

# 2011

# FUTURES CONFERENCE

OCTOBER 28-29 2011 CHICAGO



IIT Chicago-Kent College of Law  
ILLINOIS INSTITUTE OF TECHNOLOGY

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# Welcome

Bill Gibson, President COLPM



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Ron Staudt,  
Chicago-Kent College of Law



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## Scholarship

[Center for Access to Justice & Technology](#)  
[Center for Information, Society and Policy](#)  
[Center for Open Government](#)  
[Global Law and Policy Initiative](#)  
[IIT Center for Diabetes Research and Policy](#)  
[Institute for Law and the Humanities](#)  
[Institute for Law and the Workplace](#)  
[Institute for Science, Law and Technology](#)  
[Institute on the Supreme Court of the United States \(ISCOTUS\)](#)  
[Jury Center](#)



## Service

## Teaching

- 3 yr required legal writing program
- Law Offices of Chicago-Kent
- Superb trial practice & moot court

### J.D. Certificate Programs

[Criminal litigation](#)  
[Environmental and energy law](#)  
[Intellectual property law](#)  
[International and comparative law](#)  
[Labor and employment law](#)  
[Litigation and alternative dispute resolution](#)  
[Public interest law](#)

### Graduate Programs

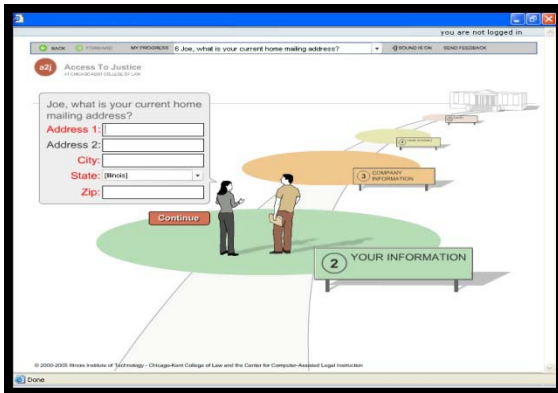
[LL.M. in Family law](#)  
[LL.M. in Financial services law](#)  
[LL.M. in International and comparative law](#)  
[LL.M. in International intellectual property law](#)  
[LL.M. in Taxation](#)  
[Master of Intellectual Property Management and Markets](#)

# Center for Access to Justice & Technology



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## A2J Author 4.0



## Justice & Technology Practicum wins Future Ed 3!



## Self Help Web Center



## CERTIFICATES IN PUBLIC INTEREST LAW



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Thank you

**Dave Hambourger**  
Conference Co Chair



**Karen Rosen**  
COLPM Administrator

**Deb Villa**  
Chicago-Kent CLE Director



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# Friday Sessions

**The Future of Price:  
Defining Value in  
Value Billing**

**Law Factory v. "Bet the  
Farm Firms"**  
**Ron Friedmann**

**Disruptive Technologies/  
Innovative Thinking**  
**Marc Laurtisen**

**Law Firms without  
Borders**  
**Jordan Furlong**

**2011 Innovaction  
Awards**  
**Jordan & Bill Gibson**

**Reception**





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## Saturday Morning

Future View: Do You See  
What I See?

**Sally Fiona King**

Innovation with Velocity

**Tom Clay**

Serving the Profession  
Today and Tomorrow

**Bill Gibson &  
Mary Beth Pratt**



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# The Future of Price: Defining Value in Value Billing



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## The Future of Price: Defining Value in Value Billing

9:15- 10:30

**Set the stage**

10:30- 11:00

**Crowdsource  
the principles**

11:00- 11:45

**Synthesis and  
next steps**



Ellen Rosenthal- Pfizer Legal Alliance



Mark Ohringer- Jones Lang LaSalle Americas, Inc.



Paul Lippe  
Legal OnRamp



Toby Brown  
Vinson & Elkins



Lisa Damon  
Seyfarth Shaw Llp



# The Future of Price: Defining Value in Value Billing



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# The Future of Price: Defining Value in Value Billing

**Pfizer** Legal Alliance

The logo for Pfizer Legal Alliance features the word "Pfizer" in a blue sans-serif font, followed by "Legal Alliance" in a black sans-serif font. A blue curved line sweeps under the text from the right side of "Pfizer" towards the left, ending under "Alliance".

