Blueprint

How to Consolidate the Global Legal Profession

GLOBAL LEGAL LEADERS

GlobalLegalLeaders.com



PROJECT LEGAL TITANS

Blueprint: How to Consolidate the Global Legal Profession

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Section 1: A Billion-Dollar Fragmentation Problem Solved

Over the last several decades there has been an expansion of firms, growth of networks, development of ALSPs, and the consulting professions. The expansion only increased the extraordinary market fragmentation in the legal profession. No firm or law business has a market share greater than .3%.

Problems

- Market fragmentation in the legal markets creates inefficiencies.
- Hundreds of thousands of law firms and related businesses offer similar services.
- Firms and businesses are duplicating new innovations.
- Clients, even with pronounced segmentation, cannot locate the exact services they require.

Results

- Market inefficiencies increase costs to clients.
- Innovative products/services are unable to reach the global market, increasing costs.
- Service and product differentiation is almost impossible.
- Unparalleled financial opportunities are lost to innovators and investors.

Solution: Market Consolidation and Functional Integration – How?

Organization

- 1. Divide the global legal market into four principal service categories. Each category has its own Titans. Each category has its own leadership with direct access to information. They are the principal decision makers.
 - 1. 200 Largest Independent Law Firms in 18 states and 30 countries
 - 2. 75 Legal and Accounting Networks
 - 3. 25 ALSPs
 - 4. 200 Consultants

The 500 Titans have 600,000 professionals in 12,000 offices in 160 countries with \$300 billion annual revenues.

- 2. Create an organization that reflects the role of each of the Titan category in the legal profession.
- 3. Provide financial and professional incentives to every Titan to participate.

Global Legal Leaders Website

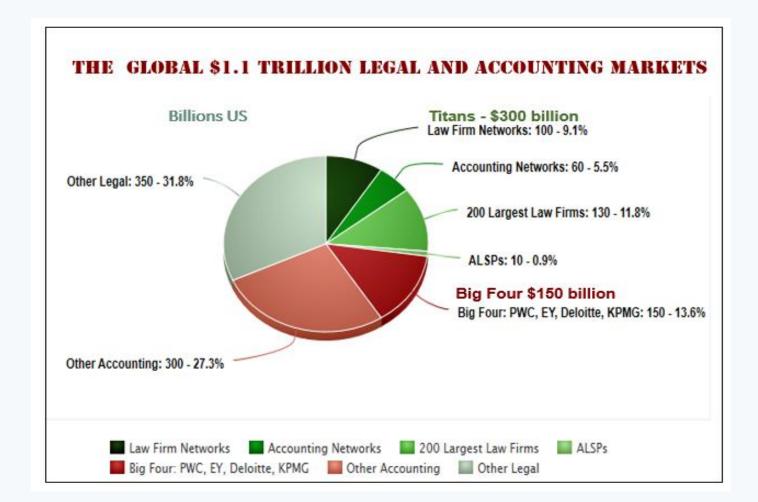
- 1. Create a website to identify the Titans' exact professional expertise anywhere on earth in minutes.
- 2. Structure the website to functionally *integrate* the four Titan categories for clients.
- **3.** Identify the leaders in the four Titan categories with the interest and resources to implement a market consolidation
- 4. Personalize the website for each website user, similar to LinkedIn and Facebook.
- 5. Create management tools for firms, networks, and consultants to maintain their own data and define their financial and practice interests.

Section 2 Why now?

- The largest law firms dominate in each of the major countries and state economic centers. Further expansion has been limited by market saturation. COVID 19 has created the need to find alternatives.
- Over the past 25 years, networks have invested of \$3 billion to build professional and personal relationships. These relationships can be deployed for the benefit of the firms and their clients.
- ALSPs have matured sufficiently to broaden service offerings. In a global market, reaching corporate counsel and firms for specific transactions and matters continues to be a challenge.
- Technology is now available, such as machine learning and artificial intelligence, to enhance efficiencies and market alternative services through *functional integration*. Business clients and users expect timely online solutions, which are provided by this new website.
- Millennials, comfortable using the technology, have entered management ranks. "This is the way we always have done it" is no longer an acceptable excuse.
- Company legal operations and procurement departments require alternative professional service proposals and comparative pricing. This website provides them in minutes anywhere in the world.
- The Big Four's aggressive entry into law practice and ALSP services motivates each Titan category to create more effective and efficient alternatives for their clients.

Global Markets - \$1.1 Trillion Legal and Accounting

The global legal market is naturally divided into four significant service delivery models.



Section 3 - Global Legal Leaders – Titan Operations The Titan's Objectives

1. Largest Firms	The largest firms have different interests. They are divided into 3 categories. AM Law 20, Magic Circle, US regional and Non-US. They have a combined market share of 30%.
2. Networks	The Titan's objective is to promote collaboration on non-competitive projects among the firms for their benefit and that of the legal profession.
2. Networks	There are 50 legal networks and 25 accounting network. Together they have 8,500 firms. The relationships built over the decades cost in excess of \$3 billion dollars.
	The objective of the Titans is to capitalize on the relationships for the benefit of the networks, members and clients
3. ALSPs	ALSPs are both innovators and suppliers of ancillary services. Their rise in the legal profession represents the evolution of legal services.
	The objective of the Titans is to make ALSP's expertise and services more accessible.
4. Consultants	Consultants tie the profession together by bringing innovation to the attention of firms and corporate clients. They facilitate implementation.
	The objective of the Titans is to make the exact expertise of consultants accessible to the legal profession.

