



THE MPF WEBINAR SERIES

What Every Managing Partner Needs to Know About Law Firm Networks and Affiliations

John Remsen, Jr. (Moderator)
President and CEO, Managing Partner Forum
President, TheRemsenGroup

Chris Cervellera
Executive Director, TAGLaw
Executive Director, The International Accounting Group

John M. Husband, Esq.
Vice Chairman, TerraLex
Chair Emeritus, Holland & Hart LLP

Tanna Moore
President & CEO, Meritas

March 15, 2017



1020 Rosedale Road - Atlanta, GA - 30306
404.885.9100 - www.TheRemsenGroup.com

MPF WEBINAR

March 15, 2017 – 12:00-1:00pm ET

Title: **What Every Managing Partner Needs to Know About Law Firm Networks and Affiliations**

Description: According to recent MPF surveys, 40% of smaller and mid-size law firms belong to a law firm network of some kind. Through membership in the network, firms can provide clients global legal representation, learn best practices from like firms and generate in-bound referrals from other member firms.

Over the past 20 years, we've seen the creation of many law firm networks, affiliations, associations and consortiums. Today, there are more than 170 such organizations, with more on the way. Like most organizations, the key is to find the right one and, once you do, get actively involved.

In this fast-paced, interactive session, we'll discuss these and other topics:

- Is a Network Right for Your Firm?
- How to Find the Right One
- How to Generate the Most Value from Your Firm's Participation
- Getting the Right Lawyers Involved
- Handling Origination Credit for Inbound Referrals

Speakers: **John Remsen, Jr.** (Moderator)
President and CEO – Managing Partner Forum – Atlanta, GA
President – TheRemsenGroup – Atlanta, GA

Chris Cervellera
Executive Director – TAGLaw – St. Petersburg, FL
Executive Director, The International Accounting Group

John M. Husband, Esq.
Vice Chairman – TerraLex – Miami, FL
Chair Emeritus – Holland & Hart LLP – Denver, CO

Tanna Moore
President & CEO – Meritas – Minneapolis, MN

Media Links: Websites: www.TheRemsenGroup.com
www.ManagingPartnerForum.org
Twitter: twitter.com/mpartnerforum
LinkedIn: linkedin.com/company/managing-partner-forum
YouTube: youtube.com/user/MPartnerForum

REV: March 13, 2017



BIOGRAPHICAL PROFILE

John Remsen, Jr. - President

John Remsen, Jr. is widely recognized as one of the country's leading authorities on law firm leadership, management, marketing and business development. After serving as in-house marketing director at two major law firms, John formed TheRemsenGroup, a consulting firm that works exclusively with law firms to help them develop and implement long-term strategic objectives to improve cohesiveness, performance and profitability. Since 1997, he has worked with over 350 law firms and thousands of lawyers. Most of his clients are mid-size commercial law firms, ranging in size from 15 to 200 lawyers.

John is a frequent speaker and author on law firm leadership and marketing topics. He has spoken at national, regional and local conferences of the American Bar Association, Association of Legal Administrators and Legal Marketing Association. He has also been a featured speaker at numerous state and local bar associations, and law firm networks. His articles have appeared in such well-respected publications as *ABA Journal*, *Asian Lawyer*, *Florida Bar News*, *For the Defense*, *Law 360*, *Law Practice Management*, *Law Practice Today*, *Lawyers Weekly*, *Legal Management*, *National Law Review*, *Marketing for Lawyers*, *Marketing the Law Firm*, *Managing Partner*, *New York Law Journal*, *Rainmaker's Review* and *Wisconsin Lawyer*.

In the late 1990's, John served on the national Board of Directors of the Legal Marketing Association (LMA) and was President of its Southeastern chapter for three years. Under his leadership, the chapter was recognized as LMA's Chapter of the Year in 2001. In addition, he was Executive Editor of *Strategies*, LMA's monthly newsletter. He also served on The Florida Bar's Standing Committee on Advertising for six years and was the only non-lawyer appointed to serve on its 2004 Advertising Task Force.

In 2001, TheRemsenGroup launched The Managing Partner Forum, the nation's richest source of information and the most highly acclaimed conference series for leaders of mid-size law firms. More than 1,100 managing partners from 850 law firms in 43 states have participated in 25 leadership conferences. Designed exclusively for law firm managing partners, the MPF has expanded from its original geographic base in Florida to present programs in Atlanta, Boston, Chicago, Dallas, Denver, Houston, Philadelphia, St. Louis and San Diego.

In 2007, John was appointed to serve as a core member of the ABA's Law Practice Management Section. In 2008, he was appointed to serve on the ABA's Education Board. Since then, he has contributed numerous articles to various ABA publications and has been a featured speaker at ABA meetings and conferences throughout the country.

