

LEADING A PARADIGM SHIFT IN THE WORLD OF LEGAL SERVICES



THE SDD GLOBAL ADVANTAGE

SDD Global Solutions is a state-of-the-art, high-end, legal services outsourcing company incorporated in Mysore, India. We are the only legal services provider in India that is managed by a U.S. law firm. Formed by Smith Dornan Dehn, the New York-based media and intellectual property firm, SDD Global is headquartered in an ideal business location, away from India's congested and increasingly costly major cities, but near to major universities and law schools that provide a steady supply of enthusiastic talent. Approved by the Government of India (STPI) as an IT-Enabled Services company, and funded by State Bank of India and investors from Goldman Sachs, Cisco Systems, Merrill Lynch, and Barclays Capital, we provide professional solutions, by leveraging information technology and a high-quality workforce for clients worldwide. SDD Global is solving one of the most pressing problems of Western business, namely, the inefficiencies of having legal work done in locations that are among the most expensive, and often the least productive.

That is why we have been hired by so many leading corporations, such as 20th Century Fox, Calvin Klein, Sony Pictures, John Wiley & Sons, HBO, Channel 4 Television, and Elsevier, to name a few, in addition to several law firms. We are solving an urgent problem in the world of legal services.



WHAT WE DO

LEGAL RESEARCH

LEGAL DRAFTING

LITIGATION SUPPORT

IMMIGRATION VISAS

CORPORATE TRANSACTIONS

IPR ENFORCEMENT

IPR REGISTRATIONS

HEALTH INSURANCE CLAIMS

WHY SDD GLOBAL IS NOW AN INDUSTRY LEADER

In its July 2007 report, *Offshoring Legal Services to India: An Update*, ValueNotes, a leading business research company, praised SDD Global Solutions as one of two “emerging players with a strong onshore presence and expertise in the [legal outsourcing] space.” In the 2007 Edition of *The Black Book of Outsourcing*, by Scott Wilson and Doug Brown, we are listed among the “Top Ten Legal Analytics Vendors.” In particular, we are an industry leader in the following ways:

1. The Only Legal Outsourcing Company in India Managed by an American Law Firm

Because SDD Global is the only legal outsourcing provider in India managed by an American law firm, this means both quality assurance and accountability for our Western and other clients. Our legal associates are top law graduates and experienced legal advocates and/or former law professors from some of the best law firms, law schools, and legal outsourcing companies in India, and those associates in turn are trained and supervised by respected U.S. and/or U.K. attorneys or solicitors who have been practicing at the top of their respective fields. Those licensed attorneys and solicitors are accountable to our clients, who need not worry that their contact is limited to foreign employees on the other end of the world.

2. One of Only a Few Focusing on High-End Services

SDD Global is among the small number of pioneers in focusing on higher-value services, such as legal research, legal drafting, immigration visa processing, intellectual property registrations, anti-infringement operations, and a host of other high-end functions. We are not a mere back office. Supervision and training by top-tier, licensed attorneys ensures that our services are the functional equivalent of work done far more expensively by established law firms in the West. This not only provides a unique benefit to our clients, but it also helps us recruit and retain the best and brightest Indian lawyers, who are excited and challenged by their work at our company.

3. The Only High-End Legal Outsourcing Provider in the Best Location

Unlike competitors located in increasingly expensive and congested cities like Mumbai, Bangalore, and Delhi, SDD Global has established its operations center in the beautiful city of Mysore, now the ideal business location in India, with less than half the cost of living, and half the employee attrition rates. For more information regarding the advantages of Mysore, please refer to the “Why Mysore” section on the sixth page of this brochure.

4. The Only Legal Outsourcing Provider in India Handling U.S. Immigration

SDD Global is the only legal outsourcing company in India that provides U.S. immigration visa processing and related immigration services. With our Mysore advantage, and with Smith Dornan Dehn’s excellent, nationally-known immigration lawyers in the United States, we are in the process of becoming *the* U.S. immigration law powerhouse, with the capability of expertly and expeditiously handling thousands of visa and naturalization applications per year.



TRACK RECORD

Success Story: Case Is Turned Around Overnight

A Fortune 100 company in New York faces a multi-million dollar lawsuit in Alabama, by a plaintiff company that had agreed in writing that any dispute would be brought only in New York. Big firm local counsel in Alabama advises the client that a motion to dismiss will not succeed, and cites authorities. In-house counsel at the Fortune 100 client asks SDDGS to prepare a memorandum on the subject. Overnight, SDDGS does research and provides a memo, allowing in-house counsel to conclude that the local counsel was wrong, and that the case can be dismissed.

