

LOOKING
GLASS
REPORT



SWITCHING
ON THE
HEADLIGHTS

—
The role of the
General Counsel in
helping businesses navigate
through an uncertain world

CLYDE & CO

IN PARTNERSHIP WITH —

winmark

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FOREWORD

One of the key themes in the last Looking Glass report was the extent to which the role of the General Counsel was having to adapt in light of a shifting risk landscape for business. Pleasingly (because it indicated the topic was the right one), that theme sparked a lively debate when the report was launched and in the months following.

Specifically, the debate focused on what the legal function's role is when it comes to risk identification and management. What risks properly concern the legal function? And to what extent should the in-house lawyer be concerned about more than just legal risk?

12 months on and that discussion is already beginning to feel dated. In an environment where hard-to-quantify intangible assets, such as reputation, data, customer loyalty, IP, supplier networks etc are rapidly becoming the most important assets that many companies possess, risks cannot be as easily partitioned and assigned to different functions as once they could.

Likewise, with political and regulatory risks also on the rise, the role of the General Counsel suddenly looks more varied and vital than ever before. By way of analogy: if our organisations are cars on a dimly lit road, then the legal function, is the headlights that illuminate the pot holes!

That thought is behind the thesis of this year's Looking Glass report and as you will read in the latter sections, to undertake that role well requires the General Counsel to possess a broader array of skills and perspectives than might be traditionally required of a lawyer.

Although it is only touched on briefly here, it is our belief that part of that broadening skill-set over the next 12 months will be an increasing demand for lawyers to be able to identify and make ethical judgments in relation to the implementation and deployment of advanced technologies and artificial intelligence. Today's ethical dilemma is tomorrow's legal and reputational risk. But perhaps that can be a discussion point for this year!

We hope you enjoy the report and we would be delighted to discuss it further with you.



Simon Konsta
Senior Partner
Clyde & Co



Peter Hirst
Partner, Co-Chair
Global Arbitration
Clyde & Co

INTRODUCTION

Winmark and Clyde & Co are pleased to present the latest edition of our annual Looking Glass report.

Over the years the report has observed the evolution of the General Counsel (GC) role from being, primarily, a legal function dealing with the nuts and bolts of 'black-letter' law such as intellectual property, litigation, regulations and enforcement, to becoming an essential part of the wider strategic and resource management of the organisation.

This year's Looking Glass report takes a close look at how the risk landscape is shifting and assesses how Board Directors and in-house legal leaders are addressing the challenges and opportunities presented by rapidly accelerating technologies

including blockchain, smart contracts and artificial intelligence. We also examine how the General Counsel role continues to take on more responsibility, including risk assessment, crisis management and leadership of the corporate ethical culture.

We would like to thank the 110 senior business representatives (both General Counsel and Board Directors) who have taken the time to share their insights with us. Their thoughtful input gives a valuable perspective on how the legal function is evolving to support business success in an increasingly competitive and uncertain global environment.



John Madden
Research Director
Winmark



John Jeffcock
Chief Executive
Winmark

EXECUTIVE SUMMARY

1. Risk landscape

- The corporate risk environment has been transformed by globalisation, supply chain growth, digitisation and automation, climate change and the political and regulatory fallout from the financial crisis
- As a result, General Counsel and Board Directors perceive that risks have increased, become more complex, volatile and globally interconnected and that the pace of change in the risk landscape is accelerating
- As the boundaries between legal, reputational and regulatory risk have become more blurred, General Counsel are increasingly expected to take a much broader view of the risk landscape
- Encouragingly, General Counsel and Board Directors share similar views about the risks facing their organisations. Organisations are alive to both traditional risks (i.e. political) as well as new and emerging risks (i.e. technological)
- Boards and General Counsel have a similar perception of their organisation's preparedness to respond to risk events, although Board Directors are more positive about technological and organisational risks. This may indicate a need for increased understanding on the part of General Counsel or perhaps reflect their greater awareness of legal risk in these categories
- The impact of Brexit is expected to be negative, particularly for long term financial performance

2. Responsibility for risk

- General Counsel generally see the legal function as having primary responsibility for managing and identifying risk while Board Directors perceive a more prominent role for themselves and for the risk function
- In the context of a more complex risk environment, it may be sensible for the different functions to discuss and clarify their respective responsibilities, particularly with regard to identification of risk
- Legal, risk, compliance and audit teams work well together to manage risk, but responsibilities should be more clearly defined and formal reporting to the board improved

3. Technology innovation and risk

- General Counsel and the board's perceptions of the technology threats facing their organisations are closely aligned and there is agreement that the increasing complexity of technology systems presents a high level of risk
- Worryingly, despite the high perceived risk of cyber attack, many organisations do not have a crisis management plan in place to respond to incidents, and there is a perceived shortfall in preparedness to address all areas of potential technology risk
- As AI and the use of data becomes more powerful and pervasive, the role of the General Counsel in developing ethical rules and codes of conduct is increasingly important
- Securing budget is the main barrier to improved technology utilisation, but the board is seen as generally supportive of innovation, with few General Counsel reporting board resistance to technology initiatives
- There is a knowledge and skills gap. Many General Counsel admit they find it difficult to decide what technology would make the best investment and cite a lack of relevant knowledge as a reason

- A quarter of General Counsel say they have implemented technological initiatives that have fallen below expectations, no doubt linked to a lack of knowledge at the evaluation stage
- There is a shortage of training in evaluating and implementing technology initiatives in legal departments: less than a fifth of organisations have relevant training programmes in place

4. The role of General Counsel

- There is remarkable alignment between the board and General Counsel about the factors driving change in the General Counsel role (namely legal and regulatory changes, cost pressures and different demands from internal clients)
- This reflects the increasingly central role General Counsel are playing within organisations: General Counsel are more likely than ever to have a seat on executive committees (e.g. 67 of the FTSE 100 executive teams include a General Counsel/CLO role)
- Although Board Directors increasingly view the General Counsel role as more strategically focused, and more in line with how General Counsel see themselves, there remains a difference in perception about how General Counsel can have an operational impact on the wider business: General Counsel assign more importance than Board Directors to 'empowering the wider business through training and self-service tools'
- The increasing alignment in the perceptions of the General Counsel role and importance is matched by an increasing recognition by the board of their contribution, with over two thirds of Board Directors saying that General Counsel are performing well, a higher proportion than amongst General Counsel

SECTION 1

THE RISK LANDSCAPE

In recent years, globalisation, the growth of supply chains, the advent of the age of digitisation and automation and the geopolitical and regulatory ramifications of the global financial crisis have transformed the corporate risk environment.

The continued progress of these themes, as well as others, such as climate change and the increasing importance of intangible assets, have produced a risk landscape for business that is more complex, volatile and globally interconnected than ever before. Understanding and responding to this environment is a challenge for boards and General Counsel alike.

Traditionally, different types of risk could be managed by different functions within a business. The General Counsel, for instance, could largely concern themselves with identifying and responding to legal risk. But as risk has become more interconnected, the boundaries between legal, reputational and regulatory risk have become more blurred. Today's General Counsel are increasingly required to take a much broader view of the risk landscape.

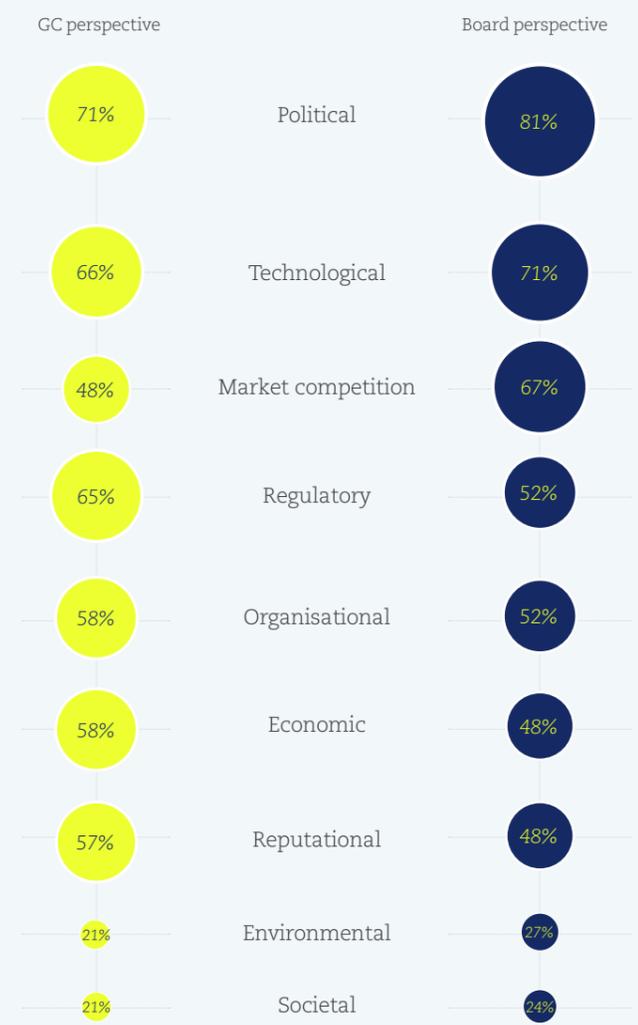
Encouragingly, our research suggests that General Counsel are relatively well placed to do this, with Board Directors and General Counsel sharing similar views about the risk landscape in which their organisations operate.