The Global Legal Leaders Website

- **1. Titans' Endorsements** Each of the Titans in a category has an interest in promoting their comparative endorsements to their staff and their clients. For firms this is done with Chambers, Legal 500, Best Lawyers, etc. The website permits users to endorse each Titan.
- 2. Social Media Promotion will be done by posts, documents, polls, and videos. The LinkedIn following of Global Legal Leaders is at 19,000 followers.
- **3. Requests for**Responders to RFPs must have a user account. When there is a response by a non-
contact, an account is automatically created expanding the number of users.
- **4. Personalization** The entire site is personalized around the specific interests of firms, networks, consultants, and respective users. For example, the minimum amount for referrals can be designated as: All, \$10k, \$50k, \$100k, \$500k or \$1m by each law firm.
- 5. Individual URLs Every firm, network member, consultant, and ALSP has a distinctive URL to maximize Google indexing. This is similar to LinkedIn for Linklaters: <u>https://www.linkedin.com/company/linklaters/</u> or Facebook for Skadden Arps: <u>https://www.facebook.com/skadden</u> There are 11,000 organizations and individuals on the website.

Website's Products and Functions to Facilitate Titan Objectives

- User's Personal Page and Referral Dashboards: Each user has a personal page, like LinkedIn. Transactions and response information are recorded on users' dashboards. Both create a continuing relationship with the website.
- Law Firm Dashboards (Referral Receivers): Request for Proposal information and responses are recorded on firm dashboards to create a continuing relationship with the website.
- **Organic User Growth:** When a Request for Proposal (RFP) is replied to by a non-contact, the replier is automatically given an account. This will accelerate expansion.
- Artificial Intelligence and Mechanical Learning Integration: Integrate information using AI as related to matters by user and type of legal or accounting matter to market services.
- Network Firm Data Maintenance: Firms and networks are self-maintained with access code reducing costs to a minimum.
- **Transactional Data Collection:** Collect data on each matter, location, client type, and more for sale to firms, in-house counsel, and other interested parties. This will be necessary since the competition will have similar information.
- **Comparative Information:** Comparative information received from Requests for Proposals (RFP) is consolidated to predict future product and service demand.
- User Endorsement⁽¹⁾: Each Titan can be endorsed by clients, attorneys, and accountants relative to the other Titans in their category. This is done in real-time.

Section 4: Addressing Individual Global Markets

The market is reflected in client's current and future requirements for legal services. Each client can define their own needs.

B2B

There are millions of businesses that require a lawyer or accountant in another state or country.

Corporations have operations and procurement departments requiring alternatives (10,000+ corporations).

Accounting2Accounting

Accountants require opinions from other accountants on accounting, tax, and other advisory matters.

Most accounting firms are not members of an association or network (200,000+ firms).

Legal2Legal

All lawyers require lawyers in every country and state where they are not admitted (3 million lawyers).

Largest law firms who are not generally members of a network (300 firms with 150,000 attorneys), require vetted outside counsel.

Changes in Legal and Accounting Referral Patterns

Referral patterns are changing as a result of the Big Four entering the legal profession.

New sources of accounting and legal professionals are required.

Global Markets for Global Legal Leaders.com

Global Legal Leaders, Directories, and the Big Four

		GlobalLegalLeaders.co	m			-	r Firm ctories	Big Four	
Organization Type	Market	Size/Num. or Company	Services. Included	User Base	Potential Investor	Inclusion	Users Base	Services	Users
Law Firms – Legal Services	Tier 1 - B2B - \$130 billion	Size: Largest 200 Firms	-	x	-	x	-	x	-
	Tier 2 - B2B - \$150 billion	Size: Largest 200 - 500 Firms	X	x	-	x	x	Х	-
	Tier 3 - B2B, B2C	Size: 500 - 300,000 Firms	-	x	-	-	х	х	-
Network Members	Tier 2 Generally - \$120 billion	Number: 5,000 Law Firms	x	x	-	-	-	-	-
Accounting Networks	B2B, B2C - \$60 billion	Members: 3,500 Firms	X	x	-	-	-	-	-
Other Accounting Firms	B2C	Number: 200,000 Firms	-	x	-	-	-	-	-
Corporate Providers	B2B – Firms and corporations	Bloomberg, Lexis Nexis. Wolters Kluwer	X	x	x	-	-	-	-
Super 4 – Non-Law	B2B – Firms and corporations	Microsoft, IBM, Google, Amazon	X	x	x	-	-	Clients	-
ALSPs (\$10.7 billion)	Discovery, Doc. Mgt.	Concilio, KLD Discovery, Pangea	X	x	X	-	-	Clients	-
	Administration	Clio, Kleos	X	X	X			-	-
	Staffing	Axiom, Lawyers on Demand, Special Counsel	X	x	x	-	-	Clients	-
	Block chain	Integra Ledger	X	x	X	-	-	Clients	-
	Transaction and Litigation Management	Elevate, Epiq, UnitedLex, QuisLex Integreon, EY Pangea	x	x	X	-	-	Clients	-
	AI	Microsoft, IBM, Google, Amazon, Riverview	x	x	X	-	-	Clients	-
In-house Corp. Counsel	70,000 lawyers		-	х	-	х	x	-	х
BBig Four	B2B - \$146.5 billion	Four Networks	-	-	-	-	-	-	Clients

Section 5: Summary

- 1. Footprints of the largest law firms have grown from 1990 2020. The markets in economic centers are now saturated. New growth has now been halted by COVID-19. Growth will be done predominately by mergers.
- 2. Law firm networks are now the largest practice organizations. They continue to develop but COVID-19 has affected their operations. A new online alternative is required to leverage their \$3 billion investment in personal and professional relationships.
- 3. The Internet has penetrated the legal market both vertically and horizontally. Internal operations are increasingly cloud-based. External relationships are maintained on the Internet. This is reflected in the use of Zoom and its competitive products.
- 4. Effective and efficient legal services require that clients' exact needs to be identified and individually met. Using machine learning and artificial intelligence can accomplishes this.
- 5. Data maintenance can be "outsourced" online to individuals and organizations who have access to the information for real-time change. This eliminates most website overhead costs.
- 6. Bespoke information can be provided to each firm, client, consultant, and user at no cost.



