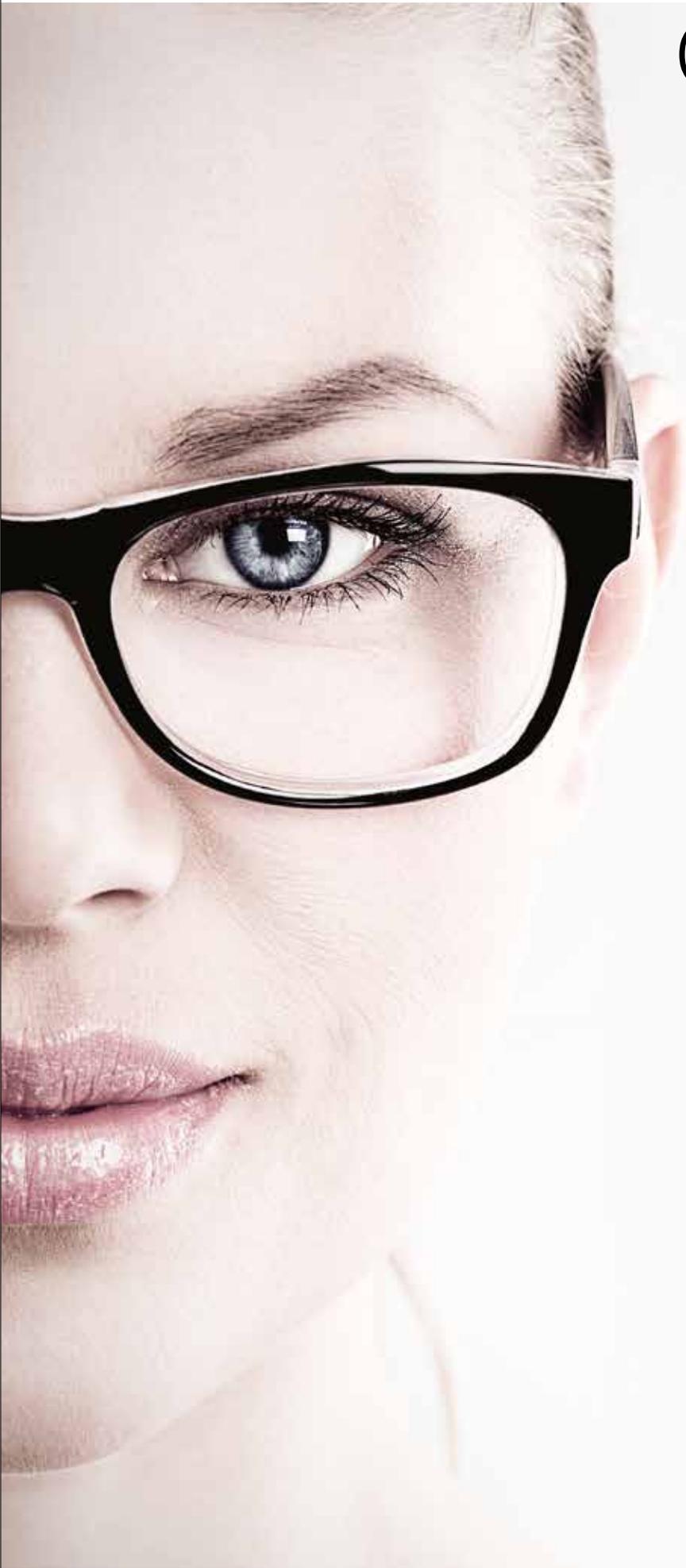


# Ones to Watch in 2014

Acquisition International continues to search the globe for the firms and experts leading the way in their respective sectors and regions.





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Tadmor & Co, based in Tel Aviv, provides insightful and strategic commercial advice to a diverse range of clients both in Israel and internationally. Dr. David E. Tadmor, Managing Partner of Tadmor & Co, told Acquisition International how the firm is leading the way in competition law in Israel and beyond.

Ranked in all professional surveys (including Chambers, GCR and Legal 500) as a Tier 1 competition law firm, Tadmor & Co.'s competition law team leads the local competition practice in Israel. A highly trained professional staff of twelve partners and associates counsels and represents local and foreign clients before the Israel Antitrust Authority, the Antitrust Tribunal and in civil and criminal proceedings before other Israeli courts.

The firm's specialisation covers all civil and criminal aspects of competition law, as well as regulation in areas such as tele-communications, oil & gas, mining & minerals, aviation, price supervision, food production & chains and the environment.

