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**I**n 1992 chemical company DuPont embarked on a radical new approach to managing its outside law firms. Faced with a company-wide challenge to cut operating costs by \$1 billion, it offered its law firms a deal—more to the point, a partnership. It would pare its outside firms to a select few and funnel them more work. In return the chosen firms would agree to a fee structure in which they shared risks as well as rewards. Together, DuPont and its primary firms would reorient legal strategy from the courtroom to the boardroom. Where once the focus was on winning at all costs, it would now be on early assessment of benefits against costs. During the next three years DuPont cut its outside firms from 350 to 34 and in the process reduced its outside legal spending by \$13.2 million.

Fast forward to 2006. DuPont's "less is more" legal model, as a former executive called it, is now the prototype of law-firm management. Driven by corporate mandates to reduce legal budgets, general counsel preach its gospel of law-firm convergence, alternative fee arrangements, and early case assessment. With fewer firms, the thinking goes, companies can build closer, more strategic partnerships with their outside lawyers, create more efficient fee and cost structures, and streamline billing and management. This drive to consolidate was further fueled by the Sarbanes-Oxley Act of 2002. Increased emphasis on compliance and corporate governance led companies to

## THE PRACTICE

More companies are adopting strategic partnerships with their outside law firms to improve efficiency and keep a tighter rein on compliance issues.

select outside firms more carefully and seek closer working and reporting relationships with them.

More than preach, the companies practice. From 2001 to 2004 the average number of outside firms was reduced from 75 to 48. One survey projects that the number will drop to 31 within a year. In a dramatic gesture in 2003, Tyco International cut its product-liability firms from 167 to one. Last year alone, 40% of large companies were actively trimming firms. More than a decade later, DuPont continues to report success; its outside legal spending has held steady for most of the last ten years at \$115 million to \$120 million and

has shown slight drops each of the last three years. Efficient legal management even enabled DuPont to reduce its in-house litigation staff from 25 lawyers to 19. By all appearances big business and its outside firms had found the path to mutual harmony.

Or had they? Polls present conflicting evidence. Two recent surveys found that more than half of companies polled had terminated or demoted at least one of their primary law firms last year—sometimes without telling the firm. The two surveys—one conducted by the Association of Corporate Counsel (ACC), an 18,000-member professional association of in-house lawyers, and the legal technology company Serengeti Law, of Bellevue, Wash., and the other by BTI Consulting Group, of Wellesley, Mass.—show that companies now divert more dollars than ever to second- and third-tier firms, in what the BTI survey described as audi-

tions for the role of primary firm. But a third survey of chief legal officers, conducted by the management-consulting firm Altman Weil, of Newtown Square, Pa., for the ACC, suggests that companies are less likely to fire a law firm today than they were three years ago. On one point the surveys agree: The top reason given for terminating a firm is a lack of responsiveness.

These results are open to various interpretations. But Fred Krebs, ACC president, suggests they may simply show that companies are exercising tighter control over their outside firms. Corporate law departments saw the need to become more busi-

ness-like in their management of law firms, he says, in order to control costs better. "General counsel are under pressure to reduce costs, and that pressure is continuing to increase." In response, general counsel are more likely to require budgets, periodic reporting, and greater use of technology. With stricter controls in place, businesses are more inclined to terminate firms that fail to perform and promote ones that exceed expectations. "In-house counsel are becoming more aggressive," Krebs says. "The best marketing a law firm can do is to have highly satisfied clients. Some firms forget that."

If getting what you pay for is any measure, businesses should be satisfied. As a group, large U.S. companies with more than \$3 billion in annual revenues, spend \$75.6 billion a year on legal services, with \$47.2 billion going to outside counsel, a BTI survey finds. These companies spend an average of \$25.4 million annually on legal affairs. Among the 100 largest companies, that figure soars to \$91 million. A typical company spends \$14.6 million, or 57.4% of its overall legal spending, on outside counsel. The ACC/Serengeti survey found that among companies of all sizes, median spending on outside legal services in 2004 was \$1.3 million. That was a drop from the prior year, but corporate spending overall on outside lawyers is up 6.8% since 2001. The ACC/Serengeti survey showed three years of steady increases between 2001 and 2003, from a \$1.1 million median to \$1.6 million. Among larger companies the BTI surveys found that spending on outside lawyers rose 4.7% from 2004 to 2005, from \$25.4 million to \$26.6 million.

#### TOO MESSY FOR MODELS

No doubt, to the extent that businesses express dissatisfaction, law firms are partly at fault. But if there is discontent among clients, law firms should not shoulder all the blame. Selecting a law firm is part science, part faith, and part guesswork. Companies—particularly their general counsel—juggle competing interests and changing priorities.

From the boardroom come mandates to control legal costs and keep pace with changing corporate priorities. From outside come unforeseen legal and regulatory challenges and the unpredictability of law firm mergers and lawyers who jump firms. The right firm today may be wrong tomorrow. In this environment, says Deborah DeMott, a law professor at Duke University School of Law who recently completed a study of corporate legal departments, formal models of law firm management are limited in their usefulness. "It's messier, more dynamic, and more variable than the models," she says.

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## SELECTING A LAW FIRM IS PART SCIENCE, PART FAITH, AND PART GUESSWORK.

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Even within the framework of a management model, a company can be overly rigid. Thomas L. Sager, DuPont vice president and assistant general counsel, says that a common error companies make in applying the DuPont model is failing to invest in their relationships with outside firms. "One-sided relationships do not work," says Sager. "You have to invest in their success, to give them opportunities they did not have before." General counsel too often make the mistake of viewing themselves as the client, when the client should be the business, he says. "Look at your network of firms as an extension of your legal department. Don't be overly controlling; let them complement what you do in-house."

#### BEYOND THE MARQUEE

Surveys and common sense alike suggest that the most important factors in selecting an outside firm are its competence and reputation. But the glow of a law firm's marquee can lead a company down the wrong path. Like moths on a summer night, business executives are drawn to the brightest lights. Rees Morrison, director of law department consulting at Hildebrandt International, calls it the "cover-your-ass syndrome." "Don't blame us," the executives can later say. "We hired the best law firm we could." There is no question, says Morrison, that sometimes only the best will do. The fact is, though, that bet-the-company matters are rare. By hiring a high-end firm, a company also takes on a similar cost structure, in which blended hourly rates average \$375. "In many situations," Morrison says, "you can get as good legal knowledge, probably better service, and certainly lower cost by thinking away from those top-listed firms."

One corporate executive who agrees is Barry Nagler, senior vice president and general counsel of Hasbro. "If I can find my ideal lawyer in a smaller firm with lower overhead, I will err on that side," he says. For Nagler that means looking not only beyond marquee firms, but also beyond marquee cities. "Companies tend to overlook geography as a potential advantage." Hasbro, with headquarters in Pawtucket, R.I., shopped around and now sends the bulk of its real estate work to a San Diego law firm. Nagler sees it as similar to outsourcing in the financial services industry. "We are aggressively looking for lower-cost, high-quality firms in less well-known jurisdictions," he says.