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General Counsel roles are broadening. They go way beyond legal now, covering compliance including financial crime, data protection, risk, internal audit, and company secretariat functions.

Ben Foat
Group Legal Director
Post Office

TOP RISKS AS IDENTIFIED BY BOARD DIRECTORS AND GENERAL COUNSEL (GC)



The majority of respondents identified political and technological risks as most likely to have a high impact on their organisations, which indicates that organisations are alive to both traditional risks (i.e. political) as well as new and emerging risks (i.e. technological).

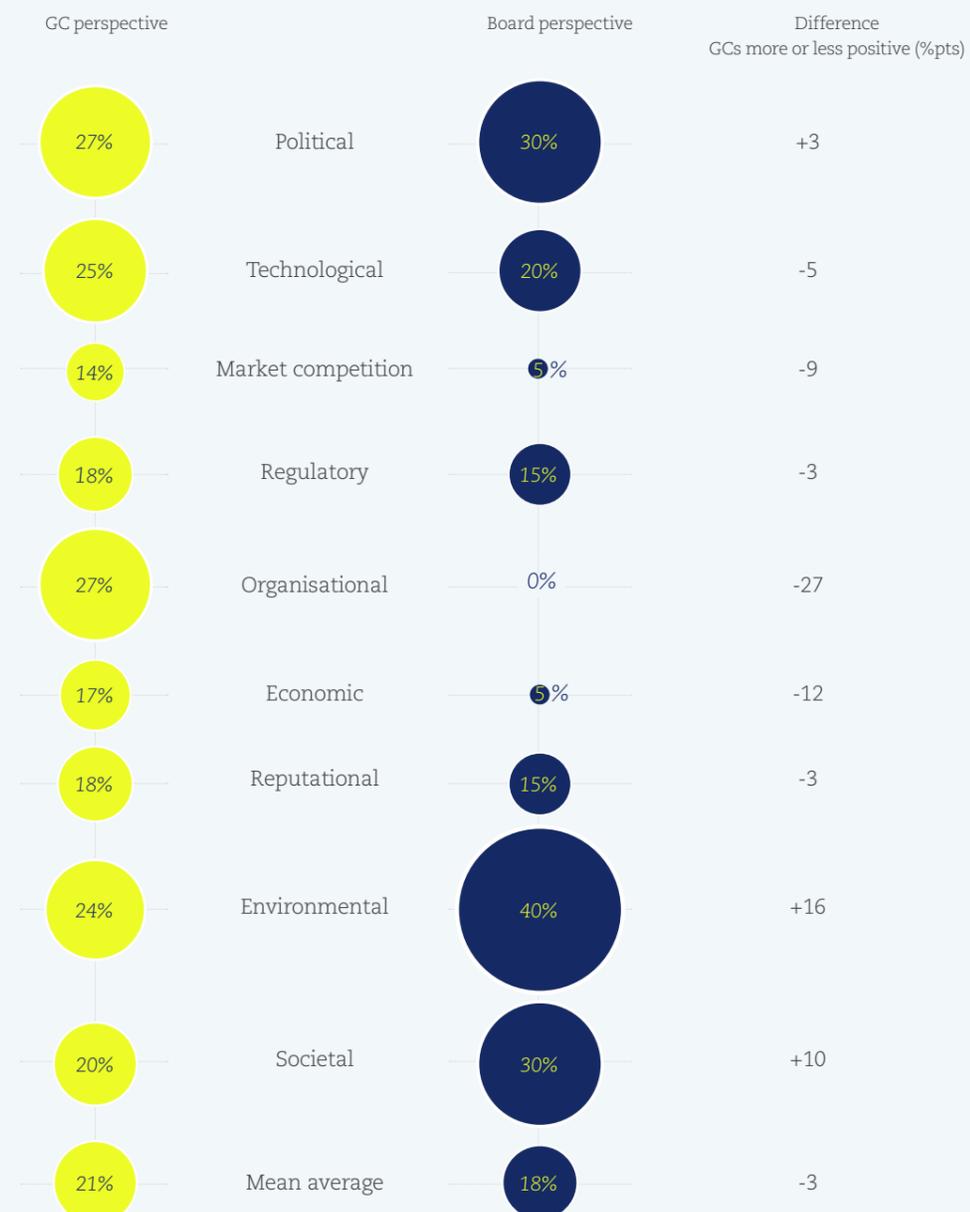
Perhaps unsurprisingly in light of Brexit and the US-China trade war political risk has spiked in the last year and now ranks number one for both the board and General Counsel. At the same time, despite wider public worries about a possible cyclical economic downturn, both boards and General Counsel are relatively less worried about economic risks than they were 12 months ago.

Overall, and perhaps challenging a stereotype that the legal function is more risk averse, both boards and General Counsel have a similar perception of their organisation's preparedness to respond to high impact risk events. But while the aggregate figures are similar, there are

some noticeable divergences, such as on technological and organisational risks where Board Directors are much more positive. This may indicate areas of the business about which it would be valuable for the General Counsel to increase their understanding, or it may reflect awareness of growing legal risk in these categories. On the other hand, General Counsel are more positive about their organisation's preparedness with regard to environmental risk. Again this may correlate with the relative level of legal risk in this risk category.

IS YOUR ORGANISATION PREPARED FOR HIGH IMPACT RISKS?

% RESPONDENTS ANSWERING NO



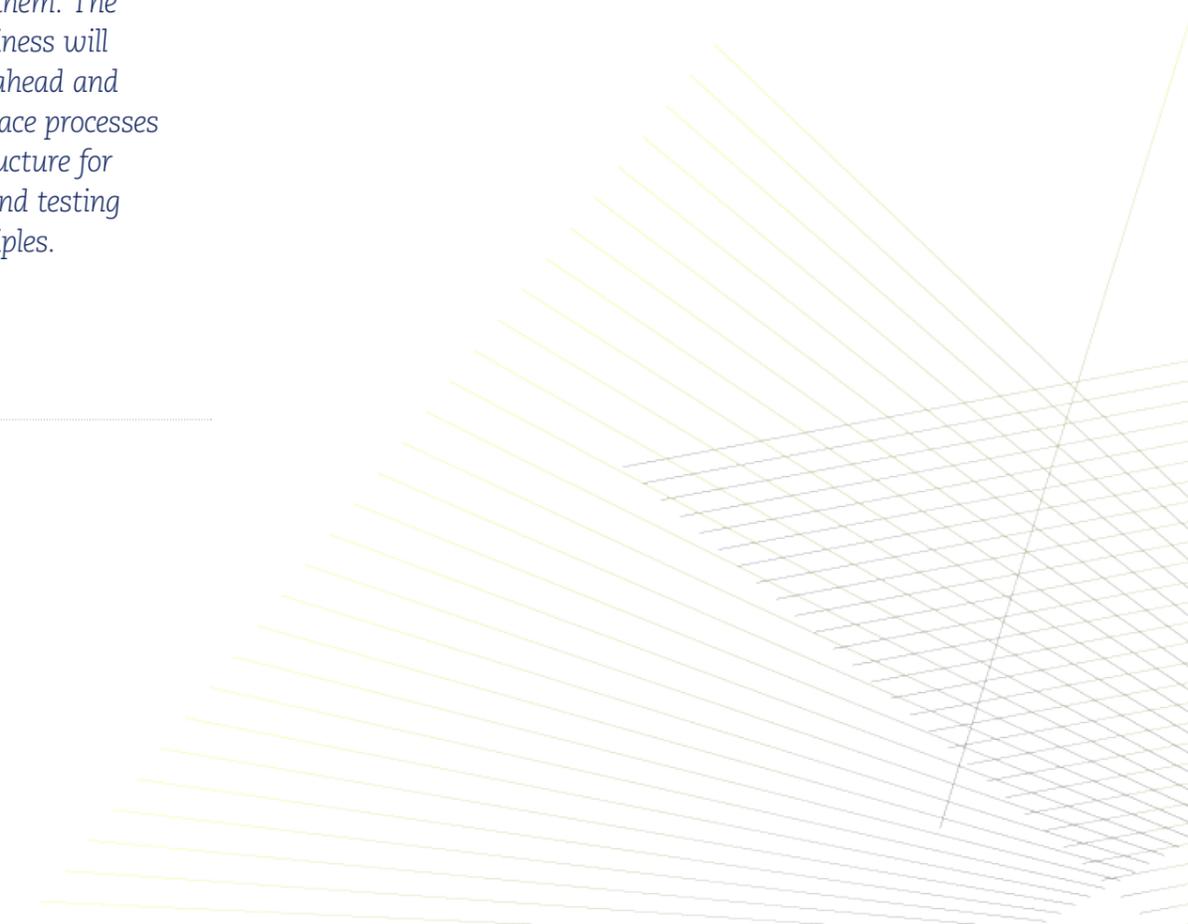
**‘NOT PREPARED’
AND ‘PREPARED’ TO
MITIGATE POTENTIAL RISKS**
(Risks shown in descending order of potential impact)