Many of Tadmor & Co's lawyers are former staff members of key regulatory bodies. By understanding the way in which regulators operate and the intricacies of antitrust rules and regulations, the firm provides its clients with commercially focused and targeted advice that minimises risk and maximises commercial benefit.

The competition group was established by Dr. David E. Tadmor, a former Antitrust Commissioner of Israel (IAA) and the managing partner of Tadmor & Co. During his time as a General Director, the IAA trebled in size and much of the foundation for Israel's competition law and enforcement policies was laid. Dr. Tadmor was named by Chambers as being in the top class of antitrust lawyers in Israel and as being "in a league of his own" and "the first port of call".

Dr. Tadmor leads the team together with Shai Bakal, former head of the mergers team in the IAA. Prior to joining Tadmor & Co., Shai practised law at the legal department of the IAA

(2002-2007), where he was in charge of different sectors including the food sector, retailing and IP. He was later appointed as the head of the IAA's mergers team. Shai has unique expertise and vast experience in merger control issues and in particular cross-border transactions.

Dr. Ittai Paldor, who heads the firm's litigation department, is a former IAA senior prosecutor. Ittai represents clients in notable criminal antitrust cases, as well as civil litigation involving complex antitrust issues.

Nava Karavany joined the firm in 2012, having spent several years at the IAA's legal department, where she was lead prosecutor in criminal cases and lead counsel in several key litigation of the IAA. Nava was also section chief in the IAA's legal department.

Dr David Tadmor and Shai Bakal are both Who's who legal nominees. They lecture together at the Tel Aviv University School of Law in the area of antitrust law and intellectual property.

Tadmor & Co's antitrust team was involved in most leading antitrust cases of recent years. Recent notable work includes representing Siemens AG in an appeal against the Commissioners decision in the alleged GIS cartel case, representing Israel Today newspaper in the high profile acquisition of Makor Reashon, representing First International Bank of Israel in the appeal over the Commissioner's landmark determination regarding information exchange between banks, and representing Azrieli Group before the Supreme Court in the first ever decision of accepting an appeal against the Antitrust Tribunal verdict that was not brought forth by the General Director, but against him.

The team regularly represents in major mergers that requires the IAA approval and involves leading International Companies, such as Blackstone group, Lenovo Group, Novartis International AG, Colgate Palmolive, Nestle S.A., Apax Partners, AbbVie and many others. ■



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Ana Menéres is Managing Associate in charge of the Life Sciences Department SRS Advogados in Lisbon. SRS was the first Portuguese law firm to establish a partnership with an international law firm, Simmons & Simmons. The practice has expanded significantly in recent years and is now one of the largest and most highly respected in Portugal with a team of over 80 lawyers.

The SRS team advises clients on all aspects of domestic as well as international law, with particular expertise in commercial, competition, corporate, dispute resolution, employment, energy, environment, EU, finance, infrastructure, life sciences, public, real estate, regulatory, shipping, tax and TMT.

Ana Menéres joined SRS Advogados in 2011, as Managing Associate in charge of the firm's Life Sciences Department. Before this, she was a partner at Cuatrecasas, Gonçalves Pereira & Associados RL., responsible for the Pharmaceutical Law Department.

Menéres specialises in the pharmaceutical, biotechnology and other life sciences practices. Her experience also includes commercial, corporate, mergers and acquisitions, real estate and contractual legal matters. From the beginning of her career, Menéres's work has focused on providing legal advice in corporate and commercial law matters to international clients and on conducting international projects.

Menéres advises Portuguese and international clients on legal matters related to all stages of the life cycle of medicinal products, for inpatients and outpatients, in what respects clinical trials, financial protocols, licensing agreements, launching of products, pricing and reimbursement, marketing, commercial protocols, general sale terms, advertising and promotions. For clients that are not at those stages, Menéres provides legal support for creating a corporate structure in Portugal.

Menéres has been focusing on the developments in the Portuguese legal framework for stem cells and on the rules applicable to the storage and cryopreservation and the services related to stem cells and their applications.

Her professional experience also includes commercial and regulatory issues related to cosmetics, food supplements and medical devices.

Menéres has advised many international pharmaceutical medical devices and other life sciences companies on regulatory and transactional issues, as well as multinational European and North American companies who engage in all types of business and industry (particularly in the pharmaceutical and life sciences industries). The legal support given to these clients includes accompanying all corporate and commercial law issues related to the establishment of a corporate structure and the implementation of projects in Portugal.