Success Story: Our Research and Drafting Allows Film to Proceed

The *Business Standard* reported on one of our accomplishments as follows: *"Sony Pictures had to [obtain] an 'opinion letter,' outlining the activity and the risks involved, for insurance firms in order to secure cover for shooting a movie, and the movie's fate hinged on the letter and the cover. Preparing the letter was a 400-man-hour job which would have cost \$250,000 to get done in the U.S. and Sony gave it a second thought. Eventually, the job was done in India for \$43,000."* Our draft of this 45-page opinion led to the approval of a major film, which might otherwise have not been released.



TESTIMONIALS

"The research and memo from SDDGS lifted my spirits. It's really well written and clear, by the way. Let your Indian team know that I applaud and thank them. Thank you!"
Bonnie Bogin, Senior Vice President for Litigation, Fox Entertainment Group

"Thanks so much for the litigation support that you've provided in our various copyright litigations in the U.S. Your teamwork with the U.S. lawyers has led to impressive results, in terms of quality, efficiency, and speed."
Roy S. Kaufman, Legal Director, John Wiley & Sons, Inc.

TRACK RECORD

Success Story: Case Dismissed

A Fortune 100 company is sued in California for \$40 million, by a plaintiff who sends the complaint to the media, but does not serve it. Over the weekend, without waiting for the complaint to become available from the Court, SDDGS prepares a roadmap for dismissal, based on news reports of the claims. When a copy of the actual complaint is obtained, SDDGS quickly makes a few revisions, and the roadmap, complete with citations for dismissal, is used in oral argument at a court conference, after which the Judge states that the complaint has no merit. The Court persuades the plaintiff to withdraw the suit.



Success Story: SDD Global Helps Win Copyright Case

We were retained to assist a publisher in a copyright suit, against a counterfeit distributor. The counterfeiter hired a big U.S. law firm. The firm fired off a lengthy letter one night, allegedly demonstrating why the case should be dropped. Our team went to work, preparing an even more lengthy, and better, response. Due to the time zone difference, the response reached the surprised defense counsel's desk the next morning. When the counterfeiter and its lawyers realized that the publisher could exceed their legal resources at a fraction of the cost, the case settled favorably.



ACCOLADES

SDD Global is one of two "emerging players with a strong onshore presence and expertise in the [legal outsourcing] space," and is among eight vendors in the industry that "are aggressively ramping up their headcount."

ValueNotes, "Offshoring Legal Services to India: An Update" (July 2007)

SDD Global is among the "2007 Top Ten Legal Analytics Vendors."
The Black Book of Outsourcing

"We believe your company to be the most successful and efficient [legal] outsourcing unit, which has attained the highest echelon in its business. SDD Global remains an unrivalled legal service provider..."

LexisNexis

WHY INDIA?

Because the advantages to our clients are dramatic. For the salary of one paralegal at a Western law firm, we can provide eight U.S.-law-trained, better-qualified attorneys in India to perform much of the same work that lawyers now provide in the West. For the price of one square foot of office space in New York, we rent 43 times that amount of space in India. Due to the time zone difference in India, we also can cut response time in half, as teams of legal professionals on the day shift in India commence working just as Western clients are heading home.

The annual market for legal services in the U.S. and the UK exceeds \$250 billion. Most of that work can be done in India, where law students are graduating at the rate of 80,000 per year. India will be the leader in off-shoring, not only because of cost benefits, but also because of quality. For example, India, unlike China and other off-shoring destinations, provides higher education and court proceedings in English, such that there is a vast pool of fluent English-speaking job candidates. Also, India shares the same, British-based, "common law" legal system as do the U.S. and the U.K., so Indian law graduates are quick to master Western legal skills.

WHY MYSORE?

Because Mysore is the ideal business location in India. As accurately predicted by one of India's two major newspapers, "the city's credentials as an emerging centre for knowledge-based services, and the next major hub for business process outsourcing, will be further vindicated when New York-based Smith Dornan Dehn launches its legal service off-shoring business from Mysore." It is no accident that Infosys, the hugely successful IT company, also chose Mysore for its largest facility. Only two hours from Bangalore, the beautiful city of Mysore has a population of one million, and is in an area that hosts

universities and law colleges that serve as incubators for thousands of the best-qualified job candidates. A comprehensive survey demonstrated that in relation to larger Indian cities, Mysore has less than half the cost of living, approximately half the salary costs, and half the rate of employee attrition. Commuting times for our employees average five minutes each way, compared to two hours for many employees at companies in the more congested urban centers.