A beneficiary of this approach is the Chicago law firm Gardner Carton & Douglas. At 230 lawyers, it is modest by mega-firm standards. But it was recently tapped by Wal-Mart to be Illinois counsel on matters ranging from litigation to environmental counseling. Jesse H. Ruiz, the partner who manages the firm's relationship with Wal-Mart,

says that the retailing giant has built a network of local firms to serve as its eyes and ears in each state: "We watch out for anything happening in Illinois that is relevant to its business." Wal-Mart was referred to Gardner Carton by a lawyer who was familiar with the firm. Firsthand references are important, Ruiz says. "The No. 1 factor for the client is trust. It is placing significant matters in that lawyer's hands."

**LAWYERS, NOT FIRMS**

In fact, of the five criteria companies most commonly look for when selecting outside counsel, all involve personal referrals, a 2005 ACC survey found. Notably, companies are most interested in referrals to individual lawyers, not to firms, the survey showed. Topping their list of criteria are the lawyer's area of expertise and reputation, ahead of the expertise and reputation of the firm. This finding accu-

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rately reflects the experience among corporate counsel, says James Defebaugh, vice president and general counsel of Labor Ready in Tacoma, and former chief legal officer at Kmart. "I consider the lawyer or group of lawyers more than the law firm," says Defebaugh. "I know their work ethics, their practices and their perspectives. That's important to me."

The flip side is that price is not a

deciding factor. At Clorox Co. in Oakland, the legal department is always on the lookout for creative alternatives that will cut its legal costs, says Laura Stein, senior vice president and general counsel. That does not mean, she is quick to add, that the company and its outside firms have found common ground on costs. "When you need highly specialized services," Stein says, "you hire who will get you the best results." For all the talk of alternative fee structures, the hourly rate remains the most prevalent form of billing, according to a survey conducted by the ACC and Serengeti Law, a Bellevue, Wash., legal technology company. Fewer than a fourth of in-house counsel regularly use alternative fee arrangements.

Under the DuPont legal model, outside law firms are expected to place the company's interests ahead of their own, in the belief that both the company and the firm

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will benefit in the long run. That might mean advising against litigation that could have been lucrative for the firm or recommending that another firm might be better suited to a task. Among businesses the ability of a law firm to understand and prioritize the clients' needs is now a key factor in hiring and retention. Legal savvy is no longer enough; companies want lawyers with business savvy.

A case in point is the Auto Club Group, based in Detroit. It is an automobile club structured as a non-profit, membership organization, but it also operates a for-profit insurance company with \$2 billion in reserves. That adds up to a complex business structure, says Richard T. White, vice president, secretary, and general counsel. "We look for outside counsel who are sensitive to the kind of business we are. We are member focused. We are not a public corporation. We are not looking to please our stockholders."

### MEASURING PERFORMANCE

Corporate law departments are catching up to other company departments in the way they retain and manage outside vendors, says Rob Thomas, vice president of strategic development at Serengeti Law, co-sponsor of the ACC law department survey. "We're seeing law departments becoming more businesslike. Law firms are being treated more like the vendors that they really are."

That means companies are keeping a closer watch on their outside firms' performance. To do that, law departments are becoming more sophisticated in their use of technology and are requiring their outside firms to be more tech-savvy. "Now companies expect their law departments to have hard data so that they can provide more objective responses about what their departments are doing," says Thomas, whose company markets management and billing systems for corporate law departments.

Types of data that companies collect about their law firms include results achieved; time required to achieve the results; fees and costs incurred; and the accuracy of the forecast of costs and outcome.

A number of law departments are now seeking to integrate the so-called Six Sigma method of quality improvement into the management and monitoring of their outside law firms, says James L. Michalowicz, a law department consultant with Altman Weil, and formerly litigation manager at both Tyco International and DuPont. Developed at Motorola in 1986, Six Sigma uses statistical analysis to measure and improve performance. Law departments, including DuPont and Tyco, are using it in four key ways, Michalowicz says: to improve compliance, reduce risk, contain costs, and align the law department more closely with the objectives of the business.

Applying Six Sigma within the law department is the first step; then the law department must somehow align its outside providers with the same goals. Michalowicz's suggestion: Law departments should use requests for proposals that specify the criteria for performance, measurement, and success, then structure a fee arrangement that rewards success in meeting or exceeding the measures.

### SEEKING DIVERSITY

Increasingly companies cite diversity as a factor in hiring outside law firms. "Promoting diversity is important to our company, and we believe it is important for our law firms to strive for the same goal," says Laura Stein, Clorox's general counsel. DuPont made that goal a core element of its legal model from the get-go and sponsored its first legal minority job fair for lawyers in 1994. Five years later, in 1999, the chief legal officers of 500 U.S. corporations signed a statement of principle to promote diversity in the legal profession.

In 2004, frustrated that enough had not been done to achieve diversity, Roderick A. Palmore, chief legal officer of Sara Lee in Chicago, re-drafted the statement as a call to ac-

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tion and invited companies to sign once again. In addition to asking companies to commit to internal diversity, Palmore's statement asked them to pledge to hire outside firms "based in significant part on the diversity performance of the firms" and to limit their relationships with firms "whose performance consistently evidences a lack of meaningful interest in being diverse." Ninety-five companies have signed so far.

Michele Coleman Mayes, Pitney Bowes' senior vice president and general counsel, says her Stamford, Conn., company is not just talking the talk on diversity. Last year it required all its outside firms to provide details on steps they are taking to promote racial, ethnic, and gender diversity. Within her legal department Mayes has assembled a committee to review this data. Soon she will assign a committee member to work with each outside firm to set specific goals about diversity and to monitor their progress in meeting them. "Our firms are being told that this is something we want to see," she says. "Our CEO expects this company to walk the walk."

Altman Weil's Michalowicz believes that a company's law department must view itself as a business partner in a broader enterprise: "Its goals and objectives need to be in alignment with the company's overall goals and objectives." Having said that, he adds, the critical question becomes, How do they align their outside providers with those same goals?

For Michalowicz, the best answer is to put it directly to the outside firms. "Challenge the law firms: How will you address and improve upon our performance concerns?" It was a radical approach in 1992, and it remains one today.

**—Robert Ambrogi**

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(From left): Harry P. Trueheart, Jonathan R. Karis, and Christine Vargas Suthoff

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The firm's client-focused culture has contributed to its growth and helped it achieve top national rankings. Nixon Peabody now numbers more than 600 attorneys, working from 16 offices in 15 major practice

"Our emphasis is on having our lawyers work with clients in a very personal, get-the-job-done sort of way."

areas. Nixon Peabody is focused on current business needs, including private equity and intellectual property. It is ranked 5th nationally for the number of private equity and venture capital funds negotiated or structured, and 19th for the number of private equity and venture capital deals closed. It is also named among the top 25 intellectual property litigation firms, among the top 10 percent of law firms for the number of utility patents issued, and among the top trademark firms.

