

INTERNATIONAL  
*Legal Alliance Summit*  
&  
AWARDS

June  
19  
2014

**REPORT**

HILTON NEW YORK HOTEL

One-to-One Meetings  
& Experts Insights  
Awards Ceremony

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# INTRODUCTION



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For the 7th edition of the International Legal Alliance Summit & Awards, the second in New York, more than 400 participants took part in 1,200 one-to-one alliance meetings, 16 round tables and 2 awards ceremonies.

On June 19, 2014 the International Legal Alliance Summit & Awards (ILASA) gathered more than 400 in-house counsels and law firms from all around the world at the prestigious Hilton New York hotel.

Leaders League once again delivered a highly interactive, intense one-day program, offering major networking opportunities thanks to the one-to-one meetings, expert insights conferences, seated lunch and gala dinner and a cocktail reception.

The best Legal, Tax and Intellectual Property departments were distinguished during the lunch, while the Law Firm Awards ceremony celebrated the top quality Law Firms on the international scale.

The second edition of ILASA in New York was another success and maintained the momentum created in 2013, while increasing the consideration shown by the leading international legal professionals who all thoroughly enjoyed taking part to the event.

We are now delighted to provide you this post-event report which will give you more details about the event. More specifically this special issue aims to present you in a journalistic approach exclusive articles and interviews of the International General Counsels Awards and International Law Firm Awards ceremonies winners.

Year after year, we are committed to foster networking, spread knowledge and create opportunities for the participants.

We take this opportunity to express our gratitude to all the speakers who engaged in this event, and warmly thank our jury members, partners and sponsors, thanks to whom such a successful event was made possible.

Looking forward to welcoming you to the 2015 edition, which is even more promising.

**The ILASA team**



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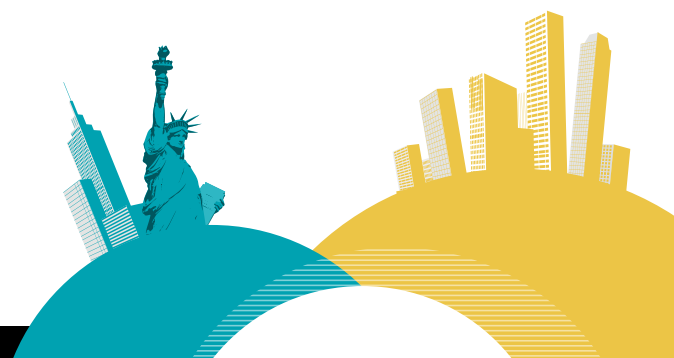
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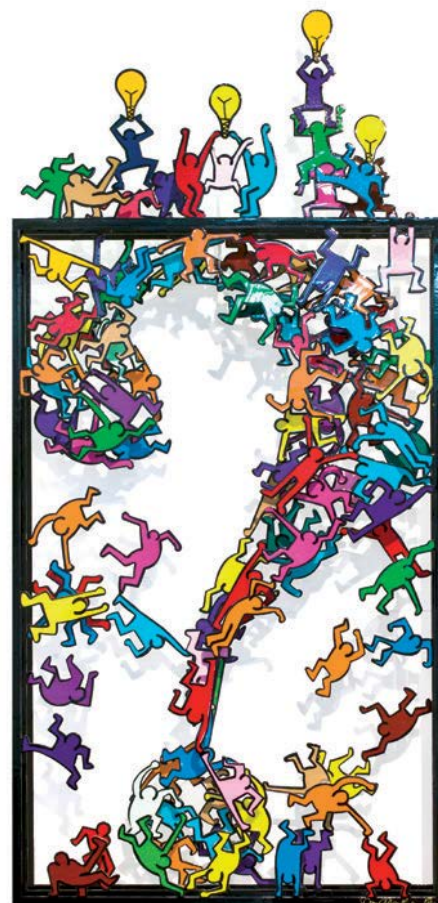
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# INTERNATIONAL *Legal Alliance Summit* & AWARDS

## A RESONANT SUCCESS OF THE INTERNATIONAL LEGAL ALLIANCE SUMMIT & AWARDS FOR ITS 7<sup>TH</sup> EDITION, THE SECOND HELD IN NEW YORK

400 leading Partners, General Counsels and Chief IP Counsels from over 40 countries gathered on June 19, 2014 at the prestigious Hilton New York to network, get latest insights and reward the best performers of the legal profession. This international event, which has already been around for six years, was for its 7<sup>th</sup> edition once again held in New York; sending out a strong signal to international lawyers. The organization, Leaders League, managed to get together international GCs and Chief IP Counsels with Managing Partners of worldwide Law Firms thanks to respectively the International General Counsels Awards during lunch and the International Law Firm Awards during dinner. But what aroused great and precise interest were the many opportunities to meet each other during one-to-one meetings and conferences.

**1,200 pre-arranged meetings took place during the summit, creating bridges between Law Firms and in-house counsels but also between peers.**

High profile participants had the opportunity to fill their agenda of the day with one-to-one meetings. Our online platform offered the possibility to book these appointments a few weeks ahead of the event with targeted clients, prospects or current clients in order to maintain and enhance their referral networks. This was the unique opportunity to create a worldwide roadshow without touring the globe: Asian lawyers could meet with Latin American professionals while European General Counsels met with U.S. magic circle partners, creating a moment dedicated to fruitful meetings.

Far more than a simple business card exchange indeed, participants valued the opportunity to set the first step to an interesting cooperation. At the end of the day, success was on the cards with easy contact and mutual interest at the heart of the atmosphere. Sergio Gonzalez (International Affaires Lawyer at Herrero & Asociados) says: *"The meeting platform was very useful and user-friendly to arrange the meetings"*

**Expert Insights Conferences aroused interest about latest legal issues, with**



**renowned speakers sharing their views and best practices with the audience, approaching key topics and delivering ideas and solutions to underlying problems.**

Dave Hattem (Senior Executive Director & General Counsel at AXA Life Insurance), Gonzalo Smith (Vice President & General Counsel of Walmart Latin America) or David Katz (from Wachtell, Lipton, Rosen and Katz), are, according to our audience, people you are pleased to get advice from and to hear opinions from. High-class speakers animated the twelve round tables on

managing the legal department, cross border deals and also IP related topics treated by representatives from IBM, Televisa, COTY and The Estée Lauder Companies.

Deep analysis and practical cases were brought up to cover today's interrogations. Also, the interactive format of the panels between speakers and the audience added content and raised key underlying problems. *"I thoroughly enjoyed being part of the conferences and will hopefully be able to do so again next year"* says Ali Haidar, Legal Counsel & Chief Privacy Officer at 3M Canada. ➔

# INTERNATIONAL *Legal Alliance Summit* & AWARDS

→ **Prestigious heads of Legal or IP Departments were put in the spotlight during the seated lunch with the 4<sup>th</sup> edition of the International General Counsel Awards.**

The importance of the legal aspects in each company's operations is essential and faces various challenges in a fast moving environment, and this ceremony aimed at rewarding the best performing Legal, IP and Tax Departments of multinational companies. Winners stepped up on stage to be publicly recognized for their great achievements, acknowledged by more than fifty jury members composed of General Counsels.

Through the three continents of America, Asia and Europe; Legal, IP and Tax Departments had the place of honor. For instance, respectively Marsh & McLennan Companies won the Gold Award in the *Best USA Legal Department 2014: Financial Services & Insurance*, Piaggio was elected *Best Tax Department 2014: Overall Strategy & Growth* and Reckitt Benckiser took the Gold Award for the *Best European Legal Department* category. Peter Beshar, from Marsh & McLennan Companies, says *"With 150 lawyers working tirelessly to advance the interests of our company, winning an award of this sort is a wonderful shot in the arm for the entire department – lawyers, legal assistants and administrative staff"*.

**Last but not least, the gala dinner closed the intensive one-day program with the International Law Firm Awards, where the best independent Law Firms from all over the world shined.**

The evening ceremony revealed the

names of laureates in not less than twenty-five categories, judged by over a hundred specialist General Counsels and Chief IP Counsels in total. From China to Brazil, going through France and finishing by the U.S., best leading Law Firms were rewarded either for their long-lasting performance in specific practices or for their overall strategy. The enlarged community shows how market-oriented and environment-relevant this event claims to be and become. It was a joyful and exciting night, followed by a gourmet dessert banquet where everyone chose to celebrate with cocktails and pudding. Robert Skone James, Partner at Gill Jennings & Every, mentions *"We are very pleased to win the Gold Award for UK IP Prosecution – our staff members will be pleased to know their hard work has been recognized internationally"*.

**The International Legal Alliance Summit & Awards in New York has successfully improved its impact thanks to its rich program, but also thanks to the legitimacy given by the quality of the 400 participants attending, and by the unquestioned expertise of the General Counsels and IP Counsels who shared their views and elected the 2014 winners for both ceremonies.**

**With a successful first edition in the USA in 2013, the "ILASA" has strongly set foot in North America, confirming a huge interest in the concept and program of the event. Attendees had once again a tremendous experience being involved on it, and the legal world is already looking forward to the 2015 edition.**



Jean Michel Enriquez,  
**Creel, Garcia-Cuellar, Aiza & Enriquez**



Miguel Del Pino  
**Marval, O'Farrell & Mairal**





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## EXPAND YOUR BUSINESS NETWORK WITHOUT TOURING THE GLOBE

In the rooms of the Hilton Hotel on June 19<sup>th</sup>, our attendees had the opportunity to meet with their fellows from the legal community. Our organization takes pride in offering the possibility to create business relationships in a collegial atmosphere over a few hours. Year in, year out, these meetings turn to be a brilliant opportunity to create business links in a modern fashion.

Anybody working within the legal community knows for a fact that time is one of the most valuable goods. Helping legal professionals to expand their business network with little time and budget constraints was the idea at the very core of these meetings. The continuous development of our event has allowed us to improve the organization of these gatherings. Participants are now able to arrive at the event with their planning in hand, knowing who they will be meeting and who they could have met.

We take a lot of pride in creating a vibrant center over the course of a day, and even more pride in the diversity of the profiles attending: from Managing Partners of Law Firms to in-house GCs, from counsels to Heads

of IP. And this diversity comes not only from their profession, but also from their origin. In this World Cup period of the year, we were more than happy to welcome people from all the continents.


With dedicated time slots and specially accommodated rooms, meetings succeeded each other smoothly, and participants were able to make the most out of their time. Lawyers were able to create new business opportunities while in-house legal professionals took this opportunity to strengthen their network both by meeting up with already existing advisors and broadening their scope of choice.

But these meetings were not only about the diversity of participants. Highly considered profiles from the legal profession were among us and steered this event to a higher quality standard. On the corporate Law Firm side, attendees had the possibility to meet representatives from prestigious

names such as Cravath, Swaine & Moore or Orrick for the US, Bennett Jones or Blakes from Canada, Zhong Lun from China, Creel, Garcia-Cuellar, Aiza & Enriquez – Mexico... As far as IP Law Firms were concerned, one had the possibility to create bonds with Kilpatrick Townsend & Stockton, Cooley or Buchanan Ingersoll & Rooney for the U.S. Gill Jennings (UK), Novagraaf and Cabinet Plasseraud (both French) were also represented. The quality of these meetings was obviously improved by the presence of prominent Chief IP Counsels and GCs such as Richard Vary (Head of Litigation at Nokia Corporation), Michael Auger (General Counsel and Corporate Secretary of U.S. Energy Services).

From early morning to cocktail time, around 1,200 meetings were hosted and this year again the feedback we received strongly suggests that business relationships were created during the day, while existing one saw their bond reinforced.





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NEW YORK

Pillsbury extends a hearty  
**Congratulations!**

To our fellow  
Legal Alliance Award Nominees

**Complimenti!**

**Félicitations!**

**恭喜！**

**おめでとう！**

**Herzlichen Glückwunsch!**

**Comhghairdeas!**







INTERNATIONAL

# General Counsels AWARDS

## A MAJOR SUCCESS FOR THE 4<sup>TH</sup> EDITION OF THE INTERNATIONAL GENERAL COUNSELS AWARDS

The International General Counsels Awards was held for the fourth time this year. Dedicated to the best Legal, Intellectual Property and Tax Departments, the ballroom of the Hilton New York offered the perfect venue for our 400 participants who had the opportunity to meet among peers of the legal profession. While 2013 witnessed the ceremony getting broader with more categories, the 2014 edition was the confirmation that this event is a true success.

The methodology used was simple: four to five nominees were shortlisted in each of the twelve categories covering the globe, with two worldwide categories. Once the nominations were made, the nominees filled in application forms and left the decision to a high-level jury made up of 60 General Counsels, IP Counsels and Tax directors, all from international top firms such as Samsung, LVMH, Unilever, Barclays or AXA. They then deliberated about who deserved this recognition – both based on the application form and on their expertise and knowledge of the market.

Animated by the event's project manager Maité Torrico (Leaders League) the ceremony finally got underway. Category after category,

winners had the opportunity to shine on stage once their company's names were called out by a member of the jury.

Our virtual tour of the globe started with our host country and a category rewarding the *Best USA Legal Department in Financial Services & Insurance* sector. Lucy Fato had the chance to come up on stage and pick up the award on behalf of Marsh & McLennan Companies. Other winning American companies included Monsanto, IBM, and The Hershey Company, who were distinguished in more specific sectors such as Industrial & High Tech or Trademark. Their Canadian neighbors were not forgotten, with Manulife Financial winning for the *Best Canadian Legal*

*Department* and Canadian Tire for the *Best Canadian IP department*.

Similarly, the same categories rewarded the best performers in Latin America: Codelco was distinguished as *Best Legal Department* in this part of the world, while Ecopetrol won as the *Best IP Department*. Winner in the *Best European Legal Department*, Reckitt Benckiser, the British multinational consumer goods company, was represented on stage by their group General Counsel Bill Mordan.

The *Best Asian & South Pacific Legal Department* was a category with two winners: the Chinese automotive manufacturer Geely and StarHub Limited, the Singapore full-fledged telecommunications company.

As the ceremony was headed to its term, the audience discovered which Tax Department and IP Department had the *Best Overall Strategy and Growth*. Three notably famous companies got rewarded: Piaggio, Christian Louboutin, and telecommunications giant Nokia.

Both regulars and newcomers to the event enjoyed a tasteful lunch. This occasion was not only an award ceremony but also an enriching opportunity to meet new people and create networking bounds.



## CELEBRATING THE TOP OF THE GAME IN-HOUSE LAWYERS

The 2013 change of location from Paris to New York was an ambitious and significant choice for the organization Leaders League and a strong signal of the will to create a truly international event for the legal profession. In the case of the International General Counsels Awards, this year confirmed this move as being the right choice to widen and maintain a broad scope of Legal, IP, and Tax Departments. And what better place to do so than New York, known as one of the most cosmopolitan cities in the world and the hub of several multinational companies.

Although the ceremony was not expanded further this year, it witnessed an increasing number of attendees joining from continents such as Latin America and Asia and opening up real international networking opportunities.

The presence of representatives from several multinational companies such as IBM, Nokia, Reckitt Benckiser, Monsanto or ConAgra Foods raised the notoriety of the event even more both in and out of the U.S. and sends a very positive message for the future.





# JURY MEMBERS

## Acknowledgement to the jury

We would like to express our gratitude to all the Jury members who got involved in the process of pre selection and appointment of the Silver and Gold Award winners. It is because of their knowledge and experience that our results stay granted.

Roberto Andrade Martínez, *Legal Director*, **Telefónica México**

Marie-Pascale Antoni, *Director of Fiscal Affairs*, **Medef**

Augusto Aragone, *Vice President & Associate General Counsel - Latin America*, **Ingram Micro**

Michael Auger, *Senior Counsel*, **World Fuel Services**

Juan Azel, *Senior Counsel*, **Standard Chartered Bank**

Michał Batabanow, *General Counsel*, **PKO Bank Polski**

Julie Blackburn, *Vice President & Chief Patent Counsel*, **The Estée Lauder Companies**

Esteve Bulbú Freixa, *Deputy General Counsel*, **Camper**

Dianne K. Cahill, *Director of Legal Affairs*, **American Express**

Clovis Camargo, *President of the General Counsels' Committee*, **Amcham**

Savino Casamassima, *General Counsel*, **Santander Consumer Bank**

Albert Castro, *Legal and Tax Director*, **Banque Lazard**

David Cohen, *Chief Legal & IP Officer*, **Vringo**

Timothy Collins, *Director, Intellectual Property*, **Bombardier Aerospace**

Gloria Dagnini, *Corporate Legal Area Senior Vice President*, **Eni**

Catherine Damelinourt, *Vice President Corporate Tax*, **Alstom**

Marie Even, *General Counsel*, **Cdiscount**

Mariano Federici, *Resident Regional Advisor*, **International Monetary Fund**

Chek Tsang Foo, *General Counsel*, **Atos**

Catherine Fox, *Representative for France*, **ACC Europe**

François Gadel, *Senior Vice President Tax*, **LVMH**

Pierre Gendraud, *Industrial Property Director*, **PSA Peugeot Citroën**

Marie Giguère, *Executive Vice President, Legal Affairs & Secretariat*, **Caisse de Dépôt et Placement du Québec**

Tan Gim Boon, *Group General Counsel & Risk Officer*, **Axiata**

Federico Gottlieb, *Legal Manager*, **Arcor**

Nicolas Guérin, *Group General Counsel*, **Orange**

Dave Hattem, *Senior Executive Director & General Counsel*, **Axa Equitable Life Insurance Company**

Lily Hughes, *Vice President & Associate General Counsel - Legal*, **Ingram Micro**





# JURY MEMBERS

---

Buse Pinar Kaçar, *Legal Affairs Director*, **Stroër**

Kah Ho Khoo, *Country Legal & Government Affairs Manager*, **DKSH**

Hubert Kiehl, *Vice President, Intellectual Property*, **Groupe SEB**

Zachary Klughaupt, *Senior Counsel & Associate Compliance Officer*, **Ansell**

Amitabh Lal Das, *Senior Legal Director & General Counsel*, **Yahoo!**

Carolina Lambrechts, *Director Legal*, **Discovery Networks**

Randall Lewis, *Vice President, International Counsel*, **ConAgra Foods**

Pierre Lorenceau, *Chief Executive Officer & International Publishing Director*, **Leaders League**

Grady Loy, *General Counsel*, **Mitsubishi Gas Chemical**

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Gerardo Muñoz de Cote Amuescua, *Legal Intellectual Property Director*, **Grupo Televisa**

Christopher Murphy Ives, *Vice President, Deputy General Counsel, EMEA & Latin America & Canada*, **Hewlett Packard**

Solomon Osagie, *Chief Legal Counsel*, **TSYS International**

Jorge Peón, *General Counsel*, **Barclays**

Laurent Pitet, *General Counsel & Compliance Officer*, **Bayer Healthcare**

Yves Pontida, *Legal Director*, **Brasseries Kronenbourg**

Geneviève Richard, *Senior Corporate Counsel*, **Belron Canada**

David Mace Roberts, *Associate General Counsel*, **Samsung Telecommunication America**

Edward Rockwell, *General Counsel*, **DataDirect Networks**

Siv Helen Rygh Torstensen, *Corporate Compliance Officer*, **Statoil**

Bruce Schelkopf, *Vice President, Deputy General Counsel & Chief Intellectual Property counsel*, **Ingersoll Rand Company**

Brian Swartz, *Executive Vice President - Legal & Commercial Services, Corporate Secretary & Chief Legal Officer*, **AECOM Group**

Hervé Tainturier, *Vice President, Head of Corporate Legal Affairs & Assistant General Counsel*, **Sanofi**

Frédéric Torrea, *Group General Counsel, International Compliance Officer*, **ATR Aircraft**

Rajeev Uberoi, *Group General Counsel & Group Head - Legal & Compliance*, **IDFC**

Karine Uzan-Mercié, *Vice President Tax & Vice President Corporate Initiatives*, **Coca-Cola Entreprises**

Sara Vanderhoff, *Associate General Counsel - Group Intellectual Property*, **Adidas International**

Anne Vergnaud, *Vice President, Legal Affairs*, **Aptargroup**

Christian Vigroux, *Group Tax Vice President*, **Bureau Veritas**

Manish Yadav, *Corporate Vice President, General Counsel - Asia Pacific, Middle East & Africa*, **McDonald's**

INTERNATIONAL

# *General Counsels* AWARDS



USA



LATIN AMERICA



CANADA



ASIA



EUROPE



GLOBAL

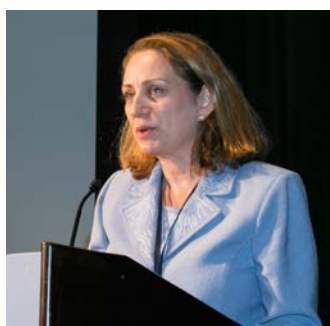




# Best USA Legal Department 2014: Financial Services & Insurance

Gold Award Winner

## MARSH & MCLENNAN COMPANIES



Lucy Fato,  
Deputy General Counsel & Corporate Secretary,  
Marsh & McLennan Companies

### Silver Awards

Bank of America  
CIT Group  
Citygroup

Headquartered in New York, Marsh & McLennan Companies is an American worldwide professional services, risk management, and insurance brokerage firm. Founded in 1905, it has grown to almost 54,000 employees, recording an annual revenue of \$11.9 billion.

