

# Working smarter: Managing foreign counsel

David Allgood – Counsel  
Marie McDermott – Global Projects Director

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## 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

### The big global trends



Cost reduction



Deeper relationships with  
fewer law firms



Appropriate fee  
arrangements



Efficiency



Added value



Increasing internal  
capability

# 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

Welcome to the Nextlaw  
Global Referral Network

*The broadest, most innovative legal  
referral network in the world*

# The largest global legal referral network upon launch

NEXTLAW Global Referral Network   
BY DENTONS

NEXTLAW Global Referral Network   
BY DENTONS

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

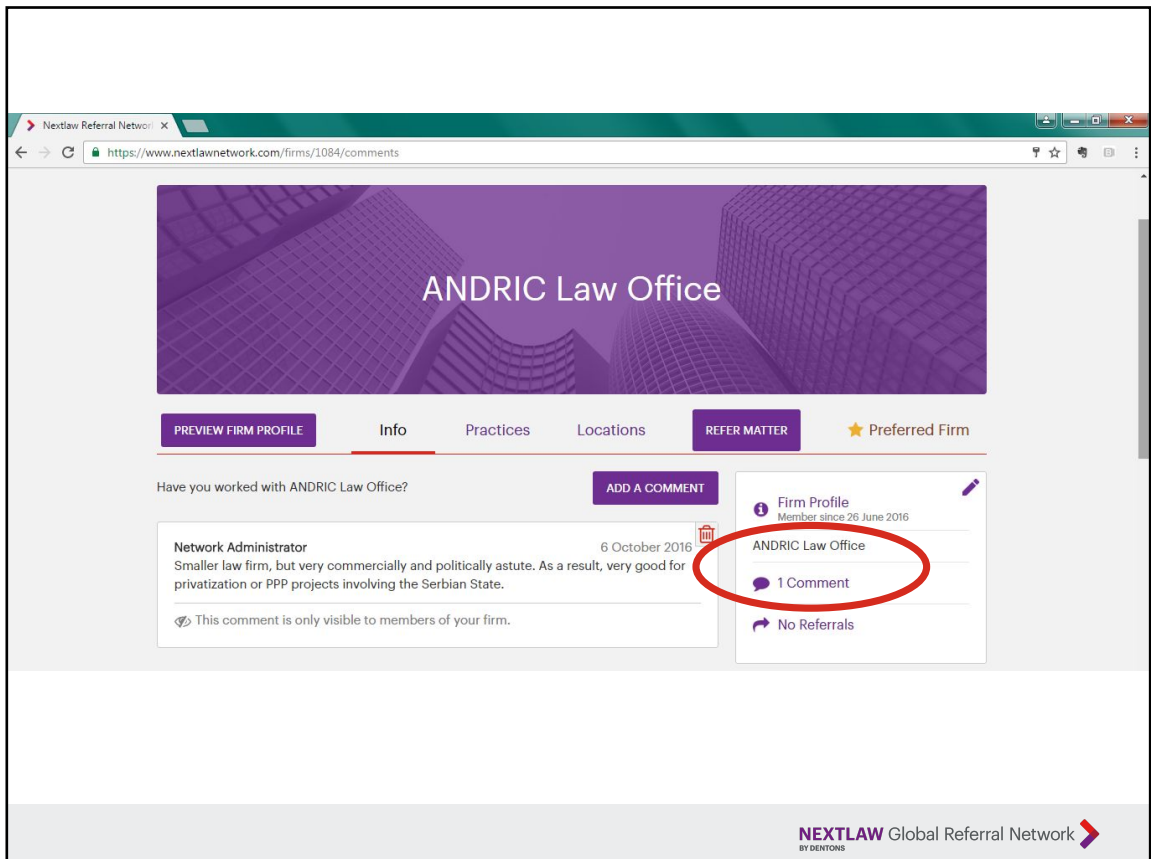
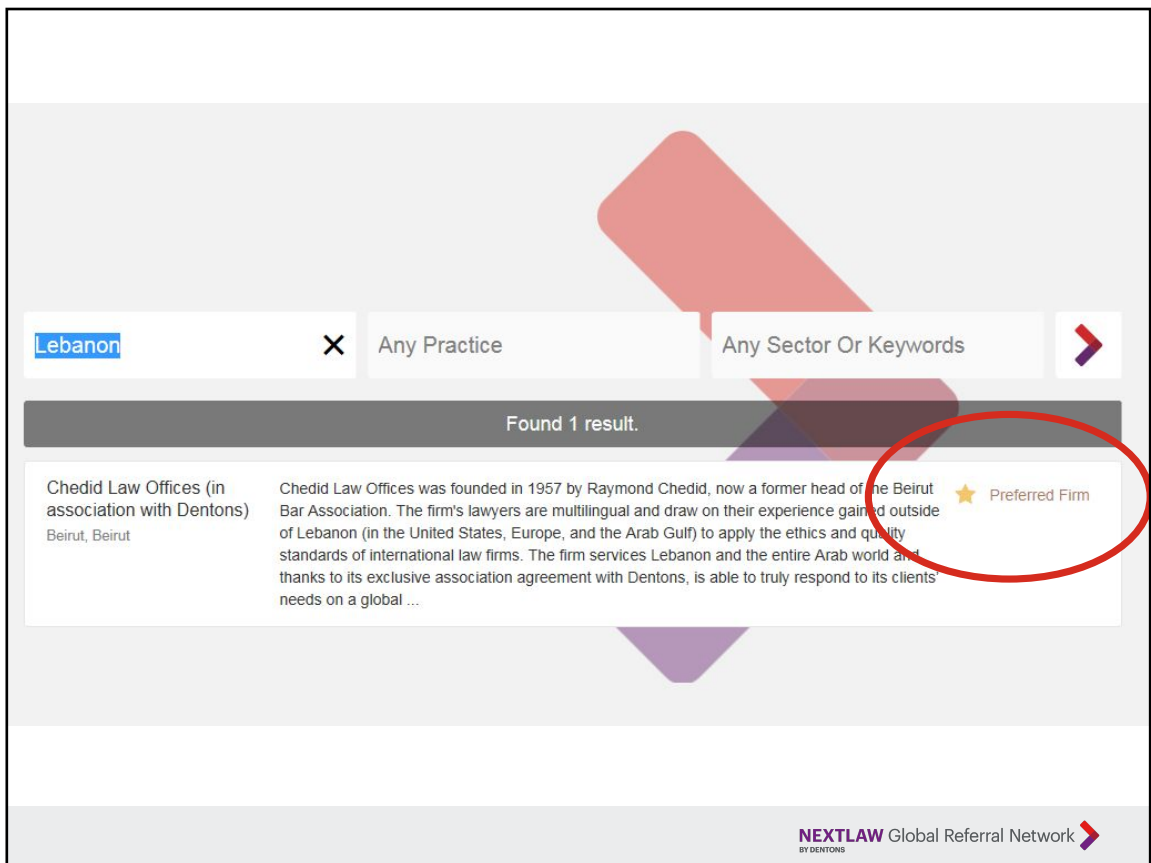
International Law Group (ILG) is a fully integrated service law firm with office and associate offices in Delhi, Mumbai, Chennai, Hyderabad, Bangalore, Calcutta and Patna. The firm consists of a very energetic & dynamic team which constitute of lawyers, chartered accountants and company secretaries to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