# An Overview of the PLA

October 28, 2011

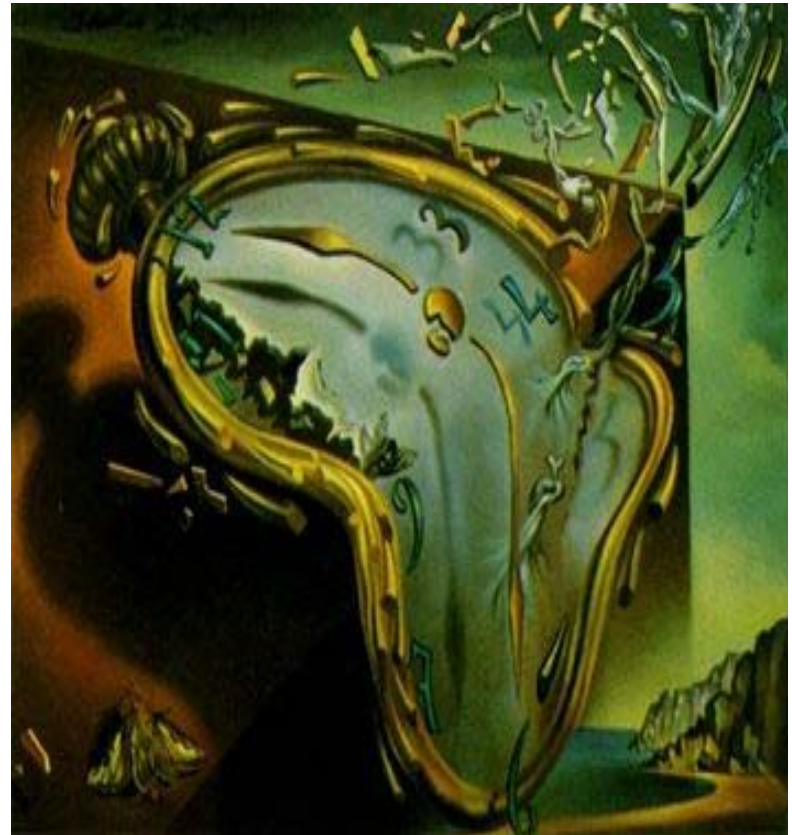
**Ellen Rosenthal**

Chief Counsel, Pfizer Legal Alliance  
VP and Asst. GC, Litigation

# **About the Alliance**

# The Challenge: The Billable-Hour Model is Broken

- Promotes *inefficiency*
- *Breeds mistrust* between in-house and outside counsel
- Relationships often *focused on discrete matters*
- *Incentives not aligned* to produce proactive lawyering
- Task-based billing *an obstacle to teamwork and collaboration*



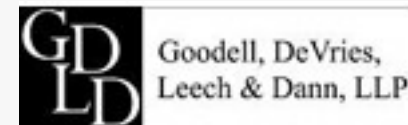


# The Pfizer Legal Alliance Firms

17 Firms handling the majority of Pfizer's legal work



*Attorneys and Counselors at Law*



# The Pfizer Legal Alliance: A Fundamental Shift in the Practice of Law

## True Collaboration

Each firm's ability to *collaborate* – vs. *compete* – with other firms to *proactively* solve problems

## Training & Development

Shared development of *new knowledge, work practices* and *experiences* for all levels of the firms

**17 law firms working together to advance the value of legal counseling to benefit all Alliance partners, their clients and the legal profession**

## Long-term Partnership

*Deeper, long-term working partnerships* that enhance Pfizer's legal service across the board

## An Entirely New Mindset

*Steady flow of work, shared governance, 360° performance evaluation, built-in incentives*

# PLA Shared Governance Model

## PLA Steering Committee

- Consists of the PLA Chief Counsel and three senior Pfizer lawyers
- Oversees the strategic direction and operations of the PLA and reports to the General Counsel
- The PLA Chief Counsel also oversees the daily operations of the PLA

## PLA Roundtable

- Consists of the Steering Committee, 3 Pfizer lawyers, 6 firm lawyers, and liaisons from Communications and Finance
- Develops and implements the PLA Strategic Plan and provides input to the operations of the Alliance. This also includes identifying and addressing key PLA issues

### EU Roundtable

- Consists of 5 Pfizer lawyers and 6 firm lawyers
- Addresses issues that are unique to the EU PLA community and reports to the main Alliance Roundtable

### Asia Roundtable

- Consists of 7 Pfizer lawyers and 5 firm lawyers
- Targeted at expanding PLA presence in Asia and reports to the main Alliance Roundtable

