

ASIAN-MENA COUNSEL

Representing Corporate Asia & Middle East

6th Annual Survey of In-House Counsel along the New Silk Road

Representing Corporate Asia & Middle East Survey

Canvassing the views and concerns of in-house counsel along the New Silk Road, our extensive results shine a light on the issues that are of concern to in-house counsel across a range of sectors, their expectations for the coming year, and the factors which they say tip the scales when selecting their external counsel 22

ASIAN-MENA COUNSEL In-House Community Firms of the Year 2012

A run-down of the winning firms from around the ASIAN-MENA region as voted for by the In-House Community. The list comprises the winners and honourable mentions broken down by jurisdiction 51

Responding to the call...

ASIAN-MENA COUNSEL speaks to some of the firms that dazzled for their responsiveness, as they tell us about some of the silver bullets they used to knock out the competition..... 62



By Rebecca Brookes

As a region Asia Pacific has enjoyed relative buoyancy in the past four years as countries around the globe have sought to find their feet in a post-Global Financial Crisis world. In 2012 cash-rich companies in the region have continued to exhibit an eagerness to explore global opportunities, yet a review of business commentary suggests that enthusiasm for takeover and merger activity in the first half of the year was tempered by a number of factors. These include Europe's continuing debt crisis, a global economy that remains sluggish, and the outcome of political events on the horizon such as the US presidential election in November and the change of leadership planned in China later in the year.

As a result M&A deal volumes got off to a slower start in 2012 than anticipated, and Thomson Reuters reported mid-way through the year a 29.5 percent drop (to US\$223b) in Asia Pacific M&A from the previous year, whilst in-

bound M&A with Asian targets also fell 30 percent to US\$177b. The deal size of PE-backed IPOs in Q2 was also much smaller than that of previous quarters, with the intelligence agency reporting that Asian IPO volumes (ex-Japan and ex-Australia) declined 72.4 percent from a volume of US\$24.5 billion during the same period in 2011. Amidst the decline South East Asia sparkled early in 2012, in March posting a record year of debt issuance year-to-date, and in Q2 keeping M&A lawyers and bankers busy with sizable deals after a sluggish start to the year. Meanwhile, the number of M&As in the MENA region increased by almost 45 percent in the first quarter of 2012 compared to Q1 2011, however the total value of those deals was some 50 percent down on those completed in the same period twelve months before (though, positively, up almost 20 percent on the previous quarter).

Against this backdrop, it is interesting to consider the trends that have emerged from our *Representing Corporate Asia & Middle East Survey 2012*, the largest and most objective survey of in-house counsel and buyers of legal services along the New Silk Road. Analysed on a regional and jurisdictional level, the results of the survey provide us with an in-depth insight into the make-up of the in-house legal/compliance function of companies in Asia Pacific and the Middle East, the challenges faced by the in-house community, and their views on the quality of services and legal support received from law firms across the region.

Following an assessment of the many hundreds of responses, a clear picture also begins to emerge of any anticipated deal activity, growth and diversification

Figure 1: Profile of survey respondents

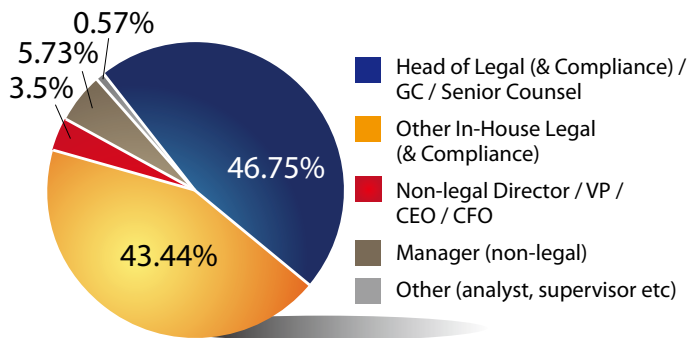
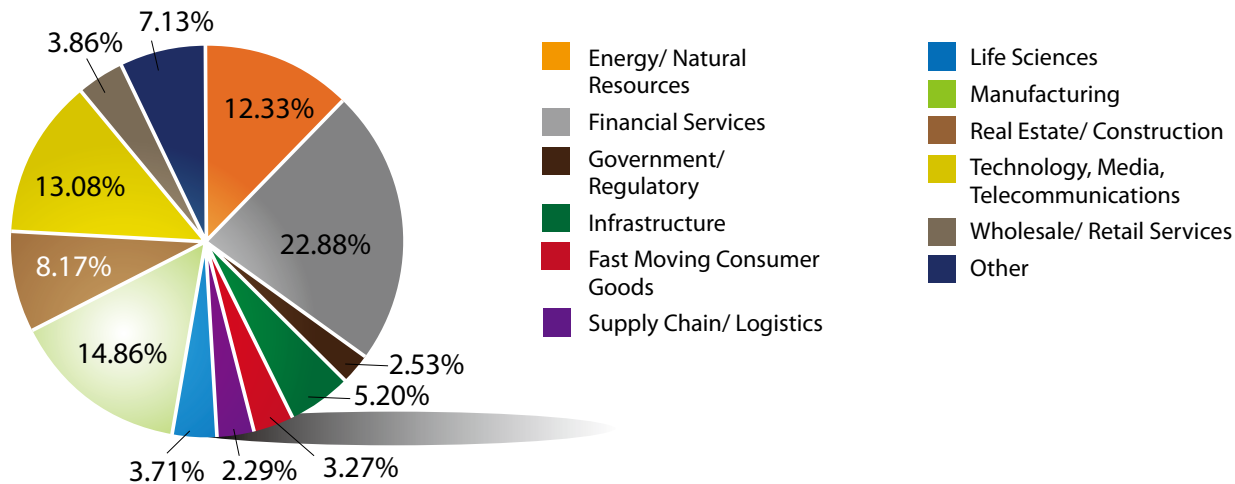


Figure 2: Which industry classification best describes your company?



by companies across the region in the coming twelve months.

SURVEY METHODOLOGY

Over 18,000 in-house counsel and senior corporate management in ten jurisdictions were invited to take part in the confidential survey online or at one of our fifteen *In-House Congress* and *Symposium* events held each year across the region. The survey contained questions designed to canvass views on the state of the in-house community in each jurisdiction, and areas of consideration and concern in respect of utilising and retaining the services of external counsel. In collating the regional trends, results from China, Hong Kong, India, Indonesia, Japan, Malaysia, Singapore, South Korea and Thailand were aggregated together with results from the UAE.

FIRMS OF THE YEAR 2012

The Representing Corporate Asia & Middle East Survey 2012 also provided in-house counsel with an opportunity to recognise the law firms which have made a significant impression on them in the past

Figure 3: How big is your in-house legal/compliance team?

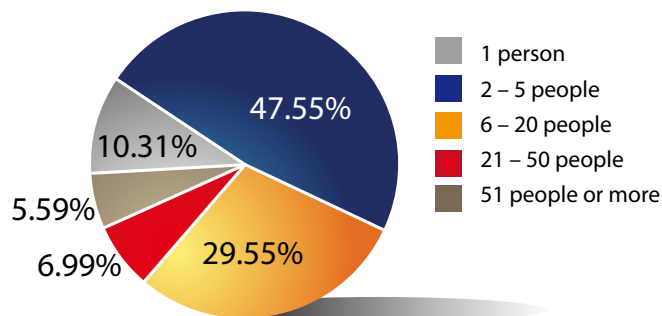
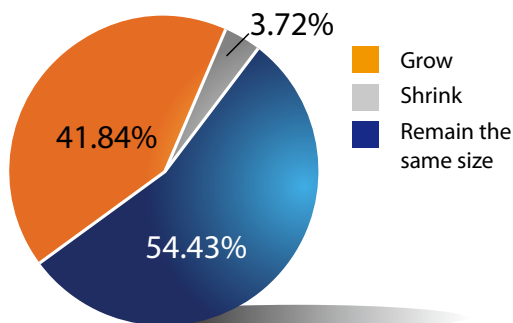


Figure 4: In the coming year, do you expect your in-house team to ...



Ali Budiardjo, Nugroho, Reksodiputro

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- Restructuring & Insolvency
- Taxation
- Most Responsive Domestic Firm

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Figure 5: What is the most common way your company locates and hires its in-house lawyers?

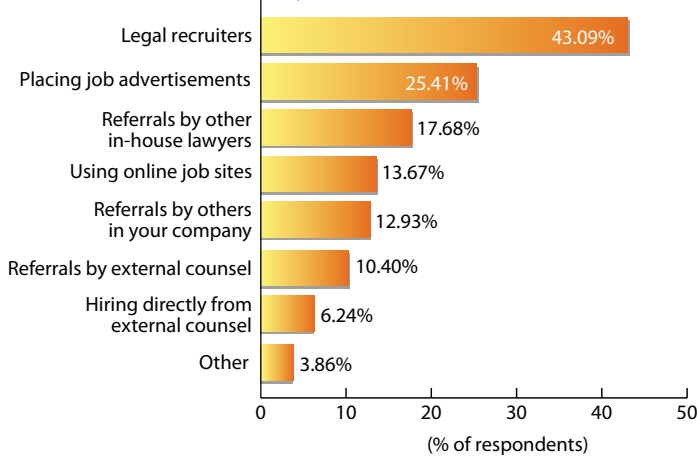


Figure 6: In the coming year, do you expect to use external counsel ...

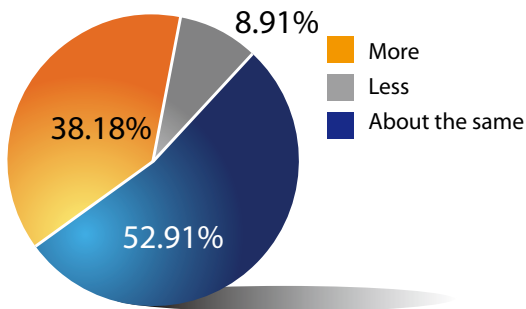
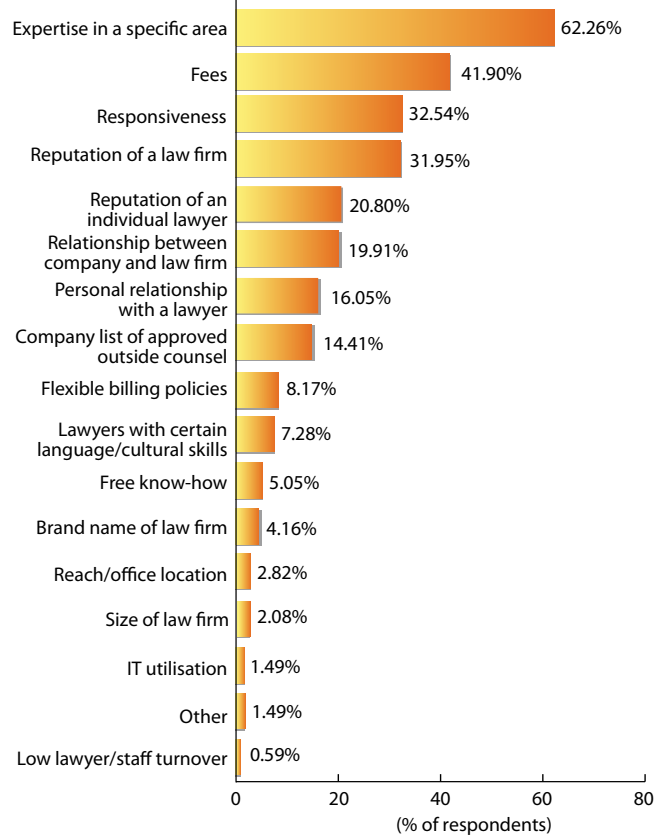


Figure 7: Which factors most influence your choice of external counsel?



year. Based on the votes and testimonials from hundreds of in-house lawyers from across the region, our *Firms of the Year 2012* is not intended to be an inventory of the largest or most active firms practising in Asia Pacific or the Middle East, but rather a genuine representation of the firms which have made the most positive impression on their clients for a range of reasons, whether it be because of a firm's expertise or responsiveness, its reputation, or perhaps the flexibility it shows its clients.

For a look at this year's winners, please turn to page 51. Where appropriate, both a 'local firm' (i.e. a firm which originated in that jurisdiction) and an 'international firm' have been honoured. Honourable Mentions have also been awarded to the many firms who received a high number of votes and strong recommendations in certain practice areas.

REGIONAL TRENDS

First things first... who are the people responding to our survey and where do they come from?

As usual, the calibre of survey respondents in 2012 was second to none, with 46.67 percent of participants comprising Heads of Legal/Compliance, General Counsel or Senior Counsel, and a total of 90.11 percent of respondents representing in-house counsel of varying levels. Meanwhile, an additional 3.50 percent of participants carry company titles of Director, Vice President, CEO or CFO, and 5.73 percent carry the title of Manager. In addition to in-house counsel, these participants are invited to take part in our survey where their companies do not have a permanent in-house legal function and they have responsibility for the purchase of legal services. (Figure 1)

Given the breadth of responses received to our survey in 2012, each of the ten industry options was assured some level of representation at a regional level and it was more a race to see which sector would prove the most dominant across Asia Pacific and the Middle East. By a clear margin the winner was Financial Services, snaring more than one fifth of votes (22.88 percent). Unsurprisingly, given the region's strength in each of these areas, Manufacturing

(14.86 percent), TMT (13.08 percent) and Energy/Natural Resources (12.33 percent) were next in line, whilst Real Estate/Construction (8.17 percent) polled in fifth place in 2012. (Figure 2)

When it comes to team size, it is most common for in-house counsel across the region to work in teams of 2-5 people (47.55 percent), with a strong showing also for teams of 6-20 people (29.55 percent). One tenth of respondents currently shoulder sole responsibility for their company’s legal matters (10.31 percent), and must look to external counsel when assistance is required to deliver legal advice to their internal customers. (Figure 3)

On the employment front the signs are positive for job seekers, with a healthy 41.84 percent of survey participants predicting an expansion in the size of their legal/compliance teams in the coming twelve months, down by only 4.5 percent from 2011 survey results. Job insecurities across the region remain at a minimum, with a diminutive 3.72 percent of respondents anticipating a reduction in team size. (Figure 4)

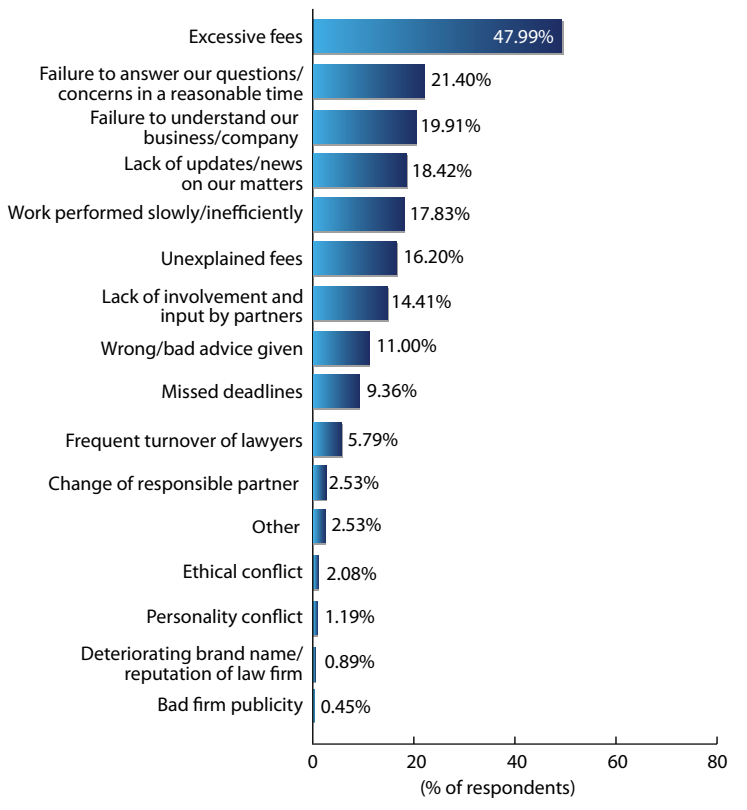
The hiring methods used across the region are varied where approval for an increase in headcount has been obtained, yet the most popular approach taken by in-house counsel when striving to find the right talent for their team is to engage the services of legal recruiters (43.09 percent). External lawyers hoping to make the move in-house with an existing client may be surprised to learn that respondents are least likely to go down this path, despite the fact they would presumably already be familiar with the company and have built a relationship with the in-house team. (Figure 5)

External counsel

Survey respondents were invited to select the three factors most likely to influence their choice of external counsel in the coming year, from a possible seventeen options. Participants were also given the opportunity to comment on the issues they have found most concerning in their dealings with external counsel in the past year.

The data that emerges from this aspect of the survey is particularly pertinent given the significant number of law firms along the New Silk Road looking to secure work. There is no doubt the competition is fierce after economic uncertainty in the West fuelled a desire on the part of many firms in recent years to either enter Asian and Middle

Figure 8: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



Eastern markets for the first time, bolster smaller offerings that were already on the ground or forge relationships with domestic firms, all in the pursuit of solidifying their positions on domestic, regional or global levels. Whilst some firms have opted to strengthen key specialisations through attracting the best local talent and/or relocating lawyers from home, others have invested in a wider vision by building full-service offerings on the ground. With 38.18 percent of in-house counsel predicting a need to increase the levels of service from external counsel in the coming year (Figure 6), firms vying for work would do well to take these results into consideration.

