

TOP SPORTS LAWYERS

Iberian Lawyer presents, for the first time, the Top Sports Lawyers in Spain, both from firms and in-house practice

NEW ERA

Patricio Morenés, DIA Group deputy general counsel, represents the new era of leadership for in-house lawyers

HEALTH + TECHNOLOGY

Hugo de Almeida Pinho, general counsel at Siemens Healthineers, speaks about the challenges of the healthcare sector

INVESTMENT TRENDS

Ignacio Aparicio, partner and head of Andersen's Corporate & M&A department in Spain, presents the investment scenario

LEGAL MARKETING & COMMUNICATION

Leading legal marketing and communications agencies unveil key trends for 2021

Agile, flexible leaders with a broad multi-disciplinary vision have a head start on the race against uncertainty that will continue in 2021. Domingos Cruz, managing partner of CCA Law Firm, is one of them.

NEW LEGAL MANAGEMENT



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Chief Editor

desire.vidal@iberianlegalgroup.com
en colaboración con
 antonio.jimenez.morato@iberianlegalgroup.com
 alessio.foderi@lcpublishinggroup.it

Group Editor-in-Chief

nicola.dimolfetta@lcpublishinggroup.it

Managing Editor

laria.laquinta@lcpublishinggroup.it

Group Art director

hicham@lcpublishinggroup.it - kreita.com
colaboración de LC Italy
 roberta.mazzoleni@lcpublishinggroup.it

Country Manager Spain & LatAm

Mercedes.Quintas@iberianlegalgroup.com

Country Manager Portugal & Brazil

carlos.montagnini@iberianlegalgroup.com

Managing Director

aldo.scaringella@iberianlegalgroup.com

Group Coo

emanuele.borganti@lcpublishinggroup.it

**Group Communication
 and Business Development Director**
 helene.thierry@lcpublishinggroup.it

Projects & Events Coordinator

jon.bustamante@iberianlegalgroup.com

Administration Officer

carlos.donaire@iberianlegalgroup.com

Contributors

maría lloset de nárdiz, diego cabezuela

Editor

Oficina registrada:
 C/ Covarrubias 3, bajo D
 28010 Madrid - España
 Tel. +34 91 563 3691
 info@iberianlawyer.com
 www.iberianlawyer.com
 thelatinamericanlawyer.com

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28 LAW FIRM PROFILE **DOMINGOS CRUZ, FROM CCA LAW FIRM, AN EXAMPLE OF THE NEW MANAGEMENT**



92 IN-HOUSE SPAIN **PATRICIO MORENÉS, DIA GROUP DEPUTY GENERAL COUNSEL**

08 ON THE MOVE Uría Menéndez promotes seven to partner

18 ON THE WEB Answering the call of duty

36 RANKING SPAIN Top scorers in the Legal field

58 SPORTS IN-HOUSE SELECTION The Top 10 in-house Sports lawyers in Spain

66 TRENDS Leading legal marketing and communications agencies unveil key trends for 2021

82 BUSINESS DEVELOPMENT CRM as an important tool for law firms, by Antonella Puntriano

86 IN-HOUSE PORTUGAL Hugo de Almeida Pinho, general counsel at Siemens Healthineers

100 IN-HOUSE EUROPE Simon Zinger, group general counsel at Dentsu, about the "General Counsel Oath"

104 PRIVATE EQUITY 2021 Ignacio Aparicio, partner and head of Andersen's Corporate & M&A in Spain, presents the investment scenario

