



## ISSUE 58 / Q1 2012

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## President's Message



The first 90-plus days of my term as World Law Group President have been something of a whirlwind. As I said after the election of the new members of the WLG Board of Directors at the close of our Fall Meeting in Istanbul, my predecessor, Ian Davis, was going to be a hard act to follow, and I thank him for his guidance and leadership of the group over the last two years.

Of course, having a committed, hard-working Board of Directors helps my task enormously. Thanks to new Directors Jorge León-Orantes B., Heike Wagner and Stuart Young, continuing Regional Directors Peter Huber and Mikio Tanka, and particularly returning Directors Christian Traichel and Michael Evans, who agreed to serve for their second and third terms respectively.

We have hit the ground running, as they say. As I explained at the Istanbul conference, my goal for the term of my Presidency is to raise the profile of the WLG so that general counsel and clients view it as a viable alternative to the services provided by global law firms and to increase the number of referrals between member firms. We have already begun to implement a number of special projects to achieve these goals: read about many of them – and also about the launch of a WLG application for your smartphone – in the following pages.

Your Board also jumped feet-first into planning, with host firm Castrén & Snellman and WLG staff, our fast-approaching Spring Conference in Helsinki, Finland, June 6-9, and we are pleased about how the program is developing, with some innovative new session formats, dynamic guest speakers – and an end to the 7:30 a.m. breakfast meeting starting times! You will find some planned highlights on Page 10.

Thanks to the excellent work of our Membership Committee, we will also welcome two Observer Firms as prospective members to our meeting in Helsinki, from two of the largest and fastest-developing markets in Asia. See the next issue of *WLG Connections* for details.

Finally, I would like to thank Shelley Boyes, Director, Marketing and Communications and Beth Castro, Director, Group Services, for their selfless dedication to the WLG. Also, I welcome our third staff member, Keelin Mayer, Administrative and Online Services Coordinator.

I look forward to seeing you all in Helsinki!

David N. Kay

## WLG News

### New Board of Directors Sets Priorities



DAVID N. KAY, STUART YOUNG, CHRISTIAN TRACHEL, MICHAEL EVANS  
 JORGE LÉON-ORANTES B., HEIKE WAGNER, MIKIO TANAKA, PETER HUBER

After its election during the closing plenary of the World Law Group’s Fall 2011 meeting in Istanbul, the new Board of Directors lost no time in reviewing all of the work completed on the WLG’s Strategic Plan by its predecessor Board, identifying outstanding plan deliverables to be implemented, some new issues looming on the horizon, and determining the major initiatives it would focus on over the next 12-24 months.

In fact, incoming President David N. Kay of Drinker Biddle & Reath LLP in Chicago hinted in his brief inaugural speech during the closing plenary about the priorities he planned to propose to his Board (see right) during its first meeting following the conference.

Noting the continuing consolidation in the global legal services market, including recent office launches and mergers involving WLG member firms, which were creating new jurisdictional conflicts among some members, David suggested that the Board would need to act to address these new issues in a considered but timely way. He also committed to ramp up actions to actively pursue the strategic objective of “helping member firms compete more successfully against global law firms and other networks.” Establishing a direct communications program with senior in-house counsel globally and a more pro-active media relations program are two related Strategic Plan initiatives the Board will focus on in 2012 and beyond, David told delegates in Istanbul.

Other Board members elected at that meeting were: Stuart Young of Wragge & Co as Secretary; Christian Traichel of Taylor Wessing as Treasurer; Michael Evans of Webber Wentzel, who maintains oversight responsibilities for the WLG’s Practice & Industry Groups; Jorge Léon-Orantes B. of Santamarina y Steta, who also assumed the role of Chair of the Business Development Committee; and Heike Wagner of CMS Hasche Sigle, who is leading the WLG’s Multi-jurisdictional Projects Steering Committee.

Three additional Directors, whose terms begin in alternate years, will continue to represent the WLG’s three regions until the fall of 2012: Mikio Tanaka of City-Yuwa Partners for the Asia-Pacific Region and Peter Huber of CMS Reich-Rohrwig Hainz for the European Region. TozziniFreire’s Moira Huggard-Caine has stepped in as Acting Director for the Americas Region.

### Early Progress on Several Fronts

Just a few months later, the new Board has made significant progress on these and other fronts, including:

- ***New “WLG Member Firms’ Jurisdictional Limits Policy”:*** This new policy, as approved by the Board, was distributed to Main Firm Contacts in early March. The goal of this new policy is to protect the business and membership interests of all member firms by clarifying limits to participation in WLG meetings and other activities by member firm lawyers who are based in jurisdictions represented by another WLG member.
- ***In-house Counsel Survey & Communications Project:*** At its February 1, 2012 meeting, the WLG Board also approved a project to open direct communications with, and raise WLG awareness among, senior in-house counsel at multinational companies based around the world. This project begins with a unique online survey designed to explore key concerns facing in-house legal departments, strategies being implemented to improve the efficiency and effectiveness of the legal function, and challenges in new and emerging markets in which their companies are operating and other areas. The study will also examine how the business challenges and solutions of in-house counsel compare and contrast with those of their peers in different regions and industries. The study results are also expected to be of significant value to member firms, as a source of current data

to inform their own business planning and client development initiatives.

The online questionnaire is being tested with a sample of general counsel of major multinational companies worldwide, after which an invitation to participate will be sent to approximately 12,000 senior in-house counsel, thanks to project partner LexisNexis Martindale-Hubbell International. WLG member firms have also been asked to identify 20-25 of their largest clients to whom they can send an invitation to participate.

Project outcomes will include an in-depth report of the survey findings to be delivered in late spring, which will be shared broadly with senior in-house counsel as well as legal and business media worldwide. Two follow-up reports, each focusing on a specific legal or operational challenge broadly shared by legal departments globally, are to be released in the fall. The project is being managed by consultant Leigh Dance of ELD International, who has worked extensively with the World Law Group over the past two years, and the WLG's Shelley Boyes, Director of Marketing & Communications, with ongoing oversight by the WLG Board. Member firms will receive regular updates on the project's progress.

- **Multi-jurisdictional Projects Committee:** In addition, the WLG Board has begun implementing another initiative from the organization's Strategic Plan, the start-up of a "Multi-jurisdictional Projects Steering Committee" (MJPSC). Its mandate includes identifying best practices in marketing and business development (including responding to requests for proposals and pricing strategies), multinational client service delivery, professional development, project management and other areas where WLG member firms might collaborate to deliver a more "seamless" client experience, to enable them to compete more effectively with global laws firms and other networks. Board member Heike Wagner is chairing the MJPSC. Its first project is to examine the multi-jurisdictional RFP proposal process to identify both challenges and best practices by analyzing a number of such proposals recently completed by members, interviewing lead firms involved to pinpoint obstacles encountered during the development process, and recommend solutions. The Board hopes this project will be completed by the WLG's Spring Conference in Helsinki in early June, so that Heike can present project findings during a plenary at that meeting.

- **WLG Mobile App:** Yet another early initiative undertaken by the WLG this year is the design and launch of a mobile application of the WLG's website (see story on Page 6).

In its first few months, the new WLG Board has also finalized and approved the 2012 budget, and made considerable progress with planning both of our 2012 conferences, the first this June in Helsinki (for which optional tours and a preliminary program have been released) and the second in early October in Lima, Peru. An announcement on dates and venues for 2013 meetings is also expected shortly.

In addition, the Board is planning to continue the great start made by its predecessor on more closely involving member firm leaders with the WLG. The second annual "Leaders' Roundtable" teleconference meeting will be held April 18, while planning for a repeat of the highly successful "Member Firm Leaders' Summit" this fall is also advancing swiftly.

Watch for an update on these and other initiatives in the next issue of *WLG Connections*.

## Meet the WLG's New Staff Member



Keelin Mayer joined the World Law Group as our third full-time staff member in December 2011, the first addition since 2006. In the new role of Administrative and Online Services Coordinator, Keelin will help to maintain the WLG website,

including our new "Members' Centres", provide guidance and support to member firms in publishing and updating content on the site, and assist with our social media program. She will also assist Shelley Boyes and Beth Castro with a wide variety of administrative and operational support tasks to enable us to provide more efficient and effective service to member firms.

A resident of Toronto, Keelin has a B.A. and completed a diploma program in corporate communications. Her most recent experience includes three years with one of Canada's largest law firms as marketing coordinator. Contact Keelin at [kmayer@theworldlawgroup.com](mailto:kmayer@theworldlawgroup.com) and please join us in welcoming her to the WLG.



## First WLG Member Firm Leaders' Summit Wins Praise from Participants

Twenty-six member firm managing partners or their deputies attended the first WLG Member Firm Leaders' Summit in Istanbul in late October, representing about 50% of the WLG's membership and significantly exceeding the attendance goal. It was the first time several of the leaders had attended a WLG meeting.