For the fourth year in a row, a firm’s expertise in a specific area (62.26 percent) was by far the strongest consideration for in-house counsel across the region. Retaining second polling position in 2012, fees (41.90 percent) also continue to be of significance. Meanwhile, there was little to separate the criterion in third and fourth places: close to one third of all respondents told us they would be swayed by how responsive a firm was to their needs (32.54 percent) and the reputation of a law firm (31.95 percent). (Figure 7)

In respect of the most concerning issues to have arisen in the past year, whilst the matter of excessive fees (47.99 percent) troubled close to half of all survey participants, complaints were many and varied and only a slim margin of 7 percent separated the second-most criticised issue – a failure by law firms to answer questions/concerns in a reasonable time (21.40 percent) – from that in seventh position, which was a lack of involvement/input by partners (14.41 percent). (Figure 8)

COUNTRY BY COUNTRY



CHINA

Of the many in-house counsel from China to respond to our survey in 2012, close to one third of respondents told us they came from the Manufacturing sector (31.94 percent) which, along with Financial Services (16.67 percent), TMT (12.5 percent) and Life Sciences (9.72 percent), claimed the lion's share of votes.

The vast majority of respondents from China work in teams of 2-5 people (41.18 percent) or 6-20 people (42.65 percent), with a significant number anticipating that their team size will increase in the coming twelve months (41.18 percent) due to expectations of strong business growth. This fact is unsurprising given China played host to the most M&A activity in the region in the first half of 2012, with Thomson Reuters reporting the Asian powerhouse claimed 38 percent of all deals.

Job security concerns for in-house lawyers are virtually non-existent at present. Only 2.94 percent of respondents predicted any reduction in headcount in the coming year, with one noting this was due to a forthcoming integration with a major US company. Several respondents who expect no movement in team size confirmed that recent recruitment had already taken place to bolster in-house numbers. When it comes to hiring, the use of legal recruiters is the primary method to secure new talent (79.41 percent), whilst placing job advertisements (25 percent) and using online job sites (19.12 percent) are the next most popular techniques.

CHINA

Figure 9: Which factors most influence your choice of external counsel?

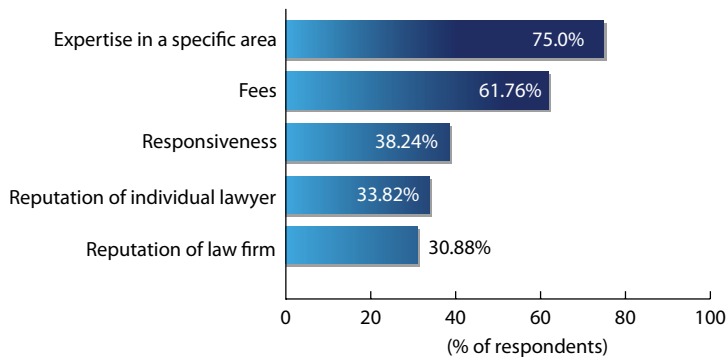
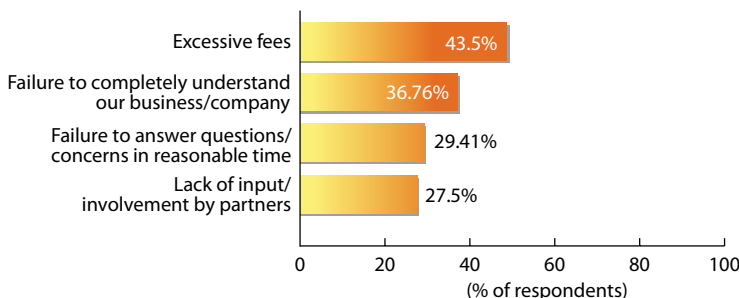


Figure 10: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



External Counsel

Current levels of engagement of external counsel are satisfactory for the majority of survey participants (57.58 percent), however a solid 36.36 percent expect their need for external legal services to increase in the coming year due to business expansion (new projects involving joint ventures and outbound investments were specifically mentioned). As was the case in 2011, the small percentage of respondents who expect to see a decrease in levels of engagement (6.06 percent) said they will be better equipped to undertake a greater proportion of work in-house following recent improvements (in terms of headcount and other resources) to their internal teams.

Whilst expertise in a specific area (75.00 percent) is once again the dominant influential factor in the selection of external counsel, the reputation of a law firm, which has polled in third place for the past three years, dropped to fifth position (30.88 percent) in 2012. In-house counsel have placed greater emphasis on levels of responsiveness (38.24 percent) this year, the first time this criterion has made the top three in China. Moreover, the reputation of an individual lawyer (33.82 percent) has made it back onto the charts after taking a tumble in 2011. (Figure 9)

Excessive fees (48.53 percent) remained the primary issue of concern for in-house respondents in their dealings with law firms in the past twelve months, whilst a failure to answer questions/concerns in a reasonable time (29.41 percent) jumped from sixth to third position in 2012. (Figure 10)

Key issues and concerns

In line with their counterparts from other jurisdictions, in-house counsel in China noted the difficulties associated with staying abreast of shifting legal frameworks across the region and the impact related changes are likely to have on their companies' operations. However, it is apparent that the speed with which China's own legal and judicial systems is developing offers its own set of problems. The fact that new laws, regulations and interpretations are published frequently and sometimes create vague, inconsistent and conflicting legal requirements is one of the major headaches for Chinese lawyers.

And, whilst eager to support their internal business customers to the greatest effect, many in-house counsel feel constrained by ongoing cultural issues within their compa-

nies and the associated effect these have on attitudes towards the in-house function. As one respondent noted, *"The practice of an in-house counsel is not always deemed the practice of a lawyer"*. Some respondents spoke of a desire to improve levels of communication between the in-house function and other business departments to redress the imbalance of power, and of endeavouring to transform their role from that of legal advisor to accepted business partner without compromising the need for internal control and compliance.

HONG KONG

Unsurprisingly, the Financial Services sector provided the strongest voice from Hong Kong, representing more than half of all respondents (52.54 percent) from the Special Administrative Region. TMT (11.86 percent), Manufacturing (6.78 percent), Real Estate/Construction and Energy/Natural Resources (5.08 percent apiece) were the industries next in line.

Whilst the majority of respondents across industries told us they came from legal/compliance teams that were small to medium in size (2-5 people: 36.21 percent; 6-20 people:

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HONG KONG

Figure 11: Which factors most influence your choice of external counsel?

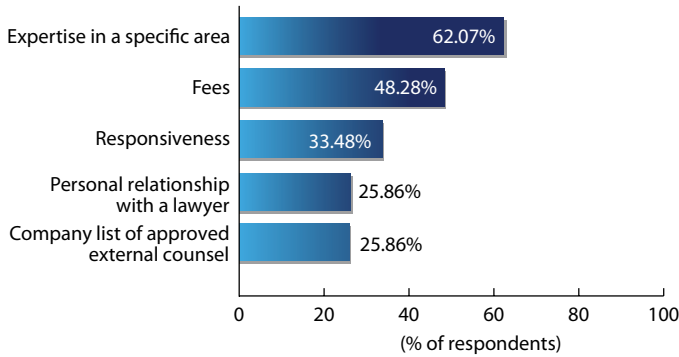
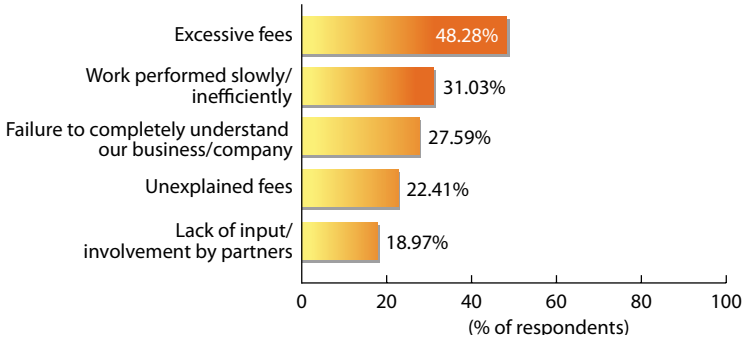


Figure 12: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



22.41 percent), almost one fifth of survey participants work in teams of 51 people or more (18.97 percent). On a positive note, more than one third of all respondents anticipate their team size will grow further in the next twelve months (34.48 percent), most pointing to intra-region or global expansion plans. In a competitive legal market, recruiters remain the most popular method for hiring (65.52 percent), whilst referrals are likely to carry some weight be they from other in-house lawyers (20.69 percent) or company colleagues (10.34 percent). More than one fifth of respondents would also take steps to place job advertisements directly (27.59 percent).

A lack of clarity concerning current market conditions was the main reason provided by those who expect their teams to remain the same size (60.34 percent). Whilst a number of respondents identified the European debt crisis as the reason ultimately underpinning any lack of in-house growth at this time, few shared the glum sentiments of one respondent who, noting his team would shrink in size, declared, “Eurozone = PRC Slowdown = HK Recession = Australian Recession”.



Achievements and Accolades :

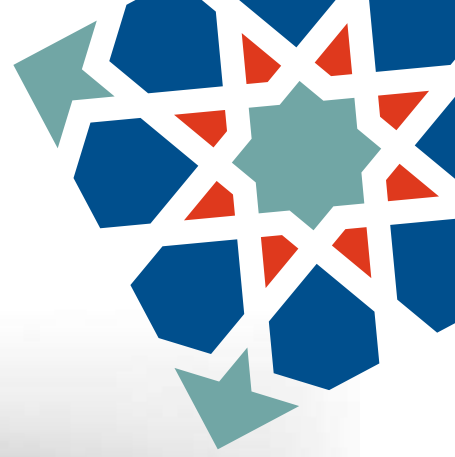
- AsiaLaw Profiles top-tier firm, 2009/2010, 2010/2011 and 2011/2012
- In-House Community 2011 capital markets law firm of the year, and honorary mention as “most responsive law firm”
- IFLR 1000 Tier-1 firm, 2010, 2011, and 2012
- Chambers Asia Pacific recommended firm, 2010, 2011 and 2012
- Legal 500 recommended firm, 2010, 2011 and 2012
- 2 AHP transactions named 2011 Deals of the Year by In-House Community

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External counsel

Music to the ears of private practitioners will be the fact that fifty percent of respondents told us they expect to increase their use of law firms in the coming year, the main reason being to support a growth in business. When it comes to the selection of the external legal advisors, in-house counsel will be most attracted to firms which can demonstrate expertise in a specific area (62.07 percent), whilst personal relationships with a private practitioner continues to carry sway for more than one quarter of respondents (25.86 percent). (Figure 11)

As in 2011 and in line with this year's regional results, excessive fees (48.28 percent) proved to be the issue of most concern for in-house respondents over the past twelve months. However, in 2012 respondents did deviate somewhat from regional averages by identifying work being performed slowly or inefficiently as the second most concerning factor (31.03 percent). (Figure 12)

Key issues and concerns

Staying abreast of changing legislation and developing compliance laws and protocols, becoming acquainted

with the extraterritorial requirements of other regions, and responding to heightened regulatory scrutiny, were amongst the major challenges identified by in-house counsel in Hong Kong as their companies expand into new markets and their teams are increasingly required to work across multiple and disparate jurisdictions within the region. Specific mention was made of the implications for companies of the *Fair and Accurate Credit Transactions Act* (FACTA), Basel III, and the Volcker rule.

Balancing risk assessment with business strategy and ensuring the in-house function is properly embedded into the business were also identified as ongoing challenges, as was the age-old problem of delivering on key performance indicators in the face of a stretched legal budget. Interestingly, despite Hong Kong's competitive legal market and resulting number of law firms on the ground in the S.A.R, several respondents queried the quality of lawyers available to them (from both an in-house and private practice perspective), noting a lack of experienced and skilled lawyers with the relevant experience. High turnover within law firms was one reason provided for this supposed shortfall in quality.



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E: kolkata@khaitanco.com

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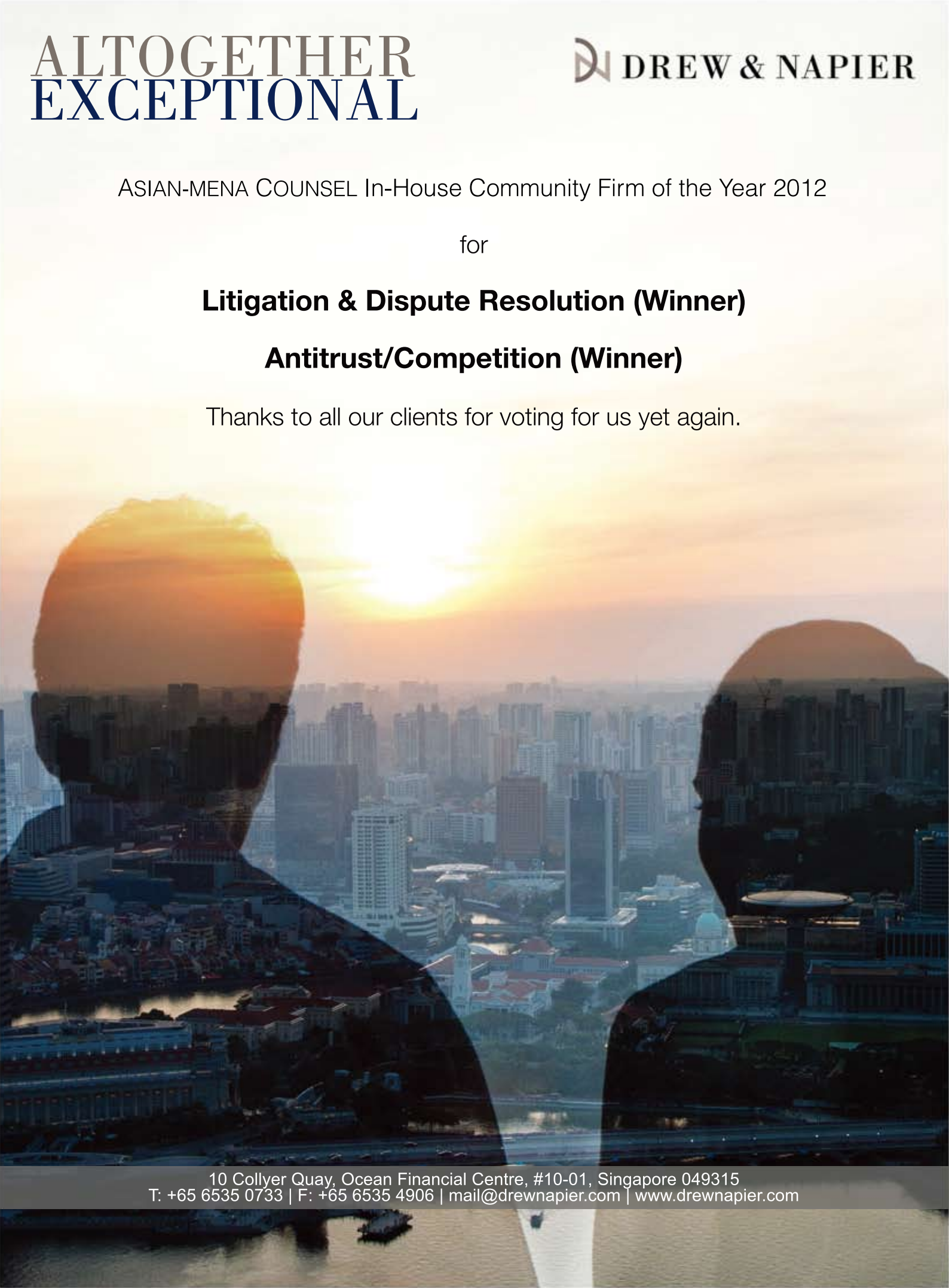
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INDIA

A very strong response rate delivered a mixed bag when it came to industry representation from India, with each of the possible industry options claiming a percentage of votes. And whilst the more dominant sectors in 2011 again took the lead in 2012, TMT (19.15 percent) rose from equal third polling position to knock Financial Services (14.89 percent) from its previously-held first place perch. Manufacturing remained in second place, attracting 18.09 percent of votes.

The majority of respondents told us they currently work in team sizes of 2-5 people (41.98 percent) or 6-20 (35.80 percent), but from all indications these numbers won't remain idle for long, with a very healthy 53.85 percent of all survey participants signalling that their in-house teams are likely to grow in the coming twelve months. Whilst many in-house counsel pointed to a growth in current business operations, with mention made of upcoming projects in the Middle East and South Africa, a number also spoke of diversification plans which will require existing legal resources to grow in competency. Emphasis was also placed on the growing complexity of legal and compliance issues in the jurisdiction, and the challenges associated with


litigation. Mirroring Indian's strong presence within the region, only 3.85 percent of respondents foresee any reduction in the size of their in-house teams.

Engaging the services of legal recruiters (55.56 percent) remains the leading method when it comes to hiring in India, whilst word-of-mouth recommendations are also taken seriously with referrals from in-house colleagues (39.51 percent) and external counsel (27.16 percent) both proving popular choices.

External counsel

The level of respondents who expect their use of external counsel to remain at a similar level in the coming year (57.58 percent) has jumped by almost twenty percent from 2011, whilst a solid 36.36 percent anticipate a need for increased service, some noting a broadening of their companies' investment portfolios.

In-house counsel in India are effectively in step with their regional counterparts when it comes to identifying the top five most influential factors for choosing external counsel, including identifying expertise in a specific area (75.31 percent) as the most significant factor. However, the order of the remaining rankings indicates that their priorities do



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Room 3001-2, 30/F
One Exchange Square
8 Connaught Place, Central
Hong Kong
Tel: +852 3976 8888
Fax: +852 2110 4285

SHANGHAI

20/F, Kerry Center
1515 Nan Jing West Road
Shanghai 200040, China
Tel: +86 21 2208 1166
Fax: +86 21 5298 5577
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SHENZHEN

14/F, Tower Two, Kerry Plaza
1 Zhong Xin Si Road
Futian District
Shenzhen 518048, China
Tel: +86 755 8256 0188
Fax: +86 755 8256 0189

INDIA

Figure 13: Which factors most influence your choice of external counsel?

