



INTERNATIONAL LAWYERS NETWORK

2004 Regional Meeting of the Americas

La Jolla

November 18 – 20, 2004

Conference Report

Welcome Reception

The opening reception was held at the Estancia La Jolla Hotel & Spa on the Caretakers Lawn. On behalf of the International Lawyers Network, Lowell Lifschultz opened the 2004 Regional Meeting of the Americas by welcoming the delegates, companions, and guests to La Jolla.

Friday Session – November 19, 2004

Welcome and Opening Address

Following is a summary of the main issues that were covered during the ILN Business Meetings, beginning with a list of the ILN members in attendance.

ILN Delegates:

Brazil	Carlos Nehring Netto	USA – Florida	Raul Salas
Brazil	Sueli Fonseca	USA – Georgia	William Poole
Brazil	David Silva	USA – Illinois	William Anaya
Canada – Ontario	Michael Slan	USA – Indiana	David Russell
Canada – Ontario	Howard Rubinoff	USA – Louisiana	David Willenzik
Canada – Quebec	Barry Shapiro	USA – Louisiana	Ashley Stendahl Bond
Canada – Quebec	Herbert Pinchuk	USA – Minnesota	Stephen Rathke
France	Robert Bijloos	USA – Missouri	John Pruellage
France	Vincent Lunel	USA – New York	Peter Altieri
Germany	Marga Wolpert	USA – New York	Sidney Todres
Mexico	Oscar Estrella	USA – New York	Lowell Lifschultz
Mexico	Roberto Martinez	USA – New York	Raquel Garcia
Netherlands	Peter Kirpensteijn	USA – New York	Norman Zivin
Romania	Anca Shandru	USA – Ohio	William O’Neill
USA – Arizona	James Brophy	USA – Pennsylvania	David Gitlin
USA – Arizona	Rodolfo Parga	USA – Pennsylvania	Beth Cohen
USA – California	Gary Kaplan	USA – Texas	Martin Beirne
USA – California	Michael Baker	USA – Texas	Blake Tartt
USA – California	Mehul Patel	USA – Texas	Joseph Cohen
USA – California	Todd Gordinier	USA – Texas	Peter Feldman
USA – California	Bruce Feuchter	USA – Utah	Peter Billings
USA – California	Paul Ward	USA – Washington	John O’Donnell
USA – Washington DC	Stuart Gerson	USA – Washington	Geoffrey Bridgman
USA – Florida	Jeffrey Shapiro	ILN	Alan Griffiths
USA – Florida	Timothy Murphy	ILN	Lindsay Griffiths

Chairman’s Comments

Lowell Lifschultz opened the ILN Business Session on Friday November 19, 2004 by welcoming all of the members to the Americas Regional Meeting. He noted to the members present that the focus of this Meeting’s Business Sessions was to answer the question “Are there ways that we can market our member firms through the ILN?”

Lowell then introduced our two newest members – Stradling Yocca Carlson & Rauth (www.sycr.com), Newport Beach and Racoti-Predoiu (www.rps.ro), Bucharest.

Directors Meeting Update

Lowell called on Michael Slan to update the delegates on the discussions and decisions that had taken place during the Directors Meeting the previous afternoon. In terms of governance, Michael noted that there was a need to formally adopt a set of by-laws for the ILN. These have been previously circulated and reviewed but now need to be finalized and brought before the membership. Michael informed the delegates that the Board has committed itself to presenting these to the general assembly at the Annual Meeting in Philadelphia for adoption.

The next area that he focused on was dedicated to the designation of members of Directors as “team leaders” who would be responsible for various jurisdictions. These “team leaders” will provide an additional layer of communication facilitating feedback from his or her members on a regular basis. This will provide valuable information for the administration by providing additional information, allowing them to continue to improve the Network. Michael reiterated that it is of prime importance that we achieve this level of transparency within the Network to assure that all member firms are being properly heard.

Next, he informed the membership that there was a need to review the criteria for membership, citing the recent removal of the Turkish firm as an example. The Board will need to set out additional criteria, specifically whether an applying firm has liability insurance and what the appropriate level of insurance should be.

