



KENNETH A. ADLER
Partner and Chair, Technology and Outsourcing Practice Group

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Kenneth Adler specializes in complex global and domestic outsourcing and technology transactions. With over 20 years of experience, his practice includes drafting and negotiating all types of outsourcing and technology agreements, including business process and information technology outsourcings. He has significant experience addressing the creation of, and strategies relating to, multi-sourced environments, as well as renegotiation and termination of existing outsourcing agreements.

Mr. Adler regularly assists clients with respect to outsourcing strategies, including to near-shore and off-shore destinations, and emerging outsourcing locales. His practice also includes advising clients on data security and privacy matters, and all facets of technology transactions and sourcing, including with respect to e-commerce, information technology, emerging technologies, telecommunications and computer law, and on related intellectual property, privacy and data security issues. Mr. Adler is on the Editorial Board of the Advanced Media and Technology Law Blog.

Mr. Adler represents financial institutions, insurance companies, accounting firms, healthcare companies and technology companies in large-scale, complex outsourcing and technology sourcing, licensing and system development and integration agreements. He has completed numerous BPO and ITO transactions for major financial services, healthcare and insurance entities, including outsourcings related to infrastructure (including data center, desktop, help-desk, telecommunications and networks), applications development and maintenance, call center, hosting, co-location, claims processing, securities and banking back-office functions, human resources, finance and accounting, logistics, real estate and facilities management.

Practice Areas

- Technology and Outsourcing
- Emerging Media
- Advanced Media and Technology
- Energy
- Intellectual Property
- Privacy, Security and Data Optimization



Prior Experience

Prior to joining Loeb & Loeb LLP, Mr. Adler was the Chair of the Outsourcing Group at Thelen Reid Brown Raysman & Steiner LLP.

Publications/Speeches

- Co-author, *Managing Turbulence in the Cloud* (October 2010)
- Speaker, *Cloud Computing: Avoiding the Pitfalls* (May 25, 2010)
- Speaker, *TPI Americas Sourcing Industry Conference 2010*, Boston, Massachusetts (May 19-20, 2010)
- Co-author, *Outsourcing: U.S., Outsourcing: The Law and Leading Lawyers Worldwide, PLC Outsourcing Handbook* (2010 Edition)
- Speaker, *Cloud Computing: Contracting for the Silver Lining*, International Association of Outsourcing Professionals 2010 Outsourcing World Summit, Lake Buena Vista, Florida (February 16, 2010)
- Speaker, *Outsourcing in Today's Economy*, IAOP New York Chapter Meeting, New York, New York (May 2009)
- Panelist, *Sourcing Interests Group 35th Global Sourcing Summit*, Baltimore, Maryland (April 2009)
- Co-author, *Outsourcing: U.S., Outsourcing: The Law and Leading Lawyers Worldwide, PLC Cross-border Handbooks* (2009 Edition)
- Speaker, *How to Create and Implement a Successful Transition Plan*, Sourcing Interests Group (September 2008)
- Co-author, *Software as a Service: What Every Buyer Needs to Know*, Inside Sourcing Newsletter (June 2008)
- Panelist, *BPO Lawyer's Panel: Will a Provider Eat Your Lunch?*, Gartner Outsourcing Summit (May 2008)
- Speaker, *Outsourcing Challenges: Crisis Management and Avoidance*, PLI: Information Technology Law Institute (March 2008)
- Co-author, *White Paper, Remediation and Relaunch: Putting an Outsourcing Deal Back on Track* (December 2007)
- Co-author, *IP Rights for the Next Wave of HRO*, HRO Today (September 2007)
- Moderator, *The People Factor, Culture and Chemistry in Outsourcing Relationship Management*, Outsourcing Institute Roadshow (June 2007)

