

Comparing Legal Services Markets in Poland and Brazil – Managerial and Cultural Aspects

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The purpose of this paper is to compare legal services markets and law firm management systems in two countries: Brazil and Poland. The first part of the paper will focus on the organisation and structure of Polish and Brazilian legal services markets, while the second part will analyse and compare selected managerial aspects such as: perception of lawyers in society, allowing foreign lawyers to provide legal services, gender considerations, and marketing strategies and success factors. Finally, an overview of recent changes in these countries will be provided as well.

Keywords: legal services, law firm management, Brazil, Poland.

Porównanie rynków usług prawnych w Polsce i Brazylii – aspekty menedżerskie i kulturowe

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Celem artykułu jest porównanie funkcjonowania rynków usług prawnych oraz sposobów zarządzania kancelarią prawną w Polsce i w Brazylii. W pierwszej części opisana została organizacja i struktura obu rynków, a w drugiej części porównano wybrane aspekty menedżerskie, takie jak: społeczne postrzeganie prawników, możliwość świadczenia usług przez prawników zagranicznych, różnice między płacami w wykonywaniu zawodu prawnika oraz popularne strategie marketingowe oraz czynniki sukcesu kancelarii w obu krajach. Ponadto, w artykule opisano aktualne trendy i zmiany zachodzące na rynkach usług prawnych w Polsce i w Brazylii.

Słowa kluczowe: usługi prawne, zarządzanie kancelarią prawną, Polska, Brazylia.

JEL: L10, L22, L84, P48, P52

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1. Introduction

The issue of professionalisation of legal services, at least in the English language literature, has been dominated by North American and UK debates (common law system). The professional position of lawyers in the continental law system is rather different. The main aim of this paper is to compare legal services markets and law firm management in Brazil and Poland – countries with somehow similar legal roots and market competitiveness. Brazil is Poland's biggest partner in South America and total trade between the two countries continues to grow. Polish entrepreneurs are showing interest in Brazil as a trade and investment destination. Legal services have an important role both in Polish and Brazilian society. Both countries experienced over two decades of rapid growth of the sector. However, the literature on legal profession in both countries is limited. A comprehensive comparison of both countries' legal services markets management is also missing. Therefore, our main research question is: what are the differences and similarities between legal services markets and law firm management in Brazil and Poland? We use the analytical method of analysing economic concepts in different legal markets systems and in such a way common parts and differences are detected. The paper is structured as follows. First of all, the organisation and structure of Polish legal services market is described. In the second section, we present the characteristics of legal profession in Brazil. Thirdly, we present selected managerial aspects such as: perception of lawyers in society, allowing foreign lawyers to provide legal services, marketing strategies and success factors, and gender considerations.

2. Polish Legal System in Relation to Economic Development – Preliminary Findings

Poland has a population of over 38 million, which makes it the 34th most populous country in the world and the sixth most populous member of the European Union. Poland's economy is currently one of the fastest growing within the EU. Having a strong domestic market, low private debt, flexible currency, and not being dependent on a single export sector, Poland is the only European economy to have avoided the late-2000s recession. In 2004, Poland joined the European Union. One of the effects of joining the EU was the incorporation of the Polish market into the internal market of the European Union. In the eve of accession and afterwards, Poland became a good place for foreign investments. The main reasons were that Poland had a highly qualified workforce and at the same time, the labour costs were one of the lowest among the new member states. Adoption of EU legislation allowed Poland to reform the way in which its economy is regulated and reduce government intervention in the private

sector (PAIZ, 2017). 20 years of Polish transition also highly influenced Polish law firms. The citation below confirms this statement:

Two decades ago, when we were establishing our law firm, it would have been very difficult to imagine Poland as it is today. Early entrepreneurs and investors as well as their suppliers, advisers and employees were building their economic roles from scratch and, frequently, their innovation and entrepreneurial talents were far ahead of existing legal structures. The realities of the market required from us precedent-setting solutions, some of which have since become standard legal practice or have been incorporated into the Polish legal system. As the Polish economy developed and the capital market became broader and deeper, the needs and expectations of our clients changed. As transactions became progressively complex, an ever broader spectrum of legal services was required.

