



KNOWLEDGE AND STRATEGY FORUM

8 October 2014



WELCOME TO THE FUTURE OF LEGAL SERVICE

Join us for the five years' anniversary of Scandinavia's leading strategy event. Welcome to VQ Knowledge and Strategy Forum in Stockholm on 8 October 2014.

VQ Forum brings together thought leaders and champions of change in the legal profession to discuss strategy and key developments in the legal market.

This year the program will focus on productivity, pricing strategies, profit growth, legal process strategies, client/law firm relationships and how the development of the in-house counsel role is changing the dynamics of legal service.

PROGRAM

Main features of the conference in short:

- The changing legal landscape and why doing what you have always done is not the answer 2014.
- How to position law firms to achieve the diametrically opposed outcomes of improved profitability and more satisfied clients.
- How new business models and focus on processes can improve the client experience, provide better value and price certainty.
- The development of the in-house legal role, the commercial value an in-house legal team can provide and how that value can be measured compared to external legal advisors or outsourcing.

SPEAKERS

During the day you will gain interesting, practical and visionary insights from internationally renowned speakers, based on their extensive experience.



Furthermore, a panel of in-house expertise, CEOs of some of Sweden's largest corporations and managing partners of leading law firms will discuss how to choose the right legal service to get most value and how to measure the corporate value of legal advice.

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PROGRAM VQ KNOWLEDGE AND STRATEGY FORUM

Wednesday 8 October 2014, 8.30 – 17.00

08:30 Registration and coffee

09:00 Welcome remarks

Welcome by **Ann Björk**, founder of Virtual Intelligence VQ, and opening remarks by moderator **Annette Magnusson**, Secretary General of the Arbitration Institute of the Stockholm Chamber of Commerce.

 @VQab, @AnnetteMagnusso

09:15 Keynote: Smart Pricing: 25% Profit Growth in 1 Year

There is a myth that all clients are price driven. What clients actually seek is increased certainty, predictability and manageability; transparency over pricing; and someone to share the journey - the ups and the downs. Perception of value has nothing to do with the hours. So while price is an important part of any negotiation, it is seldom the sole driver. Equally, a one size fits all approach to pricing is fundamentally flawed. The ability to formulate and deploy bespoke pricing solutions for each job for each client is a critical skill and should be treated as such. The two primary objectives of all pricing decisions by law firms should be to maximise profitability while at the same time ensuring that the pricing structure leaves the client feeling that they have had fair value for money.

Richard Burcher, Managing Director, Validatum (UK) Limited, is a former practicing lawyer and managing partner with over 30 years experience. Following post-graduate study in pricing-related disciplines, Richard now devotes all his time to legal services pricing consultancy work and is widely regarded as the leading international authority on pricing legal services.

In this keynote presentation, Richard Burcher will provide his insights and experience on how a “custom-fit” value-driven, reciprocal fairness approach to pricing will best position law firms to achieve two apparently diametrically opposed outcomes: improved profitability, and more satisfied clients.

 @Validatum

10:15 Coffee



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10:45

Why doing what you have always done is not the answer 2014

Jonathan Whittaker, Senior Partner, SAS Daniels LLP, has been an Equity Partner since 1985 and has therefore seen at first hand the changes and challenges facing the legal profession for almost 30 years as a business owner. He will share and discuss his experiences of this journey and why doing what you have always done is not the answer in 2014.

Jonathan passionately believes that the law is a business and needs to operate as one. Lawyers are not special, they just sell legal advice but how they do it and how they stand out from the competition is a challenge to be faced and answered. Why should clients choose you over your competitors? How are you going to persuade them to do that? And how are you going to make a reasonable profit at the same time? You need to differentiate your firm and deliver your legal service differently. Be more imaginative than just using fixed fees.

Jonathan will share how SAS Daniels LLP has changed the management structure into a more collaborative leadership team that brings different partners' strengths together, to be better equipped to deliver legal services with the flexibility clients are increasingly asking for.

11:30

Offshoring Swedish Legal Service – A good Idea?

