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Comparative Location Survey for Legal Services Delivery

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Table of contents

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Overview

There is a broad acceptance within the legal sector that the market is going through a period of significant change. This change is being driven by both corporate and consumers purchasers of legal services driving more commercial deals in a very competitive environment which, in turn is leading providers to re-consider how services are delivered. Over the past two years we have seen a rapid acceleration in the number of alternative sourcing arrangements that law firms and in-house legal departments have set up to improve efficiency and reduce costs of legal service delivery. These new models have impacted both legal services and, in law firms, practice support functions. The new alternative sourcing arrangements have covered outsourced and insourced (or captive) solutions, in locations that are onshore, nearshore and offshore, as well as more informal collaborations, for example with correspondent law firms.

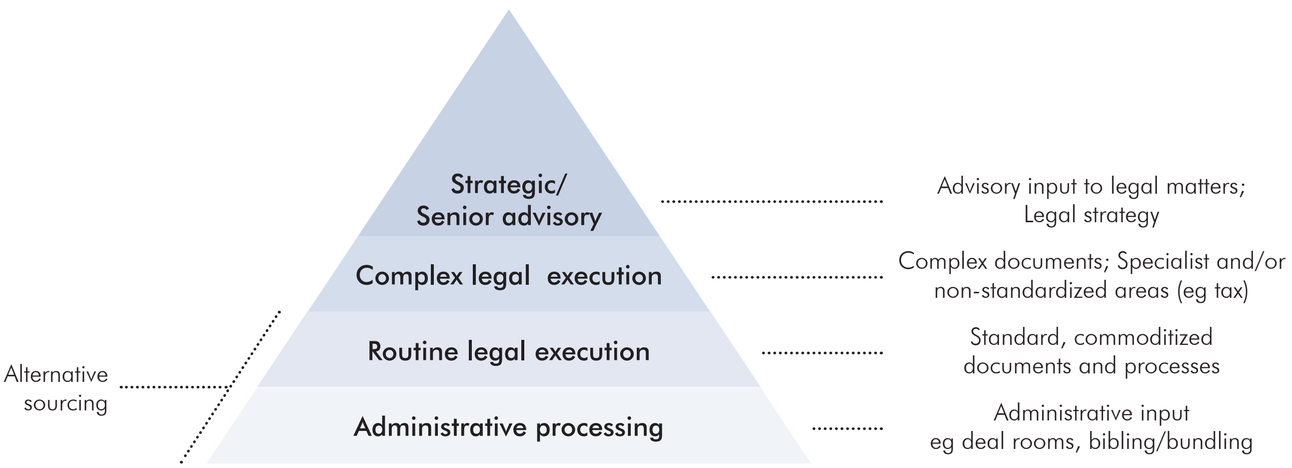
This report fills a gap in published market information by looking at some of the leading emerging destinations that legal entities have been considering for their alternative sourcing. The report has a primary focus on the alternative sourcing of legal services, with a secondary focus on law firm practice support functions. It looks at the context of the adoption of alternative sourcing models, and the decision-making process for location selection. The report is not exhaustive and does not cover every destination being considered by the sector – this will depend on an organisation's existing footprint and their specific drivers for change – there is no "right" answer. However, the objective is to provide decision-makers with a framework for considering location selection and data on some of the more attractive locations.

Context

The on-going subdued global economy has accelerated a number of long-term trends in the legal sector. End client demands for fee (cost) reductions and greater efficiencies – in both the corporate and the consumer marketplaces – are significant across all legal services as evidenced by a range of indicators:

- Enduring downward pressure on fee rates for law firms, and legal costs within corporations
- The move away from variable pricing based on the chargeable hour to fixed fees and conditional fees
- Increasingly competitive selection processes for legal services, often procurement led
- Deregulation and liberalisation in legal services delivery
- Internet giving consumers greater power of choice

To that end, all parts of the legal market are examining how legal services might be better broken down into more defined activities, tasks and processes which can then consequently be performed by the most appropriate resource. The diagram below illustrates a new emerging model for how the market views legal services.



De-constructing legal services: an emerging model for legal services

The market is similarly looking at the way practice support activities are performed. The de-construction of practice support activities is more proven from other industries and typically segments into activities that are fee-earner interfacing, requiring deep specialist skill or involve administrative processing.