Sixteen evaluations were completed at the Summit's last session and were very positive overall:

- 62% strongly agreed the Summit was valuable for them as a WLG member firm leader, and 38% agreed it was valuable;
- The Summit exceeded the expectations of 68% of leaders responding and met the expectations of 38%;
- As facilitator, Leigh Dance received an average score of 8.9 on a scale of 1-10;
- Advance organization, selected discussion topics, participation, and venue/facilities received average scores of 8 on a scale of 1-10.

All WLG member firm leaders had received a pre-conference online survey to gather input on issues and challenges from a broad range of member firms, and help set the agenda for the meeting. One of the survey questions asked member firm leaders "What do you see as the most valuable opportunities for your firm in the World Law Group in 2012?" with a request to select their top three opportunities from a list of options provided (see chart of most frequently selected responses below).

The top choice selected most often was to "win client work through joint bids with other firms." The three opportunities considered as most valuable overall were:

- 1) Win client work through joint bids with other firms;
- 2) Utilize the network more effectively so we get more inbound referrals;
- 3) Improve awareness of WLG in our region to give our firm a competitive advantage.

The Leaders' Summit itself consisted of three 90-minute roundtable sessions, facilitated by consultant Leigh Dance of ELD International. Two to three participants prepared "kick-off" remarks for each of the three major discussion topics, which were:

1. "Member Firms' Market Growth Priorities for 2012: Where Can the WLG Help?"
2. "Strategic Issues for Your Firm"
3. "Serving Client Needs Wherever They Are - Better than Your Competitors"

Summit participants also attended conference plenaries, and José Luis Freire of TozziniFreire in Brazil, Philip Jeyaretnam of Rodyk & Davidson in Singapore, David Kay of Drinker Biddle & Reath in the U.S., and Francesco Gianni of Gianni, Origoni, Grippo, Cappelli & Partners in Italy spoke on "Client Feedback/Satisfaction Programs" – one of the conference's most highly rated sessions.

As things transpired, the Leaders' Summit sessions became a free and frank exchange of views, experiences and ideas, including several for making the WLG more relevant and effective in terms of serving members' needs and expectations – above and beyond business referrals – in a fast-changing and relentlessly competitive legal services environment.

Three substantive themes emerged from the ensuing discussions among member firm leaders:

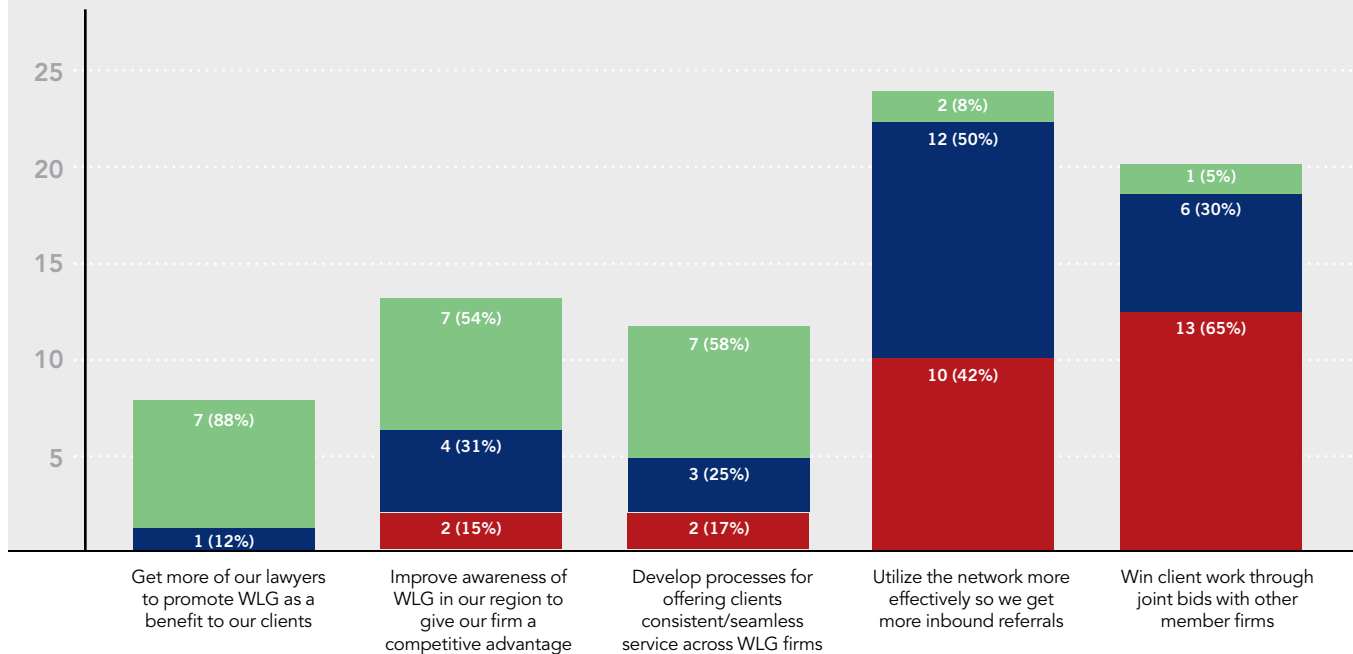
**Theme 1:** There are significant questions and concerns about how WLG evolves to incorporate the reality of globalization – including the number of WLG firms who are establishing interests, offices and liaisons in markets of other WLG firms. Summit participants did not see this as a "deal breaker", i.e., threatening the WLG's existence – but they want to address it and be clear about the organization's direction.

**Theme 2:** There was a lively discussion about referrals – some firms feel that they don't get the referrals they used to or would like to get, and say that other firms are not as committed to referring work only to member firms. Leaders appreciate the value of WLG but still want to remind other leaders to encourage their lawyers to refer client work to WLG firms.

**Theme 3:** Several leaders suggested that WLG must move beyond being simply a referral network primarily for getting inbound work. The benefits have to be more than that – the value that came up most often is to work collaboratively on multijurisdictional business development, and to gain a competitive advantage in a given region or practice by working more closely with select WLG member firms.

**What do you see as the most valuable opportunities for your firm in World Law Group in 2012?**

Number of Leaders' Summit participants who chose options as one of their firms' "most valuable opportunities."



Those attending the Leaders' Summit agreed unanimously that the event should be repeated annually. The Board of Directors is now considering an optimal date and location for a 2012 Summit, likely just prior to the WLG Fall Conference in Lima, Peru in early October, either in Lima or a major flight-change centre en route, such as Miami or Atlanta. Member firm leaders will also be invited to take part in a second annual "Roundtable" teleconference April 18.

## Website Enhancements Include Dedicated Group Members' Centres

As announced late in 2011, the latest round of development to [www.theworldlawgroup.com](http://www.theworldlawgroup.com) is complete. This article describes the major new features and functions, particularly our new Members' Portal, which serves as the WLG's intranet (i.e., only accessible to registered users at WLG member firms).

- **Self-registration for New WLG Users:** WLG member firm lawyers and staff are now able to self-register for access to the Members' Portal. A link to a registration form ("New Member?") can be found directly under the log-in on the WLG homepage. Note that, for security purposes, new users must register with a user name that is a valid email address with a domain name of a WLG member firm.
- **Posting of Member Firm Content:** All WLG member firms are now able to post their own content to [www.theworldlawgroup.com](http://www.theworldlawgroup.com), including legal updates/articles, significant deals and other major matters, firm news/announcements of international interest, and updated WLG Member Firm Fact Sheets. Instructions for posting, and final guidelines for acceptable content, which were distributed in draft form last fall, are available on the WLG Info Centre – the new members-only homepage – which you will find after logging in to the Members' Portal. Note that for an initial orientation period, all member firm content will be held for quick review by WLG staff to ensure

it meets our content guidelines before it is published. New content appears on the relevant member firm's page and, where appropriate, on relevant Practice & Industry Group Centres (see below). Select content will also be featured on the public homepage of [www.theworldlawgroup.com](http://www.theworldlawgroup.com).

- **WLG Info Centre:** As noted above, this is the new homepage of the Members' Portal. It provides quick access to our new Practice & Industry Group Members' Centres, to other frequently used information including WLG policies and bylaws, our Internship Program, WLG Marketing Resources (such as our presentation templates and member firm Fact Sheets), a list of upcoming WLG events, and more. The WLG Info Centre is also where member firm representatives will go to post new legal updates and other content, and where we'll provide frequently updated news on WLG developments and major activities.
- **WLG Committee, Practice & Industry Group Centres:** All WLG Committees, Practice and Industry Groups can now have their own "Centre" on the Members' Portal. Again, these Centres are only accessible to registered users of the site, and are designed as a "one-stop-shop" for all information about a particular committee or group, including membership/contact lists, related upcoming group meetings and other events, minutes of past events, news about current group projects, relevant articles and news from member firms and more. Group members are also able to start online discussions with other group members, post comments to existing discussions, and subscribe to follow specific discussions relevant to their practice/industry area from each Members' Centre.
- **Identify Member Firm Lawyers Who Are WLG Practice & Industry Group Members:** Registered users can now quickly find all of the lawyers from your firm or another firm who are members of a WLG Practice or Industry Group from the new "WLG Group Members" drop-down menu on each firm's page. This is also a great way for Main Contact Partners to keep track of which lawyers in their firms are members of any WLG Practice or Industry Group. (As noted in the point above, to see all members of a particular WLG Practice or Industry Group from all member firms, you would access that group's membership list from the relevant group Members' Centre).
- **Links to WLG Member Firm Lawyer Bios:** All WLG Committee, Practice & Industry Group members are also now able to provide a link to their bios on their own firms' websites to enable WLG colleagues to quickly find full contact information, details about that colleague's practice/industry experience, etc. Just log in and go to your "My Profile" page, then cut and paste the URL of your bio into the "My firm bio URL" field and select "Save".

