
CHAMBERS ALTERNATIVE LEGAL SERVICE PROVIDERS 2023

The Leading Alternative Legal Service Providers Worldwide

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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SPAIN: An Introduction

Contributed by AMBAR

2023 Paves the way for a Credible Disruption of the Legal Industry in Spain

Three years 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 recognises 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:

- flexible legal talent;
- managed legal services; and
- 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 specialised expertise, with strategic alliances with global ALSPs powerhouses, such as Axiom exclusive alliance partner Ambar.

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 emphasised 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.

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 specialised expertise and show an expanded and more diverse use of ALSPs across all three main categories of alternative legal services:

- flexible legal talent;
- managed legal services; and
- 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 organisational structures, to meet peak demand without having to permanently increase their headcount and to use their existing resources more efficiently and strategically.

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 specialised 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.

Companies are actively experimenting with flexible legal talent

Regardless of whether clients have faced headwinds or tailwinds

moving into 2023, the experience 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 organisational 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.

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.

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 skeptical 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 crystallise 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 specialised 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.

GLOBAL-WIDE: An Introduction to Contract Lifecycle Management

Contributed by QuisLex

Contracting for Success: Blaze Your CLM Trail

Legal and contract teams are key partners in helping business teams to adapt, succeed and create value. Just as a plane must change altitude to avoid turbulence, businesses must rapidly adjust in order to achieve their goals. The current risk landscape and economic climate require businesses to build resilience and engage in proactive risk management, and contracts play a critical role in guarding assets and protecting revenue. Legal and contracting teams must be equipped to make timely decisions and efficiently manage risks and rewards to assist the business with commercial decisions.

Contract life cycle management software is one of the first things that comes to mind when modernizing or considering a change to contracting processes. Before deciding to acquire or license CLM software to manage agreements, take stock of your current contracting processes and infrastructure to identify your critical needs, define what you are looking for in a CLM system and determine the return on investment you and your stakeholders expect. This will help assess your objectives and define your success criteria for CLM implementation. You may also realise that your organisation may not be ready for a CLM transformation and that reengineering a few steps of your existing processes or right-sourcing portions of your workforce will be sufficient to achieve a successful outcome.

This article provides a few steps your organisation can take to either prepare for a CLM implementation or to improve your current state and get the best out of your current processes and resources.

Review and refine contracting processes

The first step in the contracting process is intake. How your department receives requests to create contracts will dictate the speed and momentum of negotiation and set the time to signature, performance and reward or remuneration. Ignore intake at your peril.

How do you get contract creation requests from other departments and employees? Do you get sufficient information and clarity of requirements to start the process, or must you trade calls and email messages with requestors to get started? It is possible to spend an excessive amount of time going back and forth with a requestor to get all the information necessary to draft a contract. If you do not handle the intake process correctly, it can lead to errors and omissions that elevate risk without providing any opportunity for reward or remuneration.

If you don't have them, create intake forms by contract type and make them available to all of your stakeholders. Intake forms set the stage for proper data collection, data quality and storage methods. Collect sufficient data on the parties to add to customer relationship management applications to track relationships. Identify the risks and set clear goals and objectives for sell and buy-side agreements to fashion compliant clauses that minimise risk and set proper parameters for negotiation.

Review your workflows closely to identify the stakeholders involved in the process and check if agreements have proper escalation protocols for reviewers and approvers. Are they too

complex, requiring change management review for minutiae? If changes must have an approver, be sure to review whether such requests are efficiently routed and returned after approval. Are reviewers aware of precisely what they need to approve? Some contracts may not need review and approval if precise language is used. Analyse what your existing contracts are telling you, such as the number of times a contract term has been approved, and if the term is still a risk requiring escalation as opposed to becoming a standard position.

Signature processes, including electronic signatures, should require all relevant details to be present in order to enforce the contract. The process should ensure that the contract parties sign the contract version they agreed to, in their appropriate capacity and within their respective authority and that all necessary parties sign and date the contract. It is important to define the ownership of executed copies, identify the location for storing such contracts, create file-naming conventions and define methods for storing relevant approvals. All of this will ensure that you have a full contract record and can find the contracts when needed. Understanding which data points from executed contracts are relevant for various stakeholders will help you create your contract terms repository or define how you can effectively set up your reporting data fields on a CLM system, making this data invaluable for ongoing contract management efforts.

Consider all processes in the life cycle of a contract and ensure all are auditable. Establish clear contracting policies with proper documentation required, starting with intake, and develop a system of internal controls to monitor contracting activities to ensure all agreements are appropriately authorised and executed. Finally, conduct regular internal and external audits of contracting activities to maintain compliance with applicable policies and procedures.

Review contracting infrastructure

Once you create and maintain intake forms to capture client requirements for different agreement types or deals, it becomes easier to match the criteria to standard clauses compiled into a playbook or series of playbooks. If there is sufficient volume for certain contract types, develop templates from a playbook of approved clauses. Standardising terms and setting up templates allow the contracting team to better manage and negotiate contract risks without the need for unnecessary escalation.

Contract processes and playbooks of standard clauses by agreement type provide an organisation with sufficient content to generate help desk information for contract originators and requestors and FAQ pages that can accelerate contract creation, negotiation and signature. Track playbook clauses and record their success or failure through negotiation, variation, performance and litigation. The tracking process leads to a feedback mechanism that can be used to renegotiate clauses and adjust templates in order to make more commercially successful agreements.

Where are my contracts?

Contracts should be protected just as carefully as any other cor-

porate asset. Store them in a secure central repository, back them up and limit who can access them by role or stakeholder. Within a central repository, all contracts must be searchable. Optical character resolution turns image files into searchable text. Use standard naming conventions; apply document tags to identify contract types; and link any relevant files to understand or interpret contract creation or monitor performance.

At the least, a contract repository should have features to record contract metadata to enable data analysis and the tracking and reporting of metrics. Advanced storage and connectivity features will allow you to integrate critical applications like CRM, enterprise resource planning and financial systems. Sophisticated contract processes can include a mechanism for extracting and monitoring contract obligations to mitigate disputes and litigation. Using detailed metadata, you can turn a static repository of signed contracts into an active medium for contract creation and negotiation.

Track, report and analyse contracts for success

Every organisation has different needs and metrics to track and report on contract performance depending on the goals and objectives of the business and identified risks. Start gathering the data that measures and supports the contracting process. Track contract compliance throughout performance and indicate adherence or departure from contract specifications and clauses. Create policies for periodic review and reporting of contract analytics. This data can be a treasure trove for business intelligence, but it is important to ensure that capturing it is done consistently and in alignment with business needs and goals.

Organisations should also monitor risk as a part of their contracting strategy. Although numerous metrics report successful outcomes, many businesses must deal with the threats that develop in the contracting process. Critical areas include amend-

ments, late payments, insurance, performance guarantees, dispute resolution, delay rights, business continuity, force majeure and so on.

Review and incorporate feedback into contract life cycles

Monitor and review executed contracts throughout their performance. It is also helpful to keep an eye on the parties to all agreements for status changes, such as acquisitions, bankruptcies and other conditions that may impact performance or risk a breach of contract.

Post-signature processes should include surveys and feedback from negotiating team members, deal team members and benchmarking data. Use this information to improve contract creation and negotiation processes by learning what works, what doesn't and why.

Much of the information gathered post-signature and during contract performance amounts to knowledge management. You can learn and replicate what factors lead to successful contracts and relationships.

This article primarily focused on how organisations can look inward to optimise offline and online processes to improve contracting before acquiring a CLM tool. Alternative legal service providers with CLM experience can also bring a fresh perspective and their best practices to help with your CLM journey. ALSPs can use the practical experience gained over decades from the clients they have helped through similar situations and risk landscapes. Subject matter experts can lend expertise and knowledge to the creation of intake forms, clause libraries, templates and playbooks. They can also help define criteria for choosing a CLM tool based on the business needs and maturity of your contracting process and the types of agreements and clauses you have in place.

Contract Lifecycle Management Global-wide

Contract Lifecycle Management
Global-wide
Leading Firms
Band 1
Cognia Law
Deloitte LLP
Elevate
Exigent Group
EY
Factor
Integreon
Mindcrest
QuisLex
Band 2
Herbert Smith Freehills LLP
Kalexius
Konexo (Eversheds Sutherland)
KPMG International
LegalBase
PwC Legal Business Solutions
Band 3
AG Integrate (Addleshaw Goddard)
Cenza Technologies LLC
D2 Legal Technology LLP
Lighthouse Law
Morae Global
Radiant Law
Alphabetical order within each band. Band 1 is highest.

