



THE BIG INTERVIEW

At the
heart of
industry

We speak to Global Industry Group Chair Rebecca Campbell about the expansion of the group and why it will help us deliver a distinctive client experience.



The expansion of the Firm's Global Industry Group at the beginning of this year marked a big step forward in our quest to provide a distinctive client experience. We spoke to Chair of the group, Partner Rebecca Campbell, to find out why this model should have such a positive impact in helping White & Case achieve its 2025 Strategy.

London Partner and Chair of our Global Industry Group Rebecca Campbell appreciates the importance of industry focus. She worked in-house at energy giant BHP before joining the Firm and has been head of our Mining and Metals Global Industry Group for the past five years.

During that time, Rebecca has built a strong understanding of what clients expect from external counsel and knows the benefits that industry focus can have for the Firm, our people and our clients.

She says: "When I was working at BHP, I can't explain how irritated we were that so many supposedly top-tier lawyers clearly had little knowledge of our business or industry.

"I've worked with an industry focus for my entire career, so when the opportunity to join White & Case came up in 2013, I saw it as an amazing opportunity to bring some of that insight to private practice."





Rebecca's passion for industry focus made her a natural choice when the Firm decided to refresh and expand its Global Industry Group program and, in January this year, she took up the new position as Global Industry Group Chair, which she holds alongside her role as head of the Mining and Metals group.

She says: "The Firm's decision to refresh and expand the Global Industry Group initiative couldn't be better timed, because it fits perfectly with the East point of our 2025 Strategy and will only improve our ability to offer the best of White & Case and to exploit the boundless opportunities we have as a global firm.

"This is about looking at things from the perspective of our clients and the industries they operate in, so we better understand them and are best placed to help them with the broad range of legal problems they face, not just from a particular practice. It's an invaluable chance to differentiate ourselves from our rivals and to become truly trusted partners."



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REBECCA CAMPBELL,
GLOBAL INDUSTRY GROUP CHAIR

The expansion of the Global Industry Group model is a huge step forward, meaning that around 95 percent of our clients are now covered by an industry group compared to around 65 percent previously. Three new groups were added (Consumer and Retail, Sovereigns and Public Sector and Infrastructure, Transportation and Logistics) to the existing seven: Energy, Mining & Metals, Financial Institutions, Private Equity, Real Estate, Pharma & Healthcare and Technology.



Rebecca says: "As part of expanding the global industry groups, we're also mindful that the global economy is changing quickly, so we want to ensure we are dynamic enough to think ahead and can respond to sudden changes, examples of which we have all experienced over the past few years."

Each Global Industry Group has around 10-15 core members including practice liaisons from relevant practice areas. The groups meet regularly and, to ensure even more synergy with practice groups, it is planned to hold face-to-face meetings between industry group and practice leaders around twice a year. An inaugural meeting was held at the Global Partner Meeting in Palm Springs earlier this year.


Rebecca explains: "In expanding the groups, we had several objectives: to ensure that they cover as close to 100 percent of the global economy (and our client base) as possible; and that the industry groups, working in unison with practice groups, stay on top of market trends, so we can make better decisions, identify opportunities to win more work, and offer a distinctive client experience."

Another early priority of the group has been to make sure lawyers feel part of an industry group and, to help achieve this, all lawyers have been affiliated to the industries they work within or that interest them. This has also helped to establish the identity of the global industry groups internally, with the Firm now having information on the number of lawyers involved in each group. Our largest groups have 600+ lawyers affiliated to them.

Rebecca says: "This has also allowed us to get a much clearer picture of who we have with industry expertise in all our practice groups and locations around the world, so we better understand our industry capabilities and are best placed to respond quickly to client requests."

The importance the Firm is putting on the Global Industry Group program is also reflected in the creation of the position of Chair, which is a role designed to ensure coordination and to support industry group leaders and core teams in meeting their objectives.





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Rebecca says: “This is very much a team effort and, while I’m here to support and lead, we are all learning from each other. Over time, I’d like to see our global industry leaders becoming empowered to be more market facing and, in doing so, help them to play a more prominent role in bringing market and client perspectives back into the Firm.”

In fact, Rebecca is excited at how the expansion of the groups will benefit the Firm and our clients, but also our people.

She says: “Having a better industry focus will give our lawyers a stronger platform to understand their clients’ markets and industries better.

“There are so many opportunities to take part, so I’d encourage anyone at any level who is interested in getting involved in a global industry group to make contact with a member of the team.”

One way in which the expanded group is already making an impact is through the launch of the quarterly Industry In-Focus publication, which has been created to highlight short and long-term industry trends.

“This is one way that we’re looking to establish an industry-focused culture,” says Rebecca, “to better inform and support our people and help them understand what’s happening in the market.”

Looking forward, Rebecca is keen to see the global industry groups make a lasting impact, so that industry focus becomes even more embedded in the Firm’s culture.

She says: “We’ve got literally hundreds of ideas to make this happen, because to embed a culture and change behaviors we need to ensure industry focus is included in everything from recruiting decisions to onboarding for trainees, learning and development modules and the supporting materials we produce to help people in their daily jobs.

“Ultimately, by being more industry and client focused, we want our clients to regularly say: ‘You understand me, you serve my needs, I will come back, and I will recommend you to others’.

“This is how providing a distinctive client experience can make a difference for us, but we’ll only maximize our potential if we embed industry in our culture, behaviors and everything we do.”