Offshoring Legal Services (OLS) and Legal Process Outsourcing (LPO) is buzz words in the legal industry today. Gartner legal IT scenario predicts that 75 percent of U.S. and U.K. corporations will use LPO by 2020. But does it really work and add value? Is it relevant for in-house counsels and law firms in Sweden?

Christina Wikström, Managing Director and Senior Legal Advisor with Wikström & Partners AB, with several General Counsel positions within the IT and Telecom industry in her CV, will give her view on the issues. Christina will share her experiences on offshoring legal services from a Swedish organization and give us practical guidance on possible benefits and relevant risks. Wikström & Partners is a Stockholm-based boutique business law firm, specialized in legal issues relating to IT, Telecom and Media.

12:00

Lunch



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13:00

Aligning incentives with clients to create true value

What if law firms were incentivised financially to create true value in the clients' contractual relationships and had the systems, processes and tools to enable it to work for a volume based fixed price?

Alex Hamilton is CEO and founder of Radiant Law, a law firm built from the ground up to improve the client experience, focusing on better value and price certainty. The firm has a flat structure business model and focus on processes in all projects to ensure that clients unlock more value, and provide fixed prices in all their projects. Alex Hamilton has been recognised by the FT's Innovative Lawyer Awards several times.

Alex will share how Radiant Law has aligned their incentives with the clients and how they are focused on delivering projects quickly and effectively. The London-based firm combines high-level legal advice and fixed fees with IT and legal process outsourcing to advise on technology, outsourcing and commercial contracts matters. By building an organisation based on fixed pricing, they have also been able to innovate rapidly in how they deliver legal services and to focus on areas that truly add value to the client rather than just taking longer to do.

 [@AlexHamiltonRad](#)

13:45

Innovative law firm strategies in Norway

Case study on new successful innovative law firm strategies in Scandinavia.

Norwegian law firm Advokatfirmaet Selmer DA was founded in 1985 and soon became an important challenger to the establishment. Throughout its short history Selmer has strived to work in innovative ways, constantly among the first to adopt new ideas. Some of these are; the first Norwegian law firm to hire a CEO with business background and run marketing campaigns, the first Norwegian law firm to employ financial and strategic advisors and to later to expand its multidisciplinary services by hiring investigators.

Tine E. Wærsten is head of KM and Marketing at Advokatfirmaet Selmer DA. She has previously practiced as lawyer and partner in Selmer for 13 years, mainly with domestic and international transactions. Tine will share her experience from the firm's innovative strategies, new business model, new approach to staffing and widened competence focus to provide multidisciplinary services.

 [@TineWaersten](#)



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14:15

Swedish General Counsel report

Poolia Legal presents the Swedish General Counsel report based on a survey taken by General Counsels and CEOs in Sweden about the development of the in-house legal role, about where it exists in the corporate value chain, and also about setting relevant KPIs for the legal department. The results are compared with similar international reports on the subject.

Anna Lensmar-Friedman, CEO of Poolia Legal, presents the results with analysis and shares her experience as a recruiter talking to many in-house legal counsels about their role in the company, about the commercial value that the in-house legal team can contribute with and how that value can be measured. She will also share the experience from meeting with the CEOs hiring the in-house legal counsels, who sometimes have a quite different view of the in-house legal role.

15:00

Afternoon tea

15:45

Achieving the best corporate value by choosing the right legal service

Panel discussion in light of the Swedish General Counsel report. How do you get most value from the in-house legal department and when and how to use external legal advisors or outsourcing to increase the corporate value? How do you measure the corporate value of legal advice?

A panel of in-house expertise, CEOs of some of Sweden's largest corporations and managing partners of leading law firms will discuss how to choose the right legal service to get most value and how to measure the corporate value of legal advice.

Panellists include **Biörn Riese**, Partner and Chairman of the Board, Mannheimer Swartling, **Maria-Pia Hope**, Managing Partner and CEO, Vinge, **Eva Blonde** Country Counsel Sweden and Nordic Region Counsel, Hewlett-Packard Sverige AB, **Jonas Bengtsson**, General Counsel and Company Secretary, TeliaSonera AB, **Carl-Viggo Östlund**, former CEO of e.g. SBAB, Nordnet Bank, SalusAnsvar, and **Magnus Billing**, Senior Vice President, President of NASDAQ OMX Nordics and NASDAQ OMX Stockholm.

