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How to Run your Country Desk on Nexl

What is a Country Desk?

- A Country Desk initiative at a law firm is a coordinated attempt at structuring and optimising the relationships with stakeholders in a country or region where the law firm has no formal presence (and is usually not allowed to practice), but that is of significant commercial interest. Country desks are especially relevant for law firms that have a high percentage of their revenue coming from cross-border work.
- Whilst global referral programs mainly look at over all inbound and out bound work, a Country Desk consists of a team of lawyers and staff that have affinity and insights into the jurisdiction of interest. They typically already work for leading companies that are headquartered in that jurisdiction, or work closely with law firms from that country that (can) refer work to the local firm.
- Country Desks sometimes act as a precursor to establishing a formal presence and a physical office in the country of interest. Reversely, sometimes international firms will retreat from a country or region but keep a (virtual) country desk that can operate with more agility and avoid potential conflicts of interests. Decisions on such growth projects can have far-reaching consequences and need to be managed strategically. A Country Desk can help to assess the opportunities and risks associated with international growth projects.





Why do law firms have Country Desks?

The purpose of having a Country Desk is to:

- Have a dedicated team and business processes in place to manage relationships with clients and referral sources and other stakeholders from a particular country of interest.
- Become more strategic in the way the firm approaches and markets itself to other law firms in the country of interest that have the ability or potential to refer significant matters to the firm.
- Increase inbound referrals and revenues from work out of selected jurisdictions.
- Have dedicated, single point of contact for law firms and potential clients from the country or region of interest.
- Position the Firm with highly specific messaging and business development initiatives as the “Go-To” firm for inbound work coming from relevant multinationals and financial institutions that invest in the “home country.”

What is the desired outcome of a Country Desk?

- Stronger relationships, both on the individual and institutional level, with clients, referral sources and other stakeholders from a specific jurisdiction.
- Better internal alignment and cross-practice collaboration on inbound work from a country or region.
- More referrals and revenues from a specific jurisdiction.
- A sound commercial, proactive approach to managing relationships with key contacts & referral sources.

How do Country Desks work?

Country Desks operationalise your approach to capturing inbound referrals, and strategically managing outbound referrals to law firms in a specific country or region of interest.

Governance

A Country Desk is typically headed by a Partner or team of senior lawyers that frequently work on inbound referrals. The Head of the Country Desk typically reports to the International Committee or Managing Partner, and works closely with the business development and marketing teams.

Selecting Jurisdictions of Interest

The creation of a Country Desk should be reserved to jurisdictions of strategic interest (typically representing >5% of total revenues). The countries and regions of interest will often correlate with overall FDI and global trade flows (e.g. Portuguese investments into Brazil; or US investments into Latin America). Sometimes the fact of having a team or individual lawyer that has a personal connection or history in a country can be a motive for creating a Country Desk.

Creating a Country Desk Team

The Team of a Country Desk will consist of a group of lawyers that focuses on a specific country. The members of a Country Desk should be knowledgeable with respect to the overall economic and cultural ties between the home country and the country or region of interest.

Setting regular meeting cadences

A Country Desk should have regular coordination meetings to discuss ongoing projects and initiatives. At these meetings the members should take stock of current mandates and develop activities to deepen relationships, increase referrals and grow revenues.

How do Country Desks work?

Identifying key referral sources and stakeholders

The core business of a Country Desk is managing relationships with key Referral Sources and other stakeholders from a particular Country. Firms usually manage a group of “Best Friends” law firms, financial institutions, consultancies, embassies, chambers of commerce, and other institutions that participate in cross-border investments and projects.

Setting Business Objectives

A Country Desk should set clear objectives as to what it tries to achieve. High-level objectives such as growing revenues and increasing international referrals need to be broken down into more concrete and specific objectives that can be assigned, monitored, and evaluated.

Managing Tasks and Activities

The Country Desk will work on a series of actions to achieve these objectives. Typical activities include roadshows, memberships and participation in relevant Chambers of Commerce, and developing relationships with the Embassy and special agencies of the country of interest. They also centralize expertise and credentials that can help market the Firm to stakeholders from the country of interest, publish articles or case studies focused on the target audience.

Managing Growth Opportunities

The Country Desk should be involved in identifying and managing Opportunities involving parties from the country of interest. They should connect with local teams and experts and provide guidance in relation to the projects at hand.

Reporting

To monitor the progress made, Country Desks should develop reporting flows that show the projects, referrals, and revenues that derive from a specific jurisdiction. These reports can then be instrumental in fine tuning the strategy and guiding activities going forward.