A key consequence of this examination of "how" these tasks are to be done, is to ask "where?" and "by whom" they should they be done. Therefore one of the outcomes of these changes is an increasing demand for alternative sourcing (in-house or outsourced; onshore or offshore) of the delivery of legal services.

Alternative sourcing has been adopted primarily in the US and UK, led by major in-house legal departments of large corporations, and larger, often international, law firms. This is a rapidly developing market and the most popular locations to date have been the regions of the UK, Northern Ireland, India, South Africa and the Philippines. Some examples of this are:

Firm/ Company	Legal Scope	Practice Support Scope	Model	Location
Accenture	Contract management		In-house captive	Malaysia
Addleshaw Goddard	Paralegal support across all practice areas		In-house shared service centre	Manchester
Allen & Overy	Routine legal services	F&A, IT, HR, KM, facilities, business development support	In-house support unit	Belfast
Baker & McKenzie	Trademark portfolio management	IT, F&A, document production, HR, marketing	In-house support unit	Manila
CMS Cameron McKenna		F&A, document production, HR, marketing, KM	Dedicated outsourced unit to Integreon	London, Bristol
BT	Routine legal services		Dedicated outsourced model to UnitedLex	New Delhi
Clifford Chance	Paralegal support services across multiple practice areas	IT, F&A, document production, knowledge management, marketing support	In-house captive unit	New Delhi
Deutsche Bank	Legal Shared Service Centre		In-house shared service unit	Berlin, Birmingham
Herbert Smith	Litigation document review		In-house support unit	Belfast
White & Case		IT, KM, F&A, Marketing, Document Production	In-house support unit	Manila

Location Analysis Approach

Having assessed process scope and appropriate delivery model, the next question legal entities need to consider is where to locate. Typical questions that organisations ask regarding location include: how many lawyers are there, how good are they and how much do they cost?; what is the travel and communications infrastructure?; what is the political and economic stability of the location I am considering?

In our work with a number of organisations, common criteria that we have seen adopted with typical weightings are:

Criterion	Key Feature	Typical Weighting
Legal skills pool	Size of pool of legal talent in gross numbers and availability and associated costs, particularly at paralegal and PQ 1-5 level. Also looks at number of available working hours, language skills and salary inflation	High
General skills pool	Size of pool of practice support staff talent including associated costs	High
Property costs	Total cost including taxes and maintenance	Medium
Infrastructure	Particularly around IT, Utilities and Communications – costs; reliability;	Reliability – High Cost – Medium
Travel	Time required to visit; availability of transport	Medium
Grants and other support	Viewed as a "bonus"	Medium
Macroeconomic factors	Including broader measures of inflation and exchange rates	Medium
Other shared centres/outsourcing examples	Service culture; experience	Medium

This report examines these criteria for some of the major emerging destinations which include the English and Welsh Regions, Scotland, Northern Ireland and the Republic of Ireland and, further afield, India, the Philippines and South Africa.

a) Legal Skills Pool

Number of qualified lawyers

In England and Wales, the City of London is a major hub with over 20,000 lawyers operating in the Square Mile and 100,000 elsewhere. Scottish, Northern Irish and Republic of Ireland lawyers operate under separate jurisdictions but dual qualification / conversation is reasonably quick and not uncommon. Ireland also has a cluster of US qualified lawyers, principally the New York Bar.

Beyond the British Isles and Ireland, India dominates in terms of the sheer numbers of lawyers with over a million registered. The Philippines have significant numbers of lawyers and with a strong cultural affinity for the US market with several US focused support units. The common law heritage of South Africa and a high level of UK/US experienced lawyers have also made it an attractive location for a number of organisations.

Concern has been expressed with regard to the level of skills and quality of lawyers, particularly from the developing countries. It is extremely difficult (and potentially invidious) to assess but these figures do represent members of recognised professional bodies. The respected QS global top 100 law schools listing contains 11 from England and Wales, 3 from Scotland, 3 from Ireland, 1 from South Africa and 1 from Northern Ireland. There are no entries from India or the Philippines.

