

Overview of Law Firm Outsourcing Practices

Table of Contents

PARTICIPANTS LIST.....	17
SUMMARY OF MAIN FINDINGS	18
Characteristics of the Sample & Study Objectives	18
Use of Outsourcing Websites	18
What Law Firms Outsource	18
Outsourcing of Records Management & Records Storage.....	18
Outsourcing of Website Development and Management	19
Outsourcing Information Technology Help Desk & Training and Equipment Upkeep.....	19
Most Successful Areas for Outsourcing.....	19
Offices in Lower Cost Countries	19
Percentage of Firms that Hire Outsourcing Specialist Firm.....	19
View of the Quality of Legal Research in Developing Countries and other Lower Cost Centers.....	19
The Outsourcing of Routine Legal Analysis to Lower Cost Countries	20
Outsourcing of Litigation Support, Document Review, Contract Review and E-Discovery.....	20
View of Legal Process Outsourcers	20
Section A – SAMPLE CHARACTERISTICS	22
Table 1.1 How many total full time equivalent (fte) employees including attorneys does your organization have?.....	22
Table 1.2 How many total full time equivalent (fte) employees including attorneys does your organization have? Broken out by total number of employees.....	22
Table 1.3 How many total full time equivalent (fte) employees including attorneys does your organization have? Broken out by total number of partners	22
Table 2.1 Your law firm has how many partners?	23
Table 2.2 Your law firm has how many partners? Broken out by total number of employees	23
Table 2.3 Your law firm has how many partners? Broken out by total number of partners	23
SECTION B– Law Firm Use of Internet Auction & Outsourcing Sites for Labor	24
Table 3 Do you use labor hired on outsourcing websites for any of the following: (choose all that apply) Sites were Guru, Freelancer, Odesk, PayPerHour, and Elance.....	24
Table 3.1.1 Do you use labor from outsourcing websites for Web Design or Website Maintenance?.	24
Table 3.1.2 Do you use labor from outsourcing websites for Web Design or Website Maintenance? Broken out by total number of employees	24
Table 3.1.3 Do you use labor from outsourcing websites for Web Design or Website Maintenance? Broken out by total number of partners	24
Table 3.2.1 Do you use labor from outsourcing websites for Writing, Proofreading, Editing or Translation?	25

Overview of Law Firm Outsourcing Practices

Table 3.2.2 Do you use labor from outsourcing websites for Writing, Proofreading, Editing or Translation? Broken out by total number of employees	25
Table 3.2.3 Do you use labor from outsourcing websites for Writing, Proofreading, Editing or Translation? Broken out by total number of partners	25
Table 3.3.1 Do you use labor from outsourcing websites for Document Formatting?	26
Table 3.4.1 Do you use labor from outsourcing websites for Software Programming or Apps?	26
Table 3.4.2 Do you use labor from outsourcing websites for Software Programming or Apps? Broken out by total number of employees	26
Table 3.4.3 Do you use labor from outsourcing websites for Software Programming or Apps? Broken out by total number of partners	27
Table 3.5.1 Do you use labor from outsourcing websites for Marketing?	27
Table 3.5.2 Do you use labor from outsourcing websites for Marketing? Broken out by total number of employees	27
Table 3.5.3 Do you use labor from outsourcing websites for Marketing? Broken out by total number of partners	27
Table 3.6.1 Do you use labor from outsourcing websites for Accounting or Finance?	27
Table 3.7.1 Do you use labor from outsourcing websites for Legal Research?	27
Table 3.7.2 Do you use labor from outsourcing websites for Legal Research? Broken out by total number of employees	28
Table 3.7.3 Do you use labor from outsourcing websites for Legal Research? Broken out by total number of partners	28
SECTION C– What is Outsourced?	29
Table 4 Which of the following do you currently outsource to any degree at all?	29
Table 4.1.1 Do you outsource Records Management to any degree?	29
Table 4.1.2 Do you outsource Records Management to any degree? Broken out by total number of employees	29
Table 4.1.3 Do you outsource Records Management to any degree? Broken out by total number of partners	29
Table 4.2.1 Do you outsource Records Management to any degree?	30
Table 4.2.2 Do you outsource Records Management to any degree? Broken out by total number of employees	30
Table 4.2.3 Do you outsource Records Management to any degree? Broken out by total number of partners	30
Table 4.3.1 Do you outsource Law Library Management to any degree?	30
Table 4.3.2 Do you outsource Law Library Management to any degree? Broken out by total number of employees	31
Table 4.3.3 Do you outsource Law Library Management to any degree? Broken out by total number of partners	31