Band 1

Cognia Law

What the team is known for Cognia Law is well placed to aid clients seeking outsourced contracting capabilities. It has significant expertise in financial services work, as well as the technology, life sciences, industrials and retail sectors. Its permanent and contract lawyers range from newly-qualified to senior lawyers with 20-plus years' experience.

Strengths

"Cognia is a sophisticated outfit, and tightly managed and controlled. They invest time in the design and set-up of projects and matters, which helps manage complexity and risk. They also have strong continuous improvement processes."

"Cognia Law embody excellence in technical and business acumen throughout the organisation. Their leadership team sets a great example for the company."

Notable practitioners

Janet Taylor-Hall is the firm's CEO and founder.

Deloitte LLP

What the team is known for Deloitte assists clients with initial contract strategy and implementation, processing and review services. Its AI-driven technology platform dTrax helps in the negotiation and analysis of contracts, as well as standardising templates.

Strengths

"The team are very knowledgeable – they share good insights around contract lifecycle management and they have broad experience in CLM implementation."

Notable practitioners

Craig Conte is lead partner for Legal Operate at Deloitte and is a key contact.

Elevate

What the team is known for In-house legal departments use Elevate's contract services for contract reviews, drafting, administration and template management. Elevate also assists with contracts issues in corporate transactions, disputes work and compliance reviews. Clients also benefit from Elevate's internal contract technology platform, ContraxSuite, which uses AI tools to perform volume-intensive review and analysis tasks.

Strengths

"Elevate were very attentive and met and exceeded their service and support."

"I was incredibly impressed with how Elevate conducted themselves professionally and put stakeholders in my organisation at ease. Elevate were able to package data in a digestible way and provided clear next steps on how we could optimise our unit through tech assistance."

Work highlights

Elevate provides Rio Tinto, one of the world's biggest mining and natural resources businesses, with a range of legal operations services. These include contracts and billings management services, and outside counsel review services.

Notable practitioners

Liam Brown, the firm's founder, chair and CEO, is a key contact.

Exigent Group

What the team is known for Exigent Group utilises its bespoke contract lifecycle management tool to handle clients' document creation and contract review requirement. It also offers contract optimisation and data and performance analytics services. Its clients include leading law firms and in-house legal departments at companies in a range of industry sectors.

Strengths

"Exigent has consistently exceeded our expectations."

"The depth of Exigent's commercial technology team is significant and they are good at recruiting, training and retaining."

"Exigent have provided invaluable advice and their work product has been excellent so far."

Work highlights

Exigent assisted telecoms company Telstra with redesigning legal department processes to improve efficiency and remove high-volume, low-value work such as reviewing marketing copy and contracts. These tasks were outsourced to Exigent, which created standardised processes and playbooks to boost productivity.

Notable practitioners

David Holme, Exigent's founder and chair, is a key contact.

EY

What the team is known for EY Law's contract lifecycle management service covers contract drafting, review and management, transactional

due diligence, AI-powered contract analysis and contract template design work. The firm's CLM clients include law firms and corporate clients in a wide range of industry sectors, including financial services firms, healthcare and insurance companies, tech businesses and energy companies.

Strengths

"EY is a big player in this market."

Notable practitioners

Cornelius Grossman, EY global law leader, is a key contact.

Factor

What the team is known for Factor has over 600 lawyers and contracts specialists in the USA and Europe. Its services range from short-term regulatory repapering projects to longer managed services, and consulting on improving processes.

Strengths

"Factor have shown they are able to deal with complex matters in a pragmatic and sensible fashion. They have skilled professionals where these challenges are very manageable."

Notable practitioners

Varun Mehta is Factor's CEO and a key contact.

Integreon

What the team is known for Integreon assists leading corporates with contract negotiation, drafting, review and analysis. Its delivery centres, including locations in the UK, the USA, India and the Philippines, directly support clients and act in partnership with law firms to provide contract services. Its team members have multilingual expertise and significant experience in third-party CLM software.

Strengths

"Integreon are at the heart of many of our complex negotiations. Through guided review they are able to handle all but about 5% of matters we ask them to process. They support legal review in over 100 countries and support 20-plus languages."

"Integreon have been doing CLM for a long time and have a reputation for being good at it."

Notable practitioners

Subroto Mukerji is the firm's CEO.

Mindcrest

What the team is known for Mindcrest provides contract management services to major clients across the USA, Europe and the Middle East, notably those in the professional services, financial services and life sciences sectors, as well as international law firms. It has considerable experience in handling technically complex and volume-intensive reviews and analytics, including significant expertise in privacy and data security compliance issues.

Notable practitioners

Rob Marks is Mindcrest's CEO and a key contact.

QuisLex

What the team is known for QuisLex's contract management capabilities include contract review, analysis, drafting and negotiation, and its more than 1,000 lawyers work with clients on a global

basis. Its clients include AmLaw 100 law firms and Fortune 500 companies. QuisLex also uses AI technology in its contract analysis process.

Strengths

"QuisLex are able to provide a fully managed service across projects, with experienced project managers and legal experts of varying degrees of experience and seniority across all the key deliverables."

"The right work is being done by the right people at the right time in the right geography. The team includes very experienced commercial attorneys. They are so professional that they often work directly with our business partners."

"QuisLex provides a very prompt and courteous service. Most importantly, the QuisLex team with whom we work will raise questions/escalations when appropriate and make suggestions when they see potential issues or options for improvement."

Notable practitioners

Ram Vasuvedan is the firm's CEO and a key contact.

Band 2

Herbert Smith Freehills LLP

What the team is known for Herbert Smith Freehills Alternative Legal Services (ALT) advises on day-to-day contract matters for a variety of prominent companies and financial institutions. HSF Alternative Legal Services also has a global network, with offices across Asia-Pacific, Europe and the USA.

Strengths

"HSF were very meticulous and understood the process and possessed a whole array of roles within leaderships."

"HSF were punctual, communicative and a real pleasure to work with. They provided incisive analysis."

Work highlights

HSF ALT assists the in-house legal team at FTI Consulting with its managed legal services requirements, averaging 40 contracts per month to review and negotiate.

Notable practitioners

Lisa McLaughlin is the managing partner of ALT Belfast and a key contact.

Kalexius

What the team is known for Swiss-based Kalexius focuses on acting for clients in the financial services sector, including several high-profile European banks and investment firms. These clients rely on Kalexius for contract negotiation, renewal and remediation tasks. The firm also offers outsourced company secretarial and legal entity management services.

Strengths

"Kalexius is a continually expanding firm that is capable of taking on multiple projects in correlation with each other to meet demanding deadlines."

"Kalexius has always been very responsive and provided great service."

Notable practitioners

Nicolas Leroux is CEO of Kalexius and is a key contact at the firm.

Konexo (Eversheds Sutherland)

What the team is known for Konexo offers flexible resourcing, managed services and legal operations services, among others. It has around 170 full-time staff and many more legal professionals available on an interim staffing basis. The firm's legal managed service arm handles over 25,000 contracts per year and its real estate team over 23,000 more.

Strengths

"Our business stakeholders have very high standards and expect top-level service and responsiveness from their lawyers, and Konexo has been able to deliver to much praise to date."

"Konexo are balanced in their support of the business, both from an operational view as well as a platform development/enhancement view, with all parties being aligned on changes needed to best support the business."

"Konexo understand our environment well and can pick up on points without us having to initiate."

Notable practitioners

Graham Richardson is head of Konexo and a partner at Eversheds Sutherland.

KPMG International

What the team is known for In 2020, KPMG launched its global Legal Operations Transformation Services. 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.

Notable practitioners

James Thomas is a partner at KPMG Law, chief technical officer of EMEA legal solutions and UK head of legal technology, and is a key contact in these markets. Jason McQuillen is a partner at KPMG Law in Australia and leads the LOTS team, and is also a key contact for this service.

LegalBase

What the team is known for LegalBase serves an international client base with a particular focus on the Middle East market. It offers considerable expertise in corporate and commercial contracts work, particularly involving intellectual property and brand protection issues. Its clients include law firms and domestic and international businesses, active in sectors including professional services, healthcare, real estate and retail.

Strengths

"LegalBase are always very happy to handle new complex situations and always deliver prompt, relevant and pragmatic advice."

"LegalBase is excellent. The team are very sharp, proactive, and have deep domain knowledge and expertise. They are particularly strong and effective at handling complex and sophisticated matters. This is coupled with practical and commercial, forward-thinking solutions to any issues we have to deal with. LegalBase's use of IT and tech is also a strength."

"LegalBase are extremely responsive and quickly available for a call if needed. The quality of their work is excellent."

Work highlights

LegalBase partnered with Dubai law firm Al Dahbashi Gray to form a joint venture called Hemaya, which assists clients with IP protection and reputa-

tion management in the Middle East.

Notable practitioners

Ali Tyebkhan is co-founder, director and partner at LegalBase, and a key contact.