Location	No of Qualified Lawyers
England & Wales	
Greater London and City	43,800
South East	12,100
South West	5,700
Midlands	20,600
North West	12,300
North East	7,700
Wales	3,700
India	1,000,000+
Ireland	8,975
Northern Ireland	3,546
Philippines	c. 40,000
Scotland	12,685
South Africa	20,077

Number of Paralegals and Law Graduates

Identifying the number of paralegals is more problematic owing to the absence of equivalent recognised qualifications, the differing development of the paralegal role, plus a broad range of skills that are loosely categorised as “paralegal”. This latter group include qualified paralegals, legal technicians, legal candidates, and draftsmen as well as support, administrative, and secretarial staff who carry out junior legal duties. To that end comparative data that is sufficiently reliable for this survey is not available. However, in each country surveyed 3 key factors are consistent. Firstly, there are de facto “paralegals” operating in each country. Anecdotally, the ratio of paralegal to qualified lawyer appears to be in the region of 1:10 to 1:5. Secondly, the recognised profession of paralegal is developing rapidly and a number of different formal qualifications are emerging particularly in England and Wales, the Philippines, and in Scotland. Finally, the number of law graduates being produced gives a reasonable indicator of the potential overall talent pool for lawyers and paralegals. This is particularly relevant as the legal profession undergoes change.

Location	No of Law graduates (annually, first degree)
England & Wales*	c. 18,000
India	c. 80,000
Ireland	3,500
Northern Ireland	755
Philippines	5-6,000
Scotland*	3,115
South Africa	3,547

**figures include joint degrees with law as primary subject*

English language skills

Fluency in English has been identified as a key requirement by decision makers – primarily because alternative sourcing has been, to date, led by UK and US organisations and, secondly, the lingua franca of law internationally is English. Clearly for the British Isles and Ireland this can largely be taken as given. Claims as to verbal fluency for other locations should be treated with caution as the shared services industries have experienced. However, fluency in written English is common, at least as a second language, in law owing to the nature / heritage of the work and also that it is frequently taught in English.

Location	Written fluency of lawyers
England & Wales	100%
India	c. 70%
Ireland	100%
Northern Ireland	100%
Philippines	80%+
Scotland	100%
South Africa	95%

Lawyer Salary Costs

Again, this is the key criterion and a major driver for setting up alternative delivery units. Within England & Wales there is a significant differential between London and the other regions. However, inter-regional differences are much less marked.

Likewise in India, the current differential in legal salaries between Tier 1 cities, such as Delhi, Mumbai, and Bangalore, and Tier 2 cities such as Pune is not distinct although this may become so as the industry matures. For the Philippines, current alternative sourcing has largely been confined to the Metro Manila area. For Scotland, Northern Ireland and Ireland the demographics and size of available talent pool mean that any substantial alternative delivery unit have been, or are likely to be, located in the major cities and as such we have found no material differentials between major cities within each location.

Data was collected in local currency, based on annual salary, and translated into GB£ at average exchange rates in October 2011. These represent base salary costs and the range is the core range. This includes both lawyers in practice and those working in corporate or public sector roles. The upper ends of these ranges reflect the salaries paid in traditional law firm models and for candidates for partnership in medium to large firms. The lower end reflects salaries paid at small firms, in the public sector and for less demanding roles.

Salaries in alternative sourcing are often lower than those working in law firms or in-house legal departments, although they draw from the same talent pool. The alternative sourcing units are seeking to pay at the lower end of the scale and to attract talent by offering a different career model with benefits such as a more consistent lifestyle (junior lawyers are often required to work significant unpaid overtime and at short notice), a greater range of work than in small firms or in domestic only markets, and the opportunity to develop other skills such as project and client management.

The bulk of recruitment for alternative sourcing is at the paralegal / law graduate level with some newly qualified recruitment. The current oversupply of both graduates and qualified lawyers in the UK means that the traditional career path is not available to many. Alternative sourcing does have a need for supervisory levels at 3 and 5 year post-qualified (PQ3 and PQ5) but it should be recognised that these roles are very few in comparative numbers.