MMC Global Legal Department is managed centrally under the direction of Executive Vice President and General Counsel, Peter J. Beshar, who has been with the company since 2004. Mr. Beshar supervises the Legal, Government Relations, Corporate Communications and Risk Management Departments and serves on the MMC Executive Committee. Prior to joining MMC, Mr. Beshar was a litigation partner at Gibson, Dunn & Crutcher where he served as Co-Chair of the firm's Securities Litigation Group. The department is comprised of 215 colleagues, including 148 lawyers in over 25 countries.

The MMC Legal Department is a global department. Every quarter, we conduct a global Town Hall for all lawyers, legal assistants and administrative assistants. Additionally, every lawyer reports to a lawyer in the company. We have lawyers supporting each Operating Company and we have lawyers dedicated to the Parent Company. Each lawyer reports up to a General Counsel of their respective Operating Company, who ultimately reports to Peter J. Beshar. In the past year, we have promoted two new General Counsels from within the department. This

ensures that the message has been sent to our lawyers that we want to grow and maintain our strongest talent. The MMC General Counsel interviews every lawyer hired everywhere in the world to signal that we are one global department.

In 2013, the MMC Legal team aggressively pursued IP protection, in the form of Patents, Trademarks and Copyrights. Although patents had historically not been sought by the Company, we realized the importance of obtaining them for our company's products. In 2013, we obtained 6 patents for industry leading innovations including "One Marsh" and Marsh's "Market Connect." We also have 24 pending patent applications.

Over the last few years, and particularly in 2012 and 2013, members of our Corporate Secretary Group partnered with MMC Investor Relations to conduct sustained outreach on governance matters with our largest institutional shareholders as well as proxy advisory firms. As a result, we obtained 95% approval on "Say on Pay" and did not receive a single shareholder proposal for our 2013 or 2014 proxy statement.

### JURY MEMBERS

Michael Auger, Senior Counsel, World Fuel Services  
Juan Azel, Senior Counsel, Standard Chartered Bank  
Michał Bałabanow, General Counsel, PKO Bank Polski  
Diane K. Cahill, Director of Legal Affairs, American Express

Dave Hattem, Senior Executive Director & General Counsel, Axa Equitable Life Insurance Company  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, Leaders League



## Best USA Legal Department 2014: Industrial & High Tech Sector

Gold Award Winner  
**MONSANTO**



Kyle McClain,  
Chief Litigation Counsel, **Monsanto**

Founded in 1901, the publicly traded American company Monsanto is the leading producer of genetically engineered seed and of the herbicide glyphosate, marketed under the Roundup brand, and is one of the biggest players of the agribusiness.

Interview with David Snively, Executive Vice President, Secretary and General Counsel at Monsanto

**Leaders League.** How is your legal department organized?

**David Snively.** Our legal department is organized by practice area in the U.S. and regionally outside the U.S. with all attorneys reporting up through the GC.

**Leaders League.** Do you regard Intellectual Property as a strategic asset?

**D. S.** Yes, we regard intellectual property as a strategic asset. We are one of the world's leading technology companies. We ranked in the top 25 of the most innovative companies; we won Financial Times 2013 Most Innovative Law Department and won Best In-House Patent Team – Managing North America IP Awards 2014.

**Leaders League.** What are the main issues your legal department has faced in the past years?

**D. S.** A few key issues our legal department has been facing in the past few years are IP protection, navigating international regulatory frameworks and meeting the demands of a growing company.

**Leaders League.** What do you think are the reasons of your success?

**D. S.** I think we have been successful because we are a highly innovative department. Our attorneys are agile, creative and work diligently to shape the legal framework as our technology is introduced.

### Silver Awards

Chevron Corporation  
ConAgra Foods  
H.J. Heinz

### JURY MEMBERS

Michael Auger, Senior Counsel, **World Fuel Services**

Juan Azel, Senior Counsel, **Standard Chartered Bank**

Marie Even, General Counsel, **Cdiscount**

Pierre Lorenceau, Chief Executive Officer & International Publishing Director,  
**Leaders League**

David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**

Edward Rockwell, General Counsel, **DataDirect Networks**

Frédéric Torrea, Group General Counsel, International Compliance Officer,  
**ATR Aircraft**



# Best USA IP Department 2014: Trademarks

Gold Award Winner

## THE HERSHEY COMPANY



Lois Duquette,  
Assistant General Counsel, Global Intellectual Property,  
The Hershey Company

Known as the largest chocolate manufacturer in North America, The Hershey Company counts more than 14,800 employees and sells its products in about sixty countries worldwide, recording in 2013 a revenue of more than \$7 billion.

Interview with Lois Duquette, Assistant General Counsel, Global IP at The Hershey Company

**Leaders League. What is the role of the Brand Department within the legal department?**

**Lois Duquette.** The Intellectual Property team is a Center of Excellence within the Law Department. Commercial attorneys typically serve as the day-to-day legal contact for the business, while the Center of Excellence attorneys handle the Intellectual Property issues in depth. The IP team plays a critical role in the development and protection of the Company's brands. We advise on the selection of new marks or the extension of existing marks, we apply to register new marks and we also work with the brands on the licensing of our brands. The Intellectual Property team also plays a key role in protecting the Company's brands by aggressively policing against infringements threatening the strength of the brands.

**Leaders League. What strategies have you implemented in order to help the global growth of your company?**

**L. D.** Innovation and creating exciting new pro-

ducts are key strategies for our global growth, so the IP team plays an important strategic role to ensure we help create, register and protect new brands and product trademarks around the world that will help drive growth. We have developed teams with representatives from the business units in order to plan the trademark filings which will be needed over the course of the next few years. In addition, in order to handle a dramatic increase in filing work, we have selected certain firms to coordinate the work in smaller countries on a regional basis.

**Leaders League. How is your anti-counterfeiting policy organized worldwide?**

**L. D.** We take counterfeiting seriously as we want consumers to be assured that any product that bears our name is genuine and meets our high quality and safety standards. We take decisive action and work with law enforcement whenever we find incidents of counterfeiting anywhere in the world. We focus our greatest anti-counterfeiting efforts in China where we experience the highest incidence of counterfeiting.

### Silver Awards

Mars Incorporated

PepsiCo

Starbucks

### JURY MEMBERS

Julie Blackburn, Vice President & Chief Patent Counsel, The Estée Lauder Companies

Esteve Bulbú Freixa, Deputy General Counsel, Camper

David Cohen, Chief Legal & IP Officer, Vringo

Dianne K. Cahill, Director of Legal Affairs, American Express

Lily Hughes, Vice President & Associate General Counsel – Legal, Ingram Micro

Bruce Schelkopf, Vice President, Deputy General Counsel & Chief Intellectual Property counsel, Ingersoll Rand Company

Sara Vanderhoff, Associate General Counsel, Adidas International





## Best USA IP Department 2014: Patents

### Gold Award Winner IBM Corporation



Leonora Hoicka,  
Associate General Counsel, IBM Corporation

Founded in 1911, the multinational technology and consulting corporation IBM hold the record for most patents generated by a company for 20 consecutive years.

IBM's law department is one of the most innovative in-house law department in the United States. Led by Bob Weber, Senior Vice President, Legal and Regulatory Affairs, and General Counsel it has proven its excellence through the years and throughout the world. Plus, the IBM law department's pro bono program is one of the most recognized for its action.

a significant portion of our research and development expense with the income from licensing our patents. To that end, we have engaged every level of our company and developed a strong invention pipeline. We aggressively file patent applications and repeatedly reassess our patent portfolio to identify and retain the patents of highest value.

### Silver Awards

Ford Motor Company  
Merck & Co  
SanDisk Corporation

Interview with Manny W. Schecter, Chief Patent Counsel at IBM Corporation.

#### **Leaders League. What is your strategy for patent's protection?**

**Manny W. Schecter.** We strive for enough of the highest quality patents to ensure that we have the freedom to operate as we choose without being subject to the patents of third parties, and to offset

#### **Leaders League. How do you cope with patent litigation?**

**M. W. S.** The majority of our patent litigation is defensive in nature. We evaluate and seek to amicably resolve credible patent assertions and we vigorously defend patent litigation initiated against us. We believe in an appropriately balanced patent system that optimally promotes innovation for the benefit of society.

### JURY MEMBERS

**Julie Blackburn**, Vice President & Chief Patent Counsel, **The Estée Lauder Companies**

**David Cohen**, Chief Legal & IP Officer, **Vringo**

**Lily Hughes**, Vice President & Associate General Counsel – Legal, **Ingram Micro**

**Pierre Lorenceau**, Chief Executive Officer & International Publishing Director, **Leaders League**

**David Mace Roberts**, Associate General Counsel, **Samsung Telecommunication America**

**Edward Rockwell**, General Counsel, **DataDirect Networks**

**Bruce Schelkopf**, Vice President, Deputy General Counsel & Chief Intellectual Property counsel, **Ingersoll Rand Company**

**Sara Vanderhoff**, Associate General Counsel – Group Intellectual Property, **Adidas International**

# Best Latin American Legal Department 2014



Gold Award Winner

**CODELCO**

*Special Distinction*

**GRUPO DE INVERSIONES SURAMERICANA**



Oscar Lira Valdes,  
Legal Vice President, **Codelco**



Lina Lopez,  
Legal Manager, **Grupo de Inversiones Suramericana**

Codelco is a state owned copper mining company, formed in 1976, headquartered in Santiago and known as the largest copper producing firm in the world.

Interview with Oscar Lira Valdes, Legal Vice President of Codelco.

**Leaders League.** How is your legal department organized?

**Oscar Lira Valdes.** Codelco Headquarters is composed by the General Counsel, 3 senior attorneys and 2 juniors. Then you have every operating division, in which you have 8 sub-divisions, with one lawyer each.

**Leaders League.** What kind of relationship do you have with your legal advisors?

**O. L. V.** There is one attorney, myself, who handles all the relation with legal advisors, developing the strategy and discussing the fees.

**Leaders League.** What are the key criteria for selecting external counsel?

**O. L. V.** We have three main criteria for this: reputation, specialization, and costs.

**Leaders League.** What is your view on the South American legal environment?

**O. L. V.** Every year we have been moving to more specialized attorneys, who give prompt advice. The mega law firms are retrieving for new “Boutique” law firms where they give personalized attention instead of mega law firms where you do not know who is doing the work and in what you are paying for might be done by an inexperienced lawyer.

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## Silver Awards

**Cosan S.A Indústria e Comércio**  
**YPF**

## JURY MEMBERS

**Roberto Andrade Martínez**, Legal Director, **Telefónica México**  
**Augusto Aragon**, Vice President & Associate General Counsel - Latin America, **Ingram Micro**  
**Clovis Camargo**, President of the General Counsels' Committee, **Amcham**  
**Mariano Federici**, Resident Regional Advisor, **International Monetary Fund**  
**Federico Gottlieb**, Legal Manager, **Arcor**  
**Zachary Klughaupt**, Associate Counsel, **Ansell**

**Carolina Lambrechts**, Director Legal, **Discovery Networks**  
**Pierre Lorenceau**, Chief Executive Officer & International Publishing Director, **Leaders League**  
**Christopher Murphy Ives**, Vice President, Deputy General Counsel, EMEA & Latin America & Canada, **Hewlett Packard**  
**Jorge Peón**, General Counsel, **Barclays**

shares, traded on the Colombian stock exchange. Between 2009 and 2013, it has seen its numbers of employees rising from 19 to 45 – while the earnings went from \$252.8 million to \$479.8 million.





## Best Latin American IP Department 2014



Gold Award Winner

### ECOPETROL



Ilba Lucia Gonzalez,  
Intellectual Property Director, **Ecopetrol**

Ecopetrol is the largest and primary petroleum company in Colombia. Owned by the Colombian government, the firm has a revenue of \$38,8 billion, a growing net income of \$8.3 billion, making it one of the 25 largest petroleum companies in the world, and one of the four principal petroleum companies in Latin America.

Ecopetrol's IP department is organized according to the value chain of the company, by region. This allows a smooth control of all the activities related to the IP practice and enables a better forecast of new developments to come.

Thirty percent of the work of the IP department has a legal background. Although the workload concentrates in the execution and management of IP related issues there is also an internal platform that grants to provide guidance to all the queries treated by the department.

The department has also managed to come up with 40 instruction booklets that have been

included in Ecopetrol's quality management system.

Ecopetrol S.A. carries out hydrocarbon exploration activities in 32 blocks of Colombian territory directly. In other 15 blocks the company participates in risk with other companies. One of these last blocks is the Tayrona block, located offshore in the Colombian Caribbean. The firm is also responsible for the total production of crude oil and gas in the country obtained by means of direct and associated operations. The operation includes the extraction, collection, treatment, storage and pumping or compression of hydrocarbons.

### Silver Awards

**Cervecería y Maltería Quilmes**  
**El puerto de Liverpool**  
**TAM**

### JURY MEMBERS

**Roberto Andrade Martínez**, Legal Director, **Telefónica México**  
**Clovis Camargo**, President of the General Counsels' Committee, **Amcham**  
**Federico Gottlieb**, Legal Manager, **Arcor**  
**Zachary Klughaupt**, Senior Counsel & Associate Compliance Officer, **Ansell**  
**Carolina Lambrechts**, Director Legal, **Discovery Networks**

**Pierre Lorenceau**, Chief Executive Officer & International Publishing Director, **Leaders League**  
**Javier Lozada**, Vice President & Regional General Counsel, **Philips**  
**Gerardo Muñoz de Cote Amuescua**, Legal Intellectual Property Director, **Grupo Televisa**



# Best Canadian Legal Department 2014

Gold Award Winner

## MANULIFE FINANCIAL



Bill Dawson,  
Vice President and Chief Regulatory Counsel,  
Manulife Financial

Founded in 1887 and headquartered in Toronto, Canada, Manulife is an insurance company and financial services provider. With approximately 84,000 employees, it is one of the largest life insurance companies in the world by market capitalization. Within the last decade, the firm has also merged with John Hancock, creating a global insurance franchise.

Manulife Financial is a leading Canada-based financial services group with principal operations in Asia, Canada and the United States. Their international network of employees, agents and distribution partners offers financial protection and wealth management products and services to millions of clients. We also provide asset management services to institutional customers.

Funds under management by Manulife Financial and its subsidiaries were approximately US\$563 billion as at December 31, 2013. The Company operates as Manulife Financial in Canada and Asia and primarily as John Hancock in the United States. The firm evolves in a highly regulated environment - regulated on consolidated basis by financial services supervisory regulator in Canada but also regulators for each insurance, bank, broker/dealer and asset

management subsidiary in Canada, the US and 13 jurisdictions in Asia and the Caribbean.

Corporate Governance has always been one of their key focus, and Manulife has remained on the leading edge of governance activities.

Manulife's global General Counsel reports to the CEO and participates on Executive Committee. The legal functions in each of the 4 operating divisions (Canada, U.S., Asia and Investments) have dual reporting to the Divisional management team and the global General Counsel. This ensures consistency of approach among all lawyers and compliance staff globally, while creating a close connection between lawyers and business units. Within each Division, lawyers are embedded in business units, with a Chief Counsel responsible to both business unit management and the Divisional General Counsel.

### Silver Awards

Air Canada

BMO Financial Group

Suncor Energy

### JURY MEMBERS

Timothy Collins, Director, Intellectual Property, **Bombardier Aerospace**  
Marie Giguère, Executive Vice President, Legal Affairs & Secretariat, **Caisse de Dépôt et Placement du Québec**  
Zachary Klughaupt, Senior Counsel & Associate Compliance Officer, **Ansell**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**

Christopher Murphy Ives, Vice President, Deputy General Counsel, EMEA & Latin America & Canada, **Hewlett Packard**  
Geneviève Richard, Senior Corporate Counsel, **Belron Canada**  
Brian Swartz, Executive Vice President - Legal & Commercial Services, Corporate Secretary & Chief Legal Officer, **AECON Group**



# Best Canadian IP Department 2014

## Gold Award Winner CANADIAN TIRE



Robyn Collier,  
Senior Vice President and General Counsel,  
Canadian Tire

Founded in 1922, Canadian Tire is a retail company headquartered in Toronto. With over 58,000 employees, it recorded in 2013 an annual revenue of \$12.9 billion.

Their operations include Canadian Tire, the core retail and automotive service operation, Canadian Tire Petroleum, men's, women's and work apparel retailer Mark's, sporting goods and sportswear retail conglomerate Forzani Group Limited, and PartSource, retailing auto parts and accessories.

The legal department of Canadian Tire Corporation, Limited and its subsidiaries consists of over 45 lawyers and compliance specialists supporting some of Canada's iconic banners including Canadian Tire, Sport Chek, Mark's, and Gas+. The department spans four offices and three provinces namely Ontario, Alberta, and Quebec. Virtually every area of law is touched on - from real estate to securities, financial services, branding, technology, competition, franchise, consumer protection, and general corporate and commercial law.