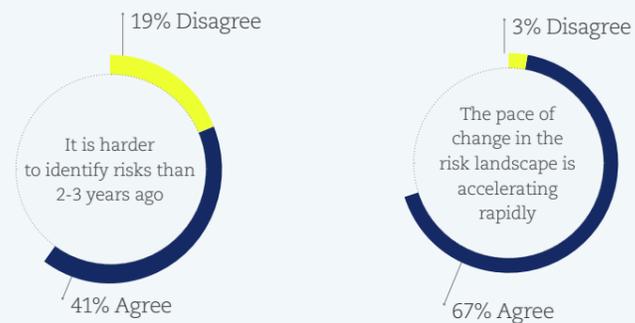
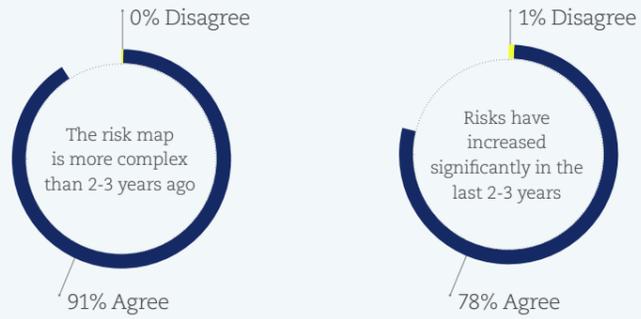
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As automation and the use of data become ever more prevalent there will be demand for new and revised codes of ethics. Some industries are already grappling with the prospect of those being imposed on them. The prudent business will be thinking ahead and putting in place processes and infrastructure for developing and testing ethical principles.

Simon Konsta
Senior Partner
Clyde & Co



% GC WHO AGREE OR DISAGREE WITH STATEMENTS

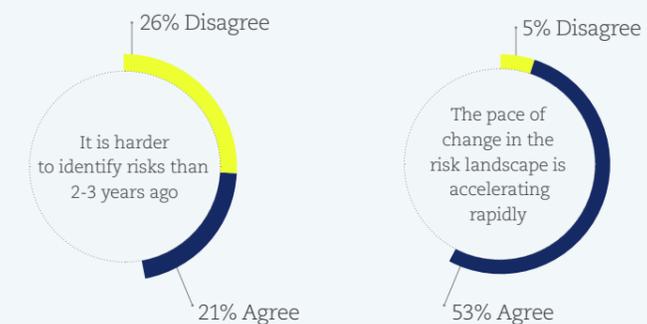


Risks have increased and become more complex, and the pace of change in the risk landscape continues to accelerate rapidly.

There is near universal agreement that the risk landscape is becoming more complex. The large majority of respondents have experienced an increase in risk in recent years, and also perceive that the pace of change is accelerating faster over time.

On balance, more General Counsel agree than disagree that risks are becoming harder to identify but Board Directors are neutral on the matter.

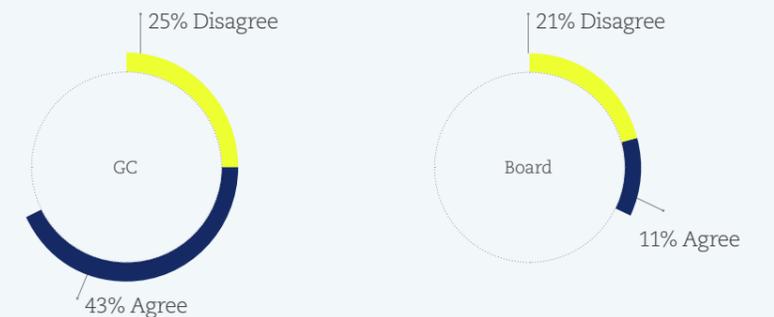
% BOARD DIRECTORS WHO AGREE OR DISAGREE WITH STATEMENTS



Similarly, General Counsel are more inclined than Board Directors to agree that competitive pressures are increasing the appetite for risk.

% BOARD DIRECTORS WHO AGREE OR DISAGREE WITH STATEMENT:

'COMPETITIVE PRESSURES ARE INCREASING THE WILLINGNESS OF ORGANISATIONS TO TAKE ON RISK'



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Over the last couple of years the corporate risk landscape has become increasingly complex for a variety of reasons. This is causing new and significant issues to arise that require businesses to be on the front foot in order to mitigate their impact.

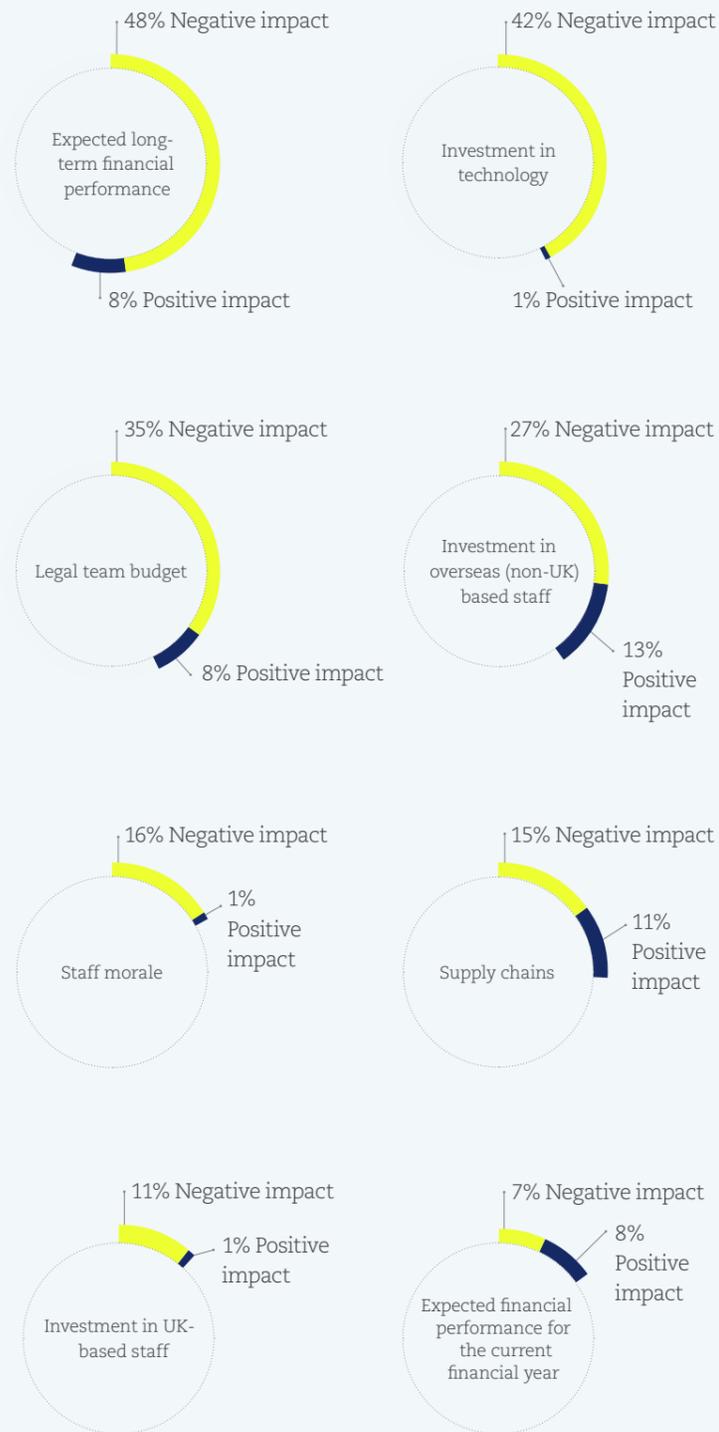
Peter Hirst
Partner
Co-Chair Global Arbitration
Clyde & Co

The impact of Brexit is expected to be overwhelmingly negative, particularly for long term financial performance.

When asked about Brexit specifically General Counsel and Board Directors alike are concerned about its impact on their businesses.

Although Brexit is not expected to impact financial performance in the current year, nearly half of General Counsel expect the long-term impact to be negative. Investment in technology is also expected to be negatively affected. Board Directors also have a gloomy outlook, with 30% expecting long-term financial performance to suffer.

GC AND BREXIT—NEGATIVE OR POSITIVE IMPACT?



BOARD DIRECTORS AND BREXIT—NEGATIVE OR POSITIVE IMPACT?