Law firm and in-house legal department salaries

Location	Paralegal / Graduate	Newly qualified	PQ3	PQ5
England & Wales				
Greater London and City	£30– 45,000	£45 – 65,000	£75 – 86,000	£84 – 105,000
South East	£20 – 28,000	£32 – 37,000	£40 – 47,000	£45 – 55,000
South West	£15 – 28,000	£23 – 40,000	£36 – 50,000	£46 – 60,000
Midlands	£18 – 30,000	£30 – 38,000	£34 – 52,000	£38 – 60,000
North West	£16 – 28,000	£25 – 38,000	£32 – 51,000	£38 – 58,000
North East	£18 – 30,000	£25 – 38,000	£34 – 48,000	£38 – 60,000
Wales	£15 – 26,000	£22 – 35,000	£28 – 40,000	£35 – 48,000
India	£5 – 10,000	£8 – 14,000	£15 – 22,000	£25 – 35,000
Ireland	£18 – 30,000	£30 – 35,000	£50 – 60,000	£60 – 70,000
Northern Ireland	£14 – 21,000	£18 – 21,000	£22 – 30,000	£30 – 40,000
Philippines	£5 – 8,000	£7 – 10,000	£10 – 15,000	£15 – 25,000
Scotland	£16 – 36,000	£22 – 36,000	£26 – 45,000	£33 – 50,000
South Africa	£7 – 12,000	£10 – 14,000	£25 – 35.000	£35 – 45,000

Legal alternative sourcing salaries

Location	Paralegal / Graduate	Newly qualified	PQ3	PQ5
England & Wales				
Greater London and City	Not a favoured location	Not a favoured location	Not a favoured location	Not a favoured location
South East	£22 – 25,000	£35,000	£40,000	£45,000
South West	£18 – 20,000	£25,000	£37,000	£25,000
Midlands	£22 – 25,000*	£30,000*	£35,000*	£38,000*
North West	£18 – 22,000	£22,000	£32,000	£38,000
North East	£20 – 22,000*	£22,000*	£35,000*	£38,000*
Wales	£18 – 20,000	£20,000	£28,000	£35,000
India	£8,000	£11,000	£17,000	£25,000
Ireland	£30,000*	£25,000*	£40,000*	£45,000
Northern Ireland	£18,000	£18,000	£25,000	£32,000
Philippines	£5,500	£8,000	£12,000	£20,000
Scotland	£22,000*	£22,000*	£30,000	£35,000*
South Africa	£9,000	£12,000	£25,000	£35,000

**not yet established as a alternative sourcing location but some examples of intra-firm centralisation*

Social costs and taxes

Clearly base salary is only part of total cost. Other costs related to salary can be significant and generally fall into two main categories. Firstly, government payroll taxes, which are typically a direct percentage of salary paid. Secondly, local benefits that need to be paid to attract the appropriate calibre of staff. These can be very wide ranging and includes health insurance, life assurance, pension or provident funds, subsidised transport, subsidised canteens, "13th month", and other benefits such as sports and society memberships.

These costs are present to different degrees in all the countries surveyed. Additionally, and in particular in India and the Philippines, for more senior staff the second category of costs is often extended to cover wider family members.

Location	Government payroll taxes %
England & Wales	13.8%
India	12%*
Ireland	4 – 10.75%
Northern Ireland	13.8%
Philippines	1%
Scotland	13.8%
South Africa	2%

**National Provident Fund*

Location	Other benefits uplift %
England & Wales	3 – 10%
India	7 – 20%
Ireland	3 – 10%
Northern Ireland	3 – 10%
Philippines	5 – 15%
Scotland	3 – 10%
South Africa	3-7%

Available Hours per working year

With the culture of the billable hour in law, decision makers do look to the number of available hours in assessing alternative locations both in terms of average cost of hour and also overall flexible capacity.

For the purposes of this survey, available hours = total number of working days – average holiday per location – allowance for absence & training x average hours in working day per country.

Location	Annual hours
England & Wales	1,540 – 1,650
India	1,725 – 1,980
Ireland	1,540 – 1,650
Northern Ireland	1,540 – 1,650
Philippines	1,725 – 1,980
Scotland	1,540 – 1,650
South Africa	1,600 – 2,000

Salary inflation

Salary inflation is often a key concern. In recent years legal salary inflation in all the survey countries has exceeded general inflation owing to the buoyant legal sector. However, this has reduced considerably since 2009 for the UK, NI and Ireland. In India and the Philippines there is still some level of salary inflation driven by the competitive search for talent.