500 TITANS 600,000 Professionals at 10,000 Firms 12,000 Offices in 160 Countries \$300 Billion Annual Services

GLOBAL LEGAL LEADERS



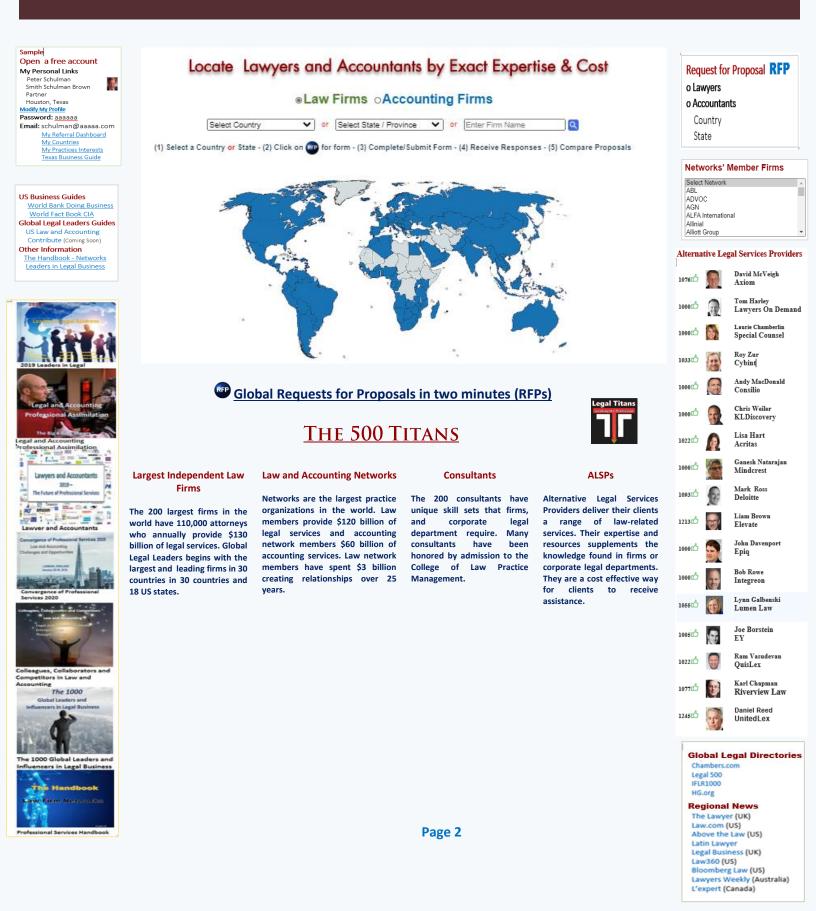
Part2: Global Legal Leaders Website

Titan Project: Global Legal Leaders.com

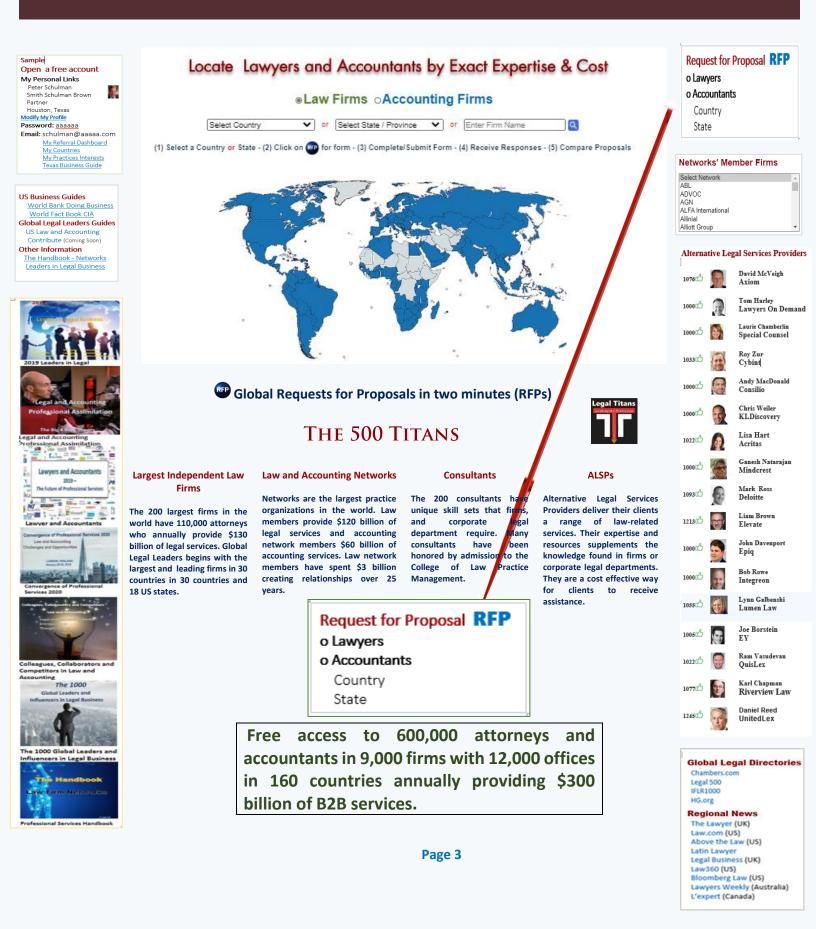
Accessing the 500 Leaders whose Firms Provide \$300 Billion of Services



160 Countries - 9,000 Firms - 12,000 Offices – 600,000 Professionals - \$300 Billion Services



160 Countries – 9,000 Firms - 12,000 Offices – 600,000 Professionals - \$300 Billion Services



Requests for Proposal Form (RFP)

