

**Mackrell International Annual General Meeting  
1<sup>st</sup> – 5<sup>th</sup> May, Bangalore, India  
Minutes**

**Introduction and welcome by host Murali, Murali & Co**

Murali welcomed delegates and thanked them for travelling so far to attend the meeting and that their time in India is enjoyable. Clive Miéville, AGM Moderator, welcomed delegates on behalf of the IC.

**Introduction of members attending an AGM for the first time**

CM introduced **Viji Srinivas and Suman Katarki**, India, Bangalore, **Francisco Roggero**, Argentina, **Jun Yang**, Shanghai, China, **David Rachat-Nielsen**, Denmark, Copenhagen, **Helen Amponsah-Asare**, Ghana, **Maggie Baingana**, Rwanda, **Nishit Maru**, Kenya, **Mikash Hassamal**, Mauritius, **Santiago Mediano and Silvia Hernandez**, Spain, Madrid, **Annegret Lautenbach Koch and Ulrich Vogel**, Switzerland, **Arpita Dutta**, Taiwan, **Tim Maximoff**, California, Silicon Valley, **Sarah Bushnell and Michael North**, Minnesota

CM welcomed guests: **Edward Luke**, Botswana, **David Etah Akoh**, Cameroon, **Chris Johnson**, Saudi Arabia

CM gave apologies for absence: **Ravi Nath**, RNC Legal, New Delhi, **Niclas Salingre**, Finland, **Onome Omofuma**, Nigeria

**AGM Objectives and Events**

CM outlined the programme and the content of the AGM.

**The Managing Director**

NR reminded delegates that Clive Miéville retired as MD at the AGM in Barcelona having helped build the organisation from 40 members to 92. Since that time the IC has been addressing the challenge of **identifying and employing the new MD**. They started the process with a headhunter to identify high quality MDs for the IC to interview and consider. During rounds of interviews the IC quickly realized that they were looking for an individual with a unique experience and skill set to drive the next period of Mackrell's development. They have now identified the exact candidate for the position and he has accepted the position. NR **introduced Keith Heddle** and described his previous experience emphasising a strong international background as MD and BD Director. Keith will be addressing the meeting later in the AGM Programme.

**Guest speaker**

The Value of Start Ups to the Legal Profession

**Chetan Anand, Director, Innovation PWC**

*Presentation available on secure section of website*

**Guest Firm Presentation**

**David Etah-Akoh, Etah-Nan & Co, Cameroon,**

## **Mackrell International's Development**

### **Nigel Rowley**

NR explained the history of MI, how it was founded and how the organisation developed, increasing member numbers and employing permanent staff such as the MD. **When CM joined the organisation there were 40 firms we are now at 92.** He explained to members that the increasing globalisation of the consumer market makes belonging to an organisation like Mackrell relevant and worthwhile. Using member relationships such as Shawn van Heerden with Pepsi Co to develop global relationships is essential. Another reason for belonging to Mackrell in this changing market is that Mackrell gives firms a degree of protection against the global slowdown - having work coming in globally gives member firms an advantage over the firms in their country who only have domestic contacts.

He explained that the Middle East is awash with liquidity. He reminded members the IC plan to **grow our presence in the Middle East** with James Berry and Nichola Reece-Burton in attendance from UAE and potential member Chris Johnson from Saudi Arabia. These firms are a strength to MI and we are now in a position to take advantage of our connections to develop our footprint even further.

NR asked delegates to note the most influential countries in the latest WTO ranking. **MI is in a very strong position as we are represented in 9 out of the 10 countries.** We are only missing a firm in Israel – he asked member's for recommendations.

NR asked delegates to note that one of the world's largest banks HSBC is in 67 countries with 38 Million customers – **MI are in 60 of those.** He quoted from HSBC “Our network of businesses covers the world's largest and fastest growing trade corridors and economic zones”. He reminded delegates that Mackrell International are able to say exactly the same – this shows the strength of what we are doing.

The benefit of Mackrell international is that **networks offer better value to their clients.** We are better for quality control, we are cost effective, and thus better service and better value. He asked ‘Why Mackrell’ – no global law firm comes close to offering the coverage we do along with immediate and easy contact, no bureaucracy with local attention and independence.

NR gave examples of how belonging to Mackrell and listening to members, their practices and developments in their countries he has been able to expand his firm and his practice. He has benefitted from taking innovative suggestions from within MI and working it in his own country – **Cannabis, Cryptocurrency and Sport Practice Areas.** The connections he has made through Mackrell international has open doors to new Practice and business areas. **He urged members to use the unique opportunity of belonging to MI to do the same – a hitherto unforeseen benefit of membership.**

*Presentation available on secure section of website*

## **Member Firm presentation**

### **Jun Yang, Jade & Fountain, Shanghai, China**

JY opened with providing a profile of his firm. He continued by outlining what his firm brings to the network and explained, with China's expansion overseas, the firm's intention to work with member firms on outbound legal work. He also identified major projects and initiatives taking place in China which he hopes he will be able to work with Mackrell International network to develop business. He explained the firm's desire to share information and publications and attend international events and willingness to participate in an intern exchange.