Finally, Michael announced that the Board had interviewed and agreed with Alan’s decision to hire a Director of Network Development. He welcomed Lindsay Griffiths as the new Director of Network Development.

New Members Introductions

Following the Directors Meeting Update, Alan Griffiths took the floor to introduce the marketing professionals present at the Regional Meeting: Mehul Patel, Howard, Rice, Nemerovski, Canady, Falk and Rabkin; Paul Ward, Stradling Yocca Carlson & Rauth; Ashley Stendahl Bond, McGlinchey Stafford; Raquel Garcia, Epstein Becker & Green P.C.; Peter Feldman, Beirne, Maynard & Parsons, LLP; and Beth Cohen, Wolf, Block, Schorr & Solis-Cohen LLP. Alan also introduced Michael Colacchio, who would be assisting the Network with the marketing efforts and developing a plan during the Business Sessions.

Alan then welcomed our newest members: David Silva, Farroco & Silva, Sao Paulo; David Russell, Harrison & Moberly, Indianapolis; Anca Sandru, Racoti-Predoiu, Bucharest; Rudy Parga and James Brophy, Ryley Carlock & Applewhite, Phoenix; and Todd Gordinier and Bruce Feuchter, Stradling Yocca Carlson & Rauth, Newport Beach. Following these introductions, Alan invited Mr. Carlos Nehring Netto to take the opportunity to introduce David Silva with Farroco & Silva, Sao Paulo and for David to give a presentation introducing his firm and outlining its strengths.

Carlos informed the assembled delegates that his firm has recently joined with Farroco & Silva in an association, similar to their association with Marcondes Machado Advocacia. Farroco & Silva is a mid-sized practice in Sao Paulo, with ten attorneys, offering services in mergers & acquisitions, tax, general corporate and environmental law. For further information about the firm and individual attorneys, please consult their website www.farrocolobo.com.br.

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75, 11º andar
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Alan thanked David for his presentation and invited David Russell to take the floor to make his presentation.

Most of the members had known David already from his time with Bose McKinney, so his presentation detailed specifically the strengths of his new firm, Harrison & Moberly. Harrison & Moberly is a mid-sized law firm of about thirty attorneys based in Indianapolis, with offices in Carmel, Marion, and Wabash, Indiana. They have services in a broad range of litigation and business matters with an emphasis on health care law and insurance defense litigation, as well as environmental and real estate law. For further information about the firm and individual attorneys, please consult their website www.harrisonmoberly.com or their listings on Martindale-Hubbell.

Harrison & Moberly
135 North Pennsylvania Street
Suite 2100
Indianapolis, IN 46204
Telephone: 317-639-4511
Fax: 317-639-9565

Once Alan thanked David for his informative presentation, he invited Anca Sandru to take the floor.

Racoti-Predoi is a mid-sized firm in Romania, with 16 attorneys. They specialize in corporate and commercial services, mergers and acquisitions, privatization and post-privatization issues, capital markets, and energy and natural resources. As a special note, the Legal 500 2004 Edition placed Racoti-Predoi in the 11th position on the Romanian market. For additional information, please visit their website www.rps.ro or their listings on Martindale-Hubbell.

Racoti-Predoi
30 Batistei Street
701311 Bucharest, Romania
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Alan thanked Anca for both her effort in making the trip as well as her presentation. He introduced Rudy Parga and James Brophy from Ryley Carlock & Applewhite and invited Rudy to make his presentation.

Ryley Carlock & Applewhite is a full-service firm of 60 plus attorneys, offering services in litigation, labor and employment law, corporate, real estate, tax, securities, pension and benefits, and banking and financial services. Rudy noted that during their inaugural year, they have both given and received referrals, citing it to be a very positive experience. For further information about the firm and individual attorneys, please visit their website www.rcalaw.com or their listings on Martindale-Hubbell.

Ryley Carlock & Applewhite
One North Central Avenue, Suite 1200
Phoenix, AZ 85004-4417
Telephone: 602-258-7701
Fax: 602-257-9582

Alan thanked Rudy for his presentation, and invited Todd Gordinier and Bruce Feuchter to take the floor and introduce their firm.