Norton Rose Fulbright Law Firm, <http://www.nortonrosefulbright.com/po/>

3. Polish Legal System and Definition of Legal Services in Poland

The legal services sector in Poland has experienced a steady and continuous growth in the past two decades as a consequence of the growth in international trade and the emergence of new fields of practice, in particular in the area of business law. Sectors such as corporate restructuring, privatisation, cross-border mergers and acquisitions, intellectual property rights, new financial instruments and competition law have generated an increasing demand for more and more sophisticated legal services in the past years.

4. Organisation and Structure of Legal Profession in Poland

There are two legal professions in Poland dealing with legal assistance – attorneys (*adwokat*) and legal advisors (*radca prawny*). Members of these professions are associated within two separate professional self-government bodies. The Bar (*Adwokatura*) reunites attorneys and attorney trainees (*aplikant adwokacki*). The Bar is composed of 24 Regional Bar Chambers (*okręgowe izby adwokackie*), and is headed by the National Bar Council (*Naczelna Rada Adwokacka*). The self-government of legal advisors (*samorząd radców prawnych*) is composed of 19 Regional Chambers of Legal Advisors (*Okręgowe Izby Radców Prawnych*), and is headed by the National Council of Legal Advisors (*Krajowa Rada Radców Prawnych*). Both the Bar and Legal Advisors' corporations make decisions on admitting new members, adopt rules of professional ethics, consider complaints against practising lawyers, organise disciplinary courts and conduct disciplinary proceedings in cases of their members (Bodnar and Bychawska, 2009).

In order to be admitted to a Bar Association and practise law in Poland, one must hold a Master's degree in Law (a graduate of five years' law studies) or a PhD. It is necessary to follow a three-year period of training in a Bar before the final exam. The training, conducted by local self-

government bodies, begins with a state entrance exam. Each applicant has a different tutor who supervises the legal activity and teaches practical matters in terms of legal activities. The final exam after 3 years (now also of a state character) consists of five parts (test, civil, penal, commercial and administrative law). In certain other cases, legal professions may be performed without both the training and the final exam. The exemptions are based on the previously obtained academic and vocational titles, as well as a prescribed period of specified practice.

Over the course of years, the division of competences between two legal professions has blurred. The Bar has over 90 years of tradition and attorneys were always equipped with a full right of representation in court. The profession of legal advisor was regulated in 1982 and originally legal advisors advised public enterprises in their legal matters. However, over the course of years, legal advisors got new competences (Bodnar and Bychawska, 2009), and both professions have similar entitlements. When it comes to the activities performed by Polish lawyers, they should specialise in one or more fields. Usually, lawyers in Poland are competent in criminal law, infraction law, financial law, civil law, family law, public business law, commercial law, labour law or administrative law. Habitually, it is considered that legal advisors specialise in commercial and civil law, rather than criminal law (although there are many attorneys who do not deal at all with criminal law).

There are different ways to perform profession of attorney or legal advisor in Poland. There are also some differences between the two professions in this regard. Attorneys may practise in a legal office, an attorney joint office (*zespół adwokacki*), a company established under civil law, a general partnership, partner company and limited partnership. Attorneys are prohibited to perform their profession while staying in an employment relationship (in-house attorney). In contrast, legal advisors can perform an individual practice in legal assistance, may choose to be part of a law firm and may also be employed. Consequently, legal advisors are often employees of state authorities or private companies (Bodnar and Bychawska, 2009). Members of both professions can go into partnership with one another. In Poland, like in the vast majority of countries, the legal profession is practised by individual professionals or by small firms, while large law firms are still a phenomenon limited to a small number of Anglo-Saxon, Common Law countries. In 2016, only 31 Polish law firms declared employment of more than 50 lawyers (Gajos-Kaniewska and Rochowicz, 2016). From the point of view of legal services, Warsaw is a special market, because of the presence of big commercial law firms. In fact, the Warsaw legal market resembles to a great extent a typical market in big European cities. Most big international law firms have presence in Warsaw. There are also important domestic law firms which are becoming more competitive as they improve their know-how and expertise. They employ both attorneys and legal advisors, sometimes also foreign lawyers practising in Poland.

5. Other Professions Providing Legal Services

Practising law is also possible outside legal professions. Since 2003, numerous lawyers – legal consultants (*doradcy prawni*) – have opened offices providing legal aid without being attorneys/legal advisors. Their activity is conducted under the general rules on economic freedom and they are only subject to registration in the register of business entities. However, legal services provided by non-attorneys/legal advisors raise serious doubts as regards quality, professionalism, and lack of verification of their competences (through exam or potential disciplinary proceedings) (Bodnar and Bychawska, 2009, p. 17). Costs of legal services provided by legal consultants are much lower than fees demanded by attorneys/legal advisors. Because of that, legal consultants have become an alternative source of legal services for the poorest members of the society. Furthermore, legal consultants may advertise themselves, whereas advertising is forbidden for attorneys/legal advisors. Such differentiation in treatment infringes the competitiveness on the market.