SDD GLOBAL IN THE NEWS

THE AMERICAN LAWYER

(June 2007, "Maharaja of Media: Russell Smith represents Hollywood's elite—from Mysore, India")

"Russell Smith is only rarely in the New York headquarters of Smith Dornan Dehn, the firm that bears his name. He spends most days working from his Mysore, India, office, where he first went to study yoga.... Ali G, aka Sacha Baron Cohen, the star of Da Ali G Show and the lawsuit-laden film Borat, is one of Smith's clients.... [The SDD] team has spent the past eight days meeting with movie studios and publishers to market its new idea: outsourcing legal work to India. Smith has opened a 40-lawyer Indian outsourcing subsidiary, SDD Global Solutions Pvt. Ltd. The lawyers do legal research, draft pleadings, and memoranda, and process U.S. visas and health insurance claims, all for \$30-\$90 an hour.... Smith Dornan now represents 12 television series, as well as Home Box Office, Inc., Sony Pictures Television, and the William J. Clinton Foundation."

BUSINESS LINE

(June 16, 2007, "U.S. Corporates Outsource Legal Work to India")

"It's not just law firms or individual attorneys that are outsourcing their legal processes to hundreds of lawyers engaged in LPO in [India]. In fact, when large US corporates are fighting a case in the US, the company's legal department at its headquarters would need just one lawyer to appear in court while its entire legal department is stationed in India.... SDD Global, a Mysore-based LPO employing close to 40 lawyers and on the verge of ramping up to 200, is doing high-end legal document work for companies such as Calvin Klein, Universal Pictures, 20th Century Fox, HBO and John Wiley and Sons."

THE ECONOMIC TIMES

(June 13, 2007 "At Mysore We Are Running a U.S. Law Firm")

Some of the most interesting legal matters... are being handled by a 40-person team out of a Mysore based three-story, legal process outsourcing (LPO) firm, SDD Global Solutions. Sample the action: the team is doing legal research for Al Pacino's next film. All litigation concerning Borat, the comedy film which grossed \$300 million is also being done here.

MID DAY MUMBAI

(July, 2007, "A Different Tune")

"[T]he award-winning film, 'Death of a President', featuring the fictional assassination of U.S. President Bush, could not have been released, without the rapid, expert, and low-cost legal assistance that SDD Global provided. Most recently, the attorneys at SDD Global have been doing legal research to help defend a highly-acclaimed HBO television series, now facing a court case in Los Angeles. The Company's employees also help prepare legal road maps to help film and television producers avoid trouble and obtain needed insurance. With the influx of clients, SDD Global last month moved to its own 330-employee building in Mysore and is looking to hire over 200 recruits within the next 12 months. With dramatically increased efficiency, quality control, and lowered overhead costs, SDD Global Solutions has secured state-of-the-art offices in Mysore, at 1/43rd the cost of comparable space in mid-town Manhattan. This also gives them round-the-clock professional staff, designed for 24/7 communication with a worldwide clientèle, solving problems while its Western clients are asleep."

LITIGATION SUPPORT

- Multiple teams of law professionals, who are highly trained in US and UK law, serve clients in an expeditious and cost-effective manner around the clock, adding approximately 12 hours to the normal litigation workday, and making a radical difference in both expense and result to any litigation
- Our litigation support professionals are all top law graduates, experienced legal advocates and/or former law professors in India- all trained and supervised by accomplished U.S. and/or U.K. attorneys/solicitors
- SDD Global's litigation support team offers a wide range of legal services, including pre-litigation support, legal drafting, document review and management, trial preparation, case management, and legal research

TWO EXAMPLES OF SERVICE OFFERINGS:

Legal Research: Our teams can perform Lexis/Nexis, Westlaw and other research in virtually any jurisdiction or area of the law.

Legal Drafting:

Our experienced lawyers can expeditiously and cost-effectively draft any of the following materials and beyond:

- summonses and complaints
- motion papers
- legal briefs and memoranda
- discovery requests and responses
- appeal papers, including notices and briefs
- petitions for certiorari
- summaries of witness statements
- deposition digests
- print, videotape, and animation exhibits for trial
- any other litigation papers
- employment manuals
- licenses and other contracts



IMMIGRATION SUPPORT



BIRDS DON'T NEED VISAS. FOR EVERYONE ELSE, THERE'S SDD GLOBAL.

Trained SDD Global personnel do not practice U.S. immigration law, but provide affordable immigration solutions for businesses and professionals in all industries and fields, as well as individualized assistance with routine immigration processing. SDD Global will provide referrals upon request to established U.S. lawyers anywhere in the United States, and for any country in the world.

SDD Global provides the following immigration services:

1 Processing of "Specialists" in their field, expert in the alphabet soup of U.S. Immigration

SDD Global provides comprehensive assistance with O-1 visas ("extraordinary workers"), P visas (for entertainers and individuals with "culturally unique" skills), H visas (specialists in their particular field), J visas (college and graduate students and professional development training programs), L visas (transfers of managerial executive and highly skilled works of multinational corporations), B visas (business travelers), I visas (foreign journalists and other media personnel), E visas for treaty traders or investors, and many other visa categories.