How to use Nexl Project to run your Country Desk?

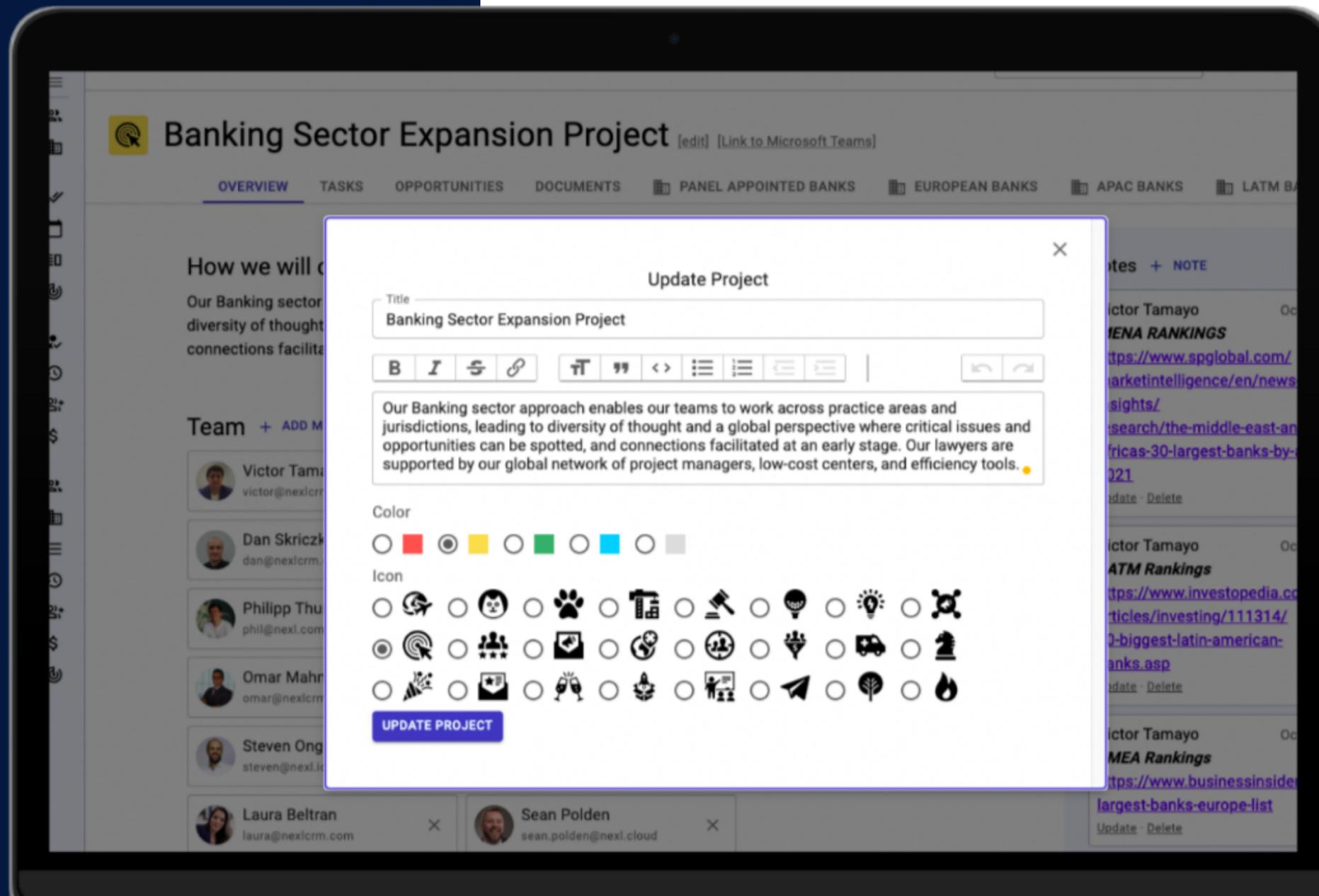
Nexl's Projects module is ideal for organising your Country desk. You can find the Projects module under Productivity.

Project name and description

The name for a Country Desk is defined by the country or region of interest (e.g., Turkish Desk; African Desk; DACH desk, etc.). The description of the project can explain how this Country Desk came into being and tell the background story or economic rationale on why the firm has a special focus on this geography.

Link your Project to MS Teams

To give you and your team easy access to the Country Desk's App on Nexl, you can link it with Microsoft teams for easy access and increased collaboration.