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(From left): Jeffrey H. Becker, Barry A. Cozier, Sharon L. Ferko, Ronald M. Green, Howard Pianko

“We bring to clients a philosophy and skills that just can’t be replicated.”

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But there’s a lot more to know about EBG, says managing partner George Sape. “We’re continually expanding our legal footprint,” Mr. Sape says. Indeed, the firm, which serves clients in a wide variety of sectors, is actively growing its litigation presence while developing its

mid-cap business law and real estate practices. Yet Mr. Sape and the 400 attorneys at EBG’s 11 offices nationwide know that the firm simply can’t be all things to all people, so EBG is steadfastly remaining true to its vision of being a large boutique. “We’re specialized,” Mr. Sape says. “We’ve learned to identify areas that are underserved, and at the same time we’re still small enough where we can identify personally with clients.”

And EBG’s attorneys never lose sight of the fact that providing counsel to clients is a service business. That part, at least, comes naturally. In its two largest groups, for example, EBG brings more expertise in more diverse areas than any other

firm, Mr. Sape says. “Our clients come to us when they have a major problem because there’s no reason for them to go anywhere else. We simply have some of the best lawyers to handle the most complex cases out there,” he says. “I think the message is that this firm stands apart in many ways. We bring to clients a philosophy and skills that just can’t be replicated.”

EBG also puts a strong emphasis on its diversity efforts, recognizing that diversity plays a critical role in the success of the firm and its clients by allowing for a more creative, nuanced, and sophisticated response to both employees’ and clients’ concerns and expectations.

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*(From left): Cynthia Lange, Austin Fragomen, Lance Kaplan*

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"Whether we're dealing with an individual or a corporation, we're still doing something for people," says Chairman of the Firm Executive Committee Austin Fragomen. "I think that's the most attractive part of the practice."

But the firm is also keenly aware that helping clients meet all legal compliance requirements adds value to their organizations. Indeed,

**"We don't read about the immigration policy-development process in the newspaper. We're part of it."**

for companies facing strategic and compliance issues in the movement of its workforce, it pays to have a partner like Fragomen.

The firm, which was founded in 1951 and today has 26 offices worldwide, has made it a priority to understand not only a client's specific requirements but also those common to its industry. "We look at all aspects of an employee's legal right to work and ensure the company has appropriate compliance programs in place," says Northern California Managing Partner Cynthia Lange. "We've developed industry-specific expertise that allows us to be a strategic partner."

Another key aspect of Fragomen—which is instrumental in guiding immigration policy at the government

level—is that it operates globally and locally. "We're involved with changes in legislation on a per-country basis," says Partner and Global Managing Director Lance Kaplan.

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Which law firms do America's largest corporations turn to first to handle their legal affairs? ALM, the nation's leading legal journalism and information company, put that question in a survey sent to the general counsel at each of the 500 largest U.S. companies. Their responses form the basis for this Directory of Go-To Law Firms®.

The survey asked each company to identify its primary outside law firms in each of six practice areas: corporate transactions, corporate governance, intellectual property, labor and employment, litigation, and European Union law. Selection was based on the respondents' criteria. Most chose firms based on their all-star track records. Many selected outfits that handled most of their caseload in the previous year. No company, however, was able to name more than seven firms for each practice area.

Of the companies queried between April and

October 2005, more than two-thirds responded. Of those, 187 provided names of their primary outside law firms in some or all of the six practice areas; the others declined to do so. The resulting Go-To list includes 533 U.S. law firms and 114 overseas firms. The U.S. firms have headquarters in 40 states and the District of Columbia. The state that is home to the greatest number of Go-To firms is New York, with 60 firms, followed by California with 58, Texas with 47, and Illinois with 41.

This is not a directory in which law firms paid to be included. Each firm listed in these pages is there because it was named as a Go-To firm by one or more of the general counsels we surveyed.

ALM conducts its survey of general counsel annually and uses the results in reports that appear in its publications *Corporate Counsel*, *The American Lawyer*, *IP Law & Business*, *The National Law Journal*, and "The Directory of In-House Law Departments." While legal professionals have used this information as a reference for many years, this is the first time this list has appeared in this publication.

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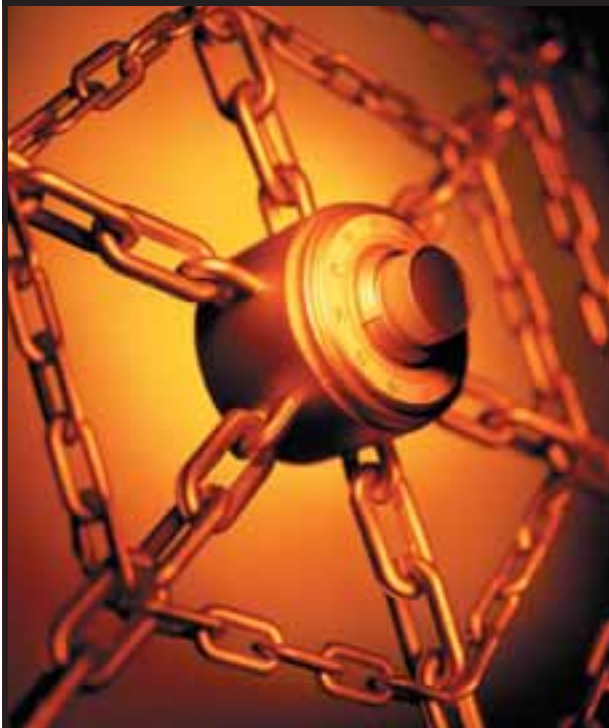
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### **COX COMMUNICATIONS, INC.**

CORPORATE GOVERNANCE: Dow, Lohnes & Albertson  
CORPORATE TRANSACTIONS: Dow, Lohnes &  
Albertson  
INTELLECTUAL PROPERTY: Kilpatrick Stockton  
LABOR AND EMPLOYMENT: Dow, Lohnes &  
Albertson; Elarbee, Thompson, Sapp & Wilson  
LITIGATION: Dow, Lohnes & Albertson

### **CVS CORPORATION**

CORPORATE GOVERNANCE: Davis Polk & Wardwell  
CORPORATE TRANSACTIONS: Davis Polk & Wardwell  
INTELLECTUAL PROPERTY: Edwards & Angell  
LABOR AND EMPLOYMENT: Edwards & Angell;  
**Jackson Lewis** (see page S10)  
LITIGATION: Davis Polk & Wardwell; Edwards &  
Angell; Hinckley, Allen & Snyder; Holland &  
Knight; Mintz Levin Cohn Ferris Glovsky and  
Popeo

### **DANA CORPORATION**

CORPORATE GOVERNANCE: Hunton & Williams;  
Jones Day; Katten Muchin Rosenman;  
Skadden, Arps, Slate, Meagher & Flom;  
Wachtell, Lipton, Rosen & Katz  
CORPORATE TRANSACTIONS: Hunton & Williams;

## LANE POWELL PC



(From left) Jack Walsh, D. Michael Reilly,  
D. Wayne Gittinger, David G. Hosenpud,  
Michael E. Morgan

Photograph by: Craig Harrold

There's so much value in long-term relationships—especially when it comes to law firms and their clients. That's certainly the case with Lane Powell and Nordstrom Inc., which has been relying on the firm for guidance since 1963. "Big things, little things, anything—it's been that way for 43 years," says shareholder Wayne Gittinger, who has been with the firm since 1959. "Obviously, the relationship means a lot to us."

