

In my world as chief legal officer (CLO) for a franchise company, I often receive publications of referral sources from every conceivable service: employment lawyers, franchise experts, accounting

able. Even though the phrase, “It takes a village to raise a child” has been praised and criticized by different groups, it does take a village to run a successful legal department in a global company. We have limited resources,

on one LPO to manage that task. By assigning that responsibility to a LPO, I can skip the section on trademark lawyers when I am referring to the International Bar Association Directory, the Martindale-Hubbell Directory or any other bar association directory offering guidance on the selection of intellectual property attorneys.

As CLOs, we have limited resources and even less time to accomplish all the multitasking that is required in our jobs. A shortcut that I’ve taken is the designation of an LPO to lead the maintenance of all intellectual property around the world.

Those directories are helpful as they give us easy access to the providers that we need in various markets. We had the opportunity to use a referral on a litigation discovery challenge. The ediscovery advisor provided the necessary advice on a litigation matter.

It is tempting to take the referral vendor directories and put them on your shelf to gather dust, or toss them in the wastebasket. However, I recommend that they be maintained in an easy reference location so that they can be used for that one particular time when an answer is required — and a local fellow CLO or friend is not available. Because of the directories, an expert — who has been identified and proven to others that they are capable of delivering a good service and a good answer to a question — is only an email or telephone call away. We offer our appreciation and thanks to those publications, whether they are the bar associations or magazines, that provide these valuable directories. ■

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Those Referral Directories

BY KENNETH A. CUTSHAW

or training experts, marketing experts and real estate experts. It is extremely helpful to have these consultants at your fingertips. For example, *Franchise Times* magazine provides an excellent directory of vendors from around the world, specifically from the United States. The International Bar Association provides an excellent directory of franchise attorneys from Albania to Zambia. Of course, the focus is on the United States and the most populated franchise markets in the world. We value these referral sources, as they provide an opportunity for us to identify experts in a specific region on a specific topic.

But often the ultimate referral source is the personal relationship you might have with an individual, an outside counsel or a friend in the business. In Atlanta, we have a general counsel luncheon group that meets quarterly at a location hosted by a fellow CLO. This often leads to an excellent resource for information and experience with many in-house legal responsibilities. ACC’s CLO Community (www.acc.com/community/clo/index.cfm) is also an excellent place to find resources, participate as a profession thought-leader and find other CLOs.

CLOs have many resources avail-

and many companies that I know function well globally with only three or four lawyers, and maybe another three or four support staff members. But to accomplish the job of doing business in 10, 25 or 50 countries, it requires a village to support the functions of the legal department, as well as the responsibilities of the CLO.

ACC’s CLO Community is an excellent place to find resources, participate as a profession thought-leader and find other CLOs.

Our company uses a dedicated legal process outsourcer (LPO) located in India to support our trademarks around the world. We have registrations of our trademarks in approximately 100 countries, and we use local legal counsel in each of those countries when we are registering or renewing trademarks or disputing adverse registration of trademarks. The referral directories provide us opportunities to choose legal counsel in each of these jurisdictions, but management is simple because we rely



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