PwC Legal Business Solutions

What the team is known for PwC's NewLaw practice includes an impressive contract lifecycle management offering. The team assists with multi-jurisdictional CLM projects for financial institutions and global corporates, including contract reviews, process and template-setting, CLM training to client teams and outsourced contract management. As well as financial services, the team has expertise in working with healthcare and pharmaceutical businesses, tech companies, manufacturers and consumer goods businesses, and transport and infrastructure providers.

Strengths

"The quality of service is truly excellent: they have a high level of rigour and professionalism, and they demonstrate in-depth knowledge and very importantly a real understanding of the client and what it needs."

"PwC had a clear thought process and understood our needs well. Their solutions were aimed at helping us rather than being constrained by technological impediments."

"Their project management was sound, and their technical knowledge of software and its configuration to our requirements was excellent. Their overall support and understanding of our culture and environment was also helpful."

Notable practitioners

Jennifer Chambers leads PwC NewLaw's commercial contracts team and is a key contact for CLM work at the firm.

Band 3

AG Integrate (Addleshaw Goddard)

What the team is known for International law firm Addleshaw Goddard assists its key clients with contract lifecycle management services, combining its legal expertise with technology and project management and process design experience. The firm works with a range of technology vendors to provide clients with a broad range of platform options, and can also help to create standardised templates, playbooks and precedents.

Strengths

"Excellent client management and project management skills, very good knowledge and experience in the area."

"The level of attention we received was phenomenal, from the partner level through to associates and support staff."

Notable practitioners

Kerry Westland is a partner and head of innovation and legal technology at Addleshaw Goddard.

Cenza Technologies LLC

What the team is known for Cenza provides managed legal services to clients around the world and has particular expertise in contract migration exercises. The firm helps clients manage existing contracts and implement CLM technology plat-

forms, and also offers managed document review and legal spend management services.

Strengths

"The team have a good overall understanding of contracts and key provisions. They are super responsive and proactive."

Work highlights

Cenza is partnered with CLM platform Ironclad to assist with product implementation processes.

Notable practitioners

Jayashree Nair is AVP for contract management services at Cenza and a key contact.

D2 Legal Technology LLP

What the team is known for D2 Legal Technology has particular expertise in working with investment banks, trade associations, asset managers and other capital markets clients on documentation projects, digitisation, contracts management and the development of clause taxonomies and libraries.

Strengths

"The firm has seasoned experts across the legal and data modelling spheres, which has greatly helped in delivering detailed, sophisticated output."
"D2's ability to provide services that meet specific needs is appreciated. They're willing to get stuck in there, and they have well thought-out delivery plans and a pleasant demeanour and service while being thoughtful."

Work highlights

D2 Legal Technology assisted the International Swaps and Derivatives Association with its Clause Taxonomy and Library project.

Notable practitioners

Akber Dattoo is CEO and founder of D2 Legal Technology, and a key contact.

Lighthouse Law

What the team is known for Lighthouse Law is based in the UK and South Africa, and specialises in commercial contracts work in both markets. It provides managed legal services for contract creation, negotiation, approval and renewal, assists with contract automation and helps to develop contracts playbooks.

Strengths

"Their service levels and responses are excellent."
"Their in-depth knowledge of our business is a critical feature of the success of our relationship to date. This has translated into Lighthouse Law implementing their contract lifecycle management platform for us in a way that is tailored to our legal, procurement and business needs."

Notable practitioners

Justin Cornish is the founder and CEO of Lighthouse Law, and a key contact.

Morae Global

What the team is known for Legal services provider Morae Global has a strong reputation for its contract management platform. Alongside traditional services across the document lifecycle, it also calls upon its multidisciplinary team to counsel clients on strategy and implementation issues.

Notable practitioners

Shahzad Bashir, chairman and chief executive officer, is a key contact at Morae Global.

Radiant Law

What the team is known for Radiant Law is headquartered in the UK, with delivery centres in South Africa and Trinidad & Tobago. The firm specialises in commercial contracts work, and offers managed legal services as well as assisting with large-scale contract review and remediation projects.

Strengths

"Very responsive, with excellent customer service."
"Radiant have always provided first-class service in terms of responsiveness and level of service."

Notable practitioners

Alex Hamilton is the founder and CEO of Radiant Law.

Flexible Legal Staffing Global-wide

Flexible Legal Staffing
Global-wide
Leading Firms
Band 1
Axiom Law
Elevate
Konexo (Eversheds Sutherland)
LawFlex
LOD
Peerpoint (Allen & Overy)
Band 2
Cognia Law
FLEX by Fenwick
Obelisk Legal Support
Pinsent Masons
Re:link (Linklaters)
Band 3
AG Integrate (Addleshaw Goddard)
AMBAR
Herbert Smith Freehills LLP
KorumLegal
KPMG
Latitude Legal
PwC Legal Business Solutions

Alphabetical order within each band. Band 1 is highest.

Band 1

Axiom Law

What the team is known for Axiom is one of the leading providers in the flexible legal staffing market. Its talent pool comprises over 6,500 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.

Strengths

"Axiom has a good bench of lawyers available and at a good cost."
"Axiom is a fantastic business."

Notable practitioners

Sara Morgan is chief legal talent officer at Axiom, and a key contact.

Elevate

What the team is known for Elevate's flexible resourcing service ElevateFlex draws from a group of lawyers with high-level private practice and in-house legal experience, combined with the network's sectoral capabilities and jurisdictional reach. Its clients include law firms and corporates.

Strengths

"Elevate go above and beyond. They are great to work with and they cared about our goals and objectives."

"Elevate are extremely nimble, responsive and transparent."

Work highlights

Elevate staff assisted mining company Rio Tinto with contracts management services, e-billing and legal bill review, and outside law firm management spend services.

Notable practitioners

John Croft and Liam Brown are Elevate's co-founders and are key contacts at the firm.

Konexo (Eversheds Sutherland)

What the team is known for Eversheds Sutherland's resourcing business Konexo has over 1,200 interim lawyers working on projects for large banks, other financial services businesses and corporates. Konexo has a notable presence in the UK and USA, as well as Malaysia, Hong Kong and Singapore.

Strengths

"Konexo has an excellent reputation. I always received high-quality candidates who have the right level of expertise and legal skills."
"Konexo's service is flawless and they are also very responsive."

Notable practitioners

Graham Richardson, partner at Eversheds Sutherland and head of Konexo, is a key contact.

LawFlex

What the team is known for LawFlex has a network of offices and delivery centres that includes France, Chile and Germany. Its clients include law firms, tech and retail companies, and consultancies. The firm has around 700 contract lawyers available for projects around the world, with particularly strong representation in tech, privacy regulation, litigation and e-discovery, as well as corporate/M&A.

Strengths

"LawFlex provide a good service and are very well organised."

"LawFlex know how to deal with clients quickly and efficiently."

"LawFlex's lawyers are very professional and experienced. Many lawyers have been general counsels in the past and fully understand the needs and requirements of a general counsel."

Work highlights

LawFlex provided flexible staffing for Baker McKenzie on document review projects and IP-related services.

Notable practitioners

Zohar Fisher, chair and co-founder, is a key contact at LawFlex.

LOD

What the team is known for LOD's 4,500-strong team of lawyers, paralegals and other legal professionals works with clients in all sectors including technology, financial services, professional services and law firms, and the public sector. LOD provides legal services to clients in over 20 countries across the UK, Europe, Australasia, Asia, the Middle East and the USA. Its flexible solutions include on-demand legal advisory, scalable managed teams, legal operations and tech consulting, and tech implementation through SYKE.

Strengths

"Globally, LOD is a good flexible legal staffing provider."

Notable practitioners

Simon Harper, the firm's co-founder, is a key contact.

Peerpoint (Allen & Overly)

What the team is known for Peerpoint provides leading financial entities, investors and corporations with flexible legal staffing solutions in M&A, data privacy, IP, document review and e-discovery, among other practice areas. Peerpoint has a broad international presence with offices in London, Sydney, Perth, Hong Kong and Singapore, as well as New York and Dubai.

Strengths

"I have been impressed by the quality of candidates they have offered, their responsiveness and their engagement with us as a client."

"I think they were very good at listening to our needs and finding people who were suited to our role."

Notable practitioners

Carolyn Aldous, global managing director, is a key contact in the APAC region. Amie Davidson is head of Peerpoint US. Shama Perera is head of UK client development.

Band 2**Cognia Law**

What the team is known for Cognia Law has offices in London, Johannesburg and Cape Town, and additional delivery centres in the UK, the USA, South Africa and Hungary. Its ALSP offering includes flexible legal staffing solutions. It has more than 200 high-quality lawyers on its permanent books and has access to more than 4,500 specialists.