And to Nordstrom, which has named Lane Powell a Go-To Law Firm® in Corporate Governance, Labor and Employment, and Litigation. "In an ever-changing business landscape, we feel confident in having Lane Powell as our partner, helping us to capitalize on our successes and prepare for the future," says Blake Nordstrom, the company's president.

Indeed, the firm's overriding strength lies in its depth of experience. "We have a reputation and an expertise in the problems that companies typically encounter," Mr. Gittinger says. "Business and employment law, real estate issues, litigation, you name it. We can take care of it."

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**LABOR AND EMPLOYMENT:** Barnes & Thornburg; Foley & Lardner; Hogan & Hartson; Seyfarth Shaw  
**LITIGATION:** Bowman and Brooke; Cooper & Walinski; Davis & Young; Howrey

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**CORPORATE TRANSACTIONS:** Baker & Daniels; Bell, Boyd & Lloyd; Covington & Burling; Hunton & Williams; Lane & Waterman; Shearman & Sterling; Skadden, Arps, Slate, Meagher & Flom  
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**EUROPEAN UNION:** Clifford Chance; Derra, Meyer & Partner; Edwards Geldard; Linklaters; Shearman & Sterling; Simmons & Simmons

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**CORPORATE TRANSACTIONS:** Vinson & Elkins  
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**CORPORATE TRANSACTIONS:** Shearman & Sterling  
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**LABOR AND EMPLOYMENT:** Johnston Barton Proctor & Powell; Jones Day  
**LITIGATION:** Butzel Long; Dickinson Wright; Quinn Emanuel Urquhart Oliver & Hedges; Shearman & Sterling  
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Aldridge; Davis Polk & Wardwell; King & Spalding; Troutman Sanders  
**INTELLECTUAL PROPERTY:** King & Spalding  
**LABOR AND EMPLOYMENT:** Kilpatrick Stockton; Munger, Tolles & Olson; Paul, Hastings, Janofsky & Walker; Rogers & Hardin; Thompson & Knight  
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**DEVON ENERGY CORPORATION**

**CORPORATE GOVERNANCE:** Mayer, Brown, Rowe & Mawe  
**CORPORATE TRANSACTIONS:** Vinson & Elkins  
**INTELLECTUAL PROPERTY:** Vinson & Elkins  
**LABOR AND EMPLOYMENT:** McAfee & Taft  
**LITIGATION:** Hughes & Luce; Liskow & Lewis; Thompson & Knight; Vinson & Elkins; Zummo & Mitchell

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**CORPORATE GOVERNANCE:** Paul, Weiss, Rifkind, Wharton & Garrison; Weil, Gotshal & Manges  
**CORPORATE TRANSACTIONS:** Weil, Gotshal & Manges  
**INTELLECTUAL PROPERTY:** Jones Day  
**LABOR AND EMPLOYMENT:** O'Melveny & Myers  
**LITIGATION:** Kirkland & Ellis; Quinn Emanuel Urquhart Oliver & Hedges

**DOLE FOOD COMPANY, INC.**

**CORPORATE TRANSACTIONS:** Gibson, Dunn & Crutcher; Jones Day; O'Melveny & Myers;

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CORPORATE TRANSACTIONS: Debevoise & Plimpton;  
Troutman Sanders  
INTELLECTUAL PROPERTY: Troutman Sanders  
LABOR AND EMPLOYMENT: Baker & McKenzie;  
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LITIGATION: Stokes Bartholomew Evans & Petree;  
Troutman Sanders

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CORPORATE TRANSACTIONS: Conner & Winters;  
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& Hamilton; King & Spalding; Mayer, Brown,  
Rowe & Mawe  
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Spalding; Whyte Hirschboeck Dudek  
LABOR AND EMPLOYMENT: **Littler Mendelson** (see  
page S27); Paul, Hastings, Janofsky &  
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CORPORATE TRANSACTIONS: Chadbourne & Parke;  
Robinson, Bradshaw & Hinson; Skadden,  
Arps, Slate, Meagher & Flom; Vinson & Elkins  
INTELLECTUAL PROPERTY: Kennedy Covington  
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LABOR AND EMPLOYMENT: Ogletree, Deakins,  
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LITIGATION: Dickstein Shapiro Morin & Oshinsky;  
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EUROPEAN UNION: Linklaters

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Vinson & Elkins  
INTELLECTUAL PROPERTY: Vinson & Elkins  
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CORPORATE TRANSACTIONS: White & Case  
INTELLECTUAL PROPERTY: Merchant & Gould; Morrison & Foerster  
LABOR AND EMPLOYMENT: Buchanan Ingersoll; The Overton Law Firm

LITIGATION: Coblenz, Patch, Duffy and Bass; Morrison & Foerster; T. Wade Welch & Associates

EUROPEAN UNION: Baker & McKenzie; Bufete J.Y. Hernandez-Canut; Cobbetts; Loyens & Loeff; Morrison & Foerster; NautaDutilh; Novagraaf Intellectual Property; Perani Mezzanotte & Partners

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LITIGATION: Fulbright & Jaworski; Vinson & Elkins

**EMERSON ELECTRIC CO.**

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CORPORATE TRANSACTIONS: Bryan Cave; Davis Polk & Wardwell

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CORPORATE TRANSACTIONS: Fulbright & Jaworski; Vinson & Elkins; Winstead Sechrest & Minick

INTELLECTUAL PROPERTY: **Gardner Carton &**

**Douglas** (see page S2)

LABOR AND EMPLOYMENT: Haynes and Boone;

**Littler Mendelson** (see page S27)

LITIGATION: Cokinis, Bosien & Young; Fulbright & Jaworski; Vinson & Elkins

**ENERGY CORPORATION**

CORPORATE TRANSACTIONS: Goodwin Procter; Skadden, Arps, Slate, Meagher & Flom; Thelen Reid & Priest; Wise Carter Child & Caraway

LITIGATION: Baker, Donelson, Bearman, Caldwell & Berkowitz; Morgan, Lewis & Bockius; Phelps Dunbar; Skadden, Arps, Slate, Meagher & Flom