Menéres works with US and European law firms (mainly from the UK and Germany) on Portuguese pharmaceutical law matters.

Menéres has contributed to several publications, including the chapter on Portugal in "Property in Europe: Law and Practice" (Author: Hurndall, Anthony, Editor: Butterworths) in Company Law in Europe (Lexis Nexis/Butterworths), "The International Comparative Legal Guide to: Pharmaceutical Advertising 2008" (Global Legal Group), Getting the Deal Through "Pharmaceutical Antitrust 2009", "Pharmaceutical Advertising" (Corporate INTL, February 2010) and Getting the Deal Through "Life Sciences" (2012, 2013 and 2014).

Menéres has lectured in several seminars on pharmaceutical and health matters and is a member of the Portuguese Bar Association and of the International Bar Association. ■



**Trevisan & Cuonzo**  
Avvocati

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*Trevisan & Cuonzo Avvocati, established in 1993, is one of the leading Italian law firms and its clients include many of the most technologically advanced and innovative businesses in the world. The firm offers a complete range of commercial services and specialises in a wide range of industrial sectors. Julia Holden, partner at Trevisan & Cuonzo, tells Acquisition International how the firm is flourishing in Italy's still fragile business environment.*

#### **How would you describe the current business environment in your region?**

The current business environment in Italy is still fragile following the dramatic downturn in the economy over recent years, with high unemployment, especially in the 18-35 category. In the last six months however – with a new government in place and a new leader at the helm – there is the strong sense of a change for the better with the beginnings of a new dawn in Italian business prospects in sight.

#### **Which sectors have seen the most activity and has this changed compared to the previous year? Where do the greatest opportunities for investors lie?**

The most active sectors this year have been automotive, pharmaceutical and technological with a number of key clients in all these sectors taking strong initiatives to protect their business interests in IP through active enforcement of their intangible assets.

#### **What do you think the key challenges are for your region's economy and how do you think these challenges can be met?**

The key challenges for the Italian economy are to create a more flexible working environment so that

employers and employees are able to operate in a more agile manner and job opportunities are not stifled by unnecessarily rigid rules. Italy still needs to cut down on unnecessary governmental bureaucracy and take on board – to an even greater extent – the need to fully digitalise operations for a modern 21st century fully-functioning economy. On a private level this is already well advanced, particularly in the north, but on a State Entity level large strides in the right direction are still needed to bring Italian government institutions up to speed.

#### **How does your business stand out in your field? What areas do you specialise in and what do you do differently from your competitors and peers?**

Our business stands out for its keen ability to understand the urgent needs of our clients and to respond to complex issues in a relatively short timeframe using small teams of highly qualified lawyers. We are used to adopting internationally accepted and recognised standards to our legal work – whether through opinion work or civil actions before the Italian courts.

#### **What should clients be looking for when searching for a firm in your sector with which to work?**

When searching for a firm in the IP sector it is good to look at the previous experience of the attorneys: have they worked on similar matters in the past? Have they got an experienced team in the specific sector of interest in place? Are sufficient qualified attorneys available to handle the project? Have they clarified budget issues with you early on? Do they inspire confidence, and ultimately are these people you would feel really comfortable working with? ■



**АНТИМОНОПОЛЬНОЕ БЮРО**  
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*Andrey Voevodin, from antitrust law firm Antimonopoly Law Office LLC, Moscow, Russia, discusses the dynamic economic situation in his country, and how his firm provides a comprehensive legal service to Russian business and overseas companies.*

Russia has seen record levels of investment in recent years, with US-based firms alone ploughing over \$37 billion into our country up until December last year. That is double the investment value from just three years previously. A key country in the BRICS emerging national economies, our firm is in an enviable position to find opportunities in Russia that can still generate excellent returns.

Indeed, with the stock market in the country sliding in recent weeks, our expertise in Russian business and economy can help highlight areas for significant and short-term gains, as well as longer term projects. Many of our existing clients are already taking advantage of our skills to this end, attracted by what many perceive as an 'irresistible' buyers' market.

A number of investors we are working with are even more bombastic in their enthusiasm. Russian bonds are still said by many to represent a 'great' opportunity. Indicative of this is the upcoming debt issuance by Alfa-Bank. Our sources suggest a post-summer break confirmation is likely for example.

The Austrian property group Immofinanz is also considering a further sizable investment into our

country. The biggest market for the firm, it has benefited from the changing landscape in Russia for a number of years and said it will look for other suitable investment in and around Moscow on announcement of its latest financials.