David Ettinger thanked Jun Yang for his presentation and **fully endorsed the firm's membership of Mackrell International** saying he has already experienced at first hand the high standard of communication and cooperation provided by Jade & Fountain.

*Presentation available on secure section of website*

### **The Mackrell App**

#### **David Ettinger**

DE and Agnes Koo ran through the **Mackrell International Meeting App** showing the different applications, features and benefits to the delegates.

They outlined additional features, not used at this AGM, which will provide more opportunities for member use and information dissemination at future meetings.

Discussion and questions from the floor including the opportunities for use with PG information sharing. AK confirmed they will add the Mackrell logo. **Delegates agreed they would like to investigate the opportunity further.** KH noted that as incoming MD it has the potential to be an excellent initiative to maximize the communication and discussion before during and after the Mackrell Meetings.

### **APAC Business Development Update**

#### **Sandeep Peters**

SP provided delegates with an update on the activities and initiatives being undertaken by the APAC BD Coordinator and the projects and opportunities he is working on with the member firms in the Asia Pacific Region. Projects focused on **BRI, Real Estate, Aviation, Cross-Regional Opportunities and Social Media.**

*Presentation available on secure section of website*

### **Next Generation World Update**

#### **Roeland Moeyersons and Donna Martin**

RM explained the YL concept and why the Young Lawyers involvement is so important. **DM explained the introduction and development of EMEA YL Meetings from 2014 onwards** and moved on to the format, content and benefits of the meetings for the next generation of lawyers in member firms. They explained that the intention is to now call the initiative '**Next Generation**' in all regions as this reflects the goal of the network to continue to grow with our Next Generation of lawyers.

**RM presented the new format for Next Generation in US.** They have divided the US Next Generation Meetings into three separate regions East Coast, West Coast and mid-West, with the first taking place in Los Angeles, hosted by Bergman Dacey Goldsmith in June. RM also confirmed that Paul Rutisya has offered to host the first Africa Next Generation Meeting in Uganda.

RM outlined plans for a new initiative '**Next Generation Internship Programme**'. This is to establish an exchange programme between member firms so that young lawyers can spend a period of time in another member's law firm to learn about the different aspects of the law in another country. Proposal to be prepared to present to membership.

### **Introduction to new MD – Keith Heddle**

KH introduced himself and thanked the IC for the opportunity. He stated that he hoped he was the right person for the job but only time would tell and **his first task has to be to listen to members.**

April 2019

He reflected on Clive's retirement and explained he was already thinking about how he could leave Mackrell future proofed for the next 10 or 15 years. KH ran through his work history, focusing on his ability to deliver change. He emphasised **his style was to recognise the skill sets of others and to bring individuals together to work as a team to achieve the team's goals.** He is aware of the challenges ahead but feels strongly that moving forward together as an entity is key and that way MI as a whole will benefit. He explained that just two days into the meeting he is thinking about everything he's heard and is already considering how he can use his knowledge and contacts to help develop the organisation. He stated that the world is changing and evolving into a smaller but more fragmented world therefore initiatives like the App, presented yesterday, and the fact that everyone is here emphasises that **communication is the key to take us to the next level and into the future and enable Mackrell to deliver a huge 'sum' greater than the individual component parts.**

He closed asking delegates to approach him on all issues important to them on moving Mackrell International forward. **His primary task in his first few months is to listen to members.**

#### **Member Firm presentation**

**Santiago Mediano, Santiago Mediano Abogados, Madrid, Spain**

#### **Membership Update**

##### **Clive Miéville**

MD gave a full breakdown of the current membership status reminding members of the eight new member firms who have recently joined. He identified areas where we are looking for members. He explained the newly revamped European Committee is looking for members in **Hungary, Israel, and Poland.** He welcomed the guests from Africa and the Middle East and hoped they would soon join the network. In the Americas they are focused on **Arizona, Panama and Uruguay** and in Asia the committee is looking for members in **Philippines, Singapore and Australia.** He reminded delegates that the best leads for new members generally come from members themselves and **he asked delegates to support the different committees who are looking for potential high quality firms.**

#### **Guest Firm Presentations**

**Edward Fashole-Luke, Etah-Nan & Co, Botswana**

**Chris Johnson, Al-Sharif Law Firm, Saudi Arabia**

#### **Business Development Update – Achievements and future plans**

##### **Agnès Koo**

AK gave a competitor analysis comparing similar networks to Mackrell International, their history and their make-up.

Query from the floor asking AK to investigate fee structure within other networks. Lynn Pickard stated that Mackrell has a reasonable fee and would like to see the comparison with other networks.

AK presented a Customer Satisfaction Proposal and explained the various elements of the programme. She asked member firms to adopt the policy and offered to assist in implementing where required.

