



Business Information  
In A Global Context

CORPORATE COUNSEL FORUM ON

# REDUCING LEGAL COSTS

Innovative Strategies for Managing your Legal Budget  
and Reducing your Legal Spend

25 – 26 September 2008 • Millennium Knightsbridge Hotel, London, UK

Join In-House Counsel  
and Experts from:

GE Money  
News International  
Intel  
Coca-Cola  
Cardinal Health  
International  
Unisys  
Carillion plc  
MAN Diesel  
Bank of Ireland  
Barclays  
Northrop Grumman  
Corporation  
Eversheds  
BDO Stoy Hayward  
InBev  
DataCert  
Kennedy Cater Legal  
First Law  
CPA

The continuously increasing cost of retaining outside counsel coupled with economic downturn is stepping-up the pressure on companies to reduce their legal costs. This one of a kind conference will help you achieve significant cost reduction in your legal department:

- Hear from **InBev** on how to successfully manage your relationship with outside counsel
- Explore the risks, costs and benefits of legal process outsourcing with **CPA**
- Examine how **Cardinal Health International** created its legal panel of preferred firms to reduce the cost and administration of legal work
- **Barclays** and **DataCert** will deliver the latest updates on the technology being used to lower the bottom line
- Find out from **Eversheds** about the latest non-traditional fee agreements being used to decrease legal spending
- Get on the offensive when it comes to costs and let the **Bank of Ireland** guide you though the successful and efficient preparation of a legal budget
- Join the debate as **Intel**, **GE Money**, **Unisys** and **BDO Stoy Hayward** discuss how to measure outside counsel performance and value
- Hear from **Carillion** and **Eversheds** on future trends in reducing legal costs and how you can get ahead of the game

Co-Chairs:

*Richard Tapp*  
Company Secretary and  
Director of Legal Affairs  
Carillion plc

*Paul C. de Jonge*  
Secretary General  
European Company Lawyers  
Association (ECLA)



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# CORPORATE COUNSEL FORUM ON REDUCING LEGAL COSTS

**W**ith companies' bottom lines being hit harder each year and the current economic climate causing increased scrutiny of costs, the greatest challenge faced by corporate law departments is controlling legal budgets, with a large part of the struggle attributed to spending on outside counsel. Increasing demand for legal services, rising law firm fees, and stagnant or decreasing budgets are putting significant pressure on legal departments to do more with less. Growing concerns over compliance issues have also resulted in the need for greater transparency into legal spending, liability exposure, and aligning results with value.

**Are you confident that your legal budget is being used as efficiently as possible and that you are getting the best quality services for your money? If not, how can you get a better handle on your legal spending and find the right balance between your budget and the company's legal needs?**

To help you find answers to these questions, C5's Corporate Counsel Forum on Reducing Legal Costs, the only event of its kind in Europe, has been developed to give you an insider's view on how to achieve true and significant cost reduction in your legal department. Get a first-hand glimpse into how companies like yours are managing their spend challenges and hear from an experienced faculty about their cost-reduction success stories.

As well as providing excellent opportunities for in-depth learning through case study presentations, expert advice and networking, this conference will give you the latest information on creative

fee negotiation, outsourcing, offshoring, and total management of outside counsel and in-house resources. Join GE Money, Coca-Cola, and News International and get answers to today's burning questions, including:

- How is the role of in-house counsel evolving and what does it mean for your legal budget?
- When should you modify or terminate an outside counsel relationship?
- How do you forecast costs for your budget – and should you budget annually?
- How can you engage your legal team and hold them accountable for your budget – and how should you approach discussions with your CFO?
- How can you implement cost and man-power saving technology efficiently into your existing infrastructure?
- How can you create and maintain a panel of preferred firms to streamline the management of your legal work?

The first delegates have already booked their places – make sure you don't miss out: register today by calling +44 [0] 20 7878 6888, faxing your registration form to +44 [0] 20 7878 6896 or register online at [www.C5-Online.com/reducinglegalcosts](http://www.C5-Online.com/reducinglegalcosts).

## Introducing your Co-Chairs:

### Richard Tapp

Richard Tapp is Company Secretary and Director of Legal Services for Carillion plc, the FTSE listed services to construction business, where he has led a complete review of legal resourcing, creating the Carillion Legal Network. He has led and established legal functions worldwide and is the co-author of *Managing External Legal Resources*.

