

# ALLEN & OVERY

## Advanced delivery

*New solutions; designed for clients*

Clients are responding to the constant pressure to balance cost, quality and risk in innovative ways

- Agile legal function staffing
- Unbundling legal projects
- Exploiting technology
- Introducing standardised solutions

We are adapting what we offer to create new solutions

Together with our clients we design solutions that solve our clients' challenges through the right combination of expertise, resourcing and technology



### PROJECT MANAGEMENT OFFICE (PMO)

*Intelligent delivery; client transparency*

Managing complex projects and high volumes of documents and data

What sets us apart

- Dedicated Legal Project Managers (LPM) apply specialist skills to structure and manage deals, disputes and legal projects through the optimal combination of our Advanced delivery toolkit of resourcing and technology platforms
- Extensive toolkit and training programme implemented globally across our offices ensures that the 'A&O way' of managing matters is consistently applied on matters where an LPM is not appointed

### LEGAL SERVICES CENTRE (LSC)

*High volumes; the highest standards*

Helping clients analyse high volumes of material, often with complex and technical content

What sets us apart

- The only law firm-owned legal services centre handling document-intensive exercises across all practice areas
- Seamless integration with A&O means high quality without the multiple provider risk and hassle associated with LPOs

### PEERPOINT

*Interim resource; specific needs*

Helping clients staff a project, interim or secondment role in legal or compliance

What sets us apart

- The only interim talent business integrated into a top global law firm:
- All consultants are A&O partner endorsed
- Gives access to A&O expertise
- Established in London and Asia Pacific: commitment to deliver globally

### ADVANCED DELIVERY OUTCOMES

#### AOSPHERE

*Global complexity; simple compliance*

Providing online legal information services covering complex issues across 80+ countries

What sets us apart

- The consistency, quality and depth of our information
- Our data feeds into software vendors' automated compliance systems
- Our experts are dedicated 100% to our services: not distracted by traditional lawyer/client work
- Advanced flexible working to attract the best talent

#### MARGINMATRIX™

*Regulatory change; scaled implementation*

End-to-end tech-enabled solution for negotiating thousands of agreements on a compliant basis

What sets us apart

- Joint A&O and 'Big Four' proposition covered all expertise and resource needs
- A&O's technology solution powered legal analysis, document drafting/negotiation and regulatory compliance
- Disciplined, cost-effective and scaled implementation
- Recognised as "Standout" (2016 FT Innovative Lawyers Awards)\*

#### LEGAL SERVICES CENTRE



**100**

fee earners including 7 PhD-level scientific analysts

#### AOSPHERE



**10,000+**

Individual users across 30+ countries

#### PEERPOINT



**78%**

of our 200 consultants have eight or more years PQE

#### PROJECT MANAGEMENT



**#1**

Ranked no.1 for project planning\*\*

\* (2016 FT Innovative Lawyers Awards for innovation in technology and data analytics). \*\* (Nisus Consulting's "Unbalanced Scorecard 2016": a survey of in-house counsel at 600+ businesses).

#### LEGAL TECHNOLOGY GROUP

*Client challenges; tech solutions*

An A&O team devoted exclusively to creating tech-enabled solutions to client challenges

What sets us apart

- The team's immersion in technology innovation is integrated into our lawyers' deep knowledge of our clients' challenges
- That combination allows us to design the technology element of a solution around our clients' precise requirements

#### i2 - IDEAS AND INVESTMENTS GROUP

*Funnelling ideas; continuous improvement*

An A&O team and a process for capturing and implementing ideas for working smarter through technology

What sets us apart

- Empowers lawyers at the coalface to share their own ideas: and vet others'
- Screens, pilots and implements ideas in an agile way

#### FUSE

*Collaboration space; tech development*

A tech innovation space in A&O's London office between Shoreditch and the City

What sets us apart

- The only physical space where clients, start-ups, mature tech companies and a top global law firm can co-develop solutions
- Targeting dealtech, as well as legaltech and regtech

# Advanced delivery in practice

## FX investigation

### Matter overview

- Financial services and anti-trust regulator enquiries into a global investment bank's Spot FX business in Asia Pacific
- Necessitated substantive electronic document reviews and production of chats to regulators throughout Asia Pacific

### Matter challenges

- Over 1.44 million documents to be reviewed
- Review materials in multiple formats: electronic messages (including Bloomberg chats and Reuters instant messages); emails and audio recordings
- Audio recordings in multiple languages: (Mandarin Chinese, Cantonese, Japanese, Korean, Malay, Russian, Turkish, and Hindi)

### Delivery model

- End-to-end document review process including:
  - Retrieval/restoration of materials from archives/back-up drives
  - Processing of the materials onto an electronic review platform (Relativity)
  - Electronic searching of the materials
  - Supervision of an LPO team.
- Work delegated to different teams to achieve cost efficiencies without sacrificing quality:
  - 1st level review: Predominantly by India-based LPO Pangea3
  - 2nd and 3rd stage review: Predominantly A&O Sydney, enabling:
    - Competitive charge-out rates, compared to Hong Kong and Singapore
    - Access to local, foreign language skills
    - A single, dedicated document review team

