

# Chambers

Alternative Legal Service  
Providers

2021

# Chambers

## Alternative Legal Service Providers 2021

### Contract Lifecycle Management

## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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## CONTRACT LIFECYCLE MANAGEMENT: An Introduction to Global-Wide

Contributed by QuisLex

### Fully-Integrated Contract Lifecycle Processes in a Technology-Enabled World

For decades, many in the legal services industry have heard that technology is going to revolutionize our industry. However, since the advent of the word processor and electronic legal research, much of the ballyhooed technology has been hype. The predecessor of modern AI, expert systems, were going to bring revolutionary change to creation of legal documents. Knowledge management was going to enable us to find any document we had ever created. No more redundancy. Anyone in the firm was going to be able to avail themselves of the aggregated knowledge of those who came before them. In the meantime, things went on largely as they had in the past – using ad hoc approaches to document management, document storage, knowledge transfer and legal processes generally. By and large, after an M&A transaction contracts continued to sit in boxes in the corner, perhaps migrated onto a contract management program.

In many cases, technologies that were supposed to make the practice of law more efficient had the opposite effect. A typical legal technology software acquisition involved a lengthy procurement process in which a company first attempted to define the problems it was trying to solve. During the research/bidding process, requirements would often be changed based on the products' different marketing claims about their more complex capabilities. This resulted in companies over-purchasing features that they didn't need or know how to use, and purchasing products that were more expensive than anticipated, in many cases due to the extensive professional services required to make the products work. Following rollout, these products were then often not accepted by their user base due to over-complexity.

At the same time, companies were acting to streamline their legal processes to become more efficient. Companies began to rely increasingly on alternative legal services providers (ALSPs) to handle complex workflows. These providers, whose service offerings include contract abstraction and summarization, M&A due diligence, contract lifecycle management, and contract drafting and negotiation, among others, have already seen consistent increases in year-over-year growth due to the cost savings and other efficiencies provided by these companies.

ALSPs are uniquely suited to combine their process and technology expertise to provide more efficient technology-enabled legal services, for several reasons. First, for new technology to be effective it is necessary to have the capability to make efficient use of the technology. The real metric of whether technology is effective is not whether it makes a process more efficient. It is whether the total cost of ownership of that products results in overall reduction of costs and improved efficiency. Many technology acquisitions failed when looked at from this perspective. Utilizing an ALSP enables companies to shift the cost and risk of

technology acquisition to outside service providers with better expertise at technology implementation.

Second, while discrete technologies have the ability to improve the efficiency of a process, such as data extraction from contracts, the ability to integrate different technologies to improve an overall workflow can provide very substantial improvements in process efficiencies, resulting in even greater cost savings. The importance of integration in effective use of technology cannot be overstated. Most companies simply do not have the resources to approach technology with this type of holistic approach.

When considering why technology implementations fail, the real benefits of using an ALSP to perform technology-enabled services become clear. In fact the key factors that make technology acquisitions risky are all mitigated by using an ALSP to perform managed services using technology. These include the cost of the technology acquisition, technology selection, technology implementation, and technology integration. By using an ALSP, companies can receive all of the benefits of new technology, with none of the downsides.

As an example, one area where AI or machine learning software is beginning to have an impact is data extraction from contracts. The process of extracting data from contracts into a usable form has always been laborious, requiring not just the manual extraction of data, but also careful proofreading to ensure the resulting work product was accurate. Early iterations of contract extraction software were rule-based and had poor results as the software's accuracy in extracting clauses was reliant on language being near identical. Current versions of extraction software deploy machine learning capabilities. Instead of looking for certain keywords, or combinations of words in a certain order the software learns relationships between words and concepts. For many types of agreements, this software contains pre-trained out-of-the-box models that enable automatic extraction of data fields. To the extent a company needs more specific data to be extracted than that covered by pre-trained models, software products often include the ability to create custom-built AI models through supervised learning.

The ability of AI models to accurately auto-extract clauses depends upon the OCR quality (which in turn depends on the scan quality) of the documents. In addition, the software may not be able to auto-extract clauses from non-textual documents such as emails, Excel documents, etc. In these instances, the data will need to be extracted manually. This manual process, together with the manual process of performing quality checks on extracted data, is another important reason to use an ALSP versus doing the data extraction manually.

As noted above, ALSPs are able to integrate different technologies through solutions that allow for the easy sharing of data (e.g., platforms that provide integration out-of-the-box, or "API Integra-

# Contract Lifecycle Management

tors” where different applications are easily connected with basic configuration). Robotic process automation is also increasingly being used to complete repetitive tasks in contract workflows and can be used to fill the gaps between systems when technical integration is not possible. ALSPs are leading this effort by incorporating these tools into their service offerings to provide more complete technology solutions – boosted by their process excellence and substantive expertise.

For example, when extracting data from a large contract set, a set of leases for example, the actual data extraction is only one step in the process. Other steps include (i) downloading the relevant documents, (ii) reconciling diverse document sets to identify families of related documents and missing documents, and (iii) following extraction and data clean-up, uploading the extracted data to a contract management system or other tool from which the extracted data can be put to effective use.

Using a content management system with API integration to data extraction and other data management tools enables an

ALSP to improve the efficiency of the data extraction process while enabling the customer to run customized searches based on metadata or the content of the document. This also allows the ALSP to create intuitive virtual folders based on any specific metadata category or save search-based hit results. The result is a faster and less expensive data extraction, with improved search capabilities for the customer.

ALSPs will continue to drive value by enabling companies to take advantage of fully-integrated technology-enabled processes. There are currently many different technologies to choose from and companies can become bogged down in the decision-making process. It is these types of complete solutions that ALSPs are building and managing that will allow their clients to continue to meet their contracting challenges. Solutions that require efficient resources, cross-functional subject-matter expertise, processes that are agile, scalable and standardized, and that use integrated technology.

## Contract Lifecycle Management Global-wide

Contract Lifecycle Management
<b>Global-wide</b>
<b>Leading Firms</b>
<b>Band 1</b>
Cognia Law
Deloitte LLP
DWF Mindcrest (DWF) *
Elevate *
Exigent Group
EY
Integreon *
QuisLex *
UnitedLex
<b>Band 2</b>
Axiom Law *
CPA Global
DRS Alternative Legal Solutions
Herbert Smith Freehills
Kalexius *
Konexo (Eversheds Sutherland) *
KPMG International
LegalBase
Morae Global
PricewaterhouseCoopers LLP
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.
<b>Band 1</b>

### Cognia Law

With offices in London and Johannesburg, alongside additional delivery centres in the UK, the US, South Africa, Mauritius and Hungary, Cognia Law is well placed to aid clients seeking outsourced legal capabilities across the contract lifecycle. Its traditional strengths in contract negotiation, review and analysis are complemented by significant expertise in the financial services field, alongside broader skills in the technology, life sciences, industrials and retail sectors. Clients say: “They are a large organisation with the ability to remain focused on client care and relationships. We always feel like a priority for them.”

### Deloitte LLP

Deloitte’s capabilities in the contract management sphere extend across all stages of the process, with clients turning to its platform for initial contract strategy and implementation, processing and review. Its AI-driven technology platform, dTrax, offers a wide suite of tools to aid in the negotiation and analysis of contracts, as well as standardising templates. Sources say: “They are very large-scale, and can effectively leverage the corporate relationships they have.”

### DWF Mindcrest (DWF)

#### See profile on p.18

Mindcrest provides contract management services to major clients across the US, Europe and the Asia-Pacific region, notably those in the professional services, financial services and life sciences sectors, and international law firms, from its offices in Chicago, New York, London and Pune. It has considerable experience in handling technically complex and volume-intensive reviews and analytics for household-name businesses, including significant expertise in privacy and data security compliance issues. Sources report: “They have lots of experts, and lots of scale.”

### Elevate

#### See profile on p.19

Elevate’s contract services are utilised by a global array of in-house legal departments, in areas such as contract reviews, drafting, administration and template management, as well as advising on wider contract issues arising in major corporate transactions, disputes work and compliance reviews. Clients also benefit from Elevate’s internal contract technology platform, Contrax-Suite, which uses AI tools to perform volume-intensive review and analysis tasks. One client enthuses: “They genuinely care about their clients, and are easy to work with. They put results before profits – a true partner.”

### Exigent Group

Exigent Group utilises its bespoke contract lifecycle management tool to handle clients’ document creation and contract review requirements, drawing upon the company’s broader resources to offer additional services such as contract optimisation and data and performance analytics. Its clients include both leading law firms and corporates across a host of industry sectors, who are serviced from the company’s operating centres in South Africa, India and Australia.

### EY

EY’s 2018 acquisition of Riverview Law in 2018, followed by the acquisition of Pangea3 from Thomson Reuters the next year, catapulted the accountancy giant’s legal division into one of the foremost legal managed services platforms in the market. Now housed under its legal operations division, EY’s newly bolstered contract management capabilities see the firm handle issues ranging over high-volume reviews, contract administration work and advising on contract performance, backed by wider resources in EY Law’s extensive global coverage.

### Integreon

#### See profile on p.5

Integreon’s longstanding reputation for excellence is borne out by its strong pedigree in assisting leading corporates with contract negotiation, drafting, review and analysis. Its delivery centres, including locations within the UK, the US, India and the Philippines, both directly support clients and act in partnership with law firms to provide contract services. The centres house multilingual expertise and significant experience in third-party CLM software. Interviewees say that they are “very strong in the eDiscovery and processing space.”

# Contract Lifecycle Management

## QuisLex

See profile on p.6

QuisLex provides its contract lifecycle management services to a number of global businesses and financial institutions, leveraging its delivery centres and offices in London, New York, Chicago, San Francisco and Hyderabad. It offers wide-ranging expertise across varying types of contracts and agreements, regularly handling document processing, contract negotiation and remediation and analytics. One client reports: *"Their work product is excellent. They understand the agency process, how law firms work, and how clients think. They take immense pride in their work product, and that is irreplaceable."*

## UnitedLex

Industry leader UnitedLex has a longstanding reputation for excellence in the legal outsourcing sector, notably in the contentious sphere but also for its contract services offering. Its core strengths include advising on contract templates and drafting, reviews and remediation, with particular expertise in handling diligence and compliance-related tasks. Notable areas of sectoral expertise include financial services and technology.

## Band 2

### Axiom Law

See profile on p.16

Starting life as Axiom Managed Services, and relaunched as Factor at the beginning of 2020, this firm boasts over 400 lawyers and contracts specialists across the United States and Europe. Their services range from short-term regulatory repapering projects to longer managed services, and consulting on improving processes.

### CPA Global

CPA Global is a well-regarded IP specialist, offering law firms and companies a comprehensive range of contract lifecycle services with a notable focus on patents. This includes IP intelligence solutions, a Big Data insights service, as well as a patent search and analytics service.

## DRS Alternative Legal Solutions

Praised by peers as *"technically capable,"* DRS has a notable focus on the financial services industry. Based in London and Newcastle, the company offers a range of solutions such as regulatory repapering, drafting, negotiation and general day-to-day management. Clients also benefit from the DRS data extraction service, which provides risk and compliance insights.

## Herbert Smith Freehills

Herbert Smith Freehills Alternate Legal Services offers a wide mix of contract lifecycle services. The company frequently handles and advises on day-to-day contract matters for a variety of prominent companies and financial institutions. HSF Alternate Legal Services also boasts a global network, with offices across Asia-Pacific, Europe and the US.

One client reports: *"A very professional and efficient team, with team leaders who are passionate about continuous improvement and adding value."*

## Kalexius

See profile on p.20

Swiss-based Kalexius focuses on acting for clients in the financial services sector, including several high-profile European banks and investment firms, who rely upon it for a broad spectrum of contract negotiation, renewal and remediation tasks.

## Konexo (Eversheds Sutherland)

See profile on p.21

Konexo offers a wide array of services to its clients. These range over flexible resourcing, managed services, and legal operations. The firm has also grown its presence in the Asia-Pacific region with offices in Hong Kong, Singapore and Malaysia.

## KPMG International

KPMG launched its Legal Operations and Transformations service in the UK late last year, joining similar efforts in continental Europe and Australia. As part of its managed services offering, KPMG also offers its own bespoke software platform to draft and organise documents, as well as handling risk and compliance issues.

## LegalBase

Servicing an international client base from its offices in Sri Lanka and the United Arab Emirates, LegalBase offers considerable expertise in corporate and commercial contracts work, particularly involving intellectual property issues. Its clients include law firms and domestic and international businesses, active in sectors including professional services, healthcare, real estate and retail.

## Morae Global

Legal services provider Morae Global enjoys a strong reputation for its contract management platform. Alongside traditional services across the document lifecycle, it also calls upon its multi-disciplinary team to counsel clients on strategy and implementation issues.

One client praises them as being *"very organised – there's lots of communication, so you always know how they are handling the process and won't miss a deadline."*

## PricewaterhouseCoopers LLP

NewLaw, PwC's ambitious legal services platform, sees the accountancy giant frequently advise clients undertaking significant contract remediation and repapering projects. Its size, scale and geographic breadth ensures it is well placed to advise on the most significant and intensive contract mandates, bolstered by vast reserves of experts across industry and governmental sectors.

## INTEGREON

[www.integreon.com](http://www.integreon.com) tel: +1 866 312 7023

Languages: *The firm has foreign language capabilities in over 50 languages*

### Firm Overview:

#### Mission Critical Managed Services:

Integreon has been a trusted, global provider of award-winning legal and business solutions to leading law firms, corporations, and professional services firms for more than 20-years. From delivery centers on three continents and with a secure robust remote work option, Integreon offers multi-lingual, around-the-clock support, as well as onshore, offshore and onsite delivery of their litigation, cyber incident response, contract lifecycle management, regulatory events, administrative, and creative services solutions.

