

BARETZ+BRUNELLE  
*NewLaw*

# HOME COURT

*Advantage*

*The Am Law 100's Move into  
Alternative Legal Services*

OCTOBER 2020

## DYNASTIES PROTECT THEIR *own turf.*

Ask the Boston Celtics. Bill Russell served as the centerpiece of the franchise’s dominant run in the 1950s and 1960s. During that time, the Celtics competed in four different championship series that went to a game 7 played on their home court, the Boston Garden. Each time, the Celtics won. Over Russell’s career with the Celtics, he played in a total of eight playoff series that went to a game 7 at the storied Garden. Boston won all of them.

Dynasties protect their own turf, and not just in sports. The phenomenon is readily apparent in politics, royalty and business.

Now, it seems, it’s happening in law. There is no more dynastic force in that arena than the modern law firm, which for centuries has been the prevailing model through which legal services are rendered. But lately, a new crop of competitors has started playing on law firms’ turf. These competitors use technology, alternative staffing models, and a focus on process to accomplish tasks more efficiently than law firms. They are known as “alternative legal services providers,” and they are racking up wins. Recent numbers show that revenue for ALSPs grew from \$8.4 billion in 2015 to \$10.7 billion in 2017,<sup>1</sup> and that 71% of corporate legal departments now use so-called ALSPs.<sup>2</sup>

The invasion of ALSPs into territory long dominated by law firms has become a major storyline in the business and legal press. Rightly so. We’re at the start of an important contest between legal dynasties and upstarts – one that is still far away from its game seven.

**And yet, the largest law firms in the United States (and the world) are already taking steps to protect their home court advantage – to a much greater degree than the market realizes.** In this report, Baretz+Brunelle presents the first comprehensive analysis of the depth and breadth of this business activity. Our original research found that 35 law firms within the Am Law 100 (and 48 of the 123 firms that appear in the Am Law 100 and/or the Global 100) have developed their own, in-house ALSPs, which many are calling “captive ALSPs.” Through these entities, the largest law firms are positioning themselves to regain control over a growing portion of the legal services market.

### LAW FIRMS OPERATING CAPTIVE ALSPs

35



of Am Law 100



13

of Global 100  
(excluding Am Law 100)



48

of 123 firms in either  
Am Law 100 or Global 100

This report:

- Serves as the first comprehensive analysis of captive ALSPs in the Am Law 100 and Global 100.
- Defines ALSPs, a term that has been used inconsistently.
- Details the various services that captive ALSPs are providing to the market.
- Charts the history of captive ALSPs, demonstrating that they are mostly a recent development.
- Discusses the branding strategies and organizational structures used with captive ALSPs.

Much like a sports dynasty, each captive ALSP is unique – a product of its own culture, its particular strengths, and its degree of innovation. But at least one generalization can be made about captive ALSPs at the largest law firms. However quietly, they are suiting up to play.

And this game, we know, *is on their home court.*

# Defining ALSPs

Before we discuss captive ALSPs in any depth, we have to clarify what they are. The term “alternative legal service provider,” much like “alternative music,” is commonly used but lacking a universal definition. Until now at least. We felt it important to provide one here, given how new the term is, and how inconsistently it is used despite its prevalence.

In determining which firms operate captive ALSPs, we used a two-step test. First, we required that the entity use human legal professionals to perform client work. While the work of captive ALSPs is often aided by technology, we excluded from our definition purely technology-based offerings like self-service legal products, as well as other innovations falling under the broader umbrella of “NewLaw” (see sidebar).

Second, we performed a multi-factor test. Although we did not consider any of the following features dispositive, each made it more likely that we considered an entity a captive ALSP:

## CAPTIVE ALSP FACTORS



**Use of technology:**  
Relying heavily on technology to perform their operations.



**Process orientation:**  
Optimizing repeated tasks through a focus on process improvement.



**Use of analytics:**  
Informing their work with data analytics.



**Alternative staffing:**  
Having human work performed by non-lawyers, or lawyers that are not on a partnership track.



**Separate operations:**  
Performing work in a separate service center outside the law firm.



**Separate P&L:**  
Maintaining and reporting separate budget and financial results, whether as a practice group within the firm or separate entity.



**Separate leadership:**  
Having identified leaders independent of the law firm or practice group in which it operates.



**Use of alternative fee arrangements:** Using flat rates or other pricing models outside the billable hour.

## ALSPs ARE BUT ONE SUBSET OF “NEWLAW”

“NewLaw” is another recently coined term without an accepted definition. It’s one that Baretz+Brunelle has embraced, as evidenced by the launch of our NewLaw practice. Like others, we use the term to describe any nontraditional method of pricing or providing legal services – including alternative billing arrangements, virtual law firm models, legal process offshoring, and AI-driven contract management. As we see it, NewLaw encompasses a broad group of entities and innovations of which ALSPs are just a subset.

Take Wilson Sonsini’s subsidiary SixFifty, which builds software that helps individuals and businesses navigate challenging legal issues (GDPR compliance, returning employees to work in the pandemic, etc.) without incurring the cost of a Wilson Sonsini lawyer.

SixFifty, while providing enormous value to its users, does not meet our definition of an ALSP, as it does not use humans to execute client work. That said, SixFifty is a disruptive organization that comfortably falls under the NewLaw banner.

# WHAT DO CAPTIVE ALSPs *do?*

You may think of the prototypical captive ALSP as one that provides e-discovery services—and we may have thought that too. Our research revealed, however, at least two surprising facts about captive ALSPs at the largest firms. First, a sizable majority offer services other than e-discovery. Second, there is a great diversity in the maturity levels of the ALSPs we researched.

While our research upends much conventional wisdom about captive ALSPs, it did not disprove the common belief that e-discovery acts as a foundational service for many captive ALSPs, which then build on that capability as they go. In the United States, more than 90% of the ALSPs in our study offer e-discovery services.

## SERVICES OFFERED BY CAPTIVE ALSPs

AM LAW 100

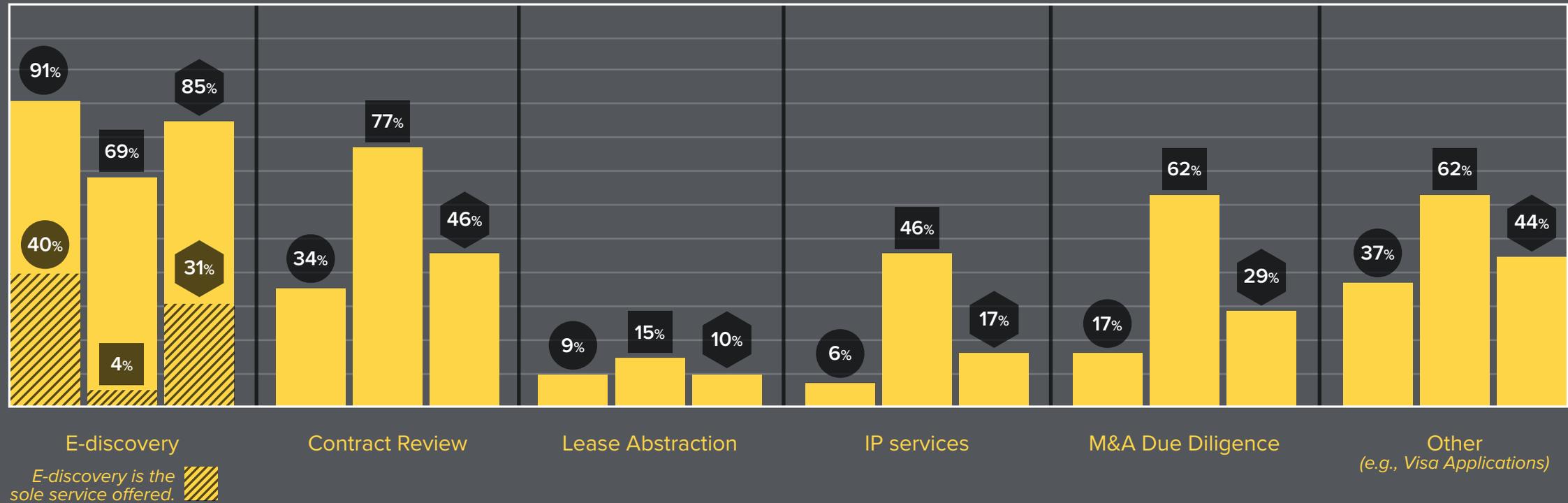
%

GLOBAL 100 (EXCLUDING AM LAW 100)