*Presentation available on secure section of website*

### Guest speaker

The Impact of Technology on the legal profession  
**Nilanjan Sinha, ICICI Bank**

### General Counsel Panel

DE moderated a panel of 16 General Counsels from different fields on the subject of Legal Networks. Questions covered their understanding of legal networks, whether they do or would use legal networks and the opportunities available to both parties when GC's develop a relationship with a firm within a legal network.

The panel discussion was followed by round table discussions developing the requirements and expectations of GCs from law firms/legal networks.

**The minutes of the 2018 AGM in Barcelona were adopted.**

### Election of the IC Representative for Asia

It was confirmed that **Edward Ploysongsang**, member firm PILO, **Thailand** had been elected at the APAC Regional Meeting for his first term as the second APAC IC Representative.

### Election of the IC Representative for Africa

It was confirmed that **Paul Rutisya**, member firm Kasirye, Byaruhanga & Co, **Uganda** had been elected at the Africa Regional Meeting for his second term as Africa IC Representative.

### Ratification of Chair Elect of Mackrell International

Keith Provins, Secretary of Mackrell International, explained that the **ratification of the Chair Elect** of Mackrell International is to take place at this AGM. David Ettinger is in the position of Deputy Chair to take over the role of Chair in May 2020. KP asked for any additional nominations from the floor. No nominations were received. **DE was duly ratified as Chair Elect.**

KP explained that during the Middle East and Africa Regional Meeting and also the APAC Regional Meeting the proposal had been raised by delegates **to move the Middle East as a region away from Africa Region to be part of the Asia Pacific region**. He asked delegates that should the proposal be put before members would they be in favour. **Delegates agreed there would be no opposition.** KP stated he would send a notice out to members for Action without a meeting. **He asked delegates to note that to pass the motion there must be a 75% response. He asked members to please respond formally when they receive the notice.**

### Finance Report

#### **Daniel Wendland, Treasurer**

DW presented the **Budgets and Accounts**. He confirmed he has **audited the 2018 accounts and approved them** and ran through the **2018, 2019 and 2020 finance information** and explained any variants.

**The 2018 accounts were approved unanimously.**

**The 2019 budget was approved unanimously.**

April 2019

DW explained to members that, as agreed at the AGM in Barcelona, the IC have worked with a small committee to investigate the options available to the IC to develop a membership fee structure which includes a provision for referral fees received. **They have established that current legislation in some jurisdictions makes it illegal to base the membership fees on received referrals and that certain other networks have experienced problems with this method of setting a fee structure.**

He stated that the IC have now set up a small sub-committee to further investigate the issue with the goal to present a proposal to the IC on an alternative fee structure in time for the **AGM in London 2020 in order to report back to members with a proposal.**

DW asked members for any questions. **There were no questions from the floor.**

DW gave **thanks to Elaine Lister as the Finance Officer** for HQ for the financial work she undertakes.

DW asked members who had **not paid their membership fees to investigate on their return** and arrange payment.

### **Regional Business Development Update**

#### **Cyndi Tonet-Stewart**

CTS provided delegates with a comprehensive update on the activities and initiatives being undertaken by the Americas BD Manager both within her region and the cross-border initiatives she has undertaken. Projects focused on **Miami Business Summit, Americas Marketing Committee, Client Cross-firm Pitches, Conference collaboration, Webinars, Social Media Campaigns, US Next Generation Meetings**  
*Presentation available on secure section of website*

### **Future meetings**

Future Meetings were presented and discussed:

#### **EMEA**

2019 Moscow, Russia: 11<sup>th</sup> – 13<sup>th</sup> October

NR reminded delegates that there would be a private tour of the Kremlin on Friday morning before the start of the Regional Meeting

#### **Americas**

2019 Dominican Republic: 8<sup>th</sup> – 10<sup>th</sup> November

John Scheef explained that due to a conflict of dates the Las Vegas Meeting is postponed for a year, explained the venue will now be Dominican Republic and ran through the programme.

2020 Las Vegas, Nevada: October

#### **China Business Summit**

2020 Shanghai: February

NR reminded delegates of the possibility of a Business Summit taking place in Shanghai (similar to the summit which took place in Miami in February). Further details will follow.

#### **Asia Pacific**

2020 London, UK : ahead of the AGM: 13<sup>th</sup> May

**AGM**

2020 London, United Kingdom: 13<sup>th</sup> – 17<sup>th</sup> May

NR played a video giving delegates a flavor of the upcoming AGM in London.

**Closing comments from the Chair**

NR congratulated Murali on the excellent organisation of the AGM in Bangalore and the achievement of getting so many delegates to attend a long distance AGM. **He thanked Murali for the high quality of the invited speakers and GCs and the results of the GC Panel brought together by Murali's firm and the BD Team.** He thanked the delegates for participating so actively in all the interactive sessions and hopes that this continues into the future.

**Delegates gave thanks to Murali.**

Meeting closed