### Paul C. de Jonge

Mr. De Jonge is a graduate of the Faculty of Law University of Amsterdam and Parker School of Comparative Law, Columbia University. He has held several legal and managerial positions with Mobil and Texaco in The Netherlands, Belgium and the United States. In addition to being Secretary General of ECLA, he is the Managing Director & General Counsel of Legal BenchMarket International. Legal BenchMarket helps companies, governments and professionals to establish benchmarks for consultancy services generally, with a particular focus on legal services.

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## Who Should Attend

- General Counsel
- Legal department executives looking to keep legal department costs in check
- Outside counsel looking to accurately predict and maintain legal budgets for corporate and commercial clients

Take advantage of this unique opportunity to network while getting practical, real-life strategies to deal with this timely issue.

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8.45 **Registration and Coffee**

9.15 **Opening Remarks from Co-Chair**

**THE BIG PICTURE**

9.30 **The Best Defence: Preparing, Implementing and Maintaining Your Legal Budget**

*Gabrielle Ryan*

Law Agent and Business Partner, Group Legal Services

- Best practices for preparing your legal budget
  - factoring in both in-house costs and outside legal fees
  - managing costs that you influence rather than own
  - using historical data as a guide
  - mapping anticipated costs to the company goals and initiatives
  - evaluating current risks and industry trends
- Presenting your legal budget and negotiating with the CFO
- Techniques to implement from your procurement department to realise savings
- Implementing your budget and staying on track
  - engaging and holding your team and the business accountable for the budget
  - reporting regularly on expense vs. budget and anticipating variances
  - ongoing engagement with panel firms to manage the size and predictability of fees

**BILLING**

10.15 **The Transparent Billable Hour: How Can You Get More from Traditional Billing Schemes?**

*Jeff Hodge*

Senior Director EMEA, DataCert

*Kathryn Britten*

Partner, Head of Forensic Accounting  
BDO Stoy Hayward LLP

- Understanding corporate objectives
- Understanding the corporate needs
  - the need for certainty
  - the need for flexibility
- How to fully understand the billable hour and breakdown of work involved
  - learn to make informed decisions on the billable hour vs. alternative methods
  - ensuring you don't sacrifice quality for predictability
- Gaining transparency from hourly invoices: getting detailed and sufficient information from each hour billed
- How to compare fees between lawyers and firms based on volume and type of work
- Using knowledge gained from use of this detailed data to engage in alternative fee arrangements
- How to measure results against fee arrangements

11.15 **Morning Refreshments**

11.30 **Getting Creative: The Modern Take on Fee Agreements and How they Can Reduce your Legal Spend**

*Kevin Doolan*

Head of Client Services, Eversheds

- Getting to the heart of the matter: balancing billable hour pressures and budget constraints
- Hourly rates versus fixed fees: why they both fail
- Where is the middle ground?
- Benefits of project costing
- Bonuses and penalties: sharing risks and rewards
- Cost reduction projects: what works best?
- Where are we headed?
  - the future shape of fee deals
- What clients can do to get the best out of their lawyers

12.15 **Networking Lunch**

1.30 **How to Accurately Determine Whether Individual Firms are Giving Optimal Performance for the Money Spent**

*Agnes Xavier-Philips*

Head of Legal and Company Secretariat  
GE Money Home Lending

*Richard Devereux*

European Labour Law Counsel, EMEA, Intel Corporation

*Kathryn Britten*

Partner, Head of Forensic Accounting  
BDO Stoy Hayward LLP

*Pavel Klimov*

General Counsel, UK EMEA, Unisys

- What is value and what are the buyers of legal services saying?
- Improving the dialogue between buyers and users of legal services
- Creating a system of empirical evaluation to assess the financial and qualitative benefits of your independent and preferred firms
- Methods being used to evaluate the quality of work when reviewing a current firm or selecting new counsel
  - in-house counsel feedback forms
  - analysing the global imprint of the firm
  - cost-benefit empirical analysis
  - benchmarking
- Post-data collection: performing an empirical evaluation to ensure that you are correctly measuring value and not cost alone

PANEL DISCUSSION

**MANAGING YOUR RELATIONSHIP WITH OUTSIDE COUNSEL**

2.45 **Best Practices for Managing, Modifying or Terminating an Existing Firm Relationship**

*Louise Durose*

General Counsel, MAN Diesel

- Managing the day-to-day relationship with outside counsel
  - creating efficient feedback processes
  - disposing of unnecessary and costly communication with your outside counsel
  - keeping outside counsel in line with in-house guidelines
- Establishing techniques for addressing conflict
  - actions to take when outside counsel do not adhere to guidelines
  - what to do when an evaluation reveals underperformance
  - working with counsel to pinpoint areas of improvement
  - dealing with unauthorised increases in fees or decrease in quality
- Terminating the agreement
  - when and how to terminate an agreement
  - can the relationship still be preserved?
  - addressing confidentiality concerns