The team is led by its Senior Vice-President, Secretary and General Counsel, Robyn Collier. As chief legal counsel, Robyn is a member of the corporation's executive committee and

is involved in the conversations that guide the strategic thinking and direction of the corporation, its board and subsidiaries and the execution of that strategy. Robyn's focus is on anticipating where the challenges lie, understanding the business' needs, and ensuring that her team is helping the business to solve problems quickly and effectively.

One area of the legal department and the business that has been growing in recent years is intellectual property and branding development activities. The intellectual property portfolio within the legal team is largely managed centrally through the corporation's head office in Toronto. The IP group within this office has global responsibility for the acquisition, management, defense, and licensing of all intellectual property assets. The IP group has established processes to enforce and protect the corporation's brand generally as well preventing infringement and dilution of its various brand assets.

### Silver Awards

**Bell Canada**

**Imax**

**Lululemon Athleticas**

### JURY MEMBERS

Timothy Collins, *Director, Intellectual Property, Bombardier Aerospace*  
Marie Giguère, *Executive Vice President, Legal Affairs & Secretariat, Caisse de Dépôt et Placement du Québec*  
Pierre Lorraine, *Chief Executive Officer & International Publishing Director, Leaders League*

Geneviève Richard, *Senior Corporate Counsel, Belron Canada*  
Brian Swartz, *Executive Vice President - Legal & Commercial Services, Corporate Secretary & Chief Legal Officer, AECOM Group*





# Best Asian & South Pacific Legal Department 2014

Gold Award Co-Winners

## GEELY and STARHUB LIMITED



Ken Ma,  
Executive Design Director, **Geely**

### Interview with Chao Lu, Legal Counsel at Geely Legal

The firm was established in 2002, with only few people in charge, after 12 years passed, it has developed into a department with more than 50 legal specialists within five different offices. Currently, the Legal Department consists of five offices, including International Legal Affairs

Center, Intellectual Property Center, Contract Management Office, Litigation Office, and General legal Office. What we are focus on is not just avoiding legal risk, but also adding value to business functions, in order to supporting company to achieve its goal and interest.



Veronica Lai,  
General Counsel and Company Secretary,  
**StarHub Limited**

StarHub Limited is a full-fledged telecommunications company providing a full range of services over mobile, internet and fixed platforms in Singapore. It comprises 10 companies, with subsidiaries in Singapore, Hong Kong, US and Mauritius.

### Interview with Veronica Lai, General Counsel and Company Secretary at StarHub Limited

**Leaders League.** What are the main issues to which the legal department of StarHub Limited has been exposed in the past couple of years?

**Veronica Lai.** The regulatory and competitive landscape has seen seething changes in Singapore over the last few years. On the telecoms front, StarHub secured the spectrum for 4G services at S\$120m based on our initial offer at reserve price, without any bidding being held. This was achieved through careful negotiations with the Regulator and other telcos. Special care was taken to address competition law issues.

On the media front, we spearheaded the implementation of the new cross carriage legislation

in Singapore, by rendering advice and support on StarHub's submissions to the industry regulator. There were significant challenges because there was no precedent anywhere in the world on this unique regulatory regime. A favourable outcome was achieved when the regulator mandated our competitor to provide the BPL Content on StarHub's platform in Singapore, free of charge to StarHub.

The team also helped to establish a S\$1 billion multi-currency, Medium Term Notes programme. Under the Programme, StarHub may from time to time, issue Notes in series or tranches in Singapore dollars or in other currencies, in various amounts and tenors.

## Silver Awards

**Billabong International  
TSMC**

## JURY MEMBERS

**Juan Azel**, Senior Counsel, **Standard Chartered Bank**  
**Tan Gim Boon**, Group General Counsel & Risk Officer, **Axiata**  
**Chek Tsang Foo**, General Counsel, **Atos**  
**Kah Ho Khoo**, Country Legal & Government Affairs Manager, **DKSH**  
**Amitabh Lal Das**, Senior Legal Director & General Counsel, **Yahoo!**  
**Randall Lewis**, Vice President, International Counsel, **ConAgra Foods**

**Grady Loy**, General Counsel, **Mitsubishi Gas Chemical**  
**Pierre Lorenceau**, Chief Executive Officer & International Publishing Director, **Leaders League**  
**Rajeev Uberoi**, Group General Counsel & Group Head - Legal & Compliance, **IDFC**  
**Manish Yadav**, Corporate Vice President, General Counsel - Asia Pacific, Middle East & Africa, **McDonalds**



# Best European Legal Department 2014

Gold Award Winner

## RECKITT BENCKISER



Bill Mordan,  
Senior Vice President and Group General Counsel,  
Reckitt Benckiser

Reckitt Benckiser is a British headquartered multinational corporation specialized in health, hygiene and home products, listed on the London Stock Exchange and including several world famous brands such as Dettol, Strepsils, Veet, Air Wick, Calgon, or Vanish. With products sold in almost 200 countries, its revenues were slightly above £10 billion in 2013.

Since its creation in 2003, the firm's legal department has expanded throughout developing markets and delivered in-house legal services.

Interview with Bill Mordan, Senior Vice President and Group General Counsel of the company.

**Leaders League.** How is Reckitt Benckiser's legal department involved in the firm's global strategy?

**Bill Mordan.** Reckitt Benckiser is a global consumer products company, focusing on branded goods that are actively advertised and constantly updated. The RB legal team is part of that process from

the very start, years before a product hits the shelves or we launch in a new market, the legal team has been working through the strategy.

**Leaders League.** Is there any specific strategy for the legal department to be perceived as a source of revenue within the company?

**B. M.** Reckitt Benckiser's legal department actively supports and identifies revenue generation opportunities where there is a real opportunity for recovery. As a company, however, most of the countries where we operate are fee-shifting or civil law jurisdictions, so we are careful to raise claims only when there is a good chance of success and a true claim to answer.

### Silver Awards

Anheuser-Busch InBev  
Arcelor Mittal  
ING Group

### JURY MEMBERS

Michał Bałabanow, General Counsel, **PKO Bank Polski**  
Savino Casamassima, General Counsel, **Santander Consumer Bank**  
Gloria Dagnini, Corporate Legal Area Senior Vice President, **Eni**  
Catherine Fox, Representative for France, **ACC Europe**  
Nicolas Guérin, Group General Counsel, **Orange**  
Buse Pinar Kaçar, Legal Affairs Director, **Stroer**

Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Christine Maury-Panis, Executive Vice-President, General Counsel, **Viaccess-Orca**  
Christopher Murphy Ives, Vice President, Deputy General Counsel, EMEA & Latin America & Canada, **Hewlett Packard**  
Solomon Osagie, Chief Legal Counsel, **TSYS International**

# Best Tax Department 2014: Overall Strategy & Growth

Gold Award Winner

**PIAGGIO**



Edoardo Ducci,  
Finance Director at **Piaggio**

Founded in 1889, Piaggio is one of the key players of the mobility industry. Headquartered in Italy, the firm designs, engineers, manufactures and distributes two wheeled motor vehicles under seven brands and in more than 30 countries.

Interview with Monica Cavallini, Senior Vice President of the Group Tax Department of Piaggio, which she created within the group in 2006, supported by the Human Resources department. She has worked intensely to embed the tax philosophy in the overall goals of the business and this Award is only a fair compensation of this achievement.

**Leaders League. Which activities have been put in place to assist the growth strategy of the group?**

**Monica Cavallini.** First of all we have worked on the profile of the Tax Department. Tax function should be one of a business partner across the various business functions of the Group with clear contact points. Tax department goals and constraints have to be understood and shared by other departments and there should be awareness of tax issues throughout the business. Moreover an

important is represented by the setting up of a proper Tax risk framework to oversee any tax risk in the countries of expansion and to take any new opportunity.

**Leaders League. How do you adapt your tax policy to each country?**

**M. C.** In each country, either the Tax Manager or the Finance Manager manage the local tax issues with the support of the regional coordinators in the headquarter.

**Leaders League. In your opinion, what role should have an international group Tax Directory today?**

**M. C.** The Group Tax Director, today, has to focus on the management of tax risk which decisively has increased during the last years. Therefore, more than before, the Tax Director works closely with the Board of Directors.

## Silver Awards

**Abbott Laboratories**

**Danone**

**Unibail-Rodamco**

## JURY MEMBERS

Marie-Pascale Antoni, *Director of Fiscal Affairs*, **Medef**

Albert Castro, *Legal and Tax Director*, **Banque Lazard**

Catherine Damelincourt, *Vice President Corporate Tax*, **Alstom**

François Gadel, *Senior Vice President Tax*, **LVMH**

Pierre Lorenceau, *Chief Executive Officer & International Publishing Director*, **Leaders League**

Antoine Morterol, *Directeur fiscal Group*, **Lafarge**

Karine Uzan-Mercié, *Vice President Tax & Vice President Corporate Initiatives*,

**Coca-Cola Enterprises**

Christian Vigroux, *Group Tax Vice President*, **Bureau Veritas**



# Best IP Department 2014: Overall Strategy & Growth

Gold Award Co-Winners

## NOKIA CORPORATION and CHRISTIAN LOUBOUTIN



Richard Vary and Louise Pentland,  
Nokia



Marion Couvreur, Claire Prieur, Mayeul Dastugue,  
Christian Louboutin

Nokia is one of the biggest communication and information technology multinational company, providing Internet services, including application, games, music, media and messaging services. The firm employs over 90,000 people across 120 countries and reported annual revenues of €12,7 billion in 2013.

Interview with Richard Vary, Director of Litigation at Nokia

**Leaders League. At a global level, how is the intellectual property department organised?**

**Richard Vary.** Nokia's business units each manage their own IP portfolios. The Intellectual Property business unit within Nokia Technologies is responsible for the active portfolio management and licensing of a portfolio of more than 10,000 patent families, built on more than EUR 50 million invested in Nokia R&D over the past two decades. Nokia Networks and HERE independently manage their own portfolios separately from Nokia Technologies.

**Leaders League. What is Nokia's strategy in terms of technology and IP partnerships?**

**R. V.** Nokia's goal is to be a technology leader in a world where everybody and everything will be connected. We are a leader in the fields of network

infrastructure, location-based technologies and advanced technologies. Until recently, Nokia was also a key participant in the mobile devices market through its Devices & Services business, which was acquired by Microsoft in April 2014.

Today, we have three strong businesses: Nokia Networks, our network infrastructure business; HERE, our location intelligence business; and Nokia Technologies, which is focused on technology development and intellectual property rights activities. Through these businesses, we have a global presence, employing around 55,000 people. We are also a major investor in R&D, with investment through the three businesses amounting to more than EUR 2.5 billion in 2013. We are active in many standardization bodies and have been a significant contributor to all of the major telecoms standards.

Christian Louboutin

Founded in 1991 and headquartered in Paris, the firm has over 420 employees and sells over 600,000 pairs of shoes per year, recording revenues of more than \$250 million. Their Intel-

lectual Property team is composed of three in-house counsels working on protection and enforcement of IP rights worldwide, and this IP team is reporting to a Group General Counsel.

### Silver Awards

**GlaxoSmithKline  
Sony Corporation**

### JURY MEMBERS

Dianne K. Cahill, *Director of Legal Affairs, American Express*  
Pierre Gendraud, *Industrial Property Director, PSA Peugeot Citroën*  
Hubert Kiehl, *Vice President, Intellectual Property, Groupe SEB*  
Pierre Lorenceau, *Chief Executive Officer & International Publishing Director, Leaders League*

Gerardo Muñoz de Cote Amuescua, *Legal Intellectual Property Director, Grupo Televisa*  
Mace Roberts, *Associate General Counsel, Samsung Telecommunication America*  
Sara Vanderhoff, *Associate General Counsel – Group Intellectual Property, Adidas International*



# CREEL

CREEL, GARCÍA-CUÉLLAR,  
AIZA Y ENRÍQUEZ®

## SELECTED AWARDS

**Law Firm of the Year  
Central America and Mexico  
2012, 2009 and 2005**  
Chambers and Partners

**Client Choice Awards Mexico  
2014**  
Client Choice International and  
International Law Office

**Law Firm of the Year Mexico  
2014, 2010, 2009 and 2007**  
IFLR

## PRACTICE AREAS

- Antitrust and Competition
- Banking and Finance
- Bankruptcy and Restructurings
- Capital Markets
- Corporate and Commercial
- Dispute Resolution
- Employment and Labor
- Energy and Infrastructure
- Environmental
- Insurance and Reinsurance
- Intellectual Property and Entertainment
- Mergers and Acquisitions
- Mining
- Private Equity
- Project Development and Finance
- Real Estate
- Tax
- Telecommunications
- Transportation
- Pro Bono



**CREEL, GARCÍA-CUÉLLAR, AIZA Y ENRÍQUEZ**

### **México, D.F.**

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### **Monterrey**

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García García Monterrey, Nuevo León  
Tel: +(52 81) 8363 4221  
Fax: +(5281) 8363 5102

## STAYING TUNED TO THE LATEST CONCERNS OF THE LEGAL PROFESSION

Along with the one-to-one alliance meetings, the Expert Insights Conferences were the backbone of the event's day activities. With three tracks, fifteen panels and one plenary session, we were able to cover a wide range of topics that helped satisfying the diversity of the attending profiles. Not only these conferences approached key topics, they also delivered ideas and solutions to underlying problems, thanks to the quality and the experience of the decision makers intervening in the different panels.

The fifteen different panels gave the chance to the attendees to navigate between tracks according to their interest. Each panel saw between three to five speakers intervening, all with different profiles and experiences to share. However, it was made sure that the common denominator was a top management position and a strong living in the legal field. Moderators were either journalists or legal specialists and ensured giving the right directions to the debate while opposed views were often discussed between panelists. At the end of each panel, time was allocated for the audience to ask questions and sometimes challenge the speakers. New view angles were thus offered and enriched the content, proposing a highly interactive discussion as an end result.

The first track's theme was *Managing the Legal Department*. Moderated by Blandine Cordier Palasse and animated by several big names such as Dave Hattem from AXA Equitable Life Insurance or Gonzalo Smith, Vice President & General Counsel of Walmart Latin America, it focused on recruitment in the legal department, the role of the General Counsel and their career development opportunities. The second panel theme was strategic litigation where Marisol Gonzalez Ortega, Legal Affairs Director of Ford Mexico, made a brilliant presentation on class actions in this very country. In the final panel,

Eric Fishman (Pillsbury) Bruno Lebrun (De Gaulle Fleurance & Associés) and Kyle McClain (Monsanto) exchanged their wisdom and experience about strategic litigation. One could here learn about strategic execution in patent litigation, and the divergences and similarities between the U.S. and European Systems.

The main theme of the second Track was Intellectual Property and Information Technology. Among the topics approached one could learn thoroughly about IP wars worldwide. Rich content was delivered on the



specificities of each system, typical courts proceedings, and how to creating court advantages. The last panel focused on rights protection in North America with a special emphasis on designs, trademarks and counterfeiting. With representatives from IBM, Televisa and

The Estee Lauder Companies, some strong examples gave the audience tips about how to stop look alikes and knock offs, as well as protecting your IP assets in a digital world. The panel was brilliantly moderated by Guido Baumgartner – Vice President of Global Brand Protection at COTY.

Finally, the third track approached cross border business and international corporate finance. During the third panel, Emmanuel Adda (Corporate Counsel from Cegedim Americas) gave us insight on the different attorney client privileges according to different set of laws, and delivered practical tips on this very issue. Similarly, Jouke Brada, Managing Partner of Brada, shared his extensive experience on how to do deals and business in the Netherlands, with insights on the country's corporate flexibility, tax ruling practice or protecting foreign investments. Finally, North America was not to be forgotten with an interactive discussion over the differences between the U.S. and Canada, their attractivity for foreign investors and the question of fast track becoming a standard.

The conference program kept the participants' attention with relevant topics and real exchange moments. Speakers were also enthusiastic for they shared insights with peers and a high-level audience made up of confirmed legal professionals.

## SPREADING KNOWLEDGE AND BEST PRACTICES

The Expert Insights conference program was opened by the much awaited plenary session dedicated to *Strategic Deals: From preparation to integration*. It gathered three General Counsels (Lily Hughes from Ingram Micro, Germaine Gurr from Schneider Electric and Lois Duquette from the Hershey Company) and two partners (Jean Michel Enríquez from Creel, García-Cuellar, Aiza & Enríquez and David A. Katz from Wachtell, Lipton, Rosen & Katz).

Several different topics were approached at this round table, such as regulatory, intellectual property and antitrust issues, governance, global M&A, tips to approach them, and also how to handle post deals and integrate them.

Speakers focused on key matters to address when preparing a deal, such as structuring, pricing, regulation, and the post-closing cooperation by sellers. Lois Duquette then went a bit further into details by giving insights on the best Due Diligence tips – going from understanding what target products and markets the priorities for a business team are to understanding the regulatory and legal environment for the target business.







# INTERNATIONAL *Legal Alliance Summit* & AWARDS



## 25 LAW FIRMS FROM ALL OVER THE WORLD WERE REWARDED IN THE 7<sup>TH</sup> EDITION OF THE LAW FIRM AWARDS

The intense one day program ended up with the Law Firm Awards ceremony rewarding the elite of the legal profession at a gala dinner attended by more than 400 people. On a glamorous tone and in a collegial atmosphere, the ceremony recognized the best Law Firms in each domestic market for the depth of their practice, their strategy and latest remarkable achievement. This year again, both corporate, IP and other specific practices were represented from all over the world with a slight accent on the U.S. and Canada Law Firms.

The nomination process started 6 months prior to the event and was based on suggestions made by the jury and international rankings. As for the International General Counsels Awards, firms were shortlisted and submitted application forms which helped the Jury make their decision along with a multi-criteria analysis including rankings, expertise in corresponding practices but also the number of cases or deals resolved in different markets. And similarly, the Jury was composed of over a hundred General Counsels from prestigious multinational companies and institutions such as Ford, Codelco, Geely or Unilever. With around 250 leading Law Firms submitting an application form, no need to say that they had a difficult task – which is why we would like to thank them warmly.

Laureates were invited to step up on stage as the ceremony went along, and were given the Gold Award accompanied by a round of applause.

Latin America was the first of the continents to be put into the spotlight. Once again, Marval, O'Farrell & Mairal saw their outstanding performances

rewarded by winning the *Best Latin American IP Firm* while the delegation from Estudio Beccar Varela was delighted to get the *Best Latin American Law Firm* award, winning along with the Colombian Law Firm Brigard Urutia. The continent of the rising sun was also represented with attendees from India, Japan, China and South Korea – representing leading firms on their markets such as China Patent Agent, TMI Associates, AZB & Partners or Zhong Lun Law Firm.

European categories were exclusively focused on intellectual property practices. Winners included the French Law Firms Cabinet Plasseraud, Novagraaf, UK's famous Gill Jennings but also Herrero & Asociados from Spain and Hoffmann Eitle from Germany.

