



Legal Process Outsourcing (LPO) - Top Ten Service Providers

1. Introduction

Up until recently, the legal profession experienced few if any dramatic changes in how they operate. However and in the last few years, the rise of new technologies combined with the renewed drive to cut costs in the wake of the global downturn has increasingly forced law firms and corporate legal departments alike to reevaluate how they operate and to consider outsourcing the more mundane tasks associated with the legal profession. This has led to the rise of legal process outsourcing (LPO) along with numerous new and unfamiliar firms, many of which are based offshore, to specialize in providing LPO services to both law firms and corporate legal departments.

However and with so many firms now operating in the new LPO arena, choosing an appropriate provider of LPO related services can be difficult. Further complicating the selection and decision making process is the fact that the legal profession itself is governed by strict accountability rules and ethical regulations regarding who can practice law and how confidential client information must be handled.

Hence and in this research report, we will address the following questions about the LPO industry and providers of LPO services:

- What are the important services of legal process outsourcing (LPO) and what are the advantages of using an LPO service?
- What issues are important to consider before deciding to outsource legal work?
- Who are the top 10 providers of LPO services and what makes them different from the other providers of such services?

2. Key Legal Process Outsourcing (LPO) Related Terms

The following are key legal process outsourcing (LPO) terms used throughout this research report that would also be found in any articles about LPO and on the websites of LPO firms themselves:

- **[Certified Computer Examiner \(CCE\)](#)**. First awarded in 2003 and administered by the International Society of Forensic Computer Examiners (ISFCE, LLC), the Certified Computer Examiner (CCE) certification certifies the competency of forensic computer examiners and has certified over 1200 individuals, including employees of LPOs, across 28 countries.
- **[Clearwell Gold Partner Certified](#)**. Founded in 2004 in Mountain View California, Clearwell Systems is an electronic discovery software company and the developer of the Clearwell E-Discovery Platform. LPOs who are Certified Gold Partners receive greater access to Clearwell's technical and marketing resources, training and support.
- **Contract Review**. Prior to the signing of a contract, contract review includes all of the activities carried out to ensure that all requirements are adequately defined, free from ambiguity, documented and can be realized. Contract review is often a service offered by LPOs.
- **The Data Protection Act 1998 (DPA)**. A United Kingdom Act of Parliament that was passed in order to bring UK law into line with the European Directive of 1995, this act defines UK law on the processing of data on identifiable living people and governs the protection of personal data in the UK. LPOs involved with UK data need to be aware of this act.
- **Document Drafting**. This LPO service would include the drafting of standard contracts, agreements, letters to the clients, patent applications and other legal documents.

- **Document Modeling.** This LPO service looks at the inherent structure in documents, including the formatting structure and the content structure. Most document modeling done by an LPO would involve form templates which provide a form of structured data that is set in the visual context of a document.
- **Due Diligence.** This term covers a number of concepts performed by law firms, LPOs and other organizations and involves the performance of an investigation of a business or a person prior to the signing of a contract or completion of a transaction.
- **Electronic Discovery or e-Discovery.** Electronic Discovery or e-Discovery refers to discovery in civil litigation that deals with information in electronic format. This term is used because electronic information is different from paper information due to its intangible form and the fact that it's usually accompanied by metadata.
- **[EnCase Certified Examiner \(EnCE\)](#).** Developed by Guidance Software, a developer of eDiscovery, data discovery and computer forensics solutions, the EnCase Certified Examiner (EnCE) program certifies forensics professionals, including those who work for LPOs, in the use of Guidance Software's EnCase computer forensic software.
- **[The eSourcing Capability Model for Service Providers \(eSCM-SP\)](#).** Developed by the eSourcing Capability Model for Service Providers (eSCM-SP), the eSCM-SP is a "best practices" capability model. The model has 84 Practices that address critical capabilities needed by IT-enabled service providers, including LPOs.
- **European Union (EU) Directive on Data Protection.** Implemented in 1995 and officially known as Directive 95/46/EC on the protection of individuals with regard to the processing of personal data and on the free movement of such data, the directive effectively regulates the processing of personal data within the European Union. LPOs involved with data from EU sources need to be aware of this directive.
- **European Union (EU) Safe Harbor Guidelines.** The US Department of Commerce runs a certification program called Safe Harbor which aims to harmonize data privacy practices in trading between the USA and the European Union Directive 95/46/EC on the protection of personal data. LPOs may seek to obtain this certification.
- **Intellectual Property (IP) Research.** This LPO service would cover any research applicable to intellectual property (IP), including research involving copyrights, trademarks, patents, industrial design rights and trade secrets.
- **Intellectual Property (IP) Services.** A blanket term for any services related to intellectual property, IP services may include intellectual property asset management, IP research, patent litigation, patent prosecution, patent portfolio management and patent opinions.
- **ISO 9001 Certification Achieved for Quality Management System.** One of the standards in the ISO 9000 family, ISO 9001:2008 includes a set of procedures that cover all key processes in the business. This includes monitoring processes to ensure they are effective, adequate record keeping, checking for defects, taking appropriate and corrective action as necessary, regular review of individual processes and the quality system itself to check for effectiveness and the facilitation of continual improvement. ISO 9001 is a common certification sought by LPOs.
- **[ISO/IEC 27001 Certification](#).** An Information Security Management System (ISMS) standard published in October 2005 by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), the standard's full name is "ISO/IEC 27001:2005 - Information technology -- Security techniques - Information security management

systems – Requirements.” However, the standard is also simply known as ISO 27001 and is commonly sought by LPOs.

- **Legal Billing.** This LPO service would include activities like the preparation of invoices, collation of time sheets and other billing related processes and procedures.
- **Legal Research:** The process of identifying and retrieving information that is necessary to support legal decision-making, legal research has a formalized course of action that begins with an analysis of the facts of a problem or case and concludes with the application and communication of the results of the investigation. Generally speaking though, legal research involves finding primary sources of law in a particular jurisdiction, searching secondary authority (i.e. legal literature) for background information and searching non-legal sources for investigative or supporting information. Legal research is a service offered by many LPOs.
- **[The Project Management Institute \(PMI\)](#).** A non-profit professional organization for the project management profession, PMI offers the Organizational Project Management Maturity Model Certified Consultant (OPM3-CC) certification and several credentials, namely: the Certified Associate in Project Management (CAPM), Project Management Professional (PMP), PMI Scheduling Professional (PMI-SP), PMI Risk Management Professional (PMI-RMP) and Program Management Professional (PgMP). Such certifications and credentials would be commonly sought by employees working for LPOs.
- **Personal Information Protection and Electronic Documents Act (PIPEDA) from Canada.** Passed in the late 1990s, PIPEDA is a federal Canadian law focused on data privacy and it governs how private-sector companies can collect, use and disclose personal information. LPOs involved in work originating from Canada need to be aware of this Act.
- **SAS 70 Type II.** The SAS 70 Type II report is recognized as the authoritative benchmark of the American Institute of Certified Public Accountants (AICPA) against which service providers report control activities and processes to customers and their auditor. The Type II form of SAS 70 examination is the most stringent form as it includes the service provider's description of controls related to information technology and security processes and the detailed testing of these controls.
- **Six Sigma.** A business management strategy originally developed by Motorola and geared for manufacturing, Six Sigma is widely employed by companies in a variety of industries – including LPO.
- **[US-European Union Safe Harbor Framework](#).** Approved by the EU in July 2000, the Safe Harbor Framework is a way for US companies, including US based LPOs, to comply with European privacy laws.
- **[US-Switzerland Safe Harbor Framework](#).** The Department of Commerce and the Federal Data Protection and Information Commission of Switzerland have completed negotiations to establish a data protection framework between the two countries. The framework simplifies the transfer of personal data by Swiss firms to American companies that self-certify to the US Department of Commerce and strengthens the data protection rights of all those concerned with respect to these companies.