In 2013, John was elected as a Fellow of the College of Law Practice Management in recognition of his 25 years of demonstrated expertise in law firm leadership and management. Founded in 1994, the College honors those who "inspire excellence and innovation in law practice management." Membership is by invitation only and includes just 200 individuals. In 2016, John was recognized by Lawdragon as one of the "Top 100 Consultants and Strategists" to the legal profession.

A native of West Palm Beach, Florida, John holds an MBA degree from The University of Virginia (1985) and a Bachelor's degree in Business Administration from the University of Florida (1980). Prior to attending graduate school, John was Executive Director of The Florida Council of 100, an organization consisting of Florida's top CEOs and business leaders.

November 2016



Chris Cervellera

Executive Director. Law School Student.

ccervellera@taglaw.com

Summary

Marketing, communications and business development professional with extensive experience in helping international professional services firms and other businesses achieve their goals.

Additionally, I'm a part-time Juris Doctor Candidate at Stetson University College of Law.

Experience

Executive Director at TAGLaw

April 2016 - Present (1 year)

Founded in 1998, TAGLaw is an international alliance of more than 155 high-quality, independent law firms. In 2016, Chambers Global ranked the alliance “Elite”, the highest ranking awarded to legal networks. TAGLaw is part of TAG Alliances, a multidisciplinary alliance of over 280 independent member firms, including 120 independent accounting firms in TIAG® and numerous strategic partners in TAG-SP™. TAG Alliances encompass approximately 16,000 professionals and 580 offices in over 100 countries, providing its members with global reach to better serve their clients wherever they conduct business, to generate business referrals, to leverage local market knowledge and expertise on a worldwide stage and to share professional development, firm management and best practices amongst its members. Learn more at www.TAGLaw.com.

Executive Director at TIAG (The International Accounting Group)

April 2016 - Present (1 year)

Founded in 2003, TIAG is an international alliance of more than 120 high-quality, independent accounting firms. TIAG is part of TAG Alliances, a multidisciplinary alliance of over 280 independent member firms, 155 independent law firms in TAGLaw® and numerous strategic partners in TAG-SP™. TAG Alliances encompass approximately 16,000 professionals and 580 offices in over 100 countries, providing its members with global reach to better serve their clients wherever they conduct business, to generate business referrals, to leverage local market knowledge and expertise on a worldwide stage and to share professional development, firm management and best practices amongst its members.

Consultant at Swerve Communications Group, LLC

April 2009 - Present (8 years)

Swerve Communications is a consulting practice I have maintained for a number of years. Through Swerve, I have advised many companies, non-profits and even entrepreneurial friends on business, marketing and business development strategies.

Sr. Director of Marketing & Technology at TAGLaw

July 2010 - April 2016 (5 years 10 months)

Founded in 1998, TAGLaw is an international alliance of more than 155 high-quality, independent law firms. In 2016, Chambers Global ranked the alliance “Elite”, the highest ranking awarded to legal networks. TAGLaw is part of TAG Alliances, a multidisciplinary alliance of over 280 independent member firms, including 120 independent accounting firms in TIAG® and numerous strategic partners in TAG-SP™. TAG Alliances encompass approximately 16,000 professionals and 580 offices in over 100 countries, providing its members with global reach to better serve their clients wherever they conduct business, to generate business referrals, to leverage local market knowledge and expertise on a worldwide stage and to share professional development, firm management and best practices amongst its members. Learn more at www.TAGLaw.com.

Sr. Director of Marketing & Technology at TIAG (The International Accounting Group)

July 2010 - April 2016 (5 years 10 months)

Founded in 2003, TIAG is an international alliance of more than 120 high-quality, independent accounting firms. TIAG is part of TAG Alliances, a multidisciplinary alliance of over 280 independent member firms, 155 independent law firms in TAGLaw® and numerous strategic partners in TAG-SP™. TAG Alliances encompass approximately 16,000 professionals and 580 offices in over 100 countries, providing its members with global reach to better serve their clients wherever they conduct business, to generate business referrals, to leverage local market knowledge and expertise on a worldwide stage and to share professional development, firm management and best practices amongst its members.

Multimedia Designer at Psychological Assessment Resources, Inc.

2007 - 2009 (2 years)

Graphic Designer / Production Assistant at Merit Advertising

April 2004 - November 2007 (3 years 8 months)

Education

Stetson University College of Law

Juris Doctor, Law, 2014 - 2018

University of South Florida

B.A., Communication, 2007 - 2009

Central Florida Community College

A.A., Mass Communication, 2004 - 2007

Interests

Kayaking, marketing, communications, technology, gadgets, social media



John Husband

Partner

555 17th Street, Suite 3200, Denver, CO 80202

P 303.295.8228

jhusband@hollandhart.com

John develops labor and employment solutions to help companies maintain compliance with federal and state laws regulating the employment relationship.