110 PARTNERS ABROAD Lorenzo Hernández Allones, ONTIER México partner and country manager

120 YOUNG & UNSTOPPABLE Daniel Gutiérrez, DG Law managing partner and founder

128 WEBINAR DAC6 - How are large Portuguese companies preparing?

134 OPINION Vaccination required to work?, Ceca Magán Abogados answers

136 WLW The gender perspective as a transversal objective in the Charter of Digital Rights, by María Rico

138 ACC A message from ACCE Spain

140 WCA The five Compliance challenges for 2021, by Felipe García

SHAPING THE LAW TO COME

DOMINGOS CRUZ

It becomes clear when talking to Domingos Cruz, CCA Law Firm managing partner, that the cultural references he works with are not the usual ones in the legal world. Music, literature, a whole different mindset from what we are used to, emerge in the conversation. That was the main reason to interview him to know a little bit more of the new approach to the Business Law in Portugal of the new generations that are arriving at the decision-making level and learning, from his hand, how the future of the profession might be.

by antonio jiménez

CCA Law Firm is one of the oldest firms in Portugal, already seventy years old today. How do you weigh the firm's legacy and heritage in this world so focused on the immediate?

CCA is proud of its history and looks brightly into the future. That is what we have always done, honour CCA's legacy by excelling in the present, preparing CCA for the next generations. I'm not absolutely sure if I agree that the world is focused solely on the immediate, at least in some cases. Still, in many other ones, I would dare to say most of them, individuals, families, companies and governments are increasingly more concerned with the legacy they are leaving for the next generations. They worry about having a more balanced life, allowing women to break the glass ceiling, enabling more diversity in the workplace, and having a more sustainable

economy. All these challenges and hundreds of others are on the top of everyone's agenda. And for those that cannot be solved immediately, they rely on our ability to act in the present to make a difference in the future, which is precisely what we try to do at CCA.

At the same time, paradoxically, are you perhaps the youngest of the managing partners of small and large firms in Portugal? What does your youth bring to the firm's proven track record?

Young as one may be, what really matters most are the ideas, the ability to share your vision and enable people to pursue that same vision. Legal services are going through a transformation process, a one-of-a-kind moment that requires forward-thinking. The current challenges to this sector are overwhelming; new competitors, innovation, digitalisation, becoming a 21st-century lawyer with a different set of skills, to name a few, and are bound to shape the legal sector for the next decades. My role, along with my colleagues, simply put, is to be prepared, take chances, and identify opportunities when they arise.



THE CLIENT IS THE ABSOLUTE CORE OF OUR ACTIVITY; WE CHERISH AND FOSTER OUR RELATIONSHIP WITH OUR CLIENTS IN A LONG-TERM PERSPECTIVE



A few years ago, when you were appointed "as" managing partner, CCA was associated with ONTIER. However, following this, you disassociated that alliance to walk alone. What are the advantages of belonging to one of those large international firms? What are the virtues of returning to being an independent firm that establishes occasional alliances with other firms?

ONTIER was an amazing project and still is for those that are part of it. It gave CCA the possibility of being part since the inception of a very bold idea, to create a truly international firm by bringing together a dozen of well-established local firms, in a dozen different countries. The learning curve was steep, and we had invaluable lessons in the process. The advantages are simple and obvious, it gave access to international clients looking for a one-stop-shop, and it allowed us to offer our clients a broader area of influence.

Returning to what we were was, in

CCA LAW FIRM IN NUMBERS

NUMBER OF OFFICES:

2

NUMBER OF EMPLOYEES:

23

NUMBER OF LAWYERS:

63

NUMBER OF PARTNERS:

11

REVENUE:

€7.3 million

MAIN PRACTICE AREAS:

TMT & IP; Corporate/M&A; Real Estate, Tourism & Leisure; Tax; Employment; Litigation & Arbitration; Criminal Law; Public Law; Private Clients; Gaming; Data Protection; Start-ups & SMEs. International Desks: CCA has joined Global Business Lawyers Alliance, a networking platform for law firms to exchange best-practices and referrals presence in 55 countries.

hindsight, the best decision we could have taken. As an independent law firm since we departed from ONTIER, we kept growing in higher figures while maintaining the same services proficiency.