Integreon has more than 3,500 professionals including lawyers, paralegals, statisticians, data analysts, and Six Sigma experts, delivering right-sized programs that leverage emerging best practices, technology, and a data-driven approach to re-engineer core processes and transform the way clients approach their businesses.

#### Long-term Relationships Built on Trust:

72% of Integreon's top 25 clients have partnered with them for 5+ years and close to half of the top 25 have been with Integreon for 10+ years.

### Main Areas of Practice:

#### Transformational Services Include:

##### Contracting Services:

- CLM Process & Technology Assessment
- Contract Abstraction & Migration
- Contract Drafting & Negotiation
- M&A Contract Services
- Immigration Document Services

Contact: [jeffrey.catanzaro@integreon.com](mailto:jeffrey.catanzaro@integreon.com)

##### Litigation Services:

- Discovery /Disclosure
- Managed Document Review

Contact: [jamie.berry@integreon.com](mailto:jamie.berry@integreon.com)

##### Risk & Compliance Services:

- Cyber Incident Response
- Regulatory Events (LIBOR, GDPR, Brexit)
- Subpoena Processing & Compliance

Contact: [jamie.berry@integreon.com](mailto:jamie.berry@integreon.com)

##### Business Enablement Services:

- Creative Services
- Research & Knowledge Management
- Administrative & Document Services
- Legal Word Processing (Law Firm)

Contact: [murray.joslin@integreon.com](mailto:murray.joslin@integreon.com)

### OFFICES

#### INDIA

**MUMBAI:** 602, 6<sup>th</sup> Floor, IT Building 03, Nesco IT Park, Nesco Complex, Western Express Highway, Goregaon East, 400 063

**NOIDA:** Tech Boulevard, Fourth Floor, Tower B, Plot 6, Sector 127, 201 301

#### PHILIPPINES

**MANILA:** 4<sup>th</sup> Floor, 6750 Ayala Avenue, 1226 Makati, Metro

#### UNITED KINGDOM

**LONDON:** City Place House, 55 Basinghall Street 9<sup>th</sup> Floor, EC2V 5DU

#### UNITED STATES

**CHARLOTTE:** 200 Regency Executive Park Drive, Suite 100, NC 28217

**FARGO:** 3247 47<sup>th</sup> Street South, North Dakota 58104

## QUISLEX

**Chief Executive Officer:** Ram Vasudevan

**Chief Operating Officer:** Sirisha Gummaregula

Number of employees worldwide: 1000+

Languages: *English, French, German, Mandarin, Spanish*

### OVERVIEW & HISTORY:

QuisLex is the industry leading Alternative Legal Service Provider (ALSP), specialising in complex document review, contract management, compliance and legal operations projects for Global 500 corporations and Am Law 100 and magic circle firms. QuisLex's services are among the most sophisticated in the industry and it is the partner of choice for clients on their bet-the-company matters.

### Services Offered:

#### Litigation:

The company's litigation services focus on its core managed document review service, which includes complete end-to-end project management and quality control that seamlessly integrate with outside counsel. The company's managed review portfolio extends beyond the review of documents to include a number of sophisticated, value added services. Additionally, QuisLex prepares privilege logs and performs redactions for privilege, trade secrets and confidentiality. The company leverages institutional knowledge of its clients and their industries to provide trial and witness preparation assistance such as detailed pattern/trend analysis, chronologies and deposition analysis/comparisons.

#### Regulatory & Internal Investigations:

QuisLex has assisted numerous clients in responding to high-profile, high-stakes investigations in both the US and UK. The company has developed a sophisticated specialisation in financial services investigations, including surveillance audits, and has significant experience in antitrust/competition related matters and FCPA investigations. The company has been asked on multiple occasions to represent both sides in an HSR Second Request based on the company's demonstrated ability to execute efficiently and effectively on large-scale and complex matters.

#### Data Privacy:

QuisLex has assisted with DSAR processing as a regular business process, as well as in response to multinational data breaches. The company has assisted its clients with applying data privacy redactions based on several data privacy regimes. QuisLex has also worked on a number of PII reviews in the incident response context.

#### Compliance:

QuisLex has deep experience designing and implementing contract compliance programs. Assessing existing contracts and contractual relationships, the company performs third-party due diligence, revises and renegotiates contracts, and establishes controls and processes to ensure prospective compliance and speed implementation.

#### Contract Lifecycle Management:

QuisLex assumes overall management responsibility for a wide spectrum of buy- and sell-side contracts on behalf of its clients. QuisLex's dedicated teams provide full spectrum contract management support, including creation and implementation of contract management systems, and creation of playbooks for contract drafting, negotiating guidelines, exception identification and analysis, escalation process mapping and ongoing contract maintenance.

#### Contract Abstraction & Analysis:

As part of its contract analysis services, QuisLex identifies material rights and obligations, captures deviations from standard terms and conditions, provides substantive classifications of contracts, captures key metrics required for business purposes, and creates and monitors standards and best practices.

#### M&A:

QuisLex provides pre- and post-merger support on both the buy and sell sides. Pre-merger, specialised teams perform reviews of relevant contracts required for due diligence. Post-merger, QuisLex teams assist in integration review and support, analysing the acquired entities' contracts against client standards to assist in identifying integration strategies involving renegotiation, termination and renewals. In addition to its overall expertise in analysing complex contracts, QuisLex has developed an array of best practices specifically related to spin-off and restructuring transactions.

#### Legal Operations Consulting & Analytics:

QuisLex supports corporate legal departments by designing and implementing scalable, repeatable, well-managed processes. The company has built on its experience standardising legal processes and creating and implementing templates, manuals, guidelines and playbooks across its core service areas to tailor them to the needs of individual clients or for a particular work stream. QuisLex also beta tests and integrates new developments in technology. The company also analyses metrics from these processes to drive results and to identify further opportunities for process improvements and creating efficiencies.

### SERVICES

Litigation  
Regulatory & Internal Investigations  
Data Privacy  
Compliance  
Contract Lifecycle Management  
Contract Abstraction & Analysis  
M&A  
Legal Operations Consulting & Analytics

### OFFICES

#### USA

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Email: [info@quislex.com](mailto:info@quislex.com)

QuisLex also has offices in Chicago, San Francisco, Hyderabad (India) and London (UK)

#### Key Clients:

QuisLex's clients include leading global financial institutions; insurance companies; major technology, pharmaceutical and manufacturing companies; Global 500 corporations and worldwide industry leaders; and Am Law 100 and magic circle law firms.



# Chambers

## Alternative Legal Service Providers 2021

Flexible Legal Staffing

## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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## Flexible Legal Staffing Global-wide

Flexible Legal Staffing
Global-wide
Leading Firms
Band 1
Axiom Law *
Elevate *
FLEX by Fenwick (Fenwick)
Lawyers on Demand
Peerpoint (Allen & Overy)
VARIO (Pinsent Masons)
Band 2
Eversheds Sutherland
lawflex *
Obelisk Legal Support *
Band 3
AMBAR *
Herbert Smith Freehills
KPMG
PricewaterhouseCoopers LLP
Special Counsel, Inc
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

with ElevateFlex. Peers praise them for their international reach, saying: “They have a model that is very global, and they are good at planning and projects.”

### FLEX by Fenwick (Fenwick)

Founded in 2010, California law firm Fenwick & West’s captive staffing platform, FLEX, offers both temporary and temp-to-perm lawyers to its largely entrepreneurial client base, relying on the firm’s signature strengths in working with early-stage technology and life sciences businesses. The platform is utilised by clients ranging from start-ups seeking their first in-house lawyer to larger businesses needing assistance on volume-intensive legal projects. Its legal professionals advise on matters including commercial agreements, M&A work, privacy and data security, litigation and employment law. One peer enthuses: “They have developed a great on-demand offering.”

### Lawyers on Demand

LOD’s 1000-strong team of contract lawyers, paralegals and wider legal professionals act for clients active in fields such as financial services, industrials and technology, alongside additional roles for public sector institutions. LOD provides direct legal services through its offerings in New Zealand and Australia, alongside additional offices in Europe, the Middle East and Asia which provide legal staffing solutions ranging over temporary paralegal support, legal secondments and lawyers providing services on flexible retainers. They enjoy a strong reputation on the continent, with one peer calling them “the best-situated player in flexible staffing in Europe.”

### Peerpoint (Allen & Overy)

Allen & Overy’s flexible legal staffing platform, Peerpoint, was founded in 2013 and has quickly become one of the most successful captive ALSPs in the New Law field. The platform provides clients with access to over 300 lawyers qualified in a number of global jurisdictions and based across London, Sydney, Hong Kong and Singapore. These lawyers range from former law firm partners and senior in-house counsel through to more junior lawyers, who regularly act for a client base comprising leading corporates, financial institutions and investors. Clients say: “Their services are terrific. I find the quality of the interface with Peerpoint, and the quality of the individuals presented, to be higher than the competition.”

### VARIO (Pinsent Masons)

Pinsent Masons’ flexible lawyer platform Vario allows clients to call upon a range of legal professionals, including freelance lawyers, legal

project managers and paralegals, on an adjustable basis. The rapidly expanding platform, which already includes significant operations in the UK, Australia and Singapore, launched in Hong Kong last year and entered the German market through the acquisition of Xenion Legal in December 2019. Vario currently offers clients around 800 professionals skilled in sectors including energy and natural resources, construction, real estate and financial services, while also calling upon additional technical resources from its parent firm.

## Band 2

### Eversheds Sutherland

Eversheds Sutherland’s resourcing business, Konexo, boasts a bench of 1,000 interim lawyers working on projects for large banks, financial services companies and corporates. The company has a notable presence across the UK and US, as well as Malaysia, Hong Kong and Singapore.

### lawflex

#### See profile on p.10

Based out of Israel, LawFlex expanded its global reach in 2020 and now has a network of offices that includes France, Chile and Ghana. Its client roster spans a mix of law firms, tech and retail companies and consultancies. The firm has a growing pool of contract lawyers, with over 550 available for projects around the world, with particularly strong representation in tech, privacy regulation, litigation and e-discovery, as well as corporate M&A.

One client says that “I am impressed with the team’s ability to act fast and meet my needs,” while another adds: “LawFlex is unique in Israel in bringing a very high level of professional service for RegTech.”

### Obelisk Legal Support

#### See profile on p.11

Established in 2010, Obelisk Support has grown its talent pool to over 1000 lawyers, whose expertise encompasses a substantial range of practice areas, including banking, commercial property, employment and IP. Its client base is equally broad, with the firm handling resourcing for telecom companies, and retailers, alongside its established financial services expertise.

Clients praise the team as being “commercial and flexible – they will take a pragmatic approach to legal problems and get stuck into the issues at hand.”

## Band 1

### Axiom Law

#### See profile on p.16

Following its launch in 2000, Axiom has quickly become one of the leading providers in the flexible legal staffing market, with an impressively broad array of leading corporates leveraging its services – including half of the Fortune 100. Its remarkably deep talent pool comprises over 2000 well-credentialed lawyers and legal professionals based across Europe, North America and Asia, specialising in areas ranging from mergers and acquisitions and contracts law to disputes work and regulatory compliance, leading market commentators to praise Axiom for its “knowledge and experience.” Clients also single out its “technical strength.” In 2019 also Axiom received a significant investment from private equity firm Permira, funds which will be used to grow its technological services, which match prospective clients with Axiom’s on-demand legal talent.

### Elevate

#### See profile on p.19

Elevate’s flexible resourcing service, ElevateFlex, draws from an international stable of lawyers with high-level private practice and in-house legal experience, with the network’s sectoral capabilities and jurisdictional reach bolstered through the acquisitions of UK-based Halebury and Hong Kong-based Cognatio Law in early 2019. Its clients span the corporate and legal spheres, with Hogan Lovells and Ashurst recently launching their own captive contract lawyer platforms in partnership

## Band 3

### AMBAR

#### See profile on p.33

Launched in 2020 by former Latham & Watkins lawyers, AMBAR is a dominant force in the Spanish ALSP market. It can supply lawyers versed in a range of practice areas, including trademarks, estate planning, civil litigation and commercial contracts. AMBAR has also developed an alliance with Axiom Law to increase its foothold in Latin America and Spain.

### Herbert Smith Freehills

Handling interim staffing needs for a diverse range of clients, Herbert Smith Freehills Alternate Legal Services' flexible staffing arm maintains a strong foothold in Australia and Belfast. While well known for its expertise in staffing major disputes, the company also regularly handles a wide variety of transactional projects.

### KPMG

KPMG offers clients a diverse pool of contract talent. Its contract lawyers handle work across banking and finance, general commercial, corporate, data protection and intellectual property work.

### PricewaterhouseCoopers LLP

PwC's flexible staffing arm, Flexible Legal Resources, boasts legal and compliance contract talent across a range of different practice areas. It offers remote or internal lawyers on a temporary basis for clients requiring assistance both on commoditised work and on more technically complex legal mandates.

### Special Counsel, Inc

US-based provider Special Counsel offers clients a broad scope of legal and related professionals on temporary assignments, including contract lawyers and wider legal support staff.

## LAWFLEX

www.lawflex.com **tel:** +972 (3) 779 8977

### Overview:

Lawflex is a leading global Alternative Legal Service Provider (ALSP) providing law firms, financial institutions and other corporations with high quality lawyers, from leading law firms, on a flexible basis and at competitive rates.

With a growing team of 600+ lawyers, Lawflex offers businesses an efficient and reliable way to temporarily expand their legal capacity, by hiring experienced lawyers from a variety of jurisdictions on a short-term basis, or for any length of time required to complete a project or fill a specific need.

The Lawflex model allows businesses to access top lawyers from across the globe without the large overheads of traditional law firms, providing solutions in 26 jurisdictions around the world, including physical branches of the company in several locations.

As a leading legal resourcing firm, LawFlex is committed to ensuring that its global pool of legal talent stays competitive in terms of experience, qualifications, and pricing.