3. What are the important services of Legal Process Outsourcing?

Legal Process Outsourcing (LPO) refers to a law firm or corporate legal department obtaining legal support services from an external law firm or legal support services firm. Typically, a lawyer will contract either directly or indirectly through an intermediary with an individual or a firm to perform various legal support related services. Following are the important services of LPO:

- Bookkeeping and billing
- Contract management
- Contract review
- Data analysis and management
- Document drafting
- Document production
- Due diligence
- General litigation support services
- e-Discovery
- Intellectual Property (IP) services
- Legal research
- Legal transcription

And while much of this work would typically be the mundane legal work done by paralegals and legal secretaries, some of this work could also include work that would otherwise be done by junior attorneys.

In addition and depending on the scope of the services provided, there are three broad classifications for LPO providers:

1. **Full BPO/KPO Service Providers.** These firms provide LPO services as a service line in addition to other BPO or KPO related services. Example firms would include Infosys, Wipro and specialized KPO services firm Integreon.
2. **Full Spectrum LPO Service Providers.** These firms specialize in providing a full range of LPO services and tend to be large and well established in the LPO industry. Their clients would include well known law firms and MNC corporate legal departments. Example firms include Mindcrest, Pangea3 and LawScribe.
3. **Limited LPO or Legal Support Service Providers.** These firms provide limited LPO or legal support services such as firms who are specialized in handling intellectual property rights matters or provide legal secretarial work. Their clients may range from large law firms and MNC corporate legal departments to small law firms and legal departments. Many of these LPO firms are based in India, are relatively new and are small operations.

4. What are the Key Advantages of Using a LPO Service?

There are several key advantages gained by using a LPO service and these advantages include the following:

- **Cost-Effective.** Depending upon the type of legal service being outsourced, a law firm or a corporate legal department could achieve as much as 30% to 80% in cost savings by outsourcing legal support work to a firm based in a lower cost market like India.

- **Flexibility.** Rather than hire full-time or even temporary in-house support staff to deal with the ups and downs in workflow, LPO firms can be utilized on an as need basis. Furthermore, LPO firms can allow a law firm or corporate legal department to tap into expertise that they may otherwise be lacking in-house.
- **High Quality Legal Support.** Given the differences in salary and overhead structures, many LPO firms employ fully licensed attorneys rather than just paralegals or legal secretaries.
- **Increase Efficiency.** LPO firms utilize low cost professionals as well as specially designed software that automates and streamlines repetitive tasks, especially tasks that involve significant amounts of paperwork and documents.
- **Leverage Time Zone Differences.** North American or European based clients have the ability to have work completed on a 24 hour basis or during the night.
- **Optimize Costly Resources.** For law firms, expensive resources in high cost markets are freed up in order to focus on high margin fee generating work rather than repetitive tasks while corporate legal departments are able to focus more attention to their core competencies rather than on handling legal paperwork.

5. What are the Ethical Implications of LPO?

The nature of the legal profession and the fact that many LPO service providers are based offshore complicates matters when any form of outsourcing is considered. Hence, the American Bar Association (ABA) along with various state bar associations in the USA have attempted to address the ethical implications of LPO and their rulings and statements have largely focused on the following five key issues:

1. Conflicts of Interest
2. Confidentiality Issues
3. The Unauthorized Practice of Law
4. Disclosure to Clients
5. Billing Practices

Hence, lawyers and firms seeking to outsource legal work will need to keep these five issues in mind.

5.1. Conflicts of Interest

Various Bars such as the NYC Bar have ruled that any lawyer or firm that is involved in LPO types of services has a duty to at least examine potential conflicts of interests. Hence, someone using an LPO service should at least ask their LPO service provider the following questions:

1. What are your conflict-checking procedures?
2. How do you track the work performed for your clients?
3. Have you ever performed work or services for a client who might also be adverse to our interests or the interest of our clients?

However and while most Bars in general have yet to come up with particular questions or instructions with regard to outsourcing, it should be assumed that the onus regarding any conflicts of interest will always rest with whoever is seeking the outsourced legal service.

5.2. Confidentiality

It is always the duty of lawyers to keep all client information confidential. However, confidentiality becomes increasingly complicated when the internet and potentially unsecured networks are used to

transmit information back and forth between an LPO and their law firm or corporate legal department clients.

Hence, the NYC Bar and the ABA have in effect ruled that if an outsourcing assignment requires that a client's confidential secrets be revealed to a non-lawyer based overseas, the lawyer will need to receive the client's informed consent in advance. Moreover, the onus is largely on that of those seeking the outsourced legal service to ensure that an LPO does not inadvertently reveal confidential information to those not entitled to receive such information.

5.3. The Unauthorized Practice of Law

The legal profession is governed by strict rules with regards to who is authorized to practice law plus lawyers are required to adequately supervise and monitor any lawyers or non-lawyers whom they manage in order to ensure that they abide by the legal profession's professional conduct rules. However, the use of an LPO firm, especially one who performs their work from overseas where there are time zone differences can significantly complicate matters.

Hence, the NYC Bar in its Formal Opinion 2006-03 addressed outsourcing by outlining the following steps that should be taken before engaging a LPO provider who employs non-lawyers:

1. Obtain background information about the LPO firm who is engaging a non-lawyer and obtain the professional résumé of the non-lawyer who will be assigned to the project.
2. Conduct the necessary reference checks.
3. Interview the non-lawyer prior to his or her performing any work.
4. Ensure proper levels of communication with the non-lawyer throughout the assignment to ensure that the non-lawyer understands the assignment and the expectations that come with it.