SECTION 2

RESPONSIBILITY FOR IDENTIFYING AND MANAGING RISK

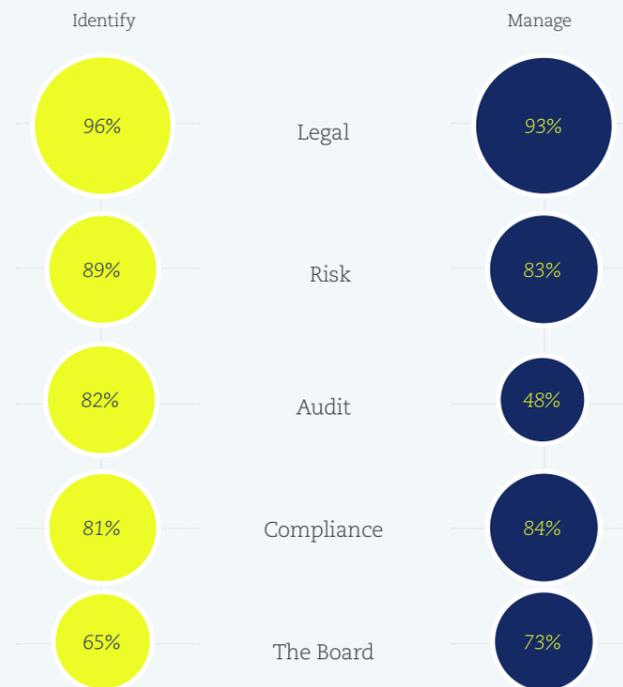
Board Directors and General Counsel have different perspectives on which function identifies and manages risk.

Although the gaps are not large, there are divergences in the perspective of the Board Directors versus that of the General Counsel when it comes to which department is responsible for identifying and managing risks.

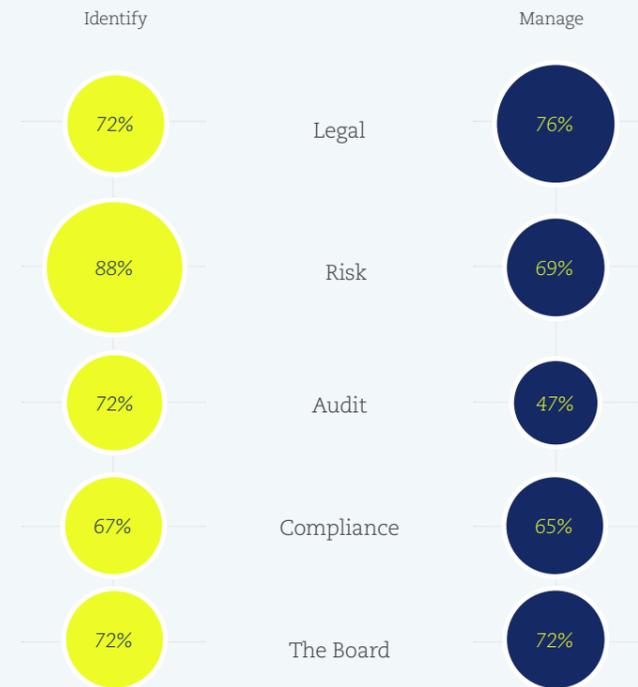
General Counsel generally see the legal function as having primary responsibility for both, while Board Directors perceive a more prominent role for themselves and for the risk function.

Such tension may be healthy but in a more complex risk environment it is also an area where it may be prudent for the different functions to discuss and clarify their respective responsibilities, particularly with regard to identification of risk.

% GC WHO THINK THEIR ROLES ARE IMPORTANT IN IDENTIFYING AND MANAGING RISKS



% BOARD DIRECTORS WHO THINK THEIR ROLES ARE IN IDENTIFYING AND MANAGING RISKS



Legal, risk, compliance and audit teams work well together to manage risk, but responsibilities should be more clearly defined and formal reporting to the board improved.

There is consensus among General Counsel and Board Directors that legal, risk, compliance and audit teams co-operate effectively to manage risk. However, roles and responsibilities could be more clearly defined, with a third of General Counsel disagreeing that responsibilities are clearly delineated within their organisations. There is also agreement that both the board and General Counsel roles are becoming more focused on risk management rather than risk prevention.

A third of Board Directors and nearly a half of General Counsel agree that formal risk reporting to the board needs to be improved.

“

Balancing the demands of investors and individual board members and managing a successful legal team at the same time is tricky. Maybe more firms should have a dual General Counsel role (one who focuses ‘up’ and one who focuses ‘down’) or a General Counsel role with multiple deputies with clearly defined tasks?

In-House Counsel

% GC WHO AGREE OR DISAGREE WITH STATEMENTS



% BOARD DIRECTORS WHO AGREE OR DISAGREE WITH STATEMENTS



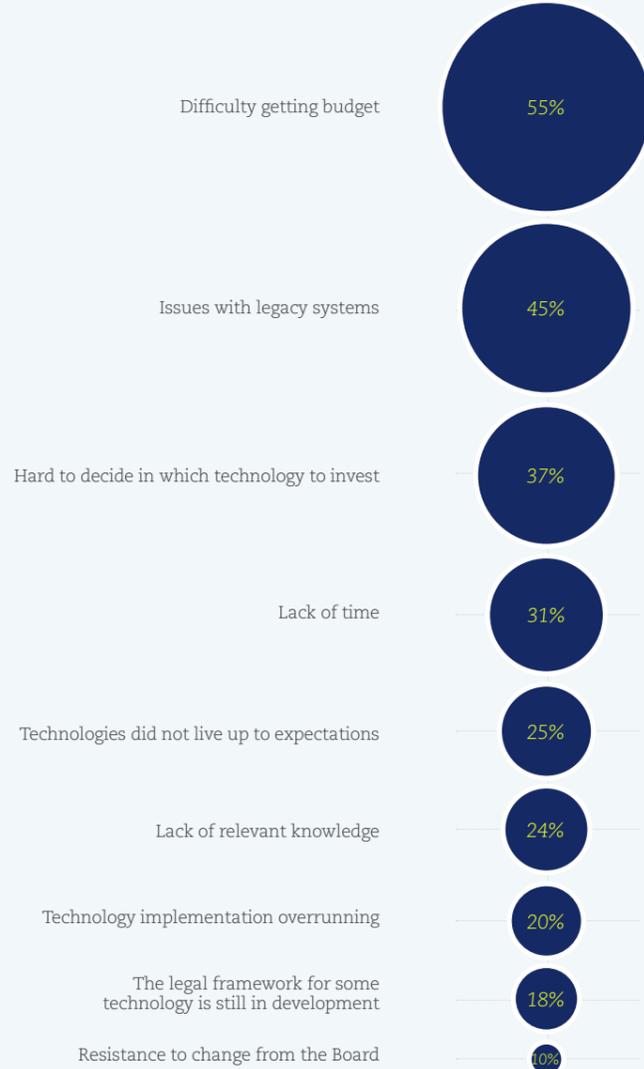
SECTION 3

TECHNOLOGY REPORTING INNOVATION AND RISK

Within the legal profession one of the biggest developments of the last decade, tracked through the Looking Glass report, has been the growth and development of the in-house legal function.

Increasing regulation has helped to burnish the brand of the in-house legal team within their organisations while, at the same time, the growth of in-house teams and the growing array of external legal service providers has given legal departments more flexibility in how they operate. Access to more sophisticated technologies and the rise of legal operations professionals (whether that is good or bad is debated) herald the prospect of further step changes in the role and status of the function going forward. Enabled by technology, General Counsel aspire to be able to devote more time and focus to strategic legal tasks.

GC CHALLENGES ENCOUNTERED WHEN TRYING TO HARNESS TECHNOLOGY



Budget is the biggest barrier to technology innovation; and a skills gap also prevents innovation.

Market commentary suggests that legaltech for the in-house legal community has been slow to develop and the legal department lags behind other functions in its use of innovative technology. Whether or not that is true, in the eyes of General Counsel by far the biggest barrier is not a lack of appropriate technology (18%) but difficulty in securing budget (55%). Resistance from the board, however, in most cases is not seen as being a significant block in this regard (10%).

There is also a tangible knowledge and skills gap. 40% of General Counsel see deciding what technology would make the best investment as a barrier, while a quarter cite lack of knowledge. A quarter are also aware that past technology initiatives have not lived up to expectations. This suggests both a lack of knowledge at the evaluation stage and a skill gap at the implementation stage. Less than a fifth of organisations have training in place for technology developments in legislation, which will inevitably result in a lack of technology expertise.

There is a lack of preparedness to deal with all technology risks - particularly data privacy breaches and cybersecurity attacks.

Data privacy breaches and cyber attacks are the technology threats that pose the greatest risk – over three quarters of General Counsel and Board Directors say they pose a high or very high risk, but only 58% say they are well prepared to deal with data privacy breaches. 42% of General Counsel and 37% of Board Directors say they are prepared for cyber attacks, which may be a surprisingly high number.

There are similar shortfalls in preparedness to address all areas of potential technology risk. Complexity of systems is also an area of concern with a high perceived level of risk (66% General Counsel, 58% board) and a low level of preparedness (36% General Counsel, 32% board).

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The more engagement and alignment between General Counsel and the board, the better the outcome for the company from a risk management perspective. Also, the more pro-active the legal department is the better. They should not be “fire fighters”.