He counsels Fortune 500 companies and small businesses alike on matters including wrongful discharge, equal opportunity, trade secrets and covenants not to compete, wage and hour, privacy, disability, occupational safety, affirmative action and collective action, strikes, unions, and collective bargaining.

John has tried cases in 20 states and been lead counsel in over 300 adversarial proceedings, trials, major arbitrations, or administrative actions that have been tried to conclusion. Many of these cases have set precedent under Colorado and federal law. He has extensive class and collective action experience and has successfully defended nationwide claims for highly recognizable companies.

John speaks frequently at seminars on fair employment and labor relations, and has provided training to over 30,000 professionals on a wide range of labor and employment-related topics. He is a frequent presenter at meetings of the American Bar Association, Colorado Bar Association and on programs for Council on Education in Management, Continuing Legal Education of Colorado, Inc. and M. Lee Smith Publishers.

John graduated first in his law school class, and before joining Holland & Hart, completed a clerkship with the Honorable Robert H. McWilliams, U.S. Tenth Circuit Court of Appeals.

PUBLICATIONS

"Affirmative Action: The Debate Rages On," *44 The Colorado Lawyer* 39, January 2015

"NLRB Again Proposes Rules to Speed Union Elections," *Holland & Hart News Update*, 2/7/2014

"Trying Retaliation and Discrimination Claims in Tandem—How Jurors React," *41 The Colorado Lawyer No. 5; American Bar Association*, Co-Author, May 2012

"Class-Action Lawsuit Permitted To Rely On Sample Data To Determine Wages Owed," 03/22/2016

"Presidential Veto Quashes Congressional Attempt to Overturn NLRB 'Quickie' Election Rules," *Employers' Lawyers Blog*, Co-Author, April 2015

RECOGNITION

- *The Best Lawyers in America*® Lawyer of the Year, Employment Law – Management – Denver, 2013, 2015

EDUCATION

The Ohio State University, B.S., 1974
Scholar Athlete Award Winner
Rose Bowl

University of Toledo, J.D., 1977
Valedictorian
Editor, Law Review

BAR ADMISSIONS

Colorado
Ohio

PRACTICES

Labor and Employment
Labor and Management Relations
Employment Litigation and Class Actions

- *The Best Lawyers in America*® Lawyer of the Year, Labor Law – Management – Denver, 2014
- *The Best Lawyers in America*® Employment Law – Management, Labor Law – Management, Litigation – Labor and Employment, 1987-2017
- Colorado Super Lawyers®, Employment & Labor, 2006-2016
- Colorado Super Lawyers®, "Top 50 Lawyers," 2008-2011
- Colorado Super Lawyers®, "Top 100 Lawyers," 2012-2016
- Colorado Super Lawyers®, "Top 10 Lawyers," 2015
- *Chambers USA: America's Leading Lawyers for Business*, Labor & Employment, 2011-2016
- Martindale-Hubbell®, AV Preeminent® Rating, 1988–present; AV Preeminent® 25th Anniversary, 2013
- *InterContinental Finance Magazine*, one of the top Leading Lawyers in the world, 2013, 2014
- *Euromoney Guide to the World's Leading Labour and Employment Lawyers*
- The International Bar Association, *Who's Who of Management Labor and Employment Lawyers*
- *Who's Who Legal: Management Labour & Employment*, 2014
- *Denver Business Journal*, Best of the Bar, 2006
- *Who's Who in America*
- *Who's Who in Business*
- *Who's Who in the World*

PROFESSIONAL & CIVIC AFFILIATIONS

- American Bar Association, Member
Employee Rights and Responsibilities Committee
Management Advisory Committee
Publications Sub-Committee, Past Co-Chair
ER&R Committee Newsletter, Editor
- Class Action/Complex Litigation Sub-Committee, Co-Chair; Developing Issues Sub-Committee, Co-Chair
- *The Colorado Lawyer*, Editor of bimonthly Labor & Employment column
- *Colorado Employment Law Letter*, Editor
- National Labor Relations Board, Management Chair of the Practices and Procedures Committee for Region 27
- University of Toledo, College of Law, Board of Governors
- The Colorado Safety Association, Director and Officer
- Leadership Denver Association, Leadership Denver Alumni Association, Participant



Tanna Moore

President and CEO
tmoore@meritas.org

Experience

President and CEO at Meritas

January 2006 - Present (11 years 3 months)

Meritas is an international affiliation of over 175 independent law firms comprising close to 7000 lawyers-- providing a safe place for law firms to refer their clients

Adjunct Professor at St. Thomas University

1982 - 2006 (24 years)

Periodically taught introductory marketing and "Professional Selling" in both the masters and undergraduate business programs.

