

Connections

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European In-House Counsel Seek Broader Risk-Management Role

Martindale-Hubbell® has reported on the insights shared by participants at the twelve **Counsel To Counsel** forums held throughout Europe since September 2000. To delve further into these findings and gather feedback on issues of interest to our law firm clients and corporate counsel, we conducted a study of the largest corporate buyers of legal services in Europe.

The Study

Pamela Edwards, Assistant General Counsel of Fidelity Investments, based in London, and Erin Link, Regional Counsel Europe for the Dana Corporation, based in Paris, were joined by Martindale-Hubbell's International Development Director, Yolanda Dolling, at the ninth annual conference of the Global Corporate Counsel Association in Versailles, France, in late June. The three led participants through interactive questioning using audience-response touch pads. We are happy to share some of the findings in this issue of *Connections*.

Key Findings

Dan Fitz, Group General Counsel of Cable & Wireless plc, President of the European Chapter of the Global Corporate Counsel Association, and a previous **Counsel To Counsel** forum co-chair, said, "The survey has confirmed what many of us have felt: The world of business has changed significantly in the past twelve months and the priorities of in-house counsel must change with it."

Globalization is a reality for these in-house lawyers: Three-fourths said that over 50% of their legal department's work crosses borders. The greatest challenges of this international work lie in dealing with the different regulatory

and compliance regimes and supervising staff across multiple jurisdictions. Nearly half (49%) report to a manager outside the country where they are based, which adds to the complexity. Additionally, counsel report that in order to work efficiently, staff must keep current with advances in technology tools, especially since resources are increasingly constrained.

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Survey Results: Technology Takes You Further

...today's corporate law department must be "the company's conscience," and many law departments "are focusing on having the skill sets and systems in place to fulfill this role."

— A survey participant

Busy counsel must learn to use technology tools to increase efficiency.

Counsel report that **73%** of their departments have good to excellent success in using technology tools, and **36%** view their law departmental Intranet as the single most valuable utility.

While **47%** appreciate the tools provided by their law firms, **43%** admit they had not all used these tools.

One conference attendee commented that today's corporate law department must be "the company's conscience," and many law departments "are focusing on having the skill sets and systems in place to fulfill this role."

One important deduction from the survey is that in-house counsel are responding to the demands of

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A Letter from the Publisher

Dear Colleague:

Martindale-Hubbell's **Counsel To Counsel (C2C)** series continues to bring together professionals in corporate legal services — corporate counsel and law-firm partners — to discuss the most pressing matters facing the corporate legal profession.

This issue of *Connections* includes findings from selected **Counsel To Counsel** forums as well as results from recent research surveying senior corporate counsel. Our cover story, "European In-House Counsel Seek Broader Risk-Management Role," features the results of this initiative that polled members of the GCCA during a real-time polling session. One of the key findings of this survey was that senior corporate counsel believe that assuming a greater role in managing business risk, maintaining professional integrity and ethics are central issues facing the in-house legal professional.

Counsel To Counsel sessions held in the U.S. and Asia, where business "disasters" figure so prominently in today's headlines, demonstrate that in-house lawyers worldwide are experiencing similar challenges. With each forum, we gain a better perspective on best practices and new strategies for navigating the complex and ever-changing corporate landscape — which is why **Counsel To Counsel** has been so well received, and why Martindale-Hubbell is now gearing up for a new series of sessions for 2003.

We hope the brief synopses in *Connections* will be a valuable resource for you. We also provide detailed coverage through our Web site at <http://c2c.martindale.com>, and on www.corporate.martindale.com, our site dedicated expressly to the concerns of in-house counsel. Please contact us in the U.S. at +1 800 526 4902, ext. 3164, or internationally at +44 (0)20 7868 4867, if you have any questions or comments.

Sincerely,



Carol D. Cooper
Publisher and Senior Vice President,
Martindale-Hubbell

European In-House Counsel Seek Broader Risk-Management Role

(continued from page 1)

globalization and recent events by increasing their focus on business-risk management, professional integrity and ethics. Yolanda Dolling said, "There is a strong indication that they are supported by their management in these objectives."

**"As in-house
counsel continue to
focus on their value to the
business beyond the legal
function, their expectations of
their outside lawyers rise."**

Survey Results: **Make a Little Go a Long Way**

While **43%** of senior counsel view their position as stable, and **50%** see their position as rising in the corporation, **spending remains very tight**, with staffing under the most pressure.

Even with this level of corporate visibility, **49%** report that **department size has been unchanged or reduced**.