CCA was able to implement its own vision without the constraints of adapting its strategy to different alignments. It enabled us to rekindle with old friends in other jurisdictions and even to new ones that we have always wanted to meet, but we could not.

You are recognised as a lawyer with a unique client service approach, will this be the trademark of all CCA as a firm?

The question is not adequately addressed. If I am recognised as a lawyer with a unique client service approach, precisely, because that is what CCA (embodied in its former and current lawyers) taught me to be, it is CCA's DNA rather than my own. The client is the absolute core of our activity; we cherish and foster our relationship with our clients in a long-term perspective. This unique partnership, very personal, was and is fully visible during the pandemic.

CCA is one of the few firms that, in the same firm's website home, emphasises the existence of two Portuguese offices, one at Lisbon and another at Porto, and even includes the city by the Douro as a specific area within the firm's offer. Why this presence in Porto and what does it bring in comparison to the more usual Lisbon centralisation?

We decided to open an office in Porto because we have had more client demand in the north of Portugal in recent years. Therefore, we wanted to have a steeper footprint in Porto to be closer to them.

Porto is increasingly seen as a technological cluster, attracting



CCA STANDS OUT FOR BEING A LAW FIRM WITH A YOUNG AND MODERN ATTITUDE, WITH A GREAT FOCUS ON NEW TECHNOLOGIES, WHICH PRIDES ITSELF ON BEING CLOSE TO THE CLIENTS, PROVIDING TAILORED-MADE SOLUTIONS



highly qualified talent and many national and international companies, especially in technology, one of our strategic areas. It was a natural choice. We are happy to see the office growing, with more activity, even with Lisbon lawyers requesting to move to Porto.

One of the most important CCA assets is the Technology, Media and Telecommunications area, recently awarded by our magazine as the best team in the Forty under 40 awards. Besides, CCA is one of the firms that pays more attention to start-ups. How does your approach to these innovative companies differ from that of other firms?

Start-ups (even those who fail) have one great virtue: they identify a problem (usually inefficiencies) and come up with a solution to that problem. If enough costumers are willing to pay for that solution, a new business is born, and typically this business will pose a threat to existing well-established companies whose business model is being tested. Working with start-ups gives us an edge to witness first-hand how the future will be shaped, and at the same time gives us powerful insights to work with the corporate world. For more than ten years we've been investing our time and resources on new sectors such as gaming, media, IT, technology, start-ups (very focused on Venture Capital), personal data, fintech, e-commerce and many others. We are a full-service law firm, of course, but accepting that innovation, digitalisation and technology as a landscape where every business develops its activity gives us a specific mindset, focusing on combining the traditional with technology that is transversal to all industries. We are doing nothing but legal work. But we do it in a way that adapts to the future, new generations and new markets.

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SAVE THE DATE

23 September 2021 • Madrid
19:30 (CET)

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#IBLFortyUnder40

CCA is one of the firms that has been able to close the gender gap that affects the Portuguese legal market. It is one of the few law firms with a majority of women associates and partners too.

What does this bring to the firm?

With 70 years of existence, CCA has always been concerned about promoting gender equality. We are committed to adopting the best Corporate Governance practices and to putting in place the conditions that allow women to thrive at work without having to sacrifice other objectives in life. Because of that, we have already achieved a balanced representation in the administrative and management teams, which shows a significant contribution of women in the decision-making process.

This is our path and our contribution to breaking the glass ceiling that prevents women from reaching the top, from

having a more just and balanced society. The consideration of this, e.g., is that these values have a significant impact on attracting and retaining talent.

When I am writing some news about CCA lawyers, something always strikes me; that in their profiles on the website, they emphasise the hobbies they have outside work, their life beyond the firm. What is the reason for this different view of the leisure activities you provide on a communication level?

CCA stands out for being a law firm with a young and modern attitude, with a great focus on new technologies, which prides itself on being close to the clients, providing tailored-made solutions. Showing our leisure activities creates closer bonds between lawyers and clients and increases the sense of belonging. Besides, it also shows our young talent's freshness, who is willing to try a new way of providing legal services.