With the help of our expertise some of the biggest Russian companies are also managing to be opportunistic with our help. In November last year we were tasked with the responsibility of Gazprom's acquisition of Prof Media, in recognition of our work with other large investors from home and abroad, for example.

Manoeuvring in Russia is still complex, challenging and needs dedicated expertise and application of knowledge. From ensuring transactions are approved by the Federal Antimonopoly Service of Russia (FAS Russia) and meets with all other consents, to helping our clients stay compliant and up to date with the latest regulations, we are a partner that can be trusted, relied upon and partnered to profitability.

Other BRICS countries are investing heavily in Russia too and using our tacit knowledge of this information stream we are helping clients recognise the less obvious, or 'hidden' and profitable deals that can still be found with the right guidance and support. ■



**Baker & McKenzie defined the global law firm in the 20th century, and we are redefining it to meet the challenges of the global economy in the 21st.**



*Baker & McKenzie has been delivering comprehensive and commercially pragmatic legal solutions to clients in Mexico City since 1961, providing a range of services across a number of practices, including employment, environmental, tax, financial, real estate, infrastructure, litigation, intellectual property and foreign trade matters*

Baker & McKenzie defined the global law firm in the 20th century, and we are redefining it to meet the challenges of the global economy in the 21st.

We bring to matters the instinctively global perspective and deep market knowledge and insights of more than 4,200 locally admitted lawyers in 76 offices worldwide. We have a distinctive global way of thinking, working and behaving – “fluency” – across borders, issues and practices.

We understand the challenges of the global economy because we have been at the forefront of its evolution. Since 1949, we have advised leading corporations on the issues of today’s integrated world market. We have cultivated the culture, commercial pragmatism and technical and interpersonal skills required to deliver world-class service tailored to the preferences of world-class clients worldwide.

Ours is a passionately collaborative community of 60 nationalities. We have the deep roots and knowledge of the language and culture of business required to address the nuances of local markets worldwide. And our culture of friendship and broad scope of practice

enable us to navigate complexity across issues, practices and borders with ease.

We have been delivering comprehensive and commercially pragmatic legal solutions to clients in Mexico City since 1961. Our multidisciplinary team enables us to provide the right talent across a number of practices, including employment, environmental, tax, financial, real estate, infrastructure, litigation, intellectual property, and foreign trade matters. Our partners are seasoned practitioners who are widely recognised for their skill and leadership in their fields of practice. As a global firm, we have colleagues and resources in every country with which Mexico has trade agreements. Within and across borders, we help clients adopt international best practices to capture opportunities for growth while minimising risks.

Baker & McKenzie has offices also in Monterrey, Guadalajara, Ciudad Juarez and Tijuana. ■



**KPMG operates in 34 locations across Canada. The firm’s more than 700 partners and more than 6,000 employees provide crucial services to many of the top business, not for profit and government organisations in Canada.**



*KPMG LLP (Canada) provides assurance, tax, and financial advisory services, with over 30 offices across the country.*

KPMG operates in 34 locations across Canada. The firm’s more than 700 partners and more than 6,000 employees provide crucial services to many of the top business, not for profit and government organisations in Canada. We work closely with our clients, helping them to manage risks and take advantage of opportunities.

#### Major Services and Practice Areas

KPMG is a Canadian leader in delivering Audit, Tax, and Advisory services. KPMG responds to clients’ complex business challenges across the country and around the world.

#### Audit

Our audit opinion is the end result of a powerful combination of professional integrity, independence, and ethical behaviour, underpinned by rigorous quality control procedures. This approach is supported by some of the leading methodologies, technologies and tools that assist our teams to access knowledge, focus on the issues that impact on our audit judgments, and help enhance the efficiency of the audit. The overall result is an independent and incisive view attesting to the quality of the information provided.

#### Tax

KPMG’s Tax practice addresses the unique needs and objectives of each client, helping them to balance compliance and value creation. We offer

a broad range of international and domestic tax services, as well as private-company tax services through KPMG Enterprise. Our multidisciplinary approach gives clients the right mix of services and professionals who think past the present and look beyond borders to address your tax needs and opportunities.

#### Advisory

Advisory offers industry-specific financial, transactional, and technical experience in management consulting, risk consulting, and transactions and restructuring to help you enhance your organisation’s financial performance and reporting, regulatory compliance, and business value creation.

#### KPMG Enterprise™

KPMG Enterprise is devoted exclusively to delivering value to privately held businesses. Our professionals have many years of experience addressing the financial, tax, business, and compliance issues that private companies face.