# Mutual Value

# The Pfizer Legal Alliance (PLA) Vision



# PLA Value Proposition

- ***Cross-firm collaboration and information sharing*** results in:
  - Greater efficiencies
  - New client opportunities
  - Broadened professional networks
  - Expanded capabilities and scope of work
  - Stronger, more valuable relationship with client
- A ***predictable*** income flow. Commitment to multi-year relationship and elimination of need to “pitch” for matters
- ***Access to learning about*** Pfizer and other Alliance firms and their lawyers
- Regular meetings between Pfizer and each Alliance firm ***foster open discussions and real-time feedback***
- ***Knowledge-sharing platform*** – PLA Exchange – provides opportunities to ***innovate***
- ***Annual meetings and firm visits*** enhance partnerships



# PLA Development Programs

## Associate Roundtable

- Helps advance the development of junior lawyers at PLA Firms
- Lawyers selected based on capacity, commitment to provide superior legal services to Pfizer, and ability to become future leaders
- Associates are paired with a “Pfizer Pfriend” and supported by Oversight Committee, composed of lawyers from Pfizer and PLA firms to provide oversight and mentorship

## Pfizer/PLA Junior Associate Program

- Pfizer provides select PLA firms with a fully-funded Junior Associate
- Associates rotate between Pfizer and a PLA firm every 6 months for two years
- At the end of two years, Associates have the option to join either the firm as a third-year associate or Pfizer

## Hormone Therapy Boot Camp

- Provides junior lawyers training in taking depositions
- Two-day boot camp provides opportunities for junior lawyers to take depositions otherwise conducted by more seasoned lawyers at the firms

# Pfizer Alliance Leaders (PALs): Managing the Portfolio

- Each Firm has a **dedicated senior Pfizer lawyer (PAL)**
  - Works with firm Relationship Partners to manage the portfolio of matters: develop work plans, monitor workflow to the firm, troubleshoot issues, solicit feedback, and facilitate secondments.
- **Firm Relationship Partners** liaise with the PAL and act as the primary point of contact between the firm and Pfizer.
- **PAL Responsibilities:**
  - Meet monthly with firms to discuss top matters and issues
  - Provide timely feedback and information to the Steering Committee
  - Act as the go-to resource for firm information and capabilities





# PLA OnRamp: A New Collaboration Website

- **Secure** webhosted platform
- Structured, editable **wikis** with file repository for documents
- **Email conversations**
- **Rich profiles of internal/external people**
- Uses **familiar tools**: Outlook/ Word/ Excel
- **Full-text search**
- **External information feeds**, web content
- User contributed documents, **blogs**, articles
- Work off-line: **print or save** content to desktop
- **Permission controls** for all content
- User and management **reports**
- Do work and build a **knowledge base**

The screenshot displays the Pfizer Legal Alliance PLA OnRamp website. The header includes the Pfizer logo and 'Legal Alliance' text, with a sub-header 'Powered by OnRamp Exchange'. Navigation tabs include HOME, ABOUT, RESOURCES, SUPPORT, and MY RAMP. A search bar is located in the top right corner. The main content area features a profile for Suki Pasquet with options to 'Create Wikis & Folders' and 'Create Forums & Conversations'. Below this is a 'Topic | Title Search' section with a 'Navigate to:' input field and a 'Wiki Navigation' section with links for 'PLA Members', 'Project', and 'Support'. The 'Recent Posts' section lists two items: 'Franchise M&A webinar' (2010-12-15) and 'M&A 2011 - Issues to be considered by buyers in the coming year' (2010-12-02), both by 'Legal OnRamp Admin'. The 'Community Content' section has tabs for 'DLA Piper Feed' and 'Clifford Chance Feed', with a list of updates including 'Proxy Season Update 2011', 'Corporate crime update', and 'DLA Piper advises XING AG on takeover of Amiamo'. The 'Conversations' section shows a 'Meeting Notes and Follow Up Speaking Points ...' and an 'Updated PLA Ramp kickoff presentation for Jan ...'.