- Speaker, Intellectual Property Rights Revisited: Translating the "Mumbo-Jumbo" Into Business Reality, Sourcing Interests Group (May 2007)
- Speaker, Top 10 Intellectual Property Considerations for Transactions in India, Atlas Legal, Tax and Financial Strategies for Structuring Investments in India (April 2007)
- Panelist, Pricing Trends in BPO, Gartner Outsourcing Summit (March 2007)
- Co-author, Outsourcing: U.S., Outsourcing: The Law in Key Jurisdictions Worldwide, PLC Cross-border Handbooks (2006-2007)
- Speaker, Outsourcing Contracting for Success, Outsourcing Institute Roadshow (December 2006)
- Speaker, Outsourcing Project Initiation Through Contracting, Sourcing Interests Group (May 2006)
- Co-author, Intellectual Property Licensing: Forms and Analysis (updated semi-annually)
- Panelist, Auto Identification Technologies (Bar Coding, RFID and Other Approaches), TCBI Inaugural Summit on Healthcare Identification & Tracking (December 2005)
- Author, Swimming in the Patent Pools, RFID Product News (November 2005)
- Author, The Next Level, American Executive (October 2005)
- Author, RFID & Privacy Issues: A Snapshot of Proposed Laws, RFID Product News (September 2005)
- Author, RFID - Where There's Reward, There's Risk, LifeSciTech (2005)
- Speaker, Capturing the Value-Add of a Mid-Tier Service Provider, Sourcing Interests Group (May 2005)
- Moderator, Emerging Technologies: RFID in the Pharmaceuticals Industry, Interphex, New York (April 2005)

Media Mentions

- IT Outsourcing: Why You Need to Reengineer Your SLAs By Stephanie Overby, *CIO Magazine*

Affiliations

- Member, LISTNet (Long Island Software and Technology Network)
- Member, New York State Bar Association
- Member, Association of the Bar of the City of New York



Distinctions

- Named "Best Lawyer" in Technology Law, *The Best Lawyers in America*, published by Woodward White, Inc. (2011 edition)
- Executive Advisory Committee, Cloud Computing Chapter of IAOP
- Named in *PLC Which Lawyer?*, as Recommended in Outsourcing (2009-2010 editions)
- Named in *The Legal 500* in Outsourcing, published by Legalease Limited and John Pritchard (2010 edition)
- Named in *PLC Which Lawyer?*, as Recommended in Information Technology (2009)
- Named in *Who's Who Legal International: Internet and E-Commerce*, published by Law Business Research Limited (2009)
- Named in "*Chambers USA, America's Leading Lawyers for Business*," in National Outsourcing, (2007-2010 editions)
- Named in "*Chambers USA, America's Leading Lawyers for Business*," in New York Technology & IT Outsourcing, (2007-2010 editions)
- Named in "*Chambers Global, The World's Leading Lawyers for Business*" in United States of America Outsourcing (2010 edition)
- Named "New York Super Lawyer" in Information Technology/Outsourcing and Intellectual Property by *Law & Politics* (2006-2010)

Education

George Washington University Law School, J.D., 1986
Union College, B.S., 1983, *cum laude*

Bar Admissions

New York
New Jersey

Court Admissions

U.S. District Court for the Eastern District of New York
U.S. District Court for the Southern District of New York

ADAM S.T. BEHAR

General Counsel

Ridge Clearing & Outsourcing Solutions, Inc.

(a division of Broadridge Financial Solutions, Inc.)

Adam S.T. Behar is the General Counsel of Ridge Clearing & Outsourcing Solutions, Inc., a division of Broadridge Financial Solutions, Inc. Mr. Behar is responsible for the legal and compliance functions at Ridge. Mr. Behar has been an attorney with Broadridge (previously-known-as Automatic Data Processing, Inc.'s Brokerage Services Group) for over sixteen years and has been with Ridge since its acquisition by Broadridge/ADP in November 2004. Mr. Behar has been instrumental in introducing an innovative cost-effective operations outsourcing offering to the securities brokerage industry which allows self-clearing brokerage firms to outsource many of their labor-intensive administrative operations functions to Ridge.

Prior to joining Broadridge/ADP, Mr. Behar practiced at the law firm Cravath Swaine & Moore in New York City for over six years.



STEPHEN H. COHEN
Partner

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Stephen Cohen focuses his practice on broker-dealer regulation and the securities markets. Mr. Cohen advises broker-dealer clients on a wide variety of regulatory and transactional matters, including federal and state registration and compliance issues and SRO membership and compliance issues, including FINRA (formerly NASD), the stock exchanges and the clearing corporations. His clients include major international banks, domestic and foreign investment banks, full service and boutique brokerage firms, clearing firms, transfer agents and hedge funds.