%

COMBINED

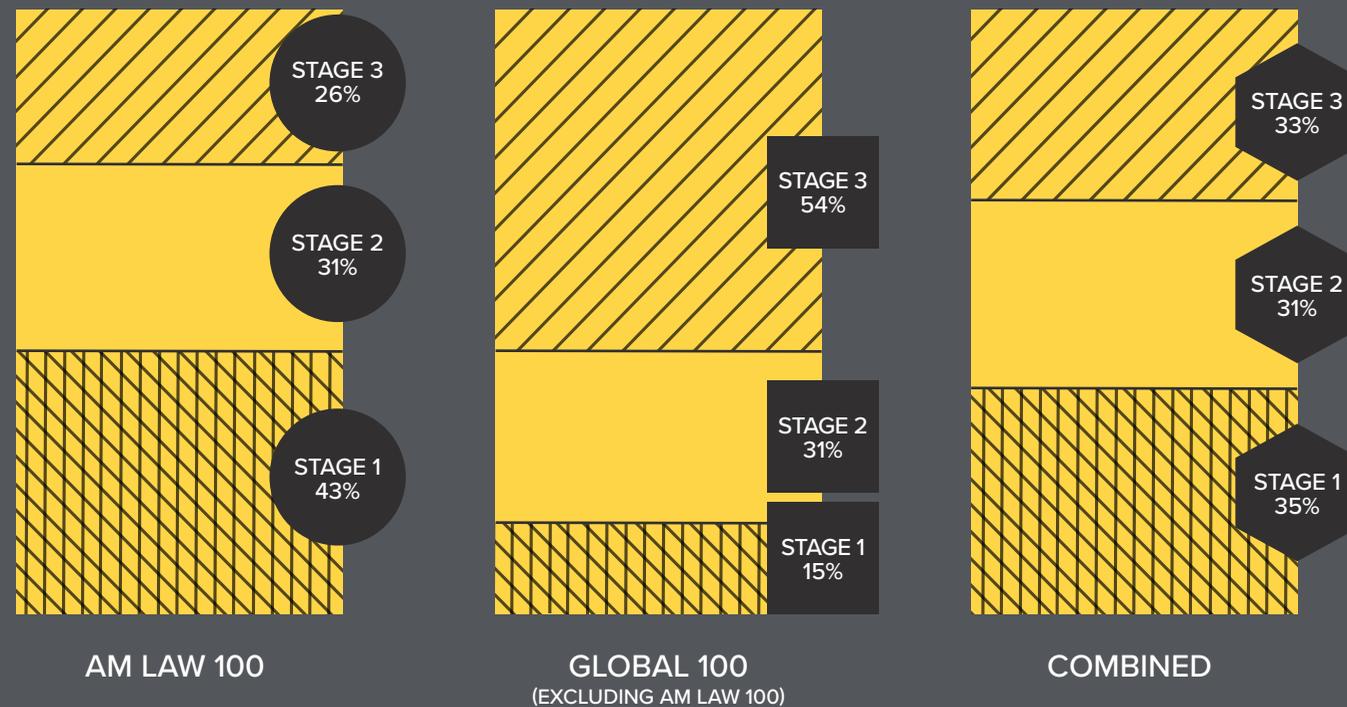
%



Impressively, 60% of Am Law 100 firms that offer e-discovery also offer additional services. That figure is an even-more-impressive 96% for the Global 100. But the binary distinction between ALSPs that offer “only e-discovery” and “more than e-discovery” is only so instructive. It fails to capture the full spectrum of sophistication exhibited by various ALSPs. Based on our research, Baretz+Brunelle has defined three distinct stages of development and classified each of the 48 captive ALSPs into them.

Captive ALSPs in Stage 1 offer only a single service, usually e-discovery. Stage 2 captives have two distinct service offerings and Stage 3 captives offer three or more.

## CAPTIVE ALSP MATURITY



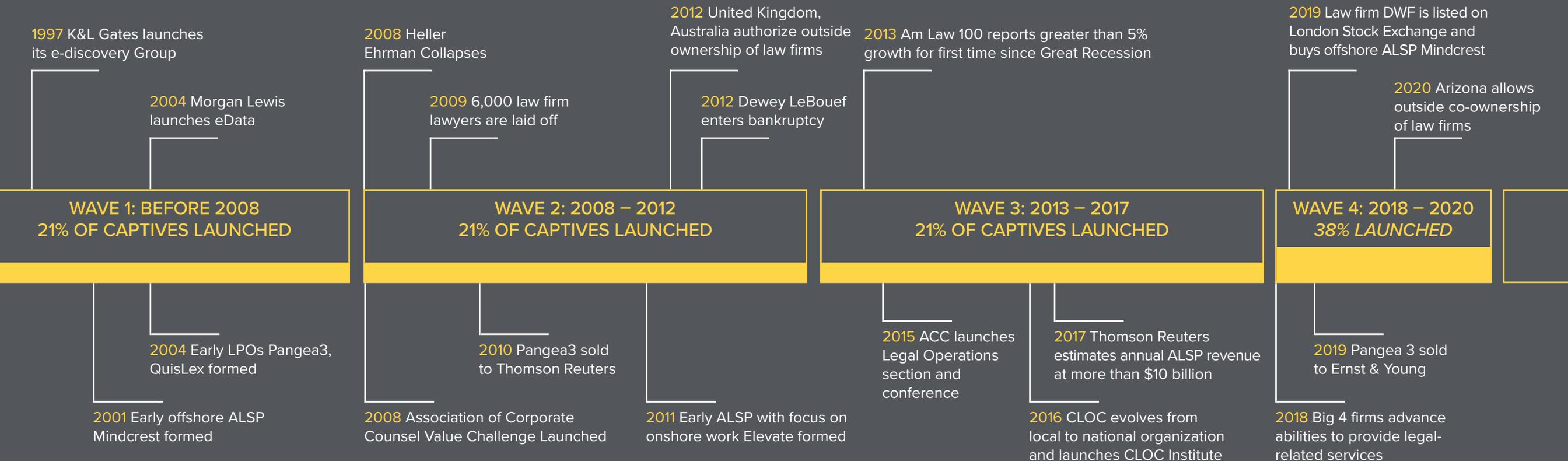
## ARE INTERNATIONAL FIRMS LEAVING THE AM LAW 100 BEHIND?

The data suggests that the captive ALSPs of international firms are evolving more quickly than their peers at Am Law 100 firms. Only 8% of non-U.S. Global 100 firms’ captive ALSPs offer only e-discovery, as compared to 37% of Am 100 captive ALSPs. Perhaps more telling, for three of the more advanced service offerings—contract review, IP services, and M&A due diligence—more than twice the percentage of captive ALSPs at Global 100 perform them than at Am Law 100 firms.

# The History OF CAPTIVE ALSPs

The Great Recession created seismic change in the legal industry. It marked the first time that many law firms faced true pricing pressure, and the last time that many general counsel had unquestioned latitude to use the law firms of their choice. Because these major changes were wrought by the Great Recession, many assume that law firms began developing captive ALSPs at that same moment in time. But as our research clarifies, that's not the case.

To be clear, captive ALSPs are indeed a response to the pricing pressure corporate clients have exerted and the purchasing discipline they have exercised, starting with the Great Recession. But it is a belated response. As the timeline indicates, the formation of captive ALSPs did not accelerate until after other lagging indicators of the Great Recession—mass layoffs, formal cost-containment initiatives by corporate legal departments, and the rise of ALSPs among them.

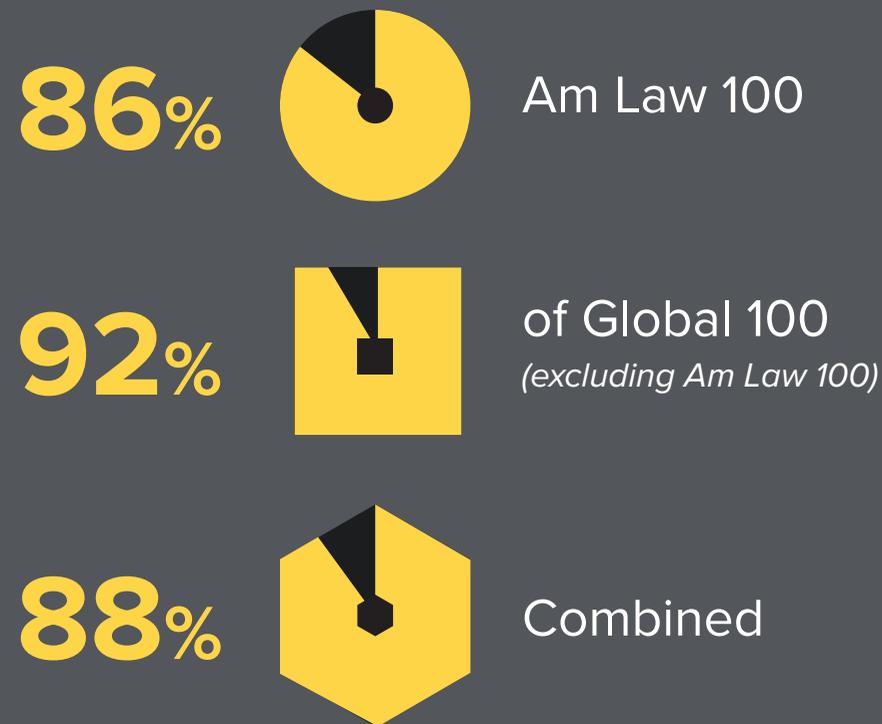


# Branding CAPTIVE ALSPs

We expect that many readers of this report will be surprised to learn that more than a third of the Am Law 100 and 48 of the 123 firms on the Am Law 100 or Global 100 operate a captive ALSP. Generally speaking, these entities are not well known – if they are known at all – outside the walls of the law firm that runs them.