Functional Integration 9,000 Firms, 30 ALSPs and 200 Consultants

	Global Legal Leaders	Largests Law Firms Networks Consultant:	s ALSPs Sign in	() Me	
Sample Open a free account My Personal Links Peter Schulman Smith Schulman Brown Partner Houston, Texas Modify My Profile Password: adaaaaa Email: schulman@aaaaa.com My Referral Dashboard My Countries My Practices Interests Texas Business Guide	email address and company/firm name wi AILFN member, law firm, or any third party	d for the RFQ service. No payments are made to AILFN or to any of	r email will not be transferred to any	o Lawyers o Accountar Country State	or Proposal RFQ Ints Member Firms
US Business Guides World Bank Doing Business World Fact Book CIA	Jurisdiction * Country *	Country O State		AGN ALFA Internation Allinial Alliott Group	al gal Services Providers
Global Legal Leaders Guides US Law and Accounting Contribute (coming Soon) Other Information The Handbook - Networks	Type *	Law O Accounting		1076 D	David McVeigh Axiom Tom Harley Lawyers On Demand
Leaders in Legal Business	Click to see networks and firms Select up to 20 firms to receive an RFP Firms	Select multiple values		10000 ¹²	Lawyers on Demand Laurie Chamberlin Special Counsel Roy Zur Cybint
- Strin	Company and Contact			1000 ¹²	Andy MacDonald Consilio Chriz Weiler KLDiscovery
2019 Leaders in Legal	Share Contact details with Professional Firms or remain Anonymous? Company or Firm Name *	Anonymous		1022¢ D	Lisa Hart Acritas Ganesh Natarajan Mindcrest
Legal and Accounting Professional Assimilation The Build Theory Legal and Accounting Professional Assimilation	Name of Contact *			109312 💭	Mark Ross Deloitte Liam Brown Elevate
Lawyers and Accountants	Email*				John Davenport Epiq Bob Rowe Integreon Lynn Galbenski
Lawyer and Accountants	Primary need for professional services (please describe.) *				Joe Borstein EY Ram Vasudevan
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Directory of 200 Leading Law Firms in 18 States and 30 Countries

		Leaders ^{Quee}			Largests Lav Alphabet							Sign i				
Sample	Leading	97 US Firms by St	tate		Region Revenue									o Lawy	ers	r Proposal RFP
Open a free account My Personal Links Peter Schulman		Firm	Like	Founded	Manager Endorser) [#]	# Countries	Network Member		Name		Position	o Acco Cour State	ntry	its
Smith Schulman Brown	California	O'Melveny & Meyers	¹⁰⁰⁰	1885	740	\$738M	15	9	No	6.	Bradley	Butwin	Managing Partner			
Houston, Texas Modify My Profile Password: 1aaaaaa1		Cooley Godard	C 1000	1920	946	\$1.3B	14	5	No		Joe	Conroy	Chair and CEO	Select Net ABL		lember Firms
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	Florida	Akerman LLP	Q ₁₀₀₀	1920	733	\$400M	25	1	Yes		Scott	Meyers	Managing Partner	1000		Ganesh Natarajan Mindcrest Mark Ross
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Leadership at 200 Firms providing \$130 Billion in Legal Services

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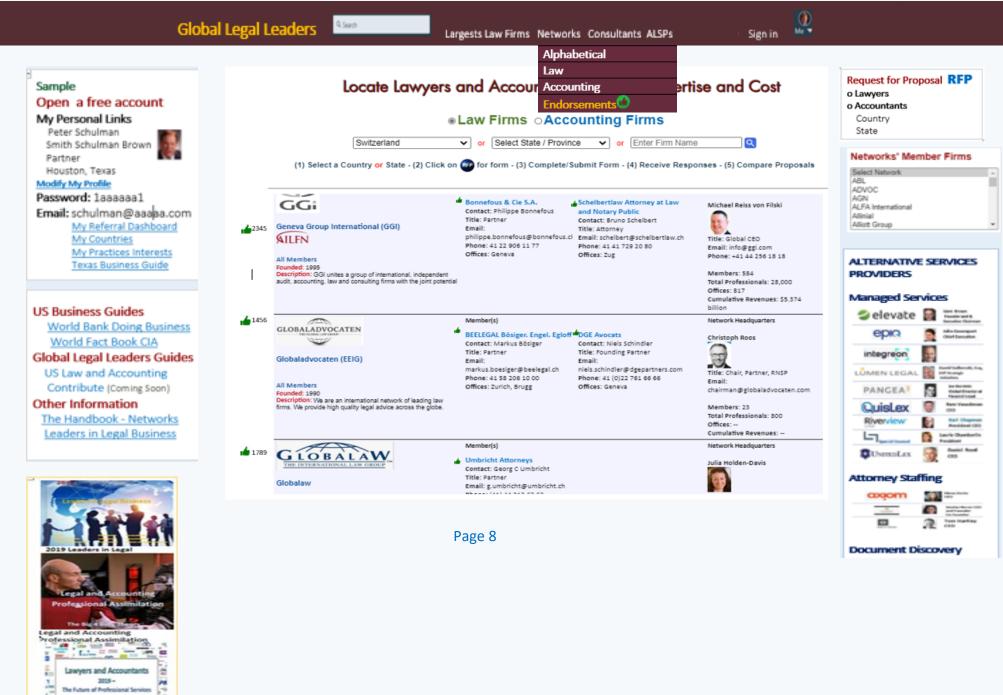


