

**A**s we have matured in our career paths, the phrase that often comes to my mind is, “the only thing in the world that is constant is change.” Whether we are changing from our academic world to our professional world; from our single to married life; from our law practice to in-house practice, or whatever the case may be; change is a constant part of our decision-making process. Likewise, as we participate in outsource-

## Change Is Constant

BY KENNETH A. CUTSHAW

ing conferences within the legal and business sectors, the level of change occurring in how we receive and deliver professional services is astonishing. So we can be certain that change in the delivery of professional services is a constant.

With the introduction of the Apple iPhone® and other smart phones, we have outsource resources at our fingertips. With the amazing applications available, from the full version of the Constitution to the Holy Bible, we have access to information that previously required a briefcase and many papers at the litigation bench or in the corporate transaction conference room. Technology experts say that the introduction of Apple's iPad™ will be the trigger to greater acceptance of tablet computing. This will also bring greater access to information and easier accessibility to the written word that lawyers rely upon.

Devices have become an appendage to our profession. Whether it be a smartphone, laptop or other electronic methods of information storage, we rely on this method of outsource resources. The cradle of technology advancement was once exclusively within “Silicon Valley” or other Silicon Valley-type centers in the United States and a few designated international sites of intelligence. But as change is constant, the emerging markets of Asia have certainly introduced new cradles of technology advancements.


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**Outsourcing in emerging markets will become a standard business practice within the next decade.**

In 2004, I was fortunate to have partnered with a few individuals, such as Dr. Jagdish Sheth and Minister Jairam Ramesh of India, to form a nonprofit organization known as ICA Institute. ICA stands for India, China and America. The theory behind the ICA Institute is to capture the triangulation of growth among the emerging markets of China and India, coupled with the global economic strength of the United States. The theory remains solid. With sustained economic growth equaling eight percent of the gross domestic product of two countries representing 40 percent of the world's population, we must recognize that the emerging markets of China, India and the outsourcing resources that

originate from those markets change our professional lives.

According to many authorities such as the United Nations and the World Bank, China will become the largest economy in the world by 2020. India will surpass Japan and Germany to become the third largest economy in the world by 2020. That puts the United States in the middle. So the idea of the ICA Institute was a visionary approach to identifying the leadership of the world's economies.

Outsourcing in emerging markets will become a standard business practice within the next decade. Delivery of services and receipt of services from India and China will not be the “exception” for many of our clients and companies; rather it may be the “rule.” Change is constant and where we look to seek our outsource resources is also part of the changing landscape of a corporate counsel's responsibilities. 

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*Email [editorinchief@acc.com](mailto:editorinchief@acc.com)*



KENNETH A. CUTSHAW is the executive vice president and chief legal officer of Cajun Operating Company, d/b/a Church's Chicken, located in Atlanta, GA. Cutshaw served as honorary consul for India in the United States and is an investor in several India-based groups, including those that provide outsourcing services. He can be contacted at [kcutshaw@churchs.com](mailto:kcutshaw@churchs.com).

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