As in 2013, the ceremony marked a pause dedicated to Rising Stars, which are considered as promising Law Firms that could and should enter the top ten anytime soon, a good way to orient the event towards the future and to show that it keeps up with the market.

Best before end, the North American categories were announced. Rightly so, the audience was excited to hear the winners' name. The very coveted prize of *Best USA Overall Corporate Law Firm* went to Skadden Arps Meagher & Flom, with partner Martha McGarry being the one picking up the trophy and saying a few words. Some categories such as *Best Independent Law Firm* were extremely tight to split up and had co-winners and a special distinction. David Katz from Wachtell, Lipton, Rosen and Katz proudly took the trophy and said a few words on behalf of his firm. With four categories, intellectual property practices were not forgotten and had representatives from prestigious firms such as Quinn Emanuel Urquhart & Sullivan or Cooley.

All attendees had the chance to appreciate this collegial and joyful atmosphere further by celebrating at the dessert buffet, chatting around drinks and maintaining the networking spirit. Year after year, the Law Firm Awards is proving to be a major and enjoyable awards ceremony and this second edition in New York has confirmed the international dimension of the event.



## OPENING UP TO EMERGING MARKETS

The International Legal Alliance Summit & Awards started seven years ago in Paris. The international dimension of the event is taking a greater importance in a continuous fashion – this was confirmed with the move from Paris to New York in 2013.

In an increasingly globalizing world, it is essential to focus on all of the regions of the globe, something that is clearly shown by the different categories taking continent names. Back in the office of Leaders League in Paris, the organizing team give their very best to not only represent these continents in the event but also follow their nominations process in order to facilitate and encourage their attendance to the event.

Continents such as Latin America and Asia are often qualified as “emerging” and represent great business opportunities. One of the successes of the 7th edition was the increased presence of people from this region, with the number of Asian attendees tripling since last year, and the number of Latin Americans attendees doubling.





## ACKNOWLEDGEMENT TO THE JURY

We would like to express our deep gratitude to all jury members who got involved in the process of preselection and appointment of silver and gold awards winners in our twenty-five categories. It is because of their knowledge and experience that our results stay granted.

María Gabriela Alvarez de la Fuente, *Legal Director*, **BASF - The Chemical Company**

Roberto Andrade Martínez, *Legal Director*, **Telefónica México**

Augusto Aragone, *Vice President & Associate General Counsel - Latin America*, **Ingram Micro**

Juan Azel, *Senior Counsel*, **Standard Chartered Bank**

Michał Bałabanow, *General Counsel*, **PKO Bank Polski**

Pedro Pablo Barragán, *Vice President Legal Affairs*, **Grupo Bimbo**

Julie Blackburn, *Vice President & Chief Patent Counsel*, **The Estée Lauder Companies**

Esteve Bulbú Freixa, *Deputy General Counsel*, **Camper**

Nilhan Buyurgan, *Chief Legal Officer*, **Kibar Holding**

Dianne K. Cahill, *Director of Legal Affairs*, **American Express**

Clovis Camargo, *President of the General Counsels' Committee*, **Amcham**

Olivier Catherine, *General Counsel & Compliance Officer*, **Bureau Veritas**

David Cohen, *Chief Legal & IP Officer*, **Vringo**

Jacobo Cohen Imach, *Vice President General Counsel, Government Relations*, **MercadoLibre.com**

Timothy Collins, *Director, Intellectual Property*, **Bombardier Aerospace**

Joseph Conklin, *Chief Intellectual Property Counsel*, **Coty**

Gloria Dagnini, *Corporate Legal Area Senior Vice President*, **Eni**

Kathleen Denoodt, *Legal Counsel*, **Sesvanderhave**

Daniel Desjardins, *Senior Vice President, General Counsel & Corporate Secretary*, **Bombardier**

Tijen Enon, *Legal Director*, **Samsung Electronics**

Mariano Federici, *Resident Regional Advisor*, **International Monetary Fund**

Xiaoju Feng, *General Counsel*, **Saint-Gobain**

Barry Fisher, *Vice President, General Counsel & Corporate Secretary*, **SAP**





## ACKNOWLEDGEMENT TO THE JURY

Amy Fliegelman Olli, Executive Vice President & General Counsel, **CA Technologies**

Chek Tsang Foo, General Counsel, **Atos**

Pierre Gendraud, Industrial Property Director, **PSA Peugeot Citroën**

Marie Giguère, Executive Vice President, Legal Affairs & Secretariat, **Caisse de Dépôt et Placement du Québec**

Tan Gim Boon, Group General Counsel & Risk Officer, **Axiata**

Marisol Gonzalez Ortega, Legal Affairs Director, **Ford Motor Company - Mexico**

Federico Gottlieb, Legal Manager, **Arcor**

Nicolas Guérin, Group General Counsel, **Orange**

Christine Guerrier, Vice President General Counsel Disputes Resolution & Litigation, **Thales**

Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**

Lily Hughes, Vice President & Associate General Counsel – Legal, **Ingram Micro**

Buse Pinar Kaçar, Legal Affairs Director, **Stroër**

Kah Ho Khoo, Country Legal & Government Affairs Manager, **DKSH**

Hubert Kiehl, Vice President, Intellectual Property, **Groupe SEB**

Takayuki Kitajima, General Counsel, **Unilever**

Zachary Klughaupt, Senior Counsel & Associate Compliance Officer, **Ansell**

Amitabh Lal Das, Senior Legal Director & General Counsel, **Yahoo!**

Carolina Lambrechts, Director Legal, **Discovery Networks**

Karen Law, Senior Legal Counsel, Intellectual Property, **Alibaba Group**

Randall Lewis, Vice President, International Counsel, **ConAgra Foods**

Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**

Grady Loy, General Counsel, **Mitsubishi Gas Chemical**

Javier Lozada, Vice President & Regional General Counsel, **Philips**

Gary Margolis, Deputy General Counsel & Chief Compliance Officer, **DRI Capital**

Sandrine Millet, Head Of Patent, **Orange**

Gerardo Muñoz de Cote Amescua, Legal Intellectual Property Director, **Grupo Televisa**

Denis Musson, Group General Counsel, **Imerys**





## ACKNOWLEDGEMENT TO THE JURY

Alexander Neumann, Vice President, Corporate Legal Affairs, **Sorin Group**

François Ouellette, Vice President, **Bombardier Aerospace**

Solomon Osagie, Chief Legal Counsel, **TSYS International**

Arnaud Pavet, General Counsel Europe Mediterranean CIS, **Gemalto**

Laurent Pitet, General Counsel & Compliance Officer, **Bayer Healthcare**

Valeria Plastino, Vice President General Counsel Latin America, **Level 3 Communications**

Jorge Peón, General Counsel, **Barclays**

Ronald Prague, Executive Vice President & General Counsel, **Synchronoss Technologies**

Geneviève Richard, Senior Corporate Counsel, **Belron Canada**

David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**

Edward Rockwell, General Counsel, **DataDirect Networks**

Thomas Sarakatsannis, Senior Vice President & General Counsel, **L'Oréal**

Bruce Schelkopf, Vice President, Deputy General Counsel & Chief Intellectual Property counsel, **Ingersoll Rand Company**

Valeria Schmitke, Legal & Compliance counsel, **Zurich Minas Brasil Seguros**

Joanie Schwartz, Assistant General Counsel, **Bristol-Myers-Squibb**

Arpita Sen, Legal Counsel, **Qualcomm**

Anastasia Shkarina, Legal director, **SOCHI 2014**

Brian Swartz, Executive Vice President - Legal & Commercial Services, Corporate Secretary & Chief Legal Officer, **AECON Group**

Hervé Tainturier, Vice President, Head of Corporate Legal Affairs & Assistant General Counsel, **Sanofi**

Frédéric Torrea, Group General Counsel, International Compliance Officer, **ATR Aircraft**

Kenneth Tung, General Counsel & Director, **Lex Sigma**

Rajeev Uberoi, Group General Counsel & Group Head - Legal & Compliance, **IDFC**

Sara Vanderhoff, Associate General Counsel, **Adidas International**

Marie Wuelfken, Former General Counsel EMEA, **Dentsu Aegis Network**

Jerry Xia, Chief IP Counsel - North Asia, **Honeywell**

Manish Yadav, Corporate Vice President, General Counsel - Asia Pacific & MEA, **McDonalds**

Audrey Yayon-Dauvet, Vice President Legal & Public Affairs, **Pernod Ricard Americas**



INTERNATIONAL  
*Legal Alliance Summit*  
&  
AWARDS



LATIN AMERICA



ASIA



EUROPE



CANADA



RISING STARS

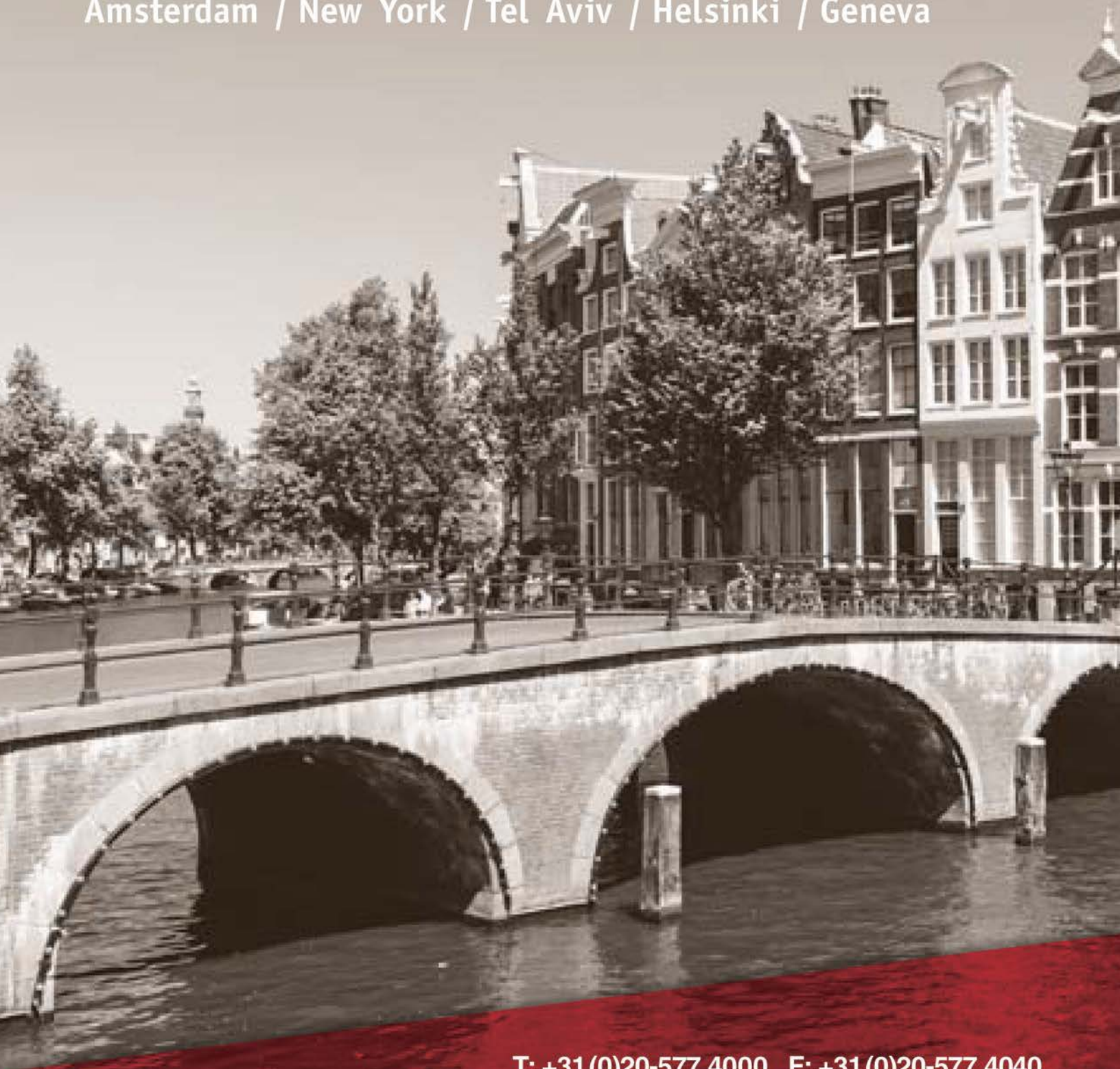


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## BEST LATIN AMERICAN IP FIRM 2014

Gold Award Co-Winners

## MARVAL O'FARRELL & MAIRAL and OLIVARES Y CÍA.

Interview with Gustavo Giay, Partner at Marval O'Farrell & Mairal

**Leaders League.** What do you think differentiated Marval O'Farrell & Mairal for this recognition?

**Gustavo Giay.** This award recognizes the undisputed firm's market leader position in the provision of IP services in Argentina and Latin America. Marval is equally strong in the area of trademarks, patents, and IP contentious, a unique characteristic that distinguishes it from its competitors. These practice groups share an approach to solving legal issues that is very much business driven providing realistic legal solutions that work in the real world.

**Leaders League.** What achievements can the firm showcase for over the past 2 years?

**G. G.** The firm has continued to grow steadily in the last two years by bringing in new clients and expanding the IP services it provides throughout the region. It also achieved outstanding results in enforcing trademarks and in high profile judicial cases, such as obtaining one of the largest damages award ever ruled in a trademark infringement litigation representing a Japanese client against a former local distributor.



Miguel Del Pino,  
Partner, **Marval O'Farrell & Mairal**



Luis Schmidt,  
Partner, **Olivares y Cía**

### Olivares y Cia

Originally grown from an IP boutique founded in 1969 Olivares y Cia has now become a first-rate full-service law firm. Due to its history and deep experience, Olivares y Cia has gained an international standing in the IP practice delivering this service in Mexico, across Latin America and for international clients. Made up of 44 lawyers and engineers and 9 partners, the law firm has dedicated

practice groups that focus on IP prosecution, enforcement and exploitation of IP rights; as well as a full service corporate, commercial and business law group. Moreover it has two dedicated industry groups; Olivares y Cia is the only true first-rate service provider for entertainment, media and sports law in Mexico and is leading in the Life Science & Pharmaceutical industry.

### Silver Awards

**Barreda Moller**  
**Brigard & Castro**  
**Bustamante & Bustamante**  
**Carey**  
**Dannemann, Siemsen, Bigler & Ipanema Moreira**  
**G Breuer**  
**Goodrich, Riquelme & Asociados**  
**Gusmão & Labrunie**

### JURY MEMBERS

Clovis Camargo, *President of the General Counsels' Committee, Amcham*  
Joseph Conklin, *Chief Intellectual Property Counsel, Coty*  
Federico Gottlieb, *Legal Manager, Arcor*  
Zachary Klughaupt, *Senior Counsel & Associate Compliance Officer, Ansell*  
Carolina Lambrechts, *Director Legal, Discovery Networks*  
Pierre Lorenceau, *Chief Executive Officer & International Publishing Director, Leaders League*  
Javier Lozada, *Vice President & Regional General Counsel, Philips*  
Gerardo Muñoz de Cote Amuescua, *Legal Intellectual Property Director, Grupo Televisa*

## BEST MEXICAN LAW FIRM 2014

Gold Award Winner

## CREEL, GARCÍA-CUÉLLAR, AIZA & ENRÍQUEZ

Interview with Jean-Michel Enríquez, Partner at Creel, García-Cuellar, Aiza y Enríquez

### Leaders League. In such a competitive market, what do you think differentiates Creel from other firms?

**Jean-Michel Enríquez.** Creel, García-Cuellar, Aiza y Enríquez was founded in 1936 and has since become a full service corporate law firm, with an established reputation for providing profound, sophisticated and responsive legal advice, and an unwavering commitment to excellence. We are an award winning law firm with 75 years of experience in providing international and domestic clients with technical excellence, knowledge of the market and unparalleled client service. In today's competitive market, what differentiates us from other law firms, is our profound expertise in all our practice areas, which work together providing clients a unique team of attorneys with extensive knowledge to anticipate and resolve issues and efficiently achieve client's legal and business goals.

extensive expertise in his/her field. Our Firm is constantly representing clients in all cross border and domestic transactions in all our practice areas. In a marketplace dominated by "sole practitioner style" firms and "cost-sharing/eat what you kill type partnerships", our strategy is to create an institutionalized full service firm focusing on value-added, high end services.

We are true specialists operating through a single collaborative partnership. Our compensation incentives are aligned with, and specifically tailored to provide profound specialized services across our practice areas. One of our principles is that clients are clients of the Firm and not clients of any given partner; hence in complex transactions we are able to involve the requisite specialists from the appropriate practice area and truly work as a team.

### Leaders League. Do the law firm has any specific forthcoming project?

**J.-M. E.** As market leaders we are always in constant change and open to new projects. The key achievements of the last few years include the consolidation of the true partnership structure of our Firm with clear and transparent governance, allowing extensive cooperation among coordinated teams of specialists to provide superior representation on all aspects of a client's complex matters. We are a firm committed towards building a long-lasting institution and recruit the best talent in our practice areas.



Carlos Aiza,  
Partner, Creel, García-Cuellar, Aiza & Enríquez

### Silver Awards

Barrera, Siqueiros & Torres Landa  
Basham, Ringe & Correa  
Cuesta Campos & Asociados  
Galicia Abogados  
Goodrich, Riquelme & Asociados  
Jáuregui, Navarrete & Del Valle  
Nader, Hayaux & Goebel  
Ritch Mueller  
Von Wobeser & Sierra

### Leaders League. What have been the most outstanding deals/cases achieved by the law firm lately?

**J.-M. E.** As strategic service providers, we advise clients in the most complex and demanding transactions and projects. We are always advising our clients in innovative deals that involve challenging negotiations between transnational companies. We are a true full-service law firm in Mexico with a broad array of practice areas, but we have no generalists; each attorney in each one of our numerous areas of practice is specialized, with

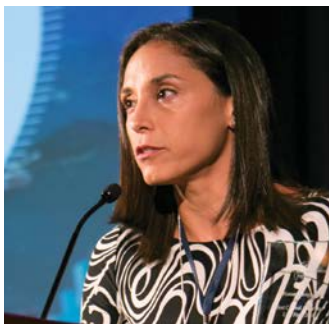
## JURY MEMBERS

Roberto Andrade Martínez, Legal Director, **Telefónica México**  
Juan Azel, Senior Counsel, **Standard Chartered Bank**  
Pedro Pablo Barragán, Vice President Legal Affairs, **Grupo Bimbo**  
Jacob Cohen Imach, Vice President General Counsel, Government Relations, **MercadoLibre.com**  
Mariano Federici, Resident Regional Advisor, **International Monetary Fund**  
Marisol Gonzales Ortega, Legal Affairs Director, **Ford**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Jorge Peón, General Counsel, **Barclays**





## BEST CENTRAL AMERICAN LAW FIRM 2014



Alina Nassar,  
Partner, **Nassar Abogados**

### Silver Awards

**Arias & Muñoz**  
**Arias, Fábrega & Fábrega**  
**BLP Abogados**  
**Carrillo & Asociados**  
**Consortium Centro América Abogados**  
**Mayora & Mayora**  
**Pacheco Coto**  
**Romero Pineda & Asociados**

Gold Award Co-Winners

## ALEMAN, CORDERO, GALINDO & LEE and NASSAR ABOGADOS

Interview with Eloy Alfaro, Partner at Aleman, Cordero, Galindo & Lee

**Leaders League.** In such a competitive market, what do you think differentiates Aleman, Cordero, and Galindo & Lee from other law firms?