64% of counsel report their departments maintain detailed budgets and **39%** charge back their costs to the businesses they serve.

Clients Question Law Firm Cost/Value Ratio

"There is, however, a cautionary note for their law firm providers," Dolling added. "As in-house counsel continue to focus on their value to the business beyond the legal function, their expectations of their outside lawyers rise." Although a reassuring 88% rated the overall performance of their primary law firm providers as good or excellent, 55% rated their costs as high or very high in relation to the value, which presents a new challenge to law firms.

While law firm providers are often chastised for service levels and fees, 38% of these corporate counsel said the cost of their external legal advisers is fair, given the value. The work most likely to be outsourced to law firms is litigation and dispute resolution (49%) followed by mergers and acquisitions (22%).

Most of the European in-house counsel Martindale-Hubbell surveyed use preferred law firm providers. However, many question the one-stop shop premise: Less than one-fifth said they use one international law firm across multiple jurisdictions for cross-border transactions. The majority of these corporate legal services buyers prefer to use either a mix of local and international firms (34%) or local firms managed by the law department (44%).

About the interactive question session: The Global Corporate Counsel Association (GCCA) participants (approximately 60) used audience-response touch pad technology to provide immediate responses to questions in a session underwritten by Martindale-Hubbell. GCCA-Europe serves in-house lawyers in Europe through networking, knowledge sharing, continuing legal education and advocacy on behalf of the in-house profession. For a complete copy of the survey and its methodology, please contact fabienne.meyer@martindale.com.

Topic:

Effectively Managing Disputes and Controversies Across Borders

March 6, 2002

Co-chairs: Colm Mannin, Associate General Counsel, Airbus Industrie
John Whitehead, Vice President and Associate General Counsel, Cable & Wireless plc



As businesses become increasingly global, it is no surprise that the number of cross-border disputes are rising. This is the case for about half of the participants at the London forum. All agreed that their legal departments have honed cross-border dispute resolution skills through “the school of hard knocks.”

Many in-house counsel have formal and informal measures in place to resolve disputes internally before they escalate. Forum co-chair **John Whitehead**, Vice President and Associate General Counsel of Cable & Wireless plc, said that it is important to articulate the expected results, evaluate the costs and other consequences of various outcomes, and determine the motivations to proceed. The group concurred that when it comes to cross-border disputes, one must expect the unexpected — and not hope for a magic solution. One participant said, “The secret is to have a process in place, but to deal with every issue as if it were unique.”

Another participant explained that local business managers want to deal with a dispute in their local jurisdiction, especially if it affects their sales. But problems tend to be more emotionally charged the closer they are to “home,” and the company needs someone with a more global view of the issue to take charge.

Experience on the Ground

A differing viewpoint was offered by a delegate from a multinational company who said that the right combination of global decision-makers and knowledgeable local lawyers is ideal. “These people are invaluable,” he said, “because they know the environment in which they are working. They are also much better equipped to monitor the market and to keep tabs on any new legislation.”

One participant found it was vital in multinational companies that in-house lawyers be polyglots. “If you speak another language well, then you already have an understanding of a culture other than the one in your native country — that is a definite plus.”

Earlier this year, **Counsel To Counsel** traveled the globe from Europe (Brussels and London) to Asia (Tokyo and Singapore) to discuss the role of in-house counsel in cross-border legal functions. One of the key findings of these sessions was that overcoming obstacles, including age-old language barriers, differing opinions on positioning legal staff geographically, and keeping current with local laws, continues to be challenging for in-house counsel. It was also noted that to successfully manage legal operations in widely dispersed geographic locations, it is essential that the various legal groups develop and adhere to an effective communication process.

Following are summaries of the London and Singapore forums facilitated by **Leigh Dance**, President, ELD Project Marketing International.

► John Whitehead (right) impresses a point to Colm Mannin (left), Leigh Dance and others at the London forum.

Colm Mannin warned companies to plan ahead for requisite crisis management should disputes become highly visible problems. Mannin encouraged participants to take steps in any major dispute to make communications as clear as possible, including producing fact sheets, training key people for talking with the media, assigning key responsibilities, and identifying media spokespersons.

Law Firm Co-Hosts: London

Norton Rose

Norton Rose, a leading international law firm with a global network of over 900 lawyers, acts for banks and other financial institutions, international businesses, major public and private companies, government departments and sovereign states. Areas of particular expertise include aviation, construction, energy and natural resources, media and communications, insurance, rail and shipping.