Stradling Yocca Carlson & Rauth is comprised of 100 lawyers, offering services in litigation, corporate law, employment, finance, and tax law. They provide an well known, accomplished firm in a key region in which the ILN has been seeking to develop coverage. We are excited to bring in their unique blend of skills and services to continue our tradition of high quality law firms. For further information about the firm and individual attorneys, please consult their website www.sycr.com or their listings on Martindale-Hubbell.

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ILN Update

After thanking our new members for their very informative presentations, Alan again took the floor to provide the present membership with the ILN Administration Activities Update. The update focused around four key areas: Recruitment and Membership; ILN Specialty Groups; Referrals; and Best Practices. Alan informed the membership that he would update them on the ILN's progress within the last year, as well as where we plan to go in the future.

Recruitment & Membership Update:

In the past year, the ILN has added three new firms in the US, who had just been introduced through their presentations. Alan told the membership that while our coverage is broad, there are still some key areas in which the ILN plans to expand. In the USA, these areas include Colorado (specifically Denver), North Carolina, Oregon and South Carolina. In Canada, we have substantial coverage in the eastern section of the country, but still want to secure members in Vancouver and Calgary. Finally, South America continues to be a challenge. The ILN member in Argentina, The Bomchil Group, has a solid, well tested, network of firms that they deal with in Central and South America. The ILN is working with The Bomchil Group to bring in selected firms from this network to expand our coverage in South America in areas that there is not yet coverage, with firms located in Ecuador, El Salvador, Honduras, Nicaragua, Paraguay, Uruguay, and Venezuela. Alan also made mention of the ILN's work in Europe, informing the delegates that the ILN has brought in four firms in the last year: Romania, Spain, Poland, and another Swiss firm (Schmidt, Jatton and Associates) in association with our current Swiss firm (Arnold Wehinger Kaelin & Ferrari). Stuart Gerson asked about the coverage in Italy specifically, and Alan told the membership that we had recently removed Studio Legale Lombardi Molinari e Associati, Milan from our membership roles. He said that the ILN is looking to bring in another Italian firm to replace Studio Legale Lombardi Molinari e Associati, and that there was already some recruitment leads based on existing relationships with ILN members.

ILN Specialty Groups:

The ILN currently has five specialty groups that are in various stages of development: Tax, Intellectual Property, Finance & Restructuring, Medical Device/Drug Manufacturing, and Labor and Employment. Alan noted that the most important and beneficial side effect of the development of these groups is the "push-down" effect that they have within the firms. As to the tax group, the ILN has developed a database of tax attorney contacts within each firm and is developing a directory of those members in the tax group, which will be published to that group once it is completed. Alan invited Peter Kirpensteijn to recap his US trip with regard to the tax group. Peter noted that the tax group would like to further position itself under the ILN umbrella and was looking to the Annual Meeting in Philadelphia as the next stage in their development. Alan noted that technology was beginning to play an important role in the marketing efforts of the ILN. For example, Peter had received an email from a potential client in San Francisco who had read his article on the US/Netherlands Tax Treaty, which had been published on the ILN website.

Alan noted that the Intellectual Property group had a good inaugural meeting in connection with the INTA meeting in Atlanta last year. The IP group is hoping to plan a similar activity, which may also include plans for a client seminar at this year's INTA meeting in San Diego. A contact list is being developed for the IP group as well and will be published following the Meeting of the Americas. The Finance & Restructuring group is also in the early stages of development and is moving forward using the Tax Group's template. The administration will be making requests to further develop these contact databases in the next month. Medical Device/Drug Manufacturing group has received a lot of attention already. Jeff Shapiro sees real opportunity within this group for work, including in the areas of patent

and IP. The latest group to be formed is the Labor and Employment group, which is in very early stages of development and the ILN will be working with the committee, making contact with member firms in the near future to move this group along as well.