During the past five years, Mr. Cohen has served as regulatory counsel in over 50 private and public transactions valued at a combined total of more than \$75 billion. Most recently, Mr. Cohen served as the sole US broker-dealer regulatory counsel for both The Bank of New York Company, Inc. and Mellon Financial Corporation in their \$16.5 billion merger completed on July 1, 2007 and their subsequent on going multi-year integration plan.

Practice Areas

- Financial Services
- Mergers and Acquisitions
- Securities

Transactional Regulatory Counsel

In addition to advising clients generally on regulatory matters, Mr. Cohen has developed a specialty in providing regulatory advice to financial institutions in the following areas:

- Domestic and cross-border capital market transactions
- Strategic corporate transactions including mergers, acquisitions, joint ventures and dispositions involving broker-dealers
- The creation and restructuring of major business units
- The rationalization and integration of broker-dealers within global financial services firms

Publications/Speeches

- Co-author, In Securities Deals, Plan for the Regulators: Know the rules and avoid delay., Legal Times (June 19, 2006)



STEPHEN H. COHEN
PARTNER

Distinctions

- Named "Member of the Year" in Madison's Who's Who Among Executives and Professionals (2008)

Education

New York University School of Law, J.D.
Columbia University, B.A., *magna cum laude*

Bar Admissions

New York



CLIFF JUSTICE

*U.S. Leader
Shared Services and Outsourcing Advisory*

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Houston, Texas 77002

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Function and Specialization

Cliff leads the shared services and outsourcing advisory practice in the U.S.

Representative Clients

- Assurant
- ATCO
- Bausch & Lomb
- Bell South (now AT&T)
- Bristol-Myers Squibb
- Cardinal Health
- Cargill
- Cendant
- Equifax
- Gap, Inc.
- Procter & Gamble
- TXU (now EFH)
- Xcel Energy
- Bausch & Lomb
- Gap, Inc.
- Charming Shoppes
- Microsoft
- Nestle
- Equity Office Properties
- Hydro One
- AMP
- ANZ
- JPMC
- Heineken
- DuPont
- Solutia
- Marriott
- Lucent
- ChevronTexaco
- ExxonMobil
- Gateway (now Acer)

Background

Cliff is an established and recognized leader in shared services and outsourcing with more than 20 years of experience in industry operations, outsourcing and enterprise services transformation. Cliff currently leads KPMG's U.S. Shared Services and Outsourcing Advisory practice whose focus is helping clients design, implement and optimize their business services delivery models across the Extended Global Enterprise.

Professional and Industry Experience

Cliff's industry experience includes: Utilities, Energy, Financial Services, Healthcare & Pharmaceuticals, Manufacturing, Human Resources, Transportation, Consumer Products, Agribusiness, and Technology. Cliff has extensive experience with most global and offshore service providers including: IBM, HP, Accenture, Genpact Capgemini, EDS, TCS, WNSGS, Wipro, Cognizant, Infosys, Satyam, HCL, and others. He has deep knowledge of the key global delivery markets, with significant experience in India, Philippines and Eastern Europe.

Cliff has been a part of over 50 large-scale transformations since 1999. Notable engagements include:

- Helped a U.S. medical device manufacturing firm transform and globalize their Finance and Accounting function to Eastern Europe and India via outsourcing and process transformation;
- Led large clothing retailer through a \$1.2 billion transformative outsourcing deal to US and Latin American service providers;
- Led a major utility through a \$3.5 billion, comprehensive global shared services transformational outsourcing relationship;
- Assisted an Australian bank with developing a captive finance center in India;
- Assisted a global agribusiness company with multiple IT, HR, and F&A outsourcing transactions in the US, Latin America, Europe and Asia;
- Helped a global business services firm outsource SAP to multiple firms in India and develop a captive F&A shared service center;
- Led a leading computer manufacturer through a global IT, F&A, and HR outsourcing and transformation involving over 400 resources;
- Assisted one of the worlds largest consumer products companies in a global shared services transformation strategy and multiple outsourcing transactions in Human Resources and IT;
- Assisted a consumer products firm in optimizing a \$500 million shared services and F&A BPO relationship;
- Assisted a large telecommunications firm in restructuring a multi-billion dollar outsourcing relationship with a major integrator; and,
- Led the development and implementation of a global HR sourcing strategy for one of the world's largest software firms.

