



Session 4: Firm management - How to best work with international counsel

Dr. MaryAnne Armstrong, BSKB (US)
Doug Deeth, DWW (CA)



59



Conflicts

- Legal Obligations
- Ethical Obligations
- Practical Obligations
- Local Rules
- FICPI Code of Conduct



60

30



Expectations

Sending work:

- What do you expect of your associates when you send work to them?
- What do your associates expect from you when you send work to them?

Receiving Work:

- What do your associates expect from you when they send work to you?
- What do you expect from your associates when they send work to you?

Communicating / Understanding Expectations

- Engagement letters
- Standard Terms and Conditions
- Standards imposed by local professional bodies or organizations



61



Complying with the Rules

- **Local codes of professional conduct**
- **Standards imposed by IP offices, such as the USPTO**
- **FICPI Code of Conduct**



62



Who is your client?

- **Your associate?**
- **The applicant?**
- **Both?**
- **Confidentiality of communications**
 - E.g. communications from associate about the client
 - Communications from you to an associate about the client



63



Know Your Client Obligations

- **May require you to know much more about the applicant than previously**
- **E.g. Law Society of Ontario Rules**
- **How do you gather that information without annoying your associate?**
- **Can there be a standard disclosure requirement that FICPI should adopt for instructing foreign associates?**



64

32



What do your Foreign Associates Really Want?

What do you need to do that your competitors are not doing?

- Low fees
- Prompt responses
- How proactive are you in dealing with prosecution?
 - Detailed explanation of office actions or just forward with a note about the due date?
 - Does your associate need a detailed review of the prior art?



65



Corporate Clients vs. Foreign Associates

- Do you deal with in-house attorneys differently than you deal with foreign associates
- How do you deal with corporate docketing and billing requirements
 - Billing formats
 - Disbursements
 - Timing of accounts
 - What are the main problems



66

33



Tariffs, Fees and Discounts

- **Publishing and explaining tariffs**
- **Setting Fees and staying competitive**
 - How much emphasis is placed on fees
 - How much of what we do is really a commodity?
- **Dealing with discounts**
 - How to say no
 - How to handle discounts for some and not for others
- **Price quotes and staying compliant**



67



Liability Issues

- **Who is responsible for errors, failures to pay, etc.?**
- **Does your insurance cover you?**



68



Collecting Your Fees

- **Advance Payment**
 - Feasible or offensive?
- **Discounts for Prompt Payment**
- **When to say “Enough”?**



69



Jessica Richard

Senior President, Federal Public Policy,
Recording Industry Association of America
(RIAA), Washington, DC, US




70

35



71



Thank you to our sponsors!

LEGORA


 Solve Intelligence®


 Stilta



FICPI ABC MEETING | NASHVILLE | JUNE 2026
72

72