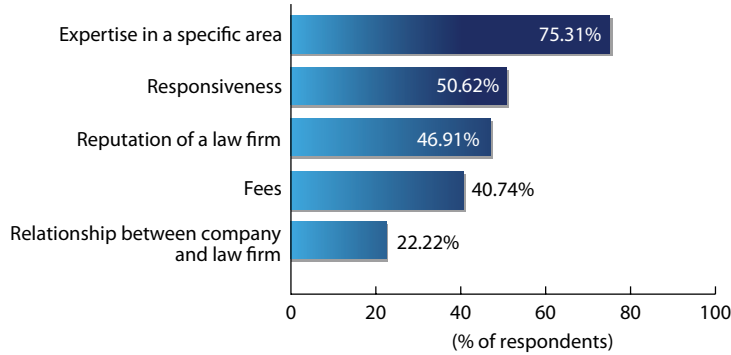
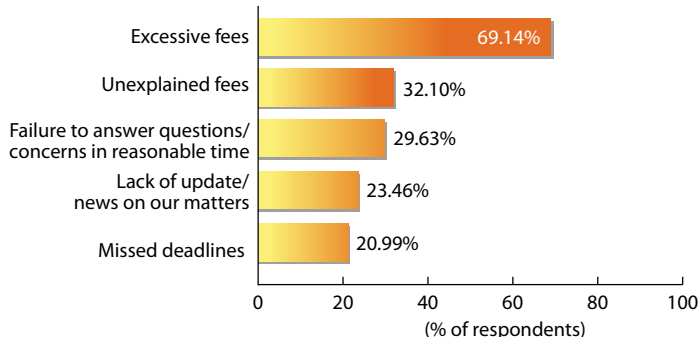


Figure 14: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



differ somewhat: for the third year running, the question of fees (40.74 percent) has polled in fourth place, receiving less emphasis than responsiveness (50.62 percent) and the reputation of a law firm (46.91 percent). (Figure 13)

The subject of fees is not one taken lightly however, and these rankings are made more interesting by the fact that Indian respondents went on to identify excessive fees (69.14 percent) and unexplained fees as the most pressing concerns in their dealings with external counsel in the past twelve months. Respondents also expect to receive prompt attention from their retained law firms and more than one quarter have recently been unsatisfied with levels of service, specifically a failure on the part of their external lawyers to answer questions/concerns in a reasonable time (29.41 percent) and a lack of involvement/input by partners (27.94 percent). (Figure 14)

Key issues and concerns

A “herculean task” was how one respondent described meeting the aspirations of stakeholders whilst keeping pace with rapidly changing legal frameworks on

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a domestic, regional and global level, when asked to comment on the major issues facing in-house counsel in the coming year. His sentiments were shared by others, many who also queried the availability of quality legal resources from both an in-house and private practice perspective. *“The demand for intelligent and competent legal resources far exceeds the supply,”* wrote one respondent, who continued, *“Unless a challenging work environment coupled with adequate compensation is provided, it will be difficult to contain attrition levels.”*

In fact, identified challenges were many and varied in India, and also included the fees of external counsel becoming prohibitive, the corruption of regulatory bodies in India, and persuading internal business clients to *“accept the legal function as a business partner and not a hurdle for sign-off”*. Respondents also called for greater training of in-house personnel to enhance their business acumen and as a measure to deal with a fast-changing environment and increasing demands on their time.

 **INDONESIA**

In-house counsel in Indonesia were also keen to make themselves heard, and the robust response rate meant that in addition to each sector receiving representation, thirteen percent of respondents identified themselves as coming from industries outside those provided in the survey. Given the country’s abundance of natural resources, it comes as little surprise that the Energy/Natural Resources sector (25 percent) attracted the largest proportion of respondents, with Financial Services (19 percent) and Manufacturing (13 percent) proving the next most popular categories.

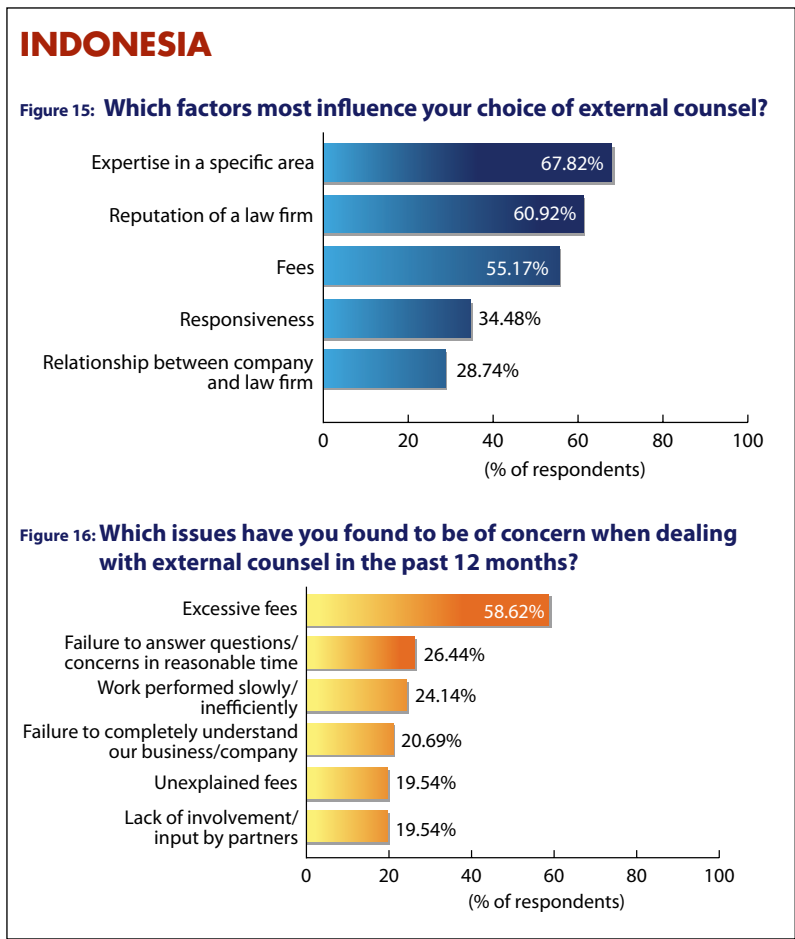
The majority of in-house counsel are required to make-do with a relatively small headcount (62.07 percent told us they work in teams of 2-5 people) in the performance of their roles, whilst cumulatively only 3.45 percent of respondents work in in-house teams of twenty-one people or more. However, lawyers seeking greener pastures will be pleased to learn that over half of all respondents expect their team size to increase in the coming year (54.02 percent), with

nearly all of this group citing business expansion plans and upcoming projects.

In a shift from previous years, respondents in 2012 told us that referrals from other in-house lawyers (37.93 percent) carry the most appeal when it comes to recruiting new lawyers. The direct placement of job advertisements, which polled in first place in previous years, remains a popular approach for 34.48 percent of survey participants. Whilst not as prevalent as in some other jurisdictions, the need for legal recruiters is by no means redundant, with nearly one third of participants (32.18 percent) willing to engage their services to secure the right talent for their teams.

External counsel

Close to one third of respondents presume they will need to engage law firms at a greater level than in the previous year (32.14 percent), providing a range of reasons including the anticipated legal complexity of new projects, in order to prepare for an upcoming IPO or Public-Private Partnership, or as their companies delve into new products and fields of



business. A number of the respondents who expect levels of service to remain at a similar intensity (52.28 percent) to that of 2011 indicated that their in-house departments have developed the capacity to handle most matters, with external counsel only engaged to respond to matters of particular complexity or litigation.

When it comes to the selection of external counsel, expertise in a specific area (67.82 percent) is once again the key criteria for in-house respondents in Indonesia. However, the emphasis on responsiveness (34.9 percent) has fallen by more than 22 percent from 2011 to 2012, with the reputation of a law firm (60.92 percent) carrying considerably more weight this year. (Figure 15)

Meanwhile, more than half of all respondents have labelled the bills they have received from law firms in the past twelve months as excessive (58.62 percent), whilst close to one fifth of survey participants also find themselves troubled by the presence of unexplained fees (19.54 percent). (Figure 16)

Key issues and concerns

Corruption continues to be a very real problem for a number of in-house respondents in Indonesia, and dealing

with bribery and an expectation of illegal payments is an unwelcome element of the in-house role for some. *“The challenge is how to implement the ‘equity before law’ motto, since Indonesian law enforcement is so often dependent on a ‘show me your money’ attitude,”* noted one respondent, whilst another lamented having to liaise with people who are not afraid to *“play-easy”* with the law.

Other challenges include dealing with contradictory regulations and government bureaucracy, and becoming familiar with emerging mining and banking laws/regulations. Lastly, several respondents queried the impact on Indonesia’s developing legal framework of the country recently regaining investment grade, as potential investors flock to its shores.

JAPAN

As was the case last year, Financial Services (29.17 percent), Manufacturing (25.00 percent) and TMT (20.83 percent) were the clear leaders when it came to industry representation of in-house respondents from Japan. Interestingly, the Energy/Natural Resources sector, which had previously enjoyed a strong presence in 2010 when it polled in second position with 23 percent of votes, contin-

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ued its significant decline, dropping from 5.26 percent in 2011 to 4.17 percent in 2012.

On par with regional trends, the majority of Japanese respondents told us they worked in a team of 2-5 people (57.14 percent). However, the similarities concerning the size and growth expectations of in-house teams end there, with close to one fifth indicating they work on a solo basis (19.05 percent) – almost double the regional average – and only 23.81 percent indicating their teams are likely to expand in the coming year, some 18 percent less than the regional outlook and the lowest figure of the individual jurisdictions. Reasons provided by the 71.43 percent of respondents who expect their teams to remain the same size included static market conditions, an existing capacity to meet any growth, budget/headcount restrictions and, for some who said they were part of a large organisation already carrying on regional activities, the ability to lean on Asia-Pacific legal resources should the need present itself.

When it comes to hiring methodology, in-house lawyers place most value on the skills of legal recruiters (52.38) to secure the best talent for their team, with referrals by other in-house counsel and external lawyers (14.29 percent

apiece) the next most utilised methods but comparatively far less popular.

External counsel

The numbers were even in Japan when it came to respondents determining whether their teams are likely to require greater assistance from external lawyers in the coming year, or whether current levels of engagement are sufficient (45.00 percent apiece). Whilst a pick-up in international capital market transactions is anticipated by several participants and others see a need for greater risk management – both which were deemed to require an increase in support from law firms – others noted that budgetary restrictions would prevent them from seeking any further levels of assistance.

In 2011 in-house respondents from Japan proved unique when it came to identifying what drove them in the selection of their law firms when they failed to place any particular emphasis on a firm's level of responsiveness. Whilst this criteria has jumped significantly to claim second position this year (38.10 percent), Japanese respondents have again managed to stand out from the crowd in that they are the

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JAPAN

Figure 17: Which factors most influence your choice of external counsel?

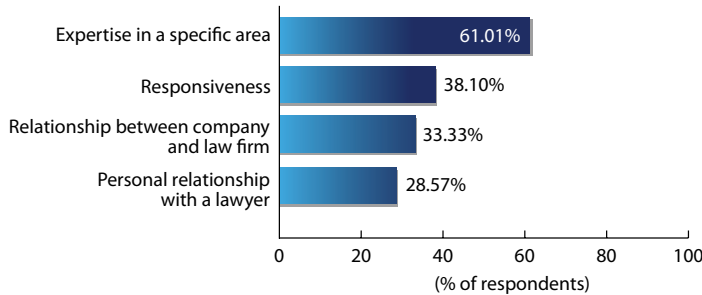
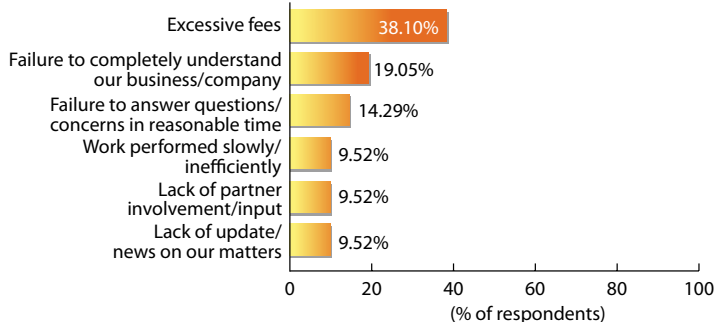


Figure 18: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



only jurisdiction where fees (23.81 percent) are not identified as one of the top four influential factors when choosing external counsel. (Figure 17)

Excessive fees (30.10 percent) was again the dominant concern for in-house respondents in their dealings with external counsel in the past year, whilst almost one fifth of participants do not believe the law firms they have engaged have truly understood their company or business operations (19.05 percent). (Figure 18)

Key issues and concerns

Respondents were quick to articulate the current challenges facing in-house lawyers in Japan, and whilst some concerns were in harmony with those offered by lawyers in other jurisdictions, such as keeping up with a regulatory changes, others clearly carried a more domestic flavour. One respondent noted the difficulty for Japanese lawyers of becoming familiar with “lengthy, western-style” contracts, whilst others pinpointed a lag between the expertise of in-house lawyers and their external counterparts.

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Several respondents also found the extra-territorial application of Japanese laws difficult to understand.



MALAYSIA

Energy/Natural Resources (17.19 percent) made a substantial jump from sixth place in 2011 to secure representation at the top of the charts in 2012, whilst there was little to separate the next strongest contenders in Financial Services (15.63 percent) and TMT (14.06 percent), which had claimed first and second polling positions in 2011 respectively.

Strongly in line with regional averages, just over one half of all respondents told us they work in teams of 2-5 people (51.91 percent), with teams of 6-20 people (30.91 percent) the second most common size. Lagging somewhat behind the regional average in 2012, however, are expectations concerning growth of in-house teams in the coming twelve months, with just under one third of respondents (29.09%) indicating any likelihood their teams will increase in size, a drop from the 40.79 percent of participants who

forecast growth in 2011. This year, growth for some was attributed to an increase in pipeline projects, whilst several noted that the increase in headcount was due to company restructuring.

When it comes to hiring, legal recruiters (34.55 percent) may have to work slightly harder in Malaysia than in other jurisdictions to make a placement, with a greater number of respondents likely to place job advertisements directly (56.36 percent) in their search for the best talent. Interestingly, a greater proportion of respondents told us they are more likely to trawl online job sites for suitable candidates (23.64 percent) before seeking referrals from other in-house lawyers (16.36 percent) or hiring directly from external counsel (14.55 percent).

External counsel

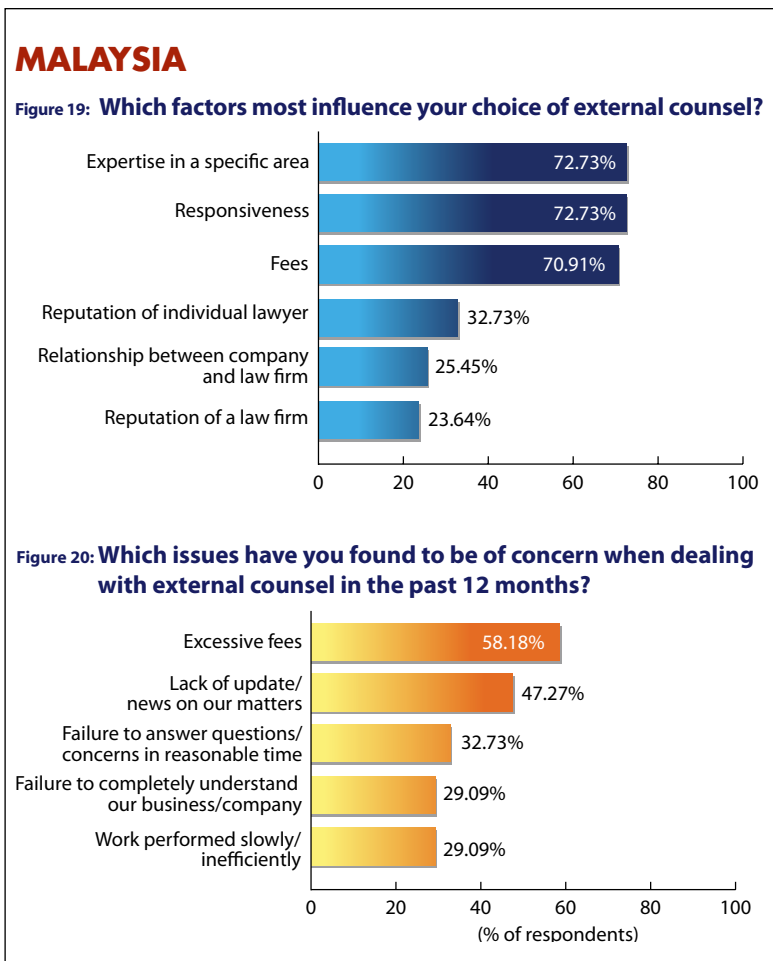
Expectations concerning the use of external counsel in the coming year were muted, with only one fifth of survey participants from Malaysia indicating any likely increase on existing levels of services received from private practitioners (20 percent), the lowest figure of any of the jurisdictions covered in the survey.