Other notable engagements include assisting: a large oil and gas company to outsource SAP support and restructure their global shared services footprint; a real estate company with a Finance shared service and outsourcing strategy; a food and beverage company with a global finance shared service and outsourcing delivery model into India; a Fortune 100 healthcare company in developing an offshore



CLIFF JUSTICE

Managing Director

<p>Professional Associations</p> <ul style="list-style-type: none">• SIG• Global Sourcing Council <p>Languages</p> <p>English</p> <p>Education, Licenses & Certifications</p> <ul style="list-style-type: none">• University of Texas at Arlington, Engineering• Mountain View College, Aviation Technology	<p>relationship with an Indian IT and BPO firm; and, a utility service provider in establishing a global outsourcing governance organization.</p> <p>Prior to joining KPMG, Cliff was a Managing Director with EquaTerra, leading their services globalization advisory practice.</p> <p>Prior to EquaTerra, Cliff was a founding member and Managing Director of neoIT, where he led its US consulting practice and global consulting alliance with TPI.</p> <p>Publications and Speaking Engagements</p> <ul style="list-style-type: none">• Cliff speaks regularly at industry events and conferences, contributes thought leadership papers and articles, and is often quoted in leading sourcing publications.• In 2006 Cliff addressed the United Nations sponsored World Summit on Innovation and Entrepreneurship in Muscat, Oman on the positive social impacts of global sourcing.• In 2010, Cliff was nominated by industry peers to speak on the G8 panel at Shared Services Week, moderated by columnist George Will.
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DEBORAH KOPS

Founder and Managing Principal
Sourcing Change

Deborah Kops is the Founder and Managing Principal of Sourcing Change. Formerly a founding partner of PwC's BPO unit, the CMO of a leading offshore BPO, Managing Director of FleetBoston's (now Bank of America) Services Group, Managing Director of Global Sourcing Transformation for Deutsche Bank; and consulting partner in two major firms, Deborah has seen the good, the bad and the ugly of moving to an outsourced model.

Using her experience as a buyer, vendor and advisor in the training and BPO industry, Deborah now works with leading companies to navigate the change management challenges through www.sourcingchange.com - the first resource solely dedicated to outsourcing and shared services change management. She frequently presents at industry forums including those sponsored by the Financial Times , Corporate Research Foundation, SSON , Das Shared Services Internationale/ Management Circle Finance and Accounting Transformation, The Conference Board Shared Services and Strategic Outsourcing Conferences, HROA, and Global Services. She has delivered workshops at institutions such as University of Pennsylvania Wharton School of Business, Carnegie-Mellon University and Lancaster University School of Management (UK), and has research relationships with Lancaster and Oxford (Said School of Business) Universities.

Deborah can be reached at deborah.kops@sourcingchange.com.

MICHAEL A. MACCHIAROLI

*Associate Director, Office of Risk Management & Control, Division of
Trading and Markets*

U.S. Securities and Exchange Commission

MICHAEL A. MACCHIAROLI is Associate Director, Office of Risk Management & Control, Division of Trading and Markets, U.S. Securities and Exchange Commission, where he is responsible for the broker-dealer financial responsibility program, which deals with the capital record-keeping, reporting and customer protection Rules. Mr. Macchiaroli has been employed at the Commission since 1970 and in the Division of Trading and Markets since 1978.

Mr. Macchiaroli is a graduate of St. Joseph's College in Philadelphia, Pennsylvania, and Villanova College.



THE REGULATORY FUNDAMENTALS GROUP LLC

Ronald C. Mayer **Senior Consultant**

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Ronald Mayer is a Senior Consultant at The Regulatory Fundamentals Group LLC and is based in New York City. Mr. Mayer is an attorney with more than 30 years of financial services industry experience. His areas of expertise include federal and state banking regulation and corporate governance.

Mr. Mayer began his career as a senior attorney in the Legal Department of the Federal Reserve Bank of New York.

Professional Affiliations

Member, New York Bar

He then spent over 30 years with Chase Manhattan/JPMorgan Chase, where he served as Senior Vice President and Associate General Counsel of JPMorgan Chase Bank, N.A. and headed the Bank Regulatory Group. He also served as Corporate Secretary of the Chase Manhattan Corporation and was Director of two subsidiary banks.