Location	Current %
England & Wales	0-3%
India	7 – 12%
Ireland	1%
Northern Ireland	0-2%
Philippines	6 – 8%
Scotland	0-3%
South Africa	6 – 10%

b) General Skills Pool

Practice support and other office staff

While this report is focussed primarily on alternative sourcing of legal processes, units dedicated to legal work alone will still require a level of support. The table below gives an indication of practice support salary ranges in the different locations and concentrates on those most likely to be required in a legal support unit:

Location	Junior Qualified Accountant	HR Manager – mid range	Office Manager	IT Manager	Office Clerk
England & Wales*	£25 – 35,000	£35 – 50,000	£28 – 40,000	£35 – 50,000	12 – 18,000
India**	£6 – 8,000	£8 – 15,000	£6 – 10,000	£8 – 15,000	£3 – 5,000
Ireland	£20 – 25,000	£35 – 50,000	£30 – 35,000	£35 – 50,000	£15 – 18,000
Northern Ireland	£18 – 25,000	£30 – 45,000	£18 – 25,000	£30 – 45,000	£10 – 12,000
Philippines**	£6 – 9,000	£5 – 10,000	£5 – 9,000	£6 – 9,000	£3 – 5,000
Scotland	£22 – 27,000	£30 – 40,000	£20 – 25,000	£35 – 45,000	£10 – 16,000
South Africa**	£35 – 40,000	£25 – 35,000	£15 – 25,000	£25 – 40,000	£5 – 10,000

**general average outside London and South East*
***mid level English language skills (as main interface will be with unit personnel)*

General Salary inflation

For support staff as described above.

Location	Current %
England & Wales	0-3%
India	7 – 10%
Ireland	0%
Northern Ireland	0-2%
Philippines	6 – 8%
Scotland	0-3%
South Africa	5 – 10%

c) Property

Property availability

All of the locations surveyed reported, and evidenced, a considerable volume of office property (several million sq m availability) available across all grades, which is no doubt has also been influenced by the current economic downturn. Likewise, each location reported that landlords are offering substantial incentives – usually rent free periods of 6 to 24 months. Similar to Infrastructure (discussed below), developments in the last 10 years have meant that property to the most exacting international standards is available in the developing world. To that end, OMC do not see this property availability or cost as a material differentiating factor between locations.

Property costs

Organisations – law firms, corporates and legal process outsourcers – who have established alternative sourcing units have, to date, utilised high end office accommodation in order to provide an excellent working environment for their people and to be consistent with accommodation throughout their network.

The demographics and size of available talent pool mean that any substantial unit within Ireland, Northern Ireland and Scotland will be located in the major cities and, as such, there is no material property cost differentials between the major cities within each location. However, within India, property costs in Delhi and Mumbai are considerably higher (as much as double) than for Bangalore, Chennai and other Tier 2 cities. Within the Philippines, units have been restricted to Metro Manila.

Location	A Grade	B Grade	Office Park
England & Wales			
Greater London & City	£500 – 800	£300 – 600	£180 – 275
South East	£350 – 650	£200 – 450	£180 – 250
South West	£240 – 300	£150-260	£150 – 220
Midlands	£240 – 300	£160-260	£140 – 180
North West	£200 – 325	£140-250	£150 – 195
North East	£200 – 310	£140-240	£150 – 185
Wales	£160 – 235	£130-195	£120 – 175
India	£100 – 450	£90 – 400	£90 – 400
Ireland	£275 – £300	£130 – £200	£90 – 130
Northern Ireland	£150 – £250	£90 – 160	n/a
Philippines	£125 – 200	£100 – 150	£80 – 150
Scotland	£235 – 300	£185 – 230	£140 – 185
South Africa	£140 – 200	£120 – 180	£150 – 220

**annual rent per square metre*

d) Infrastructure

Infrastructure Quality and Reliability

Infrastructure, in terms of utilities, communications and housing/hotels, has often been cited as a concern for inward investors. In the past in the developing regions these have been missing or not up to western standards. However, the past decade has seen significant development in infrastructure particularly around Tier 1 office accommodation, fibre optic communication and 3G technologies. In fact, it could be legitimately argued that modern developments in Metro Manila and Gurgaon, New Delhi have superior IT and communications networks to traditional locations such as the City of London as the entire infrastructure has been built to current standards.