2 Permanent Resident ("Green Cards") and Naturalization Processing

SDD Global also provides assistance with employment-based and family-based applications for permanent residency, as well as the Diversity Visa Lottery, and applications by permanent residents for United States Citizenship.

3 Employment Eligibility Verification System

It is widely expected that at a future point, mandatory electronic employment verification systems will be put into effect for all U.S. employers, and will be utilized to monitor work authorization of U.S. citizens and immigrants alike. SDD Global is ready to roll out a secure system that will be very cost-effective to its U.S. clientele to meet their needs, as well as a trouble-shooting system which will correct the inevitable bureaucratic errors which will ensue.

4 Online Immigration Assistance

Our Application Service Provider ("ASP") allows SDD Global to interact 24/7 with intending immigrants, employers and supervising attorneys on visa petitions and applications with password-protected individual accounts through a secured server. SDD Global assigns a Case Assistant to every individual being processed by SDD Global, who makes sure that all documents, filings, queries and attorney communications are completed in a timely and effective manner.

CORPORATE TRANSACTIONS

The drafting and review of commercial and financial contracts and related documents for business transactions can lead to unnecessarily high legal costs and delays that sometimes rival or even outweigh the benefits of the deals involved. SDD Global's Corporate Transactions Department can reduce those costs dramatically, while at the same time expediting the process, in situations where time is money. Managed, supervised, and trained by experienced, U.S.-licensed, transactional attorneys, our skilled team of Indian professionals can handle virtually any needs regarding corporate legal drafting and/or review, including, but not limited to, the following:



- Commercial Contracts
- Financial Transactions
- Stock/Asset Purchase Agreements
- Employment Agreements
- Commercial Leases
- Licensing Agreements
- Incorporation and Start-Up Filings
- Secured Lending Transactions
- Entertainment Contracts
- Corporate Due Diligence
- Stock Option Plans
- Non-Compete Agreements
- Non-Disclosure Agreements

IPR ENFORCEMENT AND REGISTRATION

The growth of the \$500 billion counterfeit goods industry is one of the biggest economic challenges facing European and American companies. "This is nothing short of an economic crisis," says EU Trade Commissioner Peter Mandelson. Violations of intellectual property rights (IPR) cost U.S. businesses alone an estimated \$250 billion a year, according to the U.S. government. Commerce Secretary Carlos Gutierrez told *The Wall Street Journal* that "we can't allow a trading environment to be created where brands are pirated, patents are stolen and copyrights are used by people who don't own them."

Taking these quotes to heart, SDD Global works for some of the most famous retail brands in the world, and is committed to being a global leader in IPR enforcement and protection.

SDD Global can provide trademark and copyright legal services in the areas of both registrations and enforcement, worldwide.

Along with China, India is one of the world centers of intellectual property infringement. SDD Global has lawyers on staff in its Mysore office, and readily available in other cities, with valuable knowledge and experience in effectively investigating and prosecuting infringers. Several of our attorneys have backgrounds at the leading IPR law firms in India. From registering trademarks and copyrights (in the U.S., the U.K., India, and elsewhere), to setting up brand protection cells, to working with local investigation firms, litigators, police, and government officials, SDD Global provides a one-stop shop for our clients. We provide them the security of knowing that the work on the ground in India is being supervised by experienced and trusted professionals, who themselves are supervised by U.S. intellectual property litigators.

SDD Global is in the process of identifying companies in China whom it can supervise there, where the time zones are the same or close to that of India, allowing for closer attention to be paid to events on the ground, while our Western clients sleep.

Back in India, a series of measures have been taken by the Indian Government to make all companies Trade Related Intellectual Property Rights (TRIPS) compliant. By setting up special IP protection units to organize investigations, prosecutions, and raids, as well as by handling trademark and copyright registrations, SDD Global can make a difference in enforcing our clients' rights.



TOP MANAGEMENT

RUSSELL SMITH – PRESIDENT AND CHAIRMAN

A Columbia Law graduate and former partner at Frankfurt Kurnit, Klein & Selz, Mr. Smith has over 23 years of experience as an attorney and litigator. He is the founder of the New York-based, media and intellectual property firm, Smith Dornan Dehn (see www.sddl.com). He now resides mainly in Mysore, India, where he helps manage SDD Global Solutions. Mr. Smith's clients have included HBO, Sacha Baron Cohen, Sony Pictures, Twentieth Century Fox Film Corporation, Coquette Productions, Philip Glass, Donald Trump, Miramax Films, Michael Moore, MTV Networks, Errol Morris, Universal Records, Simon & Schuster, Channel



Four Television (UK), Def Jam Records, Spike Lee, Penguin Books, King World Productions, Boy George, Warner Books, Graham Norton, Sean "P Diddy" Combs, and the Estates of Elvis Presley, Andy Warhol, and John Cheever. Mr. Smith has handled trials and/or appeals in dozens of federal and state courts across the United States, including cases in New York, California, Illinois, Texas, Louisiana, Michigan, Mississippi and Ohio.