### 3.30 Afternoon Refreshments

## IN-HOUSE CASE STUDIES

### 4.00 Managing the IP Legal Budget at Coca-Cola

*Dr. Nicolas Studler*

Trademark Attorney Eurasia Group  
Coca-Cola

- Getting the wake-up call: the budgetary concerns that caused Coke to overhaul its IP budget
- How Coke insourced its trademark prosecution to save on legal fees
- Understand how Coke is integrating outside counsel by training them to use an in-house database, Anaqua
- Foregoing the panel route and consolidating outside counsel
- How Coke assesses each dispute for time and budgetary concerns before handing it to outside counsel

### 4.45 Reassuringly Expensive? Reducing Legal Costs in the Alcohol and Beverage Industry

*Simon Phillips*

Director Legal Planning & Projects  
InBev SA

- Building the foundation
  - organisational structures
  - leadership behaviours
  - business partner relationships
- InBev's approach to zero-based budgeting
  - principles
  - track & monitor matrix
  - defining KPIs
  - benchmarking performance
- Make or buy: outsourcing low value work
  - identifying what should be outsourced
  - structuring agreements
  - managing the relationship
- Hosting a law firm day: bringing your suppliers together
  - the benefits of gathering your suppliers in one room
  - making your panel work
- In-house people development
  - raising the bar: OPR and succession planning
  - investing in your people

### 5.30 Co-Chair Closing Remarks & Conference Adjourns for the Day

### 6.00 Networking Drinks Reception



## DAY TWO – 26TH SEPTEMBER 2008

### 8.45 Registration and Coffee

### 9.30 Opening Remarks from Co-Chair

## CURRENT AND FUTURE TRENDS

### 9.45 Delivering the Right Behaviour: The New Generation of Lawyer-Client Relationships

*Stephen Hopkins*

Partner  
Eversheds

- Overview of the current market background: globalisation, compliance, commoditisation and value
- Is the 'one firm plus' model the way ahead?
- How to exercise control in a global context
  - is there a different way to control spend other than by arguing over bills?
- Managing what you measure by using data and analysis to highlight significant issues around your business
- The power of data and analysis
  - using data to embrace innovative value-based billing and incentivising behaviours which deliver client goals
- Reporting and forecasting
  - can law firms really benchmark spend and report in a format which is of use to the in house legal team, the CFO and the procurement team?
- Using data to drive positive behaviour
  - how accurate data can help break the shackles of hourly billing and make room for innovative risk sharing arrangements

### 10.30 The Future Role of In-House Counsel in Reducing Legal Spend

*Richard Tapp*

Company Secretary and Director of Legal Affairs  
Carillion plc

- Understanding trends in legal costs: data analysis, client pressure, internal and external issues
- Coping with pressures from the outside: regulators, investors and compliance requirements
- The law firm management environment and emerging trends
  - *Legal Services Act*
- The changing in-house role and current opportunities for growth
- Looking to the future
  - what are the options?
  - how can corporate counsel think outside the box to achieve radical change?

### 11.15 Morning Refreshments

### 11.45 Reducing Dispute Costs through Alternative Dispute Resolution

*Wolf von Kumberg*

European Legal Director  
Assistant General Counsel  
Northrop Grumman Corporation

- How Northrop Grumman has reduced the cost of its disputes by implementing arbitration and mediation procedures within the company
- Overview of the mediation process
  - how mediation is being used to reduce costs and manage conflicts
  - understanding what you can get for your money by using mediation
- Determining when it will be cost effective to choose arbitration or mediation
  - pros and cons to choosing arbitration over state court litigation
  - pros and cons to using mediation
  - case studies of when arbitration/mediation is an option and when litigation is necessary
- Review of the arbitration forums available for your contract disputes
- Insight into the expense of various forums

DISPUTE RESOLUTION

## 12.30 The Future of Legal Service Delivery: Assessing the Drivers and Challenges to Outsourced Legal Models

PROCESS OUTSOURCING

*Andrew Loach*

Vice President  
CPA

- Understanding and defining legal process outsourcing (LPO)
- Assessing the underlying market trends
- How can general counsel rapidly assess the relative opportunities and risks associated with outsourced arrangements?
- Bridging the value gap with your legal advisors: achieving better for less
- Assessing additional value drivers other than cost
- Effective management through measurement: assessing LPO performance and delivery
- The future development of LPO and the legal market

