

**902 Building Expertise in a
Multinational Law Department**

Robert Blackert – SLI Sylvania
Christian Waida – Nortel Networks
Tony Wales – AOL Europe

Agenda



ACC Europe 2007 Annual Conference: The Growing Role of In-house Counsel: Lawyers as Business Partners

- Introduction of the Panel
- Organisation
- Staffing
- Leadership
- Expertise

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Introduction of the Panelists (1)

- Robert Blackert – SLI Sylvania Europe
- SLI Sylvania manufactures and supplies lighting systems and lamps. In 2006, it generated €470MM revenue with over 4000 employees worldwide. The Group was recently acquired by the Havell's India Group.

Introduction of the Panelists (2)

- The major part of SLI Sylvania's current activities are located in Europe and Latin America with a strong focus on growth in Asia and the Middle East.
- SLI Sylvania's legal department consists of 2 lawyers based in Frankfurt and 2 in New York.

Introduction of the Panelists (3)

- Tony Wales – AOL Europe
- AOL Europe is a business unit of AOL LLC, which is a world leader in interactive services, web brands, Internet technologies and e-commerce with more than 30 million customers worldwide. AOL LLC is a wholly owned subsidiary of Time Warner Inc.

Introduction of the Panelists (4)

- AOL Europe reaches over 10 million Internet users across Europe with portals in the UK, France, Germany, Austria, the Netherlands and other territories being added rapidly.
- The AOL Europe legal department has 7 lawyers based in London, 3 in Paris, 3 in Hamburg and one in Luxembourg.

Introduction of the Panelists (5)

- Christian Waida – Nortel Networks
- Nortel Networks is a supplier of telecommunication products and services to enterprises and service providers across the globe. Headquartered in Canada it generates revenues of approx. 11 billion US\$ with ~33.000 employees globally.

Introduction of the Panelists (6)

- Nortels EMEA (Europe, Middle East & Africa) revenues account for approx 1/3rd of global revenues
- The EMEA legal dept consists of 26 members with offices in UK (13), France (5), Germany (4), Spain (1), Israel (1), Turkey (1), Russia (1)

Organisation

- What are the advantages / disadvantages of a centralised vs. de-centralised legal dept?
- What communication channels are being used within your legal dept?
- What processes do you use to maintain quality of service within a legal dept scattered over several territories?

Staffing

- What processes do you use to hire and introduce new staff to the department?
- How do you manage the issue of career development for individual lawyers in an in-house structure?
- How do you balance the need for both specialist and generalist expertise within the dept?

Leadership

- How do you generate a good team spirit within the dept, especially where the team is spread across several territories?
- How do you generate a feel-good factor for the individual lawyers?
- How do you manage issues of workload and work / life balance?

Expertise

- How do you manage internal training and knowledge sharing across several territories?
- How do you get and retain expertise on new legal topics or new demands from the business?
- What skills training (separate from legal training) do you do?



Questions and comments?