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INTELLECTUAL PROPERTY: Ballard Spahr Andrews & Ingersoll; Kirkland & Ellis

LABOR AND EMPLOYMENT: Holland & Knight; Reed Smith; Sidley Austin Brown & Wood

LITIGATION: Jenner & Block

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CORPORATE TRANSACTIONS: Bryan Cave; Simpson Thacher & Bartlett

INTELLECTUAL PROPERTY: Bryan Cave

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LITIGATION: Husch & Eppenberger; Ropes & Gray

**FAMILY DOLLAR STORES, INC.**

LABOR AND EMPLOYMENT: **Littler Mendelson** (see page S27)

LITIGATION: **Littler Mendelson** (see page S27)

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CORPORATE GOVERNANCE: Jones Day

CORPORATE TRANSACTIONS: Jones Day  
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LITIGATION: **Jackson Lewis** (see page S10); Jones Day; Morgan, Brown & Joy

**FEDEX CORPORATION**

CORPORATE GOVERNANCE: Davis Polk & Wardwell  
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INTELLECTUAL PROPERTY: Baker & McKenzie  
LABOR AND EMPLOYMENT: Burke, Warren, MacKay & Serritella; Burr, Pease & Kurtz; Fisher & Phillips; Morgan, Lewis & Bockius; Newman Fitch Altheim Myers; Ogletree, Deakins, Nash, Smoak & Stewart; Rothgerber Johnson & Lyons

LITIGATION: **Littler Mendelson** (see page S27); O'Melveny & Myers; Seyfarth Shaw; Spotswood

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CORPORATE TRANSACTIONS: Sullivan & Cromwell  
LITIGATION: Alston & Bird; Keating Muething & Klekamp

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CORPORATE GOVERNANCE: White & Case  
CORPORATE TRANSACTIONS: White & Case  
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LABOR AND EMPLOYMENT: Allen, Matkins, Leck, Gamble & Mallory

LITIGATION: Bryan Cave

EUROPEAN UNION: White & Case

**FIRST DATA CORPORATION**

CORPORATE GOVERNANCE: Davis Polk & Wardwell  
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INTELLECTUAL PROPERTY: Fish & Richardson; Knobbe, Martens, Olson & Bear; Sidley Austin Brown & Wood; Townsend and Townsend and Crew

LABOR AND EMPLOYMENT: Crowell & Moring

LITIGATION: Parker, Hudson, Rainer & Dobbs; Sidley Austin Brown & Wood

EUROPEAN UNION: Baker & McKenzie; DLA Piper Rudnick Gray Cary; Freshfields Bruckhaus Deringer; Gibson, Dunn & Crutcher; Sidley Austin Brown & Wood; Travers Smith Braithwaite

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CORPORATE GOVERNANCE: Morris, Nichols, Arsh & Tunnel; Shearman & Sterling

CORPORATE TRANSACTIONS: Davis Polk & Wardwell; Dickinson Wright; Simpson Thacher & Bartlett

INTELLECTUAL PROPERTY: Brooks Kushman; Fish & Neave IP Group of Ropes & Gray; Pattishall, McAuliffe, Newbury, Hillard & Geraldson

LABOR AND EMPLOYMENT: Baker & Hostetler; Berkowitz, Oliver, Williams, Shaw & Eisenbrandt; Dickinson Wright; Kienbaum Opperwall Hardy & Pelton; Paul, Hastings, Janofsky & Walker; Sutherland Asbill & Brennan

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EUROPEAN UNION: Linklaters; Lovells; Wragge & Co

**GANNETT CO., INC.**

CORPORATE GOVERNANCE: Hogan & Hartson  
CORPORATE TRANSACTIONS: **Nixon Peabody** (see page S11)

INTELLECTUAL PROPERTY: Dow, Lohnes & Albertson

LABOR AND EMPLOYMENT: Seyfarth Shaw

LITIGATION: **Nixon Peabody** (see page S11)

**GAP INC.**

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**LITIGATION:** Davis & Gilbert; Debevoise & Plimpton; Jones Day; Kecker & Van Nest; Orrick, Herrington & Sutcliffe; Thelen Reid & Priest

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**CORPORATE GOVERNANCE:** Davis Polk & Wardwell; Kaye Scholer; Morrison & Foerster

**CORPORATE TRANSACTIONS:** Davis Polk & Wardwell; Kaye Scholer; Sheppard, Mullin, Richter & Hampton

**INTELLECTUAL PROPERTY:** Dewey Ballantine

**LABOR AND EMPLOYMENT:** Seyfarth Shaw

**LITIGATION:** Cooley Godward; Dewey Ballantine; Susman Godfrey

**EUROPEAN UNION:** Arthur Cox; Baker & McKenzie; Cobbetts; Simmons & Simmons

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**CORPORATE TRANSACTIONS:** Collier Shannon Scott; Dorsey & Whitney; Faegre & Benson; Wachtell, Lipton, Rosen & Katz

**INTELLECTUAL PROPERTY:** Faegre & Benson; Fulbright & Jaworski; Kagan Binder; Patterson, Thunente, Skaar & Christensen; Robins, Kaplan, Miller & Ciresi

**LABOR AND EMPLOYMENT:** **Littler Mendelson** (see page S27); Morgan, Lewis & Bockius

**LITIGATION:** Blackwell Igbunugo; Robins, Kaplan, Miller & Ciresi; Zelle, Hofmann, Voelbel, Mason & Gette

### **GEORGIA-PACIFIC CORPORATION**

**CORPORATE TRANSACTIONS:** Troutman Sanders

**INTELLECTUAL PROPERTY:** Banner & Witcoff; Finnegan, Henderson, Farabow, Garrett & Dunner; Fish & Neave IP Group of Ropes & Gray; Hunton & Williams; Kilpatrick Stockton

**LABOR AND EMPLOYMENT:** **Epstein Becker & Green** (see page S12); Kilpatrick Stockton; Troutman Sanders

**LITIGATION:** Hunton & Williams; Nelson Mullins Riley & Scarborough; Sheppard, Mullin, Richter & Hampton

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**CORPORATE TRANSACTIONS:** Gibson, Dunn & Crutcher; Orrick, Herrington & Sutcliffe; Ropes & Gray

**INTELLECTUAL PROPERTY:** Harvey Siskind Jacobs

**LABOR AND EMPLOYMENT:** Hanson, Bridgett, Marcus, Vlahos & Rudy; **Littler Mendelson**

(see page S27)

**LITIGATION:** Munger, Tolles & Olson; Musick Peeler & Garrett; Reed Smith

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**CORPORATE TRANSACTIONS:** Cleary Gottlieb Steen & Hamilton; Covington & Burling; Thompson Hine

**INTELLECTUAL PROPERTY:** Brouse McDowell; Wood, Herron & Evans

**LABOR AND EMPLOYMENT:** Frantz Ward; **Littler Mendelson** (see page S27)

**LITIGATION:** Ballard Spahr Andrews & Ingersoll; Covington & Burling; Dickstein Shapiro Morin & Oshinsky; **Vorys, Sater, Seymour and Pease** (see page S25)