Please visit the new Members' Portal of [www.theworldlawgroup.com](http://www.theworldlawgroup.com) at your earliest opportunity and send us your feedback on how we can continue to improve the WLG website. If you or others in your firm have suggestions, questions or need assistance at any time, please contact Shelley Boyes at [sboyes@theworldlawgroup.com](mailto:sboyes@theworldlawgroup.com), Beth Castro at [bcastro@theworldlawgroup.com](mailto:bcastro@theworldlawgroup.com) or Keelin Mayer, our new Administrative and Online Services Coordinator, at [kmayer@theworldlawgroup.com](mailto:kmayer@theworldlawgroup.com).

## WLG Mobile App Coming Soon

With the major development work to [www.theworldlawgroup.com](http://www.theworldlawgroup.com) undertaken in 2011 now complete, the World Law Group has begun work on its first "mobile app".

For readers not as familiar with this term as early users of iPhones and similar devices may be, "mobile applications" or "apps" describe Internet applications that run on smartphones and other mobile devices. Mobile applications usually help users by connecting them to Internet services more commonly accessed on desktop or notebook computers, or help them by making it easier to use the Internet on their portable devices. Often, a mobile app is just a smartphone-friendly version of frequently accessed parts of an organization's website, similar to "Blackberry-friendly" sites offered earlier.

Version 1.0 of the WLG's mobile app will include:

1. WLG Member Firm Directory, which would include essentially the same information provided in the Directory on [www.theworldlawgroup.com](http://www.theworldlawgroup.com):

  - Member firm name, main office address, telephone and fax numbers, website address, main contact names and email addresses, plus a Google Map link for that office;

- A link to a list of “Other Offices” of each member firm, also with address, telephone, etc., as well as the relevant Google Map link;
  - The same “Find a Member Firm” feature, searchable by firm name, jurisdiction or city as available on our main website.
2. An “About the WLG” section, similar to that on our main website, which includes “WLG Quick Facts,” a list of WLG Practice & Industry Groups, “Success Stories,” “WLG Membership Admission,” and a list of current “Client Resources”.
  3. “Contacts,” which would again be similar to that on the website (“Main Contacts”: President David Kay and WLG staff, and “All WLG Contacts”: the WLG Board of Directors, Practice & Industry Group Chairs/Co-Chairs, and WLG staff).
  4. Upcoming Conferences: conference dates and venues only.
  5. What’s New: Titles/links to short news items and other announcements from the WLG and its member firms.
  6. Site Search, enabling users to search all of the content on the app related to, for example, a specific jurisdiction, firm, etc.

### Future Features Considered

As budget permits, the WLG will also consider adding additional features to expand the usability of the mobile app. These could include a log-in to the Members’ Portal Log-in (and automated password reminder) to enable users to use currently available website features such as “Find a Lawyer” (after member log-in), which allows users to find a member of any WLG Industry or Practice Group by practice/industry area, firm or jurisdiction/city.

Mobile devices supported by Version 1.0 of the WLG app will include the latest and most popular versions of Android, iPhone and Blackberry devices.

## Member Firm Profile

### Meet the WLG’s Newest Member: Portugal’s PLMJ



PLMJ’S LUÍS SÁRAGGA LEAL AND JOÃO MAGALHÃES RAMALHO PRESENTED THE FIRM’S CREDENTIALS TO MEMBERS ATTENDING THE WLG MEETING IN ISTANBUL LAST FALL.

A law firm can witness a lot of history over 45 years – and make some of its own.

The World Law Group’s newest member, PLMJ in Portugal, was established in the late 1960s. At that time Portugal had begun to forge closer relationships with the developed world, becoming a founding member of the North Atlantic Treaty Organization (NATO), the Organization for Economic Cooperation and Development (OECD) and the European Free Trade Association (EFTA).

Originally a partnership between António Maria Pereira and Luís Sáragga Leal, the firm was joined over the following decade by two additional founding partners, Francisco de Oliveira Martins and José Miguel Júdice. The latter three are all still active partners today.

Following the 1974 revolution, broad democratic reforms were implemented in Portugal. As the country modernized and sought new international investment and trade relationships, PLMJ also began to set an example for the modernization and internationalization of the legal profession in the country.

Over the years, generations of great lawyers have joined the four founding partners to make their contributions to PLMJ’s growth. As a result of strong



expansion over the firm's first decades, the whole team moved to a building in Lisbon's most prestigious avenue, Avenida da Liberdade. A few years later, PLMJ started an internationalization project. Leveraging the synergies created by a common language and culture, PLMJ established a close relationship with WLG member TozziniFreire in Brazil, followed by several other countries of the "Community of Portuguese-Speaking Countries" or CPLP, eventually establishing a network of formal partnerships with local law firms referred to as the PLMJ International Legal Network.

In 2007, PLMJ celebrated its 40th anniversary at the service of society and justice. Symbolically, this anniversary coincided with the implementation of an internal restructuring aimed at meeting the growing challenges inherent to providing first-class legal services.

The last two years have been marked by the opening of new offices in Angola (with GLA – Gabinete Legal Angola) and in Mozambique (with GLM – Gabinete Legal Moçambique), as well as the strengthening of PLMJ's other partnerships.

This consistent forward-looking focus was rewarded last year with PLMJ's first appearance in the *Financial Times'* "Innovative Lawyers" ranking, which recognizes innovation and originality in the legal market.

Now, with approximately 230 lawyers (44 of them partners) and more than 100 staff, PLMJ is the largest independent law firm in Portugal. It has offices in the country's major business centres, Lisbon and Oporto, as well as the Algarve capital of Faro. Through a network of joint ventures, it also covers other important urban centres such as Coimbra, Guimarães and Viseu, and the Azores islands in the North Atlantic.

## Joining the WLG

When the World Law Group approached PLMJ in early 2010 about joining the global network as its new member for Portugal, the firm's leaders immediately endorsed the project as they discovered that PLMJ and WLG member firms share the same values and dedication to improving the legal services provided to clients around the world.

"A global economy presents new challenges to independent law firms, which are required to guarantee efficient and specialized legal services in an increasing number of remote jurisdictions where their clients operate. This is what PLMJ expects to achieve through our affiliation with WLG. More than just the traditional referrals, we seek extended opportunities to cooperate with leading firms in major jurisdictions – to provide together the consistent level of services our clients are accustomed to receiving from PLMJ," says managing partner Luís Sáragga Leal.

## Top Talent Recognized

Today, PLMJ provides expertise in a full range of practice and industry areas required by domestic and international clients. Several of its practices and lawyers have been recognized as "top tier" or equivalent by industry-watchers such as Chambers, Legal 500, PLC and the *International Financial Law Review*.

In October of 2011, PLMJ founding partner Luís Sáragga Leal received the "European Managing Partner of the Year" award from the prestigious U.K. publication *The Lawyer*. One month later, the *Financial Times* named PLMJ as one of the "50 Most Innovative Law Firms in Europe," where it emerged in 5th place among the top 21 most innovative firms in continental Europe.

Among other recent accolades, *Iberian Lawyer* picked PLMJ partners Tiago Duarte and Tomás Pessanha as two of the best Iberian lawyers under the age of 40.

PLMJ partners have also contributed in the public and professional realms. To name just a few examples, two PLMJ lawyers were appointed to the present government last year, following in the footsteps of firm luminaries who have served in previous governments. Partner José Luís da Cruz Vilaça was recently appointed as the Portuguese judge at the European Court of Justice. Founding partner José Miguel Júdice served as President of the Portuguese Bar Association from 2001 to 2004.