Strengths

"Cognia has incredibly strong candidates in the financial services market."

"Cognia are very professional and able to provide the skills we require."

Work highlights

Cognia supported international law firm Fieldfisher's interim resourcing projects on a wide range of projects, including matters where there were multiple language requirements for interim staff.

Notable practitioners

Janet Taylor-Hall, CEO and founder of Cognia Law, is a key contact.

FLEX by Fenwick

What the team is known for California law firm Fenwick & West's captive staffing platform FLEX offers 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. Its clients range from startups 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, privacy and data security, litigation and employment law.

Notable practitioners

Linda Netsch is the general manager of FLEX and a key contact.

Obelisk Legal Support

What the team is known for Obelisk Legal Support has grown its talent pool to over 2,000 lawyers with expertise in banking, commercial property, employment and IP, among other areas. The firm handles resourcing for telecoms companies and retailers, alongside its established financial services expertise.

Strengths

"I get a Rolls-Royce service! The service from Obelisk has been brilliant."

"Obelisk has really high-quality lawyers."

Notable practitioners

Dana Denis-Smith, CEO and founder, is a key contact.

Pinsent Masons

What the team is known for Pinsent Masons' flexible lawyer platform Vario allows clients to call upon a range of legal professionals, including freelance lawyers, legal project managers and paralegals. Vario currently offers clients around 800 professionals skilled in sectors including energy and natural resources, construction, real estate and financial services.

Notable practitioners

Matthew Kay is head of Vario and a key contact at

Pinsent Masons.

Re:link (Linklaters)

What the team is known for Re:link is Linklaters' contract lawyers platform, and its clients benefit from the Magic Circle firm's large international network and the broad range of services and industries it covers. Re:link is based in the UK but works with clients and lawyers across Europe, APAC and the Middle East. Each of Re:link's contract lawyers is assigned a sponsoring partner at Linklaters who can advise on assignments.

Notable practitioners

Martin Laing is head of Re:link and a key contact.

Band 3**AG Integrate (Addleshaw Goddard)**

What the team is known for AG Integrate is Addleshaw Goddard's flexible staffing platform, with more than 360 legal consultants on its books. Its clients include key clients of the law firm, among others. Its legal consultants have expertise in the financial services, energy, healthcare, retail, real estate and transport sectors, and it can also provide company secretarial, risk, compliance, project management, HR and forensic accountancy specialists.

Strengths

"They are commercial and we like working with them. I think they are commercial and pragmatic and not overly legalistic."

Work highlights

AG Integrate assisted Leeds Beckett University with flexible legal staffing to cover vacancies and staff absences.

Notable practitioners

Mike Potter, partner in AG Integrate and head of the firm's transaction services team, is a key contact.

AMBAR

What the team is known for AMBAR, which was launched in 2020 by former Latham & Watkins lawyers Manuel Deó and Rosa Espin, is a significant force in the Spanish ALSP market. It can supply lawyers with expertise 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.

Strengths

"AMBAR's team of lawyers demonstrate extensive experience, attention to detail and a high level of proficiency and expertise."

"AMBAR has a good roster of lawyers on its bench and can show a deep breadth of expertise."

"AMBAR's ability to find the perfect lawyer for sophisticated matters is outstanding."

Notable practitioners

Manuel Deó and Rosa Espin are co-CEOs and key contacts at AMBAR.

Herbert Smith Freehills LLP

What the team is known for Herbert Smith Freehills' Alternative Legal Services (ALT) flexible staffing arm has a strong presence in Australia and the UK, handling interim staffing needs for

a diverse range of clients. It is well known for its expertise in staffing major disputes and also regularly handles large-scale transactional projects.

Strengths

"Herbert Smith Freehills are experts, very commercial and have great market knowledge."

"They are very pragmatic: they know the priorities for our businesses, they are highly responsive and they have very quick turnaround times, especially given the volume of pressure we put them under."

"They are very fluid and adaptable. They tailor the resources to the demand, they are very commercial and pragmatic, and the service is bespoke to the client's needs. They tailor their advice to the client; it's a very personal service."

Work highlights

HSF ALT provides business-as-usual contracts support services to bp pulse, a provider of electric vehicle charging stations.

Notable practitioners

Lisa McLaughlin is the managing partner of ALT Belfast and a key contact.

KorumLegal

What the team is known for KorumLegal is headquartered in Hong Kong but provides staffing for client matters across APAC and further afield. Its practice areas include corporate/commercial, regulatory compliance, labour and employment, real estate, construction and finance, among others. Its clients include financial institutions, energy companies and major retailers.

Strengths

"They are extremely responsive. They are willing to tackle difficult placements that other agencies pass on. They have proven to be able to place candidates in countries other agencies can't."

"They had a range of consultants available and were very quick to respond to any issues."

Work highlights

KorumLegal provided Railser, a banking-as-a-service provider formerly known as Railsbank, with a legal consultant to assist with setting up Railser's first APAC office in Singapore.

Notable practitioners

Rob Shakespeare, general manager for South-East Asia and EMEA, is a key contact.

KPMG

What the team is known for KPMG offers clients a diverse pool of contract legal specialists. Its contract lawyers handle work across banking and finance, general commercial, corporate, data protection and intellectual property work.

Notable practitioners

In the UK, Henry Fieldhouse is head of talent, Tamsin Khan is head of client relationships and Peter Workman is head of Flex for Legal.

Latitude Legal

What the team is known for Latitude Legal provides flexible staffing for a wide range of US and multinational clients, as well as law firms and other ALSPs. Its staff includes former associates

and partners at big law firms and former in-house lawyers at major corporates.

Strengths

"They have always been able to staff my matters with experienced help."

"Latitude Legal handled a complex, confidential case swiftly and professionally to resolution."

"We found their attorneys to be high quality and reasonably priced. Their service was excellent and they are very good value for money. They have been very flexible and very good to deal with."

Notable practitioners

Ross Booher is Latitude Legal's CEO and a key contact.

PwC Legal Business Solutions

What the team is known for PwC's flexible staffing arm Flexible Legal Resources includes legal and compliance contract staff 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.

Notable practitioners

Tony O'Malley, global legal business solutions leader, is a key contact.

Law Firm LPO Global-wide

Law Firm LPO
Global-wide
Leading Firms
Band 1
Ashurst Advance (Ashurst)
Konexo (Eversheds Sutherland)
Mindcrest
Band 2
Advanced Delivery and Solutions (Allen & Overy)
Allens
Condor ALS (Fieldfisher)
FLEX by Fenwick
Gravity Stack (Reed Smith)
Herbert Smith Freehills LLP
KPMG
Pinsent Masons
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Ashurst Advance (Ashurst)

What the team is known for Ashurst Advance offers a range of ALSP services, including legal project management and legal process design.

The firm offers clients data- and AI-based e-discovery services that can provide document review, due diligence, contract and transactional assistance, and can give clients access to ESG, legal privilege and dawn raid response tools.

Strengths

"I will highly rate Ashurst Advance. They are an award-winning LPO."

"Ashurst Advance are very responsive and structured."

Notable practitioners

Christopher Georgiou in London and Hilary Goodier in Melbourne are co-heads of Ashurst Advance.

Konexo (Eversheds Sutherland)

What the team is known for Eversheds Sutherland's Konexo operation was established in July 2019. It offers managed legal services and resourcing, corporate secretarial/HR solutions and financial services compliance support. Its managed services offering includes contract lifecycle management, tech-based sublease management and banking documentation assistance.

Strengths

"They are subject matter experts, the best in the field. They are very responsive and want to understand our business and are very good people. They work really hard on the relationship, and our relationship is really a special one."

"Konexo is very well known: they were one of the first movers and they invested heavily in the space. They are a large operation in multiple jurisdictions."

Notable practitioners

Graham Richardson is a partner at Eversheds Sutherland and the head of Konexo.

Mindcrest

What the team is known for Mindcrest was acquired in early 2020 by international law firm DWF. It provides contract management and document review and e-discovery services to major clients across the USA, Europe and the Middle East, including professional services, financial services and life sciences clients. Its teams, based in the USA, Europe and India, are experienced in assisting clients with a range of contentious and non-contentious mandates, including significant

expertise in privacy and data security compliance matters.

Strengths

"I am really happy with how Mindcrest come up with suggestions and solutions."

"I am really impressed by the people at Mindcrest. They are authentic and really easy to get along with. What we are doing is complicated and we want to get this right, and I am impressed at the way they are working with us."

Notable practitioners

Rob Marks, CEO, is a key contact.

Band 2

Advanced Delivery and Solutions (Allen & Overy)

What the team is known for Allen & Overy provides a wealth of resources from 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 way. The LSC lawyers have experience using technology to handle document-intensive tasks, including international litigation and regulatory investigations.