This makes our findings on the branding of captive ALSPs all the more surprising. Our research reveals that the vast majority of firms with captive ALSPs have made some effort to brand them.

## BRANDED ALSP



## CAPTIVE ALSPS WITH DISTINCT BRANDS

Some firms have created a distinct and separate brand for their captive ALSPs to both foster internal adoption and to inform their clients and the marketplace about their commitment to serving them in a new and efficient way. A few examples of these firms and their brands are below.

ReedSmith

gravitystack  
Delivering Collective Intelligence in Law

Pinsent Masons

VARIO

NELSON MULLINS

ENCOMPASS

faegre drinker

Tritura

# ALSPs AND *Organizational Structure*

In addition to their branding decisions, law firms also have to decide how to structure their captive ALSPs. Specifically, they have to decide whether to establish them as an entity separate from the firm, or to operate them as business units within the firm. And in fact, a very small percentage of captive ALSPs – only 9% of those operated by the Am Law 100 – have been made into a separate entity.

The numbers reveal a stark contrast between law firms' branding strategies (where they are eager to imply a distinct identity for their captive ALSPs) and their organizational choices (where, in reality, they mostly choose to keep captive ALSPs close at their side). That apparent contradiction might be explained by the fact that law firms' branding efforts have been directed at internal audiences. In order to be successful, after all, captive ALSPs first must be sold to the partners that use them. Regardless, the choices that firms make on the separate-but-related issues of branding and organizational structure are critical to the success or failure of captive ALSPs.

## CAPTIVE ALSP ORGANIZED AS SEPARATE ENTITY

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**9%**

Am Law 100



**15%**

of Global 100  
*(excluding Am Law 100)*



**10%**

Combined

## Conclusion

As the timeline shows, the largest law firms are just starting down the path of running captive ALSPs, and only in the last few years have they begun to operate them in earnest. If managed correctly, captive ALSPs should continue to experience great success, delivering efficiencies that clients have come to expect, thanks to the ALSPs whose business law firms are beginning to claw back.

For now, it's enough that they have entered the playing field. It's their home court, after all, *and they have the advantage.*

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<sup>1</sup> Alternative Legal Services Providers 2019: Fast Growth, Expanding Use and Increasing Opportunity

<sup>2</sup> 2019 Blickstein Group Law Department Operations Survey

<sup>3</sup> If a firm did not complete a profile, the information was pulled from public sources including the firms' own websites and external communications, and cross checked to provide the most recent information publicly available. Key personnel from all firms listed in this report were given the opportunity to review the information that has been provided in their profile. The sources used are as follows: Law.com, LinkedIn, Thomson Reuters and FT.com.

## METHODOLOGY

The information in this report was gathered by using a three-pronged approach:

- 1) Online polling of law firm professionals in innovation, e-discovery, communications and leadership/C-level roles.
- 2) Drawing from the public external communications of each firm.<sup>3</sup>
- 3) Conducting individual firm interviews when necessary.

Our objective was to identify each Am Law 100 and Global 100 firm that has a captive ALSP. In order to be classified as an ALSP, the entity must use human legal professionals to perform client work, often aided by process and technology. From there, we looked at a number of factors to indicate whether the function is, in fact, a captive ALSP. (See page 3.) Simply put, all ALSPs rely on technology and innovation to alter business practices to deliver legal services and increase efficiency.

From there, we classified each by launch date, offerings, whether they have dedicated facilities, whether they have a distinct brand, and entity type.

CAPTIVE ALSP

*Profiles*

## IN THE FOLLOWING PAGES,

we have included a firm-by-firm breakdown of our findings. These firm profiles only describe the offerings that fit the definition of a true captive ALSP. These profiles do not include broader “NewLaw” delivery models or other innovation undertakings. In fact, many of the firms referenced in these profiles have both NewLaw offerings and products in addition to their captive ALSPs.

Please note that a few firms with captive ALSPs have requested to not have their profiles published, but their data is included in our analysis. Conversely, a few firms with captive ALSPs were not included in our analysis because they are not in the Am Law 100 or Global 100, but have their profiles included in this section.

While most of our categories are self-explanatory, a few require some description:

### OFFERINGS

Our online survey asked firms to identify to what extent their captive ALSPs offered services in the following areas:

- E-discovery Tech Services
- E-discovery Document Review
- Contract Review/Remediation
- Lease Abstraction
- IP Services (e.g., Patent Renewals)
- M&A Due Diligence
- Other

Our additional research identified firms with captive ALSP offerings in the same categories.

### ENTITY TYPE

We classified each captive ALSP as one of three entity types:

- **Affiliated Entity:** Wholly owned captive legal services units that are an established affiliate with a separate management function and P&L.
- **Internal ALSP:** An interdisciplinary practice and/or department within a law firm fitting the definition of an ALSP as listed above, but without a separate corporate or management function.
- **Private Label:** Provide the same services as above but with delivery via a relationship with a partner—typically a managed service provider—via contract for all or part of the function. These firms do not themselves provide hosting services or own technology platform in most cases.

## TABLE OF CONTENTS

Akerman LLP .....	<u>13</u>	Kilpatrick Townsend & Stockton LLP .....	<u>36</u>
Allen & Overy .....	<u>14</u>	King & Spalding LLP .....	<u>37</u>
Alston & Bird .....	<u>15</u>	Kramer Levin Naftalis & Frankel LLP .....	<u>38</u>
Ashurst .....	<u>16</u>	Lewis Brisbois Bisgaard & Smith LLP .....	<u>39</u>
Baker Botts LLP .....	<u>17</u>	McCarthy Tetrault LLP .....	<u>40</u>
Baker Hostetler .....	<u>18</u>	McGuireWoods LLP .....	<u>41</u>
Baker McKenzie .....	<u>19</u>	Morgan Lewis .....	<u>42</u>
Barnes & Thornburg LLP .....	<u>20</u>	Nelson Mullins Riley & Scarborough .....	<u>43</u>
Bird & Bird .....	<u>21</u>	Nixon Peabody LLP .....	<u>44</u>
Blake, Cassels & Graydon LLP .....	<u>22</u>	Ogletree .....	<u>45</u>
Bryan Cave Leighton Paisner .....	<u>23</u>	O'Melveny & Myers LLP .....	<u>46</u>
Clyde & Co LLP .....	<u>24</u>	Orrick .....	<u>47</u>
Cooley LLP .....	<u>25</u>	Osler, Hoskin & Harcourt LLP .....	<u>48</u>
Covington & Burling LLP .....	<u>26</u>	Paul Hastings LLP .....	<u>49</u>
Crowell & Moring LLP .....	<u>27</u>	Pillsbury Winthrop Shaw Pittman LLP .....	<u>50</u>
Davis Wright Tremaine LLP .....	<u>28</u>	Pinsent Masons .....	<u>51</u>
Dentons .....	<u>29</u>	Polsinelli PC .....	<u>52</u>
Freshfields Bruckhaus Deringer LLP .....	<u>30</u>	Reed Smith LLP .....	<u>53</u>
Herbert Smith Freehills LLP .....	<u>31</u>	Troutman Pepper LLP .....	<u>54</u>
Holland & Knight LLC .....	<u>32</u>	WilmerHale .....	<u>55</u>
Hunton Andrews Kurth .....	<u>33</u>	Winston & Strawn LLP .....	<u>56</u>
Husch Blackwell .....	<u>34</u>	Womble Bond Dickinson .....	<u>57</u>
K&L Gates LLP .....	<u>35</u>	Wood Smith .....	<u>58</u>

**THE FIRM**

**Number of Attorneys:**  
729

**Am Law 2020 Ranking:**  
88

**Global 2020 Ranking:**  
112

**Year Founded:**  
1920

**Headquarters:**  
Miami, FL

**Offices:**  
24 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Akerman eDiscovery Services  
**Year Founded:** 2019

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

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**IN THEIR OWN WORDS**

In today’s electronic marketplace, virtually all information is created in digital form — a fact that has forever changed pre-trial discovery. Continual advances in hardware, software, and the ubiquity of social media and mobile devices have created a dizzying array of data types at rates and in volumes that grow exponentially each day. At the same time, e-discovery tools such as advanced data processing software, predictive coding, artificial intelligence, and other technologies allow skilled operators to manage the ever-growing volume of structured and unstructured data in ways that keep costs in check while satisfying legal obligations.