15:45

Parallel seminar on information security in Swedish

Parallel seminar in venue Uppsala on information security, please see separate page below for further information.



15:45

Parallel seminar on information security in Swedish

After the afternoon tea, delegates can choose to attend a seminar in Swedish on information security, which will be held parallel to the main program, in the venue Uppsala. Delegates attending this parallel seminar are most welcome to join the other delegates for the complimentary cocktail reception in the main area afterwards.

Säkra din affärskritiska information

Hur säker är din affärskritiska information egentligen?

Vad skulle det betyda för din verksamhet om all din affärsinformation kom i orätta händer eller försvann?

- Vad skulle det kosta ditt företag i pengar och minskad trovärdhet?
- Vad skulle det innebära för dina klienter och kunder?



Annika Biberg, informationssäkerhetsexpert från SAFESIDE SOLUTIONS berättar om hur ett företag som förlorade 13 månaders data till ett mycket stort värde utredde, hanterade och överlevde denna ur ett affärsperspektiv katastrofala incident.

Dessutom delar Annika Biberg med sig av sin kunskap om hur dagens hotbild med organiserad brottslighet på nätet ser ut och hur vi kan förvänta oss att hotbilden utvecklas i framtiden.

Säkrare data med samlad juridisk analys

Det är idag allt vanligare att data outsourcas, t.ex. genom att anlita molntjänstleverantörer. Vad är viktigt att tänka på vid outsourcing av affärskritisk information? Vilka fallgropar och risker finns det?

Seminarier listar viktiga punkter att komma ihåg för den som outsourcar data. Dessutom redovisar vi juridiska aspekter på några praktiska typfall med särskilt fokus på säkerhet, personuppgiftsbehandling, avbrott, förlust av data och skadestånd.



Ulf Isaksson och **Esa Kymäläinen**, advokater och delägare hos Danowsky & Partners Advokatbyrå. Ulf och Esa har mångårig erfarenhet av IT- och medierätt, dataskydds- upphandlingsrättsliga samt regulatoriska frågor inom området för elektroniska tjänster.

Seminarier vänder sig till dig som på något sätt ansvarar för eller arbetar med att säkerställa att den interna affärskritiska informationen säkras på ett både praktiskt och juridiskt skyddat sätt.



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16:45

Closing remarks

Closing remarks by moderator **Annette Magnusson**, Secretary General of the Arbitration Institute of the Stockholm Chamber of Commerce.

17:00

Cocktail Reception

Complimentary cocktail reception with food, drinks and mingle.

Join us for a pleasant closure of the day with great opportunities for networking, further discussions or just socializing.



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SPEAKERS VQ KNOWLEDGE AND STRATEGY FORUM



Richard Burcher, Managing Director, Validatum (UK) Limited

Richard Burcher is a former New Zealand practicing lawyer and managing partner with over 30 years experience. Following post-graduate study in pricing-related disciplines, Richard has been based in London since 2012 as the Managing Director of Validatum (UK) Limited. Richard now devotes all of his time to legal services pricing consultancy work and is widely regarded as the leading international authority on pricing legal services.

His pricing consultancy services and speaking engagements take him throughout the world. Richard is a regular speaker at national and international conferences and his legal services pricing research and commentary have been widely published or cited. Richard is a member of the Professional Pricing Society USA and a guest presenter on the prestigious London Business School Executive MBA program. He is also an Advisory Panel member of the True Value Partnership Institute.



Jonathan Whittaker, Senior Partner, SAS Daniels LLP

Jonathan Whittaker is the Senior Partner of SAS Daniels LLP, a large regional law firm in the North West of England. He has been an Equity Partner since 1985 and has therefore seen at first hand the changes and challenges facing the legal profession for almost 30 years as a business owner. He is a specialist employment lawyer and has been a fee paid Employment Judge since 1993. He is also a frequent lecturer of employment law to both solicitors and HR professionals and is a certified commercial and employment law mediator.