Overview of Law Firm Outsourcing Practices

Table 4.4.1 Do you outsource Website Development and Management to any degree?.....	31
Table 4.4.2 Do you outsource Website Development and Management to any degree? Broken out by total number of employees	31
Table 4.4. Do you outsource Website Development and Management to any degree? Broken out by total number of partners	31
Table 4.4.4 Do you outsource Website Development and Management to any degree? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?	32
Table 4.5.1 Do you outsource Information Technology Help Desk and Training to any degree?	32
Table 4.5. Do you outsource Information Technology Help Desk and Training to any degree? Broken out by total number of employees	32
Table 4.5.3 Do you outsource Information Technology Help Desk and Training to any degree? Broken out by total number of partners	33
Table 4.6.1 Do you outsource Information Technology Equipment upkeep and repair to any degree?.....	33
Table 4.6.2 Do you outsource Information Technology Equipment upkeep and repair to any degree? Broken out by total number of employees	33
Table 4.6.3 Do you outsource Information Technology Equipment upkeep and repair to any degree? Broken out by total number of partners	33
Table 4.7.1 Do you outsource Database Management to any degree?.....	34
Table 4.7.2 Do you outsource Database Management to any degree? Broken out by total number of employees	34
Table 4.7.3 Do you outsource Database Management to any degree? Broken out by total number of partners	34
Table 4.8.1 Do you outsource Litigation Support to any degree?	35
Table 4.8.2 Do you outsource Litigation Support to any degree? Broken out by total number of employees	35
Table 4.8.3 Do you outsource Litigation Support to any degree? Broken out by total number of partners	35
Table 4.8.4 Do you outsource Litigation Support to any degree? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?	36
Table 4.9.1 Do you outsource Legal Research to any degree?	36
Table 4.9.2 Do you outsource Legal Research to any degree? Broken out by total number of employees	36
Table 4.9.3 Do you outsource Legal Research to any degree? Broken out by total number of partners	36
Table 4.9.4 Do you outsource Legal Research to any degree? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?.....	37
Table 5 Which of the following do you LARGELY outsource, that is spend more on external non-employee resources than on employees and materials?	38
Table 5.1.1 Do you largely outsource Records Management?	38

Overview of Law Firm Outsourcing Practices

Table 5.1.2 Do you largely outsource Records Management? Broken out by total number of employees	38
Table 5.1.3 Do you largely outsource Records Management? Broken out by total number of partners	38
Table 5.1.4 Do you largely outsource Records Management? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?.....	38
Table 5.2.1 Do you largely outsource Records Storage?	39
Table 5.2.2 Do you largely outsource Records Storage? Broken out by total number of employees ...	39
Table 5.2.3 Do you largely outsource Records Storage? Broken out by total number of partners.....	39
Table 5.2.4 Do you largely outsource Records Storage? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?.....	39
Table 5.3.1 Do you largely outsource Website Development and Management?	39
Table 5.3.2 Do you largely outsource Website Development and Management? Broken out by total number of employees	40
Table 5.3.3 Do you largely outsource Website Development and Management? Broken out by total number of partners.....	40
Table 5.3.4 Do you largely outsource Website Development and Management? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?.....	40
Table 5.4.1 Do you largely outsource Information Technology Help Desk and Training?	40
Table 5.4.2 Do you largely outsource Information Technology Help Desk and Training? Broken out by total number of employees.....	40
Table 5.4.3 Do you largely outsource Information Technology Help Desk and Training? Broken out by total number of partners.....	41
Table 5.5.1 Do you largely outsource Information Technology Equipment upkeep and repair?.....	41
Table 5.5.2 Do you largely outsource Information Technology Equipment upkeep and repair? Broken out by total number of employees	41
Table 5.5.3 Do you largely outsource Information Technology Equipment upkeep and repair? Broken out by total number of partners.....	42
Table 5.6.1 Do you largely outsource Database Management?.....	42
Table 5.7.1 Do you largely outsource Law Library Management?.....	42
Table 5.8.1 Do you largely outsource Litigation Support?	42
Table 5.9.1 Do you largely outsource Legal Research?	43
What other areas not listed in the prior two questions above have you outsourced or are you considering outsourcing?	44
What has been your most successful experience with outsourcing?.....	45
What has been your least successful experience with outsourcing?	46
In what areas do you think that your firm is most interested in exploring outsourcing options?	47
SECTION D— Use of Services in Developing Countries	48