Notable practitioners

Angela Clist, partner and head of Advanced Delivery – Legal Services, leads the team in Belfast and is a key contact.

Allens

What the team is known for Australian law firm Allens has an innovation and legal solutions team which offers an impressive range of legal services for clients in Australia and across the APAC region. Its service lines include legal technology consulting and implementation support, legal project management, data analysis and high-volume document review support, and matter management.

Strengths

"They were impeccable; I would highly recommend them. They were so thorough, well resourced and efficient, and highly commercially savvy. It was a faultless process working with them."

"I have never had a difficulty in accessing services, either based on skill level and complexity or on volume of work."

Work highlights

Allens assisted AusNet, an Australian energy company, with a suite of online deal room and data services when AusNet was acquired by Brookfield Asset Management.

Notable practitioners

Lisa Kozaris, chief innovation and legal solutions officer, is a key contact at Allens.

Condor ALS (Fieldfisher)

What the team is known for Fieldfisher's Condor operation offers clients a wide range of outsourcing, tech and project services. It handles contract lifecycle management, document nego-

tiation and KYC assistance, and can also help with managed document review and e-discovery matters. Condor also provides flexible legal staffing through its resourcing facility.

Work highlights

Condor ALS assisted Workday with a project to review and update its worldwide supplier contracts to comply with global privacy laws.

Notable practitioners

Stephen Ingle is head of Condor and is a key contact for this service at Fieldfisher.

FLEX by Fenwick

What the team is known for FLEX by Fenwick is Fenwick & West's flexible legal staffing business, which has a particular specialisation in providing tailored support for startup and scale-up businesses in technology and life sciences. The FLEX attorneys have substantial expertise in M&A support, data privacy, IP and patent prosecution, and employment.

Strengths

"FLEX presented multiple strong candidates for the both the roles we were hiring for. We also explored options with other legal service providers, and FLEX's candidates as a whole were higher-quality."

"Depending on the expertise you need, FLEX can provide you with a variety of value-based solutions. More importantly, they are willing to work with your budget to find a successful engagement."

"We had a transparent conversation with the FLEX by Fenwick representative on our expectations for the engagement, the experience, the number of hours and the cost. We received incredible value for the services provided, because the attorney was experienced and therefore efficient in all aspects of the engagement."

Notable practitioners

Linda Netsch is the general manager of FLEX and a key contact for this service.

Gravity Stack (Reed Smith)

What the team is known for Gravity Stack is an independent service within Reed Smith, which launched as a separate service in 2018. The firm offers LegalTech 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.

Notable practitioners

Bryon Bratcher is the managing director of Gravity Stack and is a key contact.

Herbert Smith Freehills LLP

What the team is known for Herbert Smith Freehills' alternative legal services business (HSF ALT) has a strong presence in Melbourne and Belfast and offices in ten other cities across Asia-Pacific, South Africa, the Middle East, the USA and the UK. Its services range from e-discovery document review and claims management to lease management commercial contracts and transactional support.

Strengths

"Herbert Smith Freehills tailor their advice to the client and give a very personable service. I think they are unbelievable value for money."

Work highlights

The team assisted the Australian Energy Market Commission with preparing consolidated versions of the National Electricity Rules, National Gas Rules and National Energy Retail Rules in Australia.

Notable practitioners

Lisa McLaughlin is head of HSF ALT in Belfast and is a key contact for this service.

KPMG

What the team is known for KPMG Australia's legal operations transformation services (LOTS) business consults with in-house legal teams on their legal technology and operational requirements, and assists them to create efficiencies through the implementation of new technology and processes and by helping with procuring outsourced services. The team works with in-house legal departments across the APAC region and further afield, and can draw on the capabilities of KPMG's worldwide professional services network.

Work highlights

KPMG LOTS advised Janssen, the pharmaceuticals business of Johnson & Johnson, on a transformation project involving its in-house legal team. The LOTS team assisted with creating a data and metrics strategy for the legal team, produced a prioritisation framework and helped develop processes around matter intake and triage.

Notable practitioners

Jason McQuillen, partner and head of KPMG legal operations transformation services in Australia, is a key contact.

Pinsent Masons

What the team is known for Pinsent Masons Vario offers a range of services, including legal project management, flexible legal staffing and consultancy. Its key sectors include energy, financial services, infrastructure, real estate and technology. Its clients include clients of the Pinsent Masons law firm and clients specific to the Vario service.

Strengths

"Vario has an expert team that offers sound advice and services."

Work highlights

Pinsent Masons Vario assisted Heylo Housing with managing its portfolio of shared-ownership housing, comprising over 6,000 properties.

Notable practitioners

Matthew Kay is managing director and group head, and is a key contact for the Vario service at Pinsent Masons.

GLOBAL-WIDE: An Introduction to Litigation Services

Contributed by QuisLex

ALSP Adoption Accelerated

As COVID-19 policies were lifted in 2022, we entered a period filled with technological innovation, economic turmoil, cybersecurity threats, inflation, falling demand for law firm legal services and shifting client outlooks. Necessity during the COVID-19 era spurred innovation, and now the financial declines of 2022, combined with uncertainty regarding the depth and duration of the current economic downturn throughout the world, cost-cutting measures and lay-offs demonstrate that the time is right for more clients to turn to alternative legal service providers in 2023.

Clients are more willing than ever to move work in search of high-quality and cost-effective litigation services. Clients will face challenges in 2023 due to current economic uncertainty and not knowing how long the current downturn will last, how deep it will be and what the recovery will look like. The present uncertainty is driven by external issues outside the direct control of regulators, like the war in Ukraine, the lingering effects of the pandemic and the challenges of global inflation. In October 2022, the International Monetary Fund downgraded its forecast for the global economy. It warned that the worst was yet to come and that 2023 would feel like a recession for many people. Additional evidence of the current financial downturn in the US economy came with the March 2023 collapse of Silicon Valley Bank and Signature Bank, the biggest bank failures since the Great Recession of 2008. Another US bank and a prominent European bank were forced to seek lifelines from other banks as well, prompting fears about the stability of the global banking system.

On a more optimistic note, the current economic downturn is different from the Great Recession. Today's economic troubles stem from the continuing effects of a global pandemic that shut down the world's economy and not from inherent weaknesses in the financial system itself. Plus, in today's economy a number of US elements remain strong. In addition to robust housing and auto industries, strong corporate and household balance sheets, and a low unemployment rate, the US has a healthy labour market. Granted, with the recent rounds of tech lay-offs, the types of jobs available are not the same high-paying corporate opportunities that many of the recently laid off are accustomed to.

The ALSP market has been growing rapidly in recent years, driven by the increasing demand for cost-effective legal services and advancements in AI technology. The market for alternative legal service providers was valued at USD15.83 billion in 2022 and is expected to reach USD25.17 billion by 2028, growing at an 8.4% compound annual growth rate. Several factors contribute to the ALSP market's continued growth, such as increasing legal complexity with respect to data privacy and cybersecurity – about which ALSPs can provide specialised legal expertise at a lower cost than traditional law firms – technology adoption, businesses' changing legal needs and increased global competition. In the growing and competitive ALSP environment, there is a sense of urgency around client retention, client acquisition and being able to deliver a wide range of services that can address shifting client needs to further integrate into clients' business processes. ALSPs will need to continue to embrace innovation, create more efficient

technology-powered workflows that increase value and deliver higher customer satisfaction to come out on top.

The following examines expected themes in the litigation services landscape in 2023 and as we look further out to the near future. First, we will explore the new technological advances in the age of generative AI and how they could shape the legal industry. We will then assess the continued cybersecurity threats, their impact on litigation services and how to manage them. Finally, we will highlight the legal trend of lawyers being held accountable for technological mis-steps in 2023.

Generative AI's Explosion Onto the Legal Scene

In recent months, generative AI has taken the legal world by storm with its capabilities and sophistication advancing at a rapid pace. The emergence of generative AI, ranging from ChatGPT to Dall-E 2, is perhaps the foremost technological breakthrough of our time. Generative AI has the potential to reshape entire businesses from art, advertising, publishing and software development to litigation services. Many people are now wondering how this powerful tool can be applied to the legal profession.

There have been discussions about whether generative AI will take the place of lawyers. However, the general consensus is that it is more a matter of lawyers who are adept at using generative AI replacing lawyers who do not know how to use generative AI. This is a signal to ALSPs, as the foremost innovators of the legal services industry, of the need to adopt generative AI quickly to get ahead of the curve and lead the way for the legal profession.