**Eloy Alfaro.** Responsiveness, diligence, and quality of service. We make a very strong commitment to be available to our clients 24/7 and to make sure that we respond to their requests promptly and diligently. This has always been a hallmark of our service and it continues to set us apart from the competition.

**Leaders League.** What are the firm's forthcoming or most recent projects?

**E. A.** We advised Cable & Wireless Panama, S.A. in its acquisition of 12 corporations within Grupo Sonitel for \$41.3 million. Grupo Sonitel is a provider of comprehensive IT solutions and telecommunications services to private and public entities in Panama, El Salvador, Nicara-

gua and Peru. The official closing is expected to take place later this month.

We have also just recently advised Grupo Unidos por el Canal, S.A., the company undertaking the Design and Construction of the Third Set of Locks of the Panama Canal Expansion Program, in a US\$400 multi-jurisdiction financing agreement.

We advised Celsia S.A., E.S.P (Purchaser), as local counsel, in the acquisition of 51% of the issued and outstanding shares of Bahía Las Minas (the largest thermic power generator in Panama), as well as the acquisition of 100% of the issued and outstanding shares of Alternergy, S.A., Suez Energy Central America, S.A. and Bontex, S.A., all property of Suez Energy International Luxembourg (Seller), a subsidiary of GDF Suez, for \$840 million, which is the largest private transaction in Panama this year. The transaction agreements were signed last week.

Interview with Alina Nassar, Partner at Nassar Abogados

**Leaders League.** What do you think have been the cases that caught the attention of the Jury?

**Alina Nassar.** In February 2014, we completed a case in which we advised IBM in a transaction involving the sale/purchase part of local Customer Care operations from IBM to Concentrix. Nassar Abogados advised our

client on the legal implications and issues to be addressed as a consequence of the transaction. Another key case was our action as Burger King Corporation's local counsel in the legal assessment of the post closing stage of a group of contracts, which jointly ruled the transfer of the assets and restaurants operations of Burger King Corporation in Central America.

### JURY MEMBERS

Juan Azel, **Senior Counsel, Standard Chartered Bank**  
 Mariano Federici, **Resident Regional Advisor, International Monetary Fund**  
 Zachary Klughaupt, **Senior Counsel & Associate Compliance Officer, Ansell**  
 Carolina Lambrechts, **Director Legal, Discovery Networks**  
 Pierre Lorenceau, **Chief Executive Officer & International Publishing Director, Leaders League**  
 Alexander Neumann, **Vice President, Corporate Legal Affairs, Sorin Group**  
 Audrey Yayon-Dauvet, **Vice President Legal & Public Affairs, Pernod Ricard Americas**

## BEST BRAZILIAN LAW FIRM 2014

Gold Award Winner

## MATTOS FILHO, VEIGA FILHO, MARREY JR E QUIROGA ADVOGADOS

Interview with Amadeu Ribeiro, Partner at Mattos Filho, Veiga Filho, Marrey Jr E Quiroga

**Leaders League.** The Brazilian law market is very competitive. Which are the main points that make Mattos Filho different from the other firms?

**Amadeu Ribeiro.** Firstly, we have created a more transparent governance model and also we have introduced a modified lock step system. As a result of both measures we have developed a more collaborative way of working between partners which allowed to better serving our clients. Secondly, we have been investing over the years in reinforcing practice areas such as Real Estate, IP, Labour, Arbitration or Antitrust and developing new ones such as IT. As an example, we use to have lawyers that could advice in IT law but now we have a partner entirely focus on IT. Finally, our increasing investment in training our lawyers and recruitment. We have set up a trainees program; we recruit students from the best Brazilian universities and offer trainees a learning experience in a variety of practice areas. We have also established the “Mattos Filho academy” which is a sort of law studies center for our lawyers where we promote classes in a variety of matters. Each lawyer must participate to a number of classes.

**Leaders League.** Mattos Filho has a New York office. Could you describe the international strategy of the firm?

**A. R.** We have had a New York office for several years but it is the only one outside of Brazil.

The goal was to show to our US clients that we are closer to them and to our other clients that we are where their business and legal problems are. Another objective of setting up this office was to develop relationship with clients or legal firms that need legal assistance in Brazil. Our aim is not to practice foreign law but accompany the development of our clients. As an example we have four partners in charge of Asia and they are the key persons for our clients when they need legal help in Asia or if there are Asian clients that want to come to Brazil. The lawyers of that group must develop relationships with legal firms in the region and for that they travel at least twice a year to Asia. They have to submit each year a development plan concerning the zone they are in charge. Then we decide how and where to invest to contribute to its development.

**Leaders League.** What are the law firm forthcoming projects?

**A. R.** We feel we are in the right way that's why we plan to continue developing and reinforcing practice areas, paying strong attention to the recruitment and the in-house training. Our long term view is to be THE firm of choice that can help in complex legal matters in Brazil in all areas of law. It means to be seen by clients as an outstanding law firm in any kind of complicate legal needs concerning our country. We want to have better practices and the better lawyers and we are on the way.



Amadeu Ribeiro,  
Partner, Mattos Filho, Veiga Filho,  
Marrey Jr E Quiroga

### Silver Awards

Barbosa, Müssnich & Aragão  
Demarest Advogados  
Lobo & de Rizzo Advogados  
Machado, Meyer, Sendacz, Opice  
Advogados  
Pinheiro Guimarães - Advogados  
Pinheiro Neto Advogados  
Souza, Cescon, Barrieu & Flesch  
Advogados  
TozziniFreire Advogados  
Veirano Advogados

### JURY MEMBERS

Augusto Aragone, Vice President & Associate General Counsel - Latin America, **Ingram Micro**  
Pedro Pablo Barragán, Vice President Legal Affairs, **Grupo Bimbo**  
Esteve Bulbú Freixa, Deputy General Counsel, **Camper**  
Clovis Camargo, President of the General Counsels' Committee, **Amcham**  
Jacob Cohen Imach, Vice President General Counsel, Government Relations, **MercadoLibre.com**  
Mariano Federici, Resident Regional Advisor, **International Monetary Fund**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Solomon Osagie, Chief Legal Counsel, **TSYS International**  
Valeria Plastino, Vice President General Counsel Latin America, **Level 3 Communications**  
Valeria Schmitke, Legal & Compliance counsel, **Zurich Minas Brasil Seguros**  
Hervé Tainturier, Vice President, Head of Corporate Legal Affairs & Assistant General Counsel, **Sanofi**  
Frédéric Torrea, Group General Counsel, International Compliance Officer, **ATR Aircraft**



## BEST LATIN AMERICAN LAW FIRM 2014



Roberto Fortunati,  
Partner, **Estudio Beccar Varela**

Gold Award Co-Winners

## ESTUDIO BECCAR VARELA and BRIGARD & URRUTIA

Interview with Roberto Fortunati and Javier Luis Magnasco, Partners at Estudio Beccar Varela

**Leaders League. Could you describe your firm's principal achievement over the past two years?**

**Roberto Fortunati.** During the last years, the firm strategy has been focused on growing, betting against the current market trend toward reducing firm sizes. We are convinced that strength in numbers and a wide service offer are the secret to survive in today's Argentina. Following the above mentioned strategy, in June 2012 we opened a China Desk. The same year, in March, we opened a Criminal Law Department, inviting Dr. Manuel Beccar Varela to join our firm as head of this new division. We also hired 3 new associates to run the White Collar and Criminal Law Department. The opening of this new practice confers a competitive advantage on the firm and was designed

in order to anticipate the growing demand for assistance in corporate criminal law.

**Leaders League. What are your particular advantages over your competitors?**

**Javier Luis Magnasco.** Estudio Beccar Varela is a historic firm, established more than hundred years ago. We are now recognized as one of the leading firm in Argentina offering a full range of expertise whilst at same time establishing a strong position by industry sectors: oil and gas, mining, banking, TMT, real estate and agribusiness. Our team consists of 120 lawyers highly specialized in all areas of law, these are our advantages: the quality of the people working in the firm, our deep knowledge of the country and a strong sense of entrepreneurship.

### Silver Awards

**Carey  
Claro & Cia.  
D'Empaire Reyna  
Estudio Jurídico Gross Brown  
Ferrere  
Marval, O'Farrell & Mairal  
Miranda & Amado Abogados  
Pérez Alati, Grondona, Benites,  
Arntsen & Martínez De Hoz  
Prietocarrizosa  
Rodrigo, Elías & Medrano**

### Brigard & Urrutia

Founded in 1934 and with 80 years of experience, Brigard & Urrutia is recognized as a leading law firm in Colombia and one of the most prestigious in Latin America, with a multidisciplinary team of more than 140 attorneys in different practice areas of the Business Law. They have a management team

that is constantly innovating in finding solutions, following best practices in order to give clients a very pleasant customer experience. Brigard & Urrutia is known for making a carefully selection of the professionals working in the firm, placing the trust they get from their clients as their most valuable asset.

### JURY MEMBERS

María Gabriela Alvarez de la Fuente, **Legal Director, BASF - The Chemical Company**  
Augusto Aragone, **Vice President & Associate General Counsel - Latin America, Ingram Micro**  
Pedro Pablo Barragán, **Vice President Legal Affairs, Grupo Bimbo**  
Clovis Camargo, **President of the General Counsels' Committee, Amcham**  
Jacob Cohen Imach, **Vice President General Counsel, Government Relations, MercadoLibre.com**  
Mariano Federici, **Resident Regional Advisor, International Monetary Fund**  
Pierre Lorenceau, **Chief Executive Officer & International Publishing Director, Leaders League**  
Javier Lozada, **Vice President & Regional General Counsel, Philips**  
Jorge Peón, **General Counsel, Barclays**  
Valeria Plastino, **Vice President General Counsel Latin America, Level 3 Communications**  
Audrey Yayon-Dauvet, **Vice President Legal & Public Affairs, Pernod Ricard Americas**







# A new generation of sophisticated and innovative lawyers.

SJLC is an **independent Luxembourg business law firm** focusing on tax, finance, securities and corporate laws.

SJLC advises leading institutional clients and major corporate groups on sophisticated cross-border transactions. It is renowned for its expertise in various aspects of Luxembourg business law, including tax, banking & finance, structured finance, securitisations, public offerings and private placements of securities, alternative investment vehicles (SIFs and SICARs), restructuring & insolvency, M&A and corporate law.

SJLC is **highly recommended** by Chambers & Partners as **a leading law firm** in Luxembourg.

SJLC is an active member of the Luxembourg fund industry association (ALFI) and the Luxembourg private equity & venture capital association (LPEA).



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## BEST JAPANESE IP FIRM 2014



Mihoko Shintani,  
Associate Attorney, TMI Associates

### Silver Awards

**Abe, Ikubo & Katayama**  
**Aoyama & Partners**  
**Asamura Patent Office**  
**Fukami Patent Office**  
**Nakamura & Partners**  
**Seiwa Patent & Law**  
**Sugimura International Patent**  
**& Trademark Attorneys**  
**Suzuye & Suzuye**

## Gold Award Winner TMI ASSOCIATES

Interview with Toshifumi Onuki, Partner at TMI Associates

**Leaders League. What do you think differentiated TMI Associates from other firms for this recognition?**

**Toshifumi Onuki.** TMI Associates has a unique aspect that would differentiate itself from other firms handling legal services for intellectual property, first of all, in its personnel organizational structure. Since our establishment in 1990, lawyers ("Bengoshi") and patent/trademark attorneys ("Benrishi") work together on a routine basis, allowing our practice to focus on all aspects of intellectual property law including patent/trademark/design prosecution and IP-related lawsuits, including infringement litigation, trials before the Japan Patent Office (JPO), opinions infringement, freedom to operate, validity, and pre-litigation analysis, due diligence, patent term extension and import suspensions at Customs.

TMI Associates would also differentiate itself by its recent accelerating expansion of operations. In addition to our domestic branch offices in Nagoya, we have opened several branch offices overseas, in Shanghai, Beijing, Yangon, Singapore, Ho Chi Minh City and Hanoi (as of the end of May, 2014). Moreover, we have opened an office in Silicon Valley (as of July 1st this year) which is to be the first case of a Japanese firm having a branch in such region. In addition, we provide a wide range of global legal services through our Chinese and French desks located in our Tokyo office and through our joint venture relationships in Japan with Simmons & Simmons (UK), Morgan Lewis (US), Wakely Foreign Law Office (Canada) and Arquis Foreign Law Office (Germany). Accordingly, we are able to provide a comprehensive range of legal services including intellectual property.

**Leaders League. What achievements can the firm showcase for over the past two years?**

**T. O.** In 2014 and 2013, the attorneys in TMI obtained a dozen winning decisions. One example, we would like to highlight is a patent infringement litigation of which the case value amounted to 3.5 billion yen, held on March 27, 2014. TMI represented the defendant, Optorun, in a patent infringement lawsuit over an antifouling film deposition system used for coating displays of smart phones. Here are the issues: (1) whether or not the client's product falls within the scope of the asserted patent which is directed to Ion Assisted Deposition. Specifically, whether or not, in the client's product, the supplying methods of the deposition materials as well as the ion beam fell within the scope of the asserted patent; and (2) whether or not the asserted patent was valid.

Regarding Issue 1, the Tokyo District Court fully adopted our arguments and we won the case. We successfully proved, by conducting a lot of experiments, that the client's methods are different from those claimed in the asserted patent. The Intellectual Property High Court maintained the decision rendered by the Tokyo District Court. The appellant did not appeal and the decision was finalized.

**Leaders League. What forthcoming developments can be expected in the year or so?**

**T. O.** In the course of our expansion of operations, we are opening a new domestic branch in Kobe, Hyogo-prefecture, in West Japan this September. As a branch office overseas, we have also opened a branch office in Phnom Penh, Cambodia, as of September 1, 2014.

### JURY MEMBERS

Takayuki Kitajima, General Counsel, **Unilever**  
 Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
 Grady Loy, General Counsel, **Mitsubishi Gas Chemical**  
 Kenneth Tung, General Counsel & Director, **Lex Sigma**

## BEST CHINESE IP FIRM 2014



Yansheng YU,  
President, **China Patent Agent (H.K.) Ltd.**

### Silver Awards

**CCPIT Patent & Trademark Law Office**  
**China Sinda**  
**Kangxin Partners**  
**Liu, Shen & Associates**  
**NTD Intellectual Property**  
**Shanghai Patent & Trademark Law Office**  
**Unitalen**  
**Zhongzi Law Office**

Gold Award Winner

## CHINA PATENT AGENT (H.K.) LTD.

*Special Distinction*

**KING & WOOD MALLESONS**

### China Patent Agent (H.K.) Ltd

Accompanying the launch of the Patent Law of the People's Republic of China, China Patent Agent (H.K.) Ltd. (CPA) was incorporated in Hong Kong in 1984, and is one of the three Chinese IP pioneer firms. CPA provides full-range IP services to its clients in China and abroad, with particular expertise in application prosecution, litigation, mediation, licensing, assignment and counseling in relation to patents, trademarks, copyrights, domain names, anti-unfair competition, and other IP-related areas.

As a solid proof of its high-quality services, the leading Chinese IP firm keeps ranking top in terms of the trusted volume of foreign invention and patent applications.

The team is made up of 196 patent attorneys, 35 trademark attorneys, 58 lawyers and engineers covering almost every technical field. CPA has handled a lot of important and complicated IP cases for its clients in China and abroad. In 2011, CPA represented Ericsson and won

a series of invalidation cases against Huawei which resulted in the protection of Ericsson's patent rights in China. As for ongoing cases, CPA represents Picanol, a leading Belgium manufacturer in the field of weaving machines, for design patent infringement involving preliminary injunction. This case began in June 2012 and the three defendants, three Chinese local companies, respectively exhibited their infringing products at the 2012 ITMA exhibition in Shanghai, the world's largest international textile machinery showcase. The Picanol case is a high profile one, arousing industry and media interest in China and abroad.

Other famous international clients include Pfizer and Saint-Gobain, for which CPA has won landmark cases.

CPA has developed into a key player in China with rich experience in patent and trademark prosecution and contentious matters, which strengthens its differentiation.

### King & Wood Mallesons

King & Wood Mallesons is a leading full-service law firm in China. Founded in 1993, the Beijing office serves as the headquarters for the firm's sixteen locations comprising 1,800 lawyers and 380 partners. The IP team headed by Li Yong covers the full spectrum of mat-

ters, including patents, trademark, copyright, unfair competition and IP litigation. The team notably represented the Beijing Organizing Committee for the 2008 Summer Olympic Games and has managed the Olympic IP portfolio since 2002.

## JURY MEMBERS

Xiaoju Feng, General Counsel, **Saint-Gobain**  
 Karen Law, Senior Legal Counsel, Intellectual Property, **Alibaba Group**  
 Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
 Grady Loy, General Counsel, **Mitsubishi Gas Chemical**  
 Sandrine Millet, Head Of Patent, **Orange**  
 Jerry Xia, Chief IP Counsel - North Asia, **Honeywell**  
 Kenneth Tung, General Counsel & Director, **Lex Sigma**



## BEST CHINESE LAW FIRM 2014



Philip Zhang,  
Partner, Zhong Lun Law Firm

### Silver Awards

**Boss & Young**  
**Commerce & Finance Law Offices**  
**Fangda Partners**  
**Global Law Office**  
**Haiwen & Partners**  
**Jingtian & Gongcheng**  
**Jun He Law Offices**  
**King & Wood Mallesons**  
**Llinks Law Offices**

Gold Award Winner

## ZHONG LUN LAW FIRM

### Zhong Lun Law Firm

Zhong Lun Law Firm is a multinational law firm headquartered in Beijing, China. The firm has six offices in China's biggest cities and four international offices in London, Tokyo, Hong Kong and New York. Their major practice disciplines include Real Estate and Construction, Corporate Financing and Capital Markets, Mergers and Acquisitions, Private Equity and Venture Capital, Foreign Direct Investment, Tax, Banking and Finance, Structured Financing and Securitization, International Trade and WTO, Technology, Media and Telecommunications (TMT), Intellectual Property, Bankruptcy and Corporate Reorganization, as well as Dispute Resolution.

They serve a broad range of blue chip clients that include numerous Fortune 500 companies, banks and financial institutions as well as international organizations and government authorities. They strive to provide quality, efficient and practical legal advice on complex business transactions in China. As one of the most influential PRC law firms with deep roots in the political, legal and commercial circles of China, Zhong

Lun maintains effective working relationships and communication channels with government and semi-governmental entities at various levels, as well as major industry players. Their lawyers have frequently been invited to advise and comment on legislation, and some are legal advisors to key government departments. This enables them to provide practical legal advice for clients.