Overview of Law Firm Outsourcing Practices

Table 6.1 Does your firm have an office of any kind in India or any other country whose primary purpose is to provide low cost legal or administrative services, or legal analysis services, to your main offices in more developed countries or more expensive markets?	48
Table 6.2 Does your firm have an office of any kind in India or any other country whose primary purpose is to provide low cost legal or administrative services, or legal analysis services, to your main offices in more developed countries or more expensive markets? Broken out by total number of employees	48
Table 6.3 Does your firm have an office of any kind in India or any other country whose primary purpose is to provide low cost legal or administrative services, or legal analysis services, to your main offices in more developed countries or more expensive markets? Broken out by total number of partners	48
Table 7.1 If you have outsourced legal or administrative work to countries in which labor costs are much lower than in your home market, or are considering doing so, which means do you favor?.....	49
Table 7.2 If you have outsourced legal or administrative work to countries in which labor costs are much lower than in your home market, or are considering doing so, which means do you favor? Broken out by total number of employees.....	49
Table 7.3 If you have outsourced legal or administrative work to countries in which labor costs are much lower than in your home market, or are considering doing so, which means do you favor? Broken out by total number of partners.....	49
SECTION E – Use of Outsourcing Agent	50
Table 8.1 Have you ever hired a firm that specializes or has a specialized practice or expertise in legal outsourcing?.....	50
Table 8.2 Have you ever hired a firm that specializes or has a specialized practice or expertise in legal outsourcing? Broken out by total number of employees	50
Table 8.3 Have you ever hired a firm that specializes or has a specialized practice or expertise in legal outsourcing? Broken out by total number of partners.....	50
Table 9.1 If so is this firm based in your own country, or some other country?.....	51
Table 9.2 If so is this firm based in your own country, or some other country? Broken out by total number of employees	51
Table 9.3 If so is this firm based in your own country, or some other country? Broken out by total number of partners.....	51
Potential Use of Legal Outsourcing Consultants	51
SECTION F – Outsourcing Legal Work Itself.....	52
Table 10.1 What is your opinion of the experience of law firms that outsource some routine legal analysis to India or other developing country?	52
Table 10.2 What is your opinion of the experience of law firms that outsource some routine legal analysis to India or other developing country? Broken out by total number of employees	52
Table 10.3 What is your opinion of the experience of law firms that outsource some routine legal analysis to India or other developing country? Broken out by total number of partners	52
SECTION G – Outsourcing of Legal Analysis to Other Countries.....	53
Table 11 Has your firm outsourced legal analysis or research work to attorneys or paralegals in any of the following countries or regions?	53

Overview of Law Firm Outsourcing Practices

Table 11.1.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Israel?	53
Table 11.1.2 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Israel? Broken out by total number of employees	53
Table 11.1.3 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Israel? Broken out by total number of partners	53
Table 11.2.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in the United Kingdom?	53
Table 11.3.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals to India?.....	54
Table 11.4.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Pakistan?	54
Table 11.5.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Jamaica?	54
Table 11.6.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Sri Lanka?	54
Table 11.7.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Argentina?	54
Table 11.8.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Singapore?	54
Table 11.9.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in Canada?	55
Table 11.10.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in South Africa?	55
Table 11.11.1 Has your firm outsourced legal analysis or research work to attorneys or paralegals in the Philippines?	55
Table 12 For the legal work that you outsource to other countries, what percentage of this work would have to be done by the following kinds of personnel if it were to have been done in-house in your own country?	56
Table 12.1.1 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are Partners if it were to have been done in-house in your own country?.....	56
Table 12.1.2 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are Partners if it were to have been done in-house in your own country? Broken out by total number of employees	56
Table 12.1.3 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are Partners if it were to have been done in-house in your own country? Broken out by total number of partners.....	57
Table 12.2.1 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are not Partners if it were to have been done in-house in your own country?.....	57