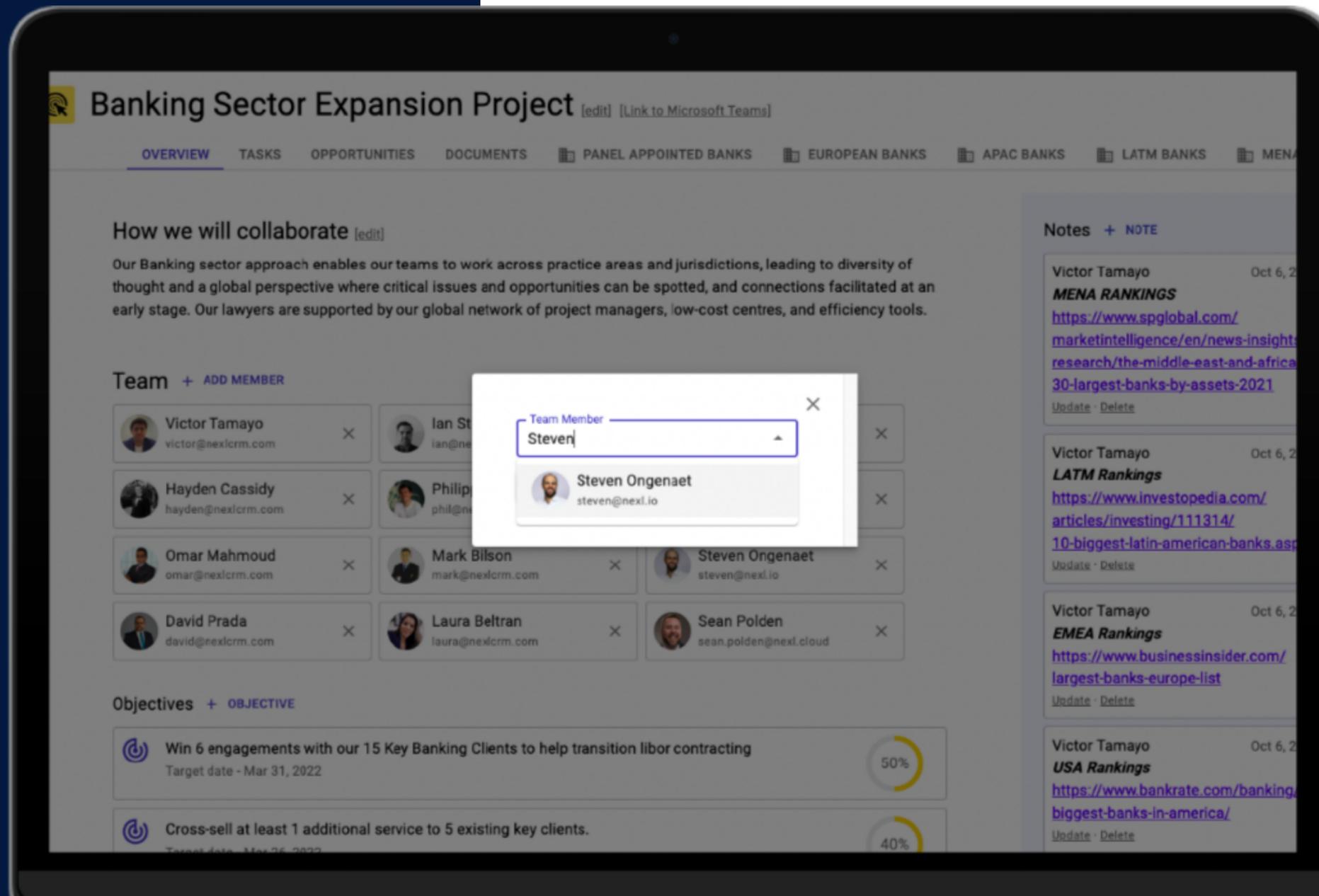
Create ownership and collaboration to manage the onboarding plan

Build your Country Desk team

You can easily add the team members to the project on Nexl once it has been created.

Only team members will have access to the content of the Project in the main navigation menu.

This team should consist of senior leadership and all members of the Country Desk. This can include partners, associates, special counsel, assistants, MKT & BD staff, etc.