6. The Number of Lawyers in Poland

Before 2005, Poland was one of the European countries with the lowest rate of professionals providing legal services. In 2004, there were around 23,000 lawyers in Poland. However, due to deregulation, the number of lawyers in Poland rapidly increased. In 2016, the number of practising attorneys was 16,500, and that of practising legal advisors was 36,500, so altogether there were around 55,000 lawyers in Poland (Gnusowski 2017, p. 43). It means that in Poland there is one lawyer for every 700 inhabitants. However, taking legal consultants into account, access to legal services is even more possible.

7. Characteristics of Legal Profession in Brazil

Brazil is the world's 5th largest country with over 200 million people, low median age – 28 years, and the world's 6th largest economy. Brazilian law is mainly derived from Portuguese civil law with a legal system based on statutes. However, a 2004 constitutional amendment now recognises that prior court decisions can be recognised as precedents, as in common law systems (Law Society, 2017). The above confirms that the Brazilian system is hybrid. In the 1990s, Brazil and other emerging economies went through a major transformation. Closed economies were opened, foreign investment encouraged, and many state-owned enterprises privatised. The global transformation had a major impact on the Brazilian legal system because it brought major changes in the national political economy, led to a flood of new laws governing corporate activity, and created demand

for new kinds of legal services to help companies manage the new legal environment (Cunha et al., 2015).

In Brazil, there is only one category of lawyer (*advogado*). Lawyers in Brazil are regulated by state bars which are overseen by the Brazilian Bar Association – the Ordem dos Advogados do Brasil (OAB). The OAB is a national organisation legally responsible for controlling the profession in Brazil. It has a federative structure, with 27 sectional councils (and sectional presidencies), one for each Brazilian federative unit, and the Federal Council (with a national presidency). Only lawyers duly enrolled with the OAB have rights of audience before the Brazilian Judiciary and of provision of consultancy and guidance on legal matters (Montgomery and Ludmer, 2017). To be admitted to practise law in Brazil, an individual must obtain a Bachelor of Laws degree from an accredited institution. This is a five-year degree. It is then necessary to pass the Brazilian Bar Association Examination. Most law graduates undertake internship programmes in law firms for about six months before they can practise.

Alternative legal service providers are not permitted in Brazil. A person who provides legal services while not a qualified lawyer commits the criminal offence of illegal practice of a profession.

8. The Number of Lawyers in Brazil

Brazil has one of the largest legal professions in the world, with 1,046,270 lawyers. The data are from the national registry of professionals maintained by the Federal Council of the Bar Association of Brazil (OAB, 2017). São Paulo is the largest legal centre, with more than 292,000 lawyers, followed by Rio de Janeiro, with 140,000. In Brazil, in 2017 there is one lawyer for every 205 inhabitants. The competition between lawyers in Brazil today is intense, just because there are so many of them.

Law firms are organised as unlimited liability partnerships. Firms must file their incorporation documents and any subsequent amendments of these with the bar association chapter of the state where they are headquartered, and in any state in which the firm has a branch. It is also legal for lawyers to operate as sole practitioners (single-member law firms) in Brazil. This structure gives access to simplified and reduced taxation available to small and medium-sized enterprises (Plarre, 2006).

9. Legal Services in Brazil Post Crisis

In a politically and economically tumultuous climate, considering Brazil's deep economic troubles, Brazilian lawyers perform well in crisis (Bernal, 2015). 2016 turned out to be a year of steady growth. "Brazil has faced some real challenges, and overall companies are suffering. Law firms have been an exception" (Latin Finance, 2016). The depreciation of the Brazilian real

and comparatively low prices of Brazilian assets have attracted significant foreign interest, contributing to a surprisingly active legal market. At the same time, contractual breaches and disputes between venture partners have been on the rise in recent years. During the crisis, professionals should think about ways of establishing themselves in the face of competition.