In the past year, generative AI has learned to be more precise, improved its accuracy, added expertise, and it can now prepare high-quality summaries and comparisons, which can be incredibly helpful in e-discovery and document review. A note of caution, however: the content produced by generative AI chatbots may look trustworthy and professional, but often is not. Generative AI is still in its infancy. It makes things up or "hallucinates", cannot fully reason and apply logic and is not up to date with the newest information as the models are only updated every six months or so. Thus, the time is right for ALSPs to become familiar with generative AI technology and begin to integrate it into their workflows to create efficiencies. However, the human element and need for quality control of its work product are still absolutely required. Relying completely on AI solutions without additional human checks would be detrimental for ALSPs and the legal services industry generally.

The Increased Threat of Data Breaches and the Need for Cybersecurity Preparedness

For most companies, the discussion around data breaches is about not if a breach will occur but when. The unfortunate reality is that the pace, scope and consequences of ransomware attacks and data theft are on the rise. As organisations generate and store increasing volumes of personal and sensitive data, they are becoming an even greater target for cybercriminals wanting to extort data for financial gain.

To limit potential liability and risk, ALSPs must ensure that they are only taking in the client data required to complete the nec-

essary work. It is also important for ALSPs to prioritise removing client data as soon as possible after the work is completed in order to avoid operating at an unnecessarily elevated risk level. By understanding the types of sensitive data they have access to, where the data is stored and for how long the data is required, ALSPs are ensuring that they are taking proactive steps to limit their liability in the event of a potential data breach.

Additionally, ALSPs should ensure that all employees are provided with periodic mandatory cybersecurity training. The increasing number of cybersecurity threats and the sophisticated manner in which attackers are luring in potential victims mean that everyone in the ALSP should be on guard at all times and up to speed with the most recent attack methods.

By taking these preventative steps and by bolstering cybersecurity practices, ALSPs will prevent the most catastrophic effects of a cyber incident and should be able to weather the storm in the event that they become the next victim.

Legal Trend – Lawyers Being Held Accountable for Technological Errors

Within the privacy space, organisations and lawyers are beginning to be held more accountable for their actions and whether or not they made “reasonable efforts” to prevent the inadvertent or unauthorised disclosure of information. Evidencing the priority bar associations are beginning to place on cybersecurity and technology, New York and 39 other jurisdictions now specifically mandate technology competence as a component of lawyers’ ethical obligations. Additionally, among the growing impacts of data breaches is the risk of class-action lawsuits. As more people understand the effects of having their data compromised, they are taking action by joining or initiating class actions against small to mid-size organisations, forcing companies to demonstrate that

they undertook reasonable efforts to prevent the unauthorised disclosure of data. Case law will continue to develop over the course of 2023 and beyond, fleshing out what is reasonable to prevent punitive liability in the event of inadvertent or unauthorised disclosure of information.

Sanctions against counsel for discovery ineptitude are also increasing in frequency. What was once thought of as too technical for a lawyer to comprehend is now necessary knowledge for defensible discovery in litigation. As complex discovery has become a specialised field, courts have also grown more sophisticated in their understanding of the hallmarks of competent e-discovery counsel. Discovery counsel must have a thorough understanding of their clients’ information systems in order to properly defend or prosecute their cases. In an e-cigarette trade mark case, defendants and their counsel were sanctioned more than USD2.5 million for discovery violations that stemmed from counsel’s lack of competency in e-discovery. The court chastised counsel for their incompetence and admonished that lawyers can no longer expect to catch a break in e-discovery compliance because it is technically complex and resource-demanding.

Given the current economic conditions, organisations being asked to do more with less resources and the breakneck advances in technology, the time is more right than ever for ALSP adoption and growth. To be successful, ALSPs must continue to be at the forefront of technical innovation. They must develop processes to integrate evolving technologies quickly into their workflows while retaining proper quality control measures surrounding their output. ALSPs and lawyers generally cannot be afraid of technology and must study new developments and become knowledgeable in the fields of cybersecurity, discovery and generative AI in order to demonstrate they have taken reasonable efforts in the event of a lawsuit, as well as to continue to be competitive in the market.

Litigation Services Global-wide

Litigation Services
Global-wide
Leading Firms
Band 1
Elevate
Herbert Smith Freehills LLP
Integreon
Mindcrest
QuisLex
Redgrave Data LLC
UnitedLex
Band 2
Cognia Law
Epiq
Robins Kaplan LLP
Alphabetical order within each band. Band 1 is highest.

Band 1

Elevate

What the team is known for Elevate has particular strengths in healthcare litigation and medical malpractice. It acts for law firms and in-house legal departments on claim reviews, medical records and bills analysis, and forecasting the value of potential future claims. Elevate also often handles e-discovery and document reviews in major matters.

Strengths

"Elevate are more than capable of doing the work in terms of delivery, timing and making sure they're following through on commitment."

"Elevate has a dedicated team that has been consistent. With this type of work nothing is set in stone and guaranteed, but we have always been satisfied with their delivery."

"We choose Elevate because of the value and trust of the partnership and their performance. We've always had strong results with them."

Notable practitioners

Liam Brown, founder, chair and CEO, and John Croft, founder and president, are key contacts.

Herbert Smith Freehills LLP

What the team is known for Herbert Smith Freehills' ALT service assists clients across all stages of the litigation process, including 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 USA and Australia, and includes e-discovery specialists, legal analysts and experienced litigators skilled in handling the most complex of disputes.

Strengths

"HSF has an excellent team across the board. They are always ready to assist across whatever challenging deadlines we set."

Notable practitioners

Lyn Harris, partner at Herbert Smith Freehills, has overall responsibility for HSF ALT's disputes practice.

Integreon

What the team is known for Integreon's litigation services include managed document review, technology-led review and deposition preparation, and virtual witness bundle services. Integreon is technology-agnostic and works with a range of providers.

Strengths

"Integreon is able to provide good-quality team members that can adapt to every situation. Its management team are extremely knowledgeable and approachable, and nothing is too much trouble."

"Integreon know their business and focus on it, both in terms of managed review services and cyber-related data privacy reviews."

Notable practitioners

Subroto Mukerji, chief executive officer, is a key contact.

Mindcrest

What the team is known for Mindcrest has strong capabilities in document review. Its team of sectoral and regulatory experts assists clients with drafting court documents, assists with deposition preparations and compiles documents for interviews during corporate investigations. Its training and development service, Mindcrest University, further enhances the quality of the resources available to clients.

Notable practitioners

Rob Marks is CEO of Mindcrest and a key contact.

QuisLex

What the team is known for Focusing on assisting clients requiring managed document review, QuisLex offers experience in a broad array of AI and other evolving technologies, handling complex volume-intensive mandates. Its additional services include privilege reviews, redaction reviews, and deposition and trial preparation work.

Strengths

"The team was well-organised and knowledgeable about the case. They were able to add to the team to adapt to the needs of the case quickly and seamlessly. The QuisLex team was very responsive and gave us amazing service."

"They are very scalable: they can quickly and easily add bodies when work deadlines demand. They work quickly and effectively."

"Their review team are all on staff and not contractors which allows them to ramp very quickly. They have a variety of experience levels to suit the end-to-end needs of any matter."

Notable practitioners

Sirisha Gummaregula is a key contact at QuisLex.

Redgrave Data LLC

What the team is known for Redgrave Strategic Data Services is allied with but independent from e-discovery-specialist law firm Redgrave. Redgrave Data handles both technological approaches to complex e-discovery issues, and also assists with redesigning in-house legal operations functions relating to data. Its specialists can help to design and implement software

solutions and create process workflows and data visualisation and insights for its clients, which include in-house teams and law firms.

Strengths

"I was very pleased with the breadth of experience and ability to think creatively about solving complex problems in a large organisation."

"Redgrave just get it. They understand all the moving pieces of ESI and how to prioritise among them. They also have a stronger commitment to tracking information and decisions than any vendor I've ever worked with."

"Redgrave specialises in this arena and can handle matters of all levels of complexity."

Work highlights

Redgrave Data provided expert witness services in a case involving retail pricing. Its personnel created custom software to reformat five million rows of transaction data, analysed the data and produced an expert report for the US federal court.

Notable practitioners

Mollie Nichols and Tara Emory are key contacts at Redgrave Data.

UnitedLex

What the team is known for UnitedLex regularly works with leading law firms and international businesses in contentious matters. It is particularly well known for its business intelligence tools, document review and e-discovery services, and also offers data forensics capabilities.

Strengths

"UnitedLex have the scale and solid expertise. We are happy with their work."

Notable practitioners

Daniel Reed, CEO of UnitedLex, is a key contact.

Band 2

Cognia Law

What the team is known for Cognia is headquartered in the UK, and has offices and legal delivery centres in South Africa, the USA and Europe. Cognia has law firms, financial institutions and other businesses as clients. Its litigation arm regularly handles a mix of due diligence and other projects, as well as offering AI services to help with contentious matters.