## Advising Clients at Home and Abroad

The firm's client list includes many of Portugal's business leaders. Among the domestic and international clients that PLMJ and its allied firms have recently advised are:

- Banco BIC in the re-privatization of the whole share capital of Banco Português de Negócios S.A. PLMJ's assistance mainly involved the negotiation and drafting of the transaction documentation (including the framework agreement and share purchase agreement) as well as liaising with the banking and competition authorities;
- REN (the Portuguese electricity transmission and natural gas networks operator and also the operator of natural gas storage facilities and LNG infrastructures) in the second phase of its privatization (up to 40% of its share capital), made through a direct sale by Parpública, Participações Públicas, SGPS, S.A. (Parpública), a Portuguese state-owned company. The firm helped to negotiate and draft the transaction documentation related to REN (in particular, the strategic project) and all related corporate matters, involving a 10-lawyer multi-disciplinary team (capital markets, competition, tax and regulation). PLMJ had already assisted the banks in the first phase of REN's privatization (in 2006) and has provided ongoing assistance to REN since 2010;
- Eletrobras, as a potential buyer, in the acquisition of a 21.35% stake in Energias de Portugal, SA, (EDP), one of Portugal's largest industrial groups and a major global operator in the utility sector, in the disposal/privatization of the stake owned by Parpública, Participações Públicas, SGPS, S.A. (Parpública), a Portuguese state-owned company. PLMJ's assistance has mainly consisted of: (i) preparation of the non-binding and binding offers submitted to Parpública by Eletrobras for the acquisition of the former's 21.35% in the share capital of EDP; (ii) negotiation and drafting of the transaction documentation and all related corporate actions (capital markets, competition, tax and regulation); and (iii) corporate governance of EDP and its subsidiaries. This complex project also involved a multi-disciplinary team of 10 lawyers;
- China's major national oil company, with assistance in due diligence and assets/acquisition in Brazil, with interests in the Santos Basin. PLMJ's assistance

involved the coordination of the due diligence and advice regarding Portuguese legal issues;

- Nova Cimangola with advice involving the structuring and financing of the construction of a cement production line. It is one of the first project finance deals expected to be entered into in Angola, with international lenders financing an Angolan law company;
- Legal support to Estoril Sol in the negotiations to extend a collective agreement to Casino Lisboa, as well as in court proceedings in a high-profile case of collective dismissal involving approximately 120 employees at Casino do Estoril;
- Correios e Telecomunicações de Portugal, SA (or CTT, the Portuguese post office), where PLMJ helped negotiate a new company agreement with its largest union (representing about 50% of the company's 13,500 employees). CTT is Portugal's second largest employer;
- Palanca – Cimentos, SA, advising on the development of a new factory in Angola. Palanca – Cimentos, S.A. is a company recently established in Angola as a result of the association of Intercement (formerly Camargo Corrêa – one of the world's largest cement companies), ESCOM (a Portuguese company very active in Africa), and Group GEMA (an Angolan group of companies).

## Social Responsibility: From Asperger's to the Arts

Like many WLG members, PLMJ's pro bono efforts are community-based and diverse. The firm is a major supporter of medical charities such as the Portuguese Association for Asperger's Syndrome and of Acreditar (or 'Believe'), the Association of Parents and Friends of Children with Cancer. It is also involved with a number of social development organizations, including "Businesses for Social Inclusion" and Ajuda de Berço, which assists under-privileged mothers and children.

The PLMJ Foundation also seeks to put some of the firm's success back into the community through its support of young Portuguese artists. With more than 1000 works of art in its portfolio, the Foundation has been playing an extraordinary role in the development of the Portuguese artistic community by focusing its acquisitions on talented new artists and by promot-

ing them through the organization of exhibitions in Portugal and abroad, the publication of books and the development of other projects. The Foundation plays an important role in complementing PLMJ's active policy of internationalization, cementing its ties with local communities, especially in Portuguese-speaking countries.

## What's Coming Up?

Despite 2011 having been a particularly difficult year in Portugal, PLMJ is confident that 2012 will bring continued growth and expansion. The focus is on strengthening the export of legal services through lawyers specializing in international markets who work out of the firm's Lisbon office, while continuing to lead in Portugal.

In addition, as Luís noted in a January 30 article on the country's current legal market on [www.thelawyer.com](http://www.thelawyer.com), the Portuguese government is set to continue its privatization campaign. "Portugal is privatizing some of the last jewels in the crown. We've been involved in the major privatizations here and will also be involved in 2012."

# WLG Conferences

## Spring Conference in Helsinki Promises New Twists

Building on steadily increasing delegate satisfaction with the World Law Group's semi-annual conferences over the past few years as determined from post-conference survey results, the WLG Board of Directors and staff, along with host firm Castrén & Snellman, are planning to introduce some new session formats and other innovations to the WLG's Spring 2012 Conference in Helsinki, Finland, June 7-9.

Among the new sessions in planning:

- "Power Workshops" on selected marketing and business development topics. Each delegate will have the opportunity of registering, in advance, for two short roundtable "workshops" on a variety of marketing and business development topics (e.g., networking, presentations, client meetings, business development for young lawyers), each of which will be facilitated,

and involve small groups of delegates exchanging personal learning experiences, tips and best practices, with the goal of providing each participant with several "take-aways" to improve on their own performance in that area.

- "Building Legal Teams for Multi-jurisdictional Projects" will be a plenary involving a panel of Castrén & Snellman clients from multinational companies in select industries discussing their experiences with multi-jurisdictional projects and legal teams, to provide WLG member firms with insights on how clients expect such teams should be structured, managed and evaluated.
- "Industry-focused Regional Group Meetings" are being designed to address WLG member firm leaders' requests that the WLG recommend ways interested firms in specific regions can better work together to market and deliver services in particular industries in those regions.

In addition, plans for the delegate program include a pre-conference client seminar and reception on Wednesday, June 6 on Regulatory Hurdles in Cross-Border M&A Transactions, and a session on both the WLG's In-house Counsel Survey/ Communications project and the Multi-jurisdictional Projects Steering Committee's work on identifying best practices in responding to multinational Requests for Proposals (for more information on these initiatives, see "New Board of Directors Sets Priorities" on Page 2).

To improve program planning and communications to members, as well as budgeting and on-site management, WLG Practice & Industry Group leaders have been asked to inform the Board and staff early about topics and speakers for group meetings. Castrén & Snellman has also been working with its local service providers to provide information on optional tours as early as possible. That information, along with a preliminary program, hotel and registration information will be distributed to members as soon as it becomes available.

## Istanbul Meeting Sets Record Attendance



The many attractions of Turkey’s cultural capital, along with the promises of an ambitious and informative program and many prime business networking opportunities drew 129 delegates to the World Law Group’s Fall 2011 conference in Istanbul, together with 54 guests, setting a new attendance record for our biannual meetings.

Twenty-six delegates participated in a simultaneous “Member Firm Leaders’ Summit” for Managing Partners and equivalents, which included three meetings on “hot topics” facing today’s member firm leaders and how the WLG can work with firms to address these challenges. (Learn more about the WLG’s first Leaders’ Summit in the article on Page 4)

During the Opening Plenary, President Ian Davis welcomed delegates to Turkey, after which host firm Hergüner Bilgen Özeke’s founding partner Ümit Hergüner introduced guest speaker Ambassador Mehmet Gücük of the Ministry of Foreign Affairs and Deputy Undersecretary Responsible for Economic

Relations, who provided an engaging analysis of Turkey’s recent rise as a regional economic and political force.

Ian also provided a report on major WLG initiatives since the previous conference in Seoul and the accomplishments of the Board of Directors during its two-year term. Among the highlights of Ian’s presentation was a brief progress update on the implementation of the WLG’s Strategic Plan over the past 18 months, particularly initiatives related to the strategic goal “Help WLG member firms compete more successfully against global law firms and other networks.”

Ian also reported that, despite the volatile global economic environment, referral activity is growing among WLG members and now averages four referrals between member firms per business day. Referral reporting for the first-half of 2011 captured 681 new inbound matters totalling US\$12.2 million. Twenty-eight member firms also reported 315 ongoing matters from a previous reporting period.



Another Strategic Plan-related initiative involved a review of all WLG policies. In addition, the Board of Directors adopted a Complaints Process and an updated version of the Referral Guidelines. These were circulated to all Main Contact Partners and conference attendees in advance of the meeting. The members then voted to adopt proposed revisions to the Charter, Bylaws and Criteria for Membership, which had also been circulated in advance. The documents were unanimously approved without amendment and the updated versions have been posted to the WLG web site.

Then, Ian handed the podium to representatives of Observer Firm PLMJ from Portugal. Managing Partner Luís Sáragga Leal and partner João Magalhães Ramalho provided a succinct introduction to the Portuguese market today and their firm's capabilities and experience.

To close the Opening Plenary, Umit Hergüner gave a formal presentation on host firm Hergüner Bilgen Özeke.

Thursday afternoon, delegates attended one of four WLG practice group meetings:

- Antitrust & Competition – “New Merger Control in Turkey: A Synthesis of Experience and Global Changes” and “Global Developments in Competition Law”;
- Intellectual Property & Information Technology and Privacy Matters (Joint Meeting) – “Legal, Business and Privacy Risks of Social Media”;
- International Corporate Transactions – “Establishing the Rules of the Game: Process Letters and Competitive Bid Procedures”;
- Litigation, Arbitration & Dispute Resolution – “Implementing Turkey’s New Civil Procedure: Fundamentals & Comparisons”.

On Friday morning, following breakfast meetings of the Membership Committee and the Business Development Committee, delegates convened for a second plenary on “Client Partnering/ Client Satisfaction Programs: What’s Working Globally”, which was moderated by ELD International’s Leigh Dance and included brief presentations by panellists David Kay of Drinker Biddle & Reath, Francesco Gianni of Gianni, Origoni, Grippo, Cappelli & Partners, Philip Jeyaretnam of Rodyk & Davidson and José Luis Freire of TozziniFreire Advogados. The topic proved a popular one with delegates, with many questions and comments from the floor.