Richards Butler

Richards Butler services the needs of its large international clients which are concentrated in: banking and financial services; insurance; media; entertainment; leisure and sports; information technology and telecommunications; shipping; international trade and commodities and property. Sixty-five percent of the firm's work has an international dimension.

Spotlight Singapore: Key Findings

Topic:

2002 Challenges: Corporate Counsel for Global Business

Singapore — April 2, 2002, Sessions I & II

Co-chairs: Marie-Anne Jacoba Birken, Managing Partner, Orrick Helen Yeo
Linda Hoon, Senior Vice President and General Counsel,
SembCorp Industries Ltd

The Southeast Asian participants agreed that their greatest challenge is to provide legal services cost-effectively across many jurisdictions. Not surprisingly, they expect their law firms to tough out the economic downturn with them.

At our two Singapore forums, approximately 35 senior corporate counsel from leading multinational firms and several private practice lawyers shared how they meet expectations when most legal work crosses at least one border and stringent cost-control measures must be employed.

In-house counsel specified that they wanted their law firms to:

- ▶ Discount hourly rates or fees whenever possible.
- ▶ Be scrupulous when approaching each legal issue.
- ▶ Provide electronic and other resource information as a complimentary service to clients.
- ▶ Meet agreed deadlines.
- ▶ Take every measure available to resolve disputes before litigation.

Assigning Work to Law Firms

To achieve this, most C2C Singapore participants give their work to a core of preferred law firms, varying the selection process depending on how much is at stake. Within this core, counsel shuffle legal assignments. The reasons vary: Often, international firms have uneven quality among offices; also, many legal departments want to remain flexible in the event that a firm is conflicted or unavailable. Others move assignments to encourage competitive pricing.

Providing legal advice in markets such as Southeast Asia, where there are diverse commercial and legal environments, is often challenging and complex. Notes **Clay Thompson**, Asia-Pacific Counsel for **Caterpillar Asia**, “Becoming familiar with the legal systems in different jurisdictions, such as China



▶ Jane Kuok Hui of BNP Paribas and Shireena Woon of Media Corporation of Singapore Pte Ltd (left) join in the discussion with Clay Thompson of Caterpillar Asia and Bernard Tan of IBM Singapore Pte Ltd (above) at the second Singapore session.

and India, as well as remotely managing legal resources deployed there, is a real challenge.”

Maintaining Professional Standards

Maintaining professional standards in light of differences in culture and business practices can be difficult. **Greg Tanner**, Director of Legal and Regulatory Affairs for **DHL International (S) Pte Ltd**, said, “There’s a visible degree of resistance to the typical legal due diligence that would be associated with a typical deal in the West. A similarly-sized deal in Southeast Asia would usually be far less formal and structured. Yet the parties expect a similar high level of legal due diligence and professionalism.”

Balancing Approaches From East to West

Most lawyers around the **Singapore Counsel To Counsel** table say they are usually able to strike a balance between East and West, but note that their head offices in Europe or North America are too remote to understand the obstacles they face.

One aspect that remains universal among corporate counsel, whether in Asia, Europe or North America, is the

need to work effectively within the corporation to make the highest impact. **Linda Hoon** of **SembCorp Industries Ltd** in Singapore, co-chair, described her three key roles

as strategist, organization builder, and performer. As she sees it, “To gain credibility and power, you must win the support of multiple constituencies in the organization. To win that support and get everyone on the same page, you need to understand loyalties, the corporate history and the business dynamics.”

For more information on Linda Hoon and her three key roles for corporate counsel, see “Corporate Counsel Up Close” on page 7.

Law Firm Co-Hosts: Singapore Allen & Overy Shook Lin & Bok Joint Law Venture

This joint law venture brings together the expertise of two highly regarded organizations into a one-stop shop for Singapore, English and U.S. law in practice areas such as banking, capital markets and corporate. Clients benefit from a high level of integration and ability to provide a seamless service.

Orrick Helen Yeo

Helen Yeo & Partners operates in a joint law venture with Orrick, Herrington & Sutcliffe LLP in Singapore. More than 50 lawyers offer expertise to international and local businesses seeking the global reach and experience of an international law firm known for its leadership in finance and technology.