Ghada Qaisi
General Counsel
Seddiqi Holding LLC

This may be harsh, but to my mind, the leaders of an organisation with no crisis management plan in place these days are negligent!

John Evans
General Counsel
Autovista Group

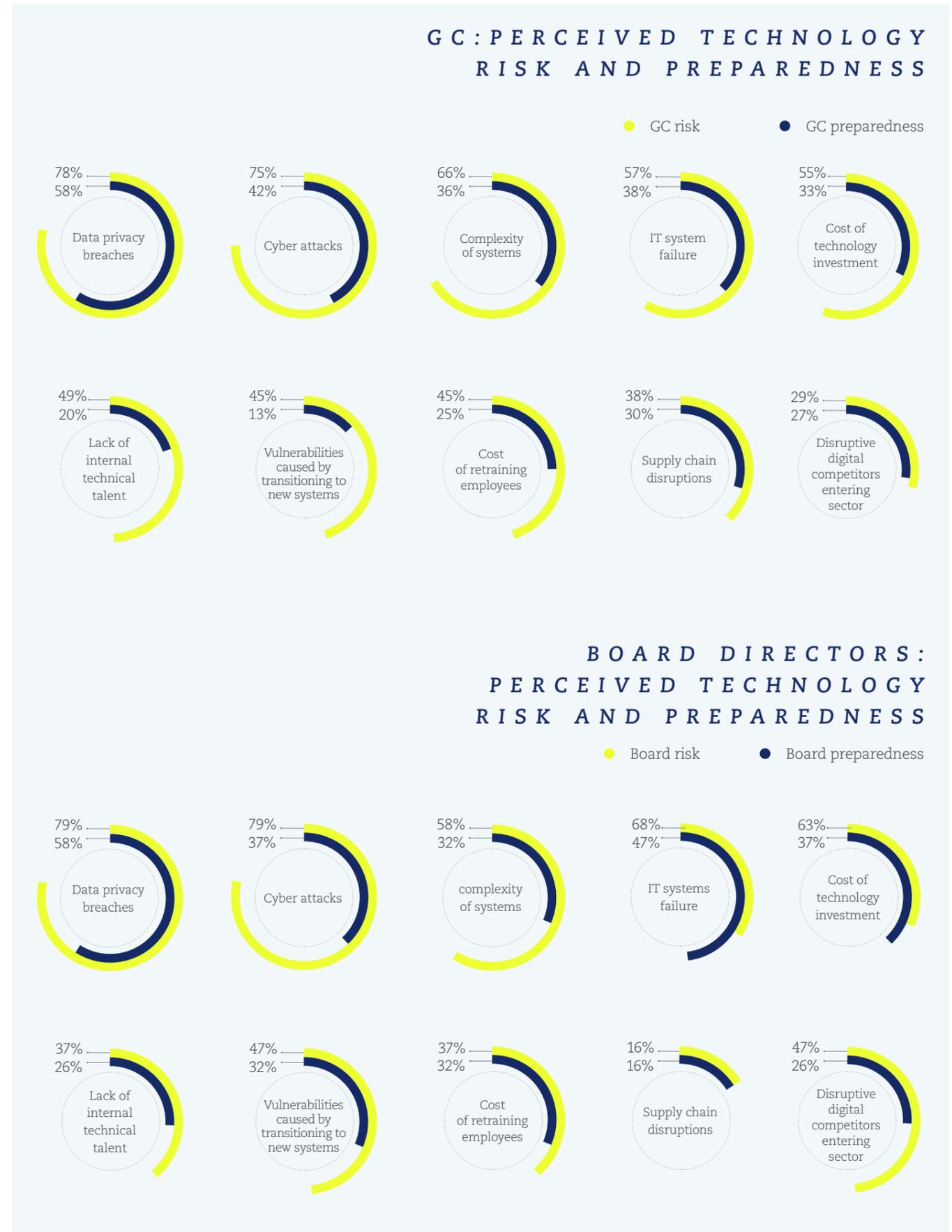
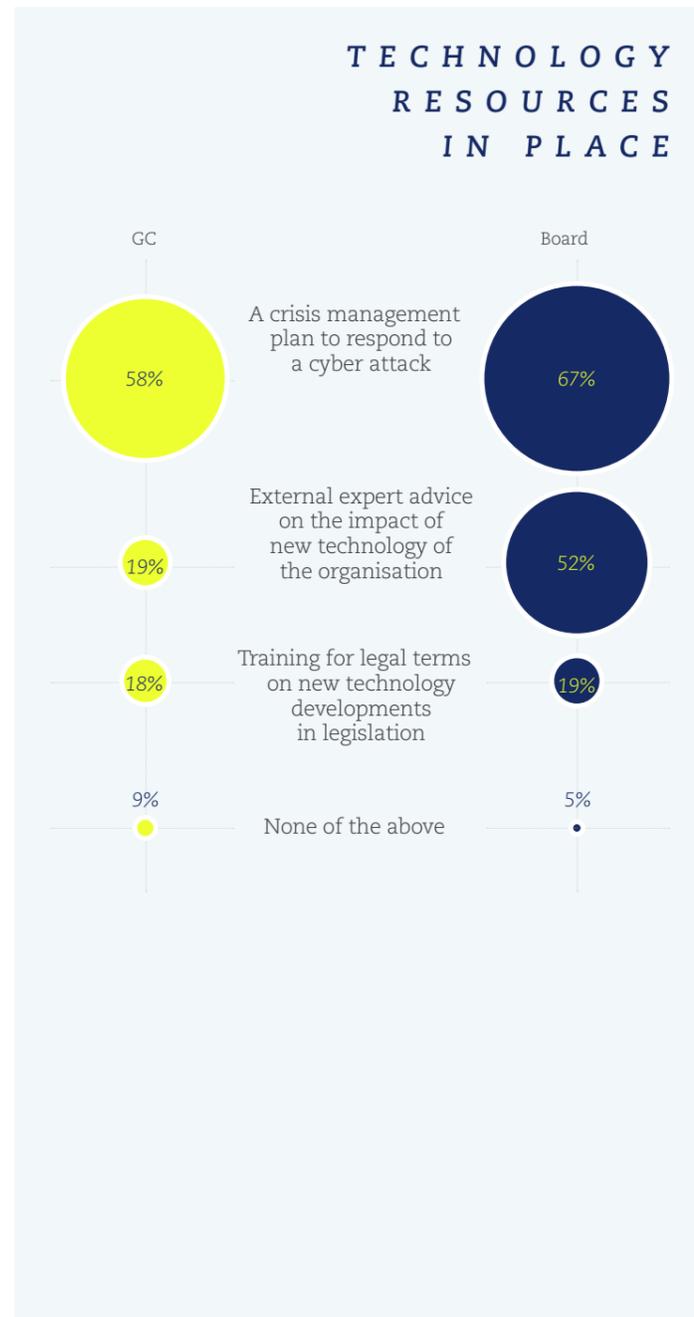
Board Director's perceptions of the technology threats facing their organisations are closely aligned with General Counsel, and they largely feel similarly prepared to deal with those threats. However, board representatives are more concerned than General Counsel about the commercial threat posed by disruptive digital competitors: 'Disruptive digital competitors entering the sector' are seen as a significant threat by 47% of Board Directors (and just 29% of General Counsel).

Despite the high perceived risk of cyber attack, worryingly, 42% of General Counsel and 33% of Board Directors do not have a crisis management plan in place to respond to attacks.

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Organisations must put together crisis management plans and practice their responses for data breaches and cyber attacks. Both present a severe risk for a company's operations and reputation. No IT systems are infallible and human error continues to expose organisations so it is essential to be prepared for the worst.

Isabel Ost
Legal Director
Clyde & Co



The two highest impact technologies, data analytics and AI, are not sufficiently understood.

Data analytics and artificial intelligence are the technologies expected to have the greatest impact on organisations in the next two or three years, and there is a gap in the level of understanding for both.

46% of General Counsel say data analytics will have a high impact in their organisation but less than half (22%) say they have a good understanding of the innovation or its legal implication. 39% say AI will have a high impact and 31% have a good understanding. A similar, but less pronounced gap, exists among Board Directors.

Interestingly, there is more confidence in the understanding of AI (or machine learning) when used for document review, indicating that engagement with and evaluation of so called “weak AI” for this specific purpose is relatively advanced.

As AI and the use of data becomes more powerful and pervasive, one area that will need further exploration is the role of the General Counsel in developing ethical rules and code of conducts to guide its implementation and use within the business and to protect the business.