Overview of Law Firm Outsourcing Practices

Table 12.2.2 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are not Partners if it were to have been done in-house in your own country? Broken out by total number of employees	57
Table 12.2.3 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are not Partners if it were to have been done in-house in your own country? Broken out by total number of partners	57
Table 12.2.4 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Lawyers who are not Partners if it were to have been done in-house in your own country? Broken out by Which category of client accounts for the highest percentage of your law firm's revenues?.....	58
Table 12.3.1 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Paralegals if it were to have been done in-house in your own country?....	58
Table 12.3.2 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Paralegals if it were to have been done in-house in your own country? Broken out by total number of employees	58
Table 12.3.3 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Paralegals if it were to have been done in-house in your own country? Broken out by total number of partners	58
Table 12.4.1 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Other Personnel if it were to have been done in-house in your own country?	59
Table 12.4.2 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Other Personnel if it were to have been done in-house in your own country? Broken out by total number of employees	59
Table 12.4.3 For the legal work that you outsource to other countries, what percentage of this work would have to be done by Other Personnel if it were to have been done in-house in your own country? Broken out by total number of partners	59
Table 13 Your firm uses lawyers outsourced from lower cost countries for which of the following tasks?	60
Table 13.1.1 Does you firm uses lawyers outsourced from lower cost countries for Litigation Support?	60
Table 13.1.2 Does you firm uses lawyers outsourced from lower cost countries for Litigation Support? Broken out by total number of employees	60
Table 13.1.3 Does you firm uses lawyers outsourced from lower cost countries for Litigation Support? Broken out by total number of partners	60
Table 13.2.1 Does you firm uses lawyers outsourced from lower cost countries for Document Review?	60
Table 13.2.2 Does you firm uses lawyers outsourced from lower cost countries for Document Review? Broken out by total number of employees	60
Table 13.2.3 Does you firm uses lawyers outsourced from lower cost countries for Document Review? Broken out by total number of partners	61

Overview of Law Firm Outsourcing Practices

Table 13.3.1 Does your firm use lawyers outsourced from lower cost countries for Patent Review? ..	61
Table 13.3.2 Does your firm use lawyers outsourced from lower cost countries for Patent Review? Broken out by total number of employees	61
Table 13.3.3 Does your firm use lawyers outsourced from lower cost countries for Patent Review? Broken out by total number of partners	61
Table 13.4.1 Does your firm use lawyers outsourced from lower cost countries for e-Discovery?	61
Table 13.4.2 Does your firm use lawyers outsourced from lower cost countries for e-Discovery? Broken out by total number of employees	62
Table 13.4.3 Does your firm use lawyers outsourced from lower cost countries for e-Discovery? Broken out by total number of partners	62
Table 13.5.1 Does your firm use lawyers outsourced from lower cost countries for Contract Reviews?	62
Table 13.5.2 Does your firm use lawyers outsourced from lower cost countries for Contract Reviews? Broken out by total number of employees	62
Table 13.5.3 Does your firm use lawyers outsourced from lower cost countries for Contract Reviews? Broken out by total number of partners	62
Table 14.1 In general how do you rate the quality of the legal work for the work that you have outsourced to the lower cost centers?	63
Table 14.2 In general how do you rate the quality of the legal work for the work that you have outsourced to the lower cost centers? Broken out by total number of employees	63
Table 14.3 In general how do you rate the quality of the legal work for the work that you have outsourced to the lower cost centers? Broken out by total number of partners	64
SECTION H – Competition with Legal Process Outsourcers	65
Table 15.1 Has your firm ever experienced a legal process outsourcing firm as a competitor in bidding for business in the United States, Canada or other developed country market for legal services?	65
Table 15.2 Has your firm ever experienced a legal process outsourcing firm as a competitor in bidding for business in the United States, Canada or other developed country market for legal services? Broken out by total number of employees	65
Table 15.3 Has your firm ever experienced a legal process outsourcing firm as a competitor in bidding for business in the United States, Canada or other developed country market for legal services? Broken out by total number of partners	65
Table 16.1 How seriously do you view competition from legal outsourcing services providers as actual competitors as these firms go "upmarket" and seek business directly from corporations in the USA, Canada, the UK and other developed country markets?	66
Table 16.2 How seriously do you view competition from legal outsourcing services providers as actual competitors as these firms go "upmarket" and seek business directly from corporations in the USA, Canada, the UK and other developed country markets? Broken out by total number of employees	66
Table 16.3 How seriously do you view competition from legal outsourcing services providers as actual competitors as these firms go "upmarket" and seek business directly from corporations in the USA, Canada, the UK and other developed country markets? Broken out by total number of partners	67