Education

J.D., New York University
School of Law

M.A., Yale University

B.A., Brandeis University

Mr. Mayer advised on the structuring of a wide variety of transactions including acquisitions and internal restructurings. He developed compliance programs for a number of significant banking laws, specializing in rules governing loans among affiliated entities and those with corporate insiders. As the Chief Bank Regulatory lawyer he became familiar with and advised all significant business units, on both the retail and wholesale sides. He advised the Treasury function on funding issues, particularly the extent to which funds could be transferred among different legal entities.

As Corporate Secretary of Chase Manhattan Corporation, he was responsible for drafting the agendas for both the lead bank and the parent holding company. He worked with senior management to ensure that directors received appropriate materials to both fulfill their fiduciary duties and to be able to demonstrate that they met their duty of due care.

As a Director of two subsidiary banks, he worked closely with both the management of the banks and of the larger organization to ensure that there was an appropriate balance between the needs of both groups.

Mr. Mayer received his law degree from the New York University School of Law and is a member of the Banking Law Committee of the Association of the Bar of the City of New York.



STEVE A. SEMERDJIAN
Partner

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Steve Semerdjian concentrates his practice on complex outsourcing and information technology matters. His practice includes drafting and negotiating a wide range of agreements, including domestic and international business process and information technology outsourcing agreements and technology procurement, licensing, and system development contracts, advising clients on general business, information technology and intellectual property matters.

Practice Areas

- Advanced Media and Technology
- Emerging Media
- Energy
- Intellectual Property
- Privacy, Security and Data Optimization
- Technology and Outsourcing

Prior Experience

Prior to joining Loeb & Loeb LLP, Mr. Semerdjian was a partner in the New York office of Thelen Reid Brown Raysman & Steiner LLP.

Representative Experience

- Represented two major North American department store chains in a finance and accounting outsourcing transaction against a leading offshore service provider.
- Represented a joint venture consisting of the largest cable companies in the country in developing a national interactive television advertising technology platform.
- Represented a leading provider of life insurance and annuity products in a multiyear extension of an existing information technology infrastructure outsourcing contract, along with an expansion in scope of services to include application development and maintenance, in a deal valued in excess of \$120 million.



- Represented a major outsourcing service provider in a global print services outsourcing transaction against an international publishing company valued at over \$1 billion.
- Represented one of the largest investment and insurance companies in a suite of outsourcing transactions to multi-source its application development and maintenance activities to major offshore service providers.
- Represented a major cable company in its procurement of various telecommunication services from multiple CLECs for the purpose of developing a nationwide telecommunications backbone.

Publications/Speeches

- Author, Six Biggest Mistakes in Outsourcing Contracts, Nearshore Americas (August 11, 2010)
- Co-author, Outsourcing: U.S., Outsourcing: The Law and Leading Lawyers Worldwide, PLC Outsourcing Handbook (2010 Edition)
- Speaker, SIG Global Sourcing Summit, Savannah, Georgia (March 30-April 1, 2010)
- Author, Offshore Outsourcing Legislation in 2009, Sourcing Interests Group Newsletter (November 2009)
- Panelist, IAOP New York Chapter Meeting, Revisiting Existing Agreements for Renegotiation Opportunities, New York, New York (May 5, 2009)
- Co-author, Outsourcing: U.S., Outsourcing: The Law and Leading Lawyers Worldwide, PLC Cross-border Handbooks (2009 Edition)
- Moderator, PMA Marketing Law Conference 2008, Chicago, Illinois (November 20-21, 2008)
- Co-author, Outsourcing: U.S., Outsourcing: The Law in Key Jurisdictions Worldwide, PLC Cross-border Handbooks (2006-2007 and 2007-2008 editions)
- Speaker, Negotiating Effectively, Sourcing Interests Group (May 2007)
- Author, Best Practices in Offshore Outsourcing, The Corporate Compliance & Regulatory Newsletter (May 2005)
- Author, It's Never Too Late for a Disaster Recovery Plan, Managing Offshore, Strategy and Tactics for Global Sourcing (March 2005)



STEVE A. SEMERDJIAN
PARTNER

- Author, Will Legislation Against Offshore Outsourcing Affect You?, *Managing Offshore, Strategy and Tactics for Global Sourcing* (January 2005)