Despite the large number of respondents and therefore large number of votes cast from the jurisdiction, there was a dead heat for first place when it came to the factor most likely to influence in-house counsel in their choice of external counsel, with expertise in a specific area and responsiveness each attracting 72.73 percent of the votes. In third place by only the narrowest of margins, fees (70.91 percent) also proved a highly persuasive factor. Interestingly, a sizable 32.73 percent of respondents from Malaysia placed emphasis on the reputation of an individual lawyer, second only to results from China. (Figure 19)

After falling by 21.65 percent and into second position in 2011, excessive fees has risen in 2012 to once again become the most concerning factor for in-house respondents in their dealings with external counsel in the past twelve months. Meanwhile, a lack of update/news on matters, last year's victor, remains a significant problem for 47.27 percent of respondents. (Figure 20)

Key issues and concerns

An overwhelming number of respondents identified two particular pieces of legislation – *the Competition*




Act 2010 and the *Personal Data Protection Act 2010* – as amongst the major challenges currently facing in-house counsel in Malaysia, not only in terms of their application but also in respect of creating awareness amongst internal clients of the importance and implications of the legislation. A significant number also spoke of a need for more updates on recent case law and legislation, including the Malaysian code on corporate governance, and the need to continuously develop commercial acumen in order to stay relevant to the business.

For those exposed to cross-border transactions, other challenges include juggling the management of risk across various countries whilst endeavouring to understand the laws of multiple jurisdictions. Meanwhile, talent management and ongoing legal education and training of the in-house team in the face of budgetary restrictions are also a problem for some. As one respondent noted, *“Our operations team (which includes legal) is considered a cost and so for some time we have faced a lack of encouragement or any re-adjustment of salary and bonus, which can make it difficult for morale and attracting fresh talent.”*

 **SINGAPORE**


After polling in third place in 2011 with only 12 percent of votes, Financial Services was given a far stronger voice in 2012 (28.57 percent), easily claiming the mantle as the best-represented industry in Singapore. TMT (19.64 percent), Manufacturing (12.50 percent) and Energy/Natural Resources (10.71 percent) were the sectors next in line.

Most in-house counsel told us they work in teams of 2-5 people (36.73 percent) or 6-20 people (30.61 percent) in size, with just under 15 percent of respondents from Singapore flying solo in the performance of their legal duties. Predictions of growth within the in-house function (27.08 percent) in the coming year are amongst the lowest of all the jurisdictions covered in the survey, second only to data from Japan, with two thirds of all respondents indicating their teams are likely to remain the same size (66.67 percent). Explanations surrounding lack of growth were varied but on the whole not unusual; some companies continue to face budget restrictions and headcount freezes, others predict minimal business expansion at this time, whilst some respondents must deal with the expectation



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SINGAPORE

Figure 21: Which factors most influence your choice of external counsel?

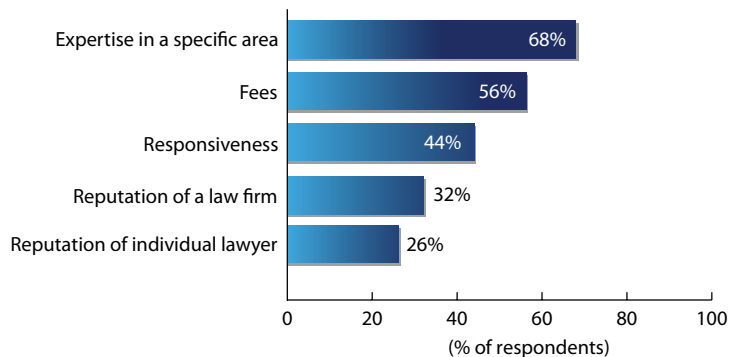
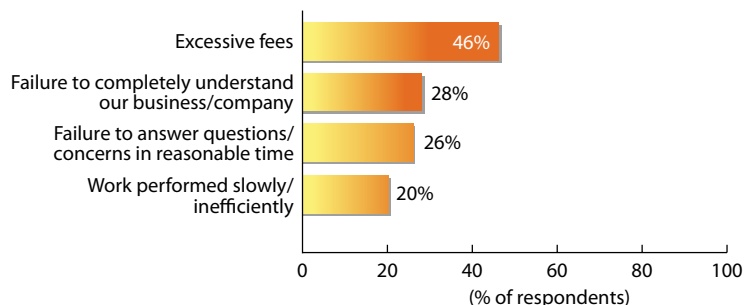


Figure 22: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



that the in-house team will take-on a greater volume of work with existing resources.

Legal recruiters (70 percent) are heavily favoured by those looking to bolster their in-house capabilities, with the second most popular approach – the placement of job advertisements (22 percent) – trailing far behind in the popularity stakes, appealing to only one fifth of all respondents. Meanwhile, the third most utilised method – referrals from other in-house lawyers – carried sway with only one tenth of survey participants.

External counsel

Close to one third of those surveyed in Singapore predict a need for increased levels of service from law firms in the coming twelve months (30.43 percent), a respectable number but well down from the 2011 forecast of 45 percent. The two dominant reasons provided were business expansion and, for a number of respondents, the fact that the size of the existing in-house team is simply too small to deal with the allocated workload.

Results from Singapore were in remarkable harmony with regional trends when it came to the factors most likely

to influence in-house counsel in their selection of external counsel. Not only did respondents emphasise the same top nine factors as those from the regional average (out of a possible sixteen), but the results were ranked in exactly the same order, with expertise in a specific area (68 percent) the clear favourite. (Figure 21)

Survey participants from the small republic were also consistent in respect of the main concerns to emerge from their dealings with law firms in the past year. Whilst excessive fees was the dominant issue for close to half of all respondents (47.99 percent), one fifth of respondents are also troubled by work being performed slowly/inefficiently (20 percent). On a positive note, concerns over unexplained fees have dropped from 20 percent in 2011 to a more manageable 12 percent in 2012. (Figure 22)

Key issues and concerns

Respondents wasted little time in identifying regulatory compliance as the major concern currently facing in-house counsel from Singapore, both on a domestic and regional scale. Anti-corruption, anti-competition and data protection laws were identified in particular, as was the general challenge of maintaining multi-jurisdictional knowledge and remaining abreast of new legal developments as they arise.

But gaining the relevant knowledge appears to be only half the battle, with a number of respondents commenting on the challenges associated with educating young local teams prone to high-turnover on the impact and reach of relevant legislation, and convincing business colleagues of the value of legal review of transactions and business operations. One respondent also remarked that the existence and increasing reach of social media would bring about its own set of challenges in the future.



SOUTH KOREA

As was the case in Singapore, the Financial Services sector was more assertive in South Korea in 2012 following a relatively lacklustre performance in 2011, jumping from fourth to secure first polling position with 23.33 percent of votes. Manufacturing (18.33 percent) and Energy/Natural Resources (13.33 percent) rounded out the top three, whilst several industries – Life Sciences, Real Estate/Construction and Wholesale/Retail Services – fought it out

but were ultimately tied for fourth place (6.67 percent apiece).

Indications of team size in 2012 largely mirrored regional results with almost half of all respondents working in teams of 2-5 people (47.37 percent), followed by 26.32 percent who work in teams of 6-20 people. Just over one tenth (10.53 percent) of respondents told us they work in teams of 21-50 people.

After being the most optimistic jurisdiction when it came to predictions of internal growth in 2010, expectations fell notably in 2011 with only 30.95 percent of respondents calculating a need for any increase in headcount within their in-house teams last year. Expectations have once again taken a turn for the better, with exactly half of all respondents from South Korea anticipating growth in 2012 (50.00 percent), business expansion by far the dominant explanation provided. A tiny 1.79 percent of respondents indicated any likely job loss within their teams, the smallest figure of all jurisdictions surveyed.

Legal recruiters (37.29 percent) currently have the edge over the direct placement of job advertisements (32.20 percent) when it comes to hiring

SOUTH KOREA

Figure 23: Which factors most influence your choice of external counsel?

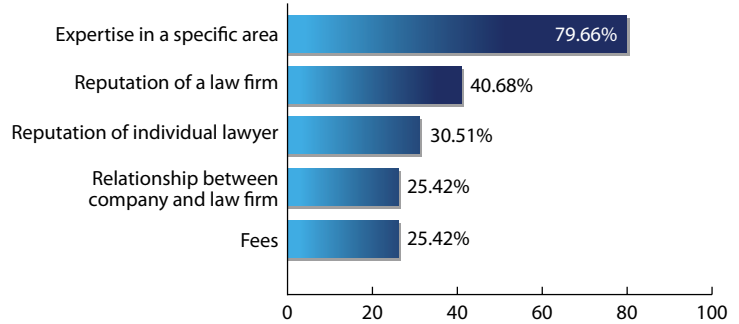
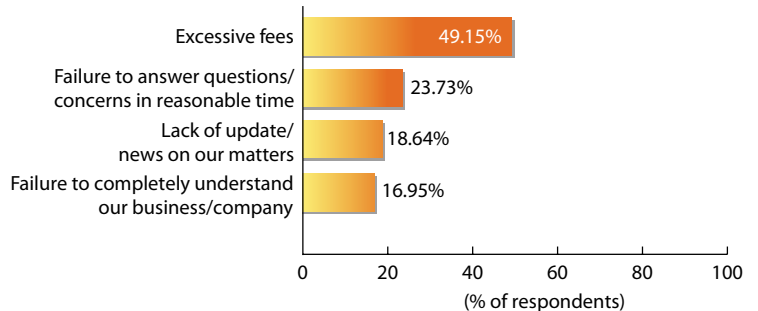


Figure 24: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



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methodology in South Korea, whilst the use of online job sites to search for suitable candidates, referrals by external counsel and hiring directly from external counsel carried equal favour (10.17 percent) for one tenth of respondents.

External counsel

Respondents from South Korea were the most bullish of all the jurisdictions in their assessment of whether they would need to increase current levels of service from external counsel in the coming year. A very solid 51.85 percent of all survey participants indicated that greater engagement was on the cards, with a number of respondents pointing to overseas expansion plans currently in the pipeline.

This data will no doubt appeal to law firms practising in the jurisdiction, however firms need to remain mindful of managing relationships with clients and delivering prompt service. Whilst excessive fees (49.15 percent) was the dominant concern for respondents in their dealings with external counsel in the past year, survey participants were next most troubled by a failure by firms to answer their questions and concerns in a reasonable time (23.73 percent) and a lack of updates/news on their matters (18.64 percent). (Figure 23)

When it comes to their selection of law firms in the coming year, the overwhelming majority of respondents will continue to choose a suitable firm based on its expertise in a specific area (79.66 percent). Reputation also carries great significance in South Korea, with 40.68 percent of all respondents likely to be swayed by the reputation of a firm and 30.51 percent by that of an individual lawyer. (Figure 24)

Key issues and concerns

When asked to comment on the major challenges facing in-house counsel in South Korea the responses were many and varied, but three major themes could quickly be identified. A number of respondents pointed to difficulties with managing the fees and work quality of external counsel, commenting on the high rates charged by many local firms and the difficulty of overcoming language barriers and finding quality lawyers with relevant cross-jurisdictional expertise, again at a reasonable cost.

Another common topic was the implications of the Korea-US (KORUS) and the Korea-EU Free Trade Agreements for the domestic legal environment. Lastly, respondents called for clear guidelines from regulating

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bodies to address the ambiguity often arising from the interpretation of laws and regulations, and spoke of the challenges associated with balancing increasing demands from their internal clients with the growing scrutiny of regulators.

THAILAND

As in 2011, Financial Services (26.09 percent) and Energy/Natural Resources (23.91 percent) attracted the strongest representation rates in Thailand in the 2012 survey, clearly ahead of TMT (13.04 percent) and Manufacturing (10.87 percent).

Cumulatively, a remarkable 95.56 percent of respondents told us they work in teams of 20 people or less (1 person: 17.78 percent; 2-5 people: 44.44 percent; 6-20 people: 33.33 percent). A very healthy 43.90 percent of all respondents predict growth of their in-house teams in the coming twelve months owing to business expansion, for a number of companies through the undertaking of M&A activity. Like many of the other jurisdictions surveyed, concerns regarding job security are minimal, with only 4.88 percent of participants

THAILAND

Figure 25: Which factors most influence your choice of external counsel?

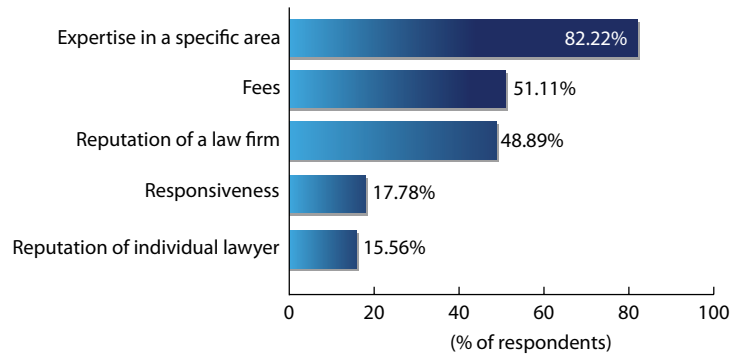
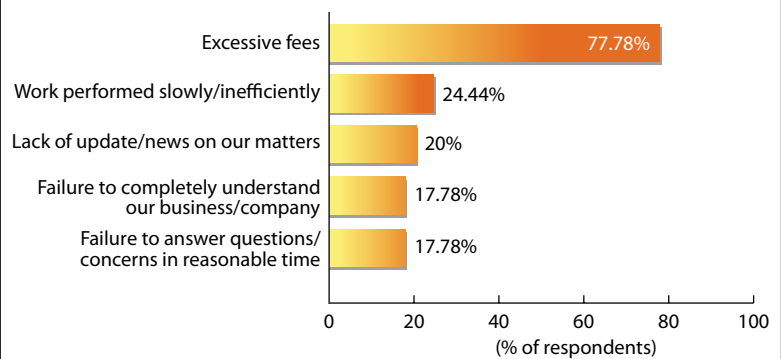


Figure 26: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



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Yulchon is a full-service international law firm of over 300 professionals headquartered in Seoul, Korea. We strive to provide innovative solutions to the legal challenges that confront clients in Korea and around the world. We are frequently retained to negotiate complex cross-border transactions, help draft new legislation and regulations, and provide representation in high-stakes adversarial proceedings.

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indicating there is likely to be any loss of headcount in the near future.

Thailand is one of the few jurisdictions, alongside its South East Asian counterparts Malaysia and Indonesia, where legal recruiters (24.44 percent) are not necessarily the first option utilised by in-house counsel seeking fresh talent for their team. A greater proportion of respondents are more likely to place job advertisements themselves (37.78 percent). And somewhat unusually, survey participants told us they were more likely to solicit referrals from company colleagues (11.11 percent) and external counsel (6.67 percent) than in-house counterparts, with referrals from other in-house counsel (4.44 percent) ranking the least popular method of recruitment.

External counsel

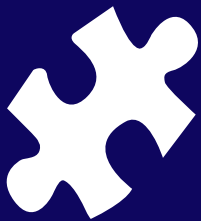
Law firms practising in Thailand will be pleased to note that 46.67 percent of respondents predict a need for increased service levels from external counsel in the coming year, as companies expand business lines, enter into M&A agreements, or undertake a greater volume of cross-border transactions.

Respondents from Thailand have been remarkably consistent year-on-year in defining the factors which are most influential when it comes to the selection of external counsel. As in 2010 and 2011, expertise in a specific area was the overwhelming favourite (82.22 percent), with fees (51.11 percent) and the reputation of a law firm (48.89 percent) also receiving a significant proportion of votes. (Figure 25)

It was also a clear case of majority rules in respect of the issue which respondents have found most concerning in their dealings with external counsel in the past year. A hefty 77.78 percent of all respondents in Thailand told us they have had reason to be concerned by excessive fees in the last twelve months, disturbingly well up from 42.55 percent in 2011. Billing is far and away the biggest issue for in-house counsel at the moment, with the next most highlighted issue – work being performed slowly/inefficiently – attracting only 24.44 percent of votes. (Figure 26)

Key issues and concerns

Whilst the usual challenges – such as coping with existing and emerging laws and regulations – were listed by Thai in-house respondents as in other jurisdictions, it was



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refreshing to see survey participants not only emphasise the need to develop their legal knowledge and capability, but acknowledge a need to also improve on softer skill-sets such as communication. Achievement of such a goal may help to address other identified challenges, such as helping to alter the perception that the legal function is an obstacle to business. As one respondent commented, *“The aim should be to gain acceptance of the notion that legal advice must, at the end of the day, help to shape the company’s business.”*

Many respondents also queried the effect the new government in Myanmar and the Asean Economic Community (AEC) will have on cross-border investments, whilst several articulated concerns over a lack of precedent and case reporting in Thai labour law.

UNITED ARAB EMIRATES

And finally to the UAE, where the industry results are immediately distinguishable from those of the jurisdictions in Asia Pacific owing to the fact that it is Real Estate/Construction (22.45 percent) that claims first position as the most well-represented sector in 2012. Financial Services (19.39 percent), TMT (13.27 percent) and Manufacturing (8.16 percent) take successive spots, with Infrastructure (7.14 percent) making an appearance in fifth place.

The majority of respondents work in teams of 2-5 people (58.82 percent), whilst the next most common team sizes are 6-20 people (21.57 percent) and a solitary one person (13.73 percent). Growth expectations for the in-house function in the UAE are relatively strong, with 36.54 percent of all respondents anticipating an increase in headcount in the coming year in order to cope with a shifting business and legal environment, and an escalation in contractual matters and disputes.