Overview of Law Firm Outsourcing Practices

SECTION I – Advice.....	68
Which fields of law firm activity do you feel are most amenable to outsourcing?	68
What are your best sources of information and advice about your legal outsourcing options?	68
What advice can you offer your peers about outsourcing?	69

Overview of Law Firm Outsourcing Practices

THE QUESTIONNAIRE

Contact Information

1. Please give us the following contact information:
 - A. Name:
 - B. Company:
 - C. Work Title:
 - D. Country:
 - E. Email Address:
2. How many total full time equivalent (fte) employees including attorneys does your organization have?
3. Your law firm has how many partners?
4. Which category of client accounts for the highest percentage of your law firm's revenues?
 - A. Individuals
 - B. Small business (under \$10 million in revenues)
 - C. Medium-Sized
 - D. Business (\$10-\$150 Million in revenues)
 - E. Big Business (more than \$150 Million in Revenues)

Law Firm Use of Internet Auction & Outsourcing Sites for Labor

5. To the best of your knowledge does your firm use any of the following internet-based auction oriented outsourcing services to hire freelancers and firms for any kind of work, administrative, clerical or otherwise? (Check all that apply)
 - A. Elance
 - B. Guru
 - C. ODesk
 - D. Freelancer
 - E. PayPerHour
 - F. Other (please specify)
6. What do you primarily use these firms for?
7. About how many projects have you hired this kind of internet-based firm for in the past year?
8. Which of these firms do you prefer and why?
9. Approximately how much would you say that your firm spent on this internet-based auction oriented outsourcing firms in the past year?

Overview of Law Firm Outsourcing Practices

10. Do you use labor hired on these sites for any of the following: (choose all that apply)
- A. Web Design or Website Maintenance
 - B. Writing, Proofreading, Editing or Translation
 - C. Document Formatting
 - D. Software Programming or Apps
 - E. Marketing
 - F. Accounting or Finance
 - G. Legal Research
11. If you use these outsourcing sites what advice can you offer to your peers on their use?

What is Outsourced?

12. Which of the following do you currently outsource to any degree at all?
- A. Records Management
 - B. Records Storage
 - C. Law Library Management
 - D. Website Development and Management
 - E. Information Technology Help Desk and Training
 - F. Information Technology Equipment upkeep and repair
 - G. Database Management
 - H. Litigation Support
 - I. Legal Research
 - J. Other (please specify)
13. Which of the following do you LARGELY outsource, that is spend more on external nonemployee resources than on employees and materials?
- A. Records Management
 - B. Records Storage
 - C. Law Library Management
 - D. Website Development and Management
 - E. Information Technology Help Desk and Training
 - F. Information Technology Equipment upkeep and repair
 - G. Database Management
 - H. Litigation Support
 - I. Legal Research
 - J. Other (please specify)
14. What other areas not listed in the prior two questions above have you outsourced or are you considering outsourcing?
15. What has been your most successful experience with outsourcing?
16. What has been your least successful experience with outsourcing?

Overview of Law Firm Outsourcing Practices

17. In what areas do you think that your firm is most interested in exploring outsourcing options?

Use of Services in Developing Countries

18. Does your firm have an office of any kind in India or any other country whose primary purpose is to provide low cost legal or administrative services, or legal analysis services, to your main offices in more developed countries or more expensive markets?

- A. Yes
- B. No
- C. No but we are considering this

19. If you have outsourced legal or administrative work to countries in which labor costs are much lower than in your home market, or are considering doing so, which means do you favor?

- A. Establishing in the low cost location our own entity that we own and control
- B. Working through another law firm that has an established presence in the low cost location
- C. Partnering with a local law firm
- D. Hiring a business outsourcing firm
- E. Other (please specify)

20. What were the initial up-front costs for travel, business, meetings, office expenses, training of attorneys or other personnel in the target location to establish and run your operation in the first year?

Use of Outsourcing Agent

21. Have you ever hired a firm that specializes or has a specialized practice or expertise in legal outsourcing?

- A. Yes
- B. No
- C. No but we are considering this

22. If so is this firm based in your own country, or some other country?

- A. Own country
- B. Another country

Outsourcing Legal Work Itself

23. What is your opinion of the experience of law firms that outsource some routine legal analysis to India or other developing country?