**EUROPEAN UNION:** Cleary Gottlieb Steen & Hamilton

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**CORPORATE GOVERNANCE:** Vinson & Elkins

**CORPORATE TRANSACTIONS:** Vinson & Elkins

**INTELLECTUAL PROPERTY:** Vinson & Elkins

**LABOR AND EMPLOYMENT:** Fisher & Phillips

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**EUROPEAN UNION:** Baker & McKenzie; Baker Botts; Bristows; Herbert Smith; Hoffman Eitle; Pinsent Masons

**HARRAH'S ENTERTAINMENT, INC.**

**CORPORATE GOVERNANCE:** Latham & Watkins  
**CORPORATE TRANSACTIONS:** Latham & Watkins  
**INTELLECTUAL PROPERTY:** Fenwick & West

**HCA INC.**

**CORPORATE GOVERNANCE:** Bass, Berry & Sims  
**CORPORATE TRANSACTIONS:** Bass, Berry & Sims; Waller Lansden Dortch & Davis  
**INTELLECTUAL PROPERTY:** Middleton Reutinger; Waddey & Patterson  
**LABOR AND EMPLOYMENT:** Baker & Hostetler; Bell Nunnally & Martin; Carlton Fields; Constangy, Brooks & Smith; Ford & Harrison; Ogletree, Deakins, Nash, Smoak & Stewart; Trenam, Kemker, Scharf, Barkin, Frye, O'Neill & Mullis  
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**EUROPEAN UNION:** Beachcroft Wansbroughs; DLA Piper Rudnick Gray Cary; Kilburn & Strode

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**CORPORATE GOVERNANCE:** Sullivan & Cromwell  
**CORPORATE TRANSACTIONS:** Kirkland & Ellis; Sullivan & Cromwell  
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**LABOR AND EMPLOYMENT:** Seyfarth Shaw  
**LITIGATION:** Hogan & Hartson; Kaye Scholer; Kirkland & Ellis; McNeese Wallace & Nurick; Reed Smith; Seyfarth Shaw

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**CORPORATE TRANSACTIONS:** Davis Polk & Wardwell; Fried, Frank, Harris, Shriver & Jacobson; Skadden, Arps, Slate, Meagher & Flom  
**INTELLECTUAL PROPERTY:** Alston & Bird; Kirkland & Ellis; Robins, Kaplan, Miller & Ciresi  
**LABOR AND EMPLOYMENT:** Morgan, Lewis & Bockius; Ogletree, Deakins, Nash, Smoak & Stewart; Steptoe & Johnson  
**LITIGATION:** Arnold & Porter; Jenner & Block; King & Spalding; Kirkland & Ellis; McDermott Will & Emery; Sidley Austin Brown & Wood  
**EUROPEAN UNION:** Bird & Bird; Coudert Brothers; Eric Potter; Gill Jennings & Every; Lovells; Norton Rose; Wilmer Cutler Pickering Hale and Dorr; Winston & Strawn

**ILLINOIS TOOL WORKS INC.**

**CORPORATE GOVERNANCE:** Baker & McKenzie; **Gardner Carton & Douglas** (see page S2);

Mayer, Brown, Rowe & Mawe  
**CORPORATE TRANSACTIONS:** Baker & McKenzie; **Gardner Carton & Douglas** (see page S2); Mayer, Brown, Rowe & Mawe  
**INTELLECTUAL PROPERTY:** Beem Patent Law Firm; Brinks Hofer Gilson & Lione; Christensen O'Connor Johnson Kindness; Foley & Lardner; Greer, Burns & Crain; Kirkland & Ellis; McGuireWoods; **Niro, Scavone, Haller & Niro** (see page S16); Pauley Peterson Kinne & Erickson; Pitney Hardin; Scandaglia & Ryan; Thompson Hine  
**LABOR AND EMPLOYMENT:** **Jackson Lewis** (see page S10)  
**LITIGATION:** Davies, McFarland & Carroll; Kirkland & Ellis; Mayer, Brown, Rowe & Mawe; Sanchez & Daniels  
**EUROPEAN UNION:** Baker & McKenzie; Clifford Chance; Coudert Brothers; Mayer, Brown, Rowe & Mawe; Steptoe & Johnson

**INGRAM MICRO INC.**

**CORPORATE GOVERNANCE:** Davis Polk & Wardwell; Skadden, Arps, Slate, Meagher & Flom  
**CORPORATE TRANSACTIONS:** Bingham McCutchen; Davis Polk & Wardwell  
**INTELLECTUAL PROPERTY:** Knobbe, Martens, Olson & Bear  
**LABOR AND EMPLOYMENT:** Curiale Dellaverson Hirschfeld & Kraemer; Schroder, Joseph & Associates  
**LITIGATION:** Bingham McCutchen; Houser and Allison

**INTERNATIONAL PAPER COMPANY**

**CORPORATE GOVERNANCE:** Clifford Chance; Debevoise & Plimpton; Skadden, Arps, Slate, Meagher & Flom  
**CORPORATE TRANSACTIONS:** Debevoise & Plimpton; Skadden, Arps, Slate, Meagher & Flom; Vinson & Elkins; Wiggin and Dana  
**INTELLECTUAL PROPERTY:** Cowan, DeBaets, Abrahams & Sheppard; Darby & Darby; Dennis Lambert & Associates; Hammonds; Jones Day; Lerner & Greenberg; Pitts and Brittain; Thompson Hine  
**LABOR AND EMPLOYMENT:** Debevoise & Plimpton; Klein, Zelman, Rothermal & Dichter; McGuireWoods  
**LITIGATION:** Gibson, Dunn & Crutcher; Howrey; Jones Day; Kirkland & Ellis; McGuireWoods; Skadden, Arps, Slate, Meagher & Flom  
**EUROPEAN UNION:** A&L Goodbody; Baker & McKenzie; Clifford Chance; Ledingham Chalmers; Loyens & Loeff; Roschier Homberg; SKS Legal

**J.C. PENNEY COMPANY, INC.**

**CORPORATE GOVERNANCE:** Jones Day; Locke Liddell & Sapp; Richards, Layton & Finger  
**CORPORATE TRANSACTIONS:** Jones Day; Locke Liddell & Sapp; Richards, Layton & Finger  
**LITIGATION:** Jones Day; Locke Liddell & Sapp

**JABIL CIRCUIT, INC.**

**CORPORATE GOVERNANCE:** Holland & Knight; King & Spalding  
**CORPORATE TRANSACTIONS:** Holland & Knight

**INTELLECTUAL PROPERTY:** Fish & Neave IP Group of Ropes & Gray  
**LABOR AND EMPLOYMENT:** Holland & Knight  
**EUROPEAN UNION:** DLA Piper Rudnick Gray Cary; Hammonds