### Services Offered:

With over 600 highly skilled, flexible lawyers, the firm can help you achieve more while keeping your costs down.

### Flexible Staffing:

Lawflex provides quality legal solutions for short-term legal assignments. The firm's large pool of highly-skilled independent lawyers, enable any business to temporarily grow their workforce, maximise their resources, and minimise their costs.

Lawflex harnesses top legal talent from across the globe to provide businesses with a reliable way to temporarily expand their legal capacity using less resources

### Managed Services:

Lawflex provides project management leaders and experienced teams of lawyers to do project work for your in-house team. Compliance and regulatory projects can be outsourced in their entirety, releasing the legal team to deal with the core business.

### Technology & Process:

Whether you are a startup, SME, or a large enterprise, Lawflex allows businesses of any budget to access the firm's know-how and experience in legal operations and technology, in order to ensure that you have the necessary legal tools to grow and the right procedures in place to prosper.

### Document Review & E-Discovery:

Lawflex team of qualified lawyers are experienced in undertaking large-scale document review for a variety of purposes such as due diligence, e-discovery, legal research and compliance.

### Part Time Legal Counsel:

LawFlex is here to assist with its unique part time General Counsel Service. The firm provides top lawyers who are ex General Counsel – attorneys with more than 10 years of legal expertise in commercial or technology law, who can work in-house - for any company - on a flexible on-demand basis.

The company can in-source a lawyer for as much time as they need - the General Counsel you choose will be tailored to the company's specific legal needs.

The company does not need to pay a full salary for a GC - but still gets all of the benefits of having a dedicated, personalised, experienced in-house General Counsel.

LawFlex - Never run out of talent.

### OFFICES

#### ISRAEL

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Email: info@lawflex.com



## OBELISK LEGAL SUPPORT

**tel:** 020 3417 6590

**CEO:** Dana Denis-Smith

Talent community: 1,500+ lawyers and paralegals

Languages: *English, French, German, Mandarin, Arabic, Spanish and more*

### Firm Overview:

The idea for Obelisk Support was born in India, March 2010. CEO Dana Denis-Smith travelled there from London to explore her next business idea. At that time, many businesses were developing offshore outsourcing centres. Instead Dana's thinking took a different line. Why not use the talent left behind by traditional working models in the UK?

On returning to London she set up Obelisk Support, starting with a team of just four ex-City lawyers. Since then the business has grown from strength to strength, becoming a trusted and respected provider of flexible legal services. Today Obelisk has over 1,500 lawyers and paralegals in this talent community, supporting in-house legal teams and law firms around the world. Obelisk is a business with a purpose, founded on the belief that legal work should be as inclusive as possible and championing flexible and remote work across the profession.

### Services Offered:

- Flexible Resourcing
- Document & Contract Review Projects
- Legal Operations
- Paralegal Support
- Legal Research & Knowledge Management
- Legal Translation

Obelisk Support is the home of flexible legal work. Whether you need a dedicated consultant to work for you 'by the day' or project support 'by the hour', Obelisk can help. Using Obelisk's services helps customers provide a reliable, efficient and cost-effective legal service to their business.

### Flexible Resourcing:

The Obelisk talent community includes lawyers and paralegals from around the world. All are pre-vetted and ready to work. Obelisk's 'human first' matching process is powered by a unique in-house platform and prioritises speed, performance and chemistry. Customers including Ocado, RBS, Goldman Sachs and ING come to Obelisk to support their legal teams with one-off projects, ongoing routine work and managing peaks in demand.

### Projects:

Staffed by lawyers and/or paralegals from the Obelisk community, project work can include document review, contract review/renegotiation and other bespoke legal work. Priced by the hour, customers only pay for what they need and a project team can be up and running in as little as 48 hours.

### Legal Operations:

The Obelisk community includes project managers, interim legal operations heads and other specialists who can help legal teams with projects such as document or contract automation.

### Paralegal Support:

Obelisk Support offers paralegal support for busy teams who need extra help with first draft reviews, legal administration, triage of work and handling first line queries.

### Legal Research & Knowledge Management:

Obelisk Support can help with legal research, PSL and knowledge management tasks, either on a full-time or ad hoc basis.

### Legal Translation:

Obelisk Support can organise document translations carried out by experienced legal translators covering the world's most spoken languages.

### PRACTICE AREAS

Corporate  
Commercial  
Data & Privacy  
Banking & Finance  
Financial Services  
Commercial Real Estate  
IP & IT  
Construction  
Employment

### OFFICES

#### UNITED KINGDOM

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# Chambers

## Alternative Legal Service Providers 2021

Law Firm LPO

## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

## Contents:

Law Firm LPO Global-wide p.14

# LAW FIRM LPO: An Introduction to Global-Wide

Contributed by DWF Mindcrest (DWF)

## Current economic conditions affecting the legal profession

The COVID-19 pandemic brought the world to a standstill. Now, more than a year and a half later, the pandemic has pervaded every aspect of the world's affairs and will continue to for the foreseeable future. In some parts of the world, access to vaccines has allowed sectors to open up and has allowed citizens to slowly return to a sense of normalcy. Other parts of the world have seen immense surges in cases with limited vaccine availability unable to outpace the spread of the virus. The loss of human life during the past year and a half has been devastating with more than 3.3 million people dead. For many, there will not be a return to the "normal" the world knew in 2019, rather the world will emerge into a "new normal," and the emergence from the shadow of the pandemic will not be linear.

Taking the world economy as a whole into account, forecasts are improving. Revised estimates by the IMF project a 6% global economic growth in 2021 followed by another 4.4% increase in 2022. Following a year that saw the global economy shrink by 4.4%, this seems like good news. However, global recovery is not linear, nor is it simple. Imbalances in vaccine distribution mean some nations will recover slower. Global trade, which many businesses depend on, is disrupted by these imbalances. Furthermore, many businesses and industries suffered severe losses, leading to layoffs and closures. Until there is equitable distribution of vaccines, the pandemic will continue to play a role in the day-to-day lives of most of the world.

Broadly speaking, companies are rethinking their business and operating models. Is it necessary to have as many physical offices? How do global companies manage offices in various states of re-opening? Is the go-to-market strategy nimble and flexible enough to adjust to severe external shocks? With a more agile workforce, how does a company train, develop and retain its employees when their physical location does not matter? Each company will grapple with these issues, come to their own conclusions and take appropriate action. The winners will be those that can think through all of these issues and develop and execute finely calibrated plans.

## What does all of this mean to the legal business?

The legal business is dominated by four sets of players: law schools, in-house legal departments, law firms and alternative legal services providers (ALSPs). The walls that exist between these legal departments, law firms and ALSPs will become porous, with work flowing between and among these groups in a seamless manner. Distinctions between in-sourcing and out-sourcing will diminish. Technology development through the use of AI tools will accelerate and will be deployed with greater urgency. However, at the front end of the legal profession, law schools will undergo significant changes affecting the supply of lawyers.

## Law Schools

Before COVID-19, could we have imagined the level to which American higher education would be conducted through online courses? Law schools long resisted online courses as not being conducive to the Socratic method of teaching, but had to pivot quickly to remote learning at the onset of the pandemic. Technological networks held and education was able to continue in a remote setting. However, remote learning presents its own challenges, such as decreased social interaction and fewer networking opportunities. As well, law schools have built fancy brick and mortar buildings and must recoup these investments through fees charged to students. However, the higher education market going forward may tilt towards remote learning. In that case, will students pay those high fees if they do not benefit from in-person amenities? Will this result in winner and loser law schools and reduce the number of lawyers entering the system with significant downstream repercussions?

## Legal Departments

The pandemic exposed existential threats to all economic activity. Legal departments have been front and centre in dealing with the pandemic threats that continue today. The company will place greater burdens on legal departments to prepare and plan for such threats in the future, including future waves of COVID-19. Legal departments must look at their supply chain in imaginative ways. In the past, in the face of such threats, law departments have taken baby steps. Now is the time to be bold and imaginative. Knee-jerk resistance to technology must change to a judicious embrace of technology. Agile companies will respond to this new normal by inventing better AI tools and processes. The pandemic has also allowed law departments the flexibility to utilize these tools across the entire supply chain. Legal departments should deploy these new generation tools to get rid of an exclusionary mentality and demand collaboration between legal departments, law firms, and ALSPs in a seamless manner.

## Law Firms

The vast majority of law firms are still stuck with the partnership model. Given the new normal brought on by the virus, law firms should begin to move away from the partnership model. While legal expertise and a brand name will continue to help law firms at the top of their respective markets, the pendulum is swinging towards the delivery management of legal services. Instead of paying lip service, law firms should embrace technology. Of course, technology cannot supplant legal expertise, but it does make it easier to access legal expertise and help deliver the work much more productively and cost-effectively. Legal departments are already encouraging greater collaboration between law firms and ALSPs and will demand such collaborations in the future.

**Alternative Legal Services Providers**

ALSPs with global footprints, significant technology, strong project management and sound people management capabilities will become key players in the future. By providing enterprise level service and working collaboratively with legal departments and law firms, ALSPs are changing how legal work gets done in a more efficient manner. The success of individual ALSPs will depend on how they execute on a daily basis. The pressure on ALSPs to embrace and showcase technology will be acute as technology is an integral selling point of the ALSP model. Also, strong people management is critical for ALSPs where teams are working in hybrid remote models, especially as ALSPs are held to more stringent SLAs than their law firm counterparts.

**Conclusion**

COVID-19 permeated every corner of the Earth and disrupted our lives completely. It created an economic onslaught on our very existence. The recovery is slow and uneven. Companies have been forced to rethink their business models or face the prospect of going out of business. The legal business will not be immune from these pressures and will face a greater burden as the key player in protecting the company from threats. This means that legal departments, law firms and ALSPs will be forced to change and embrace technology, discard barriers between in-sourcing and out-sourcing, abandon geographic barriers and work collaboratively.

Until enough vaccines have been distributed, COVID-19 will continue to haunt us. Therefore, the ability to adjust to unbalanced recoveries in an uncertain marketplace will pose the greatest challenge to businesses across industries.

*By Ganesh Natarajan, President, Mindcrest*

**Law Firm LPO Global-wide**

<b>Law Firm LPO</b>
<b>Global-wide</b>
<b>Leading Firms</b>
<b>Band 1</b>
Ashurst Advance (Ashurst)
BCLP Cubed (Bryan Cave Leighton Paisner)
Condor ALS (Fieldfisher)
DWF Mindcrest (DWF) *
GravityStack (Reed Smith)
Konexo (Eversheds Sutherland) *
<b>Band 2</b>
Advanced Delivery and Solutions (Allen & Overy)
FLEX by Fenwick (Fenwick & West)
Herbert Smith Freehills
Re:link (Linklaters)
Recurve (Greenberg Traurig)
SixFifty (Wilson Sonsini)
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

**Band 1**

**Ashurst Advance (Ashurst)**

Since March 2016, Ashurst Advance has expanded its offering into a comprehensive list of services, ranging from managed services to e-discovery and process consulting. The firm also launched a flexible resourcing platform, through partnerships with Cognia and Elevate, in 2019. Sources praise the firm as being “very pragmatic,” noting also the substantial expertise of its staff.

**BCLP Cubed (Bryan Cave Leighton Paisner)**

Responding to the ever-increasing workloads of in-house legal teams, BCLP’s Cubed service exists to simplify clients’ business and transaction processes, and to slash their costs, by seamlessly streamlining outsourced bulk and complex legal work. Launched in June 2019 and leveraging its UK and US volume delivery teams, the platform comprises the areas of commercial contracts, real estate asset management, financing agreements and data access requests, while offering clients consistent business data insights.

**Condor ALS (Fieldfisher)**

Launched in 2017, Fieldfisher’s Condor platform offers clients efficient, integrated solutions, and is noted by sources for its focus on the financial sector. The platform specialises in document negotiation and contract management with a regulatory focus. Via strategic partnerships, Condor provides a scalable suite of services, enabling the rapid mobilisation of large capacity work. Guy Usher, head of Derivatives and Structured Finance, comments: “We launched Condor in response to client demand for law firm-managed, low-cost bulk document projects, driven initially by the wave of regulatory changes following the financial crisis. The value we add, in addition to technical input, is that we take responsibility for delivery of the entire project. CondorFlight offers clients remote access to a hand-picked group of senior lawyers by the hour, or by the day, or per unit of work.”

**DWF Mindcrest (DWF)**

**See profile on p.18**

Mindcrest, acquired in early 2020 by UK law firm DWF, provides contract management and document review services to major clients across the US, Europe and the Asia-Pacific region, notably those in the professional services, financial services and life sciences sectors. Its teams, based in its offices in the US, the UK and India, are experienced in assisting clients with a broad scope of contentious and non-contentious matters, including significant expertise in privacy and data security compliance issues.

A client reports: “Overall project management is an absolute strength of the Mindcrest team,” and another adds: “The quality of the service is excellent – they have a very thoughtful process.”

**GravityStack (Reed Smith)**

GravityStack, Reed Smith’s innovation subsidiary, encompasses a selection of cutting-edge integrative LawTech services including AI-driven project and contract management tools, implementation services for in-house support systems, and the firm’s bespoke Periscope platform for KPI metrics relating to e-discovery.

**Konexo (Eversheds Sutherland)**

**See profile on p.21**

Eversheds Sutherland’s answer to the fast-growing ALSP market, Konexo began operations in July 2019 and, though young, already brings a robust offering spanning legal managed services and resourcing, corporate secretarial/HR solutions and financial services compliance support. Committed to delivering fully client-centred flexibility, the platform utilises AI technology for swift implementation of services and is staffed by tech professionals. In June of 2020 the company launched its services in the US. Clients say: “There’s nothing they could do to improve. I feel comfortable using them.”