It is fair to say that outside the principal developments, that infrastructure in India and the Philippines is not as robust as in the West or South Africa. However, as the supply of such Tier 1 accommodation is substantial these factors have considerably reduced in their differential importance.

Again, the costs of infrastructure was formerly a differentiating factor say 10 years ago but due to the rapid globalisation of telecommunication standards and deregulation, these differentials have narrowed to immaterial levels. Additionally, for legal services the relative proportion of total cost that these factors represent is not a high proportion of total cost. In OMC's experience, and in the behaviours of decision makers, these factors, assuming presence in a Tier 1 area, are no longer material differentiators.

Travel

Proximity to the location of the support unit is often cited as an important requirement. However, after establishment of the support unit, in OMC's experience, travel to the support unit from the "client" location(s) is often very infrequent. There does tend to be more travel from the support unit to the client location but, again, this tends to be service management staff only and is often annual or bi-annual. All locations in the survey offer direct flights to the principal UK and US locations.

Location	From London	Time	From East Coast US	Time
England & Wales	Train / Air – <£200	<3 hours	£700-1,200 Economy / £2,500-4,000 Business	6–8 hours
India	£800–1,000 / £2,500 – 4,000	8-10 hours	£2,000–3,000 / £4,000-6,000	14–16 hours
Ireland	£150-400	1 hour	£50-700 / £2,500 – 3,500	7 hours
Northern Ireland	£100-450	1 hour	£500 – 700 / £2,000 – 4,000	6-8 hours
Philippines	£500 – 800 / £2,000-4,000	16–20 hours	£700 – 1,000 / £4,000-6,000	20-22 hours
Scotland	£100-400	1 hour / 5 hours train	£500 – 700 / £2,000 – 4,000	6-8 hours
South Africa	£700 – 1,000 / £3,500 – £5,500	10-12 hours	£1,000 – 2,300 / £4,000 – £6,000	14-16 hours

Note: one week advance purchase

Grants and Support

Government support is available in all locations, although the recent reorganisation of the regional development agencies in England has reduced clarity. Support in all locations is virtually always on a case-by-case basis and is subject to a wide range of qualifying criteria. The form of support is generally in terms of a proportion of salary in the early years and a level of property support, either in grant form or by tax break. A common stipulation is that support should be discussed before any decision is made to understand the benefits to the region. To that end, whilst support is available establishing the quantum is difficult. The level of support available varies on a case by case basis and the size can be substantial. Public domain data is hard to obtain (understandably given the commercial nature) but recent reports suggest that over £2.5m for 300 roles in different support forms was granted to Allen & Overy to locate in Belfast.

The one location that does offer immediate clarity is South Africa where incentives of c. £10,000 per job are available over 3 years for legal services jobs (de minimis of 50 roles). Property and set up grants are available in addition.

Macroeconomic Factors

The key criteria usually focused on in terms of macro-economic factors are inflation and exchange rate stability. Setting up a support unit, or contracting for legal services with an LPO, is a long-term strategic decision and as such, consideration is given to long-term trends and overall stability.

Location	Average inflation rate over 3 years
England & Wales	3.4%*
India	10.6%
Ireland	2%
Northern Ireland	3.4%*
Philippines	5.0%
Scotland	3.4%*
South Africa	6.4%

**UK figures*

Location	Exchange rate movement to GB £
England & Wales	n/a
India	Largely stable but with +/ – 5% volatility
Ireland	Largely stable with +/ – 10% volatility
Northern Ireland	n/a
Philippines	10% strengthening with low volatility
Scotland	n/a
South Africa	Largely stable with +/ – 20% volatility

Period : October 2009 – October 2011

Outsourcing and Shared Services Experience

The majority of the locations surveyed have extensive shared services and outsourcing experience and have long been locations of choice for organisations seeking to relocate support units. India and Ireland were in the forefront of these in the 80's and 90's with Scotland having particular specialism in voice-based call centres. To that end there are a large number of potential staff, particularly general support staff such as finance and HR, who understand the culture and ethos of support units in each location.

