

Working smarter: Managing foreign counsel

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November 30 2016

Agenda

We will cover:

1. Finding the best lawyer (10 mins)
2. Instructing foreign counsel (15 mins)
3. Managing pricing / commercial arrangements (15 mins)
4. Project management (05 mins)
5. Future trends (05 mins)
6. Q&A (10 mins)

Selecting and managing international law firms

Globalization

- As business expands globally, the need to find and manage international law firms overseas has become a greater priority
- Business is increasingly global, while law is mostly local; many practitioners provide strictly local advice

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The big global trends



Cost reduction



Deeper relationships with
fewer law firms



Appropriate fee
arrangements



Efficiency



Added value



Increasing internal
capability

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Challenges

Finding the right outside counsel internationally

Typical challenges

- They may not know much about how to work with international clients
- Therefore don't necessarily project domestic assumptions on to foreign law firms:
 - Issues of requisite expertise and experience
 - Issues of understanding different styles of corporate legal services
 - English fluency
 - Billing practices
 - Timekeeping practices
- Cultural differences may require extra effort for clear communication
 - Understanding instructions
 - Regularity and speed of communication / time zone challenges
 - Difficulties with cost estimates
 - Unfamiliarity with risk based advice

How to identify the right firm

- Clarify the assignment
 - Establish the criteria for selection
 - Consider a questionnaire for interviewing
- Obtain **third party feedback** on quality and performance
 - Global Chambers
 - Legal 500
 - Nextlaw Global Referral Network
- Ask for feedback from peer GCs

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NEXTLAW Global Referral Network BY DENTONS

For Clients (circled in red)

For Firms Apply Login

Welcome to the Nextlaw Global Referral Network

The broadest, most innovative legal referral network in the world

NEXTLAW Global Referral Network BY DENTONS

The largest global legal referral network upon launch

NEXTLAW Global Referral Network 

NEXTLAW Global Referral Network 

Marie McDermott (Dentons) 

India

Any Practice

Any Sector Or Keywords

Found 3 results.

Note: Please contact Martin Kitchen first for all possible referrals or queries involving Indian firms.

International Law Group
New Delhi, Delhi

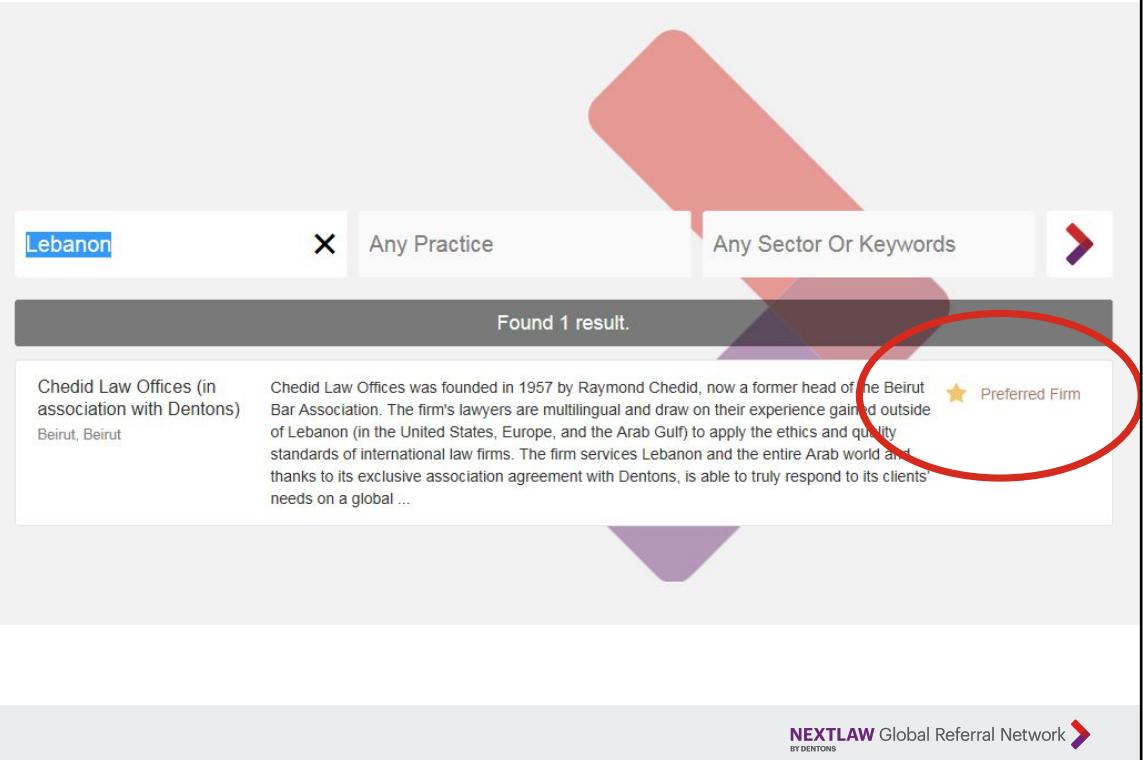
International Law Group (ILG) is a fully integrated service law firm with office and associate offices in Delhi, Mumbai, Chennai, Hyderabad, Bangalore, Calcutta and Patna. The firm consists of a very energetic & dynamic team which constitute of lawyers, chartered accountants and company secretaries to provide clients with complete legal services in right perspective.