**Band 2**

**Advanced Delivery and Solutions (Allen & Overy)**

Allen & Overy’s all-encompassing suite of solutions includes a wealth of resources in its Belfast-based Legal Services Centre, which allows clients of the firm to access experienced, high-quality legal resources for contentious and non-contentious matters in a more cost-effective manner. Established in 2012, the LSC houses lawyers at varying levels of seniority with experience using a broad array of technological tools to handle document-intensive tasks, including international litigation and regulatory investigations. Recently the Managed Legal Services team worked on a legal tech product which assessed whether force majeure provisions could be triggered by COVID-19. Peers praise them as “leaders in the market” of legal process outsourcing.

**FLEX by Fenwick (Fenwick & West)**

Founded in 2010, FLEX by Fenwick has grown to encompass a wide variety of staffing needs, from large-volume project work to covering for absences. The firm boasts substantial expertise across such traditional areas as M&A support, as well as data privacy, and IP and patent prosecution. In common with Fenwick & West, FLEX regularly and ably supports venture-backed start-ups.

**Herbert Smith Freehills**

Herbert Smith Freehills' Alternate Legal Services has an especially strong presence in Melbourne and Belfast in addition to offices spanning ten different cities across Asia-Pacific, South Africa, the Middle East, the US and the UK. Its services are equally diverse, ranging from e-discovery and regulatory projects to commercial matters and due diligence.

**Re:link (Linklaters)**

Linklaters launched its flexible lawyering service, Re:link, in April 2019. The platform allows the firm to serve its clients in their most demanding legal challenges with greater efficiency by providing immediate staffing solutions. Focused primarily on the UK, Re:link's network of lawyers centres on the agile provision of practice area-specific expertise, including for project support and interim cover, backed by the professional infrastructure of the wider firm.

One client reports: *"Working with them was seamless – it was for a specific area where it's difficult to find temporary staff, which we really needed in the short term. They found the candidate, vetted them internally with experts in that area and were confident they could manage the risks. They just did a great job in a tricky space."*

**Recurve (Greenberg Traurig)**

In operation since June 2019 with headquarters in Denver, Warsaw and Tel Aviv, Greenberg Traurig's shared services platform, Recurve, steps outside the world of formal legal services, leveraging a dedicated team of legal, technological and business experts who co-ordinate tailored solutions in managed services from an array of specialist providers. These services range from optimised staffing solutions and value-based budgeting, to process innovation, project management and advanced technology products.

**SixFifty (Wilson Sonsini)**

Developed by market-leading experts in legal and compliance software tools, Wilson Sonsini Goodrich & Rosati's legal software subsidiary, SixFifty, was initiated in February 2019 and is designed to deliver solutions in cutting costs and streamlining legal operations for WSGR's signature client base of start-ups and young companies in the technology arena, who face ever more complex legal challenges. The platform's initial focus is the provision of privacy compliance solutions in response to the California Consumer Privacy Act, which include a selection of pro bono tools.

# AXIOM

tel: +1 917 237 2900

**Managing Directors:** David McVeigh, CEO; Sloane Googin, CFO; David Pierce, CRO; Carol O’Kelley, CMO; Eric Carter, Chief People Officer; Catherine Kemnitz, Chief Legal Officer; Sara Morgan, Legal Talent; LaMonte McGraw, IT; CJ Saretto, R&D

Number of employees: 5,800

Languages: *English, German, English, Arabic, Dutch, Spanish, French, Gujarati, Cantonese, Bengali, Hindi, Japanese, Greek, Punjabi, Czech, Italian, Mandarin (Chinese), Bamanankan, Korean, Portuguese, Armenian, Mandarin, Macedonian, Vietnamese, Danish, Swedish, Afrikaans, Persian, Yoruba, Bosnian, Catalan, Dari, Haitian, Urdu, Indonesian, Russian, Bulgarian, Croatian, Burmese, Cebuano, Tagalog, Igbo, Romanian, Turkish, Albanian, Hebrew, Polish, Swahili, Uzbek, Latin, Norwegian, Slovak, Serbian, Hungarian, Creole, Telugu, Latvian, Tamil, Malay, Thai, Tigrigna, Marathi, Ukrainian, Mongolian, Shona, Sinhala, Kazakh, Estonian, Finnish, Kannada*

## Firm Overview:

Axiom, the global leader in high-calibre and diverse on-demand legal talent, is innovating the way legal teams and lawyers work. Axiom enables clients to access over 5,800 talented lawyers through a curated platform and build more dynamic teams to drive better business outcomes. Axiom empowers lawyers across industries and practise areas to thrive, delivering legal and business acumen to world-class companies. The company is deeply committed to gender equality and diversity, and prides itself on having one of the most diverse employee populations in the industry. Axiom works with over half of the Fortune 100 companies, and currently operates in North America, the UK, Continental Europe, and Asia Pacific.

## Experience Levels:

From 2 to 40+ years’ post-qualification experience – with 5,800+ legal professionals and growing, the Axiom network represents highly credentialed, top-calibre talent and its commitment to diversity and inclusion.

## In House Experience:

100% of Axiom lawyers have in-house experience, and 60% of Axiom lawyers have in-house experience at F250 companies.

## Services Offered:

### Secondments:

Axiom secondments lawyers are engaged by clients to support in-house teams, providing coverage across various practise areas. This includes coverage for parental or medical leave, staff turnover, or spikes in work volumes.

### Secondment Programmes:

Through Axiom’s secondment programmes, multiple Axiom lawyers are deployed to help support an in-house team, often supporting multiple in-house roles to help fill resourcing gaps or surges of work.

### Counsel:

Axiom’s Counsel solution offers specialist advice and subject matter expertise on an as-needed basis, providing law-firm-quality advice, experience, and execution.

### Structured Teams:

Through the structured team’s solution, a team of Axiom lawyers is deployed for a client, led by an experienced leader, to work on complex and/or high-volume projects.

### Key Clients:

Axiom serves over 50% of the Fortune100, and including The Coca Cola Company, Dell, The Kraft Food Group, ebay Inc., Enlivant, Change Healthcare, and more.

## Main Areas of Practice:

- **Capital Markets:** Specialities include IPOs, equity capital markets, debt capital markets, SPACs, and more
- **Commercial & Contract Law:** Specialities include advertising and market review, vendor and procurement agreements, contract information management, and more
- **Corporate Law:** Specialities include corporate secretary and services, governance, securities filings, and more
- **Data Privacy & Cybersecurity:** Specialities include cybersecurity infrastructure, data privacy regulator response, data privacy management, and more
- **Finance:** Specialities include consumer banking and lending, asset finance and leasing, derivatives, and more. Insurance: Specialities include insurance and reinsurance, regulatory compliance, insurance transactions, and more
- **Intellectual Property:** specialities include patents, trademarks, copyright, trade secrets, IP portfolio management, and more
- **Labour & Employment:** Specialities include employment agreements, investigations, HR policies and procedures, and more
- **Legal Support:** Specialities include research and analysis, documentation and preparation, contract and project management, and more
- **Litigation:** Specialities include alternative dispute resolution, employee relations and investigations, discovery management, and more
- **Mergers & Acquisitions:** Specialities include mergers and acquisitions, divestitures, joint ventures, and more
- **Real Estate:** Specialities include real estate finance, portfolio review and management, lease negotiations, defaults, workouts and foreclosures, and more

## SECTORS

Bankruptcy & Reorganisation  
 Capital Markets  
 Clinical Trials  
 Corporate Law  
 Commercial & Contract Law  
 Data Privacy & Cybersecurity  
 Derivatives  
 Finance  
 Healthcare & Life Sciences Regulation & Compliance  
 Insurance  
 Intellectual Property  
 Labour & Employment  
 Legal Support  
 Litigation, Investigations & Dispute Resolution  
 Mergers & Acquisitions  
 Real Estate  
 Regulatory & Compliance  
 Tax

## OFFICES

### USA

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 Nankin Row, Singapore 048660  
 Tel: +65 6323 5213

### CANADA

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 Tel: +1 647 243 8570

### SWITZERLAND

Zurich: Lintheschergasse 10, 8001  
 Tel: +41 44 266.8500

- **Regulatory & Compliance:** Specialities include regulatory compliance in financial services, healthcare and life sciences, environmental, social, and governance (ESG), and more

# DWF MINDCREST

www.mindcrest.com tel: +1 312 467 9744 fax: +1 312 245 0211

**Chairman:** Mark Qualter, CEO, Managed Services,  
Ganesh Natarajan, President, Managed Services

Number of employees: 4,200

Languages: Arabic, Cantonese, Dutch, English, French, German, Hindi, Italian, Mandarin, Polish, Punjabi, Russian, Spanish, Urdu, Multiple Indian Languages

## Overview & History:

In 2001, two attorneys from global law firms and two engineers from Silicon Valley decided to start upon an uncharted path that would grow the legal services industry to a global scale. The founders felt strongly that the law firm business model rewarded inefficiency and below optimal outcomes to clients. Therefore, Mindcrest was founded on the belief that subject matter expertise, project management, technology, and innovative service delivery will transform the legal services industry.

As the first legal services company, Mindcrest has been an Alternative Legal Services Provider (ALSP) services for 19 years, with deep subject matter expertise and many decades of combined legal experience in compliance, contracts management, legal analytics, and litigation and investigations. The firm's legal skills are enhanced by strong project management, people management, metrics and analytics, and the appropriate use of technology to deliver stellar results.

Some of Mindcrest's client relationships with leading global corporations and law firms span over a decade, which is the longest in the industry. The firm's 'One Team' approach has allowed it to serve as a collaborative and trusted extension of their client teams.

In 2020, Mindcrest was acquired by DWF, thus becoming DWF Mindcrest. DWF is a global legal business providing complex, managed and connected services, operating from 33 key locations with approximately 4,300 people. As a result, DWF Mindcrest offers the entire range of ALSP services from multiple delivery centers in North America, Europe and Asia/Pacific.

## Services Offered:

DWF Mindcrest's four practice areas—compliance, contracts management, legal analytics, and litigation and investigations cover the full breadth of alternative legal services.

### Compliance

Companies face increasing compliance risks. Heightened regulatory activity with substantial fines and penalties for compliance failures can overwhelm organisations. By leveraging resources and technology, DWF Mindcrest has successfully delivered compliance solutions while demonstrating return on investment. The firm's ability to structure, review, and analyse large volumes of information creates effective problem-solving for even the most demanding compliance challenges.

### Contracts Management:

Contracts are the lifeblood of a business; an average Fortune 2000 company has tens of thousands of active contracts. Many struggle to manage contract performance across geographically dispersed locations, fragmented databases, and a combination of stakeholders with varying needs. Conventional strategies of managing contracts have led to regulatory penalties, missed deadlines, missed benefits, maverick pricing, and transaction errors. DWF Mindcrest's contracting solutions help you manage contract risk, close more deals, improve decision-making using accurate contract data, and reduce costs.

### Legal Analytics:

DWF Mindcrest converts legal data into valuable information for attorneys and business professionals by researching, tracking, analysing, and summarising legal content, including case law, legislation, regulations, and other legal filings, both domestic and international. For more than a decade, DWF Mindcrest has been the indispensable resource upon which their clients have depended to distill all of this legal information, demonstrating the quality and value of their solutions.

### Litigation & Investigations:

Companies who encounter litigation challenges require a reliable eDiscovery solution. With over 19 years of experience on some of the largest and most complex eDiscovery projects, the specialized teams combined with the best of technology and proprietary processes deliver cost-effective managed review solutions and thus earned the trust of their clients.

## "What Makes DWF Mindcrest Different?"

### The DWF Mindcrest Method:

Over the last 19 years, DWF Mindcrest has developed its unique methodology for project management, providing transparency, quality assurance, technology utilisation, and delivering actionable metrics. Within the DWF Mindcrest Method, each one of their seasoned lawyers makes 'Quality First' their guiding principle, and thus all take pride in producing exemplary work and excellent client service using tested and proven QA and QC methodologies.

## SECTORS

Compliance  
Contracts Management  
Legal Analytics  
Litigation & Investigations

## OFFICES

### AUSTRALIA

Brisbane, Melbourne, Newcastle, Sydney

### FRANCE

Paris

### GERMANY

Berlin, Cologne, Munich, Dusseldorf

### INDIA

Pune

### ITALY

Milan

### POLAND

Warsaw

### SPAIN

Barcelona, Madrid, Valencia

### UNITED ARAB EMIRATES

Dubai

### UNITED KINGDOM

London, Manchester

### UNITED STATES

Chicago

Email: [info@mindcrest.com](mailto:info@mindcrest.com)

## mTech:

mTech is DWF Mindcrest's two-pronged approach to technology: one side involves a team that routinely tests leading industry technologies, evaluates them based on a robust set of criteria, and ensures that DWF Mindcrest's recommendations are suitable solutions for each client's specific needs; the other is an agile workflow management application which allows DWF Mindcrest to track KPIs, which are customisable for each client to use as their own workflow platform.

## DWF Mindcrest University:

DWF Mindcrest University is the preeminent training program in the industry, as it offers onboarding and ongoing training with over 100 courses on substantive legal issues to courses on leadership, project management, and technology. It fosters an environment of continuous learning to ensure that training has residual long-term effects in work efficiency. DWF Mindcrest provides customised learning options for each distinct training instance as an investment in the development and empowerment of a client's workforce. Training materials developed by DWF Mindcrest University are designed are thoroughly understood by the client's team and continuously implemented to fit their project management needs.

## Contact:

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# MINDCREST

www mindcrest.com tel: +1 312 467 9744 fax: +1 312 245 0211

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#### Litigation & Investigations:

Companies who encounter litigation challenges require a reliable eDiscovery solution. With more than 20 years of experience on some of the largest and most complex eDiscovery projects, the specialised teams combined with the best of technology and proprietary processes deliver cost-effective managed review solutions and thus earned the trust of clients.