Chief Operating Officer at Digital Marketing

2002 - 2005 (3 years)

Responsibile for all operations as well as generating new business. Oversaw tripling of operating profit and operational changes required to prepare business for sale. Left after sale concluded.

Vice President at Rooster.com

2001 - 2001 (less than a year)

Rooster a dot.com owned by Cargill, ADM and other major ag players. Joined post tech crash--ended up a leader in the shut down of the company.

Chief Marketing Officer at RTW, Inc.

1998 - 2000 (2 years)

RTW was in a turnaround effort. Was part of a new Executive Team that worked to streamline all aspects of the business while preserving the core mission of the organization.

Vice President Sales and Marketing at Kroll Ontrack

August 1996 - October 1998 (2 years 3 months)

Moved branding and PR efforts to global markets for this leader in the then highly profitable data recovery market. Initated lauch into the legal world with electronic evidence services that was to become the growth driver of the business.

Vice President at Control Data/Ceridian

May 1991 - June 1996 (5 years 2 months)

Part of Executive Team that restructured Control Data to create Ceridian Corporation. Officer of the Corporation. VP of Employer Services division once restructuring had occured. Business lead on acquisitions in HR sector.

Senior VP Account Serives at U. S. Communications

August 1982 - August 1989 (7 years 1 month)

Expertise in building relationships between corporate partners in order to market and build their brands.

Clients included Disney, Lucas Film, Muppets, Hasbrow, Mattel, Quaker Oats Company, Campbell Soup Company, Pepperege Farm Company, 3M Corporation, etc.

Product Manager at General Mills

1978 - 1982 (4 years)

Started career in Product Mangement at GMI

Education

The Tuck School of Business at Dartmouth

MBA, General Management, 1976 - 1978

Kenyon College

BA, Economics, 1972 - 1976

Interests

Piano, yoga, tennis, forestry

MPF Webinar

What Every Managing Partner Needs to Know



Managing Partner Forum™
WEBINAR
SERIES

What Every Managing Partner Needs to Know About Law Firm Networks and Affiliations

How to Find the Right One and Get the
Most from Your Firm's Participation

March 15, 2017

TheRemsenGroup
Smart Strategists for the Forward-Thinking Law Firm



Welcome to Today's Session

Law Firm Networks and Affiliations

According to recent MPF surveys, **40% of smaller and mid-size law firms belong to a law firm network.** With membership, firms can provide clients global legal representation, learn best practices from like firms and generate in-bound referrals from other member firms.

In this fast-paced, interactive session, we'll discuss these and other topics:

- Is a Network Right for Your Firm?
- How to Find the Right One
- How to Generate the Most Value from Your Firm's Participation
- Getting the Right Lawyers Involved
- Handling Origination Credit for Inbound Referrals

Managing Partner Forum™
WEBINAR
SERIES

TheRemsenGroup
Smart Strategists for the Forward-Thinking Law Firm

MPF Webinar

What Every Managing Partner Needs to Know



John Remsen, Jr.

President, TheRemsenGroup
President & CEO, Managing Partner Forum

Consultant	Strategic Planning, Firm Retreats, COO/CMO Searches More than 350 law firms since 1997
Previous	Gunster, Porter Wright
Speaker	American Bar Association, Association of Legal Administrators, Legal Marketing Association, MPF Annual Conference, Law Firm Networks
Education	MBA – University of Virginia (Darden) BSBA – University of Florida

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Solutions for the Forward Thinking Law Firm



Chris Cervellera

Executive Director, TAGLaw
Executive Director, The International Accounting Group

Current	TAGLaw, Executive Director • 160 law firms, 10,000 lawyers, 90 countries
Previous	Swerve Communications Group
Experience	Business Development, Marketing, Communications, Public Relations
Education	JD – Stetson University College of Law (2018) BA – University of South Florida

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Solutions for the Forward Thinking Law Firm

MPF Webinar

What Every Managing Partner Needs to Know



John M. Husband, Esq.