Akerman e-discovery Services professionals dedicate their entire practice to this discipline and come armed with hands-on legal, business, information technology, and litigation support experience. This combination of focused legal, business, and IT experience allows our team to provide insightful, innovative, and cost-effective e-discovery and information governance solutions. Akerman e-discovery Services has the hands-on experience and knowledge to understand and appreciate the competing business needs and legal risks of creating, maintaining, and using digital information — the lifeblood of all modern organizations.

Akerman’s dedicated e-discovery services team which is comprised of lawyers, technologists and project managers, has the skill, experience, and cutting-edge knowledge needed to assist clients with pending or threatened litigation, third-party subpoenas, governmental requests, and internal investigations. Our team helps clients realize the benefits, and manage the burdens, of the vast trove of digital information created every day. We guide clients through all aspects of the e-discovery lifecycle — from preservation through production and defensible deletion — helping them avoid costly missteps by devising and implementing sound end-to-end discovery plans.

**What We Do**

- Employ early case assessment tools
- Advise on litigation readiness processes and procedures
- Provide full-spectrum ESI consulting
- Oversee and manage data preservation, collection, processing, review, and production
- Advocate for reduced scope of discovery
- Litigate E-discovery disputes
- Negotiate favorable ESI protocols
- Provide below-market rates for data collection, processing, hosting, review, and production
- Leverage advanced technologies like predictive coding, email threading, near-duplicate detection, and Technology Assisted Review to control costs
- Shape litigation and discovery strategies

**THE FIRM**

**Number of Attorneys:**  
1,571

**Global 2020 Ranking:**  
12

**Year Founded:**  
1930

**Headquarters:**  
London, UK

**Offices:**  
24 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Advanced Delivery & Solutions  
**Year Founded:** 2012

**Offerings:** E-discovery Document Review  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*Belfast, London, Sydney, Singapore, Hong Kong, Dubai, New York*

**IN THEIR OWN WORDS**

For our clients, we combine the reassurance of a global elite law firm with the innovation they might expect from an alternative provider. Our close integration with A&O's legal teams helps our clients mitigate the risk and hassle of working with multiple providers.

**KEY PERSONNEL**

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**THE FIRM**

**Number of Attorneys:**  
796

**Am Law 2020 Ranking:**  
51

**Global 2020 Ranking:**  
61

**Year Founded:**  
1893

**Headquarters:**  
Atlanta, GA

**Offices:**  
11 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Alston & Bird Special Resources (ABSR)  
**Year Founded:** 2020

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Jennifer Yang**  
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**THE FIRM**

**Number of Attorneys:**  
1,415

**Global 2020 Ranking:**  
63

**Year Founded:**  
1822

**Headquarters:**  
London, UK

**Offices:**  
27 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Ashurst Advance  
**Year Founded:** 2016

**Offerings:** E-discovery Document Review  
Contract Review/Remediation  
Lease Abstraction  
M&A Due Diligence

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

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206.370.7882

**THE FIRM**

**Number of Attorneys:**  
734

**Am Law 2020 Ranking:**  
58

**Global 2020 Ranking:**  
71

**Year Founded:**  
1840

**Headquarters:**  
Houston, TX

**Offices:**  
13 offices worldwide

**CAPTIVE ALSP**

**Type:** Private Label  
**Name/Brand:** Disputes Technology & Services Practice Group

**Year Founded:** 2018

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

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**IN THEIR OWN WORDS**

The Disputes Technology & Services (DTS) Practice Group was created in January 2018 with the vision of forming a new service delivery model to provide Firm lawyers handling litigation and investigatory matters an organized, modern, and easy-to-access set of resources to support clients during the entire litigation life cycle. The goal is to deploy resources, including DTS Group professionals, litigation related services and innovative technologies, in a consistent, organized and cost-effective manner that adds value to our litigation teams and client engagements. The DTS Group has aligned litigation professionals (e-discovery counsel, paralegals, trial graphic designers, staff lawyers, and document review lawyers) around the country into a cohesive and geographically agnostic team to better leverage the members’ expertise and to more rapidly and effectively deploy resources to meet demand. The DTS Group is called upon daily to provide creative and cost-effective staffing solutions for cases and projects of all sizes and complexity.

In January 2019, the DTS Group launched its e-discovery service, in partnership with a leading third-party provider, with the objective of providing best-in-class e-discovery technology and services to our clients at competitive prices. Supported by its internal e-discovery team of professionals -- including e-discovery counsel, project managers and data analysts -- the DTS e-discovery service has grown rapidly. The e-discovery service has also expanded to provide external contract review lawyer staffing and managed review services. The DTS Group’s e-discovery offerings have driven down client costs and simplified the e-discovery process.

The DTS Group has also created efficiencies throughout the litigation lifecycle by deployment of technologies that target the challenges faced by our litigation teams and clients. For example, depending on the demands of each case, our lawyers can turn to the DTS Group to (a) leverage litigation analytics to help assess opposing parties, judges and jurisdictions from the outset of a case and drive earlier decisions regarding case strategies; (b) set up collaboration sites to communicate and work with clients; (c) use the latest technologies to collect electronic evidence remotely; (d) use AI tools to focus quickly on the most relevant evidence in the case and drastically reduce the volume of documents that must be reviewed in the discovery process; (e) deploy remote deposition technology to save travel costs and related expenses; and (f) conduct paperless depositions using electronic exhibit software.

**THE FIRM**

**Number of Attorneys:**  
890

**Am Law 2020 Ranking:**  
59

**Global 2020 Ranking:**  
73

**Year Founded:**  
1916

**Headquarters:**  
Cleveland, OH

**Offices:**  
16 offices across the US

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** : IncuBaker under Digital Asset and Data Management Team

**Year Founded:** 2018

**Offerings:** Contract Review/Remediation  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

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**IN THEIR OWN WORDS**

BakerHostetler’s industry-leading IncuBaker team is dedicated to helping lawyers navigate the intersection of digital business, emerging technology and the law. The team assesses a wide range of cutting-edge technologies and collaborates across the firm and with clients in the selection and implementation of solutions that improve efficiency, mitigate risk, and enhance the legal services they provide. IncuBaker is unique in its rigorous approach to research, development, and staffing of a dedicated team of legal professionals alongside technologists to evaluate technology available to corporate legal departments and the legal industry. Notable services include: Contract Automation and Analytics: Solutions to automate agreements and leverage advanced technology to extract data for analysis. Software Selection and Implementation: Complete market analysis, business case development, and project management to implement solutions. Data Management and Custom Workflows: Services vary from privacy management solutions to litigation analytics to support compliance and legal services. Insight Reports: Research that disentangles the explosion of legal technology to reveal meaningful insights. Emerging Tech Workshops: Practical advice on how to mitigate risk, add business value and avoid pitfalls in the rapidly evolving legal landscape.

**THE FIRM**

**Number of Attorneys:**  
4,809

**Am Law 2020 Ranking:**  
4

**Global 2020 Ranking:**  
4

**Year Founded:**  
1949

**Headquarters:**  
Chicago, IL

**Offices:**  
76 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** : no brand name  
**Year Founded:** 2015

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
IP Services  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*Belfast, Manila, Tampa*

**KEY PERSONNEL**

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**IN THEIR OWN WORDS**

Our Belfast Center tackles high-volume, large-scale projects including e-discovery, document review, M&A due diligence and legal research to enable our Firm to provide routine legal services to clients quickly and cost effectively. We review and summarize hundreds of contracts for M&A due diligence and thousands of documents in regulatory investigations on tight deadlines while maintaining the highest levels of quality and confidentiality. The quality of our work is reflected in the recognition we have received from publications such as FT Innovative Lawyers, which commended our multijurisdictional legal research unit for its approach to strategic resourcing.

Rather than outsource this work, our Belfast Center has reshaped the way we serve clients across the globe and reaffirms our commitment to meeting our clients' evolving needs.