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**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.

NEXTLAW Global Referral Network   
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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



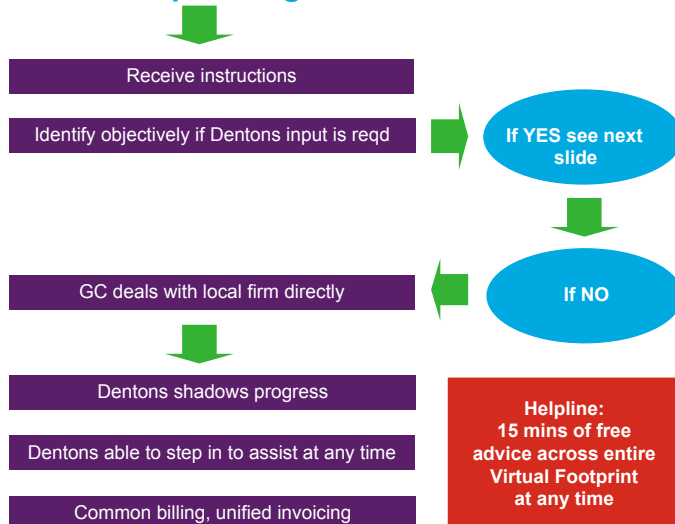
## Managing the relationship

- 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

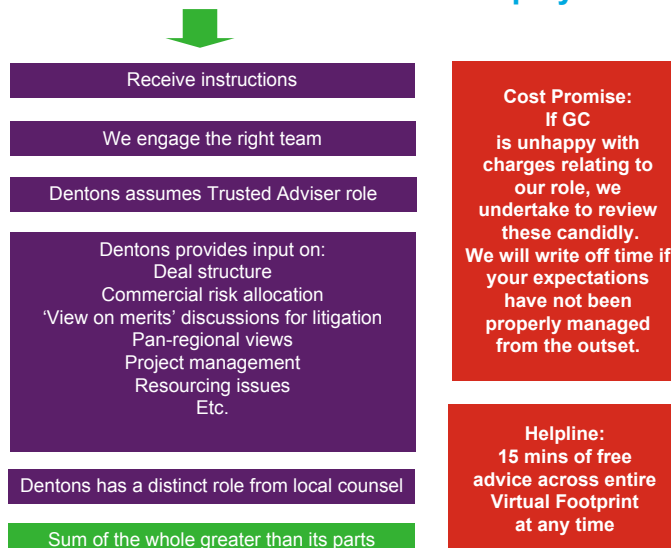
We leverage existing best practices from previous mandates.

#### 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



The Apperio logo, featuring a stylized 'A' inside a circle, is positioned above the text 'Apperio' in a large, white, sans-serif font. Below this, the tagline 'Putting you in control of your legal fees' is written in a smaller, yellow, sans-serif font. The background of the slide is a dark grey. In the foreground, there is a screenshot of the Apperio web application interface, which is displayed on a laptop screen. The interface shows a dashboard with various metrics and charts. On the left, there is a 'Blend Rate' section showing a rate of £234 per hour. In the center, there is a bar chart showing 'Fees Billed' over time, with a total of £36.1k (£90.5k). To the right of the chart, there is a 'Lock Up' section showing a value of 153.5 Days. Further right, there is a 'Time Delay' section showing a value of 4.2 Days. At the bottom right, there is a 'Fee Breakdown' table with columns for 'Partner', 'Senior Associate', 'Associate', 'Trainee', and 'Paralegal', and a 'Sub Total' row. The table also includes a 'Disbursements' row and a 'Total' row. The interface is clean and modern, with a dark theme and clear typography.

**Apperio**

Putting you in control of your legal fees

Blend Rate  
£234  
per hour

Fees Billed  
£36.1k (£90.5k)

Lock Up  
153.5 Days

Time Delay  
4.2 Days

Fee Breakdown

Role	Amount
Partner	£35,585
Senior Associate	£1,786
Associate	£16,568
Trainee	£149
Paralegal	£2,294
Sub Total	76,385
Disbursements	£4,046
Total	£80,431

Alerts  
Rosato & Associates  
Over an estimate for £80 Pre-Trial  
Pleadings and Motions on Project yoda

# 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 ☐

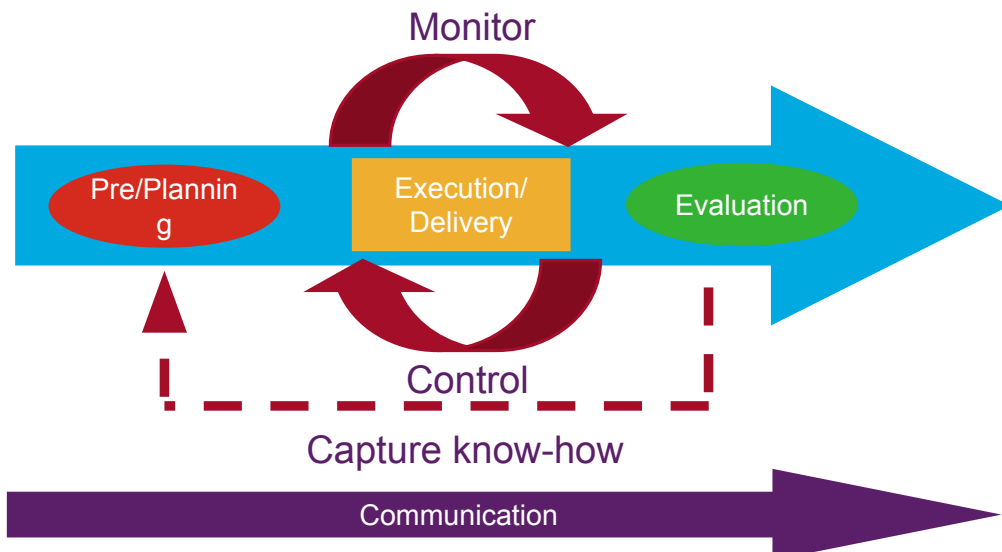
**Choose code set**

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



## Legal project management

### Simple process



## Legal Project Management

### Starting and ending well

Clear scope & expectations



Price work in phases



Scope changes



Absolute certainty



## The future

## What we are hearing from clients



## Harnessing technology





# Questions?