Overview of Law Firm Outsourcing Practices

- A. It's the wave of the future and they are getting a good deal for the money
 - B. It has its problems but generally works out well
 - C. It's more or less a fad and won't make much of an impact in the long run
 - D. It usually doesn't work out very well for those firms
 - E. Don't really know
24. If your firm has outsourced legal or administrative functions what were the first steps you took to establish an office or hire an outsourcing partner?
25. If your outsourcing operation led to cost savings, about what percentage over your costs in the target outsourcing location did you, or do you, currently save?
26. Have you ever had discussions with any of the following firms about legal outsourcing projects?
- A. Hildebrand
 - B. McKinsey & Company
 - C. ThomsonReuters
 - D. Boston Consulting Group
 - E. LexQual
 - F. Bodhi GlobalServices
 - G. Clutch Group
 - H. Cobra Legal Solutions, LLC
 - I. Axiom
 - J. Integreon Managed Solutions, Inc.
 - K. LawScribe, Inc.
 - L. Mindcrest
 - M. Pangea3
 - N. Quislex
 - O. UnitedLex
 - P. SDD Global Solutions
 - Q. SunLexis
 - R. Legal Ease Solutions

Outsourcing of Legal Analysis to Other Countries

27. Has your firm outsourced legal analysis or research work to attorneys or paralegals in any of the following countries or regions?
- A. Israel
 - B. the United Kingdom
 - C. India
 - D. Pakistan
 - E. Jamaica
 - F. Sri Lanka
 - G. Argentina
 - H. Singapore
 - I. Canada
 - J. South Africa
 - K. the Philippines

Overview of Law Firm Outsourcing Practices

- L. Other (please specify)
28. What is the approximate per hour rate that you pay for your outsourced overseas legal research work? (use a general average cost for legal work and exclude work that would be better described as clerical or administrative)
29. For the legal work that you outsource to other countries, what percentage of this work would have to be done by the following kinds of personnel if it were to have been done in-house in your own country?
- A. Lawyers who are Partners:
 - B. Lawyers who are not Partners:
 - C. Paralegals:
 - D. Other Personnel:
30. Your firm uses lawyers outsourced from lower cost countries for which of the following:
- A. Litigation Support
 - B. Document Review
 - C. Patent Review
 - D. eDiscovery
 - E. Contract Reviews
31. In general how do you rate the quality of the legal work for the work that you have outsourced to the lower cost centers?
- A. Its substantially better than we would get from our own employees here
 - B. It's a little better than we would get from our own employees here
 - C. It's about the same as we would get from our own employees here
 - D. It's a little worse than we would get from our own employees but still cost effective and in-house review keeps the quality acceptable
 - E. It's really substantially worse than what we would get from our own employees and it's quite an effort to keep the quality acceptable

Competition with Legal Process Outsourcers

32. Has your firm ever experienced a legal process outsourcing firm as a competitor in bidding for business in the United States, Canada or other developed country market for legal services?
- A. Yes
 - B. No
33. How seriously do you view competition from legal outsourcing services providers as actual competitors as these firms go "upmarket" and seek business directly from corporations in the USA, Canada, the UK and other developed country markets?
- A. They are serious competition and it has already impacted us
 - B. They are competitive in some areas and could become a problem for us in the

Overview of Law Firm Outsourcing Practices

future

- C. Have not really seen much of this and don't think that they are really competitive
- D. Never really experienced them as competitors

Advice

- 34. Which fields of law firm activity do you feel are most amenable to outsourcing?
- 35. What are your best sources of information and advice about your legal outsourcing options?
- 36. What advice can you offer your peers about outsourcing?

Overview of Law Firm Outsourcing Practices

PARTICIPANTS LIST

Asserson Law Offices
Best Best & Krieger LLP
Buchanan Ingersoll & Rooney
Coblentz, Patch, Duffy & Bass LLP
Fox Rothschild LLP
Gilmartin, Poster & Shafto LLP
Harris Winick LLP
James P. Moriarty, PC
Lisa Solomon, Esq. Legal Research & Writing
Mintz Levin Cohn Ferris Glovsky & Popeo PC
Russell McVeagh
Smith Anderson LLP