When engaging a foreign LPO service provider, the ABA's Formal Opinion 08-451 broadly outlined additional questions to consider and these questions included the following:

1. How compatible is the foreign country's legal system compared with that of the USA?
2. What are the relevant ethical principles and how effective is the foreign country's legal system?
3. How secure are the LPO provider's premises along with their computer networks and other procedures such as refuse and document disposal?

In other words, the onus is again on the lawyer or the firm who is seeking the outsourced service to perform the necessary due diligence to ensure that the work performed and those performing the work abide by the legal profession's strict professional conduct rules.

5.4. Disclosure to Clients

As of now, there are no specific rules governing disclosure requirements in the context of using LPO firms. However, the ABA and most Bars have rules in place that ensure a client's right to understanding how they are being represented by a lawyer and many of these rules specifically govern the use of non-lawyers. Nevertheless, it should be noted that the NYC Bar in Formal Opinion 2006-03 does recognize the duty to obtain consent from a client before a legal project is outsourced overseas.

5.5. Billing Practices

Lawyers are prohibited from collecting an unreasonable fee or amount for expenses. Hence, legal fees are typically based upon the following factors:

- Time and labor.

- Fees charged for similar types of legal work.
- The ability, experience and reputation of the lawyers performing the legal services.

However, the billing for LPO services is more complicated. NYC Bar Formal Opinion 2006-03 has stated that absent a specific agreement with the client, a lawyer should bill a client no more than the direct cost associated with the outsourced work, plus a reasonable allocation of overhead expenses that are directly associated with providing that service. On the other hand, the ABA stated in Formal Opinion 08-451 that billing for LPO type services should depend in large measure on the existing billing arrangement with a client.

6. Who are Our Top 10 LPO Providers?

For this research report, we have reviewed past surveys, industry award winners and rankings, articles and the websites of LPO service providers themselves in order to determine who the top 10 providers of LPO services are. According to our analysis, the following firms are currently our top 10 LPO providers:

1. **Bodhi Global Services (P), Ltd.**
2. **Clutch Group**
3. **Cobra Legal Solutions, LLC**
4. **CPA Global Ltd.**
5. **Integreon Managed Solutions, Inc.**
6. **LawScribe, Inc.**
7. **Mindcrest**
8. **Pangea3**
9. **Quislex**
10. **UnitedLex**

These top 10 LPO providers generally share the following characteristics that are essential for successful LPO firms:

- **USA Headquarters and Corporate Presence.** All of our top 10 LPO providers except for Bodhi Global Services have their corporate headquarters in the USA (or Jersey in the case of CPA Global) but even Bodhi has a physical presence in the USA in the form of an office in New York City.
- **India Delivery Centers.** All of our top 10 LPO providers have some type of back office delivery setup in India but only Integreon has a true global delivery foot print with additional sites in the Philippines, South Africa, the UK and the USA.
- **Familiar Processes or Certifications.** All of our top 10 LPO providers have sought to implement globally recognized processes or certifications with six sigma, ISO 27001 and ISO 9001 being the most common processes implemented or certifications achieved. These processes and certifications are also clearly noted on the websites of these firms.
- **Law Firm and Corporate Clients.** All of our top 10 LPO providers have clients that include a mix of both top ranked law firms and the legal departments of Fortune 500 firms.
- **Service Line Diversity.** All of our top 10 LPO providers (except for CPA Global which specializes in IP related work) are full spectrum LPO service providers offering multiple LPO related services.

- **LPO is the Core Business.** All of our top 10 LPO providers except for Integreon are true LPO firms as they only offer LPO services. However, it should be noted that LPO has long been a core focus of KPO firm Integreon and they have also grown their LPO service line by acquiring other LPO firms.
- **Non-Indians in Senior Leadership Roles.** All of our top 10 LPO providers except for Bodhi indicate that they have at least one non-Indian in a senior executive level role. However, even Bodhi has hired experienced lawyers in the US who supervise legal projects, oversee work flow and interface directly with clients.

In other words and if you represent a law firm or a corporate legal department who is seeking a provider of LPO services, finding one that shares many of the above characteristics will be the key to having a successful partnership.

6.1. Bodhi Global Services (P), Ltd.

Headquarters:

IT Tower, Road 12A Kalyani Nagar
Pune, India 411006
Phone: 91.20.41064800

Other Locations: New York City and Mumbai.

Website: <http://www.bodhiglobal.com>

Founded: N/A

Revenues: Privately held subsidiary.

Key Personnel: Arihant Patni, Chief Executive Officer; Svati Shashank, Vice President Client Relations; Suchorita Mookerjee, Director of Operations; Percis Anklesaria, Head Quality and Training; and Naseem Qadeer, Head Litigation Support.

Capabilities/Capacities: Litigation support, real estate, contract review, corporate due diligence, legal research and IP services.

Processes or Certifications Achieved: ISO 27001 certification and the Personal Information Protection and Electronic Documents Act (PIPEDA) from Canada.

Clients: MNCs and international law firms.

The Bottom Line:

The founders of Bodhi include Ajay Bahl, Zia Mody and Bahram Vakil of AZB & Partners, one of India's leading law firms with offices in Mumbai, New Delhi and Bangalore and about 300 lawyers, and the Patni family who are the founders of Patni Computer Systems and PCS Technology. Today, Patni companies have a total revenue of close to one billion US dollars and employ more than 15,000 people who service Fortune 1,000 clients from offices around the world.

Hence, these founders bring a high level of oversight to Bodhi Global. In addition, the firm has hired experienced lawyers in the US to supervise legal projects, oversee work flow and interface directly with clients.

Bodhi's strengths include assisting with the review of documents associated with cross-border mergers or acquisitions; contract management which includes the drafting and red-lining of

standardized documents, analysis and abstraction of contracts and contract database management; lease abstraction which involves the summarizing long and complicated leases in basic templates; and legal research.

Further Reading:

["Bodhi CEO Arihant Patni interviewed by Metropolitan Corporate Counsel on how to cut legal costs."](#)
Metropolitan Corporate Counsel. December, 2009.

6.2. Clutch Group

Headquarters:

910 17th Street, NW
Suite 800
Washington, DC 20006
USA
Phone: (202) 828-3380

Other Locations: Bangalore, Cleveland, Chicago and New York City. The Clutch Group also services Europe via a strategic partner based in Brussels, Belgium.

Website: <http://www.clutchgroup.com>

Founded: Circa 2006

Revenues: Not available

Key Personnel: Abhi Shah, CEO & Managing Director; Dinesh Sawant, Chief Operating Officer; Dinesh Sawant, Chief Operating Officer; Maria Maccarone, SVP, Operations; Pascal Lieblich, VP, Global Legal Services; and Pam Crystal, VP, Business Development.

Capabilities/Capacities: Legal staffing, document review, contract management, compliance and legal research.

Processes or Certifications Achieved: ISO 9001:2008 Certification Achieved for Quality Management System, ISO/IEC 27001:2005 Certification and Compliance with European Union (EU) Safe Harbor Guidelines.