### THE FIRM

**Number of Attorneys:**  
581

**Am Law 2020 Ranking:**  
83

**Global 2020 Ranking:**  
107

**Year Founded:**  
1982

**Headquarters:**  
Indianapolis, IN

**Offices:**  
18 offices across the US

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** : CaseHub  
**Year Founded:** 2018

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
Other

#### Offices:

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

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317.231.7452

**THE FIRM**

**Number of Attorneys:**  
1,180

**Global 2020 Ranking:**  
100

**Year Founded:**  
1846

**Headquarters:**  
London, UK

**Offices:**  
28 offices worldwide

**CAPTIVE ALSP**

**Type:** Affiliated Entity  
**Name/Brand:** OXYGY  
**Year Founded:** 2004

**Offerings:** Contract Management  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*Hamburg, Paris,  
New Jersey,  
Tokyo, Warsaw*

**KEY PERSONNEL**

**Edoardo Monopoli**  
*Chief Executive, OXYGY*  
edoardo.monopoli@oxygyconsulting.com  
+44 (0)20 047 3017 6923

**Kathryn Pearson**  
*Head of Knowledge & Client Service Solutions*  
kathryn.pearson@twobirds.com  
+44 (0)20 7415 6000

**THE FIRM**

**Number of Attorneys:**  
618

**Global 2020 Ranking:**  
89

**Year Founded:**  
1856

**Headquarters:**  
Toronto, Canada

**Offices:**  
6 offices across North America and London

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** inSource  
**Year Founded:** 2014

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Anne Glover**  
*Partner, Practice Group Leader of the Blakes inSource team*  
anne.glover@blakes.com  
416.863.3266

**THE FIRM**

**Number of Attorneys:**  
1,399

**Am Law 2020 Ranking:**  
48

**Global 2020 Ranking:**  
57

**Year Founded:**  
1873

**Headquarters:**  
St. Louis, MO

**Offices:**  
33 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** BCLP Cubed

**Year Founded:** 2005

**Offerings:** Contract Review/Remediation  
Lease Abstraction  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



Manchester, UK

**KEY PERSONNEL**

**Kathryn DeBord**  
Global Chief Innovation Officer  
katie.debord@bcplaw.com  
303.866.0337

**IN THEIR OWN WORDS**

BCLP Cubed ties together legal operations support, volume legal services, and complex advisory support through process engineering and technology enablement. It recognizes that managed services for high volumes of work have elements of complex advisory work, and that integrating complex advisors into our managed services for our clients is the best way to give our clients a one stop shop. BCLP Cubed is currently focused on designing solutions for clients to handle contract and lease review and negotiation, data subject access requests, financial services (LIBOR) remediation and repapering, and high volume/portfolio litigation.

**THE FIRM**

**Number of Attorneys:**  
1,720

**Global 2020 Ranking:**  
64

**Year Founded:**  
1933

**Headquarters:**  
London, UK

**Offices:**  
49 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Clyde Code  
**Year Founded:** 2017

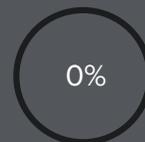
**Offerings:** Contract Review/Remediation  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Lee Bacon**  
*Partner, Co-Founder, Clyde Code*  
lee.bacon@clydeco.com  
44 (0) 20 7876 4410

**Nigel Brook**  
*Partner, Co-Founder, Clyde Code*  
nigel.brook@clydeco.com  
44 (0) 20 7876 4414

**THE FIRM**

**Number of Attorneys:**  
1,009

**Am Law 2020 Ranking:**  
23

**Global 2020 Ranking:**  
29

**Year Founded:**  
1920

**Headquarters:**  
Palo Alto, CA

**Offices:**  
15 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Cooley Plus  
**Year Founded:** Unknown

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Monet Fauntleroy**  
*Director of Legal Service Delivery*  
mfauntleroy@cooley.com  
415.693.2000

**THE FIRM**

**Number of Attorneys:**  
1,112

**Am Law 2020 Ranking:**  
28

**Global 2020 Ranking:**  
36

**Year Founded:**  
1919

**Headquarters:**  
Washington, D.C.

**Offices:**  
12 offices worldwide

**CAPTIVE ALSP**

**Type:** Private Label  
**Name/Brand:** Within E-Discovery and Information Management. No brand name.  
**Year Founded:** Unknown  
**Offerings:** E-discovery Tech Services  
 E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Edward H. Rippey**  
*Partner, Chair of the E-Discovery & Information Management Practice*  
 erippey@cov.com  
 202.662.5171

**THE FIRM**

**Number of Attorneys:**  
476

**Am Law 2020 Ranking:**  
89

**Global 2020 Ranking:**  
115

**Year Founded:**  
1979

**Headquarters:**  
Washington D.C.

**Offices:**  
7 offices throughout the US, Europe and Asia

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** E-Discovery & Information Management

**Year Founded:** Unknown

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Jeane Thomas**  
*Co-Chair of the E-Discovery & Information Management Group*  
jthomas@crowell.com  
202.624.2877

### THE FIRM

**Number of Attorneys:**  
527

**Am Law 2020 Ranking:**  
92

**Global 2020 Ranking:**  
128

**Year Founded:**  
1908

**Headquarters:**  
Seattle, Washington

**Offices:**  
7 offices across the US

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** De Novo  
**Year Founded:** 2013  
**Offerings:** Other

#### Offices:

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

**Dan Szabo**  
*Director of Technology Solutions*  
danszabo@dwt.com

**Gerald Glover**  
*Client Experience Manager*  
geraldglover@dwt.com

**Ginni Chen**  
*DWT Surge Program Manager*  
ginnichen@dwt.com

### IN THEIR OWN WORDS

DWT De Novo works with our lawyers and clients to deliver services more effectively and efficiently, and with greater business insight. The team combines technology, process improvement, alternative staffing, and data analysis and visualization to provide solutions to a wide range of client pain points. One of the first law firms to establish such a R&D arm, DWT has won numerous national awards for its creativity in understanding and addressing client needs.

**THE FIRM**

**Number of Attorneys:**  
9,795

**Global 2020 Ranking:**  
5

**Year Founded:**  
2013 from the merger SNR Denton (2010), Salans (1978), Fraser Milner Casgrain (1839)

**Headquarters:**  
Decentralized

**Offices:**  
169 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Dentons Data  
**Year Founded:** 2019

**Offerings:** Contract Review/Remediation  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Kirsten Thompson**  
*National Lead of the Transformative Technologies and Data Strategy Group*  
kirsten.thompson@dentons.com  
416.863.4362

### THE FIRM

**Number of Attorneys:**  
1,481

**Global 2020 Ranking:**  
16

**Year Founded:**  
1743

**Headquarters:**  
London, UK

**Offices:**  
28 offices worldwide

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** Legal Tech Specialists for Continental Europe, or Freshfields Hub CE

**Year Founded:** 2000

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
M&A Due Diligence

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

**Olivia Balson**  
*Global Center Director*  
olivia.balson@freshfields.com  
+44 75 35 50 6830

### THE FIRM

**Number of Attorneys:**  
2,093

**Global 2020 Ranking:**  
31

**Year Founded:**  
2012 with the merger of Herbert Smith (1882) and Freehills (1852)

**Headquarters:**  
London, UK

**Offices:**  
27 offices worldwide including New York, Hong Kong and Sydney

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** Alternative Legal Services (“ALT”)  
**Year Founded:** 2017

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
M&A Due Diligence

#### Offices:

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

**Libby Jackson**  
*Managing Partner, Alternative Legal Services*  
libby.jackson@hsf.com  
+44 20 7466 2799

**THE FIRM**

**Number of Attorneys:**  
1,212

**Am Law 2020 Ranking:**  
38

**Global 2020 Ranking:**  
47

**Year Founded:**  
1968

**Headquarters:**  
Miami, FL

**Offices:**  
26 offices worldwide

**CAPTIVE ALSP**

**Type:** Private Label  
**Name/Brand:** Legal Support Services or “LSS”  
**Year Founded:** 2019

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



Tampa, FL

**KEY PERSONNEL**

**Manfred Gabriel**  
*Senior Counsel, Director of Legal Support Services*  
Manfred.Gabriel@hkllaw.com  
212.513.3559

**IN THEIR OWN WORDS**

Our mission is to achieve client success by enhancing our representation with cutting-edge technology, analytics, automation, and an innovative labor and project management model.

**THE FIRM**

**Number of Attorneys:**  
861

**Am Law 2020 Ranking:**  
57

**Global 2020 Ranking:**  
70

**Year Founded:**  
1901

**Headquarters:**  
Richmond, VA

**Offices:**  
19 offices worldwide

**CAPTIVE ALSP**

**Type:** Affiliate Entity

**Name/Brand:** Cognicion LLC

**Year Founded:** 2016

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*Richmond, VA; Dallas, TX and Wilmington, DE*

**KEY PERSONNEL**

**Chris McDaniel**  
*President & CEO, Cognicion*  
CMcDaniel@cognicion.com

**THE FIRM**

**Number of Attorneys:**  
622

**Am Law 2020 Ranking:**  
100

**Global 2020 Ranking:**  
130

**Year Founded:**  
2008

**Headquarters:**  
Kansas City, MO  
and St. Louis, MO

**Offices:**  
18 offices  
across the US

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** ediscovery Solutions, LitTech Team  
**Year Founded:** Unknown

**Offerings:** E-discovery Tech Services

**Offices:**

Professionals in a  
“regular” firm office:



Professionals in a  
dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Tessa K. Jacob**  
*Partner*  
tessa.jacob@huschblackwell.com  
816.983.8233

**Megan A. Scheiderer**  
*Partner*  
megan.scheiderer@huschblackwell.com  
816.983.8295

**THE FIRM**

**Number of Attorneys:**  
1,691

**Am Law 2020 Ranking:**  
39

**Global 2020 Ranking:**  
48

**Year Founded:**  
1883

**Headquarters:**  
Pittsburgh, PA

**Offices:**  
42 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** e-Discovery Analysis and Technology Group

**Year Founded:** 1997

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Julie Anne Halter**  
*Partner, Practice Group Coordinator of e-discovery Analysis & Technology Practice Group, Chair of Firmwide IDEA Group*  
julianne.halter@klgates.com  
206.370.7882

**IN THEIR OWN WORDS**

Our e-discovery Analysis and Technology (“e-DAT”) Group is a practice group within K&L Gates that offers legal services in numerous areas, including Records Management Counseling, Litigation Readiness Counseling, Legal Review and Production, and serving as National and Special Electronic Discovery Counsel.