Affiliations

- Member, International Technology Law Association
- Member, New York State Bar Association
- Member, Sourcing Interests Group, Resource Center Advisory Board
- Member, Association of the Bar of the City of New York, Telecommunications Committee

Distinctions

- Named "Best Lawyer" in Technology Law, *The Best Lawyers in America*, published by Woodward White, Inc. (2011 edition)
- Named "New York Super Lawyer" in Information Technology/Outsourcing and Intellectual Property by *Law & Politics* (2009 and 2010 editions)

Education

St. John's University School of Law, J.D., 1996
University of Chicago, B.A., 1991

Bar Admissions

New York

SHYAMAL SEN
Solutions Director
CSC

Based in New York, Shyamal Sen is Solutions Director at CSC. He specializes in Financial Services Technology and IT Strategy Consulting, and is involved with architecting solutions for top Wall Street firms.

Shyamal co-chairs the Content Advisory Board of Wall Street Technology Association (WSTA) and is a member of its Publications committee. Shyamal has 20 years of experience on Wall Street. He was a member of the Enterprise Architecture Task Force and head of Global Desktop Engineering at Merrill Lynch. He has deep domain knowledge in Wealth Management, Treasury and Brokerage systems. As a high-profile technology leader, he has led innovative applications development and reengineering initiatives, turned around large-scale infrastructure initiatives and managed the logistics of projects delivered using globally-dispersed teams. Shyamal has a Bachelors degree in Physics and a Masters degree in Electrical Engineering.



BRIAN D. SMITH
Partner and Managing Director
TPI

Brian Smith leads TPI's Financial Services industry vertical team and uses his comprehensive general management and business leadership experience to advise TPI's clients in sourcing and operational optimization initiatives. A recognized expert on outsourcing and offshoring solutions, Brian leverages his 26 years practical experience in operations and technology to guide clients through the often conflicting regulatory, product, compliance and operational aspects of the sourcing process. Since joining TPI in 2003, Brian has provided advice to more than 20 leading banks and insurance companies, including advising on the creation of market leading, innovative, offshore delivery solutions.

At TPI, Brian has advised multiple financial services market participants on a wide range of initiatives, including sourcing strategy assessments, sourcing transaction execution and governance throughout the sourcing lifecycle. Brian has been responsible for developing much of TPI's intellectual capital in the areas of relationship governance and financial operations outsourcing, and maintains in-depth relationships on behalf of TPI with the leading service providers focused on the financial sector. Most recently, Brian has been working with clients that have been realigning their strategies to deal with the implications of TARP, evaluating the effectiveness of legacy sourcing arrangements and the emerging capabilities of cloud based services. In addition to specific project work, Brian is retained as a long term strategic advisor to several firms.

Prior to joining TPI, Brian spent 26 years in banking, including roles in mortgage and branch operations in the United Kingdom, private banking in Switzerland, and international operations and technology in New York. He was the Director of Global Technology at The Citigroup Private Bank, where he was responsible for the management of an organization spanning the United States, United Kingdom, Japan, India, Singapore, Switzerland and the Bahamas. In this role, his responsibilities included the acquisition of infrastructure services, leveraging captive and third party offshore development and application maintenance providers and managing internal data center, distributed computing, trading and front office support functions. Before his tenure with Citigroup, Brian worked as Executive Director, Operations and Technology and Head of Private Banking Operations with American Express Bank (AEB) in New York. He also held various line management and project management positions with AEB Europe and has extensive experience in business restructuring and mergers.

Brian holds a degree in Business Administration for the University of Strathclyde and is a member of the Institute of Administrative Management in the United Kingdom. He is a Director of the University of Strathclyde (USA) Foundation.



AKIBA STERN
Partner

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Akiba Stern has advised clients for 30 years in all aspects of business law, both as in-house counsel and at law firms. Mr. Stern concentrates his practice on outsourcing, technology-enabled business transactions, e-commerce, technology transfers, licensing, intellectual property and joint ventures. He also specializes in transactions involving the commercialization of intellectual property.

Mr. Stern helps his clients with outsourcing transactions and strategic alliances, as well as with structuring, negotiating and implementing commercial strategies, alliance structures, pricing models, governance arrangements, change management protocols, contract administration and supplier compliance strategies.