Vice Chairman, TerraLex
Chair Emeritus, Holland & Hart LLP

Current	TerraLex, Vice Chairman <ul style="list-style-type: none">600 offices, 19,000 lawyers, 100 countries
Affiliations	University of Toledo, College of Law, Board of Governors <i>Colorado Employment Law Letter</i> , Editor The Colorado Safety Association, Director and Officer
Recognition	<i>The Best Lawyers in America</i> <ul style="list-style-type: none">Employment Law, Labor Law, LitigationLawyer of the Year, Employment Law
Education	JD – University of Toledo BS – The Ohio State University

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Solutions for the Forward Thinking Law Firm



Tanna Moore

President & CEO, Meritas

Current	Meritas, President & CEO <ul style="list-style-type: none">181 law firms, 7,400 lawyers, 240 legal markets
Previous	Operations and marketing/business development executive: <ul style="list-style-type: none">Consumer Packaged Goods: General Mills, U.S. CommunicationsTechnology: Control Data/Ceridian; Kroll Ontrack, Digital Marketing
Affiliations	Governor-appointed Amateur Sports Commissioner Kenyon College, Trustee Washburn Center for Children, Chair of the Board
Education	MBA – Dartmouth College (Tuck) BA – Kenyon College

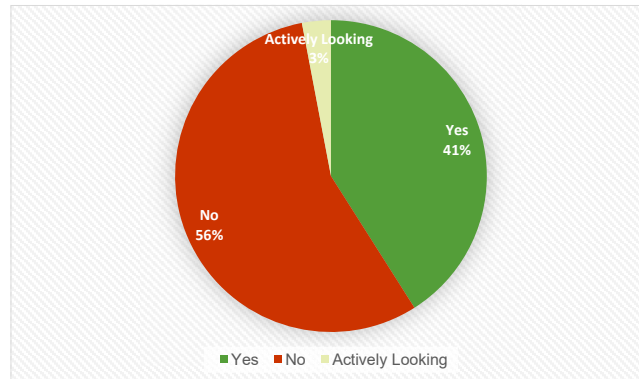
Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Solutions for the Forward Thinking Law Firm

MPF Webinar

What Every Managing Partner Needs to Know

Law Firm Network Membership



Source: 2015 MPF Survey of Small and Mid-Size Law Firms
165 law firm leaders, March 2015



What distinguishes your network?



MPF Webinar

What Every Managing Partner Needs to Know



Should we join the party?

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Decisions For the Forward Thinking Law Firm



How do we find the right one?

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Decisions For the Forward Thinking Law Firm

MPF Webinar

What Every Managing Partner Needs to Know



How do we achieve the most value?

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Decisions For the Forward Thinking Law Firm



Who should represent our firm?

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Decisions For the Forward Thinking Law Firm

MPF Webinar

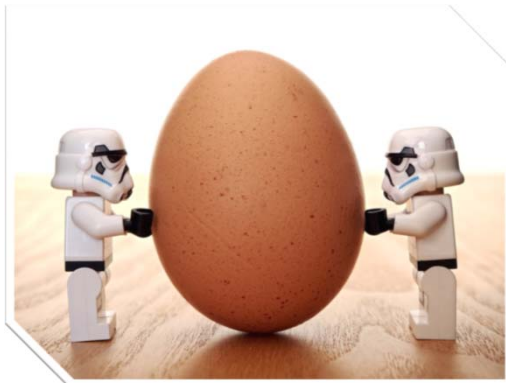
What Every Managing Partner Needs to Know



How do we handle origination credit?

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Solutions for the Forward Thinking Law Firm



What are law firms' biggest challenges?

Managing Partner Forum
WEBINAR

TheRemsenGroup
Smart Solutions for the Forward Thinking Law Firm

MPF Webinar

What Every Managing Partner Needs to Know

Additional Resources

Meritas – www.meritas.org

TerraLex – www.terrallex.org

TAGLaw – www.taglaw.com

TAGLaw & TAG Alliances 2016 Annual Review
www.tagalliances.com/ar2016

Managing Partner Forum – www.managingpartnerforum.org

TheRemsenGroup – www.theremsegroup.com



Thanks to Our Panel



Chris Cervellera

727-895-3720 - ccervellera@taglaw.com



John M. Husband, Esq.

303-295-8228 - jhusband@hollandhart.com



Tanna Moore

612-604-0080 - tmoore@meritas.org



MPF Webinar

What Every Managing Partner Needs to Know



Please give us your feedback!