Dedicated to the efficient management, review, and production of records, in particular electronically stored information (ESI), e-DAT has provided these services as a separate practice group within the law firm for over 20 years, with many decades of additional experience in document review in major litigation prior to that. Our early focus on this practice area, combined with our highly tech-savvy client base, gave us an early introduction to the challenges of e-discovery. This early experience has allowed us to develop and refine time-tested business processes, advanced technology solutions, and a unique knowledge and experience base that we routinely draw on to deliver creative, efficient, and cost-effective solutions to our clients.

We are often retained by our clients to serve as their national e-discovery counsel in order to enhance consistency and efficiency, and reduce costs, in handling discovery. Our clients select their primary trial counsel based on a number of factors including litigation skills, subject matter expertise, excellent judgment and commitment to serve them in an efficient and cost-effective manner. We are selected as national or special e-discovery counsel for the same reasons. As part of a collaborative and winning team, clients’ trial counsel retains overall responsibility for case management and strategy, while relying on e-DAT for discovery advice, document review and processing, and other support.

A key differentiator for K&L Gates’ e-DAT Group in the legal service provider market is that we are lawyers providing the legal review of evidence relevant to clients’ critical legal matters. Our projects are supervised by law firm partners who are experienced in major commercial litigation and who now focus their practices on discovery issues, in particular, e-discovery. As seasoned trial lawyers, we understand that our clients’ success often depends on the ability to effectively synthesize sometimes massive quantities of documents, and electronically stored information in particular. We are confident that that no law firm or other organization has provided large scale attorney document review services using in-house state-of-the-art technology for as long as we have, reviews as much volume as we do, or performs such reviews as efficiently and cost-effectively.

Partners in our e-DAT group also work collaboratively with our clients and their trial counsel of choice (even if trial counsel happens to be a firm other than K&L Gates) to provide assistance in court conferences, written discovery, taking and defending depositions, preparation of motions and briefing, court arguments and at trial.

Our goal is to become a seamless and integral part of your overall legal team. “Partner” and “team” are not just words to us – they are our core philosophy for the delivery of high-quality legal services to our clients. We adapt our working relationship to your specific needs and requirements and our approach is embraced and appreciated by our clients.

### THE FIRM

**Number of Attorneys:**  
568

**Am Law 2020 Ranking:**  
78

**Global 2020 Ranking:**  
101

**Year Founded:**  
1860

**Headquarters:**  
Atlanta, GA

**Offices:**  
20 offices throughout the US, Europe and Asia

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** LitSmart E-Discovery  
**Year Founded:** 2017

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

#### Offices:

Professionals in a  
“regular” firm office:



Professionals in a  
dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

**Craig Cannon**  
*Team Leader, KT Litsmart/ Partner,  
Kilpatrick Townsend*  
CCannon@kilpatricktownsend.com  
336.607.7441

**THE FIRM**

**Number of Attorneys:**  
1,165

**Am Law 2020 Ranking:**  
21

**Global 2020 Ranking:**  
27

**Year Founded:**  
1885

**Headquarters:**  
Atlanta, GA

**Offices:**  
21 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** Within e-Discovery practice group.  
No brand name.

**Year Founded:** 2005

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Rose Jones**

*Partner, Director of e-Discovery Project Management and Client Services*  
rjones@kslaw.com  
404.215.5828

**THE FIRM**

**Number of Attorneys:**  
330

**Am Law 2020 Ranking:**  
95

**Global 2020 Ranking:**  
123

**Year Founded:**  
1968

**Headquarters:**  
New York, NY

**Offices:**  
3 offices including New York, Silicon Valley and Paris

**CAPTIVE ALSP**

**Type:** Private Label  
**Name/Brand:** Information Governance and E-Discovery

**Year Founded:** 2015

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Samantha V. Ettari**  
*Special Counsel, E-Discovery Counsel*  
settari@kramerlevin.com  
212.715.9395

**THE FIRM**

**Number of Attorneys:**  
1,528

**Am Law 2020 Ranking:**  
65

**Global 2020 Ranking:**  
80

**Year Founded:**  
1979

**Headquarters:**  
Los Angeles, CA

**Offices:**  
52 offices worldwide

**CAPTIVE ALSP**

**Type:** Private Label  
**Name/Brand:** Electronic Discovery, Information Management & Compliance  
**Year Founded:** 2012  
**Offerings:** E-discovery Tech Services

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Gordon Calhoun**  
*Partner – Chair Electronic Discovery, Information Governance & Compliance Practice*  
 Gordon.Calhoun@lewisbrisbois.com  
 213.680.5141

**IN THEIR OWN WORDS**

The firm’s approach is to train practice groups on the use of technology as an integral part of legal services, while using outside vendors for data collection and ingestion. Our experience is that well trained attorneys provide important value because their experience and legal knowledge can be used to focus resources most efficiently.

**THE FIRM**

**Number of Attorneys:**  
655

**Global 2020 Ranking:**  
96

**Year Founded:**  
1855

**Headquarters:**  
Toronto, Canada

**Offices:**  
6 offices across Canada, New York and London

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** MT>3  
**Year Founded:** 2007, acquired by the firm in 2017

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
M&A Due Diligence

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Susan Wortzman**  
*Partner, Founder*  
swortzman@mt3.ca  
416.642.9025

**THE FIRM**

**Number of Attorneys:**  
989

**Am Law 2020 Ranking:**  
50

**Global 2020 Ranking:**  
59

**Year Founded:**  
1834

**Headquarters:**  
Richmond, VA

**Offices:**  
20 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Discovery Counsel Services  
**Year Founded:** Unknown  
**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Jill Crawley Griset**  
*Partner/Co-Director, Discovery Counsel Services Group*  
jgriset@mcguirewoods.com  
704 343 2193

**THE FIRM**

**Number of Attorneys:**  
2,063

**Am Law 2020 Ranking:**  
7

**Global 2020 Ranking:**  
9

**Year Founded:**  
1873

**Headquarters:**  
Philadelphia, PA

**Offices:**  
30 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** eData

**Year Founded:** 2004

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Tess Blair**

*Partner, Founder of eData*  
tess.blair@morganlewis.com  
215.963.5161

**IN THEIR OWN WORDS**

Unlike traditional practices, our eData team is a hybrid of lawyers, technologists, engineers, data scientists, and process designers that work collaboratively and creatively to harness the power of data to serve our clients. At the same time, we remain practicing lawyers and our clients’ trusted advisors, with the know-how to guide our clients’ litigation and business strategies and the experience to execute that strategy.

We deliver complete solutions – people, process and technology – designed and executed to meet our clients’ legal and business challenges, leveraging our experience and resources to delivery unique value:

- A full service captive vendor in a globallaw firm.
- A Chambers ranked Practice Group. is ranked Band 2 Nationwide in Chambers US
- Alternative pricing.
- A practice driven by Lean Six Sigma practitioners and methods.
- A broad portfolio of tech platforms and the lawyers to select the right technology for the challenge and technologists who know how to engineer and deliver it.
- A mature vigilance process focused on quality assurance.

Our know-how, technology, efficiency and fee structure means we often deliver great results at lower cost than even the “low-cost” providers.

We stand ready to deliver the world-class discovery services and information governance that are among our core competencies. But we also work with clients to define their challenges and redesign the way their legal services are delivered to solve them. By combining our people, process, technology, with our client’s data, we build systems and solutions – from simple automations to complex analytics - that deliver the specific solutions our clients need.

**THE FIRM**

**Number of Attorneys:**  
740

**Am Law 2020 Ranking:**  
68

**Global 2020 Ranking:**  
85

**Year Founded:**  
1897

**Headquarters:**  
Columbia, SC

**Offices:**  
24 offices across the US

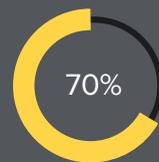
**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Encompass  
**Year Founded:** 2009

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



Nashville, Charlotte, Atlanta, Winston

**KEY PERSONNEL**

**Chelsey Stromsness**  
*Of Counsel, Head of Client Relations for Encompass*  
chelsey.stromsness@nelsonmullins.com  
615.664.5328

**IN THEIR OWN WORDS**

Nelson Mullins Encompass is a division of Nelson Mullins Riley & Scarborough LLP that provides discovery counsel and advocacy, managed review, and legal technology services. Nelson Mullins Encompass is unique in the industry in that we are, first and foremost, a law firm. We represent, counsel, and advocate for our clients in ways that traditional e-discovery vendors cannot. Unlike other law firms, however, we can provide large-scale, end-to-end discovery services without retaining the services of outside vendors. Nelson Mullins Encompass serves as enterprise e-discovery counsel to large companies across a wide variety of regulated industries. In this role, we have extensive experience partnering with clients and their trusted outside counsel to develop defensible strategy and efficiently handle the entire discovery phase of litigation, from the negotiation of confidentiality orders and ESI protocols to the management of document reviews and production. We have vast experience implementing industry best practices to bring consistency, efficiency, and repeatability to the process. We regularly work on behalf of clients to help minimize discovery burdens and business disruption.