Clients: Fortune 500 companies and top international law firms, including over 40 of the 100 largest law firms in the USA.

The Bottom Line:

Born out of a Harvard Law School project to create an entrepreneurial venture that could help the legal industry take advantage of globalization, the Clutch Group has more than 350 attorneys and paralegals spread across both the USA and India. However, easier legal work is still performed by about 100 employees in Bangalore while more difficult cases are handled by the company's U.S. lawyers.

With the recent concession to begin the process of opening up the Indian legal market via the Limited Liability Partnership Act, the Clutch Group is focusing more effort to help facilitate collaboration between Indian and foreign law firms. Hence and while they will continue to focus on LPO, the firm will also increasingly focus its efforts on providing high-end consulting services to law firms looking to enter the Indian legal market.

Further Reading:

["Coming through in the clutch."](#) Indus Business Journal. May 2009.

6.3. Cobra Legal Solutions, LLC

Headquarters:

1501 Broadway
12th Floor
New York, NY 10036
USA
Phone: 1.212.668.0200

Cobra Legal Solutions Pvt. Ltd.
Ascendas International IT Park
Phase 1, 10th Floor
Taramani Road (IT Highway)
Taramani, Chennai
Tamil Nadu, India 600113
Phone: 91.44.4296.3800

Other Locations: Atlanta and Washington DC.

Website: <http://www.cobralegalsolutions.com>

Founded: 2007

Revenues: US\$950,000 (Dunn & Bradstreet estimate)

Key Personnel: Candice Hunter Corby, CEO; Jeff Isenberg, Jeff Isenberg, Managing Director; Kevin M. Clark, Managing Director - Litigation; Sakthivel Venkatraman, Managing Director, Operations; Nithya Chandar, Manager, Human Resources; Mahesh Krishnan, Senior Process Manager; Sayee Ramaswami, Manager, Accounts and Administration; and Thandapani Ramachandran, Manager, IT Infrastructure.

Capabilities/Capacities: Document review and management solutions, litigation technology consulting services, legal research and contract management.

Processes or Certifications Achieved: ISO 27001

Clients: International and domestic corporations and law firms.

The Bottom Line:

Founded by John Douglas (a partner in the banking and securities area at Davis Polk) after a series of charity related trips to India with his wife, Cobra has about 55 India-based attorneys (plus a staff of technical experts) who are trained to primarily analyze, code and abstract materials for legal document reviews and to provide other legal support services. This team is supervised by a US litigation attorney who is permanently based in Chennai.

In addition, Cobra currently has partnerships with Planet Data (a global leader in Discovery Management Services for law firms, corporations and government agencies), CaseCentral (the provider of secure, on-demand eDiscovery software for corporations and law firms) and Rainmaker (a provider of training and recruitment services to the legal industry). In addition, Cobra has recently appointed Candice Hunter Corby, the former Chief Operating Officer in Baker & McKenzie LLP's Dallas, Texas office and Chief Financial Officer of Godwin Gruber LLP (now Godwin Ronquillo, PC), as their CEO.

Cobra's core competencies include document review for litigation, antitrust, arbitration and related legal areas. In addition, Cobra handles legal research projects and they are considering entering other areas like contract management while on the US side, they provide client advisement or consulting services in e-discovery practices, vendor selection and other related areas.

Further Reading:

["Legal Process Outsourcing: A Conversation between William Scarbrough and Candice Hunter Corby."](#) Practice Innovations. March 2010.

6.4. CPA Global Ltd.

Headquarters:

Liberation House
Castle Street
St Helier
JE1 1BL
Jersey
Phone: 44.0.1534.888711

Other Locations: Alexandria (USA), Ballerup (Denmark), Frankfurt, Hong Kong, London, Minneapolis, Munich, Paris, Noida (India), Stockholm and Sydney.

Representative Offices: Seoul and Tokyo.

Website: <http://www.cpaglobal.com>

Founded: 1969

Revenues: US\$25,460,710 (Dunn & Bradstreet estimate for the Alexandria branch)

Key Personnel: Peter Sewell, CEO

Capabilities/Capacities: Legal support services, domains, patents, software, trademarks and IP consulting.

Processes or Certifications Achieved: ISO 27001 and ISO 9001.

Clients: Law firms and corporate legal departments such as those of Microsoft and Rio Tinto.

The Bottom Line:

Founded by attorneys in 1969 to mainly manage patent renewals, CPA Global has grown into a global intellectual property (IP) services market leader and leading LPO company offering a full range of general legal and intellectual property (IP) support services - including litigation support, document review and contract management. Currently, CPA has about 1,600 staff, including 230 partners; and for 2008, they achieved revenues of £150 million and generated profits of about £45 million.

In January of 2010, it was announced that London based private equity firm Intermediate Capital Group plc has acquired a 25% stake in CPA Global. And while specific terms were not released, media reports suggested that the deal was worth around £440 million (\$704 million).

6.5. Integreon Managed Solutions, Inc

Headquarters:

1901 Avenue of the Stars
Suite 1080
Los Angeles, CA 90067
USA

Sales and New Business:

USA: 1.866.312.7023
UK: 0.800.520.0447

Other Locations: Project management and planning is conducted from offices in London, Los Angeles, New York, Cambridge and Washington DC, with delivery centers in the USA, UK, India, China, South Africa and the Philippines.

<http://www.integreon.com/about/locations.html>

Website: <http://www.integreon.com>

Founded: 1998

Revenues: US\$62 million (2009)

Key Personnel: Liam Brown, President and CEO; Richard Little, Chief Financial Officer and Chief Administrative Officer; John Croft, President, Global Sales; Colin Gounden, Chief Marketing Officer; Chris Bull, Chief Operating Officer, Europe; and Lokendra Tomar, Chief Operating Officer, Asia Pacific.

Capabilities/Capacities: Secretarial support, legal word processing and transcription; library services, KM, business development and legal research; IT support, HR administration and finance & accounting; and E-Discovery and document review.

Processes or Certifications Achieved: ISO/IEC 27001:2005 Certified Information Security, ISO 9001:2000 Certified Quality Management, Six Sigma Black Belt Expertise, US-EU & US-Swiss Safe Harbor Certification, Clearwell Gold Partner Certified, Certified Computer Examiner (CCE), and EnCase Certified Examiner (EnCE).

Clients: Clients include 2 of the 3 largest global law firms, 32 of the AmLaw 50, 14 of the top 50 UK law firms, 7 of the 10 largest investment banks, top-tier private equity firms, hedge funds and Fortune 100 and FTSE 100 corporations such as Microsoft

The Bottom Line:

As a full fledged KPO, Integreon provides legal support, research and business services to law firms, financial institutions and corporations. Currently the firm employs around 2,000 people with about 1,200 employees based in India and the remainder in service centers in the USA, United Kingdom, India, China, South Africa and the Philippines.

