecture to systematically manage the technology lifecycle and reduce operating complexity. As we modernize, we're intentional about retiring legacy technologies. For example, we've completed a full CRM modernization and decommissioned the prior platform. As we introduce AI across the stack to drive automation and efficiency, it naturally strengthens the case to accelerate legacy retirement.

Integreon has also implemented a consistent global security envelope that we can quickly extend to individual client engagements. And we've leaned heavily into a hybrid cloud architecture to provide resiliency and scalability in a cost-effective way, which is especially important for our transactional businesses where volumes naturally spike and ebb.

Q Looking five years ahead, what do you see as the major technological inflection points for professional services, and how are you preparing Integreon to be the architecture firm of that future ecosystem?

A Much like what financial services companies experienced more than a decade ago, almost every professional services firm is becoming a technology business. Technology is increasingly embedded in how services are designed, sold, delivered, and managed on an ongoing basis. To win in professional services, in many ways, is to win the technology race.

That doesn't mean chasing every new "shiny object" or looking for that one "silver bullet." It means a disciplined, architected transformation and end-to-end digitization of the services value chain, with a relentless focus on customer value. Over the next decade, I see AI and cloud as the primary drivers of our core architecture. Our "AI trinity" strategy: AI applications, AI-upskilled workforce, and AI-ready infrastructure is how we intend to deliver innovation with intention for our clients.

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