#### Key Industries Served

Industry focus is fundamental to KPMG’s business approach. We believe that we add value for our clients by having a thorough understanding of their industries, and we invest continuously to build our knowledge of the industries we serve: consumer and industrial businesses; energy and natural resources; financial services; information, communications and entertainment; mining, public sector; real estate, building and construction, and private equity. ■

## VISCHER

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*VISCHER is an influential, innovative Swiss law firm, dedicated to providing effective legal solutions to business, tax and regulatory matters*

The earliest roots of VISCHER's continued success story can be found in 1857 at the offices of Lichtenhahn & Heusler, which flourished into Gloor, Schiess & Partner and ultimately, in 1999, into Gloor & Christ. A year later, in order to gain a foothold in Zurich, Gloor & Christ merged with the renowned Zurich law firm of Pestalozzi Haegi & Partner and, from that point on, traded as VISCHER.

Today, we are an influential, innovative Swiss law firm, dedicated to providing effective legal solutions to business, tax and regulatory matters. Our attorneys, tax advisers and public notaries are organised under the direction of experienced partners in practice teams, covering all areas of commercial law. Our breadth of practice ensures we have the right team available for every mandate and client.

Clients demand and deserve impartial, unbiased advice. Our conflict of interest standards set us apart from other firms. The fact that we are not tied to an association of law firms or attorney network means that our ability to select and instruct counsel in international transaction is not compromised. We have spent decades building up networks with attorneys and firms that meet our standard. We can choose freely from that network, according to the demands of the matter at hand.

Our offices can be found in Zurich and Basel, the two largest business centres of Switzerland.

The attorneys, tax advisers and civil law notaries of VISCHER are organised in practice teams which continuously improve our legal and industry know-how. Often we work in specific client teams to ensure continuity of service for our clients in long term or complex mandates. Each client team is led by a partner who acts as the client's main point of contact. ■

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**Today, we are an influential, innovative Swiss law firm, dedicated to providing effective legal solutions to business, tax and regulatory matters.**  
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## P&amp;A Law Offices

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*India is gearing up for what it hopes will be a vibrant investment future. With this underpinned by September's move by the country's Prime Minister Narendra Modi to accelerate privatisation plans for three state-backed companies, Anand Pathak the most widely respected and recognised member of P&A Law Offices talks to us about where he sees the country is headed.*

The business landscape in India is moving at a rapid rate, with the government's action to shore up its fiscal measures proving effective. This is seeing the appetite for mergers and acquisitions and inward investment into Indian firms pick up.

Much of this activity has been spurred on by domestic companies. Much in keeping with the trend in other rapidly emerging markets, the growing number of middle-class consumers in India is helping drive a change in attitude.

Overseas firms are nothing new to the market of course. I have personally worked with Diebold, Toyota, Mitsui, Mitsubishi, General Electric, Ingersoll-Rand and PepsiCo recently to successful conclusions. I was also a key member of the team which saw through the joint ventures between TRW and Satyam Computer Services.

More foreign organisations are starting to take a greater interest too though, while September's visit by the UK Minister of Courts and Legal Aid, Sailesh Vara, in which he called for a relaxing of India's legal sector, has started an interesting debate. Always welcoming increased competition to drive

up standards in India's legal sector, P&A feel that our expertise and experience will only add to the demands of foreign firms and create very profitable relationships with any law firms operating here from abroad.

As was demonstrated in the EY 2014 attractiveness survey, the country remains as one of the top foreign investment destinations in the world. With an increasingly solidifying domestic market, a globally competitive workforce and an upward trend in talent and education, this is only going to get stronger.

With half of all foreign business leaders admitting they are targeting India for investment, we expect significant growth in the Consumer, Industrials, Infrastructure, Life-sciences and Technology, Media and Telecom (TMT) sectors. With our experience in Competition Law, Joint Ventures, Litigation, M&A, Outsourcing and Private Equity, we would be honoured to partner you to investment and acquisitions success. ■

“  
**I have personally worked with Diebold, Toyota, Mitsui, Mitsubishi, General Electric, Ingersoll-Rand and PepsiCo recently to successful conclusions.**  
 ”



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**Described by a national newspaper as the “quintessential lawyer”, Managing Partner at TRPLAW, Ralph Ajibola Oluyede has effectively traversed the entire gamut of legal practice in Nigeria as a litigator.**



*TRLPLAW is a union which consummates the vision by various international law firms based in Africa, Europe and America to forge a multinational law practice of the highest quality, capable of delivering excellent, diverse legal services to businesses and businesspersons globally, particularly within emerging economies.*

For effective global reach, TRPLAW has full-service, administrative head offices (comprising the finest available legal minds globally), currently located in Nigeria (Lagos, Abuja, Akure, Port-Harcourt), the United Kingdom and the United States.