For those respondents looking to hire, the majority will first turn to legal recruiters (51.92 percent), whilst word-of-mouth recommendations from company colleagues and other in-house counsel are relatively popular approaches garnering 23.08 percent and 21.15 percent of votes respectively. The least common tactic is to hire directly from external counsel, with only 3.85 percent of respondents likely to go down this path.

UNITED ARAB EMIRATES

Figure 27: Which factors most influence your choice of external counsel?

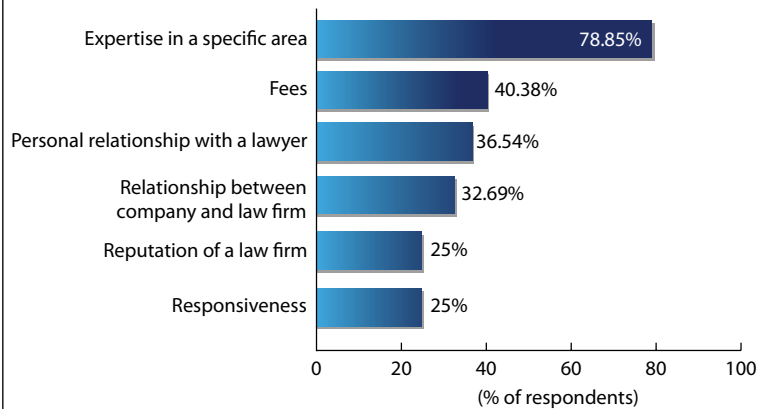
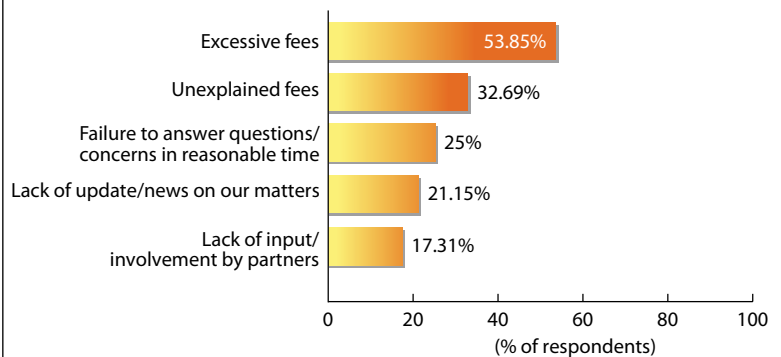


Figure 28: Which issues have you found to be of concern when dealing with external counsel in the past 12 months?



External counsel

A healthy 36.73 percent of respondents anticipate they will need to use the services of external counsel at greater levels in the coming year, largely owing to improving business conditions that will see an expansion in workload, and due to an expectation that disputes will grow in number and require the expertise of litigation lawyers.

Whilst expertise in a specific area (78.85 percent) holds undeniable influence when it comes to the selection of appropriate external counsel and attractive fee rates (40.38 percent) also prove persuasive, as in 2011 the significance of relationships in the UAE should not go unnoticed. Indeed, more than one third of all respondents indicate they will be guided by a personal relationship with an individual lawyer (35.54 percent) and the relationship between their company and a law firm (32.69 percent). (Figure 27)

Even where strong foundations exist between external counsel and their in-house clients, the former will need to remain mindful of the need to review billing strategies

periodically in order to maintain the strength of relationships, with fee-related concerns the top two issues identified by in-house respondents in their dealings with external counsel in the past twelve months. (Figure 28)

Key issues and concerns

Compliance and corporate governance continue to be key challenges for in-house respondents from the UAE, whilst in 2012 the spotlight was also clearly shone on issues within the judicial system. One respondent complained of a “Lack of Jurisprudence, and a low level of knowledge within the courts”, whilst others lamented inconsistent judgments and the difficulties of ensuring enforcement of judgments and arbitration awards.

There were multiple calls for more lawyers with GCC experience, and a number of respondents from the UAE also spoke of the difficulties of advising on matters where the legal and practical realities are not aligned, especially when dealing with in-house clients who are not sophisticated users of legal services. As one respondent commented, “There is still a perception on the part of the commercial team that we are stopping them from making money.” Another noted, “The challenge is in maintaining an independent legal function so as not to compromise on the legal position taken. This is best achieved through the use of diplomacy and taking a tactical approach when advising internal customers.”

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Empowering In-House Counsel along the New Silk Road

ASIAN-MENA COUNSEL is pleased to announce the *'In-House Community Firms of the Year'* for 2012. The results are based entirely on the nominations and testimonials of the in-house counsel surveyed as part of the sixth annual ASIAN-MENA COUNSEL - In-House Community 'Representing Corporate Asia & Middle East' Survey.



A Unique & Objective Methodology

Over 18,000 pre-qualified in-house counsel and buyers of legal services were invited to participate in our survey directly and personally online, through a controlled interface, or while attending one of our In-House Congress or Symposium events across the region (over 2,500 in-house counsel attend at least one of our 15 In-House Community events annually). With no obligation, 583 individuals responded to the survey in full (see Figure 1 on page 22 for a full breakdown of our respondents by job title and role). Participants were asked, among other things, for their comments on the quality and value of service they received from external counsel in their jurisdiction, and which firms they 'prefer to use' for various activities. In-house counsel were able to nominate any firm of their acquaintance – the poll does not lead their choices in any way whatsoever and hence is unique among legal polls in the region – with votes aggregated to select the winning firms in each category. As such, the results do not indicate which law firms have been the most active in any given area, but rather those private practice teams whose service has been of meritable quality and who have been responsive to their clients needs beyond the norm.

Where applicable, both domestic and international firms have been recognised as 'Winners', and where results have been 'too close to call', joint category winners have been announced. In addition to the winning firms, 'Honourable Mentions' have been awarded to law firms that have also received notable in-house recognition, and in the event of significant votes but no outright winner in a category, we have named all the firms as 'Honourable Mentions'.

Congratulations to all those who have played a part in the teams honoured below.

CHINA

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- **Allen & Overy**
- **Zhong Lun Law Firm**

Honorable Mentions:

- Allbright Law Offices
- Dacheng Law Offices
- Gunderson Dettmer
- King & Wood Mallesons
- Llinks Law Offices

ANTITRUST / COMPETITION

- **Freshfields Bruckhaus Deringer**
- **King & Wood Mallesons**

Honorable Mentions:

- Jun He Law Offices
- T&D Associates
- Zhong Lun Law Firm

AVIATION

Honorable Mention:

- **Clifford Chance**

BANKING & FINANCE

- **Allen & Overy**
- **Clifford Chance**
- **King & Wood Mallesons**
- **Linklaters**

Honorable Mentions:

- DLA Piper
- Jun He Law Offices
- Llinks Law Offices
- Norton Rose
- Zhong Lun Law Firm

CAPITAL MARKETS

- **Freshfields Bruckhaus Deringer**

Honorable Mentions:

- Clifford Chance
- Haiwen & Partners
- King & Wood Mallesons
- Linklaters
- Llinks Law Offices
- Sidley Austin
- Commerce & Finance Law Offices

COMPLIANCE / REGULATORY

Honorable Mentions:

- Jade & Fountain PRC Lawyers
- Jun He Law Offices
- King & Wood Mallesons
- Norton Rose
- Sheppard Mullin Richter & Hampton
- Sidley Austin
- Squire, Sanders & Dempsey

CORPORATE AND M&A

- **Clifford Chance**
- **Jun He Law Offices**
- **King & Wood Mallesons**
- **Zhong Lun Law Firm**

Honorable Mentions:

- Allbright Law Offices
- Allen & Overy
- Baker & McKenzie
- DeHeng Law Offices
- Fangda Partners
- FenXun Partners
- Global Law Offices
- Hylands Law Firm



- Links Law Offices
- Martin Hu & Partners
- Paul Hastings
- Paul, Weiss, Rifkind, Wharton & Garrison
- Shearman & Sterling

EMPLOYMENT

- Jun He Law Offices
- King & Wood Mallesons

Honorable Mentions:

- Allbright Law Offices
- Clyde & Co

ENERGY & NATURAL RESOURCES

- Allen & Overy
- Vinson & Elkins

Honorable Mention:

- Broad & Bright Law Firm

ENVIRONMENTAL

- Baker & McKenzie
- King & Wood Mallesons

INSURANCE

- Grandall Law Firm
- King & Wood Mallesons

INTELLECTUAL PROPERTY

- CCPIT Patent & Trademark Law Office

Honorable Mentions:

- Hogan Lovells International
- King & Wood Mallesons
- Zhong Lun Law Firm

INTERNATIONAL ARBITRATION

- Fangda Partners
- King & Wood Mallesons

LITIGATION & DISPUTE RESOLUTION

- Jun He Law Offices

Honorable Mentions:

- Dacheng Law Offices
- DeHeng Law Offices
- Global Law Offices
- Kang Da Law Firm
- King & Wood Mallesons
- Zhong Lun Law Firm

MARITIME & SHIPPING

Honorable Mention:

- Yao Liang Law Offices

PROJECTS & PROJECT FINANCING

- Allen & Overy
- Clifford Chance

REAL ESTATE / CONSTRUCTION

- Zhong Lun Law Firm

Honorable Mentions:

- Allbright Law Offices
- Dacheng Law Offices
- Fangda Partners
- Jun He Law Offices
- King & Wood Mallesons

RESTRUCTURING & INSOLVENCY

Honorable Mention:

- Dacheng Law Offices

TAXATION

- DLA Piper

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR

- Clifford Chance
- Linklaters

Honorable Mentions:

- Allen & Overy
- Baker & McKenzie
- Freshfields Bruckhaus Deringer
- Norton Rose

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- King & Wood Mallesons
- Zhong Lun Law Firm

Honorable Mentions:

- Dacheng Law Offices
- Global Law Offices
- Jincheng, Tongda & Neal
- Jun He Law Offices

HONG KONG

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- Sidley Austin

Honorable Mentions:

- Allen & Overy
- Akin Gump Strauss Hauer & Feld
- Clifford Chance
- Linklaters
- Ogier
- Simmons & Simmons
- Stephenson Harwood

ANTITRUST / COMPETITION

- Clifford Chance

Honorable Mentions:

- Allen & Overy
- Baker & McKenzie
- King & Wood Mallesons

AVIATION

- Mayer Brown JSM

Honorable Mention:

- Clifford Chance

BANKING & FINANCE

- Allen & Overy
- Clifford Chance

Honorable Mentions:

- Baker & McKenzie
- King & Wood Mallesons
- Linklaters
- Norton Rose

CAPITAL MARKETS

- Davis Polk & Wardwell
- Linklaters

Honorable Mentions:

- Allen & Overy
- Cleary Gottlieb Steen & Hamilton
- Clifford Chance
- Latham & Watkins
- King & Wood Mallesons
- Ropes & Gray
- Shearman & Sterling
- Sidley Austin
- Simpson Thacher & Bartlett

COMPLIANCE / REGULATORY

- Baker & McKenzie
- Clifford Chance
- Linklaters

Honorable Mentions:

- Allen & Overy
- Deacons
- Freshfields Bruckhaus Deringer
- King & Wood Mallesons
- Latham & Watkins
- Mayer Brown JSM
- Reed Smith Richards Butler
- Simmons & Simmons

CORPORATE AND M&A

- **DLA Piper**
- **Linklaters**

Honorable Mentions:

- Baker & McKenzie
- Clifford Chance
- Eversheds
- Herbert Smith
- Latham & Watkins
- King & Wood Mallesons
- Milbank, Tweed, Hadley & McCloy
- Ropes & Gray
- Sidley Austin
- Skadden, Arps, Slate, Meagher & Flom
- Slaughter and May

EMPLOYMENT

- **DLA Piper**
- **Simmons & Simmons**

Honorable Mentions:

- Allen & Overy
- Baker & McKenzie
- Mayer Brown JSM
- Tanner De Witt

ENERGY & NATURAL RESOURCES

Honorable Mentions:

- DLA Piper
- Herbert Smith
- Linklaters

INSURANCE

- **Baker & McKenzie**

Honorable Mentions:

- Clifford Chance
- Deacons
- Simmons & Simmons

INTELLECTUAL PROPERTY

Honorable Mentions:

- Bird & Bird
- Deacons
- Jones Day
- Hogan Lovells
- Pinsent Masons
- So Keung Yip & Sin
- Squire Sanders
- Stephenson Harwood

INTERNATIONAL ARBITRATION

- **Clifford Chance**

ISLAMIC FINANCE

- **Clifford Chance**

LITIGATION & DISPUTE RESOLUTION

- **Clifford Chance**
- **Holman Fenwick Willan**

Honorable Mentions:

- Minter Ellison
- Reed Smith Richards Butler
- Stephenson Harwood

MARITIME & SHIPPING

- **Holman Fenwick Willan**
- **Ince & Co**

Honorable Mentions:

- DLA Piper
- Eversheds
- MFB
- Norton Rose

PROJECTS & PROJECT FINANCING

Honorable Mentions:

- Allen & Overy
- Clifford Chance
- King & Wood Mallesons

REAL ESTATE / CONSTRUCTION

Honorable Mentions:

- Deacons
- DLA Piper
- Mayer Brown JSM

RESTRUCTURING & INSOLVENCY

Honorable Mentions:

- Bingham McCutchen
- Clifford Chance
- Gall
- Sidley Austin

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

Honorable Mentions:

- Baker & McKenzie
- Hogan Lovells

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR

- **Clifford Chance**
- **Eversheds**

Honorable Mentions:

- Baker & McKenzie
- DLA Piper
- Holman Fenwick Willan
- King & Wood Mallesons

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR

- **Deacons**

INDIA

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- **AZB & Partners**
- **Amarchand & Mangaldas & Suresh A Shroff & Co**

Honorable Mentions:

- J. Sagar Associates
- Nishith Desai Associates

ANTITRUST / COMPETITION

- **Amarchand & Mangaldas & Suresh A Shroff & Co**
- **Khaitan & Co**

Honorable Mentions:

- AZB & Partners
- Luthra & Luthra
- Nishith Desai Associates

AVIATION

Honorable Mentions:

- Amarchand & Mangaldas & Suresh A Shroff & Co

BANKING & FINANCE

- **Allen & Overy**
- **AZB & Partners**
- **Clifford Chance**
- **Wadia Ghandy & Co**

Honorable Mentions:

- Amarchand & Mangaldas & Suresh A Shroff & Co
- Bharucha & Partners
- Juris Corp
- Norton Rose



CAPITAL MARKETS

- Amarchand & Mangaldas & Suresh A Shroff & Co
- AZB & Partners

Honorable Mention:

- J. Sagar Associates

COMPLIANCE / REGULATORY

- Amarchand & Mangaldas & Suresh A Shroff & Co
- AZB & Partners

Honorable Mentions:

- J. Sagar Associates
- Kanga & Co

CORPORATE AND M&A

- AZB & Partners

Honorable Mentions:

- Amarchand & Mangaldas & Suresh A Shroff & Co
- J. Sagar Associates
- Khaitan & Co
- Nishith Desai Associates
- Vaish Associates
- Wadia Ghandy & Co

EMPLOYMENT

Honorable Mentions:

- AZB & Partners
- Bhasin & Co
- Rajinder Narain & Co

ENERGY & NATURAL RESOURCES

- Amarchand & Mangaldas & Suresh A Shroff & Co
- Norton Rose

Honorable Mention:

- Rajinder Narain & Co

INSURANCE

- PRA Law Offices
- Wadia Ghandy & Co

INTELLECTUAL PROPERTY

- Anand & Anand
- W.S. Kane & Co

Honorable Mention:

- Arjun T. Bhagat & Co

INTERNATIONAL ARBITRATION

- AZB & Partners
- Economic Laws Practice
- Herbert Smith

ISLAMIC FINANCE

- Clasis Law

LIFE SCIENCES

- AZB & Partners
- Nishith Desai Associates

LITIGATION & DISPUTE RESOLUTION

- Herbert Smith
- Wadia Ghandy & Co

Honorable Mentions:

- Amarchand & Mangaldas & Suresh A Shroff & Co
- Bharucha & Partners
- Luthra & Luthra
- Trilegal

PROJECTS & PROJECT FINANCING

- Amarchand & Mangaldas & Suresh A Shroff & Co
- Clasis Law

Honorable Mentions:

- Allen & Overy
- Clifford Chance
- Linklaters

REAL ESTATE / CONSTRUCTION

- Amarchand & Mangaldas & Suresh A Shroff & Co

Honorable Mentions:

- Kanga & Co
- Phoenix Legal

RESTRUCTURING & INSOLVENCY

- Khaitan & Co

Honorable Mention:

- Tiwari & Associates

TAXATION

- KPMG
- Lakshmikumaran & Sridharan

Honorable Mentions:

- Deloitte Touche Tohmatsu
- Economic Laws Practice

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- AZB & Partners
- J. Sagar Associates

Honorable Mention:

- Nishith Desai Associates

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR

- Clifford Chance
- Eversheds
- Norton Rose

Honorable Mentions:

- Allen & Overy
- Baker & McKenzie
- Reed Smith

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- Amarchand & Mangaldas & Suresh A Shroff & Co
- AZB & Partners
- J. Sagar Associates
- Wadia Ghandy & Co

Honorable Mentions:

- Advaya Legal
- India Law Services
- Khaitan & Co
- Nishith Desai Associates
- Phoenix Legal
- S.N. Gupta & Co

INDONESIA

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- Hadiputranto, Hadinoto & Partners

Honorable Mentions:

- Lubis Ganie Surowidjojo
- Makes & Partners

ANTITRUST / COMPETITION

- Hadiputranto, Hadinoto & Partners

Honorable Mentions:

- Adnan Kelana Haryanto & Hermanto
- Ignatius Andy Law Offices
- Lubis Ganie Surowidjojo

AVIATION

- Makarim & Taira S.