Topic:

Managing Corporate Crises: The Expanding Role for Counsel

February 13, 2002 — Philadelphia, Pennsylvania
May 8, 2002 — Los Angeles, California

Co-chairs

Philadelphia: **Michael J. Costello**, Assistant General Counsel — Asia-Pacific, Monsanto Company
James M. Sheehan, Senior Vice President, General Counsel and Secretary, Tellabs

Los Angeles: **Hayward Dan Fisk**, Vice-President, General Counsel & Secretary, Computer Sciences Corporation
Timothy S. Wahl, Executive Vice President, General Counsel and Managing Director, The Geneva Companies Inc.

Lawyers gathered in Philadelphia and Los Angeles to discuss how companies deal with real-life disasters. Forum co-hosts included counsel with broad experience handling crises, including the Clinton White House during the Monica Lewinsky scandal; the Florida recount on behalf of George W. Bush; and the representation of an Enron executive before the Congressional hearings.

Counsel gathering on both coasts agreed that preparation and readiness are the keys to crisis management. Los Angeles forum co-chair, **Hayward Dan Fisk**, shared what he feels are the four building blocks of a sound crisis-management strategy:

- (1) Compliance programs;
- (2) Crisis preparedness;
- (3) Training/resource development; and
- (4) Information management.

Some pro-active companies have periodic drills involving mock situations such as hostage-taking and explosions. Others retain crisis-management consultants. Bottom line: Companies should anticipate a crisis and prepare for it as if it is inevitable ... because it probably is.

Where to Start

The Los Angeles group suggested that one way of anticipating a crisis is to compile a list of crisis causes, including: natural disasters; executive resignations; disclosures of accounting irregularities; hostile takeovers; product liability problems; environmental problems; societal disruptions; government investigations/lawsuits; and workplace injuries.



► Philadelphia co-chair Michael Costello and forum facilitator Deborah McMurray

According to **Timothy Wahl**, in-house lawyers are well-equipped to deal with managing corporate crises because they are trained in three crucial skill sets:

ANSWERING THE CRISIS CALL

What do you think will be the next crisis on the scale of Enron?

There seemed to be a consensus that if and when a corporate scandal of the magnitude of Enron occurred, it would involve circumstances that no one had anticipated. Similar examples mentioned were the savings and loan scandal, the Michael Milken situation and most recently the World Trade Center tragedy, none of which were anticipated by the businesses and communities they affected.

Corporate lawyers need to know who their allies are — both in good times and in bad. **Counsel To Counsel** recently visited U.S. cities to discuss how in-house counsel share routine responsibilities with outside firms, and who they reach out to when not-so-routine crises shake the foundations of their corporations.

Following is a summary of recent sessions conducted in Philadelphia and Los Angeles. **Deborah McMurray** of Deborah McMurray Associates facilitated the discussion in Philadelphia. The Los Angeles forum was facilitated by **Ann Lee Gibson, Ph.D.** of Ann Lee Gibson Consulting.

critical thinking, communication, and tough decision-making. Wahl and others in the forum recommended that all corporate law departments should clearly articulate a “checklist” to be followed in the event of a corporate crisis. “Crisis management relies on the same basic skills and disciplines as other legal-management tasks, but the difference is that it all takes place at warp speed,” said Wahl.

Philadelphia participants noted that formal emergency response programs are more useful in times of physical disaster than in cases involving financial irregularities or other nonphysical events. They stressed the role of compliance programs in dealing with such business “disasters.” Compliance programs heighten employee awareness of possible violations of law or company

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Spotlight United States: Key Findings

Managing Corporate Crises: The Expanding Role for Counsel

(continued from page 5)

policy, and inform employees of how to communicate concerns and to whom. A number of participants mentioned finding pre-packaged compliance programs both inexpensive and very effective.

All participants agreed that good communication is essential. There must be a reliable way of reaching disaster-response team members, management decision-makers, employees, and customers. One Philadelphia participant particularly stressed the importance of having a redundant communications system available. He remarked that because his company had such a system, it was able to operate throughout the September 11 crisis. He also mentioned that the World Trade Center disaster highlighted the need for remotely located computer backup systems.

Mobilizing Support

Participants at both forums discussed the importance of mobilizing allies when a crisis strikes. In-house counsel should ask themselves, “If something bad happens to our company, who would be our friends?” Conduct an “Allies Audit” to identify third parties who would support the company in a time of crisis (e.g., politicians, civic organizations, business partners).



▶ Stuart Rickerson of ALARIS Medical Systems, Inc. adds his point of view at the Los Angeles forum.