**JOHNSON CONTROLS, INC.**

**INTELLECTUAL PROPERTY:** Foley & Lardner  
**LABOR AND EMPLOYMENT:** Foley & Lardner  
**LITIGATION:** Foley & Lardner; Sachnoff & Weaver  
**EUROPEAN UNION:** Baker & McKenzie; Gide Loyrette; Linklaters; Ughi e Nunziante; Wragge & Co

**LEAR CORPORATION**

**CORPORATE GOVERNANCE:** Winston & Strawn  
**CORPORATE TRANSACTIONS:** Bodman; Winston & Strawn  
**INTELLECTUAL PROPERTY:** Brooks Kushman; MacMillan, Sobanski & Todd  
**LABOR AND EMPLOYMENT:** Bodman; Dickinson Wright; Winston & Strawn  
**LITIGATION:** Bodman; Dickinson Wright; Winston & Strawn  
**EUROPEAN UNION:** Grunecker, Kinkeldey; Mayer, Brown, Rowe & Mawe; Urquhart- Dykes & Lord; Winston & Strawn

**LEHMAN BROTHERS HOLDINGS INC.**

**CORPORATE GOVERNANCE:** Simpson Thacher & Bartlett  
**CORPORATE TRANSACTIONS:** Cadwalader, Wickersham & Taft; Milbank, Tweed, Hadley & McCloy; Sidley Austin Brown & Wood; Simpson Thacher & Bartlett; Weil, Gotshal & Manges  
**INTELLECTUAL PROPERTY:** Milbank, Tweed, Hadley & McCloy; Morgan, Lewis & Bockius; Paul, Weiss, Rifkind, Wharton & Garrison  
**LABOR AND EMPLOYMENT:** Kramer Levin  
**LITIGATION:** Jones Day; King & Spalding; Latham & Watkins; Paul, Weiss, Rifkind, Wharton & Garrison; Simpson Thacher & Bartlett  
**EUROPEAN UNION:** Allen & Overy; Clifford Chance; Freshfields Bruckhaus Deringer; Linklaters

**LIMITED BRANDS, INC.**

**CORPORATE GOVERNANCE:** Colucci & Umans; Davis Polk & Wardwell; Fenwick & West; Mayer, Brown, Rowe & Mawe; **Vorys, Sater, Seymour and Pease** (see page S25)  
**CORPORATE TRANSACTIONS:** Colucci & Umans; Davis Polk & Wardwell; Fenwick & West; Mayer, Brown, Rowe & Mawe; **Vorys, Sater, Seymour and Pease** (see page S25)  
**INTELLECTUAL PROPERTY:** Colucci & Umans  
**LABOR AND EMPLOYMENT:** **Vorys, Sater, Seymour and Pease** (see page S25)  
**LITIGATION:** Colucci & Umans; Davis Polk & Wardwell; Fenwick & West; Mayer, Brown, Rowe & Mawe; **Vorys, Sater, Seymour and Pease** (see page S25)

**LONGS DRUG STORES CORPORATION**

**CORPORATE GOVERNANCE:** Latham & Watkins  
**CORPORATE TRANSACTIONS:** Latham & Watkins  
**INTELLECTUAL PROPERTY:** Lathrop & Gage; Thelen Reid & Priest

## Special Advertising Feature

LABOR AND EMPLOYMENT: Orrick, Herrington & Sutcliffe; Paul, Hastings, Janofsky & Walker  
LITIGATION: Filice, Brown, Eassa & McLeod; Latham & Watkins; Orrick, Herrington & Sutcliffe

### **LOWE'S COMPANIES, INC.**

CORPORATE GOVERNANCE: McGuireWoods; Moore & Van Allen

CORPORATE TRANSACTIONS: McGuireWoods; Moore & Van Allen

INTELLECTUAL PROPERTY: Alston & Bird

LABOR AND EMPLOYMENT: Drinker Biddle & Reath; **Little Mendelson** (see page S27)

LITIGATION: Alston & Bird; **Little Mendelson** (see page S27); McGuireWoods; Moore & Van Allen; Tharpe & Howell; Womble Carlyle Sandridge & Rice

### **LUCENT TECHNOLOGIES INC.**

CORPORATE GOVERNANCE: Richards, Layton & Finger

CORPORATE TRANSACTIONS: Cravath, Swaine & Moore; Lowenstein Sandler; Sidley Austin Brown & Wood

INTELLECTUAL PROPERTY: Jones Day; Kirkland & Ellis; Ropes & Gray

LABOR AND EMPLOYMENT: **Epstein Becker & Green** (see page S12); Seyfarth Shaw

LITIGATION: Bryan Cave; Jones Day; Kelley Drye & Warren; McCarter & English; McGuireWoods; Wilmer Cutler Pickering Hale and Dorr

EUROPEAN UNION: Arthur Cox; Barthelemy &

Associés; Bevan Brittan; Dewey Ballantine; Roedl & Partner; Ussia, Ruiz Beato & Vidales; Vogel en Ruitenber

### **MARRIOTT INTERNATIONAL, INC.**

CORPORATE GOVERNANCE: Arent Fox Kintner

Plotkin & Kahn; DLA Piper Rudnick Gray Cary; Gibson, Dunn & Crutcher; Holland & Knight; O'Melveny & Myers; Venable

CORPORATE TRANSACTIONS: Arent Fox Kintner

Plotkin & Kahn; DLA Piper Rudnick Gray Cary; Gibson, Dunn & Crutcher; Holland & Knight; O'Melveny & Myers; Venable

INTELLECTUAL PROPERTY: Arent Fox Kintner Plotkin & Kahn; Holland & Knight

LABOR AND EMPLOYMENT: Venable

LITIGATION: DLA Piper Rudnick Gray Cary; Holland & Knight; O'Melveny & Myers; Williams & Connolly

EUROPEAN UNION: Bryan Cave; Gibson, Dunn & Crutcher; Holland & Knight; Macfarlanes

### **MASCO CORPORATION**

CORPORATE GOVERNANCE: Davis Polk & Wardwell; Honigman Miller Schwartz and Cohn

CORPORATE TRANSACTIONS: Davis Polk & Wardwell; Honigman Miller Schwartz and Cohn

INTELLECTUAL PROPERTY: Carlson, Gaskey & Olds; Foley & Lardner; Paul, Hastings, Janofsky & Walker; Rader, Fishman & Grauer

LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10); **Little Mendelson** (see page S27);

Wimberly, Lawson, Steckel, Nelson & Schneider

LITIGATION: DLA Piper Rudnick Gray Cary; Dykema Gossett; Heller Ehrman White & McAuliffe; Kell & Lynch; Ulmer & Berne

EUROPEAN UNION: Cleary Gottlieb Steen & Hamilton; Freshfields Bruckhaus Deringer; Linklaters