## 1.15 Lunch

## 2.30 Using Technology to Achieve Transparency of Legal Spend

*Andrew Dey*

Head of Operations, Legal and Compliance  
Barclays

*Jeff Hodge*

Senior Director EMEA  
DataCert

- Which software is being used by other in-house legal departments to manage and facilitate
  - cases
  - supervision of outside counsel
  - streamlining of records management
  - project organisation and litigation matters
- Determining which technologies will be cost-effective based on your legal department
  - criteria vendor
  - how to evaluate the multitude of e-solutions available to make sure you're getting a perfect fit
- Understanding the benefits and costs of different systems
  - matter management systems
  - spend management systems
  - records management and e-discovery
- Software vs. consultants: criteria for selection

TECHNOLOGY

## LEGAL PANELS

## 3.15 How to Create a Legal Panel that will Increase Quality and Decrease Fees

*Nicolas Narbel*

VP and General Counsel International  
Cardinal Health International

*Agnes Ayekpa*

Legal Liaison, Corporate Affairs  
The Housing Corporation

- Reasons for the creation of a preferred provider network
- Understanding the preferred provider network formation process
  - invitation and selection criteria
  - global imprint
  - expertise
  - past performance

- rates / alternative billing
- what you should be looking for in the presentations by prospective firms
- determining whether to use different preferred providers based on geography of work
- considerations for using large international firms vs. local counsel within specific geographic expertise
- Evaluation of the results of the RFP process and final selection of the Preferred Providers
- Execution and final selection

## 4.00 Managing the Ongoing Performance of Your Legal Panels

*Jon Chapman*

Head of Legal  
News International

*Peter Morel*

Director  
Kennedy Carter Legal

- Review and analysis of incumbent suppliers
- Streamlining internal processes for instruction and management of external lawyers
- What are the benefits of using roadmaps to modularise projects?
- Making the best internal use of the external advice
  - avoiding duplication of instruction
  - identifying areas where targeted training can reduce the need for external advice
- Integrating use of the bar into your panel arrangements
- Tendering projects to the panel firms and chambers
- Delivering post-transaction feedback

## 4.45 Ensuring the Efficiency and Business Value of Your Panel: Conducting the Panel Review

*Richard Devereux*

European Labour Law Counsel, EMEA  
Intel Munich

- Ensuring that the review is efficient
- Cost benefit analysis of scheduled vs. unexpected reviews
  - determining the best time for a review based on your specific needs as a company
- Creating the review process
  - understand the factors to be considered and hear examples of how each can be quantitatively measured
    - account management
    - quality
    - financial management
    - technology
- Minimising the cost of panel reviews
  - understanding the internal mechanics that will make the review run smoothly and efficiently
  - technology being used to help with reviews

## 5.30 Closing Remarks from Chair and Close of Conference

*"Businesses spend millions of pounds on legal billing infrastructure, and inadequate cost control could add 20-25% to their expenses...on average, companies spend £9.8m per year on outside lawyers"*

Financial Times, Jan 08

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Innovative strategies for managing your legal budget and reducing your legal spend



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In A Global Context

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## ADMINISTRATION DETAILS

### CONFERENCE

Date: 25-26 September 2008

Time: 8:45 am

(Registration and distribution of documentation from 8:15 am)

Venue: Millenium Knightsbridge Hotel

Address: 17 Sloane Street, Knightsbridge, London

Tube: Knightsbridge

### HOTEL ACCOMMODATION

Bedrooms are being held at a reduced rate until 22 August 2008. Please call Venue Search on +44 (0) 20 8541 5656 or email beds@venueSearch.co.uk. Please note, lower rates may be available when booking via the internet or direct with the hotel, but different cancellation policies will apply.

### CONTINUING EDUCATION

Up to 12 hours towards Continuing Professional Development hours (Law Society Reference No: BJEUFO).

### DOCUMENTATION

If you are not able to attend, you can buy copies of the presentations provided to delegates on the day of the event. Please send us this completed booking form together with payment of £350 per copy requested. For further information please call +44 (0) 207 878 6888 or email enquiries@c5-online.com.

### PAYMENT POLICY

Payment must be received in full by the conference date. All discounts will be applied to the Main Conference Only fee (excluding add-ons), cannot be combined with any other offer, and must be paid in full at time of order. Group discounts available to individuals employed by the same organization.

### CANCELLATION POLICY

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