As a leading player in corporate/M&A in China, Zhong Lun has extensive experience in mergers, acquisitions, restructuring, and other strategic reorganization and alliances. Zhong Lun has particular strengths in cross-border transactions as well as deals involving listed companies.

Their industry expertise and innovative approaches have helped international clients efficiently and effectively enter the China market, as well as facilitated successful expansion of domestic clients into international markets. Zhong Lun has consistently been ranked as one of the top M&A law firms by many respected surveys and tables.

### JURY MEMBERS

Michał Batabanow, General Counsel, **PKO Bank Polski**  
Xiaoju Feng, General Counsel, **Saint-Gobain**  
Chek Tsang Foo, General Counsel, **Atos**  
Kah Ho Khoo, Country Legal & Government Affairs Manager, **DKSH**  
Randall Lewis, Vice President, International Counsel, **ConAgra Foods**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Grady Loy, General Counsel, **Mitsubishi Gas Chemical**  
Alexander Neumann, Vice President, Corporate Legal Affairs, **Sorin Group**  
Kenneth Tung, General Counsel & Director, **Lex Sigma**  
Jerry Xia, Chief IP Counsel - North Asia, **Honeywell**



# BEST INDIAN LAW FIRM 2014

Gold Award Co-Winners

## AZB & PARTNERS and AMARCHAND & MANGALDAS & SURESH A. SHROFF & CO.

Interview with Shardul Shroff, Managing Partner at Amarchand Mangaldas & Suresh A. Shroff & Co.

**Leaders League.** What do you think differentiated Amarchand from other firms for this recognition?

**Bakul Anand.** Amarchand stands out among other full-service law firms in India for its equal adeptness in understanding legal as well as business issues. This is the foundation of our consistently demonstrated excellence in service delivery, our close and long-held relationships with clients, our ability to provide legally and commercially sound and practical advice in a timely manner. The Firm is also widely recognized for the participation of many of its senior partners with policy-making bodies and as expert resources for government and industry committees; in recent months, this has involved engagement in the drafting of the Companies Act (Amendment) Bill and, currently, in the review of the Companies (Amendment) Act, 2013, recently launched by the government.

**Leaders League.** What achievements can the firm showcase for over the past two years?

**B. A.** While the Firm continued to garner new clients even in a slow economy, there have been several steps initiated within the organization to further strengthen capabilities, focusing, in particular, on areas of law that are gaining ground in India and internationally and on emerging business verticals competition law, intellectual property rights, employment law and white collar crime, privacy and security in e-governance, public-private partnerships and linked agreements, particularly in the oil and gas, power and energy, railways.

Alongside, we stepped up our focus on social engagement, increasing emphasis on pro bono work for non-profit organizations and instituted in-house measures to improve mentoring and equitable opportunities for women lawyers.



Kunal Mehra,  
Senior Associate, Amarchand & Mangaldas  
& Suresh A. Shroff & Co.

### Silver Awards

ALMT Legal  
Desai & Diwanji  
DSK Legal  
J. Sagar Associates  
Khaitan & Co.  
Luthra & Luthra  
Trilegal  
Wadia Ghandy & Co.

### AZB & Partners

AZB & Partners was formed in 2004 and is a combination of CZB & Partners in Mumbai and Ajay Bahl & Co. in Delhi. The firm has since expanded to four more cities in India and has put M&A, Joint Ventures and General Corporate Practice at the heart of its strategy.

AZB & Partners combines legal and transactional expertise along with broader market sector knowledge with a 360 degree approach to a transaction. Plus, the firm's experience in this practice area is enhanced by its competence in regulatory, competition, antitrust

and tax issues. The key focus of the firm is to provide integrated and commercially driven transactional services to its clients.

Made up of 250 lawyers and 20 partners, the firm advises and represents clients acting as buyers, sellers or investors in complex international and domestic business arrangements. It has advised on some of the largest and most complex inbound M&A transactions and some of India's largest outbound investments such as Corus and Jaguar.

### JURY MEMBERS

Olivier Catherine, General Counsel & Compliance Officer, **Bureau Veritas**  
Amitabh Lal Das, Senior Legal Director & General Counsel, **Yahoo!**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Alexander Neumann, Vice President, Corporate Legal Affairs, **Sorin Group**  
Arpita Sen, Legal Counsel, **Qualcomm**  
Frédéric Torrea, Group General Counsel, International Compliance Officer, **ATR Aircraft**  
Kenneth Tung, General Counsel & Director, **Lex Sigma**  
Rajeev Uberoi, Group General Counsel & Group Head - Legal & Compliance, **IDFC**  
Manish Yadav, Corporate Vice President, General Counsel - Asia Pacific & MEA, **McDonalds**

## BEST ASIAN LAW FIRM 2014

Gold Award Co-Winners

## ANDERSON MORI & TOMOTSUNE and KIM & CHANG and RAJAH & TANN

Interview with Kye Sung Chung, Senior Partner at Kim & Chang

**Leaders League. What achievements can the firm showcase for over the past two years?**

**Kye Sung Chung.** One of the unique achievements in the past year has been the firm's active involvement in pro bono activities. Last year, we established the Kim & Chang Committee for Social Contribution ("K&C CSC"), an independent committee comprised of full-time lawyers and senior-level committee members with extensive experiences in the pro bono area. One of the key projects that the K&C CSC was involved in was providing a proposal for legislation aimed at compensating South Korean

companies that have invested in the Gaesong Industrial Complex, a joint industrial park between North Korea and South Korea. Gaesong is a special industrial zone in North Korea and home to 123 South Korean factories that employ more than 50,000 North Korean workers. Kim & Chang also represented and acted successfully for an international consortium led by Bombardier Transportation in a dispute over a delayed operation of Light Rapid Transit (LRT) with a South Korean municipality. Our client was awarded compensation of USD 750 million and we were able to procure a resolution for the client in only 18 months.



Kenneth Cho,  
Partner, **Kim & Chang**



Juliana Yap,  
Partner, **Rajah & Tann**

### Silver Awards

**Ali Budiardjo, Nugroho, Reksodiputro  
Allen & Gledhill  
Lee & Ko  
Lee and Li  
Nagashima Ohno & Tsunematsu  
Nishimura & Asahi  
Skrine  
Soewito Suhardiman Eddymurthy  
Kardono**

### Anderson Mori & Tomotsune

In 2005, the Japanese law firms of Anderson Mori and Tomotsune & Kimura merged their law practices, creating Anderson Mori & Tomotsune. The firm now has offices in Tokyo, Beijing, Shanghai, Nagoya and Sin-

gapore. With approximately 300 lawyers, the firm provides a full range of specialized legal services for both international and domestic corporate clients, and is frequently involved in large M&A and finance transactions.

### Rajah & Tann

Rajah & Tann has now grown to be one of the largest full service law firms in Singapore, providing full service and high quality advice to an impressive list of clients. With more than 300 lawyers, they have

been at the leading edge of Asian law and worked on the biggest and highest profile cases in the region, developing an instinctive understanding of the issues, opportunities and challenges.

### JURY MEMBERS

Olivier Catherine, General Counsel & Compliance Officer, **Bureau Veritas**  
Tan Gim Boon, Group General Counsel & Risk Officer, **Axiata**  
Chek Tsang Foo, General Counsel, **Atos**  
Kah Ho Khoo, Country Legal & Government Affairs Manager, **DKSH**  
Randall Lewis, Vice President, International Counsel, **ConAgra Foods**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Kenneth Tung, General Counsel & Director, **Lex Sigma**  
Rajeev Uberoi, Group General Counsel & Group Head - Legal & Compliance, **IDFC**  
Jerry Xia, Chief IP Counsel - North Asia, **Honeywell**  
Manish Yadav, Corporate Vice President, General Counsel - Asia Pacific & MEA, **McDonalds**





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## BEST UK IP FIRM 2014



Arnie Clarke,  
Partner, Gill Jennings & Every

### Silver Awards

**Boulton Wade Tennant**  
**Carpmaels & Ransford**  
**D Young & Co.**  
**Dehns**  
**Kilburn & Strode**  
**Marks & Clerk**  
**Mewburn Ellis**  
**Potter Clarkson**  
**RGC Jenkins & Co.**

Gold Award Winner

## GILL JENNINGS & EVERY

Interview with Arnie Clarke, Partner at Gill Jennings & Every

**Leaders League.** In such a competitive market, what do you think differentiates Gill Jennings & Every from other law firms?

**Arnie Clarke.** I think it is difficult to pinpoint any one thing. We certainly don't rest on our laurels. Our "client listening" programme provides valuable feedback on areas we want to improve and areas where we are exceptional. Feedback from a number of large corporates who use more than one attorney firm suggests we stand out from the others in terms of service levels. By this we mean responsiveness, clarity of advice and strength of IP protection which ensures robustness for the client operating in an increasingly competitive market space. More generally, I think we have been standing out as quite an innovative law firm over the last six or seven years. Even in a difficult economic context, we invested thoroughly in information technologies and people, and that most certainly helps us deliver high quality services to our clients who I believe are now looking more and more for high-end services.

**Leaders League.** What do you think have been the cases that caught the attention of the Jury for the Gold Award?

**A. C.** Gill Jennings & Every LLP has been settling cases in various areas, and we cover a wide

range of technologies in the fields of chemistry, pharmaceutical industry, hygiene and care products, IT, etc. Last year was an outstanding year for us since we acted in oppositions on behalf of numerous multinationals, such as Procter & Gamble. This was quite an achievement since although having significant in-house capabilities and experience, P&G hired our team to defend their most significant patents, and to oppose the most important competitor's patents. Moreover, GJE's Chemistry and Life Sciences patent group continues to expand its specialism of filing and prosecuting SPCs for pharmaceutical clients.

**Leaders League.** What are the firm's forthcoming or most recent projects?

**A. C.** The vast majority of our client relationships are ongoing so rather than being engaged for specific one off projects, our focus is on maintaining or building client IP portfolios, ensuring they are fit for purpose depending on the business model, commercial drivers, etc. Our opposition work is perhaps the exception.

In terms of projects that will bring benefit to our clients as a whole, we have been developing, over the last few months, a client access portal. Our clients can therefore opt to have access their records online following a secure protocol. The portal is still work in progress and will be available shortly at no cost to them.

## JURY MEMBERS

Juan Azel, Senior Counsel, Standard Chartered Bank  
Joseph Conklin, Chief Intellectual Property Counsel, Coty  
Kathleen Denoodt, Legal Counsel, Sesvanderhave  
Karen Law, Senior Legal Counsel, Intellectual Property, Alibaba Group  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, Leaders League  
Solomon Osagie, Chief Legal Counsel, TSYS International  
Frédéric Torrea, Group General Counsel, International Compliance Officer, ATR Aircraft



## BEST FRENCH IP FIRM 2014

## Gold Award Co-Winners **CABINET PLASSERAUD** and **NOVAGRAAF**

Interview with Olivier Boland, President of Novagraaf

**Leaders League.** What do you think are the elements that caught the attention of the Jury ?

**Olivier Boland.** We have had a very hectic year with the landing of new clients, including a world leader on luxury products. We have also helped an international retail group in restructuring their intellectual property portfolio, working very closely with their chief executive officer. In several Asian countries, brands dissolution is a very complex process, because all operations have to be recorded correctly. We have thus successfully bought then freed all the group titles in the region.

**Leaders League.** The market is more and more competitive. What do you think differentiates you?

**O. B.** Some deep changes are undertaken at the law firm, with a very different vision of classical structures. We have taken several steps forward in the way we work, especially with the introduction of an Intranet portal in three different languages. The general public must also be informed and prepared with intellectual property issues, which is why we have launched a free tool of competitive intelligence on domain names. At last, and this is brand new, the brands and patents teams now work hand in hand, in the same offices.



Olivier Boland,  
President, **Novagraaf**

### Silver Awards

**Cabinet Beau de Loménie**  
**Cabinet Netter**  
**Casalonga & Associés**  
**Fidal Innovation**  
**Hirsch & Associés**  
**Lavoix Avocats**  
**Regimbeau**  
**Santarelli**

### Cabinet Plasseraud

Cabinet Plasseraud is one of the leading European firms in the IP sector, and among the largest in France. It has created the Plasseraud IP network made up of dedicated departments. The law firm has an excellent reputation among its competitors and is one of the country's biggest filers especially in science, technology, electronics

and engineering fields. To reinforce its position as a major actor in the IP landscape and to offer even more solutions, it created the Plasseraud IP network. The network is composed of subsidiaries and departments specifically dedicated to anti-counterfeiting (Contratak), valuation of IP assets (Fivalor), and litigation (PLex Avocat).

## JURY MEMBERS

Esteve Bulbú Freixa, **Deputy General Counsel, Camper**  
Timothy Collins, **Director, Intellectual Property, Bombardier Aerospace**  
Kathleen Denoodt, **Legal Counsel, Sesvanderhave**  
Pierre Gendraud, **Industrial Property Director, PSA Peugeot Citroën**  
Nicolas Guérin, **Group General Counsel, Orange**  
Hubert Kiehl, **Vice President, Intellectual Property, Groupe SEB**  
Pierre Lorenceau, **Chief Executive Officer & International Publishing Director, Leaders League**  
Arnaud Pavéc, **General Counsel Europe Mediterranean CIS, Gemalto**  
Laurent Pitet, **General Counsel & Compliance Officer, Bayer Healthcare**  
Hervé Tainturier, **Vice President, Head of Corporate Legal Affairs & Assistant General Counsel, Sanofi**  
Frédéric Torrea, **Group General Counsel, International Compliance Officer & Export Control Officer, ATR Aircraft**





## BEST PANEUROPEAN IP FIRM 2014



Sergio Gonzalez,  
Partner, **Herrero & Asociados**

### Silver Awards

**Boehmert & Boehmert**  
**Cabinet Beau de Loménie**  
**Cabinet Plasseraud**  
**Carpmaels & Ransford**  
**Gevers**  
**Gorodissky & Partners**  
**Jacobacci & Partners**  
**Novagraaf**  
**Regimbeau**  
**V.O.**

Gold Award Co-Winners

## HERRERO & ASOCIADOS and HOFFMANN EITLE

Interview with Sergio Gonzalez, Partner at Herrero & Asociados

**Leaders League.** As a leading Spanish firm, what is your growth strategy in Latin America?

**Sergio Gonzalez.** We take both itineraries. A lot of pharmaceutical companies and biotechs look to go there, as well as the technological and electronics leaders. One of our challenges is also to get a better access to the northern American market. We are still growing, and even though we are very active in Brazil and Mexico our main focus remains the European market. Our headquarters are in Madrid, as this is where most of our work takes place.

**Leaders League.** In such a competitive market, what do you think differentiates Herrero y Asociados from other law firms?

**S. G.** Although IP litigation is limited in Spain, we are very active in counterfeiting cases and have developed a strong practice. We played a decisive role in the Tommy Mel's vs Peggy Sue case, one of the most important litigations in the past years. In general we are mostly active in prosecution, for which the industry needs an efficient and affordable service: it is what we do best, whether in soft IP or patents.

Interview with Frank van Bouwelen, Partner at Hoffmann Eitle

**Leaders League.** What do you think differentiate Hoffmann Eitle from others law firms?

**Frank van Bouwelen.** Hoffmann Eitle was just a very good German patent law firm for a long time. When the European patent convention was designed, the firm became bilingual. After a few years, some British attorneys established Hoffmann Eitle in London. It basically developed German firm, with an English touch. I think we also developed two things: a great team consisting of British patent attorneys based in Munich, and a way of handling clients from Japan. It is interesting to know that

Japanese patent law is basically a copy of the German patent law. They are like twin brothers. At the moment, we are able to attract patent attorneys and business from all over Europe.

**Leaders League.** What will be your strategy for the upcoming EU patent package?

**F. v. B.** We are working in various advisors committees. We help shaping and realizing this transition in Europe. If this EU patent package is not well guided, it can also lead to disaster. We try to do our best to avoid that. By doing this, we are learning a lot and then we can advise our client the best way possible.

## JURY MEMBERS

Augusto Aragone, Vice President & Associate General Counsel - Latin America, **Ingram Micro**  
Pedro Pablo Barragán, Vice President Legal Affairs, **Grupo Bimbo**  
Esteve Bulbú Freixa, Deputy General Counsel, **Camper**  
Clovis Camargo, President of the General Counsels' Committee, **Amcham**  
Jacob Cohen Imach, Vice President General Counsel, Government Relations, **MercadoLibre.com**  
Mariano Federici, Resident Regional Advisor, **International Monetary Fund**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Solomon Osagie, Chief Legal Counsel, **TSYS International**  
Valeria Plastino, Vice President General Counsel Latin America, **Level 3 Communications**  
Valeria Schmitke, Legal & Compliance counsel, **Zurich Minas Brasil Seguros**  
Hervé Tainturier, Vice President, Head of Corporate Legal Affairs & Assistant General Counsel, **Sanofi**  
Frédéric Torrea, Group General Counsel, International Compliance Officer, **ATR Aircraft**



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## BEST CANADIAN IP FIRM 2014

Gold Award Winner

## SMART & BIGGAR / FETHERSTONHAUGH

Interview with François Guay, Partner at Smart & Biggar / Fetherstonhaugh

### Leaders League. How do you perceive the evolution of the Canadian IP market?

**François Guay.** The biggest trend in the IP world, and not only in Canada, is the fast-paced professionalization that has occurred in the past 10 years. For decades, on the corporate side, IP was attached to the R&D department, meaning that technology was the key driver, and in a certain way, not lead by the legal department. IP issues were tackled by engineers and not legal professionals and often isolated from strategic decisions taken by the board. Driven greatly by market leaders in Silicon Valley and elsewhere, top management and general counsel started considering intellectual property as a competitive advantage. My thought is that a good patent and a good IP portfolio is of course a means to protect your innovation, but much more than that : a tool to keep away competitors and improve your market share. Reflective of this importance, key IP decisions are now clearly switching from R&D departments to In-house counsel and even to the board under the representation of VP Legal. Another trend that appeared some years ago is the growing importance of intellectual property in M&A deals. Therefore, evaluating your IP assets becomes a must; not only from a technological point of view but also from a strategic point of view after the

transaction. The role of the IP lawyer is therefore quickly growing in due-diligence.

### Leaders League. What distinguishes Smart & Biggar / Fetherstonhaugh from its competitors?

**F.G.** The most important competitive advantage of Smart & Biggar / Fetherstonhaugh is the culture of the firm and the depth of its resources. We are an old firm, which is going to celebrate its 125th birthday next year. During those years we built an extraordinarily strong client portfolio, which is impressively faithful. To meet our clients' high expectations, we need to provide them with the highest level of value-added services. Therefore, to become a partner in our firm, there is only one way: to be recognized as one of the best in the IP business. With few exceptions, we grow organically. There is also remarkably little turnover in our partnership. We are active in prosecution, litigation and transactional work, and we handle the biggest share of patent and trademark prosecution in Canada, and likely IP Litigation as well. In many ways, it is our clients who allow us to become better, by allowing us to represent them in many of the most interesting cases. However, we do not rest on our laurels and we provide our associates and partners important training through the years.