Set SMART Objectives to stay on track and keep focus

The screenshot displays the 'LIBOR Contract Management Program' dashboard. It features a navigation bar with tabs for OVERVIEW, TASKS, OPPORTUNITIES, DOCUMENTS, KEY PANEL CLIENTS, and LIBOR PROSPECTS (UNKNOWN). The main content area is divided into several sections:

- How we will collaborate:** A text block explaining the firm's approach to the LIBOR transition, with a 'Read more' link.
- Team:** A list of team members with their names and email addresses, including Mark Bilson, Steven Ongenaet, Dan Skriczka, Philipp Thurner, Ian Stewart, and Hayden Cassidy.
- Objectives:** A list of four SMART objectives with progress indicators (circular gauges) and target dates:
 - Win 6 engagements with our 15 Key Banking Clients to help transition libor contracting (50% progress, Target date: Mar 31, 2022)
 - Webinar on Libor for Non Panel Clients (6% progress, Target date: May 28, 2022)
 - Outreach to existing Banking clients where we are already on their panel for regulatory work (1% progress, Target date: Jan 27, 2022)
 - Keep the budget below \$50k (90% progress, Target date: Feb 11, 2022)
- Right-hand sidebar:** Contains a description of the program, a list of projects (LIBOR Contract Management Program, Banking Sector Expansion Project), owners (Dennae Smith, Philipp Thurner), a measure (Current: 3 Clients, Target: 6 Clients, 50% progress), and a progress log with recent updates from team members.

Defining what success looks like

Nexl's Objectives module allows Firms to create SMART objectives for your Country Desk. These can include program-wide objectives.

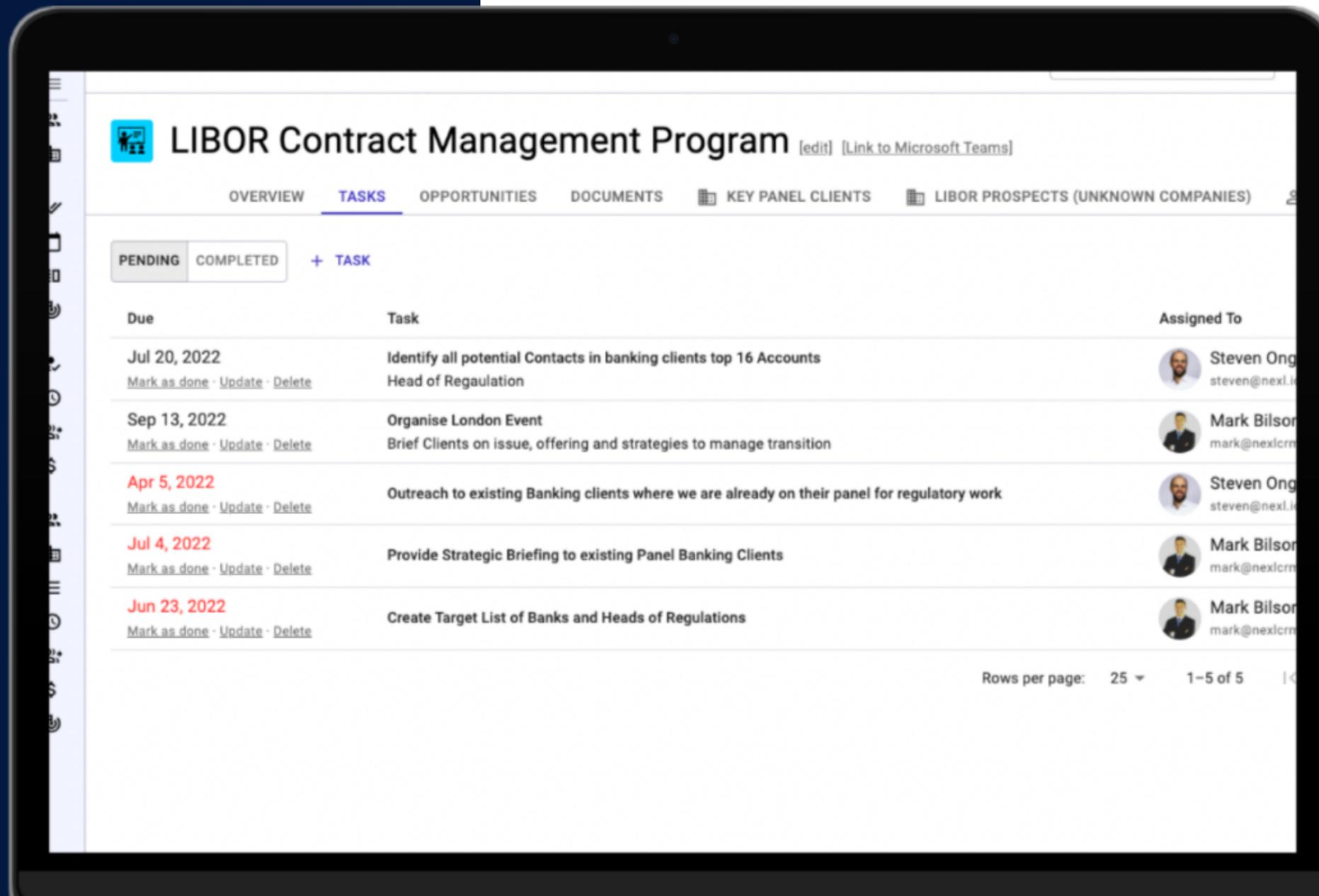
Typical examples are:

- Increasing revenue by 10%.
- Organise at least three roadshows for the year.
- Create marketing collateral in another language.

Objectives can also be Referral Source-specific, such as:

- Sending a secondment to Best Friend Firms
- Organise a joint marketing initiative or event
- Participating in a Tender or RFP process.

Set actionable tasks for increased accountability and transparency



The screenshot shows a web interface for the 'LIBOR Contract Management Program'. The 'TASKS' tab is active, displaying a list of tasks with columns for 'Due', 'Task', and 'Assigned To'. The tasks are as follows:

| Due | Task | Assigned To |
|--|---|-----------------------------|
| Jul 20, 2022 Mark as done · Update · Delete | Identify all potential Contacts in banking clients top 16 Accounts Head of Regaulation | Steven Ong steven@nexl.k |
| Sep 13, 2022 Mark as done · Update · Delete | Organise London Event Brief Clients on issue, offering and strategies to manage transition | Mark Bilson mark@nexicrn |
| Apr 5, 2022 Mark as done · Update · Delete | Outreach to existing Banking clients where we are already on their panel for regulatory work | Steven Ong steven@nexl.k |
| Jul 4, 2022 Mark as done · Update · Delete | Provide Strategic Briefing to existing Panel Banking Clients | Mark Bilson mark@nexicrn |
| Jun 23, 2022 Mark as done · Update · Delete | Create Target List of Banks and Heads of Regulations | Mark Bilson mark@nexicrn |

At the bottom of the table, it shows 'Rows per page: 25' and '1-5 of 5'.

Getting things done

During the monthly or quarterly Country Desk coordination meetings, the team will gather and decide on specific actions and activities.

These can be client-facing (e.g. invite client to lunch, meet with new HR director), or internal (e.g. 'review client's annual report', 'update and profile key client contacts', 'identify who's responsible for IPR').

All tasks on Nexl need to have an owner and due date, with automated reminders and notifications via email).