The next session focused on “Turkey’s Growth: Key Factors & Players” with panelists Mehmet Cosan of Otoyol A.S., Kürsat Özkan of General Electric, and Mehmet Sami of Ata Invest.

During Friday lunch, clients of the host firm joined with delegates to hear a presentation on “International Anti-Corruption Enforcement” with Kayra Ücer of Hergüner Bilgen Özeke, John Hammond of CMS, Russia, Anton Maurer of CMS Hasche Sigle in Germany, George McKann of Drinker Biddle & Reath in Chicago and Stuart Young of Wragge & Co. in England.

At the next plenary session on Friday afternoon, guest speaker Lisa Walker-Johnson of Walker Clark Consulting discussed “What It Takes to Be a Leader in the Law Firm of Today and Tomorrow”. To end the day, conference delegates divided up to attend one of three industry group meetings:

- Energy, Natural Resources & CleanTech – “Turkey’s Regional Role in Traditional and Alternative Energies & Opportunities for Foreign Players”
- Healthcare & Life Sciences – “Investing in the Life Sciences Industry in Turkey”
- Infrastructure & Public-Private Partnerships – “Adapting PPP Structures to Market Conditions”

Saturday began with the traditional breakfast meeting for Board members and WLG Practice and Industry Group leaders, after which they joined other delegates to attend one of three regional meetings:

- Americas – “The State of the Economy and Its Impact on the Practice of Law”
- Asia & Pacific – “Navigating the ‘Asian Noodle Bowl’ of FTAs: Korea and Beyond”
- Europe – “Turkey’s Path to EU Accession”



TOZZINIFREIRE'S MOIRA HUGGARD-CAINE ACKNOWLEDGES APPLAUSE AFTER SHE IS BESTOWED WITH THE "KEMMLER AWARD," THE WLG'S HIGHEST HONOUR AT THE ISTANBUL MEETING'S CLOSING GALA.

During the Closing Plenary, members unanimously voted to admit PLMJ into the World Law Group as the member for Portugal. Ian Davis then led a vote for the open positions on the Board of Directors as the terms of six of its members were expiring. Members attending unanimously elected the nominated six new members for two-year terms (see a list of the current Board of Directors in the article on “New Board Sets Priorities” on Page 2). Incoming President David Kay briefly addressed delegates about his goals for the next two years.

Following David’s remarks, Jan Örndahl and Jari Soninen of Castrén & Snellman formally invited members to attend the Spring 2012 conference in Helsinki, Finland from June 7 – 9. Ian then closed the formal meeting by thanking the host firm for organizing the conference and the Board and WLG staff for its work since the last conference. But before he was allowed to leave the podium, Ian, along with retiring Board members Geoffrey Walker of Andrews Kurth and Susan Ning of King & Wood, were treated to an enthusiastic standing ovation in thanks for their contributions.

Guests were invited to join delegates for lunch to hear guest speaker Professor Dr. Mehmet Kalpaklioglu of Bilkent University talk about the political and cultural history of Turkey. Following an afternoon tour, delegates and guests were feted at a closing night gala in one of Istanbul’s large, ancient and beautiful former cisterns.

One of the evening’s highlights was the awarding of the WLG’s Kemmler Award for exemplary service to the organization to Moira Huggard-Caine of Tozzini-Freire in Brazil. In presenting the award, President Ian Davis made note of Moira’s many contributions to the WLG over the years, including serving as a Board member and Chair of the Business Development Committee. She currently serves as Coordinator of the WLG’s International Internship Program and as Acting Board member for the Americas Region.

Another was the presentation of the “WLG’s Practice/ Industry Group Leader of the Year Award” to Drinker Biddle & Reath partner David Wolfe. Dave is Chair of the Human Resources Law Group, which was created through the combination of the WLG’s Compensation & Benefits Group (which David led for many years), and the Employment & Labour Relations groups in 2010. Ian acknowledged Dave’s unwavering enthusiasm for the WLG, and his tireless work to bring together group members who seldom have opportunities to meet personally to develop relationships.

*Editor’s note:* All available conference presentations and handouts have been posted on [www.theworld-lawgroup.com](http://www.theworld-lawgroup.com). Log in to find them on the Members’ Portal under “Past WLG Conferences”.

## WLG Internship Program

### Program Team Working to Expand and Improve Internships

In the summer of 2011, the WLG announced the appointment of TozziniFreire Advogados’ Moira Huggard-Caine as its new Internship Program Coordinator. The program has been a benefit of membership since the formative years of the network and has already helped more than 40 lawyers develop international legal knowledge and valuable relationships.

In the months since Moira accepted her new role, an electronic survey of member firms was conducted to identify secondment opportunities. Several firms expressed an interest in hosting an intern from another member. They also provided details on the preferred home jurisdictions, duration of secondment, legal experience and language requirements. Moira and WLG Director of Group Services Beth Castro are working with member firms to pair opportunities and candidates for 2012.

In addition, three separate electronic surveys were sent to past participants of the Internship Program including former interns, home (sending) firms and host firms. Through this exercise, the WLG identified many best practices, which will be included in a guide for future program participants.

#### Internship “Best Practices”

Among the suggestions made by respondents to the above-mentioned surveys are:

- Home firms should consider developing a presentation targeted to the host firm that would be presented by the intern at the beginning of the secondment. Not only would such a presentation provide a great introduction of the intern to the host firm’s lawyers and staff; it would also give the home firm a chance to showcase its capabilities. It could also provide a way for the home

firm to identify clients that have operations in the host jurisdiction – to open a dialogue between the two firms about opportunities for collaboration.

- Host firms could draw up a list of clients, or potential clients, that have operations in the intern's home jurisdiction. Meetings with these clients could be arranged during the internship, allowing the host firm to demonstrate its ability to help these clients on a global basis. The host firm could also work with the intern to develop a "Doing Business In (the intern's home jurisdiction)," or an overview of current developments and opportunities for investment in the client's industry in the intern's home jurisdiction.

The survey responses also revealed ways in which the WLG could better assist firms involved in the process and get more involved with the interns. As a result, the WLG plans to:

- Initiate more regular communications with active interns. Moira and Beth have created an e-mail list of Internship Program alumni, and will distribute future editions of the *WLG Connections* newsletter as well as a semi-annual update on the organization and the Internship Program;
- Add more resources to the Internship Program page of the WLG website as many respondents requested more assistance with immigration issues, among other areas;
- Conduct a comparative analysis on how internships are handled internally by home and host firms;
- Reconnect with former interns to identify and report any "success stories" (e.g. business referrals or other collaborations between the host and home firms) that are a result of the internship experience and publish those in future editions of *WLG Connections*.

Over the next month, the WLG Internship Program team will continue to analyze the survey responses and develop the best practices guide, along with information from past articles written for *WLG Connections* by former interns and some original ideas. Once completed, the guide will be posted to the Internship Program page on the WLG website to serve as another resource for members to help them maximize the benefits of every internship experience.

Moira and Beth have a number of other ideas to help promote the program, which they will begin to implement throughout 2012. They will continue to keep the WLG members updated on the progress of their efforts

and promote the program regularly through this newsletter, the WLG website and other efforts.

*Editor's note:* If your firm did not participate in the 2011 survey on hosting/sending interns, or if you are still interested in sending or hosting an intern and have not yet been successfully matched with another firm, please contact Moira at [mhuggardcaine@tozzinifreire.com.br](mailto:mhuggardcaine@tozzinifreire.com.br) or Beth at [bcastro@theworldlawgroup.com](mailto:bcastro@theworldlawgroup.com).

## Major Matters

### Arnold & Porter Helps the Republic of Hungary Defeat Another Arbitration Filing at ICSID

Arnold & Porter LLP attorneys Jean Kalicki, Dmitri Evseev, and Mallory Silberman recently secured the latest in a long series of positive decisions before the International Centre for Settlement of Investment Disputes (ICSID): a decision by ICSID's Secretary-General to reject registration of a request for arbitration lodged against Arnold & Porter's client, the Republic of Hungary, by the former owners of two national radio broadcasting licenses that were awarded to new owners following a tender procedure in 2009. Claimants filed their request for arbitration on October 28, 2011 and intentionally publicized its contents. Under ICSID rules, a request for arbitration must be registered unless the Secretary-General determines that "the dispute is manifestly outside the jurisdiction of the Centre."

On December 9, 2011, following an objection to registration by Arnold & Porter on behalf of Hungary and a further exchange of correspondence between the parties and ICSID, the Secretary-General issued a decision rejecting the claimants' request on the grounds that it constituted an impermissible and unconsented joinder of two separate disputes, one concerning Sláger Radio and the other concerning Danubius Radio. The decision leaves Claimants free to re-submit the disputes as two separate requests for arbitration, but the case initiated by Claimants' October 28, 2011 Request for Arbitration is effectively terminated, and the new proceedings have not yet been announced.