Strengths

"Cognia are always very responsive and will work with us to resolve any issue that arises around service levels. They are happy to discuss bespoke solutions for projects that we take to them."

"The Cognia team quickly grasped the scope of the project and its nuances and complexities."

Notable practitioners

Janet Taylor-Hall is Cognia Law's CEO and founder, and is a key contact.

Epiq

What the team is known for Epiq's litigation services include complex, multi-jurisdictional e-discovery matters, consulting mandates and due diligence. It also assists with mass tort matters

and class actions. The firm has offices across APAC, Europe and the Americas, and frequently advises corporates, law firms and public sector clients.

Notable practitioners

Christine Landry, president and general manager for class action and mass tort solutions, is a key contact.

Robins Kaplan LLP

What the team is known for Litigation law firm Robins Kaplan has an impressive alternative services platform called Acumen Powered by Robins Kaplan. It offers e-discovery support, an investigations group and research team, and science, engineering and financial experts who can assist with valuations and IP cases, among other service lines.

Notable practitioners

Linda Banks and Mary Marvin are the firm's directors of e-discovery services and are key contacts for this work.

Alternative Legal Service Providers Asia-Pacific Region

Alternative Legal Service Providers
Asia-Pacific Region
Leading Firms
Band 1
Elevate Services
Integreon
Konexo (Eversheds Sutherland)
KorumLegal
NOVA8
Band 2
Axiom Law
Peerpoint (Allen & Overy)
Leading Individuals
Band 1
Rahiri Titus KorumLegal
Zahedi Safa NOVA8
<i>Alphabetical order within each band. Band 1 is highest.</i>

Band 1

Elevate Services

What the team is known for Elevate has a strong presence across Asia-Pacific, having offices in India, Hong Kong, Singapore, Australia and the Philippines. Its services include consulting, flexible legal staffing, contract management, and dispute and litigation services. It also offers a cloud-based operations platform, Enterprise Legal Management, to help clients optimise and simplify their legal work.

Strengths

"The firm is innovative, with a nice breadth of services."

Notable practitioners

James Odell leads Elevate's business in Australia and the APAC region, and is a key contact.

Integreon

What the team is known for Integreon has offices in the UK and USA, the Philippines and India. The company has a broad range of services, including document review, contract management, cyber incident response and compliance projects.

Notable practitioners

Subroto Mukerji, chief executive officer, is a key contact at Integreon.

Konexo (Eversheds Sutherland)

What the team is known for Konexo, the ALSP arm of Eversheds Sutherland, has offices in Hong Kong, Malaysia and Singapore. Its work 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 more than 1,200 contract lawyers.

Notable practitioners

Joan Oh is the head of Konexo in Asia.

KorumLegal

What the team is known for KorumLegal has offices in Hong Kong and Singapore, as well as London. Clients benefit from a broad suite of services, with KorumLegal hosting over 200 consultants to meet flexible staffing needs and a range of legal operations requirements.

Strengths

"The firm is extremely responsive. They are willing to tackle difficult placements that other agencies pass on."

"KorumLegal had a range of consultants available and were very quick to respond to any issues."

Notable practitioners

Titus Rahiri, KorumLegal's CEO and founder, leads many of the firm's key matters and client relationships. **Strengths:** *"Titus Rahiri's client service, level of sophistication and commercial awareness are very strong. He provides great support."*

NOVA8

What the team is known for Newly ranked firm NOVA8 is based in Singapore and has offices across the Asia-Pacific region including Malaysia and Hong Kong. Its services include flexible staffing, contract lifecycle management and managed services, and its clients include blue-chip corporates and international law firms.

Strengths

"The NOVA8 team have been quick to understand our business and the regulatory environment we operate in, and have consistently provided helpful and practical solutions that balance both legal and business concerns."

"Coupled with their legal expertise, the advice and solutions provided are always well thought through and take into account important legal and commercial considerations."

cial considerations."

"The firm has a great understanding of client needs."

Notable practitioners

Safa Zahedi is a highly experienced corporate lawyer and handles many of NOVA8's strategic mandates. **Strengths:** *"Safa Zahedi has a well-deserved reputation in the market for his entrepreneurial, commercial and innovative approach to problem solving. We were also impressed by his commitment to providing high levels of client care."* *"Having access to someone of Safa's experience and credentials through an ALSP has been a huge plus. He provides technically sound and commercially sensible advice. I can depend on him to provide pragmatic yet creative solutions for challenging issues."* *"Safa is an elite operator – he understands his clients, his industry and the value-adds that NOVA8 can deliver."*

Band 2

Axiom Law

What the team is known for Axiom has a particularly strong offering in flexible legal services. The firm has offices in Hong Kong, Singapore and Australia.

Notable practitioners

Sara Morgan, chief legal talent officer at Axiom, is a key contact.

Peerpoint (Allen & Overy)

What the team is known for Peerpoint, the flexible legal staffing business of international law firm Allen & Overy, is widely respected in the APAC region. Peerpoint has offices in Hong Kong, Singapore and Sydney.

Strengths

"Peerpoint is well respected for flexible legal resourcing."

Notable practitioners

Stephanie Szeto is head of Peerpoint in Asia and Luke Wilson is interim head of Peerpoint Australia.

SPAIN: An Introduction to Alternative Legal Service Providers

Contributed by Afiens

As an alternative legal service provider (ALSP), the sector in which Afiens operates presents a significant opportunity for growth. It is a highly active sector that has seen rapid growth in recent years, where the barriers between the different legal players have been reduced. In this article, we analyse the current situation and trends that are affecting the sector and our territory.

It could be said that there are five large categories into which ALSPs fall: those pertaining to auditing firms; legal process outsourcers; independent legal process outsourcers; managed services providers; and staffing solution providers. Thomson Reuters estimates the market size of ALSPs at around USD21 billion, with independent ALSPs as leaders with regard to revenue, with an estimated value of USD18 billion, compared to other categories like law firm captives or the Big Four.

While the way in which ALSPs operate varies from type to type, they all provide solutions for those areas in which legal firms cannot, or are not able, to operate. True ALSPs appear as market leaders when it comes to turnover (Thomson Reuters, 2023), however, companies like the Big Four are beginning to implement ALSP services within their scope in order to compete in this growing sector. This highlights the importance of showing a clear value proposition to clients, communicating the benefits in terms of productivity and agility of processes, and how specialised companies like Afiens are the best players in the sector to do this.

The document, "Alternative Legal Service Providers", presented by Thomson Reuters early in 2023, suggests a 47% increase in business compared to the previous two years, accounting for a figure of USD20.5 billion. This number is representative of the important development these types of firms have been achieving in recent years and how demand keeps increasing.

In spite of this, the disparities between countries are quite visible; while firms in the US or the UK have seen an important development, in Spain things seem to be developing at a slower rate. The US presents well-defined regulation regarding the capabilities of these types of companies, while in Spain, this is more lax, and complicates things in terms of differentiation and value proposition.

In addition, Spanish culture regarding law firms is different to that in other countries. In Spain, clients tend to be quite loyal to the firms they employ, and even if ALSP fees are reduced, clients prefer to employ the brands they already know.

Notwithstanding this, in Spain, there are still considerable possibilities to expand. Larger companies appear to be knowledgeable about the advantages of these services, such as the impact they have on organisational productivity. On the other hand, smaller companies seem to exhibit more reluctance towards hiring such services.

The one thing that is indisputable, is the key role that technology is taking in all aspects of our life, and as a result it is also having an effect in the legal sector.

According to the "Future Ready Lawyer Survey, 2022" by Wolters Kluwer, the investment and demand for legal tech solutions is expected to increase. Now more than ever, technology advantage is of extreme importance. Looking at the data, 91% of legal departments expect their firms to fully leverage technology and 80% of lawyers consider it essential to work in a firm that is up to date with technological trends.

The way in which legal work gets done is also changing which, as a result, contributes to the increase in demand for ALSPs by corporate legal firms.

The development in digitalisation that we are experiencing in the sector presents a really good opportunity for firms such as Afiens to show their leadership and strength in terms of digital transformation and process automation.

Some of the challenges faced by ALSPs reside in the lack of confidence some companies may have about using these types of services. In the study by Thomson Reuters, when questioned why companies do not hire ALSPs, 81% of participants in 2020 communicated their preference for "in-house" work instead of externalising to other firms. By 2022 this number was reduced to 52%. Nevertheless, 29% of respondents still mentioned their concern for quality of work. It is then clear how communication and commercialisation of the firms should be a top priority for the near future.

If we echo the recent article published by Pedro del Rosal entitled, "Do clients already trust ALSPs? Some do... but many still don't even know they exist", Afiens points out that their objective is to convey to law firms that "they are not competitors, but collaborators".