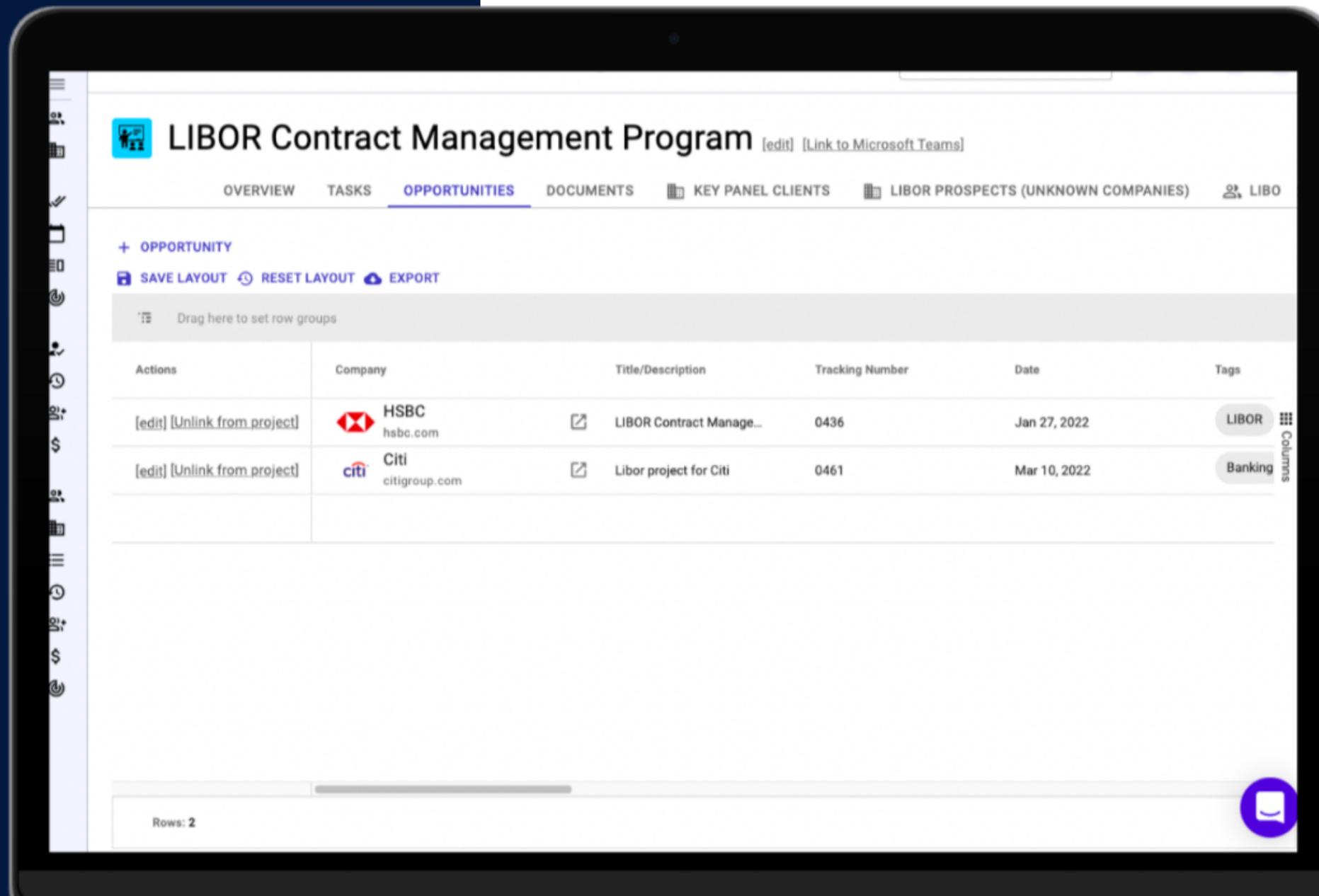
Tracking Opportunities resulting from your cross-selling initiatives

Staying on top of Opportunities

Referral tracking is a core activity of any Country Desk. In order to understand where referrals are going and where work is coming from, a country Desk should task itself with logging all inbound and outbound referrals.

Team members can create opportunities from within the Project. This will show the added-value of the Country Desk and demonstrate ROI.

Every new Referral and Opportunity created on the Project will be added to the lawyers owning the opportunity, and also be added to the Firm-wide list of opportunities from where these can be managed.



The screenshot displays a web application interface for the 'LIBOR Contract Management Program'. The interface includes a navigation menu with options like OVERVIEW, TASKS, OPPORTUNITIES (selected), DOCUMENTS, KEY PANEL CLIENTS, and LIBOR PROSPECTS (UNKNOWN COMPANIES). Below the navigation, there are buttons for '+ OPPORTUNITY', 'SAVE LAYOUT', 'RESET LAYOUT', and 'EXPORT'. A table with the following columns is shown: Actions, Company, Title/Description, Tracking Number, Date, and Tags. Two rows of data are visible:

| Actions | Company | Title/Description | Tracking Number | Date | Tags |
|------------------------------|---|--|-----------------|--------------|---------|
| [edit] [Unlink from project] |  HSBC hsbc.com |  LIBOR Contract Manage... | 0436 | Jan 27, 2022 | LIBOR |
| [edit] [Unlink from project] |  Citi citigroup.com |  Libor project for Citi | 0461 | Mar 10, 2022 | Banking |

At the bottom left, it says 'Rows: 2'. At the bottom right, there is a purple chat icon.

Manage your 'Best Friends' network in the country of interest

Keeping tabs on engagement

With Project lists, it becomes easy to keep tabs on your priority Clients and Referral Sources. You can track all underlying relationship information and easily see when someone was last in touch with the various firms you work with.

By adding custom columns, you have a very flexible way of tracking any relevant data against company or contact lists. You can for example identify for which practice areas certain law firms should be consulted.