This positive result comes on the heels of the team's successful defense of the Republic of Hungary in the AES case, an Energy Charter Treaty dispute in which



the tribunal dismissed all of the claims against Hungary (the case is currently in annulment proceedings). To date, Arnold & Porter is the only law firm to have successfully represented the Republic of Hungary before ICSID, having achieved a complete victory on behalf of Hungary also in the Telenor case in 2006.

## Bae, Kim & Lee Advises Korea Resources Consortium to Join Rare Earths Mining Project in South Africa

Bae, Kim & Lee LLC (BKL) advised Korea Resources Corporation (KORES) in concluding a strategic partnership agreement with minerals developer Frontier Rare Earths Limited, for investment in Frontier's "Zandkopsdrift" rare earths mining project in South Africa.

Under the deal, announced in Johannesburg on December 5, 2011, Korean state-owned KORES will form a consortium to acquire up to a 20% interest in Frontier's project subsidiary, as well as, potentially, up to 10% of Toronto Stock Exchange-listed Frontier (TSX: FRO). The consortium will have, proportionate to its investments, long-term off-take rights for up to 31% of the eventual output at Zandkopsdrift. The deal also provides for financial and operational assistance to the mining project, and joint pursuit of downstream business opportunities.

Frontier's flagship asset, the Zandkopsdrift field in western South Africa, contains one of the largest undeveloped rare earth deposits outside of China (which currently produces some 95% of the world's rare earths supply). The rare earths are a group of metallic elements, such as neodymium, whose special properties make them crucial for many high-tech and other industrial applications. They serve, for example, as permanent magnets and battery components in wind turbines, hybrid cars, smartphones and energy-efficient lighting, and as catalysts in petroleum refining. Demand for rare earths is forecast to outpace supply for some time, especially with continued growth in technologies reliant on the minerals, such as alternative energy.

The Zandkopsdrift deal represents a major strategic move for KORES, whose basic mission is to secure stable supplies of mineral and other natural resources as a matter of national interest. The KORES consortium

is slated to include leading Korean corporate groups such as Samsung, Hyundai Motors, the GS Group, Daewoo Shipbuilding & Marine Engineering, and the AJU Group. The consortium's public-private structure, as well as the stature and business scope of the partners, testify to the escalating importance of rare earths for Korean industry.

BKL advised as lead counsel to KORES on the deal. The team from BKL's Outbound M&A practice group was led by partner Joonki Yi and included associates Seung Yo Lee, Hyun Chul An and Danny Hwang.

## Herzog Fox & Neeman Advises on Largest 2011 M&A Transaction in the Middle East: One of China's Largest Outbound Investments Ever

Herzog Fox & Neeman (HFN) advised Makhteshim-Agan Industries Ltd. (MAI), the world's leading manufacturer and distributor of branded off-patent crop and non-crop protection products, in a reverse triangular merger transaction, in which a subsidiary of China National Chemical Corporation, a major Chinese group controlled by the Chinese government, purchased 60% of the issued and outstanding share capital of MAI, for a total consideration of approximately USD 2.5 billion. This was the largest transaction of the year in the Africa/Middle East region, according to *mergermarket*.

This was certainly a large-scale transaction for the Israeli market, and it is considered a significant milestone in economic relations between Israel and China.

The transaction was very unusual – a partial reverse triangular merger. In the classic form of a reverse triangular merger, the purchaser forms a wholly owned subsidiary, which merges into the target company. The wholly owned subsidiary ceases to exist, and all of the shares of the target are transferred to the purchaser. In the case of the MAI transaction, the purchaser, China National AgroChemical Corporation, purchased only 60% of the MAI shares, and Koor Industries Ltd. (Koor), which held 47% of the shares of MAI prior to the transaction, remained with 40% of the shares after the transaction. This arrangement has almost no precedent in Israel.

This unusual nature of the transaction raised fundamental questions about corporate law in Israel, especially as to the required procedure for approval of the transaction. HFN's knowledge and expertise in advising clients with regard to various types of transactions, combined with the team's creative thinking, played a significant role in guiding the client through the transaction.

HFN represented MAI in highly publicized litigation proceedings that threatened to disrupt the transaction. A minority shareholder filed a claim (as a class action) in the Tel Aviv District Court, arguing that the public shareholders of MAI were deprived of the opportunity to share in an additional benefit that was given to Koor in the transaction (over and above the basic price per share paid for the MAI shares). As part of the transaction, the China National Chemical Corporation arranged for Koor to receive a non-recourse loan, backed only by Koor's remaining 40% interest in MAI.

In a controversial intermediate decision, the court decided that Koor Industries was not entitled to retain all of the excess consideration (the economic value of the non-recourse loan), and that the value of such excess consideration must be divided among all MAI's shareholders in MAI. Eventually, the parties reached a settlement.

Leading M&A lawyers from many jurisdictions have requested HFN to send them details of the court's decision. The issue of principle here was the question of whether the value of a "control premium" belongs exclusively to the controlling shareholder or whether the public shareholders are also entitled to share in any "control premium". This is an issue of major interest to M&A lawyers around the world.

The transaction was led by Ehud Sol and Ilanit Landesman Yogev, heads of HFN's Capital Markets and Securities department.

## Wragge & Co Advises Bahrain Ministry of Health on Landmark IT Outsourcing Contract

Wragge & Co's IT experts have advised the Kingdom of Bahrain Ministry of Health (MoH) on a landmark £35 million IT outsourcing contract with Indra Sistemas, S.A. The agreement is the first time the MoH has outsourced its IT services on this scale and is a key project to update core IT systems across its hospitals and health centres.

Under the 11-year agreement, Spanish IT company Indra Sistemas will implement and run new IT clinical systems across the whole of the MoH's estate. This will cover the MoH's main hospital, the Salmaniya Medical Centre, the new King Hamed University Hospital and 23 health centres located across the Arabian Gulf Island.

Partner Peter Hall led a cross-firm team with healthcare partner David Hamlett, advising on all aspects of drafting and negotiating the contract. They worked closely with the MoH's Health Information Director, Ebrahim Al Nawakhtha, and his team. The MoH's in-house legal team advised on Bahrain law.

The MoH works collaboratively with other ministries, the private sector and communities to deliver comprehensive healthcare services across the country. Employing approximately 8,860 employees, the MoH is focused on delivering a fully integrated healthcare service system. It provides services through a network of hospitals, hospital-based clinics, and community clinics.

Indra Sistemas is a global IT and defence systems company. Operating in more than 100 countries and with 30,000 employees worldwide, its sales reached €2.51 billion in 2009. In this latest deal, the company was advised by its in-house legal team, led by head of legal Fernando Muñiz de Mergelina.

## Taylor Wessing Releases Report on Environment and Automotive Sector

Mobility is an achievement of mankind that has contributed to the development of our society more than almost any other scientific accomplishment. Trading of goods, coupled with the mobility of the population, has remained a fundamental impetus for wealth in the 21st century. For a long time, mobility and sustainability were regarded as incompatible principles. However, changes to market expectations are questioning the existing structure of the mobility and energy sectors. Alterations to the legal framework are also posing new challenges for the market participants. As advisors to leading international companies from the mobility sector (car manufacturers and suppliers), energy producers/regenerative energies and financial investors, law firms must take up these challenges of tomorrow.

This “Future eMobility Study” is part of Taylor Wessing’s long-term strategy to actively shape future trends in the area of energy and the environment. Client-oriented legal advice does not just require a correct understanding of this sector. It is also important to identify in advance the developments and resulting challenges that are likely to be faced by the industry. This was the idea behind the joint study between the Technische Universität München (Technical University of Munich) and Taylor Wessing.

Working over the last few months with the Lehrstuhl für Dienstleistungs- und Technologiemarketing (Department of Service & Technology Marketing), Taylor Wessing established the basic structure for the study. Experts from the industry, the financial sector and top researchers were consulted and their answers evaluated. The final “2011 eMobility” study report now brings together the trends and predictions anticipated for this dynamic industry sector.

The results of the study are encouraging. For example, over 70% of those polled expect a breakthrough in eMobility by 2020 and over 50% are confident that the goal of one million cars will be reached. Beyond these prospects, preconditions for fast development of the eMobility sector are identified. Good governance, in terms of clearance of technical, political and market-related obstacles is essential.

Furthermore, governments must focus on generating more clean energy, experts say, because car users want

to fuel their cars with ecologically sound energy. This is backed by 65% of those polled, who agree that a sustainable energy mix is essential. Another hot topic among respondents is recharge infrastructure. More than 90% consider the status quo insufficient.

For Taylor Wessing, the study confirms that there are a number of legal issues regarding eMobility. Chief among these are current and future state aid, cooperation between providers and scientists, the establishment of a new infrastructure and developing new roles and processes in the value chain.

For the Technische Universität München, eMobility is a central topic throughout all of its faculties. The survey results provide a neutral summary of views on future developments in the sector and illustrate the demand for more research funding.