As we have stated on several occasions, the key is to convey to the market the differences between the services of ALSPs and those of traditional law firms. Afiens is specialised in LPO (legal process outsourcing) and expert in applying legal project management and the best technology, with the aim of standardised legal and paralegal processes. The outsourcing of legal processes allows the market to convert fixed costs, "sometimes unbearable", into variable costs, improving the quality and time of execution.

Although ALSPs are becoming better known and accepted in the Spanish market, there is still a long way to go. The most important thing is that it is understood that LPOs are service firms that help improve legal processes, allowing traditional law firms and in-house legal departments to focus on what really generates value.

Alternative Legal Service Providers Spain

Alternative Legal Service Providers	
Spain	
Leading Firms	
Band 1	
Abroading	
Afiens	
AMBAR	
Band 2	
Attolon Law	
KPMG Abogados	
Lawyers for Projects	
Legal Army	
Samaniego Law	
Leading Individuals	
Band 1	
Deó Manuel AMBAR	
Perea Silvia Abroading*	
Salamanca Lorena Afiens*	
* Indicates individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

Band 1

Abroading

What the team is known for Abroading is a major player in the Spanish ALSP market. The firm was an early adopter of the ALSP business model in Spain, and brings more than a decade of experience to bear in assisting clients. They frequently work with a wide range of corporates on contract and data management projects. Abroading also operates across international jurisdictions, including China, the USA and Mexico.

Strengths

"Abroading has been always able to assemble a team more than sufficient for the task."

"Abroading adapts with agility and effectively to the needs of the company, putting in the personnel that are necessary so that the project in question obtains the expected results with the agreed quality."

Notable practitioners

Silvia Perea (see p.18) is a managing partner at Abroading. Perea leads a range of client projects, including secondments, contract reviews, legal operations transformation projects and others.

Strengths: *"Silvia is an extraordinary professional with exquisite customer service and a broad understanding of all the elements to be taken into account in an operation."* *"Silvia is an excellent professional who knew how to gain the trust of a multinational client."*

Afiens

What the team is known for 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 has a comprehensive array of services, from process automation to contract management, compliance work and data protection.

Strengths

"Afiens are always trying to look for alternatives to improve and innovate their services."

"Every member is always available, and that includes senior members of the firm who are there

to support and advise when required by the client." *"Afiens are creative and provide efficient solutions."*

Notable practitioners

Lorena Salamanca (see p.18) is Afiens' founding partner and CEO. Salamanca leads projects for many of the firm's key clients, and receives strong feedback from sources in the Spanish legal market. **Strengths:** *"Lorena Salamanca is a great professional and team leader. I would highlight her personal involvement in the work carried out by Afiens within a particular transaction and her ability to overcome challenging situations for the benefit of the client and the transaction."* *"Lorena is a very decisive person who is always willing to help and solve the problems that come her way."*

AMBAR

What the team is known for AMBAR focuses on flexible legal staffing, with expertise in civil litigation, commercial contracts, trade marks and estate planning. Its co-founders have a background in a leading international law firm, and its contract lawyers often have experience at major international and top Iberian firms. It also has an alliance with Axiom.

Strengths

"AMBAR has extremely practical, time-efficient and responsive professionals."

"AMBAR are 100% customer-oriented."

"AMBAR has very commercial lawyers with a strong client-oriented approach and a well-rounded attitude."

Notable practitioners

Manuel Deó is AMBAR's co-CEO. He takes a lead role in legal staffing projects for many of AMBAR's key clients and receives excellent market feedback from interviewees. **Strengths:** *"He is a great visionary and senior lawyer. He is first chair of many of our projects, and brings superb technical skills and analytical skills."* *"Manuel is an incredible lawyer – I have known few as skilled as he is."*

Band 2

Attolon Law

What the team is known for Attolon Law, established in 2021, has a noticeable presence in the Spanish ALSP market. It is known for its flexible legal staffing services, and has around 100 lawyers focusing on corporate law, cybersecurity and consumer law.

Strengths

"The firm has good internal communication to ensure they are in sync when different areas in the company are required."

"Attolon adapts to my needs as a client."

"Attolon has highly prepared and qualified lawyers in all areas."

Work highlights

Assisted Brickken, a platform which helps businesses raise capital via tokenisation, with the preparation of its suite of corporate contracts, model shareholders' agreement and byelaws for a tokenised company.

Notable practitioners

Alejandro Molina is Attolon's chief technology officer and a key contact.

KPMG Abogados

What the team is known for New entry KPMG provides technology solutions to clients' issues, such as the firm's mass claims and tax inspections monitors as well as its regulatory radar. The firm also assists clients with compliance issues as well as preparation of legal documentation through its legal entity manager product.

Strengths

"KPMG has optimal organisation for the management of any type of situation."

"KPMG are very professional in meeting customer requests."

"The team are always available and meets their commitments in a timely manner."

Work highlights

KPMG assisted Asus Spain with monitoring of legislative developments via the firm's regulatory radar module.

Notable practitioners

Naomi Brito, head of the Legal Operations Transformation Services (LOTS) team in Spain, is a key contact.

Lawyers for Projects

What the team is known for Lawyers for Projects is a major provider of flexible legal staffing in the Spanish market. Its contract lawyers can handle data protection, real estate, M&A, competition and urban planning matters. The company also offers project management, legal operations and legal tech consulting.

Strengths

"Lawyers for Projects has a wide range of lawyers with deep expertise."

"Lawyers for Projects are part of our team and one of us."

"Lawyers for Projects are very committed."

Notable practitioners

Laia Moncosí, co-founder, partner and CEO, is a key contact at Lawyers for Projects.

Legal Army

What the team is known for Legal Army has a notable tech and data focus, with expertise in cybersecurity, privacy, IP and technology law. It assists clients with commercial contracting, as well as GDPR regulatory projects. It has clients in the technology, energy, hotel and publishing industries, among others.

Notable practitioners

Natalia Martos Díaz is the firm's founder and chief executive officer, and is a key contact.

Samaniego Law

What the team is known for Samaniego, which launched in 2016, has a tech-focused client base and also acts for several major hospitality companies. The firm offers clients flexible legal resourcing, primarily in the provision of interim legal managers, as well as managed legal services.

Strengths

"Samaniego offer a swift response and clear commitment to their customers."

"Samaniego anticipate the legal needs of clients and have a great capacity to adapt to the specific need."

"The level of service and responsiveness of the team is very good."

Notable practitioners

Javier Fernández-Samaniego is a key contact.

Leaders' Profiles in Global-wide

PEREA, Silvia

Abroading, Barcelona
silvia.perea@abroading.es

Featured in Alternative Legal Service Providers (Spain)

Career: Managing Partner. Lawyer (Spain–Chile). Master's (LLM) degree in Real Estate and Construction Law from Universitat Pompeu Fabra. Silvia has 18 years of experience in law. She began her professional career in Garrigues, and later worked on Real Estate and Corporate matters with cross-border elements in EMEA and LATAM. With a strong international profile, since the foundation of Abroading she has led legal support operations, legal management and secondments in corporate and real estate legal departments with great results and technical excellence.

SALAMANCA, Lorena

Afiens, Madrid
34911920063
lorena.salamanca@afiens.com

Featured in Alternative Legal Service Providers (Spain)

Practice Areas: Founder and CEO of AFIENS Over the last 20 years of her professional career, Lorena has helped set up more than 600 companies in Spain and is currently Secretary to the Board of Directors of more than 100 multinational companies. After leading during 10 years the Legal Business Unit of one of the most important BPO firms in Spain, Lorena decided to found AFIENS with the main aim of providing to the market, efficient legal solutions combining technology and the best legal expertise. The Practice Areas in which she is involved are all those related to

the legal day-to-day needs, providing Legal Process Outsourcing specialised on Corporate Secretarial Services and Corporate Governance. REgarding her education, she counts with a Program for Management Development (PMD) at IESE Business School, 2013. Also, she has completed a postgraduate degree in Management Development at Harvard University (2012), as well as specialist courses at the IE Business School (2012), at the EU School of Law in Beijing, China (2010) and at the Madrid Bar Association. Master's degrees in Corporate Legal Consulting from ESIC (2003) and in Data Protection Auditing (2009). She graduated in Law from San Pablo CEU University (1999) and in Business Administration from London South Bank University (2000). Certified as a Legal Project Practitioner

by the International Institute of Legal Project Management (2020).

Professional Memberships: IESE Alumni Madrid Bar Association since 2000

Publications: Her experience is complemented by an important network of international contacts. She has actively collaborated with the press and trade journals. Author of the Book "Formularios de Sociedades de Responsabilidad Limitada: Ley de Sociedades de Capital ("Private Limited Company Forms: Corporate Enterprises Act"), 2011. Ed. Fundación Confemetal. ISBN: 9788492735631