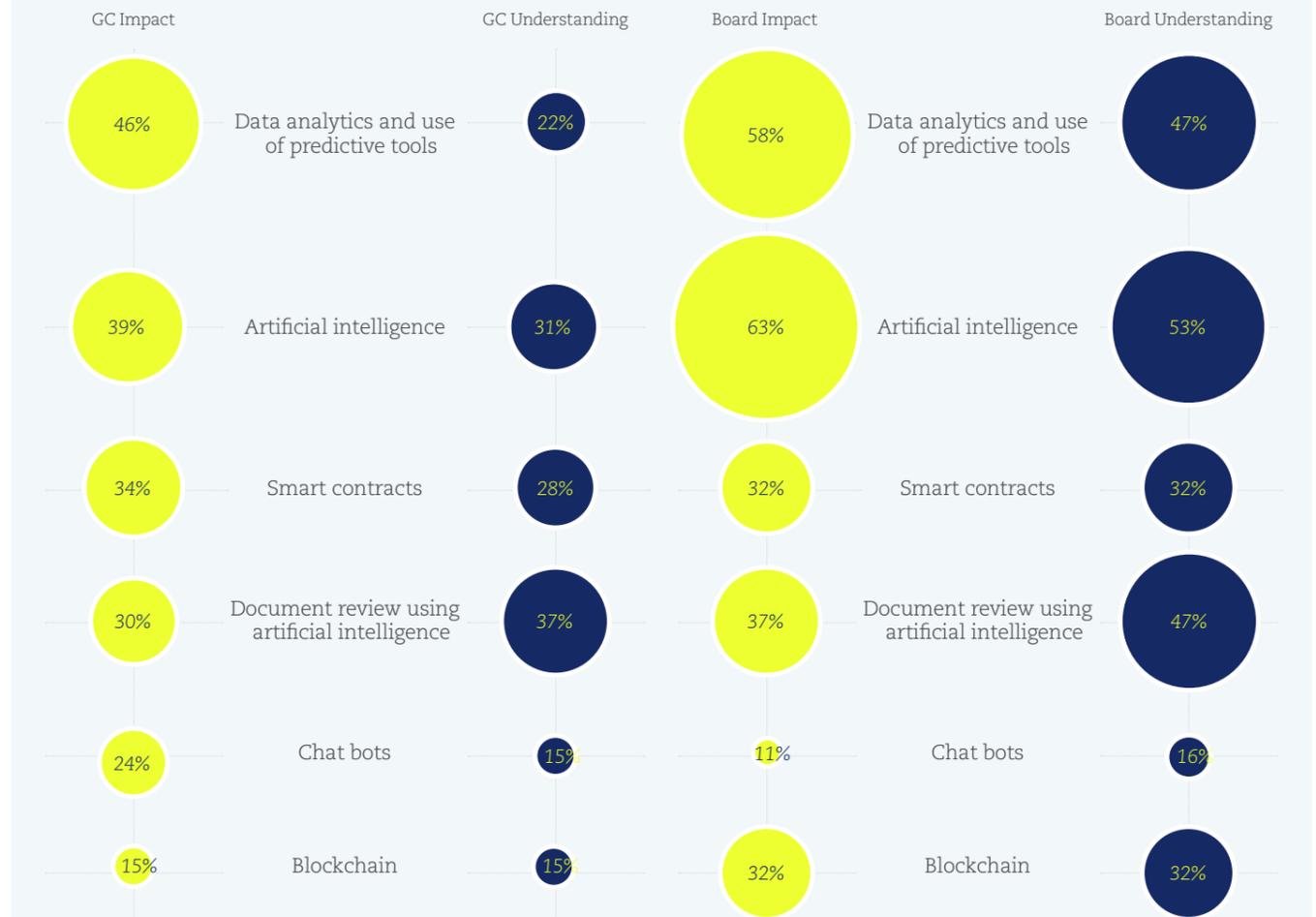
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To maximise returns from investment in new technology, amid limited budget, a balance needs to be struck between identifying tools which will assist in establishing a coherent strategic vision, and more pragmatic tools relevant to the day-to-day demands of the business. A good understanding of the legal technology market will assist both.

Lee Bacon
Partner
Clyde & Co

GC: TECHNOLOGY IMPACT AND UNDERSTANDING

BOARD DIRECTORS: TECHNOLOGY IMPACT AND UNDERSTANDING



SECTION 4

THE ROLE OF GENERAL COUNSEL AND THE BOARD

Adding strategic value is increasingly fundamental to the role of General Counsel, which means taking a holistic view of risk beyond issues that may have direct operational legal implications.

The role will develop a greater emphasis on aligning the organisation's legal staff and resources to efficiently meet the challenges of the wider risk environment.

To demonstrate this strategic value, it will be increasingly necessary for General Counsel to understand how legal risk interacts with economic, political, operational and reputational risks and to establish cross-functional relationships, communicate transparently and effectively with other departments, instilling common ethical values across the organisation. Examples of the new breadth of a General Counsel responsibilities may be: instigating response plans, implementing employee training, identifying strategic partners and technology suppliers and having a holistic view of the organisation's interface with technology.

For larger organisations this 'big-picture' outlook will need to expand to the global sphere, understanding how to organise resources internationally to spread risk geographically.

Traditionally the General Counsel role has been characterised as reliable, quality-driven, execution focused, steady and stable. In the new landscape, General Counsel will increasingly need to take on communications, ethics, project management, procurement and crisis management tasks and expand their skillset to encompass strong leadership, strategic vision, managing complexity and a team-oriented approach.



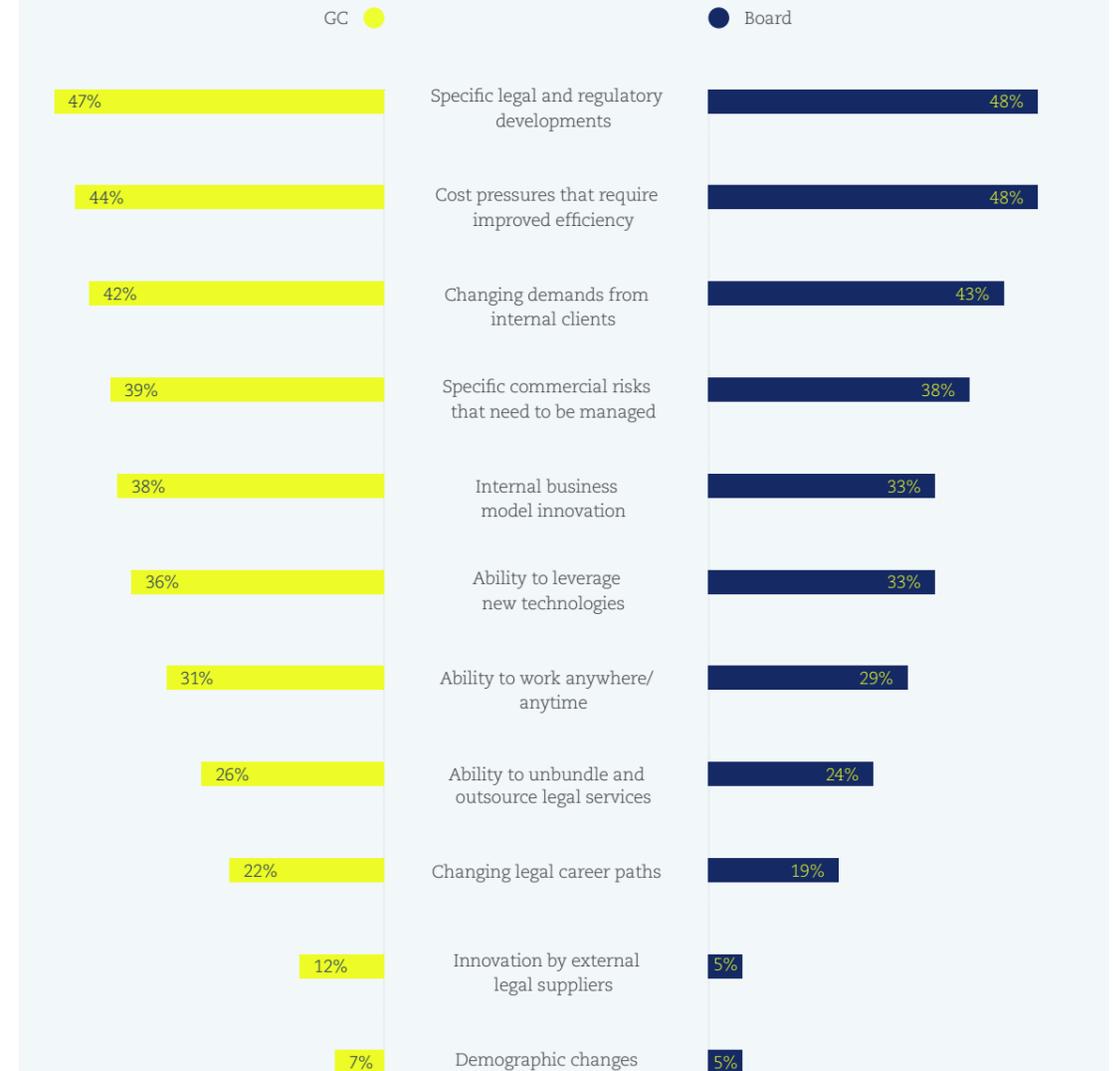
Everything flows from having a clear purpose for the legal team.