# Adding Value to the Relationship: Feedback

- **Pfizer lawyers provide real time feedback on the firms to the PALs**
- **Pfizer and firms review matters after completion:**
  - Process and relationship improvement
  - Efficiencies next time
  - Share lessons with Pfizer and the firms
- **The 360° Performance Process is the formal mechanism to measure firm performance and occurs at the middle and end of each year**



Evaluate:

- Peer firms they worked with
- Pfizer lawyers they worked with
- Themselves (self-evaluation)



Evaluate:

- PLA firms they worked with

# Partnering in Efficiency

# N.E.W. (Needs, Engagement, PaperWork) PLA Matter Worksheet

1

## Needs

### Assess Needs and A.D.D.S.

- Outside counsel is a limited resource.** Before engaging a PLA firm, determine:
  - Is matter of sufficient value and risk to be handled by outside counsel?
  - If you cannot handle the matter yourself, are there internal resources available to consult?
  - Is this the right time to engage counsel?
  - Has your Practice Group allocated budget to the firm for this matter. If not, Practice Group Lead must contact the PLA Chief Counsel.
- Select the PLA firm. Consult Practice Group Lead, PAL, or PLA Chief Counsel, if needed.
- Clearly identify your goals and objectives for the engagement:
  - Advice Sought** –definitive or preliminary answer?
  - Deliverables** – written/oral, motion, memo, PowerPoint, etc.
  - Deadline** – When do you need the response?
  - Staffing** – Who should work on this? What level of expertise, seniority? How many people?

2

## Engagement

### Discuss the Request

- Meet with Firm Relationship Partner and, together:
  - Discuss **A.D.D.S.** and agree on joint strategy
  - Explore whether there is a way to leverage the PLA to produce efficiencies in handling the matter
  - Classify the matter for tracking purposes:
    - Identify the **Effort Value**
    - Estimate the **Matter Duration**
    - Send data to **TeamConnect Champion** to secure **PFT number**

<i>Effort Value</i>	<i>Duration</i>
1 – Minor (0-25 hrs/month)	1 - 0-3 months
2 – Low (26-100 hrs/month)	2 - 4-6 months
3 – Medium (101-400 hrs/month)	3 - 7-9 months
4 – High (401-800 hrs/month)	4 - 10-12 months
5 - Very High (801+ hrs/month)	5 - Over 1 year

3

## PaperWork

### Finalize Paperwork to Get Started

- Use Outlook email template to compose email to your Practice Group's TeamConnect Champion to enter the new matter information:
  - Link to **TeamConnect**: <http://teamconnect.pfizer.com/>
  - Outlook email template and current list of TeamConnect Champions are under **Related Items** at: <http://legal.pfizer.com/PLA/Pages/home.aspx>
- Steering Committee approval is needed before the work is begun if:**
  - **Matter Value Effort is Level 4 or 5** (TeamConnect will generate an email to the SC and the firm PAL);
  - **No budget** was allocated to the PLA firm by the Practice Group; OR
  - A **non-PLA firm** is requested (Follow this N.E.W. Matter process and TeamConnect will generate an email to the SC. You must provide a reason for going outside of the PLA.).
- Obtain **PFT number** and provide the number to the firm to begin the work.

# Managing the Portfolio: Continuous Oversight

- **PAL monthly meeting with Firm to review firm portfolio together**
  - Firms complete a monthly report and submit to PAL five days before meeting:
    - Information on top matters with firm by PFT number
    - Activity levels measured against initial assignment of effort and duration
    - Information on secondments, feedback, changes to firm
    - Firm and PAL together summarize discussion and PAL responsible to raise concerns or questions that they cannot answer without Steering Committee
  - PAL is charged with reviewing with Firm the allocation of Firm resources within portfolio and ensuring alignment with client priorities and strategies.



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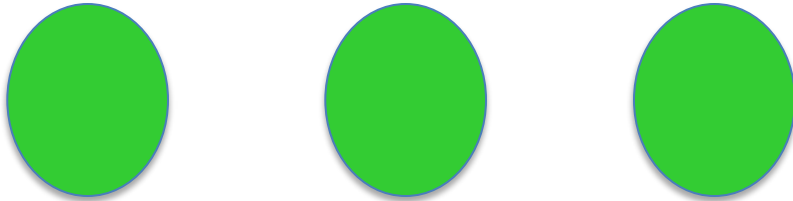
[Lisa Damon](#)  
Seyfarth Shaw LLP



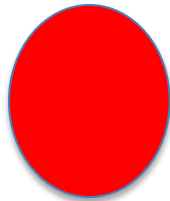
# The Future of Price: Defining Value in Value Billing



## Best Principles for Setting Value



## Worst Principle for Setting Value



## The Future of Price: Defining Value in Value Billing

**10:30- 11:00**

**Coffee &  
Crowd source  
the principles**



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12:00- 1:30

**Lunch** on Second Floor

1:30- 2:30

**Law Factory v. “Bet the Farm Firms”**

Room 590 – Fifth Floor