### THE FIRM

**Number of Attorneys:**  
591

**Am Law 2020 Ranking:**  
75

**Global 2020 Ranking:**  
95

**Year Founded:**  
1999

**Headquarters:**  
Boston, MA

**Offices:**  
15 offices worldwide

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** Electronic Discovery & Digital Evidence  
**Year Founded:** Unknown

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

#### Offices:

Professionals in a  
“regular” firm office:



Professionals in a  
dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

**Ronaldo Rauseo-Ricupero**  
*Counsel, Chair of Electronic  
Discovery & Digital Evidence*  
rrauseoricupero@nixonpeabody.com  
617.345.1071

**THE FIRM**

**Number of Attorneys:**  
667

**Am Law 2020 Ranking:**  
52

**Global 2020 Ranking:**  
62

**Year Founded:**  
1885

**Headquarters:**  
Los Angeles, CA

**Offices:**  
14 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** Within Electronic Discovery & Document Retention practice group. No brand name.

**Year Founded:** Unknown

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Jeffrey Fowler**  
*Partner*  
jfowler@omm.com  
213.430.6404

### THE FIRM

**Number of Attorneys:**  
862

**Am Law 2020 Ranking:**  
72

**Global 2020 Ranking:**  
91

**Year Founded:**  
1977

**Headquarters:**  
Atlanta, GA &  
Greenville, SC

**Offices:**  
51 offices across  
North America  
& Europe

### CAPTIVE ALSP

**Type:** Internal ALSP

**Name/Brand:** Ogletree Solutions

**Year Founded:** 2015

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Other

#### Offices:

Professionals in a  
“regular” firm office:



Professionals in a  
dedicated facility:



*No dedicated facility*

### KEY PERSONNEL

**Dave Boland**

*Chief Knowledge Officer*

david.boland@ogletree.com

214.624.1151

### IN THEIR OWN WORDS

Ogletree also offers compliance tools that are easy to understand and help with common multi-state issues, including Clientlink (custom-built collaboration sites that provide 24-7 web-based access to numerous documents, data, reporting, and tools), OD Comply (a plain-English, user-friendly subscription solution with compliance information on the most common multi-state issues), OD Learning Solutions (a one-stop source for various training options), and more.

**THE FIRM**

**Number of Attorneys:**  
990

**Am Law 2020 Ranking:**  
31

**Global 2020 Ranking:**  
39

**Year Founded:**  
1863

**Headquarters:**  
San Francisco, CA

**Offices:**  
25 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Global Operations & Innovation Center (GOIC)  
**Year Founded:** 2002

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Management  
Lease Abstraction  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



Wheeling, WV

**KEY PERSONNEL**

**Wendy Butler Curtis**  
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kcullen@orrick.com  
202-339-8584

**Daryl Shetterly**  
*Director, Orrick Analytics*  
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304-231-2844

**IN THEIR OWN WORDS**

Our innovation platform originated 17 years ago when we opened the first U.S. legal insourcing center in West Virginia—our Global Operations and Innovation Center (GOIC). Today, it’s our fastest-growing solution. At the GOIC, we focus on the innovative use of technology, a unique staffing platform and streamlined processes for project management efficiency.

Based at the GOIC, Orrick Analytics is changing the way BigLaw delivers legal services by bringing innovation and business process to the practice of law on more than 1,000 matters per year. *The Financial Times* recognized Orrick Analytics with awards in 2017, 2018, and 2019, and the Association of Corporate Counsel (ACC) recognized Orrick Analytics with its Value Champion Award for building a smart contracts model with the law department of Applied Materials. As an early adopter of artificial intelligence and machine learning, Orrick Analytics uses technology to augment due diligence and drafting tasks, technology assisted review (TAR), continuous active learning for litigation projects, and advanced tools for concept and sentiment analysis.

As part of our unique staffing approach, Orrick Analytics includes tech-savvy lawyers; data specialists who clean up and analyze large data sets; statisticians and technologists who develop custom applications for Orrick and our clients and who perform statistical analysis and sampling on document sets; and business analysts who help develop automated forms, identify and integrate tools to support common legal actions, and analyze historical data to report on financial and other trends.

Also based primarily at our GOIC, and part of our unique staffing approach, is our career associate program. We draw on a talent pool of about 45 career associates—primarily senior lawyers with an average of seven years of experience—who bring specialized skills to our practice groups at a lower cost. All of these team members are embedded within our client teams, helping to create the best mix of lawyers and specialists to ensure efficient and effective service teams that help mitigate risk for our clients.

In addition, CaseStream is our proprietary project management system. A project assistant is assigned to each matter the team manages, responsible for using the technology platform to post filings in real time, maintain dockets, organize transactional documents, track deadlines and provide support. CaseStream also provides litigation clients and teams real-time analytics in each phase of the case, reporting real data on the opposing party, opposing counsel, presiding judge, success rate for motions and duration of matters.

**THE FIRM**

**Number of Attorneys:**  
478

**Global 2020 Ranking:**  
82

**Year Founded:**  
1862

**Headquarters:**  
Toronto, Canada

**Offices:**  
5 offices across Canada and New York

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Osler Works  
**Year Founded:** 2015

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
Lease Abstraction  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**IN THEIR OWN WORDS**

Osler Works offers dedicated professionals in a variety of sub-specialties to assist with the complex legal work undertaken by Osler lawyers. We have experts in their own fields, a great depth of experience and knowledge and advanced technology to assist our lawyers with executing their legal matters in the most efficient and high-quality manner.

**KEY PERSONNEL**

**Jennifer Thompson**  
*Head, Osler Works – Disputes*  
jcthompson@osler.com  
416.862.4720

**Natalie Munroe**  
*Head, Osler Works – Transactions*  
nmunroe@osler.com  
613.787.1104

**THE FIRM**

**Number of Attorneys:**  
954

**Am Law 2020 Ranking:**  
24

**Global 2020 Ranking:**  
30

**Year Founded:**  
1951

**Headquarters:**  
Los Angeles, CA

**Offices:**  
21 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** PH Data Analytics

**Year Founded:** Unknown

**Offerings:** E-discovery Document Review

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Nicola Shaver**

*Managing Director, Innovation and Knowledge*

nicolashaver@paulhastings.com

917.496.3956

**THE FIRM**

**Number of Attorneys:**  
643

**Am Law 2020 Ranking:**  
62

**Global 2020 Ranking:**  
76

**Year Founded:**  
1868

**Headquarters:**  
New York, NY

**Offices:**  
19 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Legal Services Center  
**Year Founded:** 2010

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
M&A Due Diligence

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*Nashville*

**KEY PERSONNEL**

**Jennifer Siekiersky**  
*Director of e-discovery Services*  
jennifer.siekiersky@pillsburylaw.com  
615.622.3623

**Gordon Moffat**  
*Director-Lit Support Services*  
gordon.moffat@pillsburylaw.com  
615.622.3400

**THE FIRM**

**Number of Attorneys:**  
1,571

**Global 2020 Ranking:**  
81

**Year Founded:**  
1769

**Headquarters:**  
London, UK

**Offices:**  
24 offices worldwide

**CAPTIVE ALSP**

**Type:** Affiliate Entity  
**Name/Brand:** Vario from Pinsent Masons  
**Year Founded:** 2013

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
Lease Abstraction  
IP Services  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Adam Kohl**  
*Head of BD and Marketing*  
adam.kohl@pinsentmasons.com  
44 20 7054 2764

**IN THEIR OWN WORDS**

Vario combines best in class people, process and technology to deliver output-focused solutions that enable our clients to achieve their business strategies. As an integral part of Pinsent Masons, clients can take advantage of the firm’s scale and infrastructure, whilst maintaining flexibility. Vario's solutions are fully supported by Pinsent Masons, leveraging the firm’s partners, technology, legal project managers, knowledge systems, professional support lawyer network, library and research teams. Technical expertise is only half of the story. Vario is unapologetically selective, only accepting Pinsent Masons’ caliber of people into the Vario community. The legal professionals are handpicked, highly skilled and cover broad legal expertise. Uniquely, alongside technical proficiency a team of business psychologists is used to assess personal behaviors, to ensure the best fit for your organization. Using size to your advantage, Vario’s bench of lawyers, legal project managers, technologists, paralegals and D&I consultants are 1000 strong, split across 15 countries and covering a vast array of skills and sectors at all levels. This model provides versatile and cost-effective legal support deployed on a project-by-project basis in response to specific requirements.