VIJAY NATH BHAT – DIRECTOR FOR BUSINESS AFFAIRS

Mr. Bhat, a corporate lawyer and highly active participant in SDD Global, is the former nationwide general manager of Corporation Bank, one of the best-rated public-sector banks in India, where he was responsible for over 11,000 employees. For over five years, Mr. Bhat has been the chief advisor for an innovative, history-making project involving micro financing for the poor, supported by the Government of Canada. He also Director of Vivisha Associates, a Legal / HR / Finance / General Management advisory group, and he sits on several commercial and non-profit boards. He is the acclaimed author of several books, and countless articles on management and other subjects.

FRANK DEHN – SENIOR VICE PRESIDENT

A Harvard Law graduate, Mr. Dehn is a seasoned defense litigator, trial attorney, and counselor at SDD, specializing in media and intellectual property law. For SDD Global, he reviews the work of Indian attorneys as needed, providing quality control. From 2002 to 2004, Mr. Dehn was a Visiting Professor at the prestigious Newhouse School of Public Communications at Syracuse University, where he taught graduate classes in Media Law. He also is a former on-air correspondent for Court TV, and holds a Masters Degree from the Columbia Graduate School of Journalism. Mr. Dehn has won a number of media and commercial law litigations, including jury trials, and he has provided content review and other legal advice to facilitate television programming and other content for major television networks and magazine clients. He has also negotiated numerous employment contracts on behalf of professionals in the broadcast journalism industry.

TOP MANAGEMENT

EAMONN DORNAN – SENIOR VICE PRESIDENT

Eamonn Dornan, a frequent visitor to our Mysore India office, is a specialist in immigration law and general litigation with SDD in New York. Mr. Dornan is Human Rights Chair of the Irish American Unity Conference, a board member of the Emerald Isle Immigration Center (the “EIIIC”), and a member of the Immigration and Nationality Committee of the Association of the Bar of the City of New York. Before joining SDD, he managed and served as the Legislative Director for the EIIIC, one of the leading resources for Irish and other immigrants coming to the U.S. While at EIIIC, Mr. Dornan’s work included legislative matters, such as the Irish Peace Process Cultural and Training Act of 1998, drafted in part by Mr. Dornan and commonly known as the Walsh Visa Program. Mr. Dornan has obtained precedent-setting decisions in United States Federal District and Appellate Courts, including the Second, Third and Tenth Circuit Courts, in cutting-edge immigration, media and commercial matters.

KWARMA VANDERPUYE – SENIOR VICE PRESIDENT

Ms. Vanderpuye, a graduate of Princeton University and Howard Law School, is a seasoned, practicing U.S. trial lawyer. She brings her many years of litigation experience to bear in training, recruitment, quality control and marketing for SDD Global Solutions, both in the U.S. and abroad. Unanimously elected as the first African-American partner at the prominent New York law firm of Jones Hirsch Connors & Bull, Ms Vanderpuye won sixteen consecutive jury verdicts in favor of defendants, a record number for the firm. Ms Vanderpuye later became a partner at The Cochran Firm, working directly with the late Johnnie L. Cochran Jr. Most recently, she was the head of the litigation department at the McMillan Firm in New York City. In addition to her role as Senior Vice President for SDD Global, Ms. Vanderpuye maintains an active litigation practice in New York City, where she is often asked to serve as trial counsel by other law firms for both plaintiffs and defendants. Born in Ghana, West Africa, where her father was a career diplomat and international lawyer, Ms. Vanderpuye is an active member of the United Nations Association and the International Bar Association.

SANJAY BHATIA – HEAD OF OPERATIONS

Prior to joining us, Mr. Bhatia was the Head of Operations for India’s first high-end legal services outsourcing company, which he helped establish, incorporate and manage in Bangalore. A graduate of top-ranked National Law School, and fully trained in U.S. legal matters, Sanjay is probably the most experienced lawyer in India in the field of U.S. legal research and drafting. For over five years, he has trained and managed a team of highly qualified lawyers, handpicked from India’s best law schools. Many of his trainees also have joined SDD Global.