Leaders Profiles at the World's 200 Leading Firms

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Peter Schulman Smith Schulman Brown Partner Houston, Texas Modify My Profile Password: 1aaaaaa1 Email: schulman@aaaaaa.com	Paul Hastings 21273	Region Revenue Management Endorsements	PAUL HASTINGS Management	Request for Proposal RFP o Lawyers o Accountants Country State
US Business Guides World Bank Doing Business World Fact Book CIA Global Legal Leaders Guides	In today's world of transformative change, our purpose is clear — to help our clients and people navigate new paths to growth. Our innovative approach and unmatched client service has helped guide our journey to becoming one of the world's leading global law firms in such a short time. Founded in 1951, Paul Hastings has grown strategically to anticipate and respond to our client	Country; United States State: California Offices: 22	Seth Zachary Title: Chair Email: sethzachary@paulhastings.com Website: www.paulhastings.com Address 515 South Flower Street	Networks' Member Firms Select Network ABL ADVOC AGN ALFA International Alfinial Alfort Group
US Law and Accounting Contribute (Coming Soon) Other Information The Handbook - Networks Leaders in Legal Business	needs in markets across the globe. We have a stror presence throughout Asia, Europe, Latin America, and the U.S. Critical to achieving our purpose is the strong fabric of our culture.	Network Member: No	Twenty-Fifth Floor Los Angeles, CA 90071 Telephone: +1 213 683 6000	PROVIDERS Managed Services elevate elevate epic epic energie magement epic energie en
	Awards and Rankings The American Lawyer In the Financial Times' Innovative Lawyers R Vault's annual survey eight years in a row, Be	eport across Asia, Europe, and Nort	h America, "Best Law Firm to Work",	PANGEA ¹ Sections QuisLex Sections Riverview Sections Riverview Sections
Legal and Accounting Professional Assimilation The National Accounting Professional Assimilation The Future of Professional Services		Page 7		Attorney Staffing



Legal and Accounting Firm Networks

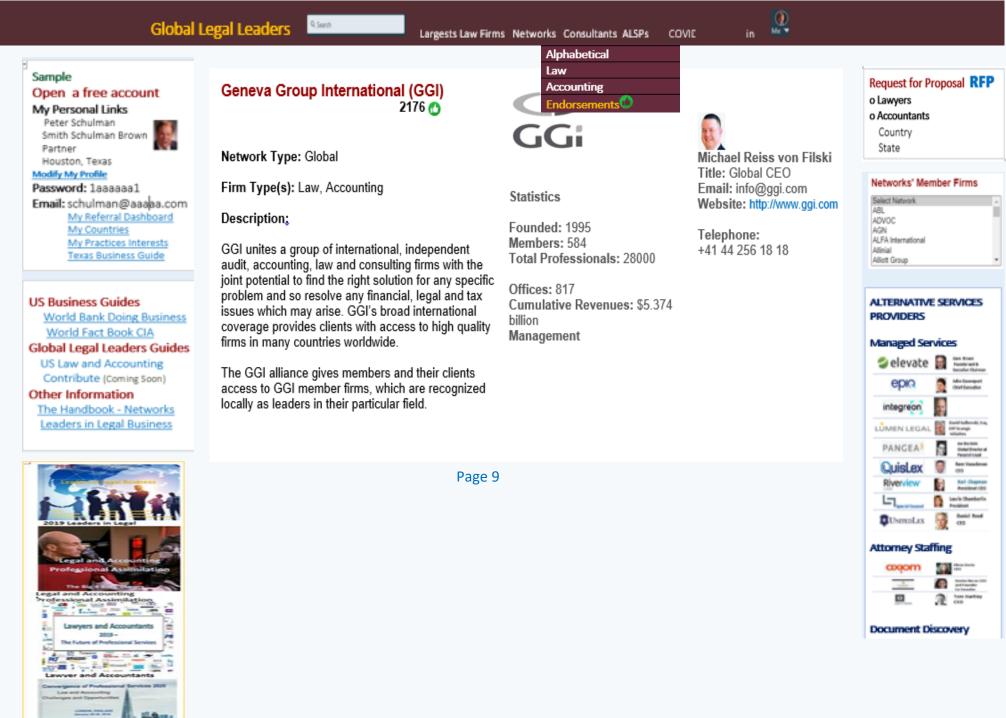


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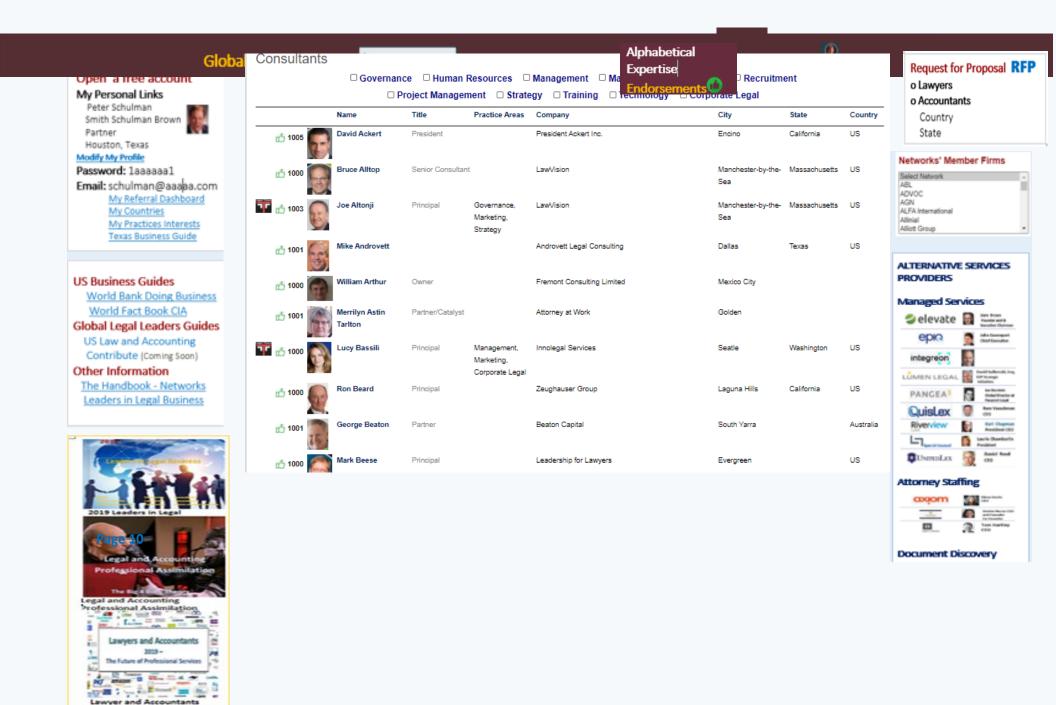