Honorable Mentions:

- Bahar & Partners
- Assegaf Hamzah & Partners

BANKING & FINANCE

- Ali Budiardjo, Nugroho, Reksodiputro
- Assegaf Hamzah & Partners
- Makarim & Taira S.

Honorable Mentions:

- Hadiputranto, Hadinoto & Partners
- Lubis Ganie Surowidjojo
- Melli Darsa & Co

CAPITAL MARKETS

- **Hadiputranto, Hadinoto & Partners**

Honorable Mentions:

- Assegaf Hamzah & Partners
- Makarim & Taira S.
- Makes & Partners
- Melli Darsa & Co
- Roosdiono & Partners (ZICOlaw)

COMPLIANCE / REGULATORY

- **Makarim & Taira S.**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Soewito Suhardiman Eddymurthy Kardono

CORPORATE AND M&A

- **Hadiputranto, Hadinoto & Partners**
- **Makes & Partners**
- **O'Melveny & Myers (in association with Tumbuan & Partners)**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Bahar & Partners
- Latham & Watkins
- Lubis Ganie Surowidjojo
- Milbank, Tweed, Hadley & McCloy
- Soewito Suhardiman Eddymurthy Kardono

EMPLOYMENT

- **Kemalsjah & Associates**

Honorable Mention:

- Soewito Suhardiman Eddymurthy Kardono

ENERGY & NATURAL RESOURCES

- **Hiswara Bunjamin & Tandjung (in association with Herbert Smith)**
- **Widyawan & Partners**

Honorable Mentions:

- AKSET Law
- Allen & Overy (in association with Ginting & Reksodiputro)
- Hadiputranto, Hadinoto & Partners
- Ignatius Andy Law Offices
- Latham & Watkins
- Melli Darsa & Co

- Oentoeng Suria & Partners
- White & Case

ENVIRONMENTAL

- **Hadiputranto, Hadinoto & Partners**

Honorable Mention:

- Ali Budiardjo, Nugroho, Reksodiputro

INSURANCE

- **Makarim & Taira S.**
- **Soewito Suhardiman Eddymurthy Kardono**

Honorable Mention:

- AAP Law Firm

INTELLECTUAL PROPERTY

- **AMR Partnership**

Honorable Mentions:

- Acemark
- Soemadipradja & Taher

INTERNATIONAL ARBITRATION

- **Hiswara Bunjamin & Tandjung (in association with Herbert Smith)**

Honorable Mentions:

- Baker & McKenzie
- KarimSyah Law Firm
- Linklaters
- Lubis Ganie Surowidjojo

ISLAMIC FINANCE

- **KarimSyah Law Firm**

LITIGATION & DISPUTE RESOLUTION

- **Assegaf Hamzah & Partners**

Honorable Mentions:

- Adnan Buyung Nasution & Partners
- Adnan Kelana Haryanto & Hermanto
- ASP & Associates
- Hiswara Bunjamin & Tandjung (in association with Herbert Smith)
- Lubis Santosa & Maramis

MARITIME & SHIPPING

- **Lubis Ganie Surowidjojo**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Stephenson Harwood

PROJECTS & PROJECT FINANCING

- **Ali Budiardjo, Nugroho, Reksodiputro**
- **Lubis Ganie Surowidjojo**
- **Makarim & Taira S.**
- **Wiriadinata & Saleh Law Offices**

REAL ESTATE / CONSTRUCTION

- **Makes & Partners**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Hadiputranto, Hadinoto & Partners
- Lubis Ganie Surowidjojo

RESTRUCTURING & INSOLVENCY

- **Hadiputranto, Hadinoto & Partners**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Assegaf Hamzah & Partners
- Lubis Ganie Surowidjojo
- Makarim & Taira S.
- Melli Darsa & Co
- Roosdiono & Partners (ZICOlaw)
- Soewito Suhardiman Eddymurthy Kardono
- O'Melveny & Myers (in association with Tumbuan & Partners)

TAXATION

- **Hadiputranto, Hadinoto & Partners**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Lubis Ganie Surowidjojo
- Soewito Suhardiman Eddymurthy Kardono

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Assegaf Hamzah & Partners**
- **Christian Teo Purwono & Partners**

Honorable Mentions:

- Indonesian Law Alliance
- Webb Henderson

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR

- **Herbert Smtih**
- **Latham & Watkins**
- **White & Case**

Honorable Mentions:

- Baker & McKenzie
- Clifford Chance
- O'Melveny & Myers
- Sidley Austin
- Stephenson Harwood



MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- **Assegaf Hamzah & Partners**
- **Hadiputranto, Hadinoto & Partners**

Honorable Mentions:

- Ali Budiardjo, Nugroho, Reksodiputro
- Lubis Ganie Surowidjojo
- Makarim & Taira S.
- Oentoeng Suria & Partners
- Soewito Suhardiman Eddymurthy Kardono
- Tumbuan & Partners

JAPAN

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- **Nishimura & Asahi**

Honorable Mention:

- Mitsui Company

ANTITRUST / COMPETITION

Honorable Mentions:

- Anderson Mōri & Tomotsune
- Baker & McKenzie GJB Tokyo Aoyama Aoki Koma Law Office (Gaikokuho Joint Enterprise)
- Iwata Godo Law Firm
- Kuroda & Partners
- Nagashima Ohno & Tsunematsu

AVIATION

Honorable Mention:

- Fitzpatrick & Hunt, Tucker, Collier, Pagano, Aubert

BANKING & FINANCE

- **Clifford Chance**
- **Mori Hamada & Matsumoto**

CAPITAL MARKETS

Honorable Mentions:

- Clifford Chance
- Morrison & Foerster
- Simpson Thacher & Bartlett
- Sullivan & Cromwell

COMPLIANCE / REGULATORY

Honorable Mentions:

- Nishimura & Asahi
- Nagashima Ohno & Tsunematsu

CORPORATE AND M&A

Honorable Mentions:

- Clifford Chance
- Davis Polk & Wardwell
- Iwata Godo Law Firm
- Jones Day
- Morrison & Foerster
- Nishimura & Asahi
- Shearman & Sterling

EMPLOYMENT

- **Freshfields Bruckhaus Deringer**

Honorable Mentions:

- Anderson Mōri & Tomotsune
- Mori Hamada Matsumoto
- Nagashima Ohno & Tsunematsu
- TMI Associates

ENVIRONMENTAL

- Nishimura & Asahi

INTELLECTUAL PROPERTY

- TMI Associates
- Yuasa and Hara

Honorable Mention:

- Kotto Dori Law Office

INTERNATIONAL ARBITRATION

Honorable Mentions:

- Herbert Smith
- Nagashima Ohno & Tsunematsu

LITIGATION & DISPUTE RESOLUTION

- **Herbert Smith**

Honorable Mention:

- Iwata Godo Law Firm

PROJECTS & PROJECT FINANCING

- **Baker & McKenzie GJB Tokyo Aoyama Aoki Koma Law Office (Gaikokuho Joint Enterprise)**

REAL ESTATE / CONSTRUCTION

- **Anderson Mōri & Tomotsune**
- **Morrison & Foerster**

RESTRUCTURING & INSOLVENCY

- **Abe, Ikubo & Katayama Law Firm**

TAXATION

Honorable Mentions:

- Morrison & Foerster
- Iwata Godo Law Firm

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

Honorable Mention:

- Kotto Dori Law Office

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR

- **Jones Day**

Honorable Mentions:

- Chadbourne & Parke
- Clifford Chance
- Herbert Smith
- Morrison & Foerster
- White & Case

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- **Nagashima Ohno Tsunematsu**
- **Nishimura & Asahi**

Honorable Mentions:

- Anderson Mōri & Tomotsune
- Mori, Hamada & Matsumoto
- TMI Associates
- Yuasa and Hara

MALAYSIA

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- **Skrine**

Honorable Mention:

- Rahmat Lim & Partners

ANTITRUST / COMPETITION

- **Shearn Delamore & Co**

Honorable Mentions:

- Skrine
- Wong & Partners
- Herbert Smith

AVIATION

- **Norton Rose**

Honorable Mentions:

- Skrine
- Zul Rafique & Partners

BANKING & FINANCE

- **Wong & Partners**
- **Zaid Ibrahim & Co (ZICOlaw)**

Honorable Mentions:

- Chooi & Company
- Skrine
- Zul Rafique & Partners

CAPITAL MARKETS

- Norton Rose
- Zaid Ibrahim & Co (ZICOlaw)

Honorable Mentions:

- Skrine
- Wong & Partners

COMPLIANCE / REGULATORY

Honorable Mentions:

- Chooi & Company
- Skrine
- Wong & Partners
- Zaid Ibrahim & Co (ZICOlaw)

CORPORATE AND M&A

- Kadir Andri & Partners

Honorable Mentions:

- Adnan Sundra & Low
- Rahmat Lim & Partners
- Skrine
- Shearn Delamore & Co
- Wong & Partners
- Zaid Ibrahim & Co (ZICOlaw)
- Zul Rafique & Partners

EMPLOYMENT

- Shearn Delamore & Co

Honorable Mentions:

- Lee Hishammuddin Allen & Gledhill
- Wong & Partners

ENERGY & NATURAL RESOURCES

- Skrine

Honorable Mentions:

- Kamilah & Chong (in association with Rajah & Tann)
- Lee Hishammuddin Allen & Gledhill
- Shearn Delamore & Co

ENVIRONMENTAL

- Skrine

INSURANCE

- Skrine

Honorable Mentions:

- Lee Hishammuddin Allen & Gledhill
- Clyde & Co
- Raja, Darryl & Loh

INTELLECTUAL PROPERTY

- Skrine

Honorable Mentions:

- Azmi & Associates

- Haryati Deepak
- Henry Goh
- Lee Hishammuddin Allen & Gledhill
- Rahmat Lim & Partners
- Shearn Delamore & Co
- Wong & Partners
- Wong Jin Nee & Teo

INTERNATIONAL ARBITRATION

- Skrine

Honorable Mentions:

- Zain & Co
- Zul Rafique & Partners

ISLAMIC FINANCE

- Zaid Ibrahim & Co (ZICOlaw)

Honorable Mentions:

- Adnan Sundra & Low
- Kadir Andri & Partners
- Skrine
- Wong & Partners

LIFE SCIENCES

- Skrine

LITIGATION & DISPUTE RESOLUTION

- Lee Hishammuddin Allen & Gledhill
- Shearn Delamore & Co
- Skrine

Honorable Mentions:

- Chooi & Company
- Zul Rafique & Partners

MARITIME & SHIPPING

- Shearn Delamore & Co
- Skrine

PROJECTS & PROJECT FINANCING

- Herbert Smith
- Lee Hishammuddin Allen & Gledhill

Honorable Mentions:

- Albar & Partners
- Kadir Andri & Partners
- Rahmat Lim & Partners
- Skrine
- Zaid Ibrahim & Co (ZICOlaw)

REAL ESTATE / CONSTRUCTION

Honorable Mentions:

- Adnan Sundra & Low
- Shearn Delamore & Co
- Skrine
- Zul Rafique & Partners

RESTRUCTURING & INSOLVENCY

- Skrine
- Zaid Ibrahim & Co (ZICOlaw)

TAXATION

- Shearn Delamore & Co

Honorable Mentions:

- Lee Hishammuddin Allen & Gledhill
- Skrine

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- Zul Rafique & Partners

Honorable Mentions:

- Haryati Deepak
- Skrine
- Wong & Partners
- Nixon Peabody (US)

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR

- Norton Rose

Honorable Mentions:

- Ashurst
- Baker & McKenzie
- Herbert Smith
- Trowers & Hamlin

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- Lee Hishammuddin Allen & Gledhill
- Shearn Delamore & Co
- Skrine
- Zul Rafique & Partners

Honorable Mentions:

- Wong & Partners
- Zaid Ibrahim & Co (ZICOlaw)

SINGAPORE

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- Allen & Overy
- WongPartnership

Honorable Mention:

- Clifford Chance

ANTITRUST / COMPETITION

- Allen & Gledhill
- Drew & Napier

Honorable Mention:

- Baker & McKenzie.Wong & Leow



BANKING & FINANCE

- **Allen & Gledhill**
- **WongPartnership**

Honorable Mentions:

- Baker & McKenzie.Wong & Leow
- Clifford Chance
- Latham & Watkins

CAPITAL MARKETS

- **Allen & Gledhill**

Honorable Mentions:

- Clifford Chance
- Linklaters
- Rajah & Tann

COMPLIANCE / REGULATORY

- **Allen & Gledhill**
- **Baker & McKenzie.Wong & Leow**

Honorable Mention:

- DLA Piper

CORPORATE AND M&A

- **Allen & Gledhill**
- **WongPartnership**

Honorable Mentions:

- Baker & McKenzie.Wong & Leow
- DLA Piper

EMPLOYMENT

Honorable Mentions:

- Ashurst
- Baker & McKenzie.Wong & Leow
- DLA Piper
- TSMP Law Corporation

INSURANCE

- **Rajah & Tann**

INTELLECTUAL PROPERTY

- **Allen & Gledhill**
- **Baker & McKenzie.Wong & Leow**

Honorable Mentions:

- Amica Law
- ATMD Bird & Bird
- UniLegal
- Infinitus Law Corporation
- WongPartnership

INTERNATIONAL ARBITRATION

Honorable Mentions:

- Drew & Napier
- Haridass Ho & Partners
- Rajah & Tann
- Stephenson Harwood

ISLAMIC FINANCE

- **Duane Morris & Selvam**

LITIGATION & DISPUTE RESOLUTION

- **Drew & Napier**

Honorable Mentions:

- Allen & Gledhill
- DLA Piper
- Rajah & Tann

MARITIME & SHIPPING

- **Rajah & Tann**

Honorable Mentions:

- Drew & Napier
- VoskampLawyers

PROJECTS & PROJECT FINANCING

- **Allen & Overy**

Honorable Mention:

- RHTLaw Taylor Wessing

REAL ESTATE / CONSTRUCTION

- **Ashurst**
- **Rajah & Tann**

RESTRUCTURING & INSOLVENCY

- **Allen & Overy**
- **Rajah & Tann**

TAXATION

- **Allen & Gledhill**
- **WongPartnership**

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Baker & McKenzie.Wong & Leow**

Honorable Mention:

- Rajah & Tann

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR

- **Baker & McKenzie**

Honorable Mentions:

- Clifford Chance
- White & Case

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- **Allen & Gledhill**
- **Rajah & Tann**

Honorable Mentions:

- Drew & Napier
- WongPartnership

SOUTH KOREA

ALTERNATIVE INVESTMENT FUNDS

(Including Private Equity)

- **Kim & Chang**
- **Shin & Kim**

ANTITRUST / COMPETITION

- **Kim & Chang**
- **Lee & Ko**
- **Yulchon**

Honorable Mention:

- Bae, Kim & Lee

AVIATION

- **Kim & Chang**

BANKING & FINANCE

- **Kim & Chang**
- **Lee & Ko**

Honorable Mentions:

- Bae, Kim & Lee
- Shin & Kim

CAPITAL MARKETS

- **Kim & Chang**

Honorable Mentions:

- Bae, Kim & Lee
- Clifford Chance

COMPLIANCE / REGULATORY

- **Kim & Chang**

Honorable Mentions:

- Bae, Kim & Lee
- Lee & Ko
- Yoon & Yang
- Yulchon

CORPORATE AND M&A

- **Bae, Kim & Lee**
- **Kim & Chang**

Honorable Mentions:

- Hwang Mok Park
- Shin & Kim

EMPLOYMENT

- Kim & Chang
- Lee & Ko

Honorable Mentions:

- Bae, Kim & Lee
- Kim, Choi & Lim
- Yulchon

ENERGY & NATURAL RESOURCES

Honorable Mentions:

- Bae, Kim & Lee
- Kim & Chang
- Lee & Ko
- Shin & Kim

ENVIRONMENTAL

- Kim & Chang

INSURANCE

- Kim & Chang

INTELLECTUAL PROPERTY

- Bae, Kim & Lee
- Kim & Chang

Honorable Mentions:

- Cho & Partners
- Lee & Ko
- Lee International IP & Law Group
- Muhann Patent & Law Firm

INTERNATIONAL ARBITRATION

- Bae, Kim & Lee
- Kim & Chang

Honorable Mentions:

- Shin & Kim

ISLAMIC FINANCE

- Lee & Ko

LIFE SCIENCES

- Kim & Chang
- TY & Partners

LITIGATION & DISPUTE RESOLUTION

- Bae, Kim & Lee
- Lee & Ko
- Shin & Kim
- Yulchon

Honorable Mentions:

- Hwang Mok Park
- Kim & Chang

MARITIME & SHIPPING

- Holman Fenwick Willan
- Jipyong Jisung
- Lee & Ko

Honorable Mention:

- Kim & Chang

PROJECTS & PROJECT FINANCING

- Bae, Kim & Lee
- Lee & Ko
- Yulchon

REAL ESTATE / CONSTRUCTION

- Bae, Kim & Lee
- Kim & Chang
- Yulchon

RESTRUCTURING & INSOLVENCY

- Shin & Kim

TAXATION

- Kim & Chang
- Yulchon

Honorable Mentions:

- Hwang Mok Park
- Shin & Kim
- Yoon & Yang

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- Bae, Kim & Lee
- Lee & Ko

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEARS

- Baker & McKenzie
- Jones Day

MOST RESPONSIVE DOMESTIC FIRM OF THE YEARS

- Kim & Chang

Honorable Mentions:

- Shin & Kim
- Bae, Kim & Lee
- Yulchon
- Lee & Ko

THAILAND

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

- Baker & McKenzie

Honorable Mentions:

- Chandler & Thong-ek
- Clifford Chance
- Norton Rose
- Siam Premier
- Weerawong, Chinnavat & Peangpanor
- White & Case

ANTITRUST / COMPETITION

- Allen & Overy

Honorable Mentions:

- Baker & McKenzie
- Chandler & Thong-ek
- Clifford Chance

BANKING & FINANCE

- Baker & McKenzie
- Chandler & Thong-ek
- Clifford Chance

Honorable Mentions:

- Hunton & Williams
- LawPlus
- LS Horizon

CAPITAL MARKETS

- LS Horizon
- Weerawong, Chinnavat & Peangpanor

Honorable Mentions:

- Baker & McKenzie
- Chandler & Thong-ek
- Clifford Chance
- Linklaters
- Siam Premier

COMPLIANCE / REGULATORY

- Baker & McKenzie

Honorable Mentions:

- Chandler & Thong-ek
- Siam Premier
- Weerawong, Chinnavat & Peangpanor

CORPORATE AND M&A

- Allen & Overy
- Clifford Chance

Honorable Mentions:

- DLA Piper
- Hunton & Williams



- Linklaters
- Rajah & Tann
- SCG Legal
- Siam Premier
- White & Case
- Weerawong, Chinnavat & Peangpanor

EMPLOYMENT

- **Baker & McKenzie**

Honorable Mentions:

- Chandler & Thong-ek
- Rajah & Tann
- Seri Manop & Doyle

ENERGY & NATURAL RESOURCES

- **Chandler & Thong-ek**

Honorable Mention:

- Hunton & Williams

ENVIRONMENTAL

- **Baker & McKenzie**

INSURANCE

- **Baker & McKenzie**

INTELLECTUAL PROPERTY

- **Tilleke & Gibbins**

Honorable Mention:

- Satyapon & Partners Ltd

INTERNATIONAL ARBITRATION

- **Baker & McKenzie**

Honorable Mention:

- Watson, Farley & Williams

LITIGATION & DISPUTE RESOLUTION

- **Baker & McKenzie**
- **Chandler & Thong-ek**
- **Siam Premier**

MARITIME & SHIPPING

- **Pramuanchai Law Office**

PROJECTS & PROJECT FINANCING

- **Chandler & Thong-ek**

Honorable Mentions:

- Baker & McKenzie
- Clifford Chance
- Hunton & Williams

RESTRUCTURING & INSOLVENCY

- **Baker & McKenzie**
- **Weerawong, Chinnavat & Peangpanor**

TAXATION

- **PwC**

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Baker & McKenzie**

MOST RESPONSIVE INTERNATIONAL FIRM OF THE YEAR

- **Baker & McKenzie**

Honorable Mentions:

- Clifford Chance
- Hunton & Williams
- PwC
- White & Case

MOST RESPONSIVE DOMESTIC FIRM OF THE YEAR

- **Chandler & Thong-ek**

Honorable Mentions:

- LawPlus
- LS Horizon
- Weerawong, Chinnavat & Peangpanor

UNITED ARAB EMIRATES

ALTERNATIVE INVESTMENT FUNDS (Including Private Equity)

Honorable Mentions:

- Al Tamimi & Company
- Hogan Lovells
- King & Spalding
- White & Case

ANTITRUST / COMPETITION

Honorable Mentions:

- Al Tamimi & Company
- Fulbright & Jaworski

BANKING & FINANCE

- **Al Tamimi & Company**
- **Clifford Chance**

Honorable Mentions:

- Allen & Overy
- Clyde & Co
- Latham & Watkins

CAPITAL MARKETS

Honorable Mentions:

- Allen & Overy
- Al Tamimi & Company
- Clyde & Co
- Freshfields Bruckhaus Deringer

COMPLIANCE / REGULATORY

- **Al Tamimi & Company**
- **Clyde & Co**
- **Hadef & Partners**

CORPORATE AND M&A

- **Hadef & Partners**

Honorable Mentions:

- Al Tamimi & Company
- Ashurst
- Clifford Chance
- Clyde & Co
- Freshfields Bruckhaus Deringer
- Fulbright & Jaworski
- Linklaters
- Patton Boggs

EMPLOYMENT

- **Eversheds**
- **Hadef & Partners**

ENERGY & NATURAL RESOURCES

- **Shearman & Sterling**

ENVIRONMENTAL

- **Al Tamimi & Company**

INSURANCE

- **Clyde & Co**

Honorable Mentions:

- Al Tamimi & Company
- Holman Fenwick Willan
- Simmons & Simmons

INTELLECTUAL PROPERTY

- **Al Tamimi & Company**
- **Clyde & Co**

Honorable Mention:

- Salih El Amin

INTERNATIONAL ARBITRATION

- **Al Tamimi & Company**

Honorable Mentions:

- Clifford Chance
- Clyde & Co
- DLA Piper

- Freshfields Bruckhaus Deringer
- Reed Smith

ISLAMIC FINANCE

- **Al Tamimi & Company**

Honorable Mentions:

- Allen & Overy
- Clyde & Co

LIFE SCIENCES

Honorable Mention:

- SNR Denton

LITIGATION & DISPUTE RESOLUTION

- **Clyde & Co**
- **Hadef & Partners**

Honorable Mentions:

- Al Tamimi & Company
- Clifford Chance

MARITIME & SHIPPING

- **Al Tamimi & Company**

PROJECTS & PROJECT FINANCING

- **Allen & Overy**

Honorable Mentions:

- Al Tamimi & Company
- Hadeef & Partners
- King & Spalding

REAL ESTATE / CONSTRUCTION

- **Al Tamimi & Company**
- **Clyde & Co**
- **Hadef & Partners**
- **Jones Day**

Honorable Mentions:

- Berwin Leighton Paisner
- Freshfields Bruckhaus Deringer
- Galadari & Associates
- Norton Rose
- Simmons & Simmons

RESTRUCTURING & INSOLVENCY

- **Clifford Chance**

TELECOMMUNICATIONS, MEDIA & TECHNOLOGY

- **Al Tamimi & Company**

Honorable Mentions:

- Simmons & Simmons
- SNR Denton

MOST RESPONSIVE INTERNATIONAL FIRMS OF THE YEAR

- **Clyde & Co**
- **Simmons & Simmons**

Honorable Mentions:

- Allen & Overy
- Clifford Chance
- SNR Denton

MOST RESPONSIVE DOMESTIC FIRMS OF THE YEAR

- **Al Tamimi & Company**
- **Hadef & Partners**

Honorable Mention:

- Galadari & Associates

TOP CATEGORY WINNERS BY JURISDICTION

JURISDICTION		FIRM	CATEGORY WINS
CHINA	Domestic	• King & Wood Mallesons	8
	International	• Allen & Overy	4
HONG KONG	Domestic	• Deacons	1
	International	• Clifford Chance	7
INDIA	Domestic	• AZB & Partners	9
	International	• Clifford Chance	2
		• Norton Rose	2
INDONESIA	Domestic	• Hadiputranto, Hadinoto & Partners	8
JAPAN	Domestic	• Nishimura & Asahi	2
MALAYSIA	Domestic	• Skrine	11
	International	• Norton Rose	2
SINGAPORE	Domestic	• Allen & Gledhill	8
	International	• Baker & McKenzie (Baker & McKenzie.Wong & Leow)	4
SOUTH KOREA	Domestic	• Kim & Chang	15
	International	• Baker & McKenzie	11
UAE	Domestic	• Al Tamimi & Company	10
	International	• Clyde & Co	6

Most Responsive Firm in most jurisdictions: Baker & McKenzie

Responding to the call.....

ASIAN-MENA COUNSEL speaks with some of the winning firms around the region after the In-House Community weighed in with their top choices for Most Responsive Firm of the Year. After speaking with some of the firms that dazzled, they tell us about the silver bullets they used to knock out the competition.

By Aparna Assomull Bundro

Over the last few years, the legal industry has undergone a discernible face lift; traditional structures of law firms have steadily crumbled, as ‘super firms’¹ (resulting from mergers or “combinations”) have rapidly gained traction, jobs are increasingly being outsourced to LPO’s and commercially-savvy clients have become more focussed on achieving value added results.

The tectonic plates beneath fee structures and billing are also shifting. Lawyers are becoming more amenable to capped fees and fixed costs as clients are becoming more involved in the bottom line.

The focus on costs – as ASIAN-MENA COUNSEL uncovers in the feature that follows – has been recalibrated. The approach taken by law firms is now much more customised and personal. The service now is sometimes strategic, sometimes anticipatory.²

In addition, the law is losing its halo as it is no longer as nebulous a subject as it once was for clients: with easy access to legal judgments and legal reviews online, firms are expected to punch above their weight and deliver platinum service at a ‘reasonable’ cost and on time.

As we take a look at some of the firms that have garnered their blue ribbons, we examine how they have achieved a leading edge in terms of responsiveness. We see that for example a 24 hour turn-around time has become the norm for many, as have in-house seminars to home in on specialist sectors of the market in a manner that puts the client first.

After in-house counsel from around the region weighed in on their top choices for most responsive firms along the New Silk Road, we spoke with some of these winning firms and here they disclose some of their secrets to securing the 2012 accolade for responsiveness.

CHINA

King & Wood Mallesons

King & Wood and Mallesons Stephen Jacques merged earlier this year creating a new legal milieu within the Chinese market. Boasting a legion of lawyers poised to practice Australian, PRC and English law, the firm has cemented its reputation for offering up trilingual and tri-partite capabilities. Their strategic offering has paid dividends and the firm has won acclaim from the In-House Community for its responsiveness. As King & Wood Mallesons has worked to heighten its skill set in the most active sectors of the market, the recognition it has won for its responsiveness in China is a tribute to its successful mix

Footnotes

1. Taken from “The End of Lawyers?” by Richard Susskind.
2. Taken from Generation eXit by Jordan Furlong, partner with Edge International and senior consultant with Stern Legal Web Enterprises.

of expertise and its extensive global reach. Paying particular attention to the quality service it delivers involves maintaining staunch supervision procedures (over junior lawyers), adopting various training courses and investing in a solid knowledge management system, according to Wang Ling, King & Wood Mallesons' Managing Partner.

Being client driven, specific focus is directed towards legal services in industries such as mining and oil and gas and the firm strives to deliver results which consistently meet the clients' needs and expectations. The firm additionally takes a flexible approach to billing; studying the business models of each client as well as the nuances of their respective industry to come up with a suitable fee structure which is reflective of the client's expectations as well the firm's.

What in-house counsel say: “The best Chinese law firm in terms of quality and professionalism.”

CHINA AND HONG KONG

Clifford Chance

Clifford Chance's integrated mainland China practice combined with a long-established presence in Hong Kong earns it kudos for its responsiveness both in China and in Hong Kong. Given that “many transactions routinely involve cross-border elements, legal expertise across multiple areas and jurisdictions” is a must, according to Managing Partner, Peter Charlton. Hand in hand with a focus on responsiveness is their commitment to thought leadership. This involves anticipating the market, their clients' future needs and concerns as well as “engaging in roundtable discussions to better understand the key drivers and issues affecting them.” The firm is noted as well for providing insights into upcoming trends and regulatory changes which go beyond the mere legal landscape.

As far as industry specific advice goes, their lawyers are sent to ‘work in the trenches’ getting their hands dirty with first-hand experience in various industries which gives them a deeper understanding of their clients' individual sector. This forms part of Clifford Chance's secondment programme and in terms of added value, the firm also conducts seminars at its offices on a host of current topics which are either “open to all interested clients or tailored to meet specific clients' concerns.” Dedicated sector websites are also set up to discuss current trends and this is disseminated internally amongst partners so that they can stay

ahead of the curve with regards the latest developments. Ultimately, this information is shared with their clients as part and parcel of their focus on responsiveness.

HONG KONG

Deacons

Claiming the unique distinction of being both the oldest and the largest independent law firm in Hong Kong, Deacons has over the years cultivated enduring relationships with its clients and their legacy and client-centric approach has garnered the firm praise for being highly responsive.



Offering up an extensive suite of services, their “practice groups are headed up by lawyers across a range of industry sectors” and this, according to Executive Partner, Jeremy Lam facilitates an “excellent platform from which to grow and maintain deep relationships with in-house counsel.”

Each practice group within the firm is autonomous when it comes to fees, and decisions can be agreed with each client at the outset of the relationship/ transaction in a transparent manner. “Understandably, clients are requiring increased certainty over legal fees in order to plan their internal legal budgets. Open and upfront communication on fees is in all parties' interests,” Lam comments candidly. It is this type of cost-consciousness that ensures client retention.

A commitment to delivering added value also keeps the clients coming back, as Deacons' lawyers are constantly working to re-evaluate how best to offer guidance to their clients and maintain their status as trusted advisers. One of the ways they achieve this is by promoting business development through an initiative programme which prompts clients and in-house counsel to attend on-site seminars. 2012 also marks the first time the firm will organise an in-house counsel forum covering an array of topics which are current and relevant to the community.

What in-house counsel say: “They're reliable!”

HONG KONG AND INDIA

Eversheds

“Arranging [themselves] at the very heart of their clients'

business,” Eversheds has “developed a sector approach” which ensures that they align themselves with “the issues that each client is facing rather than following the usual lines of internal teams, regions or practice groups,” according to Nick Seddon, Eversheds Asia Managing Partner and Parmjit Singh, Partner and Head of Eversheds India Group. In doing so, the firm has won the hearts and minds of the In-House Community in both Hong Kong and India in terms of responsiveness. The firm takes a collaborative approach to working with each team, supporting each other in order to effectively manage client relationships. This can include mentoring, marketing, and training.



Nick Seddon

Eversheds adopts a client-facing approach which sees its lawyers physically roundtable with its clients at their offices to facilitate an understanding of their needs. Their partners also undergo training courses through Harvard University to instil in them a sense of business acumen which, according to Seddon and Singh, their clients really appreciate. In terms of added value, the firm offers a range of services and tools including legal updates and briefings, training sessions and secondments for its team members.

From in-house counsels’ vantage point they are afforded opportunities to participate in conferences and webinars as well as supplementary services such as Company Secretarial and Corporate Governance, Eversheds Consulting and Eversheds Agile.

Sounding out their clients on the question of costs, Eversheds takes an adjustable approach to billing by



Parmjit Singh

“putting their clients in control.” “Even where the transaction is complex or a one-off piece of specialist work, it is capable of being scoped and budgeted,” asserts Singh and Seddon. Impressively, the firm has an award winning project management tool, known as *Dealtrack* for non-contentious work as well as *RAPID*, for contentious work which en-

ables their clients to keep abreast of developments as well as up to date on costs.

What in-house counsel say: *“Quick response, quality work, competitive fees.”*

INDIA

AZB & Partners

Managing Partner, Zia Mody offered her insights as to what made her firm, India-based AZB & Partners, (AZB) a standout firm in terms of responsiveness. Her answer to cultivating long-lasting client relationships is to respond quickly and sensibly to queries that come in. “Short, specific advice with a bottom line approach is key” she asserts. Part of overall responsiveness for any firm, in part, depends upon providing industry sector advice. And in this regard Mody maintains that AZB’s lawyers have over the years “developed domain in industry specific areas so that valuable advice” can be delivered without adding to the clients’ expense. In addition, a robust human resource team enables them to “readily assemble dedicated teams of professionals with the requisite expertise to meet client requirements.”



Zia Mody

Finally, Mody states that a practical approach is taken to their fee structure and clients are encouraged to speak candidly about the length of the project. A two way discussion then ensues, and depending on the strength of the relationship and the time the matter will require, a decision on billing is made.

What in-house counsel say: *“They understand the issues and advise thoroughly considering the situation.”*

Wadia Ghandy & Co

India-based Wadia Ghandy & Co won recognition from the In-House Community for raising the bar in terms of responsiveness. Their dual focus on client matters and internal training has yielded a successful one-two punch delivery.

Trainees are initially exposed to an array of different practice areas so that they can become “good generalists”

according to Partner Ashish Ahuja. Once they have attained a wealth of experience as general practitioners, they hone their skills in a specialist area depending on their preference. In this way, they are “competent to address the basic issues on a *prima facie* basis” before homing in on a niche sector. When advising clients, Ahuja explains that “this ensures that specialists in making rockets are introduced only when rocket science is required for the appropriate transaction.”

As far as added value from the client’s perspective, Wadia Ghandy & Co conducts in-house seminars at a particular client’s request, and secondments are limited, initiated only on an exceptional basis.

In terms of billing, Wadia Ghandy & Co eschews client retainers all the while adopting a “fair” approach to fees. “We offer multiple billing options to clients including fixed fees, capped fees and flexible billing. Success-related (that is, contingency) fees are not permitted according to our ethical rules of conduct” states Ahuja.

What in-house counsel say: “Quick in their response, they generally stick to their timelines, with knowledgeable, competent and efficient lawyers on their payroll.”

INDONESIA

Assegaf, Hamzah & Partners

A pluralistic society with a Dutch colonial legacy, Indonesia’s legal system is very much “undergoing a process of development” according to Managing Partner Ahmad Fikri Assegaf of Assegaf, Hamzah & Partners. Accordingly “the awareness of the need for specialisation in Indonesia (as obvious as it seems) is still relatively new.” Assegaf, Hamzah & Partners came up spades for responsiveness in Indonesia with a tried and tested recipe consisting of rapid turnaround times, easy access (round the clock service) and consistent client updates.