CAREERS AT SDD GLOBAL

A career at SDD Global Solutions involves stepping onto the world stage, helping to solve problems for Fortune 100 and other companies and individuals across the globe. For a law graduate, it means progressing out of the ordinary legal career path and becoming a Global Counsel. Because our focus is on high-end, knowledge-based services, such as sophisticated legal research and drafting, it means rigorous training by top-caliber Western attorneys, which is often better than the training provided by expensive Western law schools. Whether you are an attorney or not, a career at SDD Global means working in a friendly, supportive environment, in a state-of-the-art building, with colleagues who are among the best and brightest in the fast-growing field of high-end, knowledge-based outsourcing. If you have at least a university degree, together with excellent English communication skills, please visit our careers page at www.sddglobal.com for further information. We currently have openings for the following positions:



LITIGATION SUPPORT ATTORNEYS

CONTRACT LAW ATTORNEYS

IMMIGRATION VISA SPECIALISTS

LEGAL RESEARCHERS AND DRAFTERS

IPR REGISTRATION SPECIALISTS

IPR ENFORCEMENT SPECIALISTS

ENGLISH EDITORS/WRITERS/TEACHERS

U.S.-LICENSED CORPORATE ATTORNEYS

U.S.-LICENSED IMMIGRATION ATTORNEYS

U.S.-LICENSED LITIGATION ATTORNEYS

A FEW EMPLOYEE TESTIMONIALS



Sabyasachi Ghosh

"My move with my family from private practice in Delhi, to SDD Global in Mysore, has been a dream come true. Mysore is so pleasant, and the training here is awesome, intensive and meticulous. And yet the U.S. lawyers are so down-to-earth that we Indian attorneys feel relaxed rather than pressured. The management treats the employees like valuable assets, rather than disposable commodities, so we all feel important and motivated. Did I forget to mention our pride in seeing SDD Global play a leading role in our industry?" (Saby Ghosh is an outstanding advocate, draftsman, researcher, and manager, who ran a private law firm for 16 years before joining us. He has a Bachelor of Law Degree from the University of Delhi, and has written and published countless articles on various aspects of the law.)



Padmavathi Shantamurthy

"I gave up a law professorship to work here, and it was the best career move I could have made. The assignments are exciting, even fantastic. All of us at SDD Global are continuously learning and growing. The work atmosphere is friendly and respectful. In short, I can't imagine a better place to work." (Padma joined us in 2006 with an impeccable academic record, having secured the second rank in law from the University of Mysore. She was a "superstar" lecturer in law at the University and its affiliate colleges for six years, before undergoing intensive training in U.S. legal research at SDD Global. She also earned a postgraduate diploma in Intellectual Property Rights from top-ranked National Law School in Bangalore, an LL.M in International Law and Business & Trade Law from the University of Mysore, and has completed a course in cyber laws from the Asian School of Cyber Laws, Pune.)



Rishabh Jain Tatiya

"This is a wonderful place, where the employees have open access to, and support from, every member of management, even at the highest level. I also like the way we work in close-knit teams, constantly exchanging ideas and moving forward. The training and work review, including access to the final product whenever possible, are hugely helpful." (Rishabh graduated in Business Management from CMS- GITAM and completed his Bachelor of Laws from Andhra University, where he always stood first or second. Based on his stellar academic record, Rishabh represented Andhra University at an international seminar on Humanitarian Law conducted by International Committee of the Red Cross. He also represented his law college at the National rounds of the prestigious Henry Dunant International Moot Court Competition held at Delhi, where he reached the semi-final stage.)



Preethi Venkataramu

"Enjoyable and challenging work; high-caliber colleagues and managers; the latest and best in technology; high salaries; Fortune 100 clients across the world; and a great new building – all of this and more makes me happy that I came to SDD Global." (Preethi is a classically trained dancer who decided to join the ranks of modern Indian women who are making their mark in the worlds of law and business. She earned a law degree near the top of her class at prestigious Mysore University, and she gained three years of experience as an advocate in the Indian courts. In addition to substantially improving her salary and working conditions, we have given her the chance to expand her skills by working on litigation matters in fields such as intellectual property. Preethi still teaches classical Indian dance, but now she is also part of our litigation support team.)

HOW WE TURN NIGHT INTO DAY

NIGHT IN THE UNITED STATES

7:00PM

Client emails task to India and/or discusses with U.S.-licensed attorney at SDDGS.

7:30PM

Client goes out to dinner, or has dinner with family.

8:30PM

Client puts children to bed.

11:00PM

Client goes to sleep, knowing that the matter is being taken care of by SDDGS.

12:30AM

Client continues to sleep soundly.

1:30AM

Client briefly wakes up, then remembers there is nothing to worry about, and goes back to sleep.

6:00AM

Client's alarm clock rings

7:00AM

Client has breakfast and starts getting kids ready for school.



8:30AM

U.S.-licensed attorney receives, discusses with client, and arranges SDDGS work allocation meeting.