For comprehensive information on the future of eMobility and to download the full study, visit [www.taylorwessing.com/services/our-industries/energy-environment.html](http://www.taylorwessing.com/services/our-industries/energy-environment.html)

## Member News Two Member Firms Complete Mergers

In a sign of the times – of ongoing consolidation in the global legal services market and the rush, in the midst of that, to line up strategic growth partners – two World Law Group member firms in the United States announced mergers in the latter part of 2011.

Boston, Massachusetts-based Edwards Angell Palmer & Dodge LLP was first out of the gate with its August 15 announcement that it would merge with Wildman, Harrold, Allen & Dixon LLP, effective October 1, 2011. The new firm, with 650 lawyers in 12 offices in the U.S., one in London and two others in Asia, is now known as Edwards Wildman Palmer LLP. (For more information, see [www.edwardswildman.com](http://www.edwardswildman.com).)

Then, on December 6, Washington, DC-based Arnold & Porter LLP broke the news that it would merge with Howard Rice Nemerovski Canady Falk & Rabkin PC of San Francisco, which was expected to be completed by January 1. The combined firm, which will continue to be known as Arnold & Porter, will



have more than 800 attorneys practising from eight offices in the U.S., another in London and one in Europe. For more information, see [www.arnoldporter.com](http://www.arnoldporter.com).

## Gianni Origoni Grippo & Partners Adds Name Partner

The World Law Group's member in Italy, Gianni, Origoni, Grippo & Partners, announced late last year that Roberto Cappelli would be joining the firm as a partner effective December 1. The partners also voted unanimously to expand the firm's name to Gianni, Origoni, Grippo, Cappelli & Partners.

Roberto Cappelli joins the firm with a team of 10 lawyers and will be based in the firm's offices in Rome and Milan. In its announcement, the firm noted that "his experience and the esteem in which he is held by the industry confirm Cappelli's status as a corporate finance lawyer of the very highest order, who will be able to strengthen the leadership of Gianni, Origoni, Grippo & Partners both in Italy and internationally."

Cappelli was one of the founders of Grimaldi e Associati and, during its association with Clifford Chance between 1993 and 2003, led the firm's Corporate Department in Italy. Following the separation from Clifford Chance, Cappelli continued as a partner and managed the Corporate and M&A division of Grimaldi e Associati. He has worked on some of the largest deals of recent years, advising leading public and private companies as well as Italian and international financial institutions on corporate law. He is currently the Deputy Chairman of A.S. Roma S.p.A. and is a member of the Board of Directors of The Space Entertainment S.p.A. and Fondiaria SAI S.p.A.

The team of lawyers joining Cappelli at the firm will include Senior Associates Salvatore Grimaldi, Stefania Lo Curto, Sara Paoni and Nabor Zaffiri, together with Associates Francesca Biocca, Annamaria Briamonte, Francesco Conti, Lucia Occhiuto, Francesca Pagnanini and Pietro Vitale.

With the addition of Cappelli and his team, Gianni, Origoni, Grippo and Partners consolidates its leadership in the corporate finance sector, with over 150 dedicated lawyers, making it the largest group of this kind in the Italian legal market.

## Member News Round-up

Editors of the American Bar Association's *ABA Journal* have selected "The Appellate Record" as one of the Top 100 best law blogs by lawyers, for lawyers. The Appellate Record is authored by **Andrews Kurth** partner Kendall Gray. "Blogging has become an important, even vital, source of information, education, entertainment and inspiration in the legal community. Whether written by practicing lawyers, law students, judges or law professors, blawgs (i.e., blogs about law) are becoming more bold, more sophisticated and more integrated into the everyday experience of the profession," said Allen Pusey, editor and publisher of the *ABA Journal*. "And choosing just 100 of the best from our directory of 3,500 legal blogs is becoming an increasingly daunting task."

**Andrews Kurth** was also recognized late last year by *Profiles in Diversity Journal* as a leader in diversity. The firm received the 2012 Diversity Leader Award® for demonstrating outstanding diversity communication practices throughout the year. The Diversity Leader Award® is presented to companies that share their success stories on a regular basis through participation in Diversity Journal's special editorial features, sharing news releases, and offering profiles of their leaders. Elizabeth Campbell, Partner and Chief Diversity Officer for Andrews Kurth said: "We are proud of the accomplishments that we have achieved through the innovative work of our senior leadership, our Diversity Committee, and our Women's Initiative Team. Proactive communications are consistent with the firm's strategic plan and our efforts to promote our culture of collaboration, diversity and inclusion, personal commitment and professionalism."

**Arnold & Porter** was ranked as one of the "Top Arbitration Firms" in the world in *American Lawyer's* 2011 "Arbitration Scorecard." The firm was also one of the top law firms in the world for number of treaty-based arbitrations listed in the "Arbitration Scorecard: Treaties" feature. The Arnold & Porter treaty-based arbitrations listed in the Scorecard involve claims totaling over US\$5 billion.

**CMS** has released a new e-guide, a "Study on the Use of Green Lease Clauses in Europe," the first pan-European study on the existing regulations and market practices around "green" clauses in leases. Combining information from 21 European countries, the study is

an invaluable tool for comparing current regulations and practices between jurisdictions. The study also includes recommendations on how to draft green leases. The CMS e-guide can be downloaded at: <http://eguides.cmslegal.com/greenleases/index.aspx>

*JUVE*, Germany's industry magazine for commercial lawyers, has recognized **CMS Hasche Sigle** with three "Law Firm of the Year" awards. The firm received the trophies for "Law Firm of the Year for Media", "Law Firm of the Year for Succession, Assets and Foundations", and "Law Firm of the Year – Northern Region", at the 2011 awards ceremony in late October in Frankfurt. The prize winners are chosen on the basis of extensive research carried out for the annual *JUVE Handbook*.

**Castrén & Snellman** is the first Finnish law firm to commit to the new employment principles published by the Association of Finnish Lawyers and has received the association's Fair Employer stamp. The association published the first employment principles for the legal services industry in September 2011. In the employment principles, the Association of Finnish Lawyers takes a position on, among other things, employee equality, workload and pay. "We reviewed our existing employment practices before committing to the new principles, and our practices were in line with the association's policies. We have worked persistently to develop working conditions at our firm and have received outside recognition for the work we've done," says Managing Partner Pauliina Tenhunen. Among others, Castrén & Snellman has received awards for being an ideal student employer and for its dedication to gender equality.

World Law Group President David N. Kay was recently elected one of 12 Managing Partners of **Drinker Biddle & Reath LLP**. In this role, David serves as a member of the firm's "board of directors," providing strategic and management oversight to the firm. Based in Drinker Biddle's Chicago office and a barrister with chambers in London, he concentrates his practice on international corporate transactions and international arbitration.

**Drinker Biddle & Reath's** international insurance practice has expanded its transactional and regulatory team with the addition of three partners from Dewey LeBoeuf. Thomas M. Dawson, John P. Mulhern and H. Michael Byrne join the firm's Corporate & Securities Practice Group and are widely recognized as leaders in the insurance regulatory and transactional arenas, advising insurers, reinsurers and others in the marketplace on a wide range of regulatory, licensing and corporate matters, both in the United States and abroad.

**Drinker Biddle** logged significant pro bono hours late last year when the firm's lawyers worked to expose the unfair treatment of death row prisoners while collaborating with individuals from the ABA Death Penalty Representation Project and counsel from Mississippi. In the spring of 2009, the firm filed a complaint with the Mississippi Chancery Court, asserting claims of a systemic failure to provide effective assistance of counsel by attorneys who represent death row prisoners in their post-conviction proceedings in Mississippi. This complaint was the impetus behind two important Mississippi Supreme Court decisions that current and future death row prisoners will undoubtedly rely upon in bringing their individual successor post-conviction petitions challenging their convictions and sentences of death.

**Gianni, Origoni, Grippo, Cappelli & Partners** has strengthened its London office with the arrival of Rome partner Raimondo Premonte who will become head of London's Corporate Finance department starting January 1, 2012. Raimondo specializes in M&A and Corporate Law. He has extensive experience in public tender offers, reorganizations, liability management, IPOs and other stock exchange transactions. He has been involved in some of the major transactions concerning Italian and foreign listed companies in the last years. Raimondo gained international experience in the United States where he continued his studies after graduation and where he worked in the firm's New York office. He has been a partner with the firm since 2005.

For the fourth time in a row, **Havel, Holásek & Partners** was recognized in the 2011 official Czech legal competition, "Law Firm of the Year," organized by EPRAVO.CZ. The firm placed first in the area of public procurement, repeating its success in this category in 2009. Havel, Holásek & Partners was also ranked as being among the best law firms in 10 other categories, and is thus the most recommended law firm in the Czech Republic. The results are based on the decisions of a jury of evaluators comprising representatives of major local and international corporations, law firms, and EPRAVO.CZ representatives.

Two transactions led by **Herzog Fox & Neeman** appeared on the *New York Times* list, "The Top of the Class in Deal-Making", which highlighted the "best deals and deal-makers of 2011" from around the world. Of the 18 international deals on the list, three were deals involving Israeli companies, of which HFN advised in two – the ChemChina/Koors/Makhteshim Agan merger and GTCR's acquisition of Fundtech Ltd.