Note: Please contact Martin Kitchen first for all possible referrals or queries involving Indian firms.

J Sagar Associates
New Delhi, Delhi
Mumbai, Maharashtra
Hyderabad, Telangana
+4 More locations

J. Sagar Associates (JSA) is a leading national law firm in India, comprised of over 300 professionals, with offices in Ahmedabad, Bengaluru, Chennai, Gurgaon, Hyderabad, Mumbai and New Delhi. Practice areas include banking & finance; capital markets & securities; dispute resolution; general corporate commercial; mergers & acquisitions and private equity; projects; regulatory & policy; tax, customs & trade; and corporate compliance, anti-corruption & investigation.

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Lebanon X Any Practice X Any Sector Or Keywords X

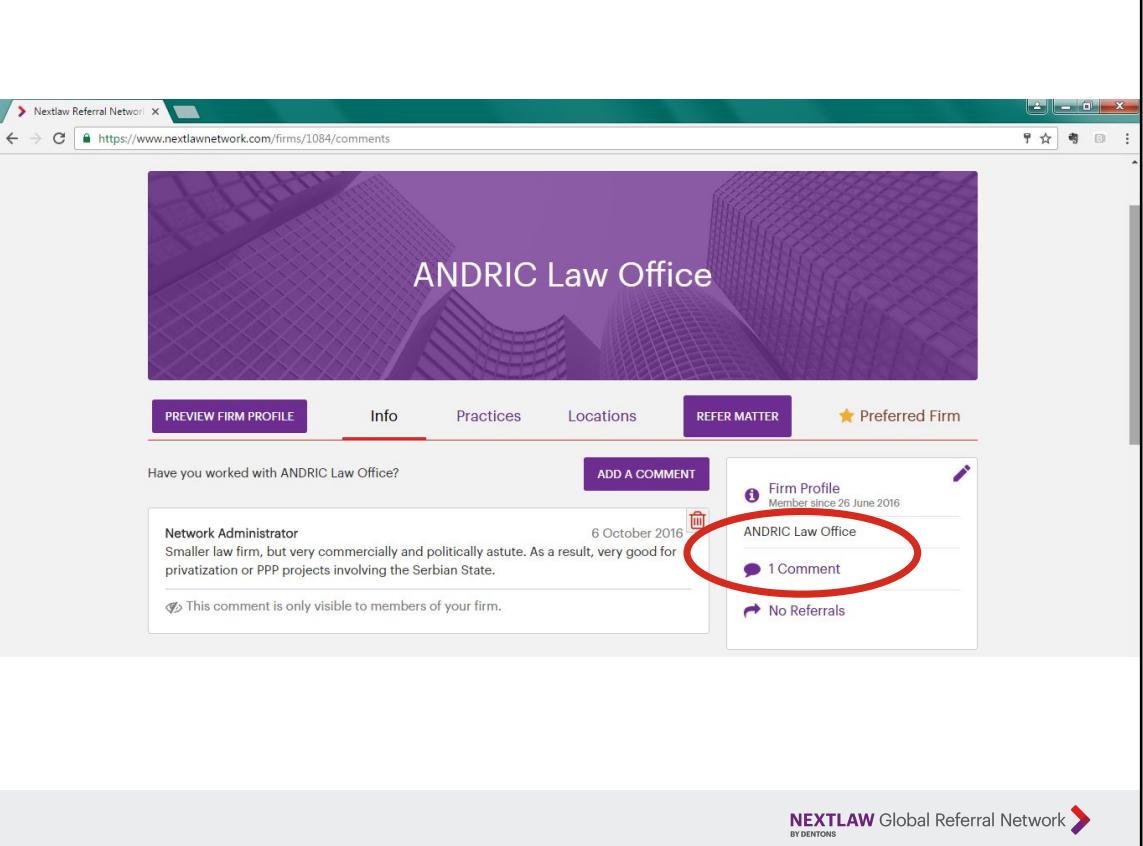
Found 1 result.