### **THE MAY DEPARTMENT STORES COMPANY**

CORPORATE GOVERNANCE: Skadden, Arps, Slate, Meagher & Flom

CORPORATE TRANSACTIONS: Skadden, Arps, Slate, Meagher & Flom

### **McDONALD'S CORPORATION**

CORPORATE GOVERNANCE: Cleary Gottlieb Steen & Hamilton

CORPORATE TRANSACTIONS: Cleary Gottlieb Steen & Hamilton

INTELLECTUAL PROPERTY: Ryndak & Suri

LITIGATION: Bullivant Houser Bailey; Kirkland & Ellis; Phillips Law Group; Winston & Strawn

### **MEDCO HEALTH SOLUTIONS, INC.**

LABOR AND EMPLOYMENT: Connolly Foley; Edwards & Angell; McElroy, Deutsch, Mulvaney & Carpenter; Seyfarth Shaw

LITIGATION: Shearman & Sterling; Williams & Connolly



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CORPORATE GOVERNANCE: Fried, Frank, Harris, Shriver & Jacobson  
 CORPORATE TRANSACTIONS: Covington & Burling; Fried, Frank, Harris, Shriver & Jacobson  
 INTELLECTUAL PROPERTY: Fitzpatrick, Cella, Harper & Scinto; Greenberg Traurig; Howrey  
 LABOR AND EMPLOYMENT: Morgan, Lewis & Bockius; Seyfarth Shaw  
 EUROPEAN UNION: Cleary Gottlieb Steen & Hamilton

**MICROSOFT CORPORATION**

CORPORATE GOVERNANCE: Covington & Burling; Preston Gates & Ellis  
 CORPORATE TRANSACTIONS: Covington & Burling; Preston Gates & Ellis  
 INTELLECTUAL PROPERTY: Amin & Turocy; Arnold & Porter; Fish & Richardson; Klarquist Sparkman; Lee & Hayes; **Leydig, Voit & Mayer** (see page S15); Merchant & Gould; Shook, Hardy & Bacon; Sidley Austin Brown & Wood; Weil, Gotshal & Manges; **Woodcock Washburn** (see page S10); **Workman Nydegger** (see page S20)  
 LABOR AND EMPLOYMENT: Crowell & Moring; Paul, Hastings, Janofsky & Walker; Preston Gates & Ellis; Riddell Williams  
 LITIGATION: Covington & Burling; Heller Ehrman White & McAuliffe; Montgomery, McCracken, Walker & Rhoads; Preston Gates & Ellis; Sidley Austin Brown & Wood; Sullivan & Cromwell; Winston & Strawn  
 EUROPEAN UNION: Covington & Burling; Linklaters; Mischon de Reya; Willkie Farr & Gallagher

**MORGAN STANLEY**

CORPORATE GOVERNANCE: Cravath, Swaine & Moore; Sidley Austin Brown & Wood; Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Cadwalader, Wickersham & Taft; Cleary Gottlieb Steen & Hamilton; Cravath, Swaine & Moore; Davis Polk & Wardwell; McDermott Will & Emery; Shearman & Sterling; Sidley Austin Brown & Wood  
 INTELLECTUAL PROPERTY: Alston & Bird; Cowan, Liebowitz & Latman; Kirkland & Ellis; Kirkpatrick & Lockhart; **Leydig, Voit & Mayer** (see page S15)  
 LABOR AND EMPLOYMENT: Allen & Overy; **Fragomen, Del Rey, Bernsen & Loewy** (see page S13); Morgan, Lewis & Bockius; Orrick, Herrington & Sutcliffe  
 LITIGATION: Bingham McCutchen; Cravath, Swaine & Moore; Greenberg Traurig; Kirkland & Ellis; Paul, Weiss, Rifkind, Wharton & Garrison; Reed Smith; Stradling Yocca Carlson & Rauth  
 EUROPEAN UNION: Allen & Overy; Clifford Chance; Freshfields Bruckhaus Deringer; Herbert Smith; Linklaters

**MOTOROLA, INC.**

CORPORATE GOVERNANCE: Arnold & Porter  
 CORPORATE TRANSACTIONS: Arnold & Porter; Kirkland & Ellis; McDermott Will & Emery; Winston & Strawn  
 INTELLECTUAL PROPERTY: Fish & Neave IP Group

of Ropes & Gray; Kirkland & Ellis  
 LABOR AND EMPLOYMENT: McDermott Will & Emery; Seyfarth Shaw  
 LITIGATION: Arnold & Porter; Fish & Neave IP Group of Ropes & Gray; Kirkland & Ellis; Steptoe & Johnson; Winston & Strawn

**NASH FINCH COMPANY**

CORPORATE GOVERNANCE: Shearman & Sterling  
 CORPORATE TRANSACTIONS: Oppenheimer Wolff & Donnelly; Shearman & Sterling  
 INTELLECTUAL PROPERTY: Merchant & Gould  
 LABOR AND EMPLOYMENT: Larson King; **Littler Mendelson** (see page S27)  
 LITIGATION: Dinsmore & Shoh; Larson King; Oppenheimer Wolff & Donnelly

**NCR CORPORATION**

CORPORATE GOVERNANCE: Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Baker & McKenzie  
 INTELLECTUAL PROPERTY: Baker Botts; LeBoeuf, Lamb, Greene & MacRae  
 LABOR AND EMPLOYMENT: Freeman & Freeman; Sidley Austin Brown & Wood

**NEW YORK LIFE INSURANCE COMPANY**

CORPORATE TRANSACTIONS: Skadden, Arps, Slate, Meagher & Flom  
 INTELLECTUAL PROPERTY: Brown Raysman Millstein Felder & Steiner; Fross Zelnick Lehrman & Zissu  
 LABOR AND EMPLOYMENT: Morgan, Lewis & Bockius; Seyfarth Shaw  
 LITIGATION: Barger & Wolen; Holland & Knight

**NEXTEL COMMUNICATIONS, INC.**

CORPORATE GOVERNANCE: Jones Day  
 CORPORATE TRANSACTIONS: Jones Day  
 INTELLECTUAL PROPERTY: Fitch, Even, Tabin & Flannery; Morrison & Foerster  
 LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10)  
 LITIGATION: Jones Day

**NIKE, INC.**

CORPORATE GOVERNANCE: Latham & Watkins; Stoel Rives  
 CORPORATE TRANSACTIONS: Stoel Rives; Tonkon Torp  
 INTELLECTUAL PROPERTY: Banner & Witcoff; McDermott Will & Emery; Pattishall, McAuliffe, Newbury, Hillard & Geraldson; Quinn Emanuel Urquhart Oliver & Hedges  
 LABOR AND EMPLOYMENT: Bullard Smith Jerstedt Wilson; Tonkon Torp  
 LITIGATION: Banner & Witcoff; Tonkon Torp

**NISOURCE INC.**

CORPORATE GOVERNANCE: Schiff Hardin  
 CORPORATE TRANSACTIONS: Schiff Hardin