Crossover to legal support services is less likely given the specialist nature of the work. However, as the industry expands and legal processes continue to be deconstructed OMC would expect that for lower level administrative and procedural tasks, non-legally qualified / experienced staff will increasingly be utilised. Some legal sector examples are given overleaf.

Location	Legal sector outsourcing providers	In-house support units
England & Wales		
Greater London and City	Unified (London)	
South East		Linklaters (Colchester)
South West	Integreon (Bristol)	
Midlands		
North West		Addleshaw Goddard (Manchester)
North East		
Wales		Eversheds (Cardiff)
India	UnitedLex, CPA Global, Evalueserve (New Delhi), Mindcrest, Bodhi (Pune), Integreon (Mumbai),	Clifford Chance (New Delhi)
Republic of Ireland		
Northern Ireland		Allen & Overy, Herbert Smith (Belfast)
Philippines	American Discovery (Manila)	Baker & McKenzie (Manila)
Scotland	Intelligent Office, Vialex (Edinburgh)	
South Africa	Exigent (Cape Town), Global Secretarial (Cape Town)	

a) Emerging range of legal processes alternatively sourced

The range of processes being alternatively sourced in legal practices areas is still emerging and the scope constantly increasing but early trends include:

Legal area	Nature of process	
	Routine Legal Tasks	**Administrative & Processing Tasks**
Corporate / IP	• Due diligence • Minutes • Standard forms • Registrations • Domain work • Diligence support	• Bibling/bundling • Engagement letters • Project management office • Legal Research • Data / Deal rooms
Finance / Banking	• Securities review – all types • Registrations • Facility document preparation • Minutes • Standard forms • 21 day filings • Guarantees • Charges preparation	• Companies House procedures • Bibling/Bundling
Litigation	• First level review; initial data set • Volume, minor disputes	• Bundling • Reporting preparation
Real Estate	• Searches • Lease preparation • Title packs • Portfolio management • Registrations • Standard forms • Requisition of title • SDLT tasks	• Compliance tasks • Document assembly (plans, annexures, schedules, etc)
Employment	• Service contracts • Compromises and exits • Employee handbooks	
General tasks	• Company formations • Legal research • Business research • Filings • Registrations	• Master data maintenance • Conflicts checking • File Closing • Credentials update • Client Reporting • Money Laundering procedures • Billing preparation; bill schedules

b) Emerging range of practice support processes alternatively sourced

The range of processes being alternatively sourced in practice support functions is more proven, in law and from other industries:

Location	Specialist legal support units
Compliance	Conflict checking, AML, data integrity
Facilities	Catering, cleaning, FOH, print room, records, security, switchboard
Finance	AP, AR, GL, bill drafting, expenses, reporting, reconciliations
HR	Payroll administration, benefits administration
IT	Application development & testing, data centre services
KM	Legal library research, legal developments tracking, content management
Marketing/ BD	Business research, pitchbook production, events administration, CRM
Secretarial	Word processing, digital dictation, document formatting

c) Sources

With a survey of this nature the sources of data have been broad and numerous and OMC would like to acknowledge all bodies that have provided data, both directly and from public domain sources.

Addleshaw Goddard LLP website, 2011, Allen & Overy LLP website, 2011, Amadeus.net, 2011 , BPeSA / Western Cape, South Africa, 2011, Cushman & Wakefield, 2011, GVA Grimley, 2010/11, GS Global top 100 law schools, 2011, Hays Recruitment, salary surveys, 2011, Herbert Smith LLP website, 2011, Integrated Bar of the Philippines, 2010, Invest Northern Ireland, 2011, IDA Ireland, 2011, Job Street, Singapore. 2011 Knight Frank, 2011, Law Society of Scotland, 2011, Legal Week, 2011, Jones Lang LaSalle, 2011, OMC proprietary data, 2009-2011, Scottish Development International, 2011 , Search Recruitment, 2011, South African Law Society, 2011, The Law Society, 2010, The Lawyer, 2011, Xe.com, 2011

d) About OMC Partners LLP

OMC Partners is a legal sector management consultancy that works with law firms and in-house legal departments. We help develop efficient operating models to improve margin and reduce costs, including the use of alternative sourcing models.

If you have any questions relating to the content of this report, please contact David Ellis, Partner: david.ellis@omc-partners.com ; T: +44 (0) 7912 653013