Law and Accounting Firm Networks



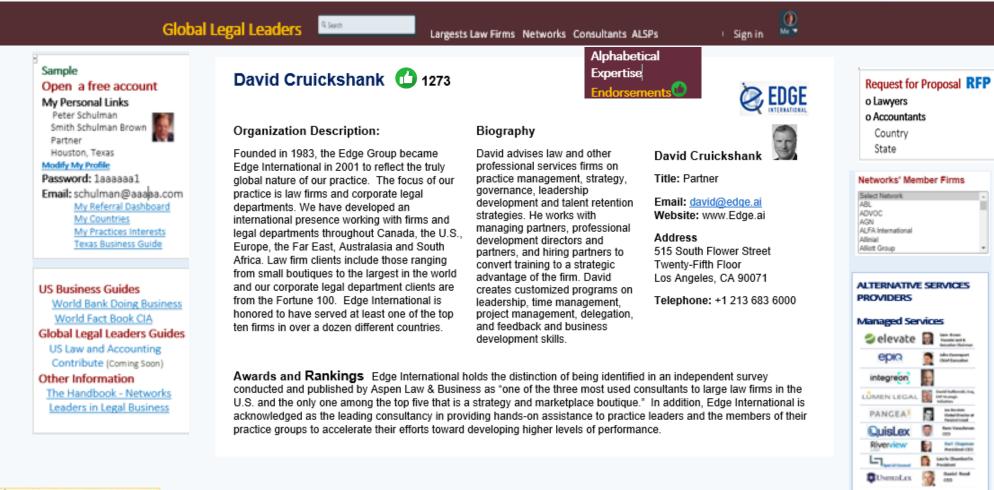


200 Law and Accounting Consultant Profiles





Sample Consultant Profile







Document Discovery

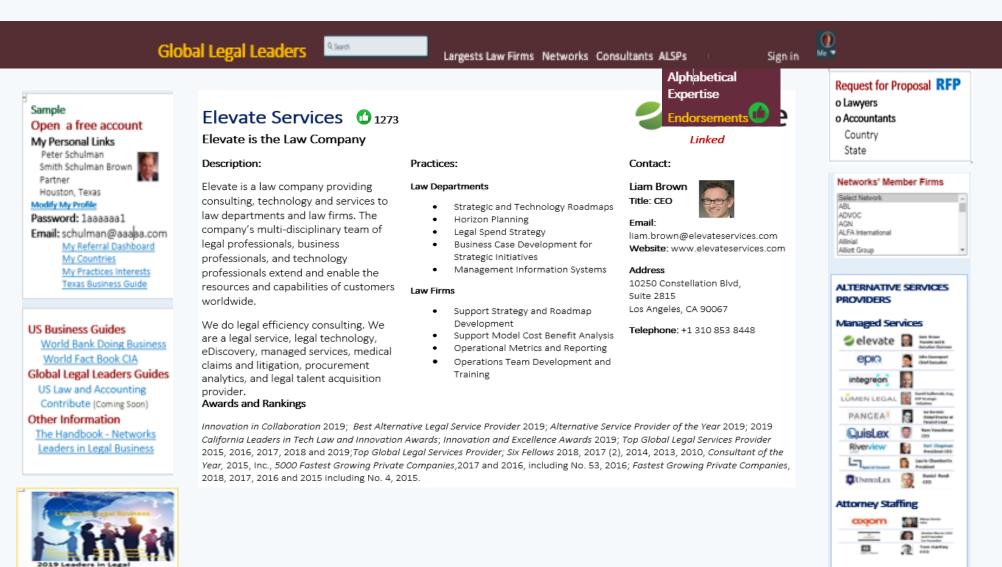


Lawyers and Acc 2019 -





ALSPs \$10 Billion of Services



Document Discovery

Legal and Accounting Professional Assimilation

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Lawyers and Accountants 2008 -

The Future of Professional Ser

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Part 3: Is this possible? 75 Largest Practice Organization by the Number of Lawyers 1200+