While Mr. Stern's outsourcing experience is across all business processes (including ITO, AD&M, F&A, HRO, KPO, logistics and facilities management) and many business verticals (including pharmaceutical, entertainment, manufacturing and packaged goods), the majority of his work is for financial services companies, including investment banks, hedge funds, commercial banks, insurance companies and specialty financiers. Mr. Stern has developed a significant background in asset management middle and back office outsourcings.

Examples of other significant transactions that Mr. Stern has completed include a strategic alliance between a major investment bank and a credit card issuer, a global strategic technology alliance between a multinational bank and one of the leading Internet portals, and a license agreement permitting the application of one of the world's best known trademarks to consumer electronics.

Mr. Stern has lectured widely and has published many articles regarding outsourcing, computer and Internet law, and intellectual property.

Practice Areas

- Advanced Media and Technology
- Technology and Outsourcing
- Intellectual Property
- Energy



Prior Experience

Prior to joining Loeb and Loeb LLP, Mr. Stern was a partner in the New York office of Morgan, Lewis & Bockius LLP and the New York office of Pillsbury Winthrop Shaw Pittman LLP.

Publications/Speeches

- Speaker, Simplifying Complex Negotiation and Contractual Outsourcing Deals, Infosys BPO Summit (August 13, 2009)
- Speaker, Games Service Providers Play: How to Negotiate a Tough Outsourcing Deal, Tatum LLC Seminar, Webcast (July 9, 2009)
- Speaker, Cost Containment & Ethics in Outsourcing, 2nd eDiscovery for Financial Services Conference (February 26, 2009)
- Speaker, Building a Strong Environment for Negotiating an Outsourcing, WESFACCA Seminar (February 4, 2009)
- Speaker, Ethical and Commercial Issues with Legal Outsourcing Domestically and Offshore, NJ Institute for Continuing Legal Education 2009 Corporate Counsel Institute (January 28, 2009)

Affiliations

- Board of Directors, Human Resources Outsourcing Association

Distinctions

- Received highest ranking in "*Chambers USA 2010, America's Leading Lawyers for Business*," in National Outsourcing, (also recognized in 2003-2009 editions)
- Received highest ranking in "*Chambers USA 2010, America's Leading Lawyers for Business*," in New York Technology & IT Outsourcing, (also recognized in 2003-2009 editions)
- Named in "*Chambers Global, The World's Leading Lawyers for Business*" in United States of America Outsourcing (2003-2010 editions)
- Named "Recommended for Outsourcing" in *PLC Which Lawyer? Yearbook* (2008-2010 editions)
- Named "HRO Superstar", *HRO Today* (2006–2009)
- Named "Superstar: FAO Advisors", *FAO Today* (2007-2008)
- Named "New York Super Lawyer" in Information Technology/Outsourcing, Business/Corporate and Intellectual Property by *Law & Politics* (2006-2010)
- Named in *The Legal 500* in Outsourcing, published by Legalease Limited and John Pritchard (2008-2010 editions)



AKIBA STERN
PARTNER

Education

Boston University, M.B.A., 1980
Boston University School of Law, J.D., 1979
Yeshiva University, B.A., 1976

Bar Admissions

New York
Connecticut

GRACE B. VOGEL

Executive Vice President

FINRA Member Regulation

Grace B. Vogel is Executive Vice President, FINRA Member Regulation. In this capacity, she oversees the Department of Risk Oversight and Operational Regulation, with responsibility for the ongoing surveillance and annual examinations of firms for financial and operational compliance and areas of broker-dealer risk management and supervision.

Prior, Ms. Vogel was EVP of Member Firm Regulation at the New York Stock Exchange. When NYSE Member Regulation consolidated with NASD to form FINRA in 2007, Ms. Vogel began serving in her current role. Ms. Vogel joined the NYSE from Citigroup, Inc., where she served as Deputy Controller responsible for financial and regulatory reporting. Prior to joining Citigroup, Ms. Vogel served in various financial roles at J.P. Morgan, including the Chief Accounting Officer of J.P. Morgan & Co. Inc. and the Chief Financial Officer of J.P. Morgan Securities Inc.

She has been active in many financial industry organizations, including serving as President of the Financial Management Division of the SIA (nka SIFMA).