On the LPO front, Integreon has attorneys, legal word processors, accounting specialists and researchers based in Atlanta, Fargo, Bristol (UK), India and the Philippines. In addition, Integreon is one of the few companies in the LPO space who has acquired 3 other LPO firms and has plans to make additional acquisitions.

For 2010, Integreon plans to add to its existing LPO staff of 500, which includes around 375 lawyers, and focus LPO growth on South Africa, the Philippines and China. Integreon is also planning a stock market listing within the next three years and aims to double its fourth quarter 2009 revenues in the last quarter of 2010.

Further Reading:

["The Datum Legal-Integreon Merger: The Whole is Greater Than the Sum of its Parts."](#) The Metropolitan Corporate Counsel. September 2008.

["Q&A with Mark Dawkins of Simmons & Simmons and Lokendra Tomar of Integreon."](#) Bar&Bench News Network. October 30, 2009.

6.6. LawScribe, Inc.

Headquarters:

315 Arden Ave., Suite 11
Glendale, CA 91203
USA

Sales and Media Toll Free: 1.800.432.0529

Phone: 1.818.448.5592

Other Locations: Gurgaon (India) and New York City.

Website: <http://www.law-scribe.com>

Founded: 2004

Revenues: US\$510,000 (Dunn & Bradstreet estimate)

Key Personnel: Kunoor Chopra, President and CEO; Anthony J. DeJohn, Director of Operations and VP of Intellectual Property; and Gary M. Zeiss, VP of Corporate Transactional Group.

Capabilities/Capacities: e-Discovery and document review, intellectual property, corporate transactional and legal research and support.

Processes or Certifications Achieved: Six Sigma principles.

Clients: Am Law 100 law firms, Fortune 500 companies and national legal organizations.

The Bottom Line:

Founded in 2004, LawScribe is owned and operated by fully qualified US and UK attorneys and hence most of their clients are law firms. In addition to offering a full spectrum of LPO type services, LawScribe has also formed a joint venture with International Litigation Services (ILS), a global leader in document organizing and analysis technologies, to launch synerge. The synerge offering makes LawScribe the first LPO to offer a per-document price for the entire e-discovery process (from collection through review).

LawScribe envisions itself to become a global leader in LPO and to maintain its position in the industry as a leading voice on outsourcing issues such as accreditation, best practices, self regulation, standards and certifications.

Further Reading:

["LawScribe Aims at Global Leadership in LPO."](#) Diplomatist Plus. November-December 2007.

6.7. Mindcrest

Headquarters:

One East Wacker Dr.
Suite 2900
Chicago, IL 60601
USA
Phone: 1.312.467.9744

Other Locations: Mumbai, New York City, Pune, San Francisco and Washington DC.

Website: <http://www.mindcrest.com>

Founded: 2001

Revenues: US\$1,359,450 (Dunn & Bradstreet estimate)

Key Personnel: Ganesh Natarajan, President & CEO; George Hefferan, Vice President, Sakes And General Counsel; Michael Duffy, Vice President, Legal Services; Teju Deshpande, Vice President, Client Services; Rohan Dalal, Managing Director, India; Michelle Vega, General Manager, Legal Services; Deirdre Byrne, General Manager, Legal Services and Professional Development; Colleen McGill, Director, Legal Services.

Capabilities/Capacities: Litigation support, contracts management, compliance and legal research, legal analytics and real estate.

Processes or Certifications Achieved: ISO27001:2005 certification, Six Sigma, eSCM and PMI.

Clients: Global corporations and law firms. Industries covered include: Consulting, Financial Services, Healthcare, Logistics, Media, Manufacturing, Real Estate, Pharmaceuticals, Retail, Technology and Telecom.

The Bottom Line:

Founded in Chicago in 2001, Mindcrest now has more than 700 attorneys in the USA and India and currently has three primary verticals that are focused on what it considers to be high value LPO services: litigation support, document and contract review and legal analytics. In addition, Mindcrest is focused on achieving both scale and margins when it comes to offering LPO services.

Further Reading:

["Legal outsourcer Mindcrest taps India for talent."](#) Enterprise City by Crain's. January 2010.

["Mindcrest India dreams big, expansion plans in the works."](#) Bar & Bench. September 2009.

6.8. Pangea3

Headquarters:

New York

Pangea3 LLC
18 East 41st Street
18th Floor
New York, NY 10017
USA
Phone: 1.212.689.3819

Mumbai

Pangea3 Legal Database Systems Pvt. Ltd.

102-B, Ground Floor
Leela Business Park
Andheri-Kurla Road
Andheri East, Mumbai 400 059
India
Toll Free: 1.866.394.7414
Phone: 91.22.3092.2206

Website: <http://www.pangea3.com>

Founded: 2004

Revenues: US\$8.1 million (2008)

Key Personnel: Sanjay Kamlani, Co-Chief Executive Officer; David Perla, Co-Chief Executive Officer; Mohan Ayyangar, Chief Operating Officer; Naveen Gupta, Chief Finance Officer; Antony Alex, Managing Director, Legal Services (India); Brian Allan, Vice President, Legal Services (Europe); Kevin Colangelo, General Counsel and Vice President, Legal Services; Jonathan Goldstein, Vice President and Managing Director, Legal Services; Greg McPolin, Vice President and Managing Director, Litigation Services; Brajesh Mohan, Vice President Intellectual Property Services; Marilyn Primiano, Vice President, Legal Services (Europe); Himanshu Goswami, Assistant Vice President, Corporate Legal Services (India); Umair Muhajir, Assistant Vice President Litigation Services; Christopher Wheeler, Assistant Vice President, Litigation and Risk Management; Emily Henry, Director Legal Services; Chris Smyth, Director Intellectual Property Services; and Christina Wojcik, Director Legal Services.

Capabilities/Capacities: Corporate law, patent & IP litigation, e-Discovery & litigation, legal research and business & competitive intelligence.

Processes or Certifications Achieved: Six Sigma and ISO 27001:2005 Information Security and Security Management Systems certifications.

Clients: More than one hundred Fortune 1000 corporations and Am Law 250 law firms in the financial services, real estate, manufacturing, electronics, consumer goods, telecommunications, food and beverage and healthcare industries.

The Bottom Line:

Founded in 2004, Pangea3 has become one of the largest LPO firms in the world by providing tailored business information and legal research solutions to corporations and law firms. The firm also emphasizes the integration of its legal support activities with its high-end legal research, business and competitive intelligence service lines. Moreover and rather than utilize off-the-shelf products, Pangea3 has developed and integrated products that address specific aspects of a client's business.

For 2010, Pangea3 plans to boost its 350 LPO staff, which also includes 280 fee-earners, to 500 staff in total and this number will continue to grow in 2011 and beyond. In addition, Pangea3 is also reported to be receiving mandates predominantly from corporate legal departments rather than law firms.