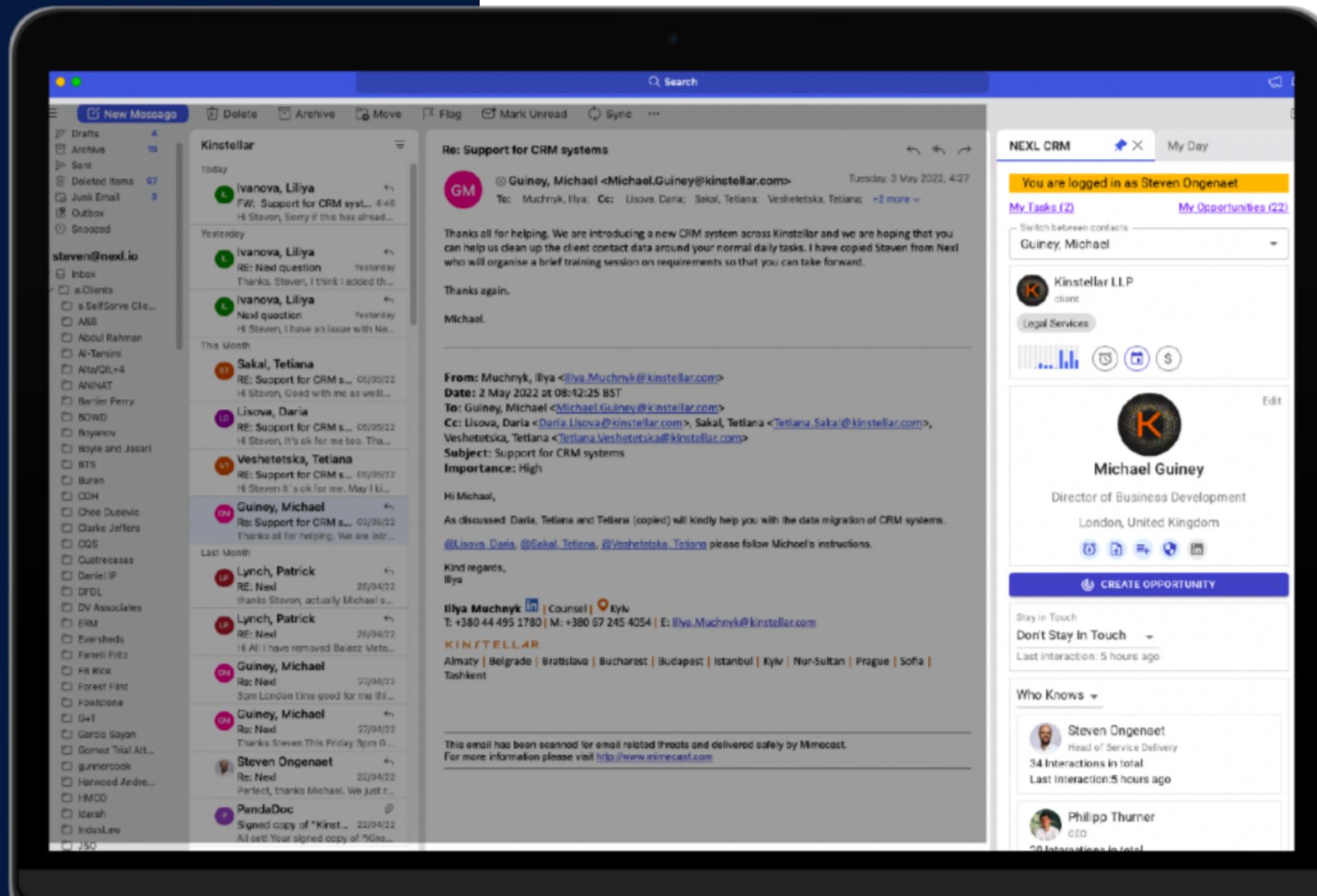
The screenshot displays a CRM interface with two main sections. The left section, titled 'Banking Sector Expansion Project', shows a list of companies with columns for 'Company' and 'Location'. The right section, titled 'Phillips L.L.P', shows a list of contacts with columns for 'Contact', 'Location', '# of Interactions', and 'Last Interaction'. The contact list is sorted by the number of interactions in descending order.