Mark Evans,  
Partner, Smart & Biggar / Fetherstonhaugh

### Silver Awards

**Bennett Jones  
Bereskin & Parr  
Blake, Cassels & Graydon  
Borden Ladner Gervais  
Dimock Stratton  
Gowling Lafleur Henderson  
Osler, Hoskin & Harcourt  
ROBIC  
Torys**

## JURY MEMBERS

Timothy Collins, Director, Intellectual Property, **Bombardier Aerospace**  
Joseph Conklin, Chief Intellectual Property Counsel, **Coty**  
Marie Giguère, Executive Vice President, Legal Affairs & Secretariat, **Caisse de Dépôt et Placement du Québec**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Geneviève Richard, Senior Corporate Counsel, **Belron Canada**  
Joanie Schwartz, Assistant General Counsel, **Bristol-Myers-Squibb**  
Brian Swartz, Executive Vice President - Legal & Commercial Services, Corporate Secretary & Chief Legal Officer, **AECOM Group**



## BEST CANADIAN LAW FIRM 2014

Gold Award Co-Winners

## BENNETT JONES and STIKEMAN ELLIOTT

Interview with John MacNeil, Co-Head of Capital Markets and Mergers and Acquisitions at Bennett Jones

**Leaders League.** What do you think differentiates Bennett Jones in such a competitive market?

**John MacNeil.** Our competitive strength is our people. We pride ourselves on our principles of professional excellence, integrity, respect, independent thought and outstanding work ethic. We strive to foster a workplace environment that provides an opportunity to perform interesting work, rewards success and emphasizes initiative and creativity. For twelve consecutive years, Bennett Jones has been ranked as one of the top places to work in Canada, ranking 3rd in the 2014 "Best Employers in Canada" by AON Hewitt. Our professional practice encompasses virtually every sector of business, industry and government. Bennett Jones has a leadership position in Natural Resources Law in Canada with a prominent Business Law practice, which is active in public and private markets.

**Leaders League.** Canada is often seen as really attractive for energy – do you think the Canadian market can be simplified to this practice?

**J. M.** It is certainly a significant sector however the Canadian economy and our legal practice has many dimensions to it. Canada's global reputa-

tion for energy has led to a great deal of domestic and international investor interest which continues. In addition, the natural resources sector, particularly mining plays a significant role in the Canadian economy and together with the energy sector, promotes various complementary industries such as Construction, Property Development & Real Estate and Infrastructure & Transportation. Also, the Canadian banking system gained international praise for its strength during the global banking crisis and with the rise of the Canadian capital markets have contributed to Canada's increasing role as a source of financing for international resources projects.

**Leaders League.** What cases do you think caught the attention of the Jury for Bennett Jones' distinction at the event?

**J. M.** Bennett Jones played a significant role in the most high profile hostile take-over bid in 2013 and 2014, defending major Quebec mining firm, Osisko Mining Corporation in its response to Goldcorp Inc's unsolicited offer and subsequent agreement with Yamana Gold Inc. and Agnico Eagle Mines Limited to jointly acquire 100% of Osisko's issued and outstanding common shares for total consideration of \$3.9 billion.



John MacNeil,  
Co-Head of Capital Markets and Mergers  
and Acquisitions, **Bennett Jones**

### Silver Awards

**Blake, Cassels & Graydon**  
**Borden Ladner Gervais**  
**Cassels Brock & Blackwell**  
**Davies Ward Phillips & Vineberg**  
**Fasken Martineau**  
**Goodmans**  
**Osler, Hoskin & Harcourt**  
**Torys**

### Stikeman Elliott

Known as one of the "Seven Sisters" in Toronto, Stikeman Elliott is a Canadian Corporate Law Firm of approximately 500 lawyers in five Canadian offices, as well as offices New York,

London, and Sidney. As one of Canada's leading business law firms, it provides services in corporate finance, M&A, real estate, corporate-commercial law, banking, or business litigation.

## JURY MEMBERS

Daniel Desjardins, Senior Vice President, General Counsel & Corporate Secretary, **Bombardier**  
Barry Fisher, Vice President, General Counsel & Corporate Secretary, **SAP**  
Marie Giguère, Executive Vice President, Legal Affairs & Secretariat, **Caisse de Dépôt et Placement du Québec**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Gary Margolis, Deputy General Counsel & Chief Compliance Officer, **DRI Capital**  
Geneviève Richard, Senior Corporate Counsel, **Belron Canada**  
Joanie Schwartz, Assistant General Counsel, **Bristol-Myers-Squibb**  
Brian Swartz, Executive Vice President - Legal & Commercial Services, Corporate Secretary & Chief Legal Officer, **AECOM Group**



## RISING STARS 2014



The Rising Star Awards recognize leading law firms which, although they are not yet in the TOP 10 of their category, have demonstrated their ability to provide efficient services in complex deals and to gain new market shares.

### Japanese IP Rising Stars

ITOH International Patent Office  
Ryuka IP Law Firm

### Asian Rising Stars

Rahmat Lim & Partners  
Vilaf  
Yulchon

### Chinese IP Rising Stars

Boss & Young  
Ferrante Intellectual Property

### UK IP Rising Stars

Barker Brettel  
EIP  
Harrison Goddard Forte

### Canadian Rising Stars

Davis



«The firm's client service is  
'a model as to how other  
firms should do business'.»

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**Rapisardi Intellectual Property**  
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IP protection consultancy and full service law firm

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INTELLECTUAL PROPERTY

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**SAN MARINO**

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## BEST USA IP FIRM: PATENT PROSECUTION 2014



Bruce Itchkawitz,  
Partner, **Knobbe Martens Olson & Bear**

### Silver Awards

**Buchanan Ingersoll & Rooney**  
**Finnegan, Henderson, Farabow,**  
**Garrett & Dunner**  
**Fish & Richardson**  
**Fitzpatrick, Cella, Harper & Scinto**  
**Foley & Lardner**  
**McDermott Will & Emery**  
**Oblon, Spivak, McClelland, Maier**  
**& Neustadt**  
**Pillsbury Winthrop Shaw Pittman**  
**Sterne, Kessler, Goldstein & Fox**

Gold Award Winner

## Knobbe Martens Olson & Bear

Interview with Bruce Itchkawitz, Partner at Knobbe Martens Olson & Bear

**Leaders League.** The U.S. Law Firms market is highly competitive – what do you think differentiated Knobbe Martens from other firms for this recognition?

**Bruce Itchkawitz.** With 275 attorneys, half being litigators and the other half focusing on prosecution, transactions and overall strategy, all specializing in intellectual property, Knobbe Martens is one of America's largest Intellectual Property law firms. As a "boutique," we are able to focus our resources, energy and expertise towards achieving our client's intellectual property goals. Moreover, a large percentage of our lawyers have advanced degrees or are former engineers or scientists with strong technical and business backgrounds, allowing us to form teams with deep bench strength to successfully address our client's issues and add value to achieving their business objectives.

**Leaders League.** What achievements can Knobbe Martens showcase for over the past two years?

**B.I.** We represented IDev Technologies during their acquisition by Abbott Labs. Abbott acquired all outstanding equity of IDev Technologies for \$310 million net of cash and debt. Our mission was to represent

IDev in their Intellectual Property matters, including the Abbott acquisition diligence.

We also handled the patent portfolio of Ulthera, a global leader in cosmetic ultrasound technology. In this case, we strategically used new programs at the USPTO to accelerate prosecution and issuance of several key patents for Ulthera. In addition to securing multiple US patents, Knobbe Martens also worked closely with attorneys around the world to coordinate a global IP strategy for Ulthera with respect to patents, trademarks and licensing. Knobbe Martens has successfully asserted Ulthera's IP rights against third parties, and continues to maintain a vigilant program of monitoring the international landscape. In late 2013, Knobbe Martens, by directing a group of international law firms, successfully settled multiple global disputes for the company.

**Leaders League.** What forthcoming developments can be expected in the year or so?

**B.I.** In patents, we are continuing to see our activity increasing in USPTO trials and post-grant proceedings as more clients are taking advantage of these avenues. Also, our trademark group is increasing its efforts to assist clients in the franchising space.

## JURY MEMBERS

Juan Azel, Senior Counsel, **Standard Chartered Bank**  
Julie Blackburn, Vice President & Chief Patent Counsel, **The Estée Lauder Companies**  
David Cohen, Chief Legal & IP Officer, **Vringo**  
Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Sandrine Millet, Head Of Patent, **Orange**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**  
Bruce Schelkopf, Vice President, Deputy General Counsel & Chief Intellectual Property counsel, **Ingersoll Rand Company**

## BEST USA IP FIRM: PATENT LITIGATION 2014

Gold Award Winner

### QUINN EMANUEL URQUHART & SULLIVAN

#### Quinn Emanuel Urquhart & Sullivan

Quinn Emanuel Urquhart & Sullivan was founded in 1986, and in 28 years the firm grew from four lawyers to more than 650, with great law school recruiting being key to their growth, making it the largest in the United States devoted solely to business litigation and arbitration. The firm started expanding internationally in 2007 with the opening of an office in Tokyo and now has 17 offices over the world.

Their lawyers have tried 2,311 cases and won 2,043, or 88.4%. When representing defendants, their trial experience gets us better settlements or defense verdicts. Their lawyers have won over \$39 billion in judgments and settlements when representing plaintiffs. The firm has also obtained five 9-figure jury verdicts, fifteen 9-figure settlements, and nine 10-figure settlements. They aggressively litigate a wide variety of business disputes for Fortune 500 companies as well as smaller companies. They do not simply «handle» cases for years before settling them on the courthouse steps. Their goal is to seize the

initiative and resolve them quickly. If a case cannot be resolved short of trial, they have the experienced trial lawyers who can try it.

They represented TransWeb in the defense of patent infringement claims asserted by 3M and the pursuit of antitrust claims against 3M. After a two and half week trial, they obtained a unanimous jury verdict that 3M's asserted patent claims were invalid, not infringed and (in an advisory capacity) unenforceable due to inequitable conduct.

Unlike other firms its size, Quinn Emanuel Urquhart & Sullivan devotes its practice to business litigation and arbitration. There have always been litigation boutiques, but there has never been a litigation firm anywhere close to Quinn Emanuel's size with such an international reach. They have redefined what a major law firm—and more specifically, what a litigation practice—can be. Their lawyers have tried 2,311 cases and won 2,043, or 88.4%, making trying cases a key element of their firm culture.



Eric Chang,  
Partner, **Quinn Emanuel Urquhart & Sullivan**

#### Silver Awards

**Covington & Burling**  
**Finnegan Henderson Farabow**  
**Garrett & Dunner**  
**Fish & Richardson**  
**Fitzpatrick, Cella, Harper & Scinto**  
**Jones Day**  
**Kirkland & Ellis**  
**Morrison & Foerster**  
**Ropes & Gray**  
**WilmerHale**

#### JURY MEMBERS

Juan Azel, Senior Counsel, **Standard Chartered Bank**  
Julie Blackburn, Vice President & Chief Patent Counsel, **The Estée Lauder Companies**  
David Cohen, Chief Legal & IP Officer, **Vringo**  
Joseph Conklin, Chief Intellectual Property Counsel, **Coty**  
Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**  
Bruce Schelkopf, Vice President, Deputy General Counsel & Chief Intellectual Property counsel, **Ingersoll Rand Company**  
Sara Vanderhoff, Associate General Counsel – Group Intellectual Property, **Adidas International**





# BEST USA IP FIRM: TRADEMARK 2014

Gold Award Winner

**COOLEY**

Interview with Peter Willsey, Partner at Cooley

**Leaders League. What is the general strategy of the firm? What are the key achievements of the last few years?**

**Peter Willsey.** Cooley exports across the U.S. and internationally Cooley's Silicon Valley approach to business success – achievement through efficiency, innovation and a passionate will to win. We take pride in inspiring and collaborating with our clients, helping ideas become companies, turning small start-ups into powerhouses, and protecting our clients from competitive threats. Further, we assist our global client base in national and international growth strategies and implementation.

**Leaders League. What do you think differentiates Cooley in such a competitive market?**

**P. W.** I believe two things can be considered as differentiation factors here. Although most of our lawyers are now East-based, Cooley was originally a Silicon Valley based firm. We have thus a

very strong technological focus and mainly represent firms from there, such as Google, Facebook or Bluetooth, giving us our identity. We also represent a lot of alcohol beverages brands and have acquired a large expertise in this field.

Finally, we not only handle deals for large companies but also for start-ups.

**Leaders League. What are the firm's most recent and forthcoming projects?**

**P. W.** Cooley recently physically expanded with the opening of our first international office in Shanghai, China. We strategically chose Shanghai over Beijing since more innovative companies and investors are located in this city, which is fitting our practices very well. The firm is also handling a major case for Google who is seeking to cancel its trademark registration on the ground that it has become too generic. This should be issued by the court in the next coming months.



Peter Willsey,  
Partner, **Cooley**

## Silver Awards

**Cowan Liebowitz & Latman  
Debevoise & Plimpton  
Finnegan, Henderson, Farabow,  
Garrett & Dunner  
Fross Zelnick Lehrman & Zissu  
Kenyon & Kenyon  
Kilpatrick Townsend & Stockton  
Kirkland & Ellis  
Knobbe Martens Olson & Bear  
Norton Rose Fulbright**

## JURY MEMBERS

Esteve Bulbú Freixa, *Deputy General Counsel*, **Camper**  
Dianne K. Cahill, *Director of Legal Affairs*, **American Express**  
Joseph Conklin, *Chief Intellectual Property Counsel*, **Coty**  
Karen Law, *Senior Legal Counsel, Intellectual Property*, **Alibaba Group**  
Pierre Lorenceau, *Chief Executive Officer & International Publishing Director*, **Leaders League**  
David Mace Roberts, *Associate General Counsel*, **Samsung Telecommunication America**  
Bruce Schelkopf, *Vice President, Deputy General Counsel & Chief Intellectual Property counsel*, **Ingersoll Rand Company**  
Sara Vanderhoff, *Associate General Counsel – Group Intellectual Property*, **Adidas International**  
Audrey Yayon-Dauvet, *Vice President Legal & Public Affairs*, **Pernod Ricard Americas**

**BEST USA LAW  
FIRM: PROJECT  
FINANCE,  
INFRASTRUCTURE  
& ENERGY  
2014**

Gold Award Co-Winners

**HUNTON & WILLIAMS  
and ORRICK, HERRINGTON & SUTCLIFFE**

Interview with Dan Mathews, Partner at Orrick Herrington & Sutcliffe

**Leaders League.** What cases do you think caught the attention of the Jury for Orrick's distinction at the event?

**Dan Mathews.** We are extremely active in Africa. We just closed a major acquisition with a Private Equity Fund in London for the acquisition of Cameroon's National Integrated Utility. We are also doing mining deals representing the Republic of Guinea. And last but not least, we are doing what is currently the largest project finance project in the world, securing a financing for the first \$12

billion phase of a 40,000-megawatt hydroelectric plant along the Congo River. We are opening a local office later this year to support our clients with their activities in West Africa and look forward to sharing details when we can. In Asia, Orrick has been involved in developing renewable energies facilities in Japan, following their new regulations to support the move from nuclear power after the Fukushima incident in 2011. And in the US, we are a leading adviser in the energy & infrastructure sectors.



Peter J. Rooney,  
Partner, **Orrick, Herrington & Sutcliffe**



Kevin Felz,  
Partner, **Hunton & Williams**

Interview with Kevin Felz, Partner at Hunton & Williams

**Leaders League.** What do you think differentiates Hunton & Williams in such a competitive market?

**Kevin Felz.** We have an excellent geographic scope that allows us to work on projects not only in the United States but also across the globe, with a strong Asian and African practice. Our global approach combined with the expertise of each lawyer on local market gives outstanding results.

**Leaders League.** What cases do you think caught the attention of the Jury for Hunton & Williams distinction at the event?

**K.F.** We recently represented APR Energy, a U.S.

based global mobile generation company whose parent is listed on the London Stock Exchange, in connection with the negotiation and documentation for a project to import, install and operate 100MW natural gas-fueled mobile power generation facility in Myanmar including fuel supply and off take agreements with the Ministry. We are also currently advising Hrvatska Elektroprivreda, the national electricity company of the Republic of Croatia, on an international tender for the design, engineering, financing, construction, operation and maintenance of a new €800 million, 500 MW coal-fired power plant at Plomin in Istria, Croatia.

**Silver Awards**

**Baker Botts  
Bracewell & Giuliani  
Chadbourne & Parke  
Milbank, Tweed, Hadley & McCloy  
Norton Rose Fulbright  
Skadden, Arps, Slate, Meagher & Flom  
Sullivan & Cromwell  
Vinson & Elkins**

**JURY MEMBERS**

Juan Azel, Senior Counsel, **Standard Chartered Bank**  
Buse Pinar Kaçar, Legal Affairs Director, **Stroer**  
Zachary Klughaupt, Senior Counsel & Associate Compliance Officer, **Ansell**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**  
Edward Rockwell, General Counsel, **DataDirect Networks**

## BEST USA LAW FIRM: COMPETITION & COMMERCIAL LAW 2014

Gold Award Co-Winners

## CRAVATH, SWAINE & MOORE and COVINGTON & BURLING

Interview with David Marriott and Julie North, Partners at Cravath, Swaine & Moore

**Leaders League. What do you think differentiates Cravath in such a competitive market?**

**David Marriott.** Our generalist training, lock-step compensation structure, and governance as a true partnership form the foundation upon which the Firm was built and continue to help give us a competitive edge today. Cravath's collegial environment enables us to harness the depth and breadth of each partner's experience to handle our clients' most important and challenging legal issues efficiently and effectively. We understand our clients' businesses and strategic goals and provide commercially practicable solutions.

**Leaders League. How is your antitrust practice organized?**

**D. M.** We have a full-service antitrust practice that is headed by Christine A. Varney, the former U.S. Assistant Attorney General for Antitrust and former Commissioner of the Federal Trade Commission. Our corporate and litigation attorneys work together to provide counsel on a variety of antitrust issues, including formulating global antitrust strategy, advising on domestic

and cross border transactions, securing regulatory clearance, and defending against charges of anticompetitive behavior in bet-the-company litigation or investigations by government agencies.

**Leaders League. What cases do you think caught the attention of the Jury for Cravath's distinction at the event?**

**Julie North.** We've had numerous stand-out matters in the past two years. We've been representing American Express in major antitrust litigation, including a cardholder class action that we successfully tried last year and a lawsuit brought by the DOJ and 17 state attorneys general challenging AmEx's nondiscrimination provision in its merchant acceptance agreements. We also represented Grupo Modelo in its \$20.1 billion acquisition by Anheuser-Busch InBev and Life Technologies in its \$15.8 billion sale to Thermo Fisher Scientific, each of which involved complex regulatory clearance issues. Among other wins, we obtained the summary judgment dismissal of a long-running, multi-billion-dollar securities class action against Xerox.