Rob Booth
General Counsel and Company Secretary
The Crown Estate

The more for less challenge - needing to do ever more with fewer resources - continues to put pressure on legal departments. Fortunately, new technologies and ways of working are enabling them to meet that need provided they stay abreast of developments and manage through the complexity. That requires new skills for the General Counsel to succeed, which typically are to be learned in business school rather than in law school.

Bjarne Philip Tellmann
General Counsel and Chief Legal Officer
Pearson

FACTORS DRIVING CHANGE IN THE GC ROLE



General Counsel and Board Directors agree on the factors driving change in the General Counsel role: legal and regulatory changes, cost pressures and different demands from internal clients.

The perception that the in-house legal function is less a resource and more a part of the leadership is continuing to increase. It will be interesting to see if a trend develops for more General Counsel to step into CEO roles as they continue to be embedded in leadership teams and develop a deeper and deeper understanding of the organisation.

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A healthy board will give air time to the General Counsel. The executive board members and the General Counsel should be very close. The General Counsel's relationship with the non-execs is unlikely to be so close, but he/she should have their ear.

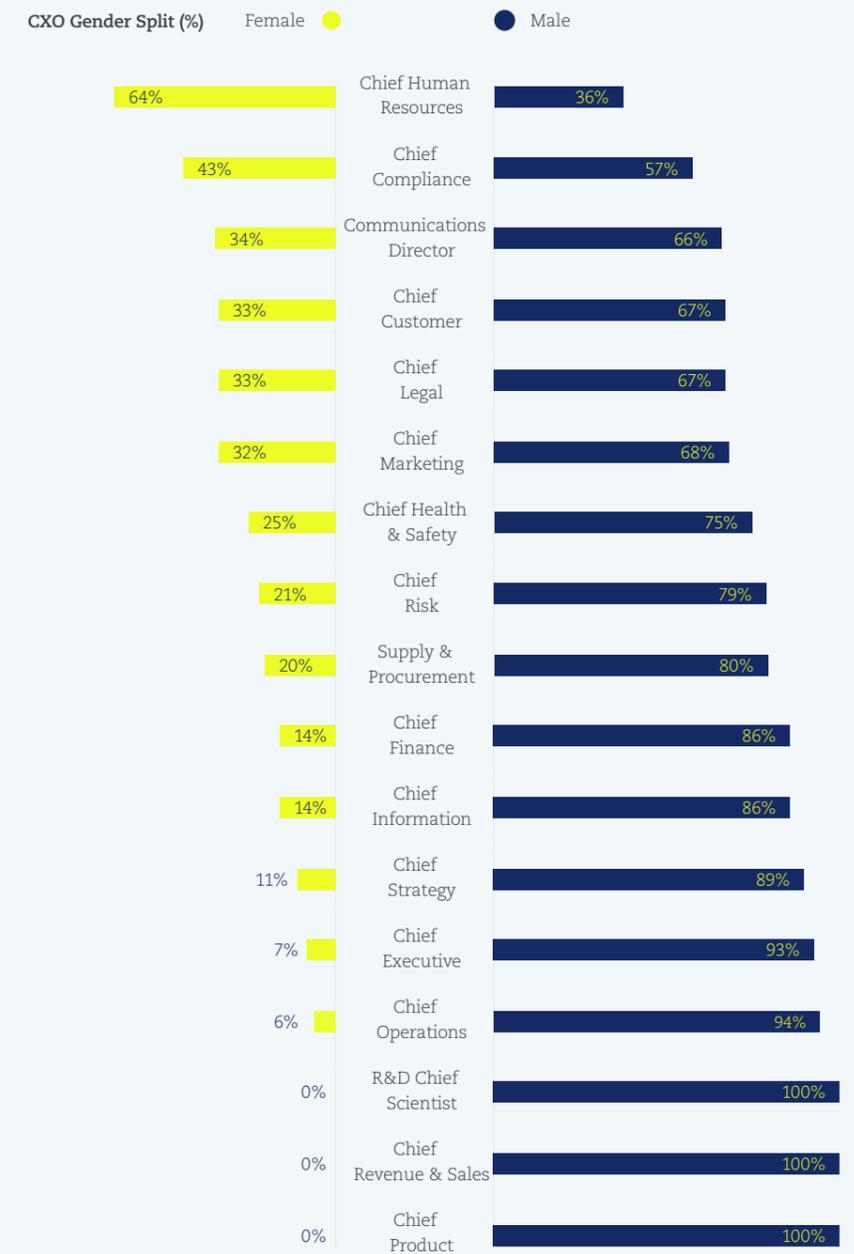
John Evans
General Counsel
Autovista Group

The hierarchy of drivers is unchanged from the previous edition of the Looking Glass report, with both boards and General Counsel seeing legal and regulatory changes as the biggest drivers of change.

There is remarkable alignment between the board and General Counsel perspectives on factors driving the General Counsel role. In past reports, General Counsel have tended to identify stronger drivers for change, possibly because they experience these drivers on a day-to-day basis, but this year their views are more closely aligned with the board, perhaps reflecting the increasingly central role General Counsel are playing in the organisation. General Counsel are more likely than before to have a seat on executive committees. 67 of the FTSE 100 executive teams include a General Counsel/CLO role, 30 of whom are also the Company Secretary and a further six have additional roles: external affairs, enterprise risk, investor relations, corporate governance, strategy and compliance.

FTSE 100 EXECUTIVE TEAMS

(Split by C-suite role and gender)



Increasing alignment between board and General Counsel perceptions of the role.

There has been a shift in perception of the General Counsel role among Board Directors to be much more closely aligned with General Counsel perceptions. In the last Looking Glass report, the board was of the view that General Counsel spent more time reacting (33%) and less time on strategic and management tasks (15%), compared to how General Counsel reported their own schedule. This is no longer the case, with Board Directors saying General Counsel spend 12% of their time reacting and 27% working on strategic projects.

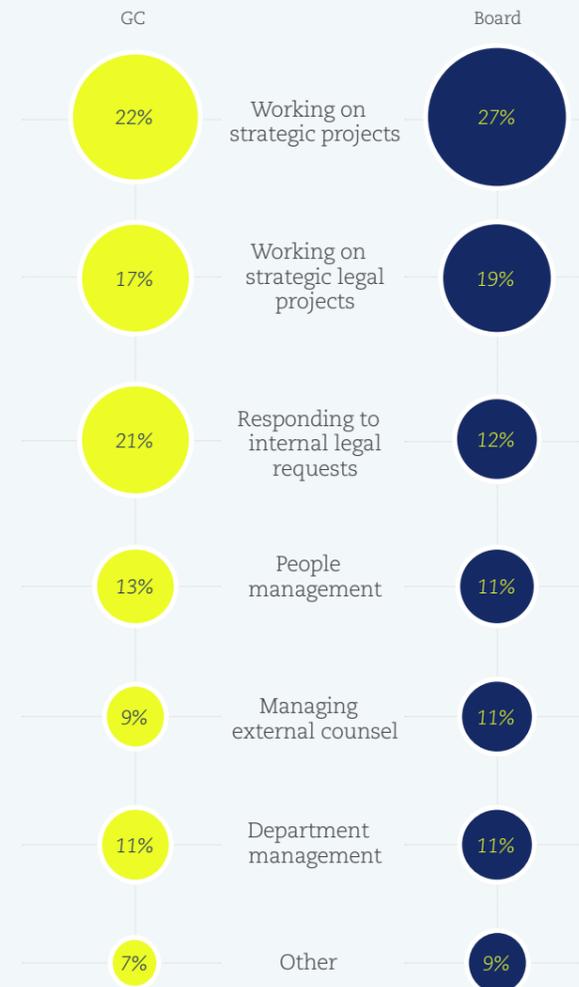
The change in the General Counsel role would appear to be becoming more visible to Board Directors and is further evidence that General Counsel are further establishing their place at the leadership table.

The board and General Counsel views on the most important parts of the General Counsel role are also well aligned – in fact both perceive ‘aligning the legal function to business strategy and context’ to be a key function of the role, and there is universal agreement that ‘being a trusted advisor to the Executive, CEO and the board’ is important.

Both also believe that key areas include ‘providing high quality service’ and ‘building a high performance legal team’. However, as in the last Looking Glass report, General Counsel assign more importance than Board Directors to ‘empowering the wider business through training and self-service tools’. Although Board Directors are increasingly viewing the General Counsel role as more strategically focused, and more in line with how General Counsel see themselves, this would suggest there remains a difference in perception about how General Counsel can have an operational impact on the wider business.

HOW GC AND THE BOARD BELIEVE GCs SPEND THEIR TIME

Proportion of time spent per annum



IMPORTANT ASPECTS OF THE GC ROLE

● GC ● Board



Board Director and General Counsel's views on the main elements of the board's role are also reasonably well aligned. Board Directors, however, perceive engaging with internal and external stakeholders, along with taking direct responsibility for managing risk as a more crucial part of their remit than is recognised by General Counsel. General Counsel tend to see the board's role as primarily strategic and vision focused, rather than operations and communications focused.