## Audit of Prime Brokerage Agreements for CASS compliance

### Matter overview

- Audit by an investment bank of its portfolio of Master Prime Brokerage Agreements
- Assessment of compliance with UK CASS Rules (concerning client money and custody assets) regarding rights to re-hypothecate during custody

### Matter challenges

- Tight timelines (c. two months)
- Large, unstructured document set (c.1000)
- Budget constraints

### Delivery model

- Phased solution applying proportionate combination of resourcing / technology solutions to minimise time and costs and deliver A&O-quality report and structured database for a fixed fee:
  - Document mining: Legal Process Outsourcing (Integreon) used to interrogate client document management system for relevant Agreements, co-ordinated by our Project Management Office
  - Database creation: 1,000 agreements loaded onto secure A&O Collaborate technology
  - 1st stage review: Belfast Legal Services Centre reviewed for CASS compliance. Findings evidenced on Collaborate in a structured, searchable manner
  - 2nd stage review: c.10% of Agreements requiring additional checking escalated to A&O London associate

## FCA investigation in the insurance sector

### Matter overview

- One of the largest investigations ever conducted by A&O London
- The UK Financial Conduct Authority (FCA) is currently investigating our client, a life assurance company, with respect to its treatment of closed-book customers over a seven-year period

### Matter challenges

- Tight timelines dictated by the regulator
- Client new to investigations process
- 6,000+ documents reviewed
- Co-ordinating resources over six jurisdictions
- Tight budget constraints

### Delivery model

- A dedicated Project Manager ensured:
  - Co-ordination of A&O's wider Advanced delivery services:
    - Belfast LSC (1st stage review of 6,000+ documents, team of up to eight reviewers)
    - Peerpoint (an experienced A&O office-based consultant focussing on defence work stream)
  - Co-ordination of A&O resources: c.30 associates in six jurisdictions
  - Full project management (including client reporting) across multiple work-streams, including document review process
  - Liaison with client-side business and legal teams as well as project managers
  - Detailed financial management and reporting

## USD3bn TMT sector sale and reorganisation

### Matter overview

- Highly complex restructuring/sale across 57 jurisdictions
- Advised TE Connectivity on the international (non-US) aspects of the sale of its Broadband Network Solutions (BNS) division to CommScope, Inc for USD3 billion.
- Excluded international restructuring to separate out the BNS business from the rest of the TE group and transfer the BNS companies and businesses into the CommScope group.

### Matter challenges

- Transaction complexity – 140 restructuring steps across 57 jurisdictions
- Global Closing constituted 15 share sales and 40 asset/business sales on closing day in 45 jurisdictions
- Co-ordination of legal work with client-led operational readiness for Closing

### Delivery model

- A dedicated Project Manager ensuring:
  - Co-ordinated use of Advanced delivery services:
    - Legal Professionals from our Belfast LSC
    - Peerpoint (three dedicated A&O-side consultants, including one Portuguese speaking mid-level consultant)
    - Collaborate technology (used to house and store (i) executed documents implementing the pre-closing restructuring steps and (ii) final closing sale documentation)
  - Co-ordination of lawyers across 26 A&O offices and 33 non-A&O local counsels
  - Full project management services, including co-ordination of complex work streams and detailed client reporting

## European gas pipeline arbitration

### Matter overview

- Project management of critical two-year period up to and including Tribunal led jointly by Amsterdam and London offices
- Our client, a subsidiary of an international energy company, was responsible for building a 931km gas pipeline from Russia, underneath the Black Sea, and into Bulgaria
- Relationships broke down and in 2015 our client was taken to international arbitration in London by the pipe laying contractor, for c.EUR760m

### Matter challenges

- Co-ordination of a 'resource surge' of up to 30 lawyers across ten jurisdictions
- Highly technical marine engineering subject matter
- Document set comprised c.300GB of original documents and files in a variety of formats and from different sources

### Delivery model

- A dedicated Project Manager ensured:
  - Co-ordination of A&O's wider Advanced delivery services:
    - Belfast LSC (1st stage document review of 30,000+ documents using Ringtail Case Room technology)
    - A Peerpoint consultant providing additional senior support to workstream management
  - Co-ordination of Queen's Counsel to support legal strategy and expert report development
  - Co-ordination of A&O resource: c.30 associates across ten offices
  - Full project management (including client reporting) across multiple work streams, including document review process
  - Detailed financial forecasting (three-year basis) and reporting against a fixed budget

## Regulatory-driven reorganisation

### Matter overview

- Advising a global financial institution on the implementation of certain UK regulatory obligations and the implementation of a service company structure across its Group
- Four year timetable starting January 2014

### Matter challenges

- Transaction size: 26 work-streams; transfer of millions of customers and GBP billions of assets
- Co-ordinating lawyer effort across multiple practice groups and client departments

### Delivery model

- A dedicated project manager, ensuring:
  - Co-ordination of A&O's wider Advanced delivery services:
    - Legal Professionals from our Belfast LSC (co-located in London with A&O team and at client's premises)
    - Peerpoint (senior resourcing based at A&O and the client across various phases and specialist areas, providing a high degree of flexibility and expertise when required)
    - Collaborate technology (secure document sharing between client and legal teams)
  - Co-ordination of A&O resource: 200+ lawyers across A&O offices and local counsel
  - Full project management services, including co-ordination of 26 work streams and detailed client reporting
  - Detailed financial management and reporting