Attendees also discussed the need for early, full and frank disclosure and, in a major crisis, for the CEO or other high-level executives to emerge and reassure the public. Philadelphia participants agreed that a CEO should never appear on exposé-type programs. They noted that accepting full responsibility early in the media could favorably sway the public’s reaction and positively affect the stock price. In Los Angeles, **Lawrence Gotlieb**, Vice President Government and Public Affairs and Associate Corporate Counsel for **KB HOME**, recommended that if a story is about to break in the press, you might actually be better served to break it yourself. But **Gil C. Tily**, a partner in **Dechert’s** Philadelphia office, cautioned, “Timely and open communication within the organization allows the crisis team to get ahead of the story and set the tone for public perception of the

event. However, the desire to get the story out quickly must be tempered by the need to have all of the facts; public retractions and corrections can destroy credibility with the media and in any subsequent litigation.”

Public Relations Readiness

Marc Jacobowitz, partner at **Davis Wright Tremaine LLP**, suggested that lawyers seeking counsel in this area retain an outside public relations/crisis communications consultant. “Independent PR consultants are experts at spinning stories and influencing the tone of press coverage,” Jacobowitz told the Los Angeles group. “By telling your side of the story, they can be very helpful with shaping the kind of press coverage that can help your crisis-management strategy.”

Stuart Rickerson, Vice President and General Counsel of **ALARIS Medical Systems, Inc.**, suggested that shaping

WHAT KEEPS SENIOR CORPORATE COUNSEL AWAKE AT NIGHT?

C2C participants recount key concerns:

- ▶ Soaring costs of litigation resulting from proliferation of class actions and overlapping law suits.
- ▶ Decline in the integrity of the justice system resulting from significant campaign contributions by lawyers in judicial elections.
- ▶ Unavailability of insurance against terrorist attacks.
- ▶ Effect of negative news concerning the integrity of accounting procedures.
- ▶ The loss of good people as a result of downsizing.
- ▶ Failure of the economy to recover.
- ▶ Terrorist attacks on overseas facilities.
- ▶ Violations of the Foreign Corrupt Practices Act or trading with countries subject to U.S. trade restrictions.
- ▶ Inability of small legal staff to cope with proliferating issues.

Law Firm Co-Hosts

Philadelphia:

Dechert

With more than 700 lawyers internationally, Dechert provides practical business solutions to diverse clients. In major business transactions — such as high-stakes litigation — the firm is committed to achieving client objectives effectively and efficiently and begins with a thorough understanding of client objectives leading to solutions tailored to client needs.

Patton Boggs LLP

Patton Boggs LLP, a nationwide, 370-attorney firm with a diverse business, litigation, dispute resolution, and public policy practice, is recognized as the top public policy law firm in the country. With deep bipartisan roots in the Washington, D.C. political arena, Patton Boggs’ innovation strategically connects business entities to government.

Los Angeles:

Davis Wright Tremaine LLP

Davis Wright Tremaine LLP, organized by practice industry groups, responds to the needs of its regional, national and international clients via a wide range of legal service offerings from offices throughout the world. A state-of-the-art communications network provides clients immediate access to shared knowledge, experience and resources of attorneys firm-wide.

O'Melveny & Myers LLP

O'Melveny & Myers LLP’s fourteen offices are specifically located to provide service to a particular region and to contribute to the firm as a whole. O'Melveny combines highly skilled lawyers and a strategic presence in key economic centers that offer clients the highest level of service.

Corporate Counsel Up Close



Linda Hoon, Senior Vice President and General Counsel, SembCorp Industries Ltd, Singapore

Core Business: Infrastructure and engineering services
Annual Revenue: \$3.2 billion
Lawyers in Legal Department: 30, plus 10 staff
Reports to: Group Chief Operating Officer

media coverage of a crisis is far more difficult if a prior relationship with the reporters covering the story does not exist. He and others in Los Angeles agreed that cultivating positive media relations is important for in-house counsel seeking to win the “war” (e.g., your market cap or sales growth) and retain public confidence in your company or its products as well as the legal “battle” (e.g., a lawsuit, an acquisition or some other legal dispute).

Age-Old Tensions

While PR people tend to emphasize preserving the company’s public image, lawyers stress the liability aspects. These different perspectives frequently give rise to tensions between PR and legal. **David M. Howard**, a litigation partner at **Dechert**, explained, “Counsel have to understand that when a crisis strikes, they will not be driving the bus — but counsel have to make sure they stay in the bus and point out the potholes along the way. There may be a tension between managing the company’s reputation and protecting it from civil liability and government investigations. Good reputation management may help reduce legal exposure. On the other hand, corporate counsel must be vigilant not to cede their judgment to public relations experts.”