10. Managerial Aspects of Legal Profession in Both Countries – Differences and Common Parts

Below we discuss some significant differences and common grounds between selected aspects of managing legal services in both countries such as: perception of lawyers in society, allowing foreign lawyers to provide legal services, marketing strategies and success factors, and gender considerations.

11. Perception of Lawyers in Brazil and Poland

On the one hand, the legal profession in Poland has gained a considerable amount of interest from high school graduates. Despite the market changes and emerging new types of occupations, lawyers are still perceived as esteemed, well off, well situated and well educated. The legal profession continues to be very much desired. On the other hand, lawyers are not trusted. The demand for legal services in Poland is low and of unstable and unpredictable character. The most credible recent data concerning this subject come from 2010. According to the results of the research “The future of the legal services market in the sector of public companies and public offices” done by TNS OBOP for the National Chamber of legal advisors, performed on a nationally representative sample of 1,000 participants, only 14 per cent of individual customers in Poland used a legal service in the previous five years. Moreover, more than 70 per cent of the customers taking part in the research do not plan to use any legal service in the future and 29 per cent consider using such a type of service only in sudden need. There are several factors contributing to the low demand for legal services in Poland, such as: lack of a well developed law consciousness of Poles, lack of trust in legal professions, low accessibility of free law advice online and the widespread assumption that law services do not meet the expectations of prospective users.

The other easily noticeable novelty in the legal services market is a change in customer orientation from a “customer looking for a lawyer” to a “lawyer looking for a customer” (Gnusowski, 2017). The role of the customer of the legal sector is changing. There has been a transition of this role, from a client coming to a lawyer to seek legal advice to a partner who shapes the legal service together with the lawyer. The customers using legal services are now more active, decisive, demanding, better informed and are able to use that new knowledge to their advantage. At the same

time, such criteria as the price of the service and the location of the law firm are of less importance to the client and the quality of a legal service is fast becoming the most important criterion for choosing a particular law service.

Brazilians will do anything for friends, hence the expression: “For friends, everything. For enemies, the law.” Relationships are more important than a legal document in business (Brazil. Corporate Culture, 2017). The demand for legal services in Brazil seems higher than in Poland because the Brazilian Constitution grants the right to full and free legal assistance. This right is granted in very broad terms, comprising assistance in relation to any type of legal dispute or litigation, before any type of court, as well as the provision of legal consultancy services, or assistance in conciliation procedures before litigation takes place. To attain these objectives and provide broad legal assistance to those who cannot afford it, the Constitution mandates the creation of Public Defender Offices at federal and state levels.

However, in the collective imagination of ordinary Brazilians, the lawyer often assumes the role of a scoundrel or swindler (Salama, 2012). This is neither a new nor an exclusively Brazilian perception. What is interesting, in Brazil, in most cases, lawyers are not members of privileged classes, as they used to be in the past. What was once an exclusive, small group of professionals has become a large group composed of lawyers of different social origins, headed by a professional elite (Almeida, 2010). Of course, there are still many lawyers who are exceptionally influential and well-connected but as a whole, the legal profession in Brazil has been proletarianised (Salama, 2012). Brazil has a huge, upcoming mass of new consumers who require legal services. As a result, we observe the process of making professional lawyering available to the masses. It provides an opportunity for lawyers with entrepreneurial tendencies who wish to build large service platforms that profit based on quantity, information technology and economies of scale (Salama, 2012). The changing role of the state and the accompanying legislative boom, along with the increasing presence of national and multinational corporations and foreign investors in the Brazilian market, has altered the structure of demand for legal services in the corporate sector. Business lawyers are in high demand by domestic and foreign corporations (Gabbay, Ramos and Sica, 2016). Moreover, the “old-style” way of lawyering based on a liberal, solo professional or family firms specialised in litigation has been often replaced by employed lawyers in big law firms and by a diverse set of legal services, most of them focused on business matters and based on an advisory, preventive approach (Bonelli, 2008). Of course, this new patterns exist alongside other traditional ways of lawyering. Likewise, in Poland we observe the creation of a new model of the legal services’ organisation, based on high degrees of specialisation, profits and large scale in parallel to the “old-style” way of lawyering. The first change was technological evolution. E-mail, computers, electronic proceedings, and online depositions – all of this

set a new day-to-day rhythm for the lawyer. Both in Brazil and in Poland, to succeed in this new environment, lawyers must not only have basic legal skills and knowledge; they must also understand business practice, and be familiar with global lawyering styles (Cunha et al., 2015).