Further Reading:

["Pangea3 CO-CEO Discusses the Changing Dynamics of Legal Outsourcing."](#) The Economic Times. January 05, 2009.

6.9. Quislex

Headquarters:

757 Third Avenue
Suite 2115
New York, NY 10017
USA
Phone: 1.212.376.5601

Other Locations: Hyderabad (India).

Website: <http://www.quislex.com>

Founded: 2004

Revenues: US\$95,000 (Dunn & Bradstreet estimate)

Key Personnel: Sirisha Gummaregula, Chief Operating Officer (COO); Andrew Goodman, Executive Director Litigation Services; Michel Sahyoun, Senior Vice President, Client Solutions Chief Technology Officer (CTO); and Ram Vasudevan, Chief Executive Officer (CEO).

Capabilities/Capacities: Litigation services, antitrust, contract review, contract management, mergers & acquisitions, research and real estate.

Processes or Certifications Achieved: ISO/IEC 27001:2005, ISO 9001:2008, SAS 70 Type II Service Provider and Six Sigma.

Clients: Fortune 500 companies, financial institutions, global investment banks, major technology companies, Am Law 100 law firms, specialized litigation firms and legal publishers.

The Bottom Line:

Founded in 2004 and led by experienced attorneys from Skadden Arps, Sidley Austin and Shearman & Sterling and Fortune 500 firms, QuisLex was among the first LPOs to achieve ISO/IEC 27001:2005 and ISO 9001:2008 certifications. In addition and through a wholly owned subsidiary, [SQ Global Solutions](#), QuisLex also has the capability to staff a project with a mix of India based permanent attorneys and US based temporary attorneys. This ratio will depend on client requirements and can easily be changed during the course of the project.

Further Reading:

[QuisLex profiled by Simon Marks on The NewsHour with Jim Lehrer](#). April 8, 2009.

[QuisLex COO Sirisha Gummaregula interviewed on David Brown's public radio documentary "India Rising" co-sponsored by the Stanley Foundation](#). March 25, 2009

6.10. UnitedLex

Headquarters:

12980 Foster Street, Suite 390
Overland Park, Kansas 66213
USA
Phone: 1.913.685.8900

Other Locations: Gurgaon (India) and the UK.

Website: <http://www.unitedlex.com>

Founded: 2007

Revenues: US\$3,000,000 (Dunn & Bradstreet estimate)

Key Personnel: Daniel Reed, Chief Executive Officer; Ajay Agrawal, Chief Solutions Officer; Anup Bhasin, Chief Operating Officer; Lata Setty, Chief Intellectual Property Officer; Joseph E. Root, Chief Patent Counsel; Dave Deppe, President, Litigation Services; Ernest R. Higginbotham, Senior Vice President, General Counsel, Government Affairs; Piyush Gupta, Senior Vice President, Legal Services; Matt Katz, Senior Vice President, General Counsel; Shelly Dalrymple, Senior Vice President, Global Litigation Services; Gregory J. Spicer, Executive Vice President, Litigation Services; Phil Goodin, Vice President, Litigation Services; Rahul Bhalla, Vice President, Intellectual Property (Delivery).

Capabilities/Capacities: Litigation, contracts and sourcing, intellectual property, immigration and law firm support.

Processes or Certifications Achieved: ISO 27001:2005 and Six Sigma.

Clients: Fortune Global 500 and AmLaw 100

The Bottom Line:

Founded in 2007 and with offices in India, the USA and the UK, UnitedLex offers a blend of consulting and technology driven outsourcing solutions to both Fortune 500 and AmLaw 100 firms. Moreover and given that mergers, bankruptcies and liquidations are a specialty of the firm, business soared in 2009.

In addition and in February of 2009, UnitedLex announced a strategic alliance with the Huron Consulting Group, a leading provider of financial and operational consulting services. This alliance allows both companies to deliver high-quality multi-shore litigation document review services to clients facing complex litigation. The alliance also combined Huron's approximately 1,000 seats in the US with UnitedLex's 600 seats in India to create one of the world's largest integrated document review solutions provider.

Further Reading:

["Profile of a Large Offshore Legal-Service Provider Based in India."](#) Law Department Management. December 22, 2008

7. Other Providers of LPO Related Services

The LPO space has increasingly become crowded with a number of firms offering LPO related services. However, firms that were in existence just a few years ago may already be gone while many new firms have entered the arena. Moreover, some LPO firms are specialized in a niche area such as intellectual property or immigration related services while others offer full litigation support. Hence, we have compiled the following comprehensive list of nearly 100 additional firms who are currently offering LPO related services. In other words and if you are in need of outsourced legal service, there is a LPO service provider who can meet your specific needs.

Firm	Major LPO Type of Service Offered	Website
ACT Litigation Services	Discovery Planning & Management, Collection & Preservation, Conversion & Review Preparation, Web-Based Review & Case Management Tool, Attorney Review for Privilege & Responsiveness & Production.	http://www.actlit.com/offerings/attorney-review-for-privilege-and-responsiveness
Acumen Legal Services	Intellectual Property Rights, Contract Drafting & Management, Litigation Support and Due Diligence, Legal Research & Analysis, Paralegal Services, Patent Illustrations, Immigration Services & Bankruptcy Services	http://www.acumenlpo.com
Adec Solutions	Document Management Solutions & Other BPO Services.	http://www.adec-solutions.com
Adnet Services Inc (Quantum)	Immigration Support	http://www.adnetservices-nyc.com
Adroit Legal Services Consulting	Full Litigation Support	http://adroitlegal.in/services
ALMT Synergies	Legal, Paralegal, Company Secretarial & Secretarial Services.	http://www.almtlegal.com/synergies.php
American Discovery	Law Firm Administration	http://www.americandiscovery.com
Aphelion Legal Solutions	Large Scale Discovery Management & Implementation & Legal Staffing.	http://www.aphelionlegal.com
Ascend Legal Solutions	Legal Representation, Legal Research, Legal Transcription, Legal Drafting, Coding & Documentation & Paralegal Services.	http://www.ascendlegal.com/index.aspx
Atlas Legal Research	e-Discovery & Litigation Support Services.	http://www.atlaslegal.com
Brain League	IP Generation, Protection, Commercialization & Management.	http://www.brainleague.com
Brigade	BPO and General Legal Services.	http://www.delhiprofessionals.com
Cenza Tech	Litigation Coding & Document Production.	http://www.cenzatech.com
Cheers Interactive	KPO Services & IP Insights.	http://www.cheersin.com
Clairvolex	IP Services	http://www.clairvolex.com
Datamatics	IT & BPO Related Services.	http://www.datamatics.com