Referrals:

Alan highlighted the number of referrals being made and noted that the level was likely understated, due to issues of tracking, by at least 100 percent. He said that the members are beginning to copy him via email at the time referrals are initiated. This is providing an additional level of tracking and will help to make numbers more accurate in the future. Lowell also mentioned that Alan can serve as a monitor for referrals to assure that everything progresses smoothly. In addition to the overall number of referrals being made, Alan informed the members that the number of interregional referrals being made has increased, showing the regional as well as international aspect to the referral composition. Interest was shown in highlighting the type of referrals being made, in part to reinforce the impact of the specialty groups. Alan said he was happy to report on any type of data with regard to referrals, but noted that accurately reporting the basic referral information was difficult due to tracking issues. Every effort would be made to include type of referrals in the next referral survey request scheduled for the end of December 2004. Lowell reiterated that marketing within the firms themselves was essential because the more awareness within the firms of the ILN would result in a greater number of overall referrals.

Best Practices:

The Best Practices sheet highlights what practices the ILN has found works best to pushdown the Network and make membership in the ILN of real added value to the member firms. This sheet is not static, and will be adapted based on the marketing decisions made and any feedback received. Alan noted that Best Practices focus on:

- Internal communications: in the last three years, the ILN has been publishing a quarterly newsletter that goes to 95% of the member attorneys. In addition to putting the ILN name in front of the attorneys, the newsletter allows for the opportunity to interact with some of the firm attorneys who do not attend meetings, thus further pushing down the Network.
- Contact information: the ILN provides the main contacts at our member firms with a Contact list (which is also on the Internet site), which should be forwarded to all colleagues to allow them a referral reference.
- Brochures: the new brochure has been sent to every firm, where it has been passed along to partners and associates, again providing another layer of contact.
- Operation Pushdown: Alan is willing to visit any firm at any time to meet with the partners and/or attorneys and make presentations to provide our members with a clearer look of what the ILN is about and where it is going.
- Referrals: showing the referral activity of the firms would be useful to provide non-contact ILN attorneys with an incentive for making referrals to other ILN members.

Marketing Forum Session – Topic “How Can the ILN and its Member Firms Collaborate to Leverage the Network’s Strengths With Their Firm’s Marketing Strategies?”

Michael Colacchio of Clear Impact moderated the marketing forum session. The theme that Michael stressed as being most important to the marketing discussions of the weekend was that the leverage that will reap benefits always happens at the individual level. He believes that for the most part, clients hire individual attorneys, not firms, so that if you can build competency and cultivate the skills of an individual practitioner in the area of business development, that’s where the greatest impact will come from.

Michael sees success in the ILN’s marketing initiatives as coming from two sources – client teams and leadership. When forming client teams, such as in the case of the specialty groups, two critical factors need to be addressed: assuring that the team is being formed for the right reasons; and that there are specific goals that are achievable, shared, and foster mutual accountability. Cultivating leadership will involve optimizing performance in self-awareness, self-management, awareness of environment, and how effective the individual is in communicating in these environments.

To learn how best to assist the ILN and its members with their marketing concerns, Michael interviewed a small group of members in advance of the conference to get their answers to three key questions: What is the value of the ILN to you? What are the limitations of the ILN? What do you want more of? Universally, the individuals that Michael interviewed said that they found the greatest value of the Network to be in the referrals – both those referrals that were coming in, and those being referred out. In line with this, they saw the networking at conference events to be of great value, because it allowed them to form deeper relationships that facilitated the referral process.

As for the limitations of the ILN, the members that Michael spoke with felt that they did not have the authority within their own firms to marshal the resources necessary to support ILN initiatives. There is a difficulty with “pushing down” the ILN within their firms.

As expected, the members would like to increase the number of referrals, through exposure to new clients and a better distribution of referrals. In addition, they would like to see a greater “activation energy” from the ILN, with more strategic overlay for fostering relationships among members and concrete organizational goals. This could take the form of a goal for a percentage increase in referrals, achieving a certain number of firms and locations, an increase in dues and budget to create a greater presence, and a more precise knowledge of the firms’ members and their particular strengths.

Michael then opened up the floor for reactionary comments from the delegates. The overriding reaction seemed to be that the members themselves need to make a firmer commitment to follow-up on both the decisions made during the meetings and on any details and information sent from the ILN Administration. Michael felt that as the groundwork is done to foster relationships and action plans within the specialty groups, these small teams of firms would create success that would act as the informing energy to member firms, thus creating an overall value which would allow for the Network as a whole to become more visible. The issue of tracking referrals also arose, and Michael explained that the tools and the development of self discipline to this end would come with the enlightened self-interest as a result of the success stories of the smaller specialty groups.

