

CORPORATE
DEPARTMENT
OF THE YEAR

WEEK OF NOVEMBER 15, 2017

Latham & Watkins

CROSS-BORDER M&A

Latham & Watkins helped Allergan plc sell its \$40.5 billion generic drug business to Israel's Teva Pharmaceutical Industries Ltd., advised Broadcom Ltd. on its \$5.9 billion acquisition of Brocade Communication Systems Inc. and represented Caesars Interactive Entertainment LLC in the \$4.4 billion sale of its social and mobile games business. Here's what Luke Bergstrom, based in Silicon Valley and a chair of the firm's global M&A practice had to say about the year's deals and what sets Latham apart in the market.

What do each of these engagements Latham is being recognized for demonstrate about the firm's cross-border M&A capabilities?

Each of those deals—and many others we advance on a daily basis—demonstrate Latham's ability to marshal the highest quality legal talent across the globe to

bring to bear on complex M&A transactions requiring in-depth industry knowledge. We pride ourselves on our ability to offer the full spectrum of deal advice often at play in complex, cross-border deals—including top antitrust, (intellectual property), regulatory, tax and benefits lawyers who work alongside our lead M&A deal partners—in order to provide commercial, solutions-oriented advice. Few law firms can meet those needs under one roof, and fewer still can execute deals as efficiently and creatively as Latham.

What would you say is the trait of your deal lawyers and department that keeps clients coming back—especially those with cross-border M&A needs?

Cross-border M&A requires not only substantive expertise in particular practice areas, but a real team approach to solving



Luke Bergstrom

complex, multidimensional issues. Our clients thus place tremendous value on the excellence of our lawyers and our ability to operate seamlessly across the globe when executing complex cross-border transactions. We pride ourselves on finding innovative solutions to

complex business issues. Our firm culture, which places a premium (on) teamwork and collaboration, ensures that our clients can expect that their team will include the most relevant attorney for a matter, regardless of practice group or office location. Our clients see this time and again in practice and consistently point to it as an incredible benefit to our relationships.

A prospective client with an urgent cross-border matter calls and asks why your team should be retained to handle it. What is your answer?

We will assemble a team of the highest caliber of lawyers from across our global platform with the requisite experience and substantive expertise to guide you through what will likely be a complicated M&A process. We execute deals flawlessly and are true partners with our clients in meeting their strategic goals, while bringing keen market insights and innovative ideas to the table.

What is the firm doing to train up the next generation of cross-border dealmakers in your ranks?

Attorney development at Latham involves ongoing professional development, business planning, formal evaluations and informal guidance. Our formal training includes off-site academies during an associate's first, third and fifth years, as well as a range of practice-specific and local training and mentoring on practice-specific topics. On a less formal basis, our partners take great pride in helping younger lawyers develop the skills and insights required to be trusted advisers to clients—and the associates often are empowered to collaborate with partners on key areas of M&A deals to gain first-hand experience.

How do you balance the need to cross every “T” and dot every “I” in a particular matter with demands to be efficient with client resources?

We like to believe that if you have the requisite experience

and expertise, you can identify a range of alternatives for clients to consider without being inefficient. Our experience on complex cross-border M&A transactions enables us to “see around the corner” and anticipate obstacles to achieving the client's objectives without grinding our gears inefficiently.

How is your team using technology to work more efficiently?

Our clients bring to bear various technologies to enhance the efficiency of the dealmaking process and expect that we will do the same. We use a host of technologies to bridge our various offices so that teams can work together collaboratively with our clients using the best tools available.

Ross Todd is bureau chief of The Recorder in San Francisco. He writes about litigation in the Bay Area and around California. Contact Ross at rtodd@alm.com. On Twitter: @Ross_Todd.