Contact Us

John Remsen, Jr.
404.885.9100
JRemsen@TheRemsenGroup.com



Network Competition Comparison



2017 Network Details At-a-Glance:

Network	ALFA Int	Globalaw	Interlaw	LexMundi
Year Established	1980	1994	1982	1989
# of Firm Locations	87 (NNA**) 80 (NA*)	130 (NNA**) 14 (NA*)	97 (NNA**) 37 (NA*)	224 (NNA**) 148 (NA*)
# of Countries	56	90	66	125
# of Attorneys	10,000	4,500	7,000	21,000
# of Member Firms	150	110	74	160
Chambers Rank	Leading Law Firm Networks (Band 1)	Leading Regional Law Firm Networks – Asia Pacific Region (Band 3)	Leading Regional Law Firm Networks – Asia Pacific Region (Band 2)	Leading Regional Law Firm Networks – Asia Pacific Region (Band 1)
		Leading Law Firm Networks (Band 1)	Leading Law Firm Networks: The Elite (Band 1)	Leading Law Firm Networks (Band 1)
Network	Meritas	TAGLaw	Terralex	WSG
Year Established	1990	1998	1993	2002
# of Firm Locations	127 (NNA**) 112 (NA*)	158 (NNA**) 100 (NA*)	159 (NNA**) 134 (NA*)	235(NNA**) 24 (NA*)
# of Countries	83	94	100	112
# of Attorneys	7,400	9,500	19,000	19,000
# of Member Firms	181	163	155	130
Chambers Rank	Leading Regional Law Firm Networks – Asia Pacific Region (Band 2)	Leading Regional Law Firm Networks – Asia Pacific Region (Band 2)	Leading Regional Law Firm Networks – Asia Pacific Region (Band 2)	Leading Regional Law Firm Networks – Asia Pacific Region (Band 2)
	Leading Law Firm Networks: The Elite (Band 1)	Leading Law Firm Networks: The Elite (Band 1)	Leading Law Firm Networks: The Elite (Band 1)	Leading Law Firm Networks: The Elite (Band 1)

NNA** = Non-North America, including Canada NA* = USA only

Law firm networks flex their cross-border muscle

By [Natasha Bernal](#) 13 February 2017 00:00

What do international firms and law firm networks have in common? Most would agree the main similarity is their cross-border appeal. The success of both relies in great part on international networks of firms which become a hook for clients searching for multi-jurisdictional capability.

For many networks, the average number of partner firms involved in a deal is still two, but a look at the key deals and projects involving major input across the piece prove that this is not a failure of the system.

“We anticipate that more jurisdictions will be involved in future deals,” Meritas president and CEO Tanna Moore says. “One of our member firms is working on a deal involving 20 of our member firms. Increasingly, businesses must not only be able to perform locally, but also on a global scale. For this to be feasible, they will require legal advice from other jurisdictions.”



“GCs are starting to see through the ‘emperor’s new clothes’ approach from global law firms”

Michael Siebold

Interlaw chair Michael Siebold says that any change in this number will be entirely client-led, depending on the requirements of each deal or project.

“In some instances there could be a dozen jurisdictions involved in a piece of work, or it could be specific to just one location,” he says. “In our experience it averages out at around two to three jurisdictions, but that’s almost immaterial. What matters is that elite independent networks can flex to the needs of the client with the reassuring depth of expertise wherever they need legal advice.”

27.06.2017

GROSVENOR HOUSE,
LONDON

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

27.06.2017

GROSVENOR HOUSE,
LONDON

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on ‘anti-bureaucracy’ coaching as it grows by 60%

Referral systems, and referral tracking, has become the norm for both international firms and independent law firm networks seeking to improve the relationship between lawyers from different jurisdictions.

“Tracking referrals is just one piece of the puzzle – we want a clear understanding of how clients’ needs are evolving and how we can deliver a seamless service across continents,” Siebold says. “A robust process for tracking referrals has always been in place, but we are now monitoring and analysing more data to build a detailed picture of how work flows around the network. We have invested in an online digital directory with the capacity to hold more than 10 million individual data records, along with a bespoke client management and feedback system.”



“Every firm’s performance and feedback is reflected in a Satisfaction Index score”

Tanna Moore

Moore adds: “We measure our success with Meritas’ referral reporting program, which has been a core part of our network since its inception. We track all referrals, get peer review feedback from referring firms and clients, and every firm’s performance and feedback is reflected in a Satisfaction Index score. Each firm’s score is available on our website.”

Origination

Deal origination is also changing for networks, with more referrals coming directly from in-house rather than a partner firm.

Lex Mundi, the only network to claim that most of its work involves more than five partner firms, says 50 per cent of its referrals come from clients and 50 per cent from partner firms.



News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%



News Law firms

KWM administrators to probe



News Law firms

KWM administrators to probe former management teams and accounting practices

“Tracking repeat business within the network is done by staying in touch with the clients and the firms they work with”

Carl Anduri

“Our member firms provide aggregated referral information,” Lex Mundi president Carl Anduri says. “Tracking repeat business within the network is done by staying in touch with the clients and the firms they work with. More times than not the clients will continue to work with our firms and have new instructions.”

For others, clients are slowly gaining ground.

“Historically, deals originated from the clients of our network firms but this is changing,” Siebold explains. “General counsel are looking for quality-assured local expertise in every jurisdiction in which they operate and are starting to see through the ‘emperor’s new clothes’ approach from global law firms who take little more than a logo to some parts of the world. Whereas, the elite networks offer consistent quality throughout the world.”

That is not the rule for all.