The morning session then concluded and the delegates adjourned for more informal discussions over a buffet lunch.

Saturday Session – November 20, 2004

As the Saturday morning session commenced, Lowell informed the members that there was an overriding goal for the day: to come up with incremental steps which will improve the firms’ visibility through the ILN and develop referrals within the ILN. Lowell emphasized the need for a follow-up plan to ensure the success of the steps that the group would set into place during the sessions.

Prior to the start of the group’s discussions for the day, Lowell invited Robert Bijloos to take the floor to make a few announcements. The first of these was with regard to Lefèvre Pelletier & Associés, Avocats: in 1998 they had opened their first overseas firm in Hong Kong, which has since become more integrated into China. This integration encouraged them to apply for a license to open an office in Guangzhou, the industrial capital of China. Recently, the license was approved, enabling Robert to practice there – he is excited to service both his and the ILN’s clients in this part of China. Although he has to become a resident of China for six months, Robert still plans to retire next year. He feels that after many years of service to the Network, it is time for the next generation to step in. He proposed that Vincent be nominated to replace him during the Annual Meeting in Philadelphia. Additionally, since 2005 will be such an important year, Robert and Lefèvre Pelletier & Associés, Avocats has graciously agreed to host the European Regional Meeting in Paris in early September. The assembled delegates thanked Robert for his service and invitation with a round of applause. Lowell spoke for the group when he thanked Robert for all of his years of service to the ILN and said that he had become a good friend to all of us. He also reiterated that Vincent would be a great addition as the Network moved forward.

Michael then informed the assembled delegates that they would be breaking out into four groups: Medical Device/Drug Manufacturing, Litigation, Tax, and Corporate/Finance. These groups would each have three goals to accomplish during their break-out sessions: Achieve some degree of focus around which resources and time would be dedicated as part of this effort over the next six months; describe specific action steps – ambitious enough to be interesting, but small enough to be achievable over the next month; and implement a degree of accountability, where one member of the group takes the first next step over the next ten days.

Each of the groups met separately and then reconvened in the main conference room to share their decisions with the group as a whole. Michael nominated a member of each group as the spokesperson to update everyone on their session.

Medical Device/Drug Manufacturing:

Jeff Shapiro informed the group that their session had broken out into two parts: Questioning David Bell (General Counsel of Probitas Pharma Inc.) about the do's and don'ts of how to attract business with respect to a previously unknown client and determining a concrete list of actions to take before the next ILN meeting. The group determined three areas they would focus their energy on:

- Co-hosting a party at the upcoming DRI Medical Device & Drug Seminar meeting
 - o The seminar takes place on May 12th or 13th
 - o A list of invitees, the location and expenses would need to be resolved
 - o Tentatively, 100 individuals from various clients would be invited
 - o A follow-up phone call to this conversation will take place on December 15th and again thirty days after that, with a potential follow-up face-to-face meeting occurring between the representatives at a date and place to be determined
- Developing an email list of those in the group coordinated with the firm's marketing professionals in order to keep in contact and do such things as pass around articles that may be relevant to clients
- Teleconference call on December 15th
 - o Identify who the potential clients would be
 - o Identify the type of work that they would be interested in
 - o Identify a location where the work would be performed
 - o Identify a method of introduction

Michael refined the action steps to be defined for individuals as:

- Probe interest in their firm to contributing to the event
- Come up with lists of prospective clients that may attend
- Begin to create that separate email list

Jeff agreed that they also planned to exchange areas of expertise among the group to give an idea of what everyone does.

Corporate/Finance:

Beth Cohen highlighted the four areas of discussion that made up the focus of the corporate/finance group. She reported that each member of the group had decided on one action item that they would take individually – for example, investigating Toronto-Montreal-France synergies among their clients, and Mexico-Miami-Wolf-Block synergies, and funding early stage ventures. She stressed the importance of keeping the members aware of each firm's unique areas of expertise, citing the critical value of the practice groups and suggesting that the practice groups sit down together at each meeting to update everyone on their firms' activities. Beth reiterated the difficulties of pushing down the ILN within the firms and recommended that members bring other partners and more junior partners to the meetings in the future to continuously expose more and more members of their firms to the ILN. Finally, she repeated the need for better tracking of referrals.