Alex Hamilton, CEO of Radiant Law

Alex Hamilton is CEO and founder of Radiant Law, a law firm built from the ground up to improve the client experience, focusing on better value and price certainty. The firm has a flat structure business model and focus on processes in all projects to ensure that clients unlock more value. The firm has also decided to leave behind the billable hour and the timesheet, and focus on the value received for the client instead of time spent. They therefore provide fixed prices in all their projects.

Before founding Radiant Law, Alex Hamilton was a Partner at Latham & Watkins and co-Chair of Latham & Watkins' global Technology Transactions Group. Alex has led four projects which have been recognised by the FT's Innovative Lawyer Awards and was shortlisted for the FT's 2010 Innovative Lawyer of the Year award. Alex is recognised in Chambers & Partners and Legal 500 as a ranked expert for IT and for outsourcing.



Christina Wikström, Managing Director and Senior Legal Advisor, Wikström & Partners AB

Christina Wikström is a Senior Legal Advisor with more than twenty years of experience from corporate legal work related to different commercial sectors, with a focus on IT, Media and Telecom. She has long international legal experience including responsibility for Nordic, European and Global business transactions. Christina's previous positions include General Counsel & Country Commercial Director at Logica Sweden AB, Senior Legal Counsel at TeliaSonera AB and Legal Counsel at SVT/Sveriges Radio. She is also a member of the Legal Expert Council (*Sw. E-delegationen*).



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Tine E. Wærsten, Head of KM and Marketing at Advokatfirmaet Selmer DA

Tine E. Wærsten is head of KM and Marketing at Advokatfirmaet Selmer DA, one of Norway's leading business law firms. She has previously practiced as lawyer and partner in Selmer for 13 years, mainly with domestic and international transactions. Tine's areas of responsibility includes KM, marketing, information management, communications and business development.

Selmer was founded in 1985 and became quickly an important challenger to the establishment. Throughout its short history Selmer has strived to work in innovative ways, constantly among the first to adopt new ideas. Some of these are; the first Norwegian law firm to hire a CEO with business background and run marketing campaigns, the first Norwegian law firm to employ financial and strategic advisors and to later to expand its multidisciplinary services by hiring investigators. Selmer is also recognized for its innovative cross border transactions, for which it has received IFLR's "Law firm of the year" four times (2007, 2008, 2010 and 2011). Selmer has further been rewarded with Chambers "Client service award in 2012 and the Norwegian Bar Association's "Talent Award" for best talent management in 2013.



Anna Lensmar-Friedman, CEO of Poolia Legal

Anna Lensmar-Friedman has a background as a lawyer and has been working as a legal recruiter specializing in psychometric profiling for the last seven years. Poolia Legal was the first legal recruitment company to establish on the Swedish market in 1999.



Biörn Riese, Partner and Chairman of the Board, Mannheimer Swartling

Biörn Riese is the Chairman of Mannheimer Swartling and heads the firm's global M&A practice. He has for over three decades been advising Swedish and international clients on a range of corporate matters. His principal areas of practice include M&A, Corporate Governance, Restructuring and Compliance & Investigations.



Eva Blonde, Country Counsel Sweden and Nordic Region Counsel, Hewlett-Packard Sverige AB

Eva Blonde joined HP in 2002 as Country counsel in order to establish the legal function for HP in Sweden (just being merged with Compaq). Over the years she has built up a local legal team that supports all HP businesses and functions, and she is also a member of the Country Management team. In 2011 she established the Head of Nordic Legal team role. Before joining HP, she worked as a lawyer and partner of law firm Fylgia for seven years, focusing on IT law and commercial contracts.



Jonas Bengtsson, General Counsel and Company Secretary, TeliaSonera AB

Jonas Bengtsson is General Counsel and Company Secretary for TeliaSonera AB. Before joining TeliaSonera AB, Jonas worked as General Counsel for Tele2 AB from 2007 until 2013, heading the Tele2 Group's legal and regulatory team.

Jonas started working as a lawyer in 1995 and worked as an associate (Lagerlöf & Lemman and Mannheimer Swartling) and served as junior judge (Stockholm District Court) between 1995 and 2000. In 2000, he started working in-house, when he joined a start-up company in the IT/data communication sector in the role as General Counsel. During 2002, he started working as General Counsel for Telenor AB, until 2007 when he joined Tele2 AB.