“Most new deal work originates from member firms,” Harry Trueheart of TerraLex says. “TerraLex teams work together to identify opportunities and make collaborative responses to requests for proposals (RFPs). This will probably remain the case for some time considering the close relationships our members have with their clients, but TerraLex has an ever-growing community of corporate counsel we work with directly.”

Moore echoes this sentiment.

“Most deals at Meritas originate from our member firms and we don’t expect this to change,” she says. “Our firms are looking for a safe place to refer business, and we ensure this with our network’s culture, professionalism and tight quality controls.”

27.06.2017

GROSVENOR HOUSE,
LONDON

[News](#) [Law firms](#)

KWM administrators to probe former management teams and accounting practices

8 February 2017

[News](#) [In-house](#)

Homebase brings in first GC as Bunnings transition continues

9 February 2017

[News](#) [Law firms](#)

CMS board sent on ‘anti-bureaucracy’ coaching as it grows by 60%

9 February 2017

To see these referrals in action The Lawyer has tracked some of the biggest deals from the most prominent networks from point of origination to closing date.

Asia investment

Interlaw firms represented Asia-based investors Hera Capital Partners Holdings II Pte Ltd and DSG Consumer Partners II in a two-week deal process to expand its business into South East Asia through franchise and/or licensing agreements with business partners in Indonesia, Japan and the Philippines.

The deal, which was originated by Singapore firm Colin Ng & Partners and managed by partner Bill Jamieson, involved three network firms; Indonesia's Mochtar Karuwin Komar, Japanese firm Momo-o, Matsuo & Namba, and Philippines firm Quasha Ancheta Pena Nolasco.

The turnaround was quick, with firms completing the deal in two weeks with individual agreements with the final client. This was not the first time that Hera Capital Partners and DSG Consumer Partners used an Interlaw firm – they had a previous relationship helping them with their fund formation and investments.

A cross-border sale

TerraLex firm Eugene F Collins acted for long-time client Ross Meadow Holdings on its acquisition of the entire issued capital of RIC Publications Pty Ltd, an Australian-based education publishing business. Their instruction on this matter was thanks to the firms' involvement in the TerraLex network.

The firm called on Lander & Rogers in Australia, Duncan Cotterill in New Zealand and Fairbridges Wertheim Becker in South Africa to help lead on the transaction.

Eugene F Collins partner Eileen Grace, Lander & Rogers partner Deanna Constable, Duncan Cotterill partner Mark Cathro and Fairbridges Wertheim Becker partner Peter Watts led on the deal from their own jurisdictions.

The deal, which took six months to negotiate and was agreed in early February 2016, involved sales agreements in Australia and Ireland. The acquisition was also debt-financed by both senior and mezzanine debt.

Complexity arose in co-ordinating the legal firms and their time zones; the purchaser entity being controlled by an existing shareholder in the target; and the deliberately 'light' legal representation for the remaining shareholders who were selling to the purchaser, requiring Lander & Rogers (as purchaser's lawyers) to design the seller's data room and then extract the disclosure from the sellers to a level satisfactory to permit due diligence.

Ireland's McEvoy Partners and Clifford Chance acted for the other party.



[News](#) [Law firms](#)

KWM administrators to probe former management teams and accounting practices

8 February 2017

[News](#) [In-house](#)

Homebase brings in first GC as Bunnings transition continues

9 February 2017

[News](#) [Law firms](#)

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%

9 February 2017

[News](#) [Law firms](#)

KWM administrators to probe former management teams and accounting practices

8 February 2017

[News](#) [In-house](#)

Homebase brings in first GC as Bunnings transition continues

Tech divestment

Lex Mundi firms acted for tech company NCR Corporation on the sale of its interactive printer solutions division (IPS), with worldwide operations, assets and employees.

Long-time adviser Womble Carlyle Sandridge & Rice tapped into its Lex Mundi network to offer legal advice on several continents. The Lex Mundi line-up also included Bass Berry & Sims in the US, Basham Ringe y Correa in Mexico, Ciaro & Cia in Chile, Gide in France, Afridi & Angell in the UAE, and Simpson Grierson in New Zealand.

The matter required complex advice due to the transaction structure and multi-jurisdictional nature of the operations. Each jurisdiction required documents including specific provisions. The team addressed the transfer of the assets and real estate, employment and various merger laws.

The first phase was successfully closed in 2016 and included all IPS operations worldwide other than in the Middle East and Africa.

Global network of the year: Shortlist 2017

Globalaw
Interlaw
International Lawyers Network
Ius Laboris
L&E Global
Meritas
Multilaw
World Services Group

Which network is best?