Alan noted that it would be helpful for members to copy the Administration on the emails that go back and forth with regard to the groups, so that we can summarize periodically to both the individual groups and the ILN as a whole the progress that is being made within each group.

Litigation:

Peter Altieri explained the focus of the litigation group, whose main concern was how they could better control or monitor referrals and how to push-down the ILN to their partners. As an action step, they discussed sharing their expert/arbitrator databases with one another, with the knowledge in mind that litigation is very jurisdictionally oriented. Peter said there is a need to find an incentive for the partners to use the Network, which may take the form of implementing rules for referrals at the larger firms, where it is more feasible. Another suggested action step was to speak with the general counsel at their clients and determine how best to partner with them.

Tax:

Peter Kirpensteijn informed the delegates that the tax group is looking to the next stage in their development, which will likely take the form of hosting a seminar. They struggled with the issues of what type of seminar to hold, what the object should be and who the audience would be. It was determined that a larger event would be problematic because it is difficult to find a good audience. Instead, the group turned their focus to a road show approach. The first step towards this goal would be to organize a seminar at the Annual Meeting in Philadelphia, inviting corporate lawyers to be the audience for a presentation on tax issues that would be relevant to their practices. In addition, a seminar would be held in Atlanta for 50-100 clients, as a first step towards a road show. This seminar would focus on non-US issues, such as those in Europe, Asia and South America. The road show would then move to Europe, focusing on US issues. The group's next action step is to have a follow-up teleconference on December 15th.

Once the group spokespeople had informed the members of their group's discussions, Michael called on the marketing professionals to give their opinions of what they had heard. Mehul Patel of Howard, Rice, Nemerovski, Canady, Falk and Rabkin said there were two key challenges – the issue of the target audience: who is the group, what is the issue, and how are we differentiated from other networks; and the issue of push-down: how do we make the ILN the default choice for referrals?

Peter Feldman of Beirne, Maynard & Parsons, LLP echoed these sentiments and added that through firm policies and appealing to the self-interest of the lawyers within the firms, we would be able to push-down the ILN. He suggested using success stories, attributing dollar values to referrals, and subsequently a personal value, would aid in developing the self-interest of the member firms. Paul Ward of Stradling Yocca Carlson & Rauth explained that having general counsel in the Medical Device/Drug Manufacturing group helped because it focused them on the clients' needs, and therefore gives the firms a way to determine how an ILN colleague can really help to fill that need. He feels that the ILN needs to be more pro-active, citing the suggested specialty group cocktail parties and joint seminars as good first steps. Beth agreed that the specialty groups are a real strength of the Network and saw the negotiating of strategic alliances and relationships among the members as a real strength of the ILN.

Closing Remarks

Lowell concluded the meeting by making four key observations/suggestions:

- To the extent that the individual firms can afford it, it would be advisable to bring a rotation of additional people with the primary contact person to the meetings to expose as many individuals as possible within the firm to the ILN.
- The firms should request the presence of the ILN at their firm meetings in order to push-down the Network, in a way that the firm members may not be able to do.
- Brochures and other materials have been provided to the firms and these should be distributed among clients and partners to make them aware of the firm's participation in the ILN.
- It would be useful to review the way in which credit is shared within the firm itself for referrals to come up with a broader way to share credit.

Lowell also thanked Alan for organizing a wonderful conference.

Gala Evening

The “Evening Under the Sea” at Sea World kicked off with a cocktail reception at the “California Tide Pool,” where delegates and companions were able to roll up their sleeves and touch starfish, sea urchins, and other fascinating creatures. The group then moved into the World Sea Aquarium, entering an underwater world. Delegates and companions alike were fascinated as fish, sharks, and manta rays swam silently around them as they ate. The evening ended with the song stylings of Rosemary Watson, who combined the contemporary with old Hollywood glamour to provide a highly entertaining experience. The mystery of the sea and the friendships in the group made for a very special evening and a great conclusion to a successful meeting.