| Company | Location |
|---|--------------------------------|
| <input type="checkbox"/> Hurwitz & Fine, P.C. hurwitzfine.com | Buffalo, NY, United States |
| <input type="checkbox"/> Taylor Porter Brooks & Phillips L.L.P. taylorporter.com | Baton Rouge, La, United States |
| <input type="checkbox"/> Holland & Knight LLP hklaw.com | Boston, MA, United States |
| <input type="checkbox"/> McAfee & Taft mcafeetaft.com | Oklahoma City, Oklahoma |

| Contact | Location | # of Interactions | Last Interaction |
|---|----------------------------------|-------------------|------------------|
| <input type="checkbox"/> Robin Toups Partner; Executive Committee... | Baton Rouge, United States | 3 | 8 days ago |
| <input type="checkbox"/> Brett Furr Partner | Baton Rouge, United States | 3 | 8 days ago |
| <input type="checkbox"/> Eddie Hughes Attorney | | 3 | 8 days ago |
| <input type="checkbox"/> Vicki Crochet vicki.crochet@taylorporter.com | Terrebonne Parish, United States | 3 | 8 days ago |
| <input type="checkbox"/> Lloyd Luncoford Partner | United States | 3 | 2 years ago |
| <input type="checkbox"/> John McDermott Partner | United States | 3 | 2 years ago |
| <input type="checkbox"/> Bob Barton Adjunct Professor | United States | 3 | 8 days ago |
| <input type="checkbox"/> Denise Duszynski-Trah... Director of Marketing and Bus... | United States | 2 | 7 days ago |

Grow revenues right from your inbox

Nexl's Outlook plug-in gives you access to all the data and functionalities without leaving your inbox.



Working on the Country Desk from your inbox

Nexl offers access to the data and functionalities such as Referral and Opportunity tracking right from within your Outlook.

You can add the Referral or Opportunity in a few click, adding the email thread as background reference to the Opportunity record in Nexl.



Benefits of using Nexl

PARTNERS

- Stay on top of your most valuable relationships
- Win new business, retain clients and get more referrals
- See who else is engaging with your clients so you look better informed when meeting them
- Focus your BD efforts on the right clients and contacts
- Win the right type of clients and work in strategic sectors
- Give and get more introductions into existing clients of the firm
- Execute your business plan easier

BUSINESS DEVELOPMENT

- Focus BD activity on key relationships and existing panels
- Focus efforts on key sectors
- Optimization of commercial processes and improvement win rates pitches
- Higher impact coaching work with detailed engagement data
- Establish or strengthen international country desks
- Create more focus in roadshows and international events
- Develop and execute a data-driven international strategy

MARKETING

- Eliminate burden of data stewardship, saving valuable time
- Focused thought leadership on the right audience
- Create meaningful and personalized experiences for your key contacts
- Improve the ROI of your events
- Higher engagement from your Marketing campaigns
- Simplify Marketing segmentation
- Easy process to gather contacts from partners



The legal market has changed
Law Firms now live in a competitive, data-driven business world – where any law firm can approach any client, anytime.

In this competitive world, law firms can no longer work in silos and passively wait for clients to come to them.

To stay competitive, lawyers and law firms must break down knowledge barriers, share resources and go from passive to active and collaborative business development.

To help lawyers move from passive to active business development, Nexl enables improves client retention, expansion of existing client accounts and new client acquisition.



HOW NEXL WORKS

NEXL automatically captures all of your lawyers' interactions. Any email sent or received and any meeting with clients, prospective clients, or referral sources are automatically captured, analysed, and turned into actionable insights to help you accelerate revenue growth. Your lawyers do not need to input data into the system making NEXL a true no-data-entry system.

Nexl automatically captures all our contacts and interactions. As soon as you send an email or meet a contact, Nexl automatically creates a 360° view of the contact by combining all internal relationship data with external Data Enrichment sources.

Nexl is a web-based SaaS platform, fully integrated with our Office 365 environment.

You can easily access your account by opening 360.nexl.io in your web browser, or through the add-in for Outlook.

Capture Interactions



Analyze Data

Clean Data

Enrich Data

Map Relationships

Actionable Insights



Align Your Firm



Empower Business Development



Grow Your Revenue



NEXL is a leading provider of innovative legal technology solutions aimed at creating efficiencies, accelerating growth and providing data-driven insights that drive smart decision making. We offer scalable solutions for law firms of all shapes and sizes. Founded by legal professionals with vast experience working within legal firms, NEXL grew out of a desire to fundamentally change the way that legal firms grow and engage with internal and external stakeholders. The existing way of managing these relationships doesn't work. Today, we're driving the delivery of smart, innovative and technology-driven services to clients worldwide. Smart, insight-driven solutions underpin NEXL's purpose. Drawing from our own practical experience working within the professional services industry, our purpose is to develop and deliver technology solutions that will drive positive change in how law firms manage their client relationships and grow their practice.

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