### "What Makes Mindcrest Different?"

#### The Mindcrest Method:

Over the last 19 years, Mindcrest has developed its unique methodology for project management, providing transparency, quality assurance, technology utilisation and delivering actionable metrics. Within the Mindcrest Method, each one of its seasoned lawyers makes 'Quality First' their guiding principle, and thus all take pride in producing exemplary work and excellent client service using tested and proven QA and QC methodologies.

### SECTORS

Contracts Management  
Legal Analytics  
Litigation & Investigations

### OFFICES

#### AUSTRALIA

Brisbane, Melbourne, Newcastle, Sydney

#### FRANCE

Paris

#### GERMANY

Berlin, Cologne, Munich, Dusseldorf

#### INDIA

Pune

#### ITALY

Milan

#### POLAND

Warsaw

#### SPAIN

Barcelona, Madrid, Valencia

#### UNITED ARAB EMIRATES

Dubai

#### UNITED KINGDOM

London, Manchester

#### UNITED STATES

Chicago

Email: info@mindcrest.com

### mTech:

mTech is Mindcrest's two-pronged approach to technology: one side involves a team that routinely tests leading industry technologies, evaluates them based on a robust set of criteria and ensures that Mindcrest's recommendations are suitable solutions for each client's specific needs; the other is an agile workflow management application which allows Mindcrest to track KPIs, which are customisable for each client to use as their own workflow platform.

### Mindcrest University:

Mindcrest University is the preeminent training program in the industry, as it offers onboarding and ongoing training with more than 100 courses on substantive legal issues to courses on leadership, project management and technology. It fosters an environment of continuous learning to ensure that training has residual long-term effects in work efficiency. Mindcrest provides customised learning options for each distinct training instance as an investment in the development and empowerment of a client's workforce. Training materials developed by Mindcrest University are designed are thoroughly understood by the client's team and continuously implemented to fit their project management needs.

### Contact:

Kristina Postrero | Director of Marketing  
Tel: +1 312 467 9744  
Mobile: +1 312 919 0693  
Email: kristina.postrero@mindcrest.com

# ELEVATE

www.elevateservices.com **tel:** +1 310 853 8448**Chairman:** Liam Brown

Number of employees: 1,200+

Languages: *Arabic, Bahasa, Cantonese, English, Farsi, French, German (includes Swiss-German), Greek, Hindi, Italian, Japanese, Korean, Mandarin, Polish, Portuguese, Russian, and Spanish.***Firm Overview:**

Elevate is the law company, providing consulting, technology, and services to law departments and law firms. The law company's mission is to help law departments and law firms with practical ways to improve efficiency, quality, and business outcomes. The company's multidisciplinary team of legal, business, and technology professionals extend and enable the resources and capabilities of customers worldwide.

**Services Offered:**

Elevate is one of the most comprehensive legal services providers in the global legal market. The law company's 1,200+ person, multidisciplinary organisation includes lawyers, engineers, consultants, data scientists, project managers, program managers, and business professionals who together provide its customers with the full complement of legal consulting, technology, flexible staffing/recruiting, and managed services.

**Flexible Legal Staffing:**

ElevateFlex is the law company's global flexible legal resourcing service providing pre-vetted legal talent and a systematic approach to managing teams to deliver consistent, high-quality performance. The law company is adept at understanding customers' requirements and culture to offer creative solutions at speed and scale, both onsite and remotely, to meet their interim, project-based, and permanent needs. Notable customers include HSBC, Hogan Lovells, and Reed Smith.

**Contract Lifecycle Management:**

The law company combines people, process, and technology to provide the full spectrum of contract services for our customers. Its CLM services reduce contract-related risk and enable legal teams to focus on higher-value activities.

**Services include:**

- Contract Insights/CARM- organise material executed contracts, extract metadata and provisions using a highly accurate, cost-effective, and rigorous process
- Technology Managed Services - configure, maintain and support all leading CLM systems
- Managed Contracts Services - outsource management of low-risk, low/medium complexity contracts

The law company's CLM services integrate with ContraxSuite, its propriety AI-powered contract analysis technology that accurately and cost-effectively processes large document sets to isolate and identify key provisions for extraction and remediation. Notable customers include Fitbit, VMware, and NetApp.

**Litigation Services:**

The law company's services include eDiscovery, document review, project management, and medical claims in bodily injury cases. It brings extensive global experience across a wide variety of matters to tailor project scope, review strategies, workflows, and resource estimates to achieve high quality, efficiency, predictability, and cost control.

**Technology:**

Elevate's Ecosystem Legal Management (ELM) provides technology for collaboration across law departments, law firms, and law companies. The platform base utilises machine learning, AI-driven data extraction and analysis, and a common unified database. This ecosystem offers law departments tools to optimise their RFP process, track legal requests, manage their matter portfolio, and assess and manage legal spend. It enables law firms to build stronger client relationships by providing transparency and insight into the progress of matters against schedule and budget.

**Consulting:**

Elevate's consultants develop technology and operational strategies to achieve greater efficiency and lasting strategic advantage for law departments of dozens of the largest corporations in the world and Global 100 law firms. The law company helps GCs design, implement, and manage innovative solutions that create value and advance business objectives. With Elevate's assistance, its customers optimise their legal spend, operations, use of technology, management of information, and the methods by which they measure progress, performance, and success. The law company works with law firm COOs, CIOs, and practice managers to help them achieve and maintain competitive advantages through greater operational efficiency that enables them to deliver top-quality legal services and cost-effective pricing.

**SERVICES**

Flexible Resourcing  
 Litigation Services, eDiscovery, & Document Review  
 Discovery & Investigations  
 Contract Review, Analysis, Optimisation, & Management  
 AI-Powered Document Analysis for M&A Due Diligence & Intellectual Property Portfolio Management  
 Medical Claims & Litigation  
 Legal Operations, Legal Request Tracking, & Matter Management  
 Pricing, Budgeting, & Legal Spend Management  
 Outside Counsel Management & Matter Portals  
 Legal Bill Review & eBilling  
 Firm & Law Department Strategy  
 Project Dashboards & Analytics

**OFFICES****USA**

**LOS ANGELES:** 10250 Constellation Blvd,  
 Suite 2815, 90067  
 Tel: +1 310 853 8448



# KALEXIUS

www.kalexius.com tel: +1 (720) 710 13 90

**CEO:** Nicolas Leroux

Languages: *English, French, German, Spanish, Russian, Hebrew, Arabic*

## OFFICES

The firm has offices in UK, USA, France, Switzerland, Mauritius, Israel

### Firm Overview:

Kalexius is a specialist provider of managed legal services. The firm was founded in 2011 and has developed a wide-ranging base of primarily blue-chip corporate clients.

Kalexius' clients are often seeking to remove tactical or volume work from the in-house team so that they can focus on higher value activities. Kalexius identifies the right mix of resources and locations to ensure cost-effective delivery while maintaining the highest quality standards.

### Main Areas of Practice:

#### Commercial Contracts:

Kalexius' speciality is managing large volumes of contract related work either on a project basis (e.g. re-papering exercises) or business as usual (i.e. outsourcing work currently undertaken in-house).

Kalexius offers end-to-end solutions covering the entire contractual lifecycle, including:

- Sales side and Procurement side contracts
- Template creation and management
- Contract drafting and negotiation
- Execution support
- Post-execution management of contracts

Kalexius utilises a mix of onshore and offshore resources in order to meet client expectations on quality and price.

#### Contact:

Nathalie Lambert, Practice Head FS & Contracts

**Email:** nathalie.lambert@kalexius.com

#### Consulting:

Kalexius provides consulting services to organisations who are beginning their legal transformation journey.

Kalexius works with clients to review the workload and work breakdown of legal teams in order to identify optimal delivery models and quick win projects.

**Contact:** Neil Willson, Head of Consulting

**Email:** neil.willson@kalexius.com

#### Financial Services:

Kalexius helps clients navigate regulatory developments (e.g. IBOR) and address the aggressive timescales and sheer volume of work required to comply.

Kalexius is experienced in end-to-end negotiation and project management in order to support the repapering and remediation of existing relationships. Kalexius relies on a unique blend of senior legal expertise, first-class onshore and offshore delivery teams and cutting-edge technology to deliver services.

In relation to BAU work, Kalexius can deploy permanent teams onsite and/or offsite to deal with a particular area of work or assist with increased volumes.

In addition to varied capital markets expertise, Kalexius has in-depth experience in relation to master agreements (ISDA, FBE, DRV, GMSLA, GMRA and EMA) and regulatory matters ancillary thereto.

Kalexius works for all types of institutions, from major banks to asset managers and insurance companies.

#### Contact:

Nathalie Lambert, Practice Head FS & Contracts

**Email:** nathalie.lambert@kalexius.com

#### Corporate Secretarial:

Kalexius provides a single point of contact for all corporate compliance matters globally and implements changes to corporate structures on an on-going basis.

Kalexius' specialist teams handle the day-to-day management of corporate entities and ensure that they remain in good standing at all times.

#### Services typically include:

- Entity management, including annual compliance services and routine changes
- Corporate health checks
- Corporate secretarial project management
- Board support services
- Kalexius uses its own resources for drafting and filing along with a network of partner firms. Kalexius has worked in most jurisdictions globally and has a particular focus on emerging markets.
- Kalexius' clients benefit from greater consistency in the treatment of their corporate portfolio, immediate and up-to-date access to their subsidiary information as well as increased scalability and cost savings.

**Contact:** Pauline Zimmermann, Practice Head

Entity Management & Information Governance

**Email:** pauline.zimmermann@kalexius.com

#### Global Legal Research:

Kalexius works for clients who need to stay constantly up to date on changes to law and regulation across a large number of jurisdictions.

Kalexius has specific experience in relation to Information Governance regulation globally. Kalexius uses its hubs around the world along with a network of trusted partners to achieve global coverage.

Kalexius is able to take on existing in-house legal research teams as well as creating teams to provide new services to clients.

**Contact:** Neil Willson, Head of Consulting

**Email:** neil.willson@kalexius.com



# KONEXO, A DIVISION OF EVERSHERDS SUTHERLAND (INTERNATIONAL) LLP

www.konexoglobal.com tel: 020 7919 4500 or +44 845 497 9797 fax: 020 7919 4919

**Head of Konexo (International):** Graham Richardson

**Head of Operations:** David Boyd

**Head of Client Development:** David Saunders

Number of employees: 146

## OVERVIEW & HISTORY:

Konexo is the future facing global alternative legal and compliance service provider. The business combines the heritage, strength and stability of being a Division of Eversheds Sutherland (International) LLP with a highly flexible approach to problem solving. Using the latest analytics, automation and innovative operational processes, Konexo helps clients remain compliant while boosting efficiency in a rapidly evolving business world.

Konexo has the full range of services – all supported by advanced technology, smart systems and bright minds. From legal services, interim legal resourcing and financial services compliance support to corporate secretarial and HR, Konexo connects its experience to meet a huge range of needs.

With a strong commitment to building relationships that last, each person at Konexo shares a desire to find a better way, in everything they do.

## Services Offered:

### Legal Managed Services:

Outsourced legal services solution for managing (i) specific types of higher-volume work; and (ii) contract remediation exercises arising out of regulatory and business change. The team use the latest technology, alternative resourcing models and operational processes to deliver work quickly and efficiently.

**Key contact:** Jon Townend, Managing Director, Legal Services

**Email:** jt@konexoglobal.com

### Legal Resourcing:

Provision of interim legal professionals (including lawyers, paralegals and project managers) to legal functions on a full, part time or hourly basis, working at client premises or remotely. The legal resourcing team has over 1300 legal professionals in its pool and covers a full range of sectors and specialisms.

**Key contacts:** Richard Hill, Head of Legal Resourcing

**Email:** richardhill@konexoglobal.com

James Lewindon, Head of Legal Resourcing UK

**Email:** jameslewindon@konexoglobal.com

### Legal Operations:

Assisting in-house legal teams globally on strategy, transformation, organisational design, process improvements, data analytics, legal risk and legal technology.

**Key contact:** Victoria Pickard, Head of Legal Operations

**Email:** victoriapickard@konexoglobal.com

### Corporate Secretarial Services:

Provision of global entity compliance and governance services across all sectors through an international network of corporate secretaries, governance professionals and project managers. The team provides complete support with every aspect of the entity management lifecycle, from routine compliance and corporate changes to board support and complex restructuring. They deliver using a flexible combination of a complete managed service, advisory engagements or on-demand resourcing, using the latest technology to deliver projects quickly and efficiently.

**Key contact:** Andy Casey, Managing Director, Corporate Secretarial Services

**Email:** andycasey@konexoglobal.com

### Financial Services:

A financial services consulting team providing governance, risk and compliance services to banks and other financial institutions. This includes advisory work, s166 skilled person reviews, remediation, managed services and flexible interim resourcing. The team is particularly well known for its financial crime work where it has undertaken complex, large scale remediation projects, its work on governance and the senior managers and certification regime.

**Key contact:** Ian Stott, Head of Financial Services

**Email:** ianstott@konexoglobal.com

## SERVICES

Legal Managed Services  
Legal Resourcing  
Legal Operations  
Corporate Secretarial Services  
Financial Services  
HR Services

## OFFICES

### KONEXO

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Tel: +44 845 497 9797

Fax: +44 20 7919 4919

Email: enquiries@konexoglobal.com

### KONEXO HONG KONG

a Division of Eversheds Sutherland (International) LLP

**HONG KONG:** 37/F, One Taikoo Place,

979 King's Road, Quarry Bay

Tel: +852 2186 3200

Fax: +852 2186 3201

Email: enquiries@konexoglobal.com

### KONEXO MALAYSIA SDN BHD

An unregulated wholly owned subsidiary of Eversheds Sutherland (International) LLP

**KUALA LUMPUR:** Unit 12-02, Tower 8, Avenue 5, The Horizon, Phase 2, Jalan Kampung Kerinchi, Bangsar South, 59200

### KONEXO SINGAPORE PTE LTD

An unregulated wholly owned subsidiary of Eversheds Sutherland (International) LLP

**SINGAPORE:** 1 North Bridge Road, #08-08 High Street Centre, 179094

## HR Services:

A team of HR consultants providing a range of advisory services to HR teams in areas such as HR strategy, organisational design, talent management, diversity and inclusion, transformation and employee relations. The team also provide interim HR professionals.