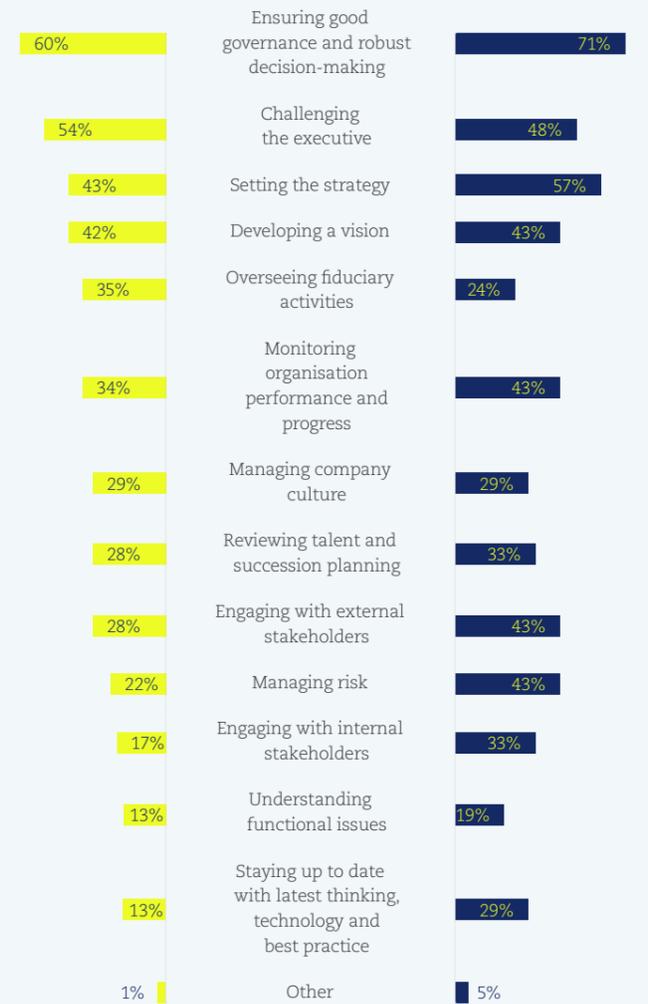
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Emotional intelligence is really important when seeking to influence the CEO and the rest of the Board

Suzanne Smith
Chief Legal Officer & Company Secretary
Abcam plc

ELEMENTS OF THE BOARDS' ROLE

● GC ● Board



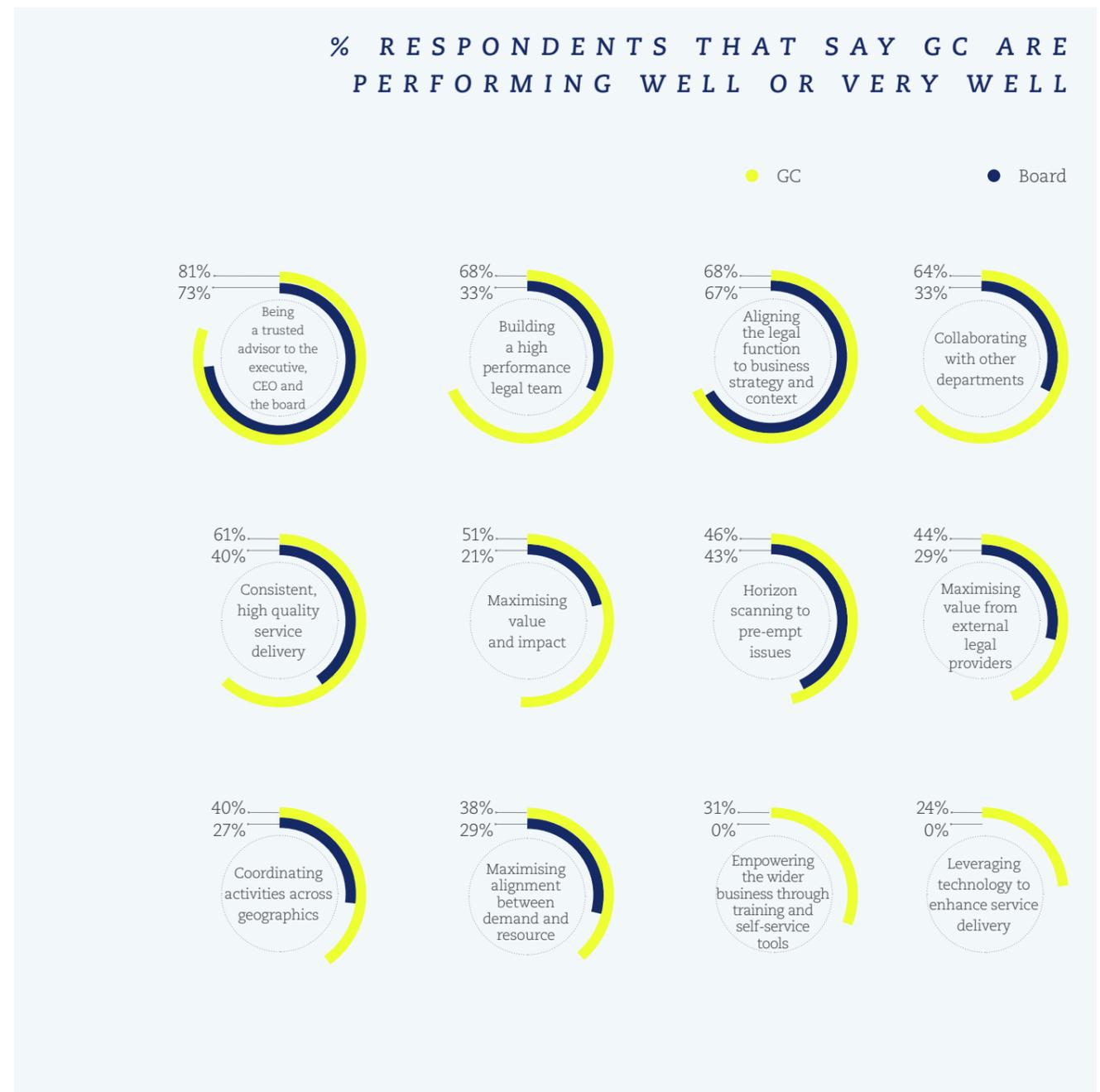
The perception of General Counsel performance between the two groups is largely unchanged since the previous Looking Glass report. The board agrees that on average General Counsel perform well in some areas, including 'being a trusted advisor' and 'strategic business alignment'. However, General Counsel are seen as relatively weak at 'collaborating with other departments', an attribute that Board Directors see as a highly important aspect of the General Counsel role. The board does not perceive General Counsel as performing well at 'empowering the wider business' and 'leveraging technology', but these are less important aspects of the General Counsel role from the board's perspective.

However, overall, Board Directors are more likely than General Counsel to say that General Counsel are performing well (69% of Board Directors compared to 56% of General Counsel). This suggests that the increasing alignment in the perceptions of the General Counsel role function and importance is matched by an increasing recognition by the board of their contribution. Despite this, there is still more that General Counsel can do to deliver to the board and there remains no room for complacency.



As times for the business get harder, the General Counsel role in the business has become more and more prominent. Suggesting maybe some under-utilisation when times were good.

Felicity Jackson
General Counsel/Head of Legal M+W Group



ABOUT WINMARK

Winmark enables leaders to improve the governance, performance and sustainability of their organisations.

- Our professional member networks enable C-suite executives to learn from their peers and engage in the discussions that are transforming their business environment
- Our academies update, develop, and empower executives across industries and functions
- Our widely acclaimed research provides leaders with intelligence and perspective through expert thought leadership, competitor intelligence and client insight. Winmark Research is an effective resource for identifying trends, generating ideas, gathering insights and achieving effective distribution amongst all C-suite functions

Reputation	Relationships	Revenue
Greater impact	Relevant and engaging	Measurable ROI
Embedded into Winmark ecosystem	C-Suite experts involved in design, research and launch	Smart business development support in collateral, training and ROI measurement
White space analysis	C-Suite Network	Multimedia digital Client Engagement Packs
Identifying the right space to make impact.	Winmark's C-Suite members and connections provide: <ul style="list-style-type: none"> – a genuine 'client voice' to research design, content and outputs; – support for launch activities; and – a ready-made distribution channel to senior C-Suite audience across all functions. 	Winmark Reputation Index (WRI) Maximising, measuring and extending ROI
Market power preparation		
Getting key ambassadors, partners, influencers and distribution channels on board.		
Time & impact analysis		
Checking competitor activity and conference schedule to plan the right activity at the right time.		

For advice and support on thought leadership, competitor intelligence, diagnostics, benchmarking and client insight, please contact Winmark:

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ABOUT CLYDE & CO

Clyde & Co is a leading, sector-focused global law firm with 415 partners, 2200 legal professionals and 3800 staff in over 50 offices and associated offices on six continents.

The firm specialises in the sectors that move, build and power our connected world and the insurance that underpins it, namely: transport, infrastructure, energy, trade & commodities and insurance.

We hope you enjoy the report and we would be delighted to discuss it further with you.



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