Chedid Law Offices (in association with Dentons)
Beirut, Beirut

Chedid Law Offices was founded in 1957 by Raymond Chedid, now a former head of the Beirut Bar Association. The firm's lawyers are multilingual and draw on their experience gained outside of Lebanon (in the United States, Europe, and the Arab Gulf) to apply the ethics and quality standards of international law firms. The firm services Lebanon and the entire Arab world and, thanks to its exclusive association agreement with Dentons, is able to truly respond to its clients' needs on a global ...

★ Preferred Firm

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Nextlaw Referral Network X

<https://www.nextlawnetwork.com/firms/1084/comments>

ANDRIC Law Office

PREVIEW FIRM PROFILE Info Practices Locations REFER MATTER ★ Preferred Firm

Have you worked with ANDRIC Law Office?

ADD A COMMENT

Network Administrator 6 October 2016 Delete

Smaller law firm, but very commercially and politically astute. As a result, very good for privatization or PPP projects involving the Serbian State.

 Firm Profile Member since 26 June 2016 Edit

ANDRIC Law Office

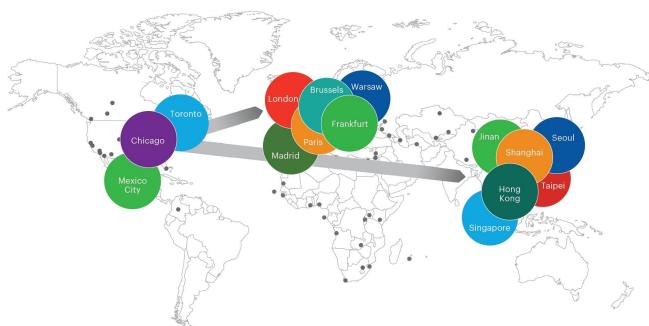
💬 1 Comment Edit

🔗 No Referrals

NEXTLAW Global Referral Network 

Become part of one of the largest public affairs networks in the world, connecting your clients with ***the highest quality public affairs services available***—anytime, anywhere in the world.

Demand better service from global law firms Leverage their tools and resources



- **Corinne Carr, Insurance Regulatory Partner in Chicago** received a request from a client for an urgent review of electronic signature requirements in 24 countries
- Using a combination of Dentons offices as well as trusted Nextlaw Global Referral Network member firms, we completed this global project in **5 working days**
- Client expected **one** invoice
- The client was pleased with responsiveness, as well ability to provide practical advice on a global scale from local lawyers via one **single point of contact**

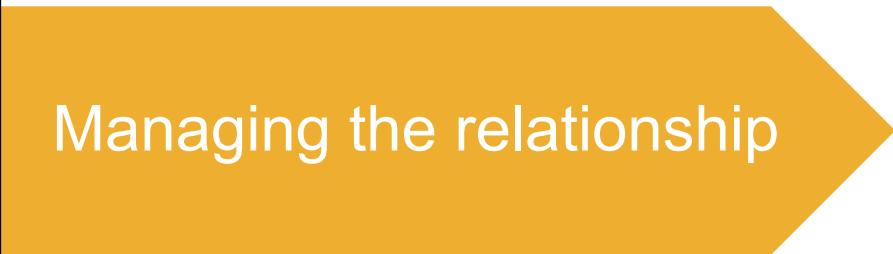
Instructing foreign counsel

Relationship launch meeting

- A **Relationship Launch Meeting** is critical, especially for overseas work
 - In person
 - Virtually
- Arrange **regular matter reviews**
- Agree on how instructions will be given (and from whom) and how work tasks will be approved
- Agree working **language** of matter and appoint **one translator** for consistency

Managing the relationship

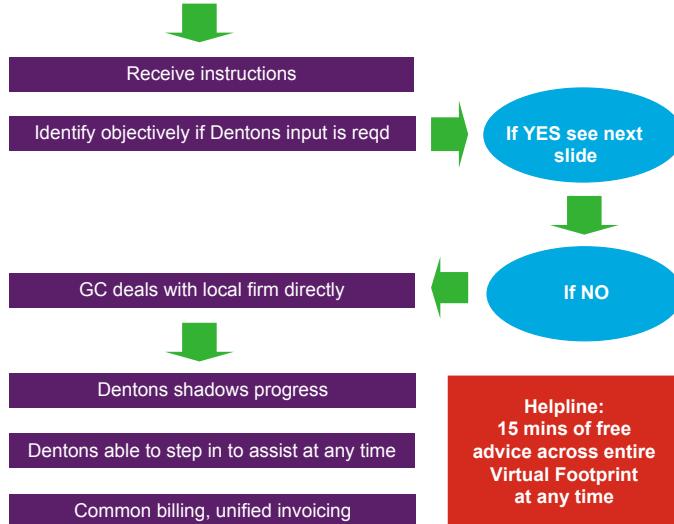
- Communications
- Translator if required
- Engagement letter
- Performance reviews
- Consider leveraging a Single Point of Contact (**SPOC**)