Technologies		
Deloitte Financial Advisory Services LLP	Document Review & Production.	http://www.deloitte.com/dtt/section_node/0.1042.sid%253D169126.00.html
eCase Solutions	Maritime Law	http://www.ecaseinc.com
EconomicalServices.com	Legal Research & Drafting	http://www.economicalservices.com/index.html
Evalueserve	KPO + Contract Management, Legal Research, Litigation Support & Immigration Support.	http://www.evalueserve.com
EVLG IP	IP Services	http://www.evlq.com
Exactus	Research, Analysis, Document Review, Case Headnotes, Litigation Support, Translations, Knowledge Management & Document Management.	http://www.exactuscorp.com
Gausa	Software, IT Services & Legal Research.	http://www.gausaindia.com/legal/overview.htm
Global Secretary	Word Processing Services	http://www.globalsecretarial.co.uk/default.asp
GVK Bio	Patent Research Services	http://www.gvkbio.com/kpo/index.htm
iBridge	Document Review & Legal Support Services.	http://www.ibridgellc.com/legal_services.php
IndiaLegal.net	Full Litigation Support	http://indialegal.net
Infocache	Full Litigation Support	http://www.infocachecorp.com
Information & Analytics	Business Research & Intellectual Property.	http://www.infolitics.com
Infosys LPO	Contract Management Services, Document Review Services, Intellectual Property Services, Legal Research Services, Litigation & Administrative Support Services & Consulting Services.	http://www.infosys.com/BPO-services/offerings/legal-process-outsourcing.asp
Innovar IP Consulting Group	IP Services	http://www.innovarip.com/index.html
Inrea	IP Services	http://www.inrea.co.in/index.html
Intellextra	Legal Drafting, Legal Auditing, Legal Research, Due Diligence & Liaisoning & IP Services.	http://www.intellextra.co.in
Intercom India	Legal Transcription & Legal Coding.	http://www.intercomindia.com
Intrust Global	KPO Services, Paralegal Support, Legal Support Patent & Other IPR Support.	http://www.intrustglobal.co.in/lposervices.html
IP Pro	IP Services	http://www.ipproinc.com
IPRConsultant.com	IP Services	http://www.iprconsultant.com
iRunway	Technology Analysis Support	http://www.i-runway.com/index.html
iSource India	Legal Transcription Services & Data	http://www.isourceindia.com

Ius Juris	Processing. Legal Research, Document Review, Litigation Support, Contract Drafting Review & IP Services.	http://iusjuris.com
Kochar LexServe	Document Management Systems, E-Discovery & Litigation Support, IP Services, Legal Research & Paralegal Services.	http://www.klexserve.com/index.html
KServe	KPO Services & Legal Transcription.	http://kservice.co.in
Lapiz Digital Services	Legal Coding, Document Review, Electronic Data Discovery, Database Management & Legal Research.	http://www.lapizlegal.com
law KPO	Legal Research, Transcription & Para-legal Services.	http://www.lawkpo.com
LawDocsXpress	Legal Transcription	http://www.lawdocsxpress.com/services.html
Lawwave.com	Litigation Services, Contract Management, Research Support, Admin and Secretarial Support.	http://www.lawwave.com
Legal Advantage	IP Services, Contract Management, Document Review Services, Electronic Discovery, Legal Research, Staffing & Translation Services.	http://www.legaladvantage.net
Legal Brainz Solutions India	Legal Research, Litigation Support & Transcription.	http://www.legalbrainz.com
Legal Professionals India	Legal Research	http://www.legalprofessionals-india.com
Legal Resources	Administrative Services, Corporate Secretarial, IPR Services, Legal Research, Litigation Support, Regulatory & Compliance Support & Transaction Support.	http://www.legalresources.com.au/page6/page6.html
Legal Support Global Group	Legal Drafting, Legal Research & Paralegal Support Services.	http://www.legalsupportglobal.com
Legalbill	Data Management	http://www.legalbill.com
LegalEase	Legal Research, Litigation Support, & Contract Drafting & Review.	http://www.legaleasesolutions.com
Legalwise	Legal Research & Contract Drafting & Review.	http://www.legalwise.ca
Legasis	Legal Research, Document Review, IP Services & Litigation Services.	http://www.legasis.co.in
LEX Outsourcing	Full Litigation Support	http://www.lexoutsourcing.com
Lexadigm Solutions	Legal Research, E-Discovery, Litigation	http://www.lexadigm.com

LexHarbor	Support, Contract Review & Legal Research.	http://www.lexharbor.com/index.htm
LexPlosion	Document Review & Due Diligence.	http://www.lexplosion.in
LexSphere	Compliance Management & Support, Contract Drafting, Review & Management, tCorporate Due Diligence & Legal Research.	http://www.lexsphere.com/professional-services.html
Litigation Outsource Solutions	Litigation Support, Transaction Support, IP Services, Legal Research, Corporate Secretarial, Regulatory & Compliance Support.	http://www.litigationoutsource.com
Lumen Legal	Legal Transcription, Legal Coding, Document Management, Paralegal Services & e-Discovery.	http://www.lumenlegal.com/services/docreview.htm
MariaDaniel Neoworth	Document Review & Contract Staffing.	http://mariadaniel.co.uk/outsourcing/index.htm
Neural IT	Secretarial Services	http://www.cutteredge.com/Neoworth.htm
NewGalaxy	Litigation Support, Intellectual Property Services, Contract Review, Legal Research & Translations.	http://www.neuralit.com
Novus Law	Legal Research, Document Production & Document Review.	http://www.newgalaxy.com/index.htm
OfficeTiger	Legal Due Diligence, Contract Review & Litigation Support.	http://www.novuslaw.com
Offshore Services to Lawyers	Document Review & Management.	http://www.officetiger.com
OSQS	Document Review, Contract Management & Litigation Services	http://www.offshoreservicestolawyers.com
Oxirient	Legal Research, Legal Drafting, Deposition Summaries, Paralegal Services, Patent Review & Database Creation.	http://www.osqs.com
Patent Metrix	Paralegal Services, Legal Staffing, eDiscovery & Transcription.	http://www.oxirient.com
Quattro BPO	Legal Research & Document Review.	http://patentmetrix.com
QuikSek	IP Services	http://www.quattro.com
Raj Patents	KPO Services & Full Litigation Support.	http://www.quiksek.com
Scope e-Knowledge Center	Legal Transcription	http://www.raipatent.com
SDD Global Solutions	IP Services	http://www.scopeknowledge.com/Patent-Services.asp
	Legal Research, Legal	http://www.sddglobal.com