Global Legal Practice Organizations

The 75 Largest By the Number of Lawyers 1200+

	Networks	Lav	w Firm	S	Big 4 Le	egal	Ver	reins	
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	Networks, Law Firms, Big 4 Legal and Vereins	Lawyers	Туре	Billing: \$ Billion:		Jurisd's	Offices	Members	Registration
1.	Lex Mundi (*Steve McGarry)	23,000	Global	\$11 (est.	1989	160	600	160	US
2.	World Services Group (*Steve McGarry)	20,000	Global	\$9 (est.	2002	141	650	140	US
З.	Terralex (*Burton Landy)	19,000	Global	(est.	1991	155	300	162	US
4.	World Law Group (*Richard Alexander)	17,000	Global	(est.	1988	97	350	54	US
5.	MSI Global Alliance	14,607	Global	\$1.4	1990	100	n/a	254	UK
6.	Pacific Rim Advisory Council	12,000	Global	(est.	1984	n/a	n/a	24	US
7.	SCG Legal (*P. Carlton)	11,400	Global	(est.	1990	145	450	145	US
8.	Geneva Group International (*Claudio Cocca)	11,000	Global	\$5.04	1995	n/a	655	460	Switzerland
9.	Interlex	10,500	Global	(est.	1991	134	254	45	US
10.	Dentons (verein)	10,000	Global	\$2.4	2012	50	150	n/a	Switzerland
11.	TAGLaw (*P Jones)	10,000	Global	(est.	1999	160	360	160	US
12.	Multilaw	10,000	Global	\$4.5 (est.	1990	70	300	80	UK
13.	ALFA	9,000	Global	(est.	1980	110	325	142	US
14.	Interlaw	7,500	Global	(est.		79	150	87	US
15.	Meritas (Leon Steinberg)	7,640	Global	(est.	1990	150	237	191	US
16.	First Law International	7,000	Internatl	(est.	2001	77	n/a	67	Belgium
17.	USLAW NETWORK	7,000	Regional	(est.	2001	100	n/a	110	US
18.	US Law Firm Group (USLFG)	5,900	Regional	(est.	1990	39	125	19	US
19.	ADVOC	5,500	Global	(est.	1990	110	150	95	Denmark
20.	Association of European Lawyers	5,232	Regional	(est.		41	n/a	40	UK
21.	International Lawyers Network	5,000	Global	\$2.3 (est.	1988	101	132	91	US
22.	Eurojuris International	5,000	Regional	(est.	1989	40	650	630	Belgium
23.	Globalaw	5,000	Global	(est.	1994	100	170	94	UK
24.	Legal Network International	5,000	Global	(est.	2012	60	135	65	Switzerland
25.	The Harmonie Group	5,000	Global	(est.	1992			104	Switzerland
26.	State Law Resources	4,900	Regional	(est.		n/a	n/a	48	US
27.	Baker & McKenzie (verein)	4,900	Global	\$2.9	1949	77	77	49	Switzerland
28.	Lawyers Associated Worldwide	4,700	Global	(est.	2001	200	n/a	105	US
29.	Mackrell International	4,500	Global	(est.	1989	135	142	76	UK
30. 31.	DLA Piper (verein) CMS (EEIG)	4,200 3,600	Global	\$2.6 \$1.!		30	72	n/a	Switzerland
31.		3,600	Internatl		1773		73		

	Networks, Law Firms, Big 4 Legal and Vereins	Lawyers	Туре	Billings \$ Billions	Founded	Jurisd's	Offices	Members	Registration
32.	Norton Rose Fulbright (verein)	3,500	Global	\$2.0	2013		50	n/a	Switzerland
33.	PWC Legal Network	3,500	Global	1.0 (est.)	2012	90	120	90	UK
34.	Legal Link	3,000	Global	(est.)	-	n/a	n/a	60	Switzerland
35.	Club de Abogados	3,000	Regional	(est.)	1967	21	30	21	Brazil
36.	Primerus	3,000	Global	(est.)	1992	50	200	175	US
37.	King & Wood Mallesons (verein)	2,800	Regional	\$1.1	2012			n/a	Australia
38.	Hogan Lovells (verein)	2,700	Global	\$2.1	2011		40	n/a	Switzerland
39.	Jones Day	2,600	Internatl	\$2.0	1893			n/a	US
40.	Latham Watkins	2,600	Internatl	\$3.1	1934	14		n/a	US
41.	Deloitte Legal Network	2,600	Global	(est.)	2012	90		n/a	UK
42.	International Alliance of Law Firms	2,500	Internatl	(est.)	2000			50	US
43.	Legus	2,500	Global	Est.	1995			70	US
44.	E&Y Legal Network	2,500	Global	(est.)	2013			n/a	UK
45.	Allen & Overy	2,400	Internatl	\$2.1	1930	32	46	n/a	UK
46.	Linklaters	2,400	Internatl	\$2.0	1838			n/a	UK
47.	Eversheds Sutherlands	2,400	Internatl	\$1.1	1989				UK/US
48.	KPMG Legal Network	2,400	Global	(est.)	2012	76	76	n/a	Switzerland
49.	Ally Law	2,300	Global	(est.)	1991	90		61	US
50.	Kirkland and Ellis	2,300	Internatl	\$4.1	1909			n/a	US
51.	Clifford Chance	2,200	Internatl	\$2.12	1987			n/a	UK
52.	Herbert Smith Freehills	2,200	Internatl	\$1.3	1882				UK
53.	White & Case	2,150	Internatl	\$1.9	1901		44		US
54.	Lexwork International	2,100	Internatl	(est.)	-	n/a	n/a	41	US
55.	Greenberg Traurig	2,000	Internatl	\$1.7	1967				US
56.	Morgan Lewis Bockius	2,000	Internatl	\$2.1	1873		31		US
57.	Freshfields Bruckhaus Deringer	2,000	Internatl	\$2.0	1743			n/a	UK
58.	Lawnet Limited	2,000	UK	(est.)	-	n/a	n/a	62	UK
59.	Consulegis	2,000	Internatl	(est.)	1990	36	250	84	Germany
60.	Sidley Austin	2,000	Internatl	\$2.2	1886			n/a	US
61.	Skadden, Arps	1,900	Internatl	\$2.2	1948			n/a	US
62.	KL Gates	1,800	Internatl	\$1.1	1883				US
63.	Skadden Arps	1,800	Internatl	\$2.6	1948				US
64.	Garrigues	1,700	Internatl	\$.8	1941		11		Spain
65.	Clyde & Co.	1,600	Internatl	\$1.0					UK
66.	Squire Patton Boggs (verein)	1,600	Global	\$1.3	2013	44	44	21	Switzerland
67.	Mayer Brown	1,600	Internatl	\$1.3	1881				US
68.	Alliott Group	1,500	Global	(est.)	1979	163		169	UK
69.	IUS Laboris	1,500	Global	(est.)		43	100	43	Belgium
70.	Ashurst	1,400	Internatl	\$1.7	1822		22		UK
71.	Holland & Knight	1,400	Internatl	\$1.0	1968		28		US
72.	Gibson Dunn Crutcher	1,300	Internati	\$1.7	1890		20		US

	Networks, Law Firms, Big 4 Legal and Vereins	Lawyers	Туре	Billings \$ Billions	Founded	Jurisd's	Offices	Members	Registration
73.	Cleary Gottlieb	1,250	Internatl	\$1.3	1946		10		US
74.	Reed Smith	1,200	Internatl	\$1.2	1877	28	28		US
75.	PLG International Lawyers	1,200	Internatl	(est.	1988	32	50	27	Luxembourg

Definitions:

Network – an association of independent firms that performs services under their own names.