Globalaw

Globalaw is shortlisted following a series of rollouts across its network in the past year:

The independent law firm network has secured several new sponsors to boost its offering to members including Powerling, which provides three levels of translation on demand to members via the Globalaw website, ranging from basic to full, legally acceptable translations for official purposes.

The network has also signed up insurance broker sponsor EPIC, which is developing a global insurance policy to cover all work referred around the network for Globalaw and its clients.

Alvarez & Marsal, another Globalaw sponsor, is linking up with its alternative dispute resolution and insolvency and reconstruction initiatives, meaning firms can bring together two professional skill-sets to enhance the client offering.

Other initiatives include a general counsel programme whereby firms regularly invite in-housers to Globalaw's regional and annual meetings where they take part in panels and workshops designed to boost cross-border initiatives.

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%

9 February 2017

OPEN
FOR
ENTRIES

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%

9 February 2017

Interlaw

2016 was a year of high ambition for Interlaw, with a vision to put the digital infrastructure in place to create a virtual global legal services solution that meets the needs of its multinational clients. In partnership with legal tech start-up calls9 Interlaw has embarked on a series of digital transformation projects.

Having taken the decision to invest, execution has been swift, beginning with the launch of a web platform in October 2015 – bedrock of the technological changes to come. This was followed swiftly with the introduction of refreshed branding to complement the organisation's refined strategy and then an online digital directory that acts as a caucus for all the other digital transformation projects, with the capacity to hold millions of individual data records.

A bespoke client management and feedback system came next, and is being piloted across a pool of member firms. It will be launched to the entire network in 2017.

Interlaw completed a strategic review of its board structure, streamlining its number of directors from 10 to eight.

Interlaw chair Siebold was reappointed in 2015 to continue in post until 2018, with Shipman & Goodwin partner Glenn Cunningham expected to take over after that.

International Lawyers Network

International Lawyers Network (ILN) admitted four new member firms during the year – Connolly Gallagher in Delaware USA, Hall & Wilcox in Australia, Salaberren & López-Sansón Abogados in Argentina and VGCD Abogados in Colombia.

The independent network has redeveloped the processes it uses to onboard new members. This process focuses on enhanced relationship developed by providing new members with a board advisor, facilitating cross-marketing introductions in their region and strongest practice areas, and helping to integrate them through 'First Timers' Receptions' at conferences, feedback with the administration in early membership and a welcome webinar.

After a period of growth L&E Global has been investing in solidifying the organisation with the appointment of executive director Jeroen Douwes (former director of business development at CMS), and exploring ways to foster innovation in the face of technological changes such as AI.

To effectively manage the network's expanding list of clients L&E Global has devised a range of business development and strategic resourcing options, including new technologies, to assist with sophisticated project management and process improvement as part of a long-term strategy. This includes tech such as Salesforce, the launch of a business development committee, tailor-made cross-jurisdictional comparisons, cross-border pitch presentations, and legal practice groups and activities.

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%

9 February 2017

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%

9 February 2017

OPEN
FOR

Meritas

Over the past 18 months Meritas has implemented a number of major operational developments. These have included strengthening and expanding its regional structure to ensure members in different regions receive better support. It has put in place four regional directors covering Asia and Australia, the Caribbean and EMEA, Latin America, and the US and Canada.

Reflecting the international needs of clients, the Meritas network now covers more than 80 countries and continues to grow, focusing expansion on the developing regions of Africa and Latin America as well as broadening its coverage in Europe and North America.

Operationally, over the past year the network has enhanced its governance by creating new member-led regional leadership groups tasked with driving member engagement in the regions.

Multilaw

Technology was also the main trend at Multilaw last year, with the launch of project management software to collaborate on multi-jurisdictional projects. Through this process firms will be able to manage large-scale projects on a secure tech platform, from file collaboration through to billing. Clients can also access the portal and view the status of work, and billing fees.

The network has also launched an online referrals system to identify cross-selling opportunities and a business opportunities portal for firms to match clients to potential investors.

Furthermore, it has introduced a network-wide pricing model for multi-jurisdictional work incorporating blended rates, fixed-fee arrangements and single-point pricing.

World Services Group

World Services Group (WSG), meanwhile, has developed a non-binding referral tool whereby members can easily track cross-border transactions or collaborations.

WSG and Santander Bank's international desk have entered into an agreement establishing WSG as a go-to source for the legal needs of the international corporate clients of the global bank. This innovation has proved to be a game-changer for the network, with more projects set to follow.

News Law firms

KWM administrators to probe former management teams and accounting practices

8 February 2017

News In-house

Homebase brings in first GC as Bunnings transition continues

9 February 2017

Bunnings transition continues

9 February 2017

News Law firms

CMS board sent on 'anti-bureaucracy' coaching as it grows by 60%

9 February 2017

OPEN
FOR
ENTRIES