**Herzog Fox & Neeman** was again named “Law Firm of the Year – Israel” by the *Financial Times* and the *mergermarket* Group. HFN partner Ehud Sol, head of Corporate and Securities, accepted the honour at the European M&A Awards held in London in December. This is the second year in a row HFN has been awarded the prestigious honour since 2010, the first year the *Financial Times* and the *mergermarket* Group introduced a category for Israel.

Boaz Golan has joined **Herzog Fox & Neeman** as partner and head of the firm’s Antitrust & Competition department. Boaz is a highly respected antitrust and competition lawyer with significant experience in international issues within this field. He recently completed five years as General Counsel of the Israel Antitrust Authority. In this role, he led numerous antitrust and competition cases, both civil and criminal, was in charge of major legislation amendments and took a leading role in shaping the Authority’s policies.

**Lane Powell** President Lewis M. Horowitz has been named a “2011 CEO of the Year” in the Professional Services category by *Portland Business Journal* as a tribute to his leadership and accomplishments at the firm. “I am honored to receive this award. It’s truly a testament to the great work Lane Powell’s employees do, without whom I wouldn’t be standing here today,” said Lewis upon receiving his award at the “Oregon’s Most Admired Companies” luncheon on December 7. He received this award, in part, because of Lane Powell’s positive growth in the past year, including increased revenue and number of employed, in spite of a down economy. Lewis has served as Lane Powell President since 2006 and was reelected to another three-year term in June 2011. He has been a tax attorney with the firm since 1992. He has also been a major supporter of the WLG, having served on the Board of Directors for two terms and co-chairing the WLG International Tax Group since its inception, among other contributions.

U.S. Senator Saxby Chambliss discussed the country’s federal debt, cyber and other major national security issues at a regional meeting of Business Executives for National Security (BENS), sponsored in December by **Miller & Martin**. Speaking to more than 80 BENS Southeast members and government partners during the luncheon, Senator Chambliss said that America’s major security threat is the national debt. “What we need is a serious debt reduction package, not just deficit spending reduction.” Chambliss, a member of the Senate Armed Services Committee and Vice Chairman

of the Senate Select Committee on Intelligence, noted that Afghanistan, Pakistan, Iran and North Korea are all of great concern, however, the cyber threats posed to both government organizations and private-sector critical infrastructure are what cause him to lose sleep.

**Minter Ellison** has opened an office in Ulaanbaatar, Mongolia. In making the announcement, Chief Executive Partner John Weber said the partnership had voted overwhelmingly in favour of the decision, acknowledging the importance of having a presence on the ground in this rapidly emerging economy.

“Elisabeth Ellis, one of our senior partners in Hong Kong, has relocated to the new office as the full time, resident partner. Lis will be supported by the firm’s regional energy and resources group and a team of Mongolian lawyers. Local personnel have already been identified and recruited,” said John Weber.

“I’ve spent considerable time in Ulaanbaatar prior to the opening of our office and witnessed significant momentum, both in terms of the emerging economy in this area and interest from our clients. I’m most enthusiastic about Minter Ellison’s future in North Asia,” said Elisabeth Ellis.

**Minter Ellison** has opened a fully integrated office in Perth, Western Australia. Commenting on the latest addition to the firm’s network of offices, Chief Executive Partner John Weber noted that Perth is an exciting and fast-growing business centre and the establishment of the office there reflects Minter Ellison’s commitment to its clients and to strategic growth. “Our integrated presence in Perth recognizes the fundamental importance of the Western Australian marketplace as having both local and international significance,” he said. “Minter Ellison’s Tier One expertise and capabilities in the Perth market will focus on the key industries of Energy & Resources, Property, Projects and Infrastructure, Financial Services, and Government.”

**PLMJ** partner José Luís da Cruz Vilaça has just been appointed as the Portuguese judge at the European Court of Justice. The Court of Justice is made up of a panel of 27 judges, one from each Member State. José Luís heads PLMJ’s European law and competition practice. He held a number of positions in the government between 1980 and 1983 including Secretary of State for European integration. In the area of European justice, José Luís was also advocate-general at the Court of Justice and the first president of the Court of First Instance of the European Communities (now the General Court).



**Prietocarrizosa** announced that it will open a new office in Barranquilla in order to serve clients doing business on the country's Caribbean coast, in association with local attorney Juan Carlos Gloria, who will join the firm, along with his team. Prietocarrizosa turned its attention to the Caribbean region because of its economic and commercial potential, which should be enhanced with the approval of Free Trade Agreements with various countries, most recently the United States. "Presumably, much of the public and private investment in the coming decades in Colombia will be geared towards this region, which has the most potential as a point of departure and arrival of foreign trade. In addition, tourist attractions, as well as the need for development of infrastructure in the region hold promise for significant development," said Martin Carrizosa, founding partner of the firm.

WLG member firm **Shearn Delamore & Co.** has, for the second consecutive year, taken the Award for Malaysian Law Firm of the Year in the recent Chambers Asia Pacific Awards 2012. The Award is given in recognition of notable achievements over the past 12 months and rewards outstanding work, impressive strategic growth and excellence in client service. In addition to winning the award for Malaysia, a total of 18 Shearn Delamore partners were recognized by Chambers as leaders in their fields. A number of the firm's Practice Areas were also ranked highly. On behalf of the firm, Managing Partner Robert Lazar thanked the firm's clients, peers and business partners for their support in making this recognition possible.

**TozziniFreire** partner Ana Cláudia Utumi appeared on the speaking panel for "An International Update: Foreign Tax Law Developments" at the International Tax Seminar sponsored by the International Fiscal Association's USA Branch in New York in December.

Marcelo Calliari, co-head of the **TozziniFreire's** Antitrust and International Trade practice groups (and co-chair of the WLG's Antitrust & Competition Practice Group) appeared on the panel discussing "Latin America and Changing Merger Control" at *The Latin Lawyer's* 2nd Annual M&A Conference in December.

**Webber Wentzel** has been named as one of the overall winners of the "Magnus Deal of the Year" category (US\$1 billion to under \$US3 billion) for its involvement in the acquisition of a controlling interest in Massmart Holdings Limited by Wal-Mart Stores,

Inc., during the 10th Annual M&A Advisor awards gala dinner held in New York in December 2011. *The M&A Advisor's* Roger Aguinaldo said: "The award winners represent the best of the M&A industry in 2011 and earned these honours by standing out in a group of very impressive finalists. From the lower middle market transaction to the multi-billion Deal of the Year, we are recognising the leading transactions, firms and individuals that represent the highest levels of performance." The law firm was also shortlisted in three other categories: Law Firm of the Year, Magnus Cross-border Deal of the Year (Over US\$1 billion), and Consumer and Retail Products Deal of the Year (US\$250 million and over).

**Wragge & Co** has appointed Gurmeet Kaur as its new head of projects in the United Arab Emirates. The move, which sees the former DLA Piper partner join Wragge & Co Legal Consultants LLC, follows the firm's launch of a Dubai office in September. Originally from Malaysia, Gurmeet Kaur worked in Australia for more than 10 years at Mallesons Stephen Jacques and Allens Arthur Robinson, before joining DLA Piper in Dubai in 2007. She became a partner in 2008. A projects specialist, Gurmeet Kaur advises public and private sector clients on water, waste, energy, transport and construction projects. Wragge & Co Legal Consultants LLC is a joint venture between Mohamed Al Mehairi, former director of legal strategy to The Executive Council of the Government of Dubai, and Wragge & Co. The firm was launched in Abu Dhabi in December 2010, opening in Dubai in September 2011. In the UAE, Wragge & Co offers a range of legal services, including projects, construction, healthcare, corporate, commercial, real estate, dispute resolution and arbitration, as well as legal translation services.

**Wragge & Co** was crowned "Litigation and Regulatory Team of the Year" at the 2011 British Legal Awards in December. The judges named the firm the winner from a shortlist comprising Freshfields, Herbert Smith and Skadden Arps Slate Meagher & Flom, among others. The award recognized the Antitrust team's involvement in the Office of Fair Trading's biggest-ever UK competition case, concerning 'cover pricing' in the construction industry. Representing Thomas Vale before the Competition Appeal Tribunal, partner Bernardine Adkins succeeded in reducing the penalty imposed upon Thomas Vale from an initial fine of £2 million to £171,000. Organized by *Legal Week*, the British Legal Awards celebrate the achievements of firms, teams and individuals in the legal profession.

## Meeting Places

### Upcoming WLG Conferences

2012

Spring: June 7 to 9, Helsinki, Finland  
Hosted by Castrén & Snellman

Fall: October 18 to 20, Lima, Peru  
Hosted by Payet, Rey, Cauvi

### Other WLG Events:

#### *WLG Committee, Practice/Industry Group Meetings:*

A list of upcoming meetings of the WLG Business Development Committee and our global practice and industry groups is always available in the Members Info Centre on [www.theworldlawgroup.com](http://www.theworldlawgroup.com). All lawyers and professionals who have a valid email address at any WLG member firm can self-register for access to the Members Info Centre via the "New Member" link on our website home page.

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