**Key contact:** Jeff Jones, Head of HR Services

**Email:** jeffjones@konexoglobal.com

# KONEXO

# Chambers

## Alternative Legal Service Providers 2021

### Litigation Services

## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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# LITIGATION SERVICES: An Introduction to Global-Wide

Contributed by QuisLex

## Litigation and Regulatory Investigation Services in a New World Paradigm and Lessons Learned

“In a world that is constantly changing, there is no one subject or set of subjects that will serve you for the foreseeable future, let alone for the rest of your life. The most important skill to acquire now is learning how to learn.” The legal services industry, and alternative legal service providers (ALSPs) in particular, spent 2020 learning and adapting to an unstable landscape caused by the COVID-19 pandemic. While 2020 opened strong, the COVID pandemic brought litigation, regulatory investigations, and related document review activities to a practical halt. Whatever activities did continue were carried forward with much hesitancy, deliberation, and two eyes towards how to effectively and securely operate in the new “work from home” world. Legal service providers were forced to rethink how to execute their work in a distributed work environment to satisfy industry standards and their clients’ demands. There were trials and tribulations, successes and failures, and, most importantly, as always, lessons learned.

As the calendar pushes further into 2021, however, a new dawn has emerged as the world begins to open up. But the wounds of the COVID pandemic are still fresh and companies are even more focused on cost control and “doing more with less,” given the damage inflicted on many industries. This landscape has exacerbated the push of ALSPs to the front of the minds of companies and law firms looking to increase efficiency. With a strong focus on process, strategic resource allocation, and increased technological innovation, ALSPs are uniquely positioned to generate repeatable results and consistent work product, while controlling costs for clients that are looking for every advantage in this environment.

It is said that necessity is the mother of invention and that was never more true than for legal providers in 2020. While ALSPs are historically known for process rigour and cost adherence, 2020 was truly a year for innovation and creativity – to rethink how to work and how to do business. It was not a year to thrive, but it was a year to adapt and survive. As the world slowly emerges from the pandemic, it is worthwhile to look back at the lessons learned and the pain endured during the global shutdown. The pandemic was truly industry changing. A recent survey by MyCase shows that approximately 70% of law firms agree that COVID-19 will have a lasting impact on how law firms operate and courts function.

Work is now mostly remote. Meetings are virtual. Technological evolution that likely would have happened over the course of the next decade came in 10 months. Most agree the distributed work environment is here to stay in one form or another, depending on the type of work executed. Companies that transitioned well to a distributed work environment did so by focusing on the basics to deliver the core competencies of their business: 1) implementing processes that allowed for the continued execution of high quality work and 2) ensuring a secure work environment for clients and employees. From that starting point, legal service providers could

then pivot to focus on innovations and technologies to increase efficiency and lower costs.

While companies continue to improve their distributed work environments and expand their offerings, hurdles and potential long-term ramifications remain. How will this new environment affect company culture? While virtual court proceedings, Zoom meetings, and virtual conferences and happy hours are all effective means of communication, it is possible that company culture and DNA could be compromised over time given the lack of direct contact and connectedness between employees. What is the effect on collaboration? Can the use of chat programs and virtual meetings effectively mimic and replace the collaborative environment and sense of team created in a successful in-person setting? As the world moves forward and the virtual workplace continues in one form or another, all companies must continue to strive to create a collaborative environment in the virtual setting or risk losing identity or culture.

But let us not focus too much on the negative. It is a time for optimism and growth. After a year of stagnation, courts are opening up, litigation is resuming, and regulatory activity is gaining steam. Companies are no longer focused on preservation and have turned their eye towards growth. In doing so, they are re-thinking past strategies and beliefs that were thrown on their collective heads by the pandemic. Historically, some companies were reticent to use ALSPs because work was performed outside of their direct control, beyond their firewalls, and potentially in a different part of the country or world. The pandemic, however, required all companies to operate in some capacity in that specific environment. Furthermore, because of budget pressures and cost constraints due to the pandemic, ALSPs remain an attractive option for all companies looking to reduce the cost of their eDiscovery and litigation and investigations review spend. As such, we expect to see ALSPs making inroads where previous hesitancy had lingered.

We are all very curious to see what the litigation and regulatory landscape will look like as the world continues to re-open and the economy digests the “new normal”. However, there are a number of industries and areas that we believe will see increased activity. As we predicted in the overview last year, we have seen increased litigation arising from plaintiff’s boutiques specializing in areas such as human resources, personal injury, and securities litigation. These litigations typically focus on the efforts of companies to protect their bottom lines during a pandemic versus their efforts to protect their employees or shareholders. We expect the increased activity in this space to continue.

While not pandemic related, we also expect to see an increase in regulatory investigations because of the new administration in the White House. In past presidential transitions, there is typically a “transition lag”, where the new administration takes time to settle in and turn their attention to the business of regulatory scrutiny. There is little indication, however, that this typical lull will

occur with the current transition. In fact, the Biden administration has explicitly ruled out any slowdown. Considering the rather lax posture of the previous administration to regulation and regulatory scrutiny of most industries, it is also likely that there is much to investigate. This will include not only areas previously subject to heavy scrutiny, but also investigations into the compliance and ethics regimes modified on the fly during the pandemic.

Early returns indicate that technology companies will be in the regulatory crosshairs of the Biden administration. Tim Wu, a big tech critic and coiner of the term “net neutrality,” has joined Biden’s National Economic Council. Lina Kahn, a tech-focused antitrust icon, has joined the FTC. In the labour space, the administration vocally supported the push to unionize an Amazon facility in Alabama. A group of heavyweights in the industry have come together to “advise” the administration on policy and both Republicans and Democrats in the Senate have introduced bills that would severely restrict M&A activities in the tech space. Considering the furious pace of these developments, the technology industry and big technology, in particular, is primed to experience considerable regulatory activity.

Alongside and, in some ways, hand in hand with this focus on big technology, the new administration is also likely to target cybersecurity and data privacy, as well as increasing punishment for data privacy breaches. Maintaining the privacy of individuals and safeguarding their personal information has become a central focus of federal and state governments as the means of technology grow exponentially. Privacy laws in the coming years will become more stringent at the state and federal level, which will lead to an increase in litigation and more work for the legal services space. As has already been demonstrated by planned executive orders relating to disclosure of data privacy breaches, the breaches that seem to occur on a daily basis in today’s world are unlikely to continue to escape scrutiny in the future. The gatekeepers of data will be under heavy pressure to protect personal data and accept culpability and severe punishment when they do not.

While the healthcare industry was certainly a target for the Trump administration, it will continue to be a focus for the new administration. Rising drug costs and price fixing scandals as well as antitrust issues in the industry will keep the eye of federal and state regulators squarely on healthcare companies. Furthermore, one serious unintended consequence of the pandemic and the subsequent stimulus packages will likely play out over the coming years, as there will be an intense focus on cracking down on the fraud and abuse connected to government aid relating to the

COVID pandemic. Because of these myriad issues, it is likely the healthcare industry will continue to be on notice during the Biden administration.

The rise and massive growth of the use of special purpose acquisition companies (SPACs) in the M&A space for companies to go public is likely one new area of potential regulatory scrutiny and litigation. The use of SPACs to date has allowed transactions and changes of control in companies to occur largely behind the scenes, with details hidden from not only regulators, but shareholders as well. The new administration has committed to promulgate regulations to require disclosures and regulate the use of SPACs. These regulations will undoubtedly lead to an increase in investigations and shareholder lawsuits.

Cannabis and cryptocurrencies will be two other areas of increased attention given their explosive growth. As more states continue to legalize cannabis and the federal government leans closer to legalization every day, M&A activity in the space will continue to increase and the overall regulatory framework will need to be analysed closely. Cryptocurrencies are currently all the rage. With companies as mainstream as Mastercard jumping into the cryptocurrency game, the industry is now front and centre and in the government’s crosshairs. The public’s appetite for cryptocurrencies coupled with a general lack of understanding of them, all while governments worldwide grapple with how to regulate and tax them, could lead to a powder keg of regulatory activity, new laws, and litigation.

If 2020 taught us anything, it is that no one has a crystal ball. While 2021 looks to be a year of rebirth, growth, innovation, and a return to a new form of “business as usual” for the legal services industry, it is important that we remember the lessons learned in 2020. We need to be nimble. We need to pivot when necessary. And we need to always adapt in order to survive and prosper. If pent-up demand explodes as we expect, the legal services industry must respond to meet that demand with an intense focus on technological innovation, process rigour, and cost-effective solutions to continue to expand its reach and usefulness for clients across industries. And if 2021 decides to throw us another curveball, let us learn from the past year and apply what we have learned to create new ways to do business and provide value for clients.

*By Robert Coppola, Vice President, Legal Solutions and Strategic Growth, and Briana R. Hulet, Director, Legal Solutions at QuisLex, a leading alternative legal services provider.*

## Litigation Services Global-wide

<b>Litigation Services</b>
<b>Global-wide</b>
<b>Leading Firms</b>
<b>Band 1</b>
DWF Mindcrest (DWF) *
Elevate *
Herbert Smith Freehills
Integreon *
QuisLex *
UnitedLex
<b>Band 2</b>
Allen & Overy LLP
Cognia Law
Deloitte
EY
KPMG International
PricewaterhouseCoopers LLP
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

**Band 1****DWF Mindcrest (DWF)****See profile on p.18**

Alongside strong capabilities in documentary reviews, Mindcrest's team also includes a strong roster of sectoral and regulatory experts to aid clients with issues ranging over drafting court documents, assisting with deposition preparations and compiling documents for interviews during corporate investigations. Commentators cite the quality and experience of its legal professionals as a significant asset, with its training and development service Mindcrest University further enhancing the quality of the resources available to clients. Sources report: "They provide scalable and qualified lawyer resources, a high-quality service and great value for money. They're constantly evolving in what they do – they don't stand still and they're always looking for other ways to support their client base."

**Elevate****See profile on p.19**

Elevate's litigation support capabilities include particular strengths in the healthcare and medical malpractice area, where it acts for law firms and legal departments on claim reviews, medical records and bills analysis and forecasting the value of potential future claims. More widely, Elevate is often called upon for document reviews during commercial litigation matters, with expertise in areas such as class actions, intellectual property matters, antitrust claims and product liability. One source notes: "We enjoy working with the team and we're pleased with the level of customer service. The team is fantastic at implementing process and procedures."

**Herbert Smith Freehills**

Leveraging the firm's longstanding pedigree in the contentious sphere, Herbert Smith Freehills'

ALT service assists clients across all stages of the litigation process, spanning claims assessment, e-discovery, technology-assisted reviews and analysis through to in-trial support. Its international team comprises multilingual experts based in offices across Europe, Africa, Asia, the US and Australia and includes e-discovery specialists, legal analysts and experienced litigators skilled in handling the most complex of disputes.

One client praises them for "taking the time to gain a greater understanding of the particular business area the subject of the action, and they are cognisant of client requirements and the implementation of the case strategy."

**Integreon****See profile on p.5**

Clients can call upon Integreon's holistic litigation services platform across all stages of their disputes, with law firms and businesses turning to it for document review, case management and data analytics. Clients can also benefit from Integreon's partnership with Turtl, through which it delivers various digital materials.

One client says: "They're very good at handling issues that would absorb hours of our day for a great price."

**QuisLex****See profile on p.6**

Focusing on aiding clients requiring managed document review, QuisLex offers experience in a broad array of AI and wider evolving technologies to handle volume-intensive mandates at all levels of complexity. Its additional services include privilege reviews, redaction reviews and deposition and trial preparation work.

One client remarks: "They understand the agency process, how law firms work, how clients think, and they really just take immense pride in their work product. That is irreplaceable."

**UnitedLex**

Boasting one of the most highly reputed litigation functions of any legal services company, UnitedLex regularly works alongside a broad spectrum of leading law firms and international businesses across the scope of litigation, winning acclaim for its adroit handling of significant disputes. Particularly well known for its business intelligence tools, document review and e-discovery services, UnitedLex also serves clients with its data forensics capabilities, utilising its service centres in the US, Europe and India, which house a multidisciplinary team of legal, technical and analytical experts.

**Band 2****Allen & Overy LLP**

Allen & Overy's Belfast-based Legal Services Centre allows clients of the firm to access experi-

enced, high-quality legal resources for disputes in a more cost-effective manner. Established in 2012, the LSC houses over 100 lawyers at varying levels of seniority with experience using a broad array of technological tools to handle document-intensive tasks, including international litigation and regulatory investigations.

**Cognia Law**

Headquartered in the UK, and with offices and legal delivery centres across South Africa, and Europe, Cognia counts a mix of law firms, financial institutions and companies as clients. Its litigation arm regularly handles a mix of due diligence and other projects, as well as offering AI services to help optimise contentious work.

Clients praise "the consistent level of quality they deliver across all engagements," with one singling out document review as a particular strength.

**Deloitte**

Deloitte offers solid capabilities in managed reviews, forensics and claims and damages assessments, with clients benefiting from an array of technological tools in areas such as data analytics and visualisation.

**EY**

As part of its legal operations service offering, EY's litigation support capabilities include large-scale managed reviews and analysis of documents, claims assessment work and assistance through regulatory investigations. Its teams of technical experts and forensics staff are fluent in a broad array of litigation and project management tools, and offer experience in supporting law firms and law departments facing litigation across a number of global jurisdictions.