Managing the relationship

SPOC: Where Dentons does not have an office

Relationship management services



Benefits

Reduced Cost

Access to discounted rates negotiated by Dentons, even if we are not involved. Unified invoice - Dentons acts as virtual 'post box'

More Time

Option to use Dentons to facilitate projects and reduce your admin burden at no cost at any time.

Greater Efficiency

Dentons operates a Central Compliance Hub. We approach you once only for compliance info. Dentons teams send info simultaneously to Virtual Footprint teams using common data forms.

Lower Risk

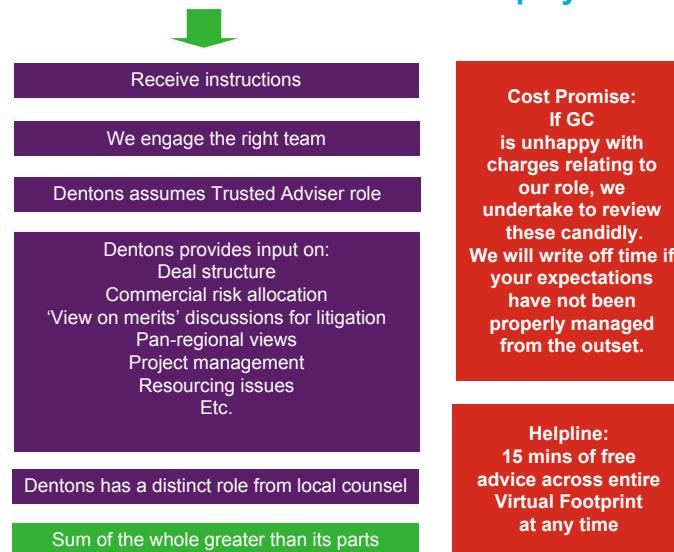
We leverage existing best practices from previous mandates.

Service How You Want It

Pre-agreed SLAs with regard to e.g. turnaround time for conflict checking.

SPOC: Where Dentons does not have an office:

Value adds in cases where we do play a role



Benefits

Resilience and continuity

Dentons has advantage over 'single brand' firms: if a local firm is conflicted, we will find an alternative. We are not obliged to 'drop out'.

Top Quality

Best in class firms locally deliver the right legal and commercial advice first time.

Safety Net

Helpline available for 15 mins of free advice across entire Virtual Footprint

Dentons University

Dentons drives delivery of timely, topical training courses which can be CPD/CLE accredited based on your business needs

Service How You Want It

Virtual Footprint is managed to deliver your key performance indicators (KPIs)

Does a global law firm make sense?

- Relationship manager
- Leverage
- Better understanding of the business
- Multijurisdictional experience
- Quality may not be consistent
- May not be an all appropriate jurisdictions
- Selecting lead counsel to select and manage local counsel may be an alternative to multijurisdictional expertise

Value of working with a global firm for GCs

- **The ability to understand the client's needs**
 - Advantage in understanding international deal nuances
 - Differences in timing and process for transactions in different countries
 - Experience with navigating client's legal and compliance structures
 - Close working relationship with local counsel
- **Role of a Partner, Counsel or Senior Managing Associate**
 - Backbone of the deal - working closely with in-house counterpart
 - Liaison between the client, the partner, the other party's counsel and, where applicable, local counsel
- **Exposure to a wide range of deals (every deal is unique)**
 - Working with foreign governments/officials
 - Working with complex deal structures

Managing the relationship

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The image displays the Apperio software interface, which is designed to manage legal fees and time tracking. The top half of the screen features the Apperio logo and the tagline "Putting you in control of your legal fees". Below this, a large dashboard area shows various financial and time-related metrics. On the left, a smartphone and a tablet are shown displaying the Apperio mobile application. The main dashboard includes a "Fee Breakdown" chart and a "Time Breakdown" chart. The "Fee Breakdown" chart shows the distribution of fees by role: Partner, Senior Associate, Associate, Trainee, and Paralegal. The "Time Breakdown" chart shows the distribution of time by date. The bottom of the screen shows a "Time Log" table with entries for "Rosato & Associates" and "Rosato & Associates".