Described by a national newspaper as the “quintessential lawyer”, Managing Partner at TRPLAW, Ralph Ajibola Oluyede has effectively traversed the entire gamut of legal practice in Nigeria as a litigator. Admitted to the Nigerian Bar in 1981, he began legal practice in Benin City and quickly came to public attention in the lawsuit filed to contest the “quota system” of admission of students into public funded Federal Universities in 1982. During the years of military dictatorship in Nigeria, he argued landmark cases in habeas corpus and fundamental human rights enforcement.

Gravitating eventually to commercial litigation, he has firmly established his reputation as a tough litigator and commercial lawyer with special interest in cross border financial transactions and compliance with money laundering as well as other regulations.

Having been a pioneer Partner at TRLP Solicitors, a London based commercial law firm established in 2002, Oluyede has been consulted and acted in respect of high profile matters in the UK involving the assets of Nigerian political figures.

Highly respected in banking, finance and investment circles, he represented the interests of the Nigerian creditors of the London Trust Bank in its administration by Price Waterhouse Coopers London and led the Creditors Committee in the eventual CVA of that entity. His advice and influence was pivotal in the record recovery of Nigerian funds tied up in the institution when the UK Financial Services Authority withdrew its license.

Oluyede has also been involved in advising the major actors in the ongoing banking reform in Nigeria and has written prolifically on the subject.

He has been involved in the Nigerian energy sector as legal adviser, consultant to private sector interests in the rehabilitation and concessioning of hydro-energy installations, privatisation and liberalisation process and as an investor himself since 1992. Has hands-on experience in project financing. ■



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*A new name in the Danish market, Jensen I Neugebauer is a merger of CNP Advokater and Jonquières & Jensen – two firms which both come with a strong legacy. The firm provides both a specialised service within insurance, tort and maritime/transport law and a general practice in the field of commercial law. Acquisition International caught up with the firm for a quick Q&A session on Denmark’s growing economy, the opportunities the region presents and the specific Jensen I Neugebauer provides*

**How would you describe the current business environment in your region?**

Denmark came out of the credit crunch fairly unscathed and is headed for better times. Economic activity is on the rise.

**Which sectors have seen the most activity and has this changed compared to the previous year? Where do the greatest opportunities for investors lie?**

M&A is coming back, as are IPOs. Crisis handling and insolvency issues are less prevalent. There is a notion that the economy is improving and so spend will probably increase, which provides opportunities in a large range of business areas.

**What do you think the key challenges are for your region’s economy and how do you think these challenges can be met?**

The improved economy is still vulnerable though even the latest developments in the Ukraine and Middle East have apparently not affected economic development adversely to a decisive degree.

**Tell us about any recent trends or development in your field. How have these affected your business and have they presented challenges or opportunities?**

There have been a number of new entrants in the insurance market. Whilst this has led to increased competition

between insurers, the fields of law that Jensen I Neugebauer advises on have not been affected as such. Litigation, which forms the mainstay of insurance cases, emanate from claims which arise regardless of the economy.

**How does your business stand out in your field? What areas do you specialise in and what do you do differently from your competitors and peers?**

Jensen I Neugebauer focuses on insurance, maritime and transport law and offers a highly experienced staff. As the company is a niche practice it is able to offer competitive rates. Since, however, other partners and colleagues work in the fields of general commercial, construction, family, criminal, tax and IP law, there is an avid exchange of experience which is useful particularly in the fields of professional liability/financial lines, where claims are often related to certain business conduct or practices among the insured business executives or advisors in these fields of law.

**When working with clients, what are the main factors and areas to consider to bring about a successful result?**

We do not seek to break new ground, but have a serious mind to providing clients with the best possible result from both a legal and commercial perspective, without incurring unnecessary costs. These simple guidelines are ever true and the best way to ensure that clients come back.

**What should clients be looking for when searching for a firm in your sector with which to work?**

Whether looking for a specialised insurance or maritime lawyer, whether looking for general commercial advice or other advice, clients should look for a firm with modest overheads and in which the case handler is also the person with whom they have primary contact. This is often the case in smaller firms such as Jensen I Neugebauer dedicated to certain fields of law or a smaller, manageable practice. ■