**THE FIRM**

**Number of Attorneys:**  
849

**Am Law 2020 Ranking:**  
67

**Global 2020 Ranking:**  
84

**Year Founded:**  
1972

**Headquarters:**  
Kansas City, MO

**Offices:**  
21 across the US

**CAPTIVE ALSP**

**Type:** Private Label  
**Name/Brand:** PolsinelliPLUS Solutions Center  
**Year Founded:** 2020

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Review/Remediation  
IP Services

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Jay Heidrick**  
*Shareholder*  
jheidrick@polsinelli.com  
816.572.4765

**IN THEIR OWN WORDS**

PolsinelliPLUS is a total litigation support solution center that can handle any task for our clients from preservation and collection, to document review, management and production. In addition, our partnership with UnitedLex provides our clients access to other resources and technology not related to litigation support that provide greater production and services for the same spend. We have the ability to customize solutions to a client’s particular needs. While we have experienced great success in areas such as IP prosecution and claims management, there is no limit on how we can apply and utilize these tools to lower costs and create greater efficiencies and savings for our clients without sacrificing the high quality standards both Polsinelli and UnitedLex provide and expect.

**THE FIRM**

**Number of Attorneys:**  
1,602

**Am Law 2020 Ranking:**  
26

**Global 2020 Ranking:**  
33

**Year Founded:**  
1877

**Headquarters:**  
Pittsburgh, PA

**Offices:**  
29 offices worldwide including Silicon Valley, Singapore and Paris

**CAPTIVE ALSP**

**Type:** Affiliated Entity  
**Name/Brand:** Gravity Stack LLC  
**Year Founded:** 2018

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Management  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Bryon Bratcher**  
*Managing Director at Gravity Stack LLC*  
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416.659.4759

**IN THEIR OWN WORDS**

Gravity Stack is a wholly owned technology enabled services subsidiary of Reed Smith focusing on Litigation & Investigations, Contract Management, and Technology Consulting. Our team of PhD level data scientists, lawyers, business analysts, engineers and project managers partner with best in class emerging AI companies to develop technology solutions that serve our corporate clients as well as other law firms and service providers. Although many of our team members have their roots in e-discovery and internal investigations, 40% of our business growth comes from our contract intelligence solutions and legal technology consulting.

**THE FIRM**

**Number of Attorneys:**  
807

**Am Law 2020 Ranking:**  
70

**Global 2020 Ranking:**  
87

**Year Founded:**  
2020 with the merger of Troutman Sanders (1897) and Pepper Hamilton (1890)

**Headquarters:**  
Atlanta, GA and Philadelphia, PA

**Offices:**  
23 offices across the US

**CAPTIVE ALSP**

**Type:** Affiliated Entity  
**Name/Brand:** eMerge  
**Year Founded:** 2012

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Alison Grounds**  
*Partner, Managing Director of eMerge*  
alison.grounds@troutman.com  
404.885.3231

**IN THEIR OWN WORDS**

eMerge’s clients benefit from our integration with an established and leading law firm of nationally recognized, practicing lawyers. But unlike traditional law firms, eMerge utilizes technology-focused attorneys dedicated to discovery and supported by its own team of technologists, including custom developers. This combination allows us to offer industry-leading technology solutions, like RelativityOne, which have been customized and enhanced by our experiences on the front lines of discovery. Our programmers customize and rapidly create applications to improve our processes to address unique technology issues encountered by our clients. Our offering uniquely combines substantive, strategic legal and technical consulting and advocacy with advanced technology solutions and alternative staffing. Our attorneys and technologists are not just executing tasks or reviewing documents; they are developing matter-specific solutions based on their knowledge of the unique legal and technical issues and in-depth experience with our clients’ data, industries, and legal matters. Our team is engaged across a wide variety of legal matters involving complex data sources. Unlike traditional vendors or ALSPs, our team of lawyers and technologists is part of the legal team and stays engaged throughout the lifecycle of the matter. We are involved with substantive legal advocacy issues related to discovery, privacy, and technology including advocating for clients at hearings, providing supporting declarations, preparing witnesses, taking depositions, and assisting with briefings and trials. This end-to-end, highly integrated approach reduces risks to clients and improves efficiency and outcomes. Our team is known for applying innovative solutions to novel and complex issues and using our advocacy and consulting expertise to help clients succeed on the merits of the legal issue.

**THE FIRM**

**Number of Attorneys:**  
844

**Am Law 2020 Ranking:**  
29

**Global 2020 Ranking:**  
37

**Year Founded:**  
1918

**Headquarters:**  
Washington, D.C.  
and Boston, MA

**Offices:**  
11 offices  
worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** Discovery Solutions  
**Year Founded:** 2012

**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**

Professionals in a  
“regular” firm office:



Professionals in a  
dedicated facility:



Dayton, OH

**KEY PERSONNEL**

**Peggy L. Giunta**  
*Chief Legal Personnel and Development Officer, Chief Practice Management Officer*  
peggy.giunta@wilmerhale.com  
617.526.5544

**THE FIRM**

**Number of Attorneys:**  
879

**Am Law 2020 Ranking:**  
40

**Global 2020 Ranking:**  
49

**Year Founded:**  
1853

**Headquarters:**  
Chicago, IL

**Offices:**  
14 offices worldwide

**CAPTIVE ALSP**

**Type:** Internal ALSP  
**Name/Brand:** eDiscovery & Information Governance Practice/ eDiscovery Review Center

**Year Founded:** Unknown  
**Offerings:** E-discovery Tech Services  
E-discovery Document Review

**Offices:**  
Professionals in a “regular” firm office:  100%  
Professionals in a dedicated facility:  0%  
*No dedicated facility*

**KEY PERSONNEL**

**Marcia Bobb**  
*Review Center Manager*  
mbobb@winston.com  
404.215.5828

**John Rosenthal**  
*Chair, eDiscovery & Information Governance Practice*  
jrosenthal@winston.com  
202.282.5785

**THE FIRM**

**Number of Attorneys:**  
1,100

**Am Law 2020 Ranking:**  
79

**Global 2020 Ranking:**  
102

**Year Founded:**  
1876

**Headquarters:**  
London, UK

**Offices:**  
27 offices across the UK and US

**CAPTIVE ALSP**

**Type:** Internal ALSP

**Name/Brand:** WBD Advance

**Year Founded:** 2019

**Offerings:** E-discovery Tech Services  
E-discovery Document Review  
Contract Management  
Lease Abstraction  
M&A Due Diligence  
Other

**Offices:**

Professionals in a “regular” firm office:



Professionals in a dedicated facility:



*No dedicated facility*

**KEY PERSONNEL**

**Hails Foster**  
*Chief Operating Officer*  
Hails.foster@wbd-us.com

**Andy Layton (UK)**  
*Director*  
Andy.layton@wbd-uk.com

**IN THEIR OWN WORDS**

To address our clients’ need for predictability and flexibility in managing outside counsel costs, we have established innovative workflow solutions. WBD Advance is a group of more than 300 professionals that includes specialists, researchers, paraprofessionals, and staff attorneys focusing on a suite of legal and business solutions. WBD Advance gives us the flexibility to seamlessly ramp up resources to meet the scale and scope of complex client projects. The members of WBD Advance have worked on a myriad of projects that involved collaborating with in-house counsel, joint counsel, outside counsel and third party vendors on highly complex large scale projects, managing all aspects of vendor management including systems, automation and analytics components.

Offerings from WBD:

- Case Management Facility
- Graphic Solutions
- e-discovery
- Medical and Scientific Solutions
- Regulatory Affairs
- Immigration Solutions
- GCSolutions
- Legal Solutions Centre

### THE FIRM

**Number of Attorneys:**  
311

**Year Founded:**  
1997

**Headquarters:**  
Los Angeles, CA

**Offices:**  
27 offices  
across the US

### CAPTIVE ALSP

**Type:** Internal ALSP  
**Name/Brand:** WSHB Case Management Unit  
**Year Founded:** 2013

**Offerings:** Contract Review/Remediation  
Other

**Offices:**

Professionals in a  
“regular” firm office:



Professionals in a  
dedicated facility:



*No dedicated facility*

### IN THEIR OWN WORDS

WSHB Case Management Group handled large scale document management, analysis and reconciliation projects for insurance industry and private clients utilizing alternative fee agreements in almost all cases.

### KEY PERSONNEL

**Dan Berman**  
*Firm Chairman*  
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310.481.7602

**Stewart D. Reid**  
*Firmwide Managing Partner*  
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# BARETZ+BRUNELLE

*NewLaw*

For more information please contact:

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