12. Legal Services Provided by Foreign Lawyers

The legal profession in Brazil is regulated both by federal legislation (a federal Law called *The Lawyers and Bar Association Statute*) and by internal rules created by the Federal Council of the OAB. Identity and independence are two features of the Brazilian legal market that the Brazilian Bar actively seeks to protect. In 2011, the Tribunal of Ethics and Discipline of the São Paulo Sectional Council stated that the association between Brazilian and foreign law firms is not allowed by the OAB's national rules and imposed a penalty of censure on a Brazilian law firm. The statement of the São Paulo Sectional Council on foreign law firms was approved by the XXI Brazilian Conference of Lawyers, an official meeting organised by the Federal Council of OAB. After that, both the Commission on Foreign Affairs of OAB and the Federal Council stated that the association between Brazilian and foreign law firms is prohibited by *Provimento 91/2000* (Almeida and Nassar, 2015). As a result, Brazil is one of the few large markets where national firms have clearly held their own, leaving little room for international giants (Montgomery and Ludmer, 2017). The Brazilian Bar Association prevents Brazilian law firms from having formal associations with foreign lawyers or law firms, so it is not easy to become a foreigner offering legal services in the country. The OAB allows foreign lawyers to act as advisors on foreign law only (never on Brazilian law, just on their “native” law). Foreign-qualified lawyers cannot even work in firms that employ local ones, offer any advice on Brazilian law or appear in court. As a result, foreign companies setting up business in Brazil, or Brazilian ones buying or merging with foreign ones, must seek legal advice from separate Brazilian and foreign firms (Economist, 2011). Moreover, language is a very big issue. “It’s important if you don’t have Portuguese language skills that you have somebody around you who does” (Fuller, 2016).

On the contrary, most Polish law firms welcome every opportunity to do business with foreign partners. For the majority of businesses, a written agreement has priority over a verbal agreement and, therefore, written agreements are always recommended (Business culture, 2017). Polish is the official language, but most Poles speak more than one language. Russian, German and English are the most prominent foreign languages spoken, with business often conducted in English where participants’ first language is not Polish.

It is possible to provide legal services in Poland as a foreigner, especially from the European Union member states. Poland implemented the

Establishment Directive 98/5/EC. The directive enables lawyers who qualify in one EU country to practise on a permanent basis in another under their home country professional title. Foreign lawyers may provide permanent legal assistance to the same extent and in the same ways as Polish lawyers. Registration under this directive is with the local bar or council. European lawyers may choose between the two professional bodies but then become bound by the code of ethics of the body of their choice.

13. Gender Considerations

Another important implication of the managerial approach to legal services in Brazil is an increase in female participation in the total number of advocates. In the last decades, there has been an increase in female participation in the total number of advocates (52% male – 48% female in 2010) (Cunha et al., 2015). In large corporate firms and mass-litigation outsourcing firms, women have found even more new job opportunities. More than half of associates in large corporate firms in São Paulo are female as are 65% of the lawyers in JPM Advogados, the leading mass-litigation firm (Cunha et al., 2015). Similarly, in Poland there has been an increase in women participation in the total number of lawyers (33% of females in 2009 and 40% in 2012) (Borowska, 2012).

14. Marketing Strategies and Success Factors

In both countries, lawyers operate in an increasingly competitive market that forces law firms to compete in new ways. The need for firms to compete has prompted a number of firms to market their practices and to adopt a strong client orientation. Based on each country's unique cultural and ethnic background, as well as the stage of economic development, regulatory restrictions, and competitive situation, law firms approach marketing with different urgencies and apply different instruments. Contrary to US firms, in both countries many attorneys have a rather strong aversion toward marketing (Gonçalves and Hodges, 2017; Gnusowski, 2017). Brazilian law firms appear rather positive about the overall concept of marketing. 82 per cent of respondents indicated that lawyers in their firms perceived marketing as “very important” or “important” (LMA). However, many Brazilian lawyers say that a lack of time prevents them from active participation in marketing activities (Gonçalves and Hodges, 2017). Marketing departments' activities in Brazil are generally restricted to communications, public relations, and business development. Moreover, law firms in Brazil appear to be more likely than law firms in other Latin American jurisdictions to use advertisement, CRM, and give-aways/gifts, as well as marketing research/competitive intelligence and client satisfaction surveys, to advance their practices (Legal Marketing, 2008). The bar association's very restrictive rules

appear to be among the biggest challenges for the lawyers and marketers in Brazil. Similarly, in Poland, the national bar association significantly regulates and limits marketing and promotional activities.