Role	Fee
Partner	£5,585
Senior Associate	£1,786
Associate	£6,648
Trainee	£145
Paralegal	£2,294
Sub Total	£10,431

Time Log	Fee
Rosato & Associates	£4,144

Transparency and efficiency

1 Client and matter 2 Type of work 3 Build your budget

SCOPE OVERVIEW

Client: Business Dept Ltd
Matter: Dragon
Practice Group: Corporate
Work Type: M&A
Sub work Type: Buy side

Build a budget
Select your method to build your budget

Build from scratch
Use historic matter as template
Template from firm

Choose code set

Pricing Tool
Accurately scope and forecast based on previous matters or firm templates to make data driven pricing decisions

Fees Recorded

Daily Monthly

£6k
£5k
£4k
£3k
£2k
£1k
£0k

May 10 May 17 May 24

March April May June

Live Matter Tracker
Monitor matter performance in real time

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Legal project management

Simple process

The diagram illustrates the Legal Project Management process as a cyclical flow. It starts with a blue arrow pointing right, divided into three phases: a red oval labeled 'Pre/Planning', a yellow rectangle labeled 'Execution/Delivery', and a green oval labeled 'Evaluation'. Above the arrow, a red curved arrow labeled 'Monitor' loops back to the 'Pre/Planning' phase. Below the arrow, a red curved arrow labeled 'Control' loops back to the 'Execution/Delivery' phase. At the bottom, a dashed red line labeled 'Capture know-how' connects the three phases. A solid purple arrow labeled 'Communication' points from the 'Evaluation' phase back to the start of the cycle.

Monitor

Pre/Planning

Execution/Delivery

Evaluation

Control

Capture know-how

Communication

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Legal Project Management

Starting and ending well

- Clear scope & expectations
- ↓
- Price work in phases
- ↓
- Scope changes
- ↓
- Absolute certainty



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The future

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What we are hearing from clients

Added-value **Staffing** **Teamwork**
Responsiveness **Collegial** **Global scope**
Connectivity Project management
Community Service Driven Industry knowledge
Practice expertise **Polycentric**
Geographic reach **One firm** **Pricing**
Diverse **Service** **Creative**
Flexible **Winning**
Knowledge management Consolidation **Innovation**
Quality **Alternative fee structure**
Secondees **Outsourcing**

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Harnessing technology

Analytical tools



Collaborative tools



Portals



NextLaw
Labs

NextLaw
Referral
Network



++ a b | e a u



Skype for Business

BlueJeans

Dentons Direct

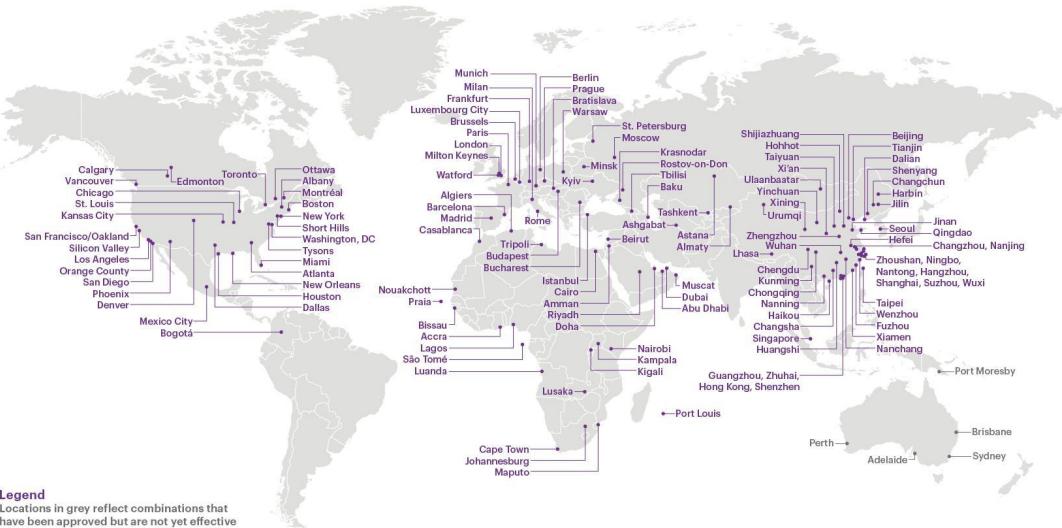
NEXTLAW Labs

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Questions?



Legend

Locations in grey reflect combinations that have been approved but are not yet effective