	Drafting, IP Services, Immigration & Litigation Services.	
Socrates CMS	Legal Research	http://www.socratescms.com
SPI	Legal Documents & BPO Services.	http://spi-bpo.com/web/spi/home.jsp
Talwar & Talwar Consultants	IP Services	http://www.ttconsultants.co.in
Thuriam	Legal Documentation, Translation, Legal Research, Secretarial & Paralegal Services.	http://www.thuriam.com
TMP Searchers	IP Services	http://www.tmpsearchers.com
Tricom	Contract Drafting, Contract Management, Document Review & Legal Research.	http://www.tricominfo.com/index.asp
Trustman Legal Outsourcing	Full Litigation Support	http://www.trustman.org/legal_outsourcing.htm
Tusker Group	Document Review	http://www.tuskergroup.com/reviewservices_overview.shtml
Variante Global	Litigation Services, Legal Research, Legal documents, IP Services & Immigration.	http://www.varianteglobal.com
WiseAssist	IP Services	http://www.wiseassist.co.in
WNS	Contract Management, Legal Research, Litigation Support & Real Estate.	http://wnsgs.com/what_professional_legse.php
World Outsourcing Resource Centre	Full Litigation Support	http://www.worc.in/legal-outsourcing.htm

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8. What is the Outlook for the LPO Industry?

Like other outsourcing sectors, the LPO sector is poised for continued growth in spite of the economic downturn. For example:

- According to a 2008 [Washington Post](#) article, India's LPO industry has been growing 60% annually for the past three years and will employ at least 24,000 people and earn US\$640 million in revenue by 2010.
- Meanwhile, a December 2008 [Washington Times](#) article quoted Evaluserve as predicting that India's LPO industry will grow from US\$52 million in revenue back in 2005 to US\$970 million in 2015. The article further mentions that 70 new legal outsourcing firms have opened in the country just in previous six months alone.
- In addition, a November 2008 [Wall Street Journal](#) article stated that India's LPO industry earns around US\$250 million per year and further pointed out that starting salaries for associates at big USA firms are often more than US\$200 per hour but experienced lawyers in India bill at US\$75 to US\$100 per hour or roughly what some USA based paralegals charge.
- In 2007, [ValueNotes](#) predicted that revenue generated from the LPO industry in India alone would reach US\$640 million by 2010. However, these estimates have since been revised substantially downwards with revenue for 2008 estimated to be US\$320 million, revenue for 2009 estimated to be \$370 million and total revenue by the end of 2010 expected to reach US\$440 million.
- It should also be noted that a November 2008 [Wall Street Journal](#) article quoted Forrester Research as estimating that only 35,000 USA based legal jobs will be moved offshore by 2010 and 79,000 will be moved offshore by 2015 –a small portion of the estimated 1.2 million licensed lawyers in the country. The main growth hurdle cited was the fact that the legal profession is governed by unique and intricate ethical and licensure rules set by jurisdiction.
- However, new regulations or laws could significantly change the LPO industry's growth outlook. For example: Offshore LPO received a huge boost in 2006 when so called "e-discovery laws" were enacted in the USA. This set of regulations was created to govern the storage and management of electronic data for federal court actions and literally overnight, the sheer volume of litigation information that needed to be stored, archived and reviewed swelled tremendously – giving many LPOs an opportunity to significantly grow their operations.

9. Useful LPO Related Resources

9.1. OutsourcePortfolio.com Resources

[“The City slowly discovers legal process outsourcing \(LPO\).”](#) OutsourcePortfolio.com, February 7, 2010.

[“Legal Process Outsourcing \(LPO\): A sunshine outsourcing sector.”](#) OutsourcePortfolio.com, November 3, 2009.

[“LPO Data Security.”](#) OutsourcePortfolio.com, October 25, 2009

[“LPO can save upto 70% of your litigation costs.”](#) OutsourcePortfolio.com, October 22, 2009.

[“Legal Process Outsourcing \(LPO\): Giving lawyers a case of their own medicine?”](#) OutsourcePortfolio.com, July 29, 2009.

[“The long and winding road before Indian LPOs.”](#) OutsourcePortfolio.com, June 22, 2009.

[“Legal Eagles could be India’s next knowledge exporters.”](#) OutsourcePortfolio.com, June 18, 2009.

[“Challenges faced by LPO industry.”](#) OutsourcePortfolio.com, May 26, 2009.

[“Growth of Legal Process Outsourcing.”](#) OutsourcePortfolio.com, February 5, 2009.

[“LPO India-now and future.”](#) OutsourcePortfolio.com, October 20, 2008.

[“LPO India-now and future.”](#) OutsourcePortfolio.com, October 20, 2008.

[“Increase in demand for Offshore LPO service providers.”](#) OutsourcePortfolio.com, July 15, 2008

9.2. Important Ethics Opinions

[“The Ethics of Legal Process Outsourcing.”](#) The Computer & Internet Lawyer (Volume 27, Number 4). April 2010.

[American Bar Association: Formal Opinion 08-451 \(August 5, 2008\). Lawyer’s Obligations When Outsourcing Legal and Nonlegal Support Services](#)

[Supreme Court of Ohio: Opinion 2009-6 \(August 14, 2009\)](#)

[North Carolina State Bar: 2007 Formal Ethics Opinion 12 \(April 25, 2008\). Outsourcing Legal Support Services](#)

[The Florida Bar: Opinion 07-2 \(January 18, 2008\)](#)

[San Diego County Bar Association: Ethics Opinion 2007-1 \(January 2007\)](#)

[Association of the Bar of the City of New York: Formal Opinion 2006-3 \(August 2006\)](#)

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[“The Ethics of Legal Process Outsourcing: Is the Practice of Law a “Noble Profession” or is it Just Another Business?”](#)

["US lawyers find jobs in India."](#) Times of India. March 2009.

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["You need lawyers in good times and in bad."](#) Times Ascent Online. March 2009.

["Despite recession, PU law dept sees good placements."](#) Expressindia.com. March 2009.

["Economy, opportunity spur interest in India."](#) Associated Press. February 2009.

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["When outsourcing spreads wings for litigation works."](#) Financial Express. December 26, 2008.

["It's No Slowdown For LPO's."](#) VC Circle. December 11, 2008.

["India Work Grows with Glitches."](#) Law.com. December 9, 2008.

["Boom Times for Legal Outsourcing."](#) Wall Street Journal Video. December 4, 2008.

["Legal outsourcing companies with offices in Mumbai reassure clients — and talk of close calls."](#) Law.com. December 3, 2008.

["Want to advocate for lower legal fees? A number of new options deserve a hearing."](#) CFO Magazine. December 1, 2008

["With Times Tight, Even Lawyers get Outsourced."](#) Wall Street Journal. November 26, 2008

["Remolding Legal Process."](#) Business World India. November 21, 2008.

["Outsourcing the Law to India."](#) BBC News. November 7, 2008.

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["US financial crisis may help LPOs."](#) The Times of India. November 2008.

["In downturn, litigation bonanza for Indian legal outsourcers."](#) Mint. November 2008.

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