While a “no comment” posture is almost always counterproductive, Philadelphia counsel cautioned about communicating confidences to PR. A crisis-response discussion that includes a non-lawyer can, under certain circumstances, jeopardize “privilege.” A recent New York District Court decision held that “privilege” was not applicable where the function of PR was to create “spin.” Despite the conflict over disclosure, counsel acknowledged that a skillful PR person can meet corporate disclosure objectives while maintaining good press relationships.

Maintaining Internal Solidarity

Philadelphia participants stressed that in many crisis situations, the most important consideration is maintaining employee trust, confidence, and morale. An action viewed as unfair can be the

The Three Key Roles of Corporate Counsel

STRATEGIST	ORGANIZATION BUILDER	PERFORMER
<p>Manages strategic process: gets involved in the sequence of decision making in the organization</p>	<p>Simplifies internal process:</p> <ul style="list-style-type: none"> - Defines task clearly - Assigns and integrates team - Provides transparent systems and processes to evaluate progress 	<p>Manages multiple constituencies and relationships</p> <ul style="list-style-type: none"> - Communicates - Inspires - Implements controls - Shows commitment
<p>Advises from four perspectives: economic, technical, risk-containment, boundary systems</p>	<p>Energizes people:</p> <ul style="list-style-type: none"> - Able to attract, recruit, retain good lawyers - Motivates internal clients and legal staff 	<p>Delivers short- and long-term results:</p> <ul style="list-style-type: none"> - Wins key battles - Manages intervention - Operates efficiently - Innovates within legal permits
<p>Has the power to persuade, through knowledge, judgment and passion</p>	<p>Establishes and reinforces norms by shaping the boundary systems through internal governance practices, work ethics and environment</p>	<p>Defines your job: Makes an impact that goes beyond strictly legal</p>

most damaging for a company in financial straits; for example, reducing rank-and-file compensation while increasing senior management’s bonuses. Effectively using the company’s Web site is one of the most valuable ways of eliminating employee misunderstandings.

Both discussions touched on a number of innovative, strategic, and tactical considerations for managing corporate crises, and most participants agreed that the wisest course for in-house counsel is the oldest course:

“The key to crisis management is the good old-fashioned stuff we were all taught, such as behaving in a way that is moral and ethical,” said **Mark Wood**, partner at **O’Melveny & Myers LLP**. “In the end, I think the two most important ingredients for in-house counsel to successfully manage a crisis are:

- (1) Do the right thing when faced with a tough decision; and
- (2) Get the best possible counsel to guide your legal position.”

Forum Calendar

Toronto - October 23, 2002

Topic: *Compliance, Corporate Governance and Disclosures: Corporate Counsel in the Spotlight*

Frankfurt - November 6, 2002

Topic: *Demonstrating How Corporate Legal Services Help the Bottom Line*

Houston - November 13, 2002

Topic: *Best Practices for Smaller In-House Legal Departments*

Paris - January 23, 2003

Topic: *Managing Risk: A Broader Role for Corporate Counsel*

London - February 12, 2003

Topic: *Best Practices in Identifying, Valuing and Defending Your Intellectual Property*

London - April 2, 2003

Topic: *Multi-Jurisdiction Deals: Best Practices in Cross-Border Transaction Management*



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2002 Law Firm Co-Hosts

Martindale-Hubbell gratefully acknowledges the participation of these distinguished law firms in the 2002 Counsel To Counsel program.

To find out if your firm is eligible to participate as a co-host for upcoming forums, please contact your Martindale-Hubbell account representative at +1 866 231 2740 or visit <http://c2c.martindale.com>.

Allen & Overy

Arter & Hadden LLP

Buckingham, Doolittle & Burroughs, LLP

Blake, Cassels & Graydon LLP

Cooley Godward LLP

Dechert

Davis Wright Tremaine LLP

Eversheds

Fasken Martineau DuMoulin LLP

Foley & Lardner

Fulbright & Jaworski L.L.P.

Holland & Knight LLP

Heuking Kühn Lüer Wojtek

Hughes & Luce, L.L.P.

Johnson Stokes & Master

Kirkland & Ellis

McMillan Binch LLP

Miller Thomson LLP

Norton Rose

Ogilvy Renault

O'Melveny & Myers LLP

Orrick Helen Yeo

Orrick, Herrington & Sutcliffe LLP

Patton Boggs LLP

Pillsbury Winthrop LLP

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