**KPMG International**

KPMG's strengths in the contentious sphere include significant expertise in the forensics space, where it draws from a pool of over 3000 legal, technical and analytical experts with deep experience in handling complex commercial disputes and enforcement actions across a broad spectrum of regulatory regimes. It also offers wider capabilities in e-discovery and managed document reviews.

**PricewaterhouseCoopers LLP**

Working in tandem with its increasingly prominent litigation practice in select jurisdictions, PwC also offers a wide suite of tools to assist clients in managing and organising ongoing commercial and regulatory disputes across the globe. The firm draws on its long-held expertise in forensic accounting to offer considerable strength in data forensics in the context of major disputes, alongside additional services in areas such as claims assessment, evidence management and preparation of materials for expert witnesses.

# Chambers

## Alternative Legal Service Providers 2021

### Emerging Market Spotlights

## How lawyers are ranked

Every year we carry out thousands of in-depth interviews with clients in order to assess the reputations and expertise of business lawyers worldwide. The qualities we look for (and which determine

rankings) include technical legal ability, professional conduct, client service, commercial awareness/astuteness, diligence, commitment, and other qualities most valued by the client.

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## EMERGING MARKET SPOTLIGHTS: An Introduction

Contributed by AMBAR

### 2020 paves the way for a credible disruption of the legal industry in Spain

Eighteen months ago, the Spanish alternative legal service provider (“ALSP”) industry was still nascent and unstructured. Today, as modern listed and private corporations and PE sponsors increasingly engage ALSPs in Spain, the legal market widely recognizes the Spanish ALSP space as dynamic, quickly expanding, and broadly adopted.

ALSPs in Spain render some of the services traditionally performed by law firms in a more innovative, efficient, and client-oriented manner, with three main groups of alternative legal services currently being offered in Spain:

1. Flexible legal talent.
2. Managed legal services.
3. Legal technology.

ALSPs in Spain are leveraging different business models and come with different structures, sizes, and market strategies. They range from small digital-law boutiques or legal start-ups with an innovative approach, to massive disruptors with high-calibre lawyers and specialized expertise, with strategic alliances with global ALSPs powerhouses, such as Axiom exclusive alliance partner Ambar and Integreon best-friend Samaniego Law.

Some ALSPs in Spain are implementing rigorous process and project management tools and integrating technology in their service model to gain efficiency and allow lawyers to concentrate their quality time on sophisticated legal work. Some others show a much more undeveloped use of management and technology tools and will require substantial efforts to build credible cutting-edge technology and process management intelligence.

Proprietary technology development marks another important attribute of ALSPs, and it is often emphasized more strongly in ALSPs than at traditional law firms. Technology-enabled services allow ALSPs to provide higher value legal services and take on different and more complex tasks. Some ALSPs rely on third-party technology, but others are developing ambitious state-of-the-art proprietary systems in search of competitive advantages.

The Spanish ALSP industry proves to be a thriving and diverse growing industry, with five main prominent trends:

#### 1. ALSPs are offering more sophisticated services to a more varied segment of clients.

General counsel of Spanish corporations are one of the most sophisticated, demanding, and experienced buyers of legal services in Western countries. Spanish corporations’ in-house legal teams have a clear understanding of the legal market and a sound knowledge of the value proposition across the diverse group of legal providers and the differentiated expertise offered by each type of ALSP.

Clients resort to ALSPs in Spain to benefit from their specialized expertise and show an expanded and more diverse use of ALSPs across all three main categories of alternative legal services:

- (i) flexible legal talent;
- (ii) managed legal services; and
- (iii) legal technology.

In many countries, ALSPs have been mainly engaged for cost savings. In Spain, ALSPs are steadily moving up the legal value chain to offer more sophisticated services to corporates. In-house legal departments tend to use ALSPs to also access expertise that they lack in-house, to gain more flexibility on their cost and organizational structures, to meet peak demand without having to permanently increase their headcount and to use their existing resources more efficiently and strategically.

#### 2. Differentiated tiers across a varied array of ALSP firms.

In a short period of time, Spanish ALSPs cover all the spectrum of the legal space, with some ALSPs offering sophisticated legal services to high-end clients and competing with top traditional law firms, others focused on legal and consultancy services for SMBs or start-ups, and others highly specialized in the digital, privacy and cybersecurity arena.

While the Spanish ALSP industry has gained a great deal of media attention, only a few Spanish ALSP firms are managing to gain impressive market share and notoriety in the high-end of the legal value chain, becoming key players for complex M&A, litigation or arbitration, contract negotiation or legal niche-type expertise.

#### 3. Companies are actively experimenting with flexible legal talent.

Regardless of whether clients have faced headwinds or tailwinds moving into 2021, the experience of the last 12 months during the COVID-19 pandemic has highlighted the need for C-suite leaders and general counsel to reimagine the cost structure of their in-house legal teams. A combination of creativity and diligence will yield multiple opportunities to replace fixed for variable costs and thereby create a structure able to reengineer staffing requirements for a more flexible mix of full- and part-time employees supplemented by experienced flexible legal talent and flexible legal talent firms for special projects.

One of the easiest ways for companies to take advantage of the ALSP model is to establish long-term partnerships with flexible legal talent firms to gain cost and organizational efficiency and flexibility, access the right legal talent for each project and meet peak demands with highly skilled specialists and high-calibre lawyers coming from top national and international law firms and the most sophisticated in-house legal departments.

## 4. Continuous growth of managed services firms to outsource ongoing tasks.

Managed legal services providers contract for all or part of the ongoing function of an in-house legal team, typically routine and high-volume work. Managed legal services have gained prominence in the market across multiple categories, including regulatory risk and compliance services, litigation and investigation support, due diligence for corporate transactions and legal research.

Among the largest managed services firms are the big four accounting firms, which are increasingly offering a deeper array of alternative legal services to corporate clients.

## 5. Increasing legal technology adoption.

The legal technology space has exploded over the last couple of years in Spain, bringing unprecedented disruption to the global legal services market with products adapted to Spanish. Over the last years, plenty of local or foreign companies have burst onto the Spanish scene promising to transform daily legal tasks, and the pace of transformation has significantly accelerated. Funding of companies has increased since then, and consolidation and acquisitions are continuing.

This rapidly changing landscape, while exciting, has posed challenges. Some clients are now sceptical and have reached a certain disillusionment about some legal technology tools after some experiments and implementations have failed to deliver. Even sophisticated buyers continue to be overwhelmed by the

choices when buying legal technology, from contract drafting to legal research, communications, matter management, e-discovery, and digital signature platforms. The confusion is further exacerbated when buzzwords such as AI, blockchain and the cloud are used.

Over the next couple of years in Spain, more instances of how the technology can benefit the enterprise will probably start to crystallize and will become more widely understood. Second and third-generation products should appear from surviving technology providers, and adoption of the latest technology among in-house lawyers will then very probably become mainstream.

## Conclusion

The current consolidation in the use of ALSPs in Spain paves the way towards the future success of the industry, which has plenty of headroom to grow and to continue with the thriving market acceptance of their new legal service delivery models.

The higher-value services rendered by some ALSPs illustrate one of the reasons corporates turn to ALSPs in Spain, not just for improved technology, efficiency on costs and flexibility around headcount, but for specialized legal expertise in a more client-oriented approach. Spanish ALSPs are also managing to attract top legal talent with attractive brands and credible and more flexible alternative work life value propositions in line with new normal work environments.

## Emerging Market Spotlight Asia-Pacific Region

<b>Emerging Market Spotlight</b>
<b>Asia-Pacific Region</b>
<b>Leading Firms</b>
Cobra Legal Solutions
Elevate Services*
Integreon*
Konexo (Eversheds Sutherland)*
KorumLegal
<small>* Indicates firm with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

### Elevate Services

See profile on p.19

Elevate has a strong presence across Asia-Pacific, boasting offices across India, Hong Kong, Singapore, Australia and the Philippines. The company offers a broad array of services, ranging across consulting, flexible legal staffing, contract management, and dispute and litigation services. The company also offers a cloud-based operations platform, Enterprise Legal Management, to help clients optimise and simplify their legal work.

### Konexo (Eversheds Sutherland)

See profile on p.21

Konexo, the UK-based ALSP arm of Eversheds Sutherland, has established a sizeable foothold in the Asia-Pacific region, its offices now spanning Hong Kong, Malaysia and Singapore. Its caseload in the region is particularly focused on the financial services sector. Clients benefit from its contract lifecycle management services as well as flexible legal staffing solutions drawing on a bench of 1000 contract lawyers.

### Band I

#### Cobra Legal Solutions

Primarily focused in the US, Cobra Legal Solutions has established a foothold in India with an office in Chennai. It offers its client base a diverse array of services, including document review, contract management and e-discovery. It also offers CobraPulse, a software package that gives clients real-time metrics on the productivity of their staff and business.

#### Integreon

See profile on p.5

Alongside its presence in the UK and US, Integreon boasts offices in the Philippines and India. The company has a broad range of services, ranging over optimising document review, contract management, and compliance projects.

#### KorumLegal

A major player in Asia, Korum has offices in Hong Kong and Singapore, alongside a London location. Clients benefit from a broad suite of services, with Korum hosting over 200 consultants to meet flexible staffing needs and a range of legal operations requirements.

## EMERGING MARKET SPOTLIGHTS: An Introduction to Spain

Contributed by Afiens

### Spain: Emerging Market Spotlight

The term Alternative Legal Services Providers (ALSP) in Spain has been rarely used until relatively recently. There has been a lack of comprehension about the usefulness of this type of provider, as well as how they are different from other legal players within the market.

Economic and cultural globalization has made the legal market more flexible and is at the root of the increasingly rapid proliferation of such firms, whose business models came from the Anglo-Saxon market, and who are becoming increasingly influential and are increasingly considered a fundamental part in the legal sector.

According to a recent survey conducted by Thomson Reuters' Legal Executive Institute in collaboration with Georgetown University's Law Center for the Study of the Legal Profession and Oxford University's Saïd Business School (hereinafter referred as "the ALSP Report"), ALSPs can be categorised into 5 large groups:

1. The Big Four refers to the largest accounting and audit firms, which derive a large amount of revenue from legal services.
2. Captive LPOs are law firms' wholly-owned captive legal services units, often located in lower-cost regions.
3. Independent LPOs perform legal work on behalf of corporate legal departments and law firms, often via matter- or project-based engagements.
4. Managed services providers contract for all or part of the function of an in-house legal team, typically ongoing work.
5. Contract and staffing services provide lawyers on a temporary basis to companies and law firms, ranging from entry-level document review to highly skilled specialists.

Although it is a study based on responses from more than 500 decision-makers at law firms and in corporate legal departments located in the United States, the United Kingdom, Australia and Canada, as well as different ALSPs operating in those countries, the findings concerning the ALSP market can be extrapolated to the Spanish market and its trends.

Such is the impact that ALSPs are having on the Spanish market that the General Council of the Spanish Legal Profession has also devoted a special section within its recent report "Future Lawyer 2021: Emerging Business Prospective", published in November 2020, stating that "in an increasingly segmented market that demands flexibility and transparency, ALSPs are born with the aim of optimizing costs and results", allowing legal departments and law firms to be released from the recurrent and high volume work in order to be focused on value-added tasks, identifying them as one of the trends in the legal sector.

### Spanish market

Within the Spanish market, ALSPs are gaining strength. Proof thereof is that we find different ALSPs in Spain belonging to the aforementioned categories.

We find ALSP divisions within the Big Four, as well as the increasing creation of captive ALSPs from law firms; independent firms providing staffing legal services; independent firms of managed services as well as independent LPO firms that provide services to both law firms and corporate legal departments.

This is the case of AFIENS LEGAL, which, since it was founded in 2012, combines a high technical legal level with the innovation

and technological developments necessary to provide efficient solutions in outsourcing legal processes. Companies in this model are responsible for providing standardized legal services, helping law firms and corporate legal departments to improve their processes and manage their legal projects, by incorporating the best technological tools that allow active collaboration between all parties involved in a project, document and knowledge management as well as standardization and automation of documents and workflows.

### Ally of Law Firms

Increasingly, law firms are considering outsourcing some of their own tasks to ALSP firms. We see that active collaboration and the joint proposal of services between a law firm and an ALSP is becoming more popular in Spain. The reason is mainly because law firms are more confident in outsourcing legal matters not within their own specialization, customers are increasingly reluctant to pay the same prices for services that are not considered to have the same value of specialization, and because many independent ALSPs that are emerging in Spanish legal markets are specialized in a specific area of legal practice, which provides confidence to all project stakeholders.

Most traditional law firms, irrespective of their size, have highly qualified personnel to solve problems requiring a high level of knowledge and performance, but the truth is that within a project with a high degree of specialization, there are issues that, although necessary for the benefit of the client, should not be measured economically with the same standard. That is why law firms refer matters of their own clients to ALSPs to provide them with solutions that they are themselves either unwilling or unable to provide.

Through the outsourcing of legal services, law firms achieve a considerable reduction in execution times in aspects necessary within a project. Firms often prefer to delegate to LPO firms given their lack of specialization in more routine tasks which, by their nature, should be less expensive and more efficient for their clients.

There is a growing trend for active collaboration between different service providers, always putting the client at the heart of the collaboration. This focus is what leads to firms such as AFIENS intervening in high-level operations led by the large national and international law firms, who rely on ALSPs in one of the links of the production chain of the service, supervised by that law firm. Thus, for example, for M&A operations within the Spanish market, AFIENS provides SPVs to the law firm's clients, adapting them to the needs of the client based on law firm requests, as well as the provision of all those legal and paralegal matters necessary to achieve the aim of the investment project. In this context, AFIENS provides related services, such as company secretariat, AML and GDPR services to the law firm's clients who request that more routine work is not economically valued as a grey hair service.