9:00AM

Appropriate project team and quality control manager are assigned and briefed by U.S.-licensed attorney.

10:00AM

Lexis research is well under way, by team of U.S.-law trained, experienced, Indian attorneys.

12:30PM

Quality control manager has been monitoring each project team member to ensure the research is on track.

2:00PM

Quality control meeting with project team and U.S.-licensed attorney is held to discuss research results, loose ends, any work re-allocation needed.

3:00PM

Drafting assignments are allocated, for memo to client.

7:30PM

Draft client memo is emailed to New York for final review and editing by U.S. attorney.

8:30PM

Final client memo is emailed to client, with recommendations and advice from U.S. attorney.

DAY IN INDIA



THE URGENT NEED FOR LEGAL OUTSOURCING

The Western legal services industry is in trouble. According to a survey of in-house legal department heads at hundreds of leading companies in the United States, a jurisdiction that includes 77% of the global legal services market, only 30% of those companies would recommend their primary outside law firm to others. Moreover, fully 53% of them recently fired their primary outside law firm. According to *Business Week* magazine, “[f]ew industries seem more ripe for radical restructuring than legal services.”

The reasons are not hard to find. The traditional model propagated by large Western law firms, which Clay Christensen of Harvard Business School refers to as “just about the most profitable businesses in the world,” is not serving the interests of their clients. The model is based on a pyramid structure, with most of the services provided by over-worked, under-trained young lawyers beholden to a billable-hour system. The system rewards the partners at the top for the junior lawyers’ inefficiency and padding of time sheets, at the expense of clients who pay increasingly unaffordable hourly rates. At the same time, the pyramid system causes the young lawyers to quit, almost faster than the law firms can fire them to make way for younger recruits -- yet another pillar of the system. Indeed, 40% of associates quit even before they finish their third year.

In a recent speech, Mark Chandler, the General Counsel of Cisco Systems, described the traditional law firm model as “the last vestige of the medieval guild system.” This view was echoed by Mike Dillon, the General Counsel of Sun Microsystems, who compared inefficient Western law firms to dinosaurs (“*[T]he epoch of the current law firm model - which derives its profitability from growing scale and raising hourly rates - will soon be over. The firms that will survive and thrive are those that recognize this change and focus on how to maintain margins by focusing on efficiency.... Hopefully, more firms will embrace this change. If they don’t, I fear they will go the way of the Mastodon*”).

Instead of embracing change, many Western law firms are continuing their old ways, some to even greater extremes. Hourly billing rates have increased over 30 per cent in the last few years. Starting salaries for untrained lawyers, straight out of law school, have climbed to \$160,000 per year. In London, rates for big firm lawyers have reached the unprecedented level of £1000 (nearly \$2000) per hour. At the same time, the mega law firm Jones Day recently admitted publicly that it is now offshoring legal work, in response to client demands. All of this bodes very well for the legal services offshoring industry in India.



THREE MYTHS ABOUT LEGAL OUTSOURCING

MYTH NUMBER ONE:

Indian Lawyers Lack the Skills and Aptitude to Handle High-End Legal Work for the West

Attacks on the competence of Indian lawyers and law graduates are about as valid as saying that Indian software engineers are incapable of handling sophisticated IT work. To the contrary, the Indian IT industry is a world leader, and the same will be the case with offshored legal services.

A. Indian Legal Training vs. Western Legal Training

Legal education in both India and the English-speaking West serves essentially the same purpose – to train its graduates to “think like lawyers” and to teach them how to conduct research in the British-based, common law system. Western law schools, however, do not train students to practice law. A recent study conducted by Harvard and Lexis-Nexis reveals that 75% of U.S. law graduates admit they do not have the necessary skills to practice law. Interestingly, when young lawyers were asked what is the one thing that they wish they had learned, the most frequent answer was “how to draft a motion.” Yet, motion practice is at the heart of litigation services provided to clients by law firms.

Since Western law schools are mostly litigation-oriented, their failure to train students in the most basic of litigation skills is especially disappointing. However, clients who pay high hourly fees for corporate and transactional work by U.S. law graduates are short-changed even further. It is typical for Western law students to graduate from law school without ever having learned how to draft a contract. So you would expect that these deficiencies would be met by rigorous training programs undertaken by Western law firms. Guess again! The Harvard / LexisNexis study reveals that 64% of young lawyers receive no organized, on-the-job training. They learn as they go along, by trial

and error, with their firms’ corporate clients footing the bill. By contrast, SDD Global provides rigorous training for its lawyers in India, and the hours spent on training do not appear on invoices to clients. At SDD Global, all of our Indian attorneys are trained by veteran Western practitioners who are at the top of their fields. Our training program accomplishes what Western law schools and law firms have failed to achieve, namely, the systematic preparation of young lawyers to provide quality legal services.