Open and transparent communication with the client is key to Assegaf, Hamzah & Partners’ premier practice, states Assegaf. A solid understanding of the relevant industry, can only enhance the quality of the advice delivered to the end client. As such, the firm has installed a professional development programme which encourages its casehandlers to participate in in-house training workshops to augment their skill set. They also engage in secondments with their clients to “assist on matters as the need arises,” as a means of adding value. Interestingly,

many of the firm’s associates have post-graduate degrees in many of the requisite disciplines, be it oil and gas law or industrial relations, thereby boosting their knowledge base and their overall receptiveness to each client.

What in-house counsel say: “They work 24/7.”

White & Case

Joining Assegaf, Hamzah and Partners on the winning ticket for responsiveness was White & Case, LLP Indonesia. With a legacy which dates back more than three decades in Jakarta, White & Case LLP attributes the accolade to its longevity in the market as well as its extensive client offering. With a broad knowledge base that assists both domestic and international entities, the firm has created a niche for itself by supporting the growth of local clients seeking an expansion overseas.

According to Charlie Wilson, one of White & Case’s M&A partners who also leads their Indonesian practice, “the firm’s offering is tailored specifically to meet the present and future needs of each client, taking into account billing arrangements, on-site training, legal updates and secondments.”

What in-house counsel say: “They have always been very responsive to the company’s concerns.”

Hadiputranto, Hadinoto & Partners

A rapidly evolving legal landscape in Indonesia has meant that law firms on the ground need to keep abreast of developments and respond to clients’ changing demands. Founding (and senior) partner, Tuti Hadiputranto tells us how the firm has gone about doing this.

“With more than two decades of experience in Indonesia, we have lawyers specialising across practice areas and industry sectors. This, as well as being a member firm of Baker & McKenzie in Indonesia, means we are uniquely placed to draw upon the firm’s global network and expertise to offer our clients both local and international capabilities from one source,” she comments. Their long established practice in Indonesia also means that they are able to tap into their



Charlie Wilson

extensive network of contacts within the private and the public sectors to augment their knowledge of the market.

According to Hadiputranto, one of the key responsibilities of being a commercial lawyer is to ensure that you find a workable solution for the client – no matter what challenges may be encountered along the way. This ethos is instilled into team members at the start of their careers to foster a keen problem solving mentality. It is also critical to possess a distinctive skill set given that “lawyers cannot be generalist anymore.” The firm’s lawyers specialise in various practice groups and industries in order to tailor their advice in a manner which is industry specific.

What in-house counsel say: *“They give on-time and accurate legal opinions.”*

MALAYSIA

Lee Hishammudin Allen & Gledhill

With a winning mandate which lends itself both to the delivery of specialist advice and a cross fertilisation of thought, Lee Hishammudin Allen & Gledhill (Lee Hishammudin), Malaysia manages to stay ahead of the curve on responsiveness. The firm prides itself on maintaining tightly disciplined teams to meet the increasingly complex needs of each client, according to Senior Partner Datuk D.P.



Datuk D.P. Naban

Naban. And taking this a step further in terms of accessibility, their lawyers take full advantage of an array of mobile and communication devices, pushing the envelope on client accessibility. This also ensures that they work from wherever they need to be.

Partners and associates also regularly present industry specific updates to the rest of the firm which “creates a high level of awareness of legal developments across different practice groups,” according to Naban. This ultimately translates to adding value from the client’s perspective given that any relevant information is consequently shared in a client-friendly forum. Seminars, in-house talks and workshops are hosted periodically by Lee Hishammudin to keep their clients apprised of current developments and trends in the legal industry.

The firm also celebrates its relationship with corporate counsel in an event which “addresses current developments and challenges that legal practitioners on both sides of the practice-industry divide share in common.” At the firm’s Corporate Counsel Day, partners and associates are given an opportunity to mingle and network with corporate counsel at a unique and exclusive function.

Finally, as far as fees are concerned, the firm strives to “reflect the balance between affordability for the clients and the firm’s investment in resources and tools that enable [them] to provide the demanding level of service that the firm’s clients deserve,” comments Naban.

What in-house counsel say: *“Our queries are addressed in a timely fashion.”*

Zul Rafique & Partners

With an enthused approach towards knowledge management and client-training, Zul Rafique & Partners won plaudits with the In-House Community in Malaysia. Having established a solid presence in Kuala Lumpur more than a decade ago, the firm has branded itself as a broad-based commercial law firm – which takes a solutions-oriented and proactive approach to incoming work. As part of its value added service, the firm incorporates into its bi-monthly publication and newsletter updates on landmark judgments as well as the latest legal trends in a bid to keep its clients in the know.

Clients also benefit from their deep bench of expertise, which is streamlined into different practice groups with each lawyer creating a niche for themselves, (whenever possible) according to Managing Partner, Dato Zulkifly Rafique.

What in-house counsel say: *“They give fast, accurate and helpful responses.”*

Skrine

A dedicated practice group intranet database enables Skrine to bolster its capabilities and ensure that its lawyers are privy to industry specific knowledge, states Audrey Choo Pao Lin, a partner at Skrine. Skrine was lauded by the In-House Community for its responsiveness in Kuala Lumpur. Seconding lawyers to work in-house at their clients’ organisations particularly in the banking and oil and gas industries also allows them to stay embedded in each

industry and in the know. In this way, the firm effectively closes the gap in each sector by gaining first-hand experience of each industry, which ultimately strengthens the quality of the advice given. Skrine's policy of focussing also on the twin issues of understanding the "long-term commercial realities" of the individual client's case as well as the "climate in which they operate" ultimately enhances the service they provide.



Audrey Choo Pao Lin

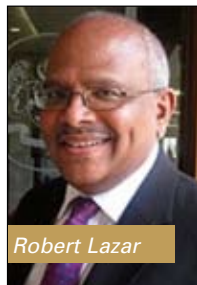
Unique to Skrine's outfit is its centralised system of managing cold calls and cold emails. The firm's marketing and communications team keeps track of these enquiries, progressing them until the appropriate partner is tasked to manage the particular client.

Like other firms of similar ilk, Skrine adopts a flexible approach to billing with a view to offering the client "good value based on what they need, whether it is a capped or estimated fee based on stages of work or retainers," according to Lin.

What in-house counsel say: *"Reasonable fees with good lawyers."*

Shearn Delamore & Co

With a history which goes back over 100 years, Shearn Delamore & Co is one of Malaysia's oldest law firms. The firm's range of services spans the gamut and encompasses 15 different practice areas giving its clients easy access to a spectrum of expertise. According to Managing Partner, Robert Lazar, it is a combination of their people and their resources which ensures a quick turn-around time and the ability to pinpoint clients' needs. In what Lazar calls 'knowledge transfer'. Shearn Delamore & Co regularly hosts in-house seminars to bring their clients up to speed on the latest legislation and legal developments in each of their practice groups. This is part and parcel of their added value service which involves the client in the decision making process and assists in cementing their long-term relationships.



Robert Lazar

As far as billing goes, Shearn Delamore & Co takes a flexible approach which is budgetary conscious. A fixed or capped fee structure for certain long-term projects or bulk work ensures that their clients' concerns are met and discounts on hourly rates can also be built in, in a client-centric manner, according to Lazar.

What in-house counsel say: *"They work very efficiently, they're responsive and partners are very involved."*

SINGAPORE

Rajah & Tann

Rajah & Tann won credit for being amongst the most highly responsive firms of the year in Singapore. With an impressive smattering of offices across Asia and the Middle East, the firm's geographical footprint enables it to respond to client requests and queries with a rapid turnaround time. "If required, our lawyers will work in different time zones and will always respond to clients' emails and phone calls...in less than 24 hours, but in reality, almost instantly," according to Managing Partner Lee Eng Beng SC. Streamlining their policies and ensuring compliance with a high professional standard across the board also assists with what Lee calls their "near instinctive understanding of the issues."



Lee Eng Beng

Additionally, an impressive platform has been set up to keep their clients updated on current legal affairs, including landmark judgments and key legislative changes. This allows Rajah & Tann to corner the Singapore legal market on client updates by email, regular newsletters, iPhone and iPad apps and seminars and workshops. Establishing a client-centric framework for updates is one of the ways they are able to sustain long term relationships.

Adding breadth to their significant reach around the region, Rajah & Tann Singapore is a member firm of the Lex Mundi Network. "This allows us to tap into excellent legal expertise in more than 100 countries including countries where we do not have offices, thereby providing clients with a truly global reach" remarks Lee.

Additionally, their “hub-n-spoke” approach according to Lee works in a way that allows them to “assign lawyers and resources for regulatory work in any client matter based on relevant industry experience.”

Baker & McKenzie.Wong & Leow

The combination of a wide-sweeping network as well as on-the-ground knowledge has proved to be a successful blueprint for Baker & McKenzie.Wong & Leow in Singapore. The scale and depth of their expertise on a global basis enables them to advise simultaneously on domestic and cross-border issues and operate as “one of the few full service law firms in Singapore,”



according to Managing Principal, Edmund Leow. Part and parcel of this advantage is their built-in rights of audience. By virtue of Baker & McKenzie’s tie-up with Wong & Leow LLC, the firm has full rights of audience before the Singapore courts and their fee earners can consequently take on cases with contentious elements.

Part of being responsive, according to Leow, is understanding the role of the in-house legal team as well as their own role as external counsel so that the two teams can work symbiotically. An ability to work in harmony is critical to working efficiently and ultimately servicing the end client’s needs, remarks Leow.

And as seasoned firms know, part of ensuring client retention, especially in a highly competitive market, necessitates that the firm distinguish itself in some way. The lawyers at Baker & McKenzie.Wong & Leow have striven to create a team which converges on industry sectors and specific expertise rather than location. Accordingly, each office’s local industry knowledge is supplemented by its extensive global network and resources. “The reach and scale of Baker & McKenzie’s network enables us to draw upon our cumulative industry experience to improve our client offering.”

In terms of its cost efficiency, the firm is guided by its clients’ needs. For Leow, the “value of our work can be measured by its quality, timeliness and cost.”

What in-house counsel say: *“They satisfy the three factors that most influence the choice of outside counsel: personal relationship with a lawyer, relationship between company and law firm, and expertise in a specific area.”*

SOUTH KOREA

Kim & Chang

Kim & Chang’s mainstays sweep the gamut from international trade to health and pharmaceuticals. Their strengths, as confirmed by our Representing Corporate Asia & Middle East Survey 2012 lie in anti-trust /competition as well as IP, corporate law and alternative investment funds amongst others. Having



achieved significant acclaim in these areas as well as winning commendation for being amongst the most responsive firms in South Korea, the In-House Community have affirmed that Kim & Chang are recognised leaders in the legal industry.

With a team of 800 professionals they have considerable bandwidth to take on work from various multinational corporations, and international financial institutions which involve cross-border elements. The focus for the firm is to build enduring relationships with their clients according to Senior Partner, Kye Sung Chung. Kim & Chang’s success, he states, hinges upon its “ability to anticipate and satisfy the clients’ needs.” By insisting that every decision reflects the interests of their clients, they place a premium on the client’s needs from inception to closing.

Their ability to deliver industry specific advice depends in part upon the firm’s model which is designed to create a “one-stop shop” for clients: their deep well of market knowledge and industry insight goes a long way towards cementing their reputation for being sector focussed.

What in-house counsel say: *“Their depth of practice and reach in the Korea market is unrivaled.”*

THAILAND

Baker & McKenzie

It is interesting to note that Thailand, as a country has never been colonised and this fact has had a direct bearing and influence on the evolution of its legal framework. The word ‘Thai’ itself means free. In terms of its system of law, Thailand is a constitutional monarchy and follows civil law concepts. It has recently undergone changes (with the introduction of specialised courts) in order to meet the needs of increasing commercialisation, with its attendant banking, financial, IP and trade issues.

Baker & McKenzie won recognition from our In-House Community for meeting some of those needs and this was reflected by the fact that it was voted by in-house counsel as one of the most responsive firms of the year in Thailand. Celebrating its 35th year in Bangkok, Managing Partner Siripong Silpakul states that the firm does not just have a presence but that it has “roots.” “This foundation of experience is key to providing clients with pragmatic and insightful advice,” according to Silpakul. On the subject of differentiation, Silpakul comments that as a firm, they “seek to push beyond black-letter legal advice” in order to deliver advice that is “commercial and pragmatic” at the same time. “We begin with extremely high standards for client communication and interaction, whilst also regularly seeking client feedback on our work in order to improve our quality of service.”

Bolstering its bandwidth with the addition of a Myanmar-qualified lawyer has also assisted clients with investment there, states Silpakul. The firm also has industry groups with expertise in specific areas such as pharmaceuticals, insurance, energy, telecommunications and entertainment and media. In most cases, these groups include lawyers and industry-experts that focus almost exclusively on their particular industry. In terms of value-added service, the firm circulates exclusive publications aimed at addressing changing trends in the law. Their case-handlers additionally host seminars and roundtables for their clients as well as tailored training on topical issues.

What in-house counsel say: “Prompt response ... comprehensive services and expertise.”

UAE

Al Tamimi & Company

Al Tamimi & Company is the largest law firm in the Middle East and boasts an extensive reach around the region. By shoring up its capabilities in several key areas, the firm makes responsiveness one of its chief priorities. With a band of internationally qualified lawyers, matters can be addressed in Arabic and/or English depending on what the situation calls for. The fact that the firm also has a guild of internationally qualified lawyers additionally assists with representation given that their rights of audience allow them to go before judges in the local courts. This is key to servicing a wider range of clients and working collaboratively with foreign firms, according to Al Tamimi’s Managing Partner Husam Hourani, and to him, it is one of the firm’s unique strengths.

Leveraging its resources both in terms of contacts with the government as well as regulators means that the firm stays “up to date with legislative changes” which enables their lawyers to “build positive relationships which work to their client’s benefit in terms of keeping them well-informed.”

Forecasting and understanding clients’ needs are integral to maintaining their track record as well, according to Hourani. “The firm operates an internal Learning & Development Academy which is the only locally based academy of its type amongst commercial law firms and they run core training for their professional staff at all levels of the firm” he states. Amongst these courses, are ‘Client Development Skills’ and ‘Determining Client Requirements.’ This, coupled with high retention of their staff and a philosophy which promotes long-term relationships with their clients, enables them to both tailor their legal advice as needed, as well service clients across multiple jurisdictions.

On the subject of fees, Al Tamimi prides itself on taking an adjustable approach towards their clients on a case by case basis. “We sit down with our clients to discuss their budgeting/billing requirements and provide fee caps



and fee estimates so that we can tailor our service accordingly” Hourani comments.

What in-house counsel say: *“Flexible, delivering good advice within promised timeframes and at a reasonable price.”*

Hadef & Partners

Hadef & Partners received acclaim from the In-House Community for its responsiveness in the UAE.

Whilst it is easy to pay lip service to identifying the client’s needs, Hadef & Partners make it a priority to “understand and manage the legal risks” their clients face in a bid to “protect their interests and enhance their competitiveness.”

With a history that can be traced back more than three decades, the firm’s understanding and know-how of the region has long been a draw for clients. In order to overcome many of the unique “challenges” that are intrinsic to the Middle East, Hadef & Partners has cultivated a network of contacts and developed relationships, thereby giving them a leg-up on any obstacles as they arise.

A large and varied pool of international and local lawyers has led to rights of audience within the UAE as well as elsewhere. This, according to Sadiq Jafar, Managing Partner of the firm’s Dubai office, is what enables the firm to stay domestic but operate at an international standard.

With the cost-conscious client in mind, the firm adopts a forward thinking approach to the issue of fees. “Being clear and transparent at the outset about what we will and won’t charge for avoids surprises.” remarks Jafar. It may be the case that outsourcing certain matters reduces the overall costs of the bill, but this is something that is discussed so that clients are clear about the costs trajectory. In addition, a proactive approach to the billing structure reaps dividends in the long-run given that it “achieves the best value, produces optimum results and ultimately develops into deep relationships,” according to Jafar.



Sadiq Jafar

What in-house counsel say: *“They seem to blend international quality with local knowledge.”*

Clyde & Co

Clyde & Co too won commendation from the In-House Community for its responsiveness in the Middle East. The three elements which distinguish the firm, according to Sara Khoja, Partner at Clydes’ Middle East Employment & Incentives Group are their legacy, their critical mass and their local knowledge. By legacy, she means the two decades the firm has been on the ground in the UAE, by critical mass she means their staff comprised of over 100 in the region and by local knowledge she means their offering of domestic advice which is pitched at an international standard.

Commenting also on the importance of client communication, she states that maintaining an honest and open dialogue with their clients paves the way for a relationship grounded in trust and integrity. And this represents the backbone of their service.

Against this backdrop, the firm has also installed a CRM (Client Relationship Management) programme which “varies from client to client and involves regular reviews and visible action on feedback.” Clyde & Co also “invests in independent market research to identify trends and challenges facing the givers of legal work across the GCC region.” The results enable them to “identify areas of improvement” and to “benchmark” their offering “in relation to their clients’ needs and against their competitors.”

As to providing specific sector advice, Clyde & Co operates a core-sector focused approach which assists in identifying trends early. In addition, their legal staff hail from different backgrounds, are commonly multi-lingual and bring to the table a unique perspective and skill set rounding out the service they provide.

What in-house counsel say: *“Good expertise and depth of knowledge.”*



Sara Khoja