DOMINGOS CRUZ


With 20 years' experience, Domingos Cruz is praised for his extensive and experienced approach and his ability to advise clients on complex and innovative transactions. His name has been associated with complex and essential Corporate Real Estate transactions, Corporate Governance, Venture Capital and M&A operations. Domingos Cruz's experience also includes representing institutional

investors, investment funds and developers, and leading Private Equity firms, having assisted them in several corporate transactions as foreign investment, finance and forward funding operations, purchase and sale and lease operations.

In the last years, he has been actively and consistently involved in several cross-border operations, working with large companies as well as start-ups.

Clients and peers recognise him as an innovative lawyer, strong and commercially-oriented, who adopts an international approach and provides a high standard of quality and professionalism.

Iberian Lawyer recognised him with the "Forty under 40" award in 2016 for the best lawyers under 40 years. He is also an entrepreneur, a business angel, and a member of the Entrepreneurs' Organisation Board in Portugal.

Beyond the law environment, he founded the Tell a Story project in 2013, a publishing house dedicated to disseminating Portuguese authors in different languages. 

We already know that 2020 was the year of telework and the medical challenges, but what do you think the challenges of 2021 will be in general?

I would say that the Portuguese economy will be capable of a rapid and robust economic recovery if it succeeds in reaching two basic assumptions, one highly objective, the other purely subjective, i.e., liquidity and confidence. Therefore, on the one hand, cash liquidity in companies, especially in SMEs and technology companies. Not only to cope with cost structures, which are generally inelastic, but also to be able to invest in new markets and business areas. On the other hand, a massive dose of confidence in entrepreneurs and decision-makers allows them to look at the current opportunities that the market offers and not be afraid to invest, with the certainty that tomorrow will be much better.

And within the Portuguese legal world in particular?

Structurally, the Portuguese legal world is already facing several challenges, many

Legaltech Day

The event focusing on legaltech trends in Latin America



THE LATIN AMERICAN LAWYER LEGALTECH DAY – BRAZIL

Legaltech: Como o mercado jurídico brasileiro está se preparando para uma realidade cada vez mais próxima.

23 MARÇO 2021



PROGRAMA

09:00 BRT **ABERTURA E AGRADECIMENTOS.**

09:20 BRT **INTRODUÇÃO**

Correspondente - LATIN AMERICAN LAWYER

09:45 BRT **SEÇÃO 1**

Era da eficiência: os clientes solicitam eficácia e controle de custos.

Como reagem e respondem os advogados?

11:30 BRT **SEÇÃO 2**

Legaltech: O mercado jurídico brasileiro estará preparado para seguir essa tendência mundial? Como atender as demandas dos clientes internacionais.

13:15 BRT **ENCERRAMENTO**

REGISTRE-SE

MEDIA PARTNER

Iberian Lawyer

Maiores informações: carlos.montagnini@iberianlegalgroup.com



DOMINGOS CRUZ

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I WOULD SAY THAT THE PORTUGUESE ECONOMY WILL BE CAPABLE OF A RAPID AND ROBUST ECONOMIC RECOVERY IF IT SUCCEEDS IN REACHING TWO BASIC ASSUMPTIONS, ONE HIGHLY OBJECTIVE, THE OTHER PURELY SUBJECTIVE: LIQUIDITY AND CONFIDENCE

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of them addressed above. The situation we are currently living will only enhance those challenges. The client will expect more efficiency, more for less, be prone to choose price over quality, have less appetite for risk, and have more thoughtful decision processes. This, of course, can be mitigated if the economy

recovers rapidly, if foreign direct investment in Portugal recovers too, and if tourism resurrects from where it is now. Law firms need to be very flexible to adapt to each circumstance, and it is foreseeable in 2021 to continue to have a consolidation of the legal market. 🇵🇹