B. English Communication Skills in India and the West

George Bernard Shaw, and later, Winston Churchill, famously referred to Britain and the United States as two countries “separated by a common language.” Because Indian legal education is conducted in English, and because India generates 80,000 English-speaking law graduates per year, similar statements have been made about the difference between English communication skills in India and the West. What these accusations miss is the fact that, at least in the U.S., law graduates for the most part are notoriously incapable of writing effectively in English. The problem is so severe that some large U.S. law firms now assign a writing coach to each incoming associate. However, most lawyers in the West never receive this kind of training. By contrast, all attorneys at SDD Global Solutions are trained rigorously in English legal writing.

MYTH NUMBER TWO:

“You Get What You Pay For,” or in Other Words, Low Cost Equals Low Quality

The tremendous cost savings available from legal services offshoring are sometimes met with disbelief. Partners at large law firms in particular are prone to making comments such as “you get what you pay for.” First, let’s examine what a client pays for when it hires the typical large Western law firms (although there are exceptions): (a) staggering real estate costs, due to the location of office space in some of the most expensive loca-



tions in the world, most of which are at least 43 times more expensive per square foot than SDD Global's office building in Mysore, India; (b) having most of the work done by newly minted (and sometimes even unlicensed) associates who admittedly lack many of the skills needed to practice law, but yet are paid a starting salary of \$160,000 per year, and who are learning as they go along, at the expense of clients, who in turn are charged as much as \$360 or more per hour for the privilege; (c) padding of time sheets and/or an unnecessary stretching out of work assignments, encouraged by an hourly billing system that rewards fraud and inefficiency, as young associates struggle to meet ever-increasing demands to increase their billable hours, with yearly quotas that have risen from 1600 hours in the 1960's, to 2100-3200 hours at many large firms today; and (d) generally a high-quality level of service, due to editing and supervision by talented senior lawyers, but at a cost that clients are no longer willing to tolerate, especially when SDD Global offers flat rates and hourly rates that average from \$25 to \$90 per hour for high-end work, and \$10-25 per hour for lower-end work, as compared to \$300-2000 per hour for Western lawyers. When a client hires SDD Global Solutions, the client pays for high-quality, efficient, and timely legal services, performed by enthusiastic and qualified lawyers at locations that serve the best interests of the client. So yes, "you get what you pay for!"

MYTH NUMBER THREE:

The Higher the Level of Work, the More Risk of Ethical Violations or Breaches of Confidentiality

An issue sometimes has arisen as to whether the high-end legal research and drafting services provided to Western clients from India amounts to an unauthorized practice of law. Fortunately, this is becoming a non-issue. Ethics panels in New York, Los Angeles, San Diego, and Florida all have concluded that the offshoring of legal work to unlicensed attorneys is permissible, so long as the work is supervised by a licensed attorney. In fact,

virtually all major law firms in the U.S. routinely use non-licensed attorneys to perform legal work, and they bill their clients for it. The hours of summer associates, who have neither graduated from law school nor passed a bar exam, are billed out to clients at rates as high as \$260 per hour or more. Moreover, the work of first-year associates, who start work at law firms before their bar exam results are in (and who often fail on their first attempt), is billed out to clients for as much as \$360 per hour or more. This is all permissible, because the work is supervised by licensed attorneys. The same is permitted in the case of legal offshoring firms in India. At SDD Global Solutions, for example, we are an India offshoring company managed by a U.S. law firm, such that all of the work by Indian attorneys is supervised, reviewed, and edited (if needed) by licensed U.S. attorneys.

On the subject of confidentiality, this is a legitimate concern of clients, regardless of whether the legal service provider is a Western law firm or an offshoring company in India. At SDD Global Solutions, we are confident that we are doing a better job than most large U.S. law firms in addressing this issue. At SDD Global, we use secure, hack-proof IBM servers, and the latest Cisco ASA firewall to protect data and systems from internet vulnerabilities. Even more protection is provided by a Linux environment throughout our offices. Electronic access control is provided for all areas of the building, such that no one is able to enter any floor or project area without being specifically authorized to do so, and without using a custom-made electronic access card. Our offices are virtually paperless, and passwords are required for all data access. Most importantly, we take great care in selecting employees. We hire only one out of every 900 applicants, and only after a lengthy battery of evaluations and tests, as well as a thorough background check. Compare this with many U.S. law firms, where Microsoft-based networks are vulnerable to hacking, where paper trails abound, where employees are able to roam the offices at will, and where in one famous case, a person posing as an attorney was entrusted with the management of important client files, even though this felon had never attended law school or passed the bar exam.

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