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Magnus Billing, Senior Vice President, President of NASDAQ OMX Nordics and NASDAQ OMX Stockholm

Magnus Billing is Senior Vice President, President of NASDAQ OMX Nordics and NASDAQ OMX Stockholm. He is furthermore heading up Nordic Fixed Income and Baltic Markets. He was previously Chief Legal Counsel and Senior Vice President of NASDAQ OMX Group, Inc., and responsible for legal and market surveillance operations in Europe.

Magnus Billing has been working in the exchange industry since 2001. Prior to his current role, he was the General Counsel of OMX and led the negotiations around the consolidation of the OMX Nordic Exchanges. He is a member of the NASDAQ OMX Listing Committee, chairman in the Board of Directors of the NASDAQ OMX Nordic Foundation, and director of the Board of Directors of Swedish Institute for Financial Research, Entreprenörskapsforum and Aktieförbundet. He holds a degree in law from the Stockholm University.



Maria-Pia Hope, Managing Partner and CEO, Vinge

Maria-Pia Hope is Managing Partner and CEO of Vinge since April 2012. She is a banking and finance lawyer by training, and spent some ten years in the firm's former London office. Maria-Pia is also a member of the Vinge Stockholm Board since 2007.



Carl-Viggo Östlund, former CEO of e.g. SBAB, Nordnet Bank, SalusAnsvar

Carl-Viggo is educated at Stockholm School of Economics and has lived and worked in Switzerland, Turkey, Brazil, Canada, Saudi Arabia and Germany. Carl-Viggo has held a number of Managing Directors' and CEO's positions within the Tetra Pak Group, TNT, SalusAnsvar, Nordnet and SBAB. He lives in Stockholm and has a summer house in Denmark.



Annette Magnusson, Secretary General of the Arbitration Institute of the Stockholm Chamber of Commerce (SCC)

Annette Magnusson joined SCC from Mannheimer Swartling Advokatbyrå, where she was a member of the dispute resolution group. Previously she headed strategic planning of knowledge management at Baker & McKenzie in Sweden. Annette was SCC Legal Counsel and later SCC Deputy Secretary General from 1998 to 2005. She is the author of several publications on international arbitration, a member of the Research Panel for Arbitration Law at the Stockholm Centre for Commercial Law.



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INFORMATION AND REGISTRATION

Registration

Register by email to info@vqab.se.

Fee

The delegate fee for VQ Knowledge and Strategy Forum includes admittance to the conference and the exhibition hall, participation at all presentations and panel discussions, coffee breaks with refreshments, lunch, post-event drinks reception, on-site conference material and free on-site Wi-Fi.

Category 1 Legal Counsel

Delegate pass: SEK 6,750 per delegate

The category includes general counsels, law firm employees and corporate or government legal department representatives.

Category 2 Other

Delegate pass: SEK 9,750 per delegate

The category includes consultants, vendors and suppliers.

Early-bird discount 30%

Register prior to 31 May 2014 to receive 30% early-bird discount.

Early-bird discount 15%

Register prior to 31 August 2014 to receive 15% early-bird discount.

Company discount 3 for 2:

If you register three delegates from the same company you receive a discount for the third delegate, i.e. three persons can attend for the price of two delegate fees.

Method of payment

Invoice will be sent upon registration. Registrations are confirmed when payment has been processed. Payment must be received in full prior to the event.

Cancellations

If cancellation is received in writing no later than 24 August 2014, no charge will be made and you will receive a full refund of fees paid. For cancellations received no later than 8 September 2014, a charge of 50 per cent will be deducted from all refunds. We regret that no refunds can be made for cancellations received after 8 September 2014. You are, however, welcome to give your place to a colleague if you cannot attend.

Location

Grand Hôtel
Södra Blasieholmshamnen 8, Stockholm, Sweden
+46(0)8 679 35 00, www.grandhotel.se

Cocktail Reception on 8 October at 17:00

After the end of the conference program of VQ Forum there will be a complimentary Cocktail Reception for all attendees at Grand Hôtel.