Law Firm/Verein – an organization which operates under a common brand. This would include vereins which are organizations composed of financially independent firms.

Global – More than 100 offices in 50 or more countries

International – More than 50 offices in 25 countries

Stephen McGarry, B.A., M.A., J.D., and LL.M. (Taxation)

An entrepreneur in global law, accounting, and technology. Recognized creator of several of the largest global institutions in professional services. Author and artist.

As an international attorney with NL Industries, Inc., McGarry was responsible for legal compliance and other matters in 80 countries.

In 1989, while at NL, McGarry founded Lex Mundi, the world's largest law firm network. LexMundi Its purpose was to provide his corporate colleagues with access to leading local firms. As president, he grew it to 160 law firms that today have 21,000 attorneys in 600 offices in 100plus countries. He founded World Services Group (WSG), a multidisciplinary network, in 2001. As president, he grew it to 150 firms that have 21,000 professionals in 600 offices in more than 100 countries. He has personally met with law firm management in more than 500 firms in 125 countries, all 50 states, and 10 Canadian provinces.

- Lex Mundi and WSG members represent 2 percent of all the lawyers on earth •
- *Their members cumulatively bill clients* \$20+ *billion dollars annually* •
- They are fifth- and sixth-largest networks after the Big 4 accounting firms •

In 1995, McGarry founded HG.org, among of the first 10 meaningful legal websites. Today, it has 10 million pages and 1.6 million unique users each month who download almost 2 million pages. There are 69,000 law firms on the site. It has generated a respectable profit consistently over the last 15 over the years.

In 2015, McGarry created the Association of International Leading Firm Networks, or AILFN, an association of the leading law and accounting firm networks. Its objective is to represent the common interests of professional services networks. The 50 best known legal networks have members that have more than 300,000 lawyers in 5,000 offices in 160 countries, billing their clients \$120 billion dollars annually. Accounting networks and associations provide \$60 billion of services.

McGarry has authored several books and numerous articles on associations and international business transactions, such as The Handbook: Law Firm Networks. His most recent publication, Leaders in Legal Business (2020), has been downloaded more than 15,000 times. In 2002, American Lawyer Media (ALM) published McGarry's treatise, Multidisciplinary Practices and Partnerships, which sets out the parameters for what today is LawyersAccountants.com.



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HG LEGAL



He has a BA, MA (organization development and industrial relations), JD, and LLM (taxation). McGarry is admitted by exam to the bars of Minnesota, Texas, and Louisiana. He has extensively studied French, German, and Spanish, and he is also an accomplished artist.

Featured in:

The Wall Street Journal, New York Times, The American Lawyer, Legal Business, The Lawyer, National Law Journal, Lexpert and other law-related publications.

Publications and Websites

- Legal and Accounting Professional Assimilation The Big 4 Borg Theory (2019): an analysis of market fragmentation in law and accounting, its effect on the legal profession, and the potential antidote.
- Lawyers and Accountants The Future of Professional Services (2019): a global market analysis of the past, present, and future of professional services, including a detailed strategy on revolutionizing the delivery of professional services.
- *The Handbook: Law Firm Networks* (2011-2018): a detailed 177-page analysis of legal and accounting networks as the model for global business.
- <u>Leaders in Legal Business</u> (2015, 2018, and 2019): the only book written by 40 leaders in legal business about their companies' and organizations' contributions to the legal profession (247 pages). Authors include the presidents of the ABA, ACC, IBA, LMA, ALA, ALM, leading consultants, and academics.
- **Directory of Network Executives in Law and Accounting (2018).** a directory of the leaders whose members have more than 500,000 professional in 5,000 offices in 160+ countries who annually provide \$180 billion of professional services.
- <u>*The 1,000 Influencers and Leaders in Legal Business*</u> (2017): the most important influencers in the legal business (53 pages).
- *Multidisciplinary Practices: Lawyers, Accountants and Consultants* (ALM 2002): the only treatise on MDPs.
- Lex Mundi World Report (1995-1999): a quarterly report sponsored by Wolters Kluwer that focused on global legal developments; written by Lex Mundi members with a readership of 5,000 general counsel.

Websites:

• <u>GlobalLegalLeaders.com</u> (2020) personalized website incorporating firms, networks, ALSPs and consultants providing \$300 billion in annual services.

- **LawyersAccountants.com** (2018): a multidisciplinary website with real-time access to the collective knowledge, experience, and expertise of 500,000 professionals in 160 countries who are accessible in minutes everywhere on earth for their exact expertise.
- <u>HG.org</u> (1995): one of the first ten significant legal websites. Today, it has 10 million pages of content and receives 1.3 million unique users per month who download 2 million pages. It contains 69,000 firms and provides an expert witness directory.
- **World Services Group** (2001): the first four-dimensional organization website, which allows users to share documents and build internal and external teams. The underlying site is similar to early Facebook and LinkedIn but was created two years earlier.
- AILFN.com (2015): the world's only multidisciplinary and multi-organizational website