### Ally for Corporate Legal Departments

As among the law firms, corporate legal departments are increasingly considering the need to improve efficiency and productivity of their teams.

Such is the trend that according to the aforementioned ALSP Report, companies are increasingly using ALSPs to get access

to expertise they lack, as well as to use their existing resources more efficiently and strategically.

Those who have engaged ALSPs for specialized legal services have done so primarily to free the burdens of their teams due to work peaks and, being able to focus on more strategic or value-added work, trying to meet maximum projects demand without having to permanently increase their workforce. About 25% of companies say they will spend more on ALSP compared to 16% several years ago.

For these types of clients, legal project providers are very useful in preventing collapse in corporate legal departments when faced with one-off projects. Similarly, ALSPs dedicated to the outsourcing of legal services provide more routine legal services, allowing legal departments to retain control of their affairs while actively collaborating with a legal provider to free them from those routine tasks. The key point of these type of services is the technology applied to the provision of these type of services.

The legal departments continue to have control of all their issues, but work with flexible outsourcing teams to cover routine work and unanticipated peaks.

In the case of ALSPs such as AFIENS, they are able to use their technology and the methodologies of Legal Design and LPM, to provide to their clients efficient solutions based on their specific needs. They design, jointly with the client, the best solution after analysing their needs in order to standardize their internal processes and subsequently automate processes and legal documents with their automation software solution. The COVID pandemic has encouraged legal departments to seriously consider engaging ALSPs that are more experienced in improving legal processes using the appropriate technology due to the nature of their business model.

In this case, AFIENS has been an ally for those legal departments that needed to speed up the signing of legal documents, being drafted within a sole technological platform in which any stakeholder could intervene during a project, making remote work the best approach to the needs of the situation. The COVID pandemic has accelerated the process of introducing Legaltech solutions to legal departments and rethinking the way things were being done. This is especially true in Spain due to the fact that the disruptive model of ALSPs has been implemented in Spain in a soft line until 2020, when the use of these technologies became a necessity.

## **Technology and LPM, key parts of an ALSP**

If something differentiates ALSPs from traditional law firms, it is not the service itself but rather the way ALSPs provide them to the market.

According to the abovementioned ALSP Report, technology is one of the pillars of ALSP business models, being the catalyst for upwards migration in the value chain of legal services. As of 2018, ALSPs considered document management and process mapping tools as the most widely used technologies. Until a few years ago, there were hardly any Legaltech firms in Spain. The sector has over time become increasingly modernized and understanding of the fact that technology is our great ally in simplifying processes and improving yields and costs.

Such has been the interest in Legaltech that we can say that currently the Legaltech map within the Spanish market covers more than 100 solutions.

As with technology, ALSPs rely on the Legal Project Management methodology to create their business models. Current market demands are seeing the LPM methodology increasingly implemented in the sector, providing a clear roadmap with defined processes that help improve the efficiency and performance of the legal teams involved.

In addition, in accordance to Altman Weil's latest 2020 Law Firms in Transition Report, the companies surveyed declare the improvement of processes as the most important aspect of legal practice. In addition, Wolters Kluwer's 2020 Legal Sector Innovation and Trends Report states that the legal profession is rethinking itself and is becoming aware of the need to change business models, ways of interacting with clients and other stakeholders, as well as the use of information and technological tools in settings marked by the massive exploitation of data.

By combining technology, project management and talent, ALSPs seek the standardization of their processes, being more agile and transparent in client affairs.

In Spain there are more and more companies and law firms that are becoming aware of the desirability of making business with ALSPs. The ALSP sector is growing at double digit rates and has a very promising growth potential.

Spain is becoming an emergent market for ALSPs, which are here to stay in the legal sector.

## Emerging Market Spotlight Spain

<b>Emerging Market Spotlight</b>
<b>Spain</b>
<b>Leading Firms</b>
Afiens*
AMBAR*
Lawyers for Projects
Legal Army*
Samaniego Law
<small>* Indicates firm with profile.</small>
<small>Alphabetical order within each band. Band 1 is highest.</small>

### Band I

#### Afiens

**See profile on p.32**

Based out of Madrid, Afiens handles work for a diverse client base consisting of real estate funds, corporates and international law firms, as well as accountants and consultancies. The company also boasts a comprehensive array of services, from process automation to contract management, compliance work and data protection.

#### AMBAR

**See profile on p.33**

Despite its recent launch in 2020, AMBAR has gained a significant foothold within the Spanish ALSP market. The company mainly focuses on flexible legal staffing, boasting a breadth of expertise across civil litigation, commercial contracts, trademarks, and estate planning. The company was set up by big law veterans, and has since formed an alliance with Axiom Law.

#### Lawyers for Projects

Primarily focused on flexible resourcing, Lawyers for Projects is a major provider in the Spanish ALSP market for interim talent. Its contract lawyers can handle matters across data protection, real estate, M&A, competition, and urban planning. The company also offers project management and legal operations and legal tech consulting.

#### Legal Army

**See profile on p.34**

Based in Madrid, Legal Army has a notable tech and data focus, with expertise in areas such as cybersecurity, privacy and IP and technology law. The company frequently helps clients with commercial contracting, as well as GDPR regulatory projects. It counts a number of technology companies on its client roster, alongside others in the energy, hotel and publishing industries.

#### Samaniego Law

Launched in 2016, Samaniego has grown a respectable tech-focused client roster that also features a number of hospitality companies. Samaniego offers clients flexible legal resourcing, primarily in the provision of interim legal managers, as well as managed legal services. The company has two offices, in Madrid and Miami.

## AFIENS

**CEO:** Lorena Salamanca  
 Location: Madrid (Spain)  
 Languages: *Spanish, English, French*

**Firm Overview:**

After 10 years leading the Legal Business Unit of a Spanish BPO firm, the founder of AFIENS decided in 2012 to start a legal professional firm specialised in Legal Process Outsourcing (LPO) Services, rarely known in the Spanish Legal Market.

The founder strongly believed that the way to provide services in other professional services firms should be transferred to some of the services belonging to legal sector, applying the methodology of project and processes management and the most adequate technology.

While she appreciated how high-level law firms in Spain were engaged in higher-duty and more specialised tasks, she felt that there was a need in the Spanish market for taking care of legal tasks. This was necessary in order to provide an efficient solution to have all corporate legal obligations under control at a more affordable price. That is why, as time went on, it not only considered that every company should have adequate control of its corporate records and corporate documentation but also other obligations that law firms were not offering to their clients at the time, such as data protection and money laundering prevention.

In 2012, the founder of AFIENS considered that the specialisation of Corporate Secretariat jointly with GDPR and AML was a must for any type of entity, being those services easily standardised and automated, applying the methodology of Legal Project Management and betting the best technology.

AFIENS is providing ALSP services during these last 10 years, being a Connection Point between Law Firms and clients as collaborative partner for the clients' teams.

AFIENS counts with deep experience in providing services of Corporate Secretariat, Regulatory compliance (GDPR and AML), Real Estate management, Contract Management, as well other range of ALSP services, that are currently being provided to multinational clients, with needs in Spain .

AFIENS team is leaded by Lawyers admitted in Madrid Bar Association and accredited as Legal Project Practitioners by the International Institute of Legal Project Management.

**Main Areas of Practice:**

- AML Compliance Management
- Contracts Management
- Corporate Secretarial Services
- Documents Review
- GDPR Compliance Management
- Legal Process Optimisation

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# AMBAR

www.ambarpartners.com tel: +34 697 628 122

**CEOs:** Manuel Deó and Rosa Espín

## Firm Overview:

Ambar is the leading high-end legal services firm in Spain with a bench of more than 120 elite lawyers in Spain, Portugal and LatAm.

Ambar launched its operations in February 2020 in exclusive alliance in Spain and Latin America with Axiom, the global leader in high-caliber, on-demand legal talent.

Ambar's executive team are veterans of Latham & Watkins. Manuel Deó, was a partner and Chair of the Corporate and Private Equity Department in Spain. Rosa Espín was a counsel in the Energy, Land & Resources Department.

Ambar's mission is to offer the best alternative services for high-end work to the most demanding clients by leading the redefinition of the legal market in Spain and Latin America. Ambar has brought innovation and transparency to the Spanish legal industry, helping modern legal departments work in a flexible, integrated and cost-effective way by providing on-demand expertise, capacity and technology.

Ambar offers elite lawyers a more modern way of practicing law. Ambar's legal talent bench consists of more than 120 high caliber senior lawyers ranging from former Big Law partners, counsels and senior associates coming only from top traditional law firms and sophisticated in-house departments to State Attorneys or State Council Lawyers. Ambar's lawyers range from 5 to 15 years of experience and cover all traditional areas of business law.

Ambar designs tailor-made teams of lawyers who integrate into the client's organization in an agile and flexible way. Ambar also designs tailored, best-in-class and flexible teams to represent clients in high-end M&A transactions, complex litigations, negotiation and drafting of commercial contracts or regulatory advice.

Ambar's launching has been named as one of the landmarks events of 2020 in the Spanish legal market and it has been awarded as the Best Business Transformation Project of the year.

Ambar represents a new way of practicing business law and providing legal services with a model based on flexibility, excellence and sustainability.

## Main Areas of Practice

- Administrative Law
- Banking & Financial Institutions
- Competition
- Compliance
- Corporate & M&A
- Litigation & Arbitration
- Tax
- Real State
- Employment
- Intellectual Property & Data Protection

## INDUSTRIES

- Finance
- Health Care
- Infrastructure
- Insurance
- Oil & Gas
- Real State
- Renewables
- Retail
- Technology
- Telecom

## SUSTAINABILITY & WELLBEING

Ambar's business model embraces diversity, inclusion and promotes conciliation, mental health and work-life balance.

Ambar is strongly committed to make a positive balance in the environment and has committed to reach a zero-emissions target across all activities by compensating CO2 emissions with tree reforestation in their own corporate forest. Ambar is also the first paper-free and 100% green-energy firm in the Spanish legal sector.

## OFFICES

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Edificio Britannia 28003  
Tel: + 34 697 628 122

# LEGAL ARMY

**CEO & Founder:** Natalia Martos

Number of lawyers: 12+

Number of other ALSP employees: 5+

Languages: *Spanish, English, French, German, Italian, Portuguese and Hindi.*

**Firm Overview:**

After more than 12 years as a In house General Counsel in big corporations and innovative digital companies, Legal Army's CEO and founder, Natalia Martos, realised that there was no legal offer in the traditional firms that was adequate to give legal coverage to the digital businesses and technology that these companies were developing.

After her time at Singularity University (Silicon Valley) in 2016, she analysed how exponential technologies were changing all the traditional business models, including legal services. She discovered the ALSP models in the USA, UK and Australia, which were rapidly expanding internationally, and she decided to import the model into the Spanish-speaking market. Natalia practiced Law in two renowned traditional top tier law firms as Partner, where she created and led the practice of technology law, innovation and privacy until she founded Legal Army in May 2018.

Legal Army is an Alternative Legal Services Provider (ALSP). Legal Army provides legal services in a better by reducing its cost by up to 80%, adapting to a new client who is much more demanding and focused on developing their business with maximum legal security without paying the tolls of structures and processes of another era. Legal Army's corporate organisation seeks the welfare of lawyers and the satisfaction of clients, attracting the best legal talent.

The firm uses the best technology to automate works that do not require legal qualification reducing your costs drastically without losing an apex of excellence.

Now, more than ever, it is time for alternative legal service providers (ALSPs). The firm believes there is a better way to provide legal services by reducing its cost by up to 80%. Legal Army is adapted to a new client who is much more demanding and focused on developing their business with maximum legal security without paying the costs of structures and processes of another era.

After COVID19, we are living a new reality where the budgets of legal departments have been dramatically reduced but they still need excellence which demands agile, customer-focused, international and ubiquitous advice from the law firms. Legal Army is an ALSP for the new normal which has imposed the digitalisation, fair prices and effective legal solutions for 21st century businesses. Legal Army has a significant technology, strong project management, and sound people management capabilities that provides enterprise level service and working collaboratively with legal departments and law firms, getting work gets done in a more efficient manner.

**Services Offered:**

Legal Army has the following practice areas:

- Technology Law
- Privacy
- Digital Business
- Intellectual and Industrial Property
- Business Law
- Cybersecurity

Legal Army's Lawyers are specialist in data, technology, innovation and digital business. Legal Army's clients are innovative companies whose legal departments need specialised support to relieve themselves from their massive workload or companies without a legal department who prefer to outsource legal services.

Legal Army offers 6 different legal products:

- Technological and commercial contracting.
- Privacy and Cybersecurity.
- Intellectual property.
- DPO as a Service.
- Digital Regulation and Innovation.
- Legal Design.
- 

Law Firm LPO & Managed Services: Legal Army provides contract management and document review services to major clients across the world, notably those in the IT services, financial services and life sciences sectors. Its team, based in its offices in Spain, are experienced in assisting clients with a broad scope of commercial matters, with a deep expertise in privacy and data security, compliance, intellectual property, technology law and contracting issues.

**International Work:**

Legal Army provides counseling in contract management and document review and acts as Data Protection Officer to major clients across the US, Canada, Europe, Latin America and the Asia-Pacific region, notably focused in digital business, technology services, financial, life-sciences and artificial intelligence.

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**PRACTICE AREAS**

- Hotels & Leisure
- Insurtech
- Advertising & Adtech
- E-health, Pharmaceuticals & Biotechnology
- Technological Development
- Logistics & Transport
- Innovation & Entrepreneurship
- E-commerce, Consumer & Marketplaces
- Robotics & Artificial Intelligence
- Data & Analytics
- Telecommunications
- Banking & Fintech
- Associations, Foundations & NGOs
- Audiovisual, Media & Entertainment
- Software, Blockchain & Cybersecurity
- Art, Authors & Publishers
- Automotive, Mobility & Smart Cities

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