The Conjur site analysed the evolution of the labour market for lawyers in Brazil from the data of the Yearbook and highlighted some factors that weigh in the decision to hire a law firm: 90% of respondents pointed to the reputation of the law firm as a factor of greater weight when hiring the law firm; secondly, expertise in the sector in which the company operates and the flexibility to negotiate fees were pointed out as relevant by 83% of those who participated in the survey; the personal relationship with the partners of the law firm was indicated by 74% of respondents; and 67% believed that the value of fees was more important for selection (Mercado de Trabalho, 2016).

On the other hand, the success factors of Polish law firms from the marketing standpoint were verified empirically from the service provider's viewpoint (Gnusowski, 2017). The author researched 38 factors relating to a law firm's competitiveness that might impact an individual client's expectations and evaluated those factors. The results are presented in the table 1.

Factors impacting customer's expectations – lawyer's standpoint	Factor evaluation on a scale from 1 to 5
Reliability	4.54
Keeping given promises	4.51
Giving practical advice	4.49
Providing comprehensive information	4.47
High level of professional knowledge and competences	4.41
Services provided on time	4.39
Trustworthy services	4.34
Fully engaged personnel	4.28
Reputation	4.27
Friendly, sympathetic service	4.27
Responding to client's needs and expectations	4.25
Experience – business well established on the market	4.03
Personnel fully focused on client's case	4.01
Specific market orientation	3.99
Fast, efficient service	3.97
Personnel's attire	3.80
Positioning of the website	3.70

Cont. tab. 1

Factors impacting customer's expectations – lawyer's standpoint	Factor evaluation on a scale from 1 to 5
Adhering to company's code of ethics	3.69
Convenient opening hours	3.69
Distinguished specialist hired	3.67
Type of services provided	3.52
Company's background	3.50
Eye-catching website	3.48
Convenient methods of payment	3.42
Low prices	3.37
Convenient location of the office	3.19
Blogging on a law-related website	3.18
Exterior and interior design of the office	3.15
Introduction of new products and services	3.10
Technology investment	3.10
Marketing, promotion	3.03
Online promotion, i.e. social media	3.00
Efficient administrative operation	2.97
Using technology in service management	2.93
Important foreign partner cooperation	2.90
Cost reduction	2.90
Experience – business well established on the market	2.67

Tab. 1. Success factors of Polish law firms – lawyer's standpoint. Source: M. Gnusowski, *Competitiveness of the Polish law firms*.

The most important success factors of Polish law firms refer to the quality of legal services (i.e. reliability, keeping given promises), giving practical advice and high level of professional knowledge.

15. Conclusions

Our research sought to understand common parts and differences between legal services markets in two countries: Brazil and Poland. We also sought to show how those rules can be understood in relation to law firm management in both countries. Both countries have quite similar legal services roots. In both countries, lawyers are accorded wide discretion to define their own

standards for admission and rules of conduct in order to promote quality service. In exchange for this privilege, lawyers are expected to embrace a set of public values – a code of “professionalism” defined by a commitment to competence, independence, and public service – distinguishing them from “mere” commercial actors (Nassar, 2015, as cited in Cummings 2011, p. 1).

Both markets have been developing rapidly for the last 20 years and are very competitive – success requires adopting a strong client orientation and developing greater awareness of the competition. The need for firms to compete has prompted a number of firms to actively market their practices and attorneys. However, many attorneys have a rather strong aversion toward marketing, while shorter-term and less-than-strategic thinking often remains the norm. Although legal profession is a career that requires hard work, commitment and endurance to enjoy the returns, lawyers are among the most prestigious and best-paid professionals both in Brazil and in Poland.

Our research is important in at least two ways. Firstly, our study is the first to provide a comparison of legal services markets in two countries: Brazil and Poland. Secondly, we contribute to the research literature on legal services management by describing cultural and managerial aspects of law services across these two countries. This is important, as managers working in an international environment need to understand which areas of legal services management can be standardised and which ones need to be adapted for particular countries.

We, however, discovered a few factors that limited our findings. Because of the lack of available and reliable data and the lack of prior research studies on the topic, sometimes different information are provided for Poland and for Brazil. Moreover, we acknowledge the possibility of cultural bias of the authors in analysing adequate market research data.

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