David Marriott,  
Partner, **Cravath, Swaine & Moore**



Philip Tamussino,  
Partner, **Covington & Burling**

## Silver Awards

**Arnold & Porter**  
**Cleary Gottlieb Steen & Hamilton**  
**Davis Polk & Wardwell**  
**Gibson, Dunn & Crutcher**  
**Jones Day**  
**Latham & Watkins**  
**Simpson Thacher & Bartlett**  
**Skadden, Arps, Slate, Meagher & Flom**

## Covington & Burling

Judge J. Harry Covington and Edward B. Burling created Covington & Burling in Washington, D.C., in 1919. Today, the firm regroups more than 800 lawyers in ten offices. Covington & Burling's International Arbitration Group comprises more than 50 professionals and handles

cases worldwide thanks to its expertise on the rules of every major arbitration system in the world: under common law and civil law systems. Lawyers are renowned in the U.S. and worldwide for their expertise as most of them served in senior government positions before.

## JURY MEMBERS

Kathleen Denoodt, Legal Counsel, **Sesvanderhave**  
Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
François Ouellette, Vice President, **Bombardier Aerospace**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**  
Thomas Sarakatsannis, Senior Vice President & General Counsel, **L'Oréal**  
Frédéric Torrea, Group General Counsel, International Compliance Officer, **ATR Aircraft**



## BEST USA LAW FIRM: REGULATORY & PUBLIC PROCUREMENT 2014



Richard LaCava,  
Partner, **Dickstein Shapiro**

### Silver Awards

**Akin Gump Strauss Hauer & Feld**  
**Arnold & Porter**  
**Hogan Lovells**  
**Holland & Knight**  
**Jenner & Block**  
**K&L Gates**  
**Patton Boggs**  
**Pillsbury Winthrop Shaw Pittman**  
**Sheppard, Mullin, Richter & Hampton**

Gold Award Winner

## DICKSTEIN SHAPIRO

Interview with Justin Chiarodo, Partner in the Government Contracts practice at Dickstein Shapiro

**Leaders League.** The US law firms market is highly competitive – what do you think differentiated Dickstein Shapiro from other firms for this recognition?

**Justin Chiarodo.** I think the first major differentiator in the practice is the team spirit that reigns here. We have 15 lawyers in the Government Contracts practice that have been working together for quite a while now, allowing us to work quickly and collaboratively which is a great advantage when dealing with government contracts disputes that often have important time constraints. We also maintain a tight focus on specific industry segments including defense, health care, professional services, and technology, and can therefore deliver a unique expertise on very technical aspects in those areas.

**Leaders League.** What achievements can the firm showcase for over the past two years?

**J. C.** One of our most prominent recent wins was on behalf of Wyle Laboratories, a leading specialized engineering, scientific and technical services company. We successfully represented Wyle against rival Science Applications International Corp in a protest of a \$1.76 billion award on a 10-year NASA program for medical, biomedical, and health services supporting NASA's human spaceflight programs. Wyle Laboratories had provided

these services to NASA for many years, and was competing for the HHPC contract as an incumbent. As a result of the successful protest (in decisions issued by the Government Accountability Office in late December 2013 and May 2014), Wyle is continuing to provide NASA the services encompassed by the HHPC program. As a result of the win, Wyle will have an opportunity to win a new procurement for the services currently being planned by NASA.

**Leaders League.** What forthcoming developments can be expected in the year or so?

**J. C.** We will continue to grow in Government Contracts, helping clients deal with the rapid raise in audits and investigations, including those originating from the Defense Contract Audit Agency. We also will continue to advise clients on navigating the increasingly competitive market for declining federal procurement dollars. The firm also expanded in Silicon Valley since 2011. We opened an office in Palo Alto that gave a boost to our life sciences practice and work on behalf of the pharmaceutical industry – the office helped us to rapidly grow our Intellectual Property practice on the West Coast. The firm has also been able to lure powerhouse litigation partners adding significant experience to the team.

### JURY MEMBERS

Juan Azel, Senior Counsel, **Standard Chartered Bank**  
Kathleen Denoodt, Legal Counsel, **Sesvanderhave**  
Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**  
Lily Hughes, Vice President & Associate General Counsel – Legal, **Ingram Micro**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**

# BEST USA LAW FIRM: INTERNATIONAL ARBITRATION 2014

Gold Award Winner

## NORTON ROSE FULBRIGHT

Interview with Mark Baker, Co-Head of International Arbitration at Norton Rose Fulbright

**Leaders League. What do you think differentiated Norton Rose Fulbright for this distinction?**

**Mark Baker.** We have been a free standing part of the disputes practice in our firm since 1993, which was extraordinary for a US firm. We had an unusual model, we had a firm that did extremely high level, mostly commercial arbitration work. Most of our clients were energy companies, so we interacted in disputes all over the world. The most satisfying thing was the disputes we resolved that never hit the press or the rating services, because we take the duty of confidentiality very seriously, something the General Counsels community really appreciate. This discretion, coupled with our set of skills, is one of the reasons why we keep being picked for this massive engagements.

**Leaders League. What do you believe were the key cases that caught the attention of the Jury?**

**M. B.** I think we are perceived to be very

serious lawyers, technically very good at what we do, and we have the reputation in the industry of putting the client's interest above all. Our expertise plays a strong part and I believe our clients have a great deal of confidence in us. One of the best examples is this brand new client we had lately – when we enquired on the reasons they called us, he said that after looking at all the electronic databases for arbitration firms that had done high profile cases in his country and had dealt with this particular issue, and Norton Rose came up on top of a list of only 4 firms.

**Leaders League. What forthcoming projects could be highlighted?**

**M. B.** We now have an international arbitration report that is now truly international, with 54 offices all over the world, a footprint that almost nobody can match. We were for instance one of the first talking about the Indonesians changes in their bilateral investment treaties – a good example of the immediacy we have in our firm.



Anibal Sabater,  
Partner, Norton Rose Fulbright

### Silver Awards

Baker Botts  
Cleary Gottlieb Steen & Hamilton  
Covington & Burling  
Debevoise & Plimpton  
Hughes Hubbard & Reed  
King & Spalding  
Sidley Austin  
Skadden, Arps, Slate, Meagher & Flom  
White & Case

### JURY MEMBERS

Juan Azel, Senior Counsel, **Standard Chartered Bank**  
Christine Guerrier, Vice President General Counsel Disputes Resolution & Litigation, **Thales**  
Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**  
Randall Lewis, Vice President, International Counsel, **ConAgra Foods**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Alexander Neumann, Vice President, Corporate Legal Affairs, **Sorin Group**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**



## BEST USA LAW FIRM: INDEPENDENT CORPORATE LAW FIRM 2014

Gold Award Co-Winners

**FENWICK & WEST**

**and WACHTELL, LIPTON, ROSEN & KATZ**

*Special Distinction*

**CRAVATH, SWAINE & MOORE**



Mark Stevens,  
Partner, **Fenwick & West**



David Katz,  
Managing Partner, **Wachtell Lipton Rosen & Katz**

### Silver Awards

**Cooley**

**Fried, Frank, Harris, Shriver & Jacobson**

**Kirkland & Ellis**

**Morrison & Foerster**

**Paul, Weiss, Rifkind, Wharton & Garrison**

**Ropes & Gray**

**Simpson Thacher & Bartlett**

### JURY MEMBERS

Kathleen Denoddt, Legal Counsel, **Sesvanderhave**

Amy Fliegelman Olli, Executive Vice President & General Counsel, **CA Technologies**

Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**

Buse Pinar Kaçar, Legal Affairs Director, **Stroer**

Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**

Denis Musson, Group General Counsel, **Imerys**

Ronald Prague, Executive Vice President & General Counsel, **Synchronoss Technologies**

David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**

Thomas Sarakatsannis, Senior Vice President & General Counsel, **L'Oréal**

Interview with David Katz, Partner at Wachtell, Lipton, Rosen & Katz

**Leaders League.** What do you think were the main reasons that differentiated Wachtell, Lipton, Rosen & Katz for this distinction?

**David Katz.** We tend to have much smaller teams working on matters. Partners tend to be extremely involved, we have a one-to-one partner/associate ratio, and clients hire us because of the experience we have and also because we are able to go deep into the issues, which is something clients very much respect.

**Leaders League.** What do you consider were the most prominent cases that caught the attention of the jury?

**D.K.** We were involved in so many different matters; I do not think there is one standing out in particular to be honest. I believe they recognized the quality work the firm does, our corporate governance, and our leading mergers & acquisitions practice. Most recently we have been involved in the acquisition of URS, and we also have other significant matters going on, with a lot of companies represented on the defense.

### Fenwick & West

Founded in 1972 in the heart of Silicon Valley, Fenwick & West provides comprehensive legal services to ground-breaking technology and life sciences companies like Uber, Facebook and GoPro at every stage of their lifecycle. Fenwick attorneys bring a unique depth of understanding to every transaction they work on because of their vast industry experience and are often turned to as strategic business advisers as well as legal counsel.

They know their clients' business models and are able to help them face the myriad challenges that come up for technology and life sciences companies – be it an intellectual property portfolio or litigation matter, tax or employment challenge, venture financing, merger, acquisition or public offering. For more than four decades, Fenwick has helped some of the world's most recognized companies become and remain market leaders.





## BEST USA LAW FIRM: OVERALL CORPORATE LAW FIRM 2014

Gold Award Winner

## SKADDEN, ARPS, SLATE, MEAGHER & FLOM

### Skadden, Arps, Slate, Meagher & Flom

Founded as a three-lawyer shop in Manhattan in 1948, Skadden rose to prominence in the '60s and '70s by taking on the proxy fights and hostile tender offers that white-shoe law firms deemed "ungentlemanly."

With 23 offices, approximately 1,600 attorneys and more than 40 distinct areas of practice, Skadden, Arps, Slate, Meagher & Flom LLP and affiliates serves clients in every major international financial center, providing the specific legal advice companies across a spectrum of industries need to compete most effectively in a global business environment.

For more than 60 years, Skadden has provided legal services to the corporate, industrial, financial and governmental communities around the world in a wide range of high-profile transactions, regulatory matters, and litigation and controversy issues. Our clients range from a variety of small, entrepreneurial companies to a substantial number of the 500 largest U.S. corporations and many of the leading global companies. We have represented numerous govern-

ments, many of the largest banks — including virtually all of the leading investment banks — and major insurance and financial services companies. The firm has more than 40 practice areas and advises clients in matters involving, among others, mergers and acquisitions, litigation and arbitration, corporate finance, corporate restructuring, securities law, banking, project finance, energy, antitrust, tax and intellectual property. Skadden offers one of the largest, most experienced teams of transactional lawyers among the world's top law firms. We are innovators of key structural and tactical developments in many of the most complex and significant transactions in the M&A arena.

Eileen Nugent, Global Co-Head of Skadden's Transactions Practices, states that *"We feel fortunate that clients have continued to turn to Skadden for assistance with their most complex and high-stakes U.S. and cross-border matters. We constantly strive to exceed our clients' expectations, including by providing innovative and comprehensive legal advice and exceptional client service."*



Martha McGarry,  
Partner, **Skadden, Arps, Slate, Meagher & Flom**

### Silver Awards

**Cleary Gottlieb Steen & Hamilton**  
**Davis Polk Wardwell**  
**Debevoise & Plimpton**  
**Dechert**  
**Gibson, Dunn & Crutcher**  
**Jones Day**  
**Latham & Watkins**  
**Sullivan & Cromwell**  
**Weil, Gotshal & Manges**

Esteve Bulbu Freixa, Deputy General Counsel, **Camper**  
Olivier Catherine, General Counsel & Compliance Officer, **Bureau Veritas**  
Daniel Desjardins, Senior Vice President, General Counsel & Corporate Secretary, **Bombardier**  
Dave Hattem, Senior Executive Director & General Counsel, **Axa Equitable Life Insurance Company**  
Buse Pinar Kaçar, Legal Affairs Director, **Stroër**  
Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**  
Gary Margolis, Deputy General Counsel & Chief Compliance Officer, **DRI Capital**  
David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**  
Thomas Sarakatsannis, Senior Vice President & General Counsel, **L'Oréal**  
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## BEST USA LAW FIRM: GROWTH STRATEGY 2014

Gold Award Winner

### BRACEWELL & GIULIANI

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#### Bracewell & Giuliani

Founded in 1945 in Houston, Texas, Bracewell & Giuliani now has over 485 lawyers, with 8 U.S. offices and 2 overseas offices located in Dubai and London. They provide guidance on business law, finance, litigation, government relations and regulatory policy. As a full service firm, Bracewell has considerable bench strength in all requisite practice areas including government relations, strategic communications, tax, trial, labor and employment law, intellectual property, real estate, government contracting and school and public law. In addition, the firm has developed highly regarded concentrations in specific industries and disciplines, including energy, environmental strategies, financial institutions, financial restructuring, litigation, private investment

funds, technology and white collar defense. While other firms are moving into Houston to take advantage of the area's booming energy industry sector, Bracewell – with an already respected energy presence in Houston – elected to look internationally. The firm's London office, which once worked in conjunction with our Kazakhstan office, hit a lull once the Kazakhstan office closed. The effort to rebuild and expand the London office with an energy-focused mindset is unique in how Bracewell is rebranding the firm's international presence. While other firms are making strides to offer full-service representation to clients, Bracewell believes that an energy-focused mindset is the best path to take in order to make inroads in Europe, Africa and the Middle East.



Ron Erlichman,  
Partner, **Bracewell & Giuliani**

#### Silver Awards

**Arnold & Porter**

**Bryan Cave**

**Hughes Hubbard & Reed**

**McKenna Long & Aldridge**

**Ogletree Deakins**

**Paul, Weiss, Rifkind, Wharton**

**& Garrison**

**Perkins Coie**

#### Wachtell, Lipton, Rosen & Katz

Wachtell Lipton was founded on a handshake in 1965 as a small group of lawyers dedicated to providing advice and expertise at highest levels. We have achieved

extraordinary results following the distinctive vision of our founders – a cohesive team of lawyers intensely focused on solving our clients' most important problems.

#### JURY MEMBERS

Lily Hughes, Vice President & Associate General Counsel – Legal, **Ingram Micro**

Buse Pinar Kaçar, Legal Affairs Director, **Stroër**

Pierre Lorenceau, Chief Executive Officer & International Publishing Director, **Leaders League**

Edward Rockwell, General Counsel, **DataDirect Networks**

David Mace Roberts, Associate General Counsel, **Samsung Telecommunication America**

Thomas Sarakatsannis, Senior Vice President & General Counsel, **L'Oréal**



## THURSDAY DECEMBER 4, 2014

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**Guy Hands**  
Chairman & CIO  
**Terra Firma**



**Martin Dunnett**  
Managing Director  
**Warburg Pincus**



**Jeanne-Marie Prost**  
Médiatrice Nationale  
du Cr dit  
**M diation nationale**  
du cr dit aux entreprises



**Thomas McComb**  
Managing Director  
**JP Morgan Asset  
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**H l ne Bourbouloux**  
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**Rob Wright**  
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# A next generation trademark search & analysis engine

TrademarkNow's NameCheck™ runs on an algorithm based on twelve years of research, simulating a full likelihood of confusion analysis. We utilize trademark and other relevant data to directly provide your in-house counsel with an analyzed, actionable report on how safe a trademark candidate is to proceed with – all in just a matter of seconds. TrademarkNow mitigates candidate risk and brings significant process efficiency improvements, saving your company time and money in comparison to existing working methods and tools.

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- Don't let good looks fool you. Behind the sleek user interface runs a state-of-the-art technology that sets out to work simulating a likelihood of confusion analysis. In a matter of seconds, NameCheck™ analyzes your candidate against millions of existing trademarks and other relevant data for product similarity, how they look, and how they sound when pronounced.

- Within seconds you're provided with an actionable report on your trademark candidate. A safety level reading will give you a first glance of your candidate's potential, and based on case law will inform you of how others have decided to act with similar candidate risk. Identical and similar marks are listed according to their similarity percentage, with quick access to filing data for each existing trademark. If an existing trademark holder is aggressive in opposing, we'll be sure to give you a heads up.

Word meanings are analyzed in over 150 languages – they are also looked at from the viewpoint of how words look and sound when pronounced, instead of just direct hits. Internet domain availability is also listed.

The screenshot displays the NameCheck™ interface. At the top, the search form includes fields for 'Trademark name' (Chilliefied), 'Product category' (Restaurant), and 'Regions' (Add more regions...). A 'Search' button is present. Below the form is a loading screen with the text 'One moment please...' and progress indicators for analyzing 19,276,294 APPS, 459,060 Nearby words, and 114,225 closest brands. The main report section is titled 'Report' and 'Chilliefied'. It features a 'Safety level 1' gauge (1/5) and a summary of results: 0 identical marks, 78 similar marks, and 0 critical word meanings. The report is divided into three tabs: 'Trademark results', 'Word meanings', and 'Internet domains'. Under 'Trademark results', it lists '78 similar trademarks' for the trademark 'CHILLI' owned by 'Sample Company Inc.' with a 97.5% similarity and application 'US 12345678 (Pending)'.

INTERNATIONAL  
*Legal Alliance Summit*  
 &  
 AWARDS



Peter J. Beshar, Executive Vice President and General Counsel **Marsh & McLennan Companies, Inc** says *“Winning an award of this sort – Best USA Legal Department USA – Financial Institutions and Insurance – is a wonderful shot in the arm for the entire department – lawyers, legal assistants and administrative staff”*

Other general counsels also enjoyed being part of the event through their vote as jury member or speaker. **Marisol Gonzalez Ortega**, Legal Affairs Director, **Ford Motor Company** (jury member & speaker) says *“It was an honor to participate as jury member and I already look forward to next year”* while **Bruce Schelkopf**, Chief IP Counsel, **Ingersoll Rand** simply states *“The ILASA Team has done a fabulous job this year again”*

Although the event had quite an intense program with conferences, business meetings and two awards ceremonies, attendees appreciated the organization. **Ari Tenenbaum** (Partner at **Torkin Manes**) admits that *“The conference was very impressive and very well put together”*

and **Francois Guay** (Partner at **Smart & Biggar**) confirms *“I was very impressed by the general quality of the organization – and I believe this feeling is shared among the other attendees.”*

All the winners were delighted. **Robert Skone James**, (Partner, **Gill Jennings & Every**) says *“We are very pleased to win the Gold Award for the UK IP Prosecution category – our staff members will be delighted to know that their hard work has been recognised internationally.”*

Positive feedback was also received on the very idea of the event: **Philip Furgang**, partner, **Furgang & Adwar**, says *“You have created and run one of the best conferences I have ever attended”* while **Sergio Gonzalez** (Partner at **Herrero Asociados**) mentions his appreciation of the structure of event *“I found the ILASA very interesting in its structure and in the idea of gathering 400 people between companies and law firms. I was especially impressed by the one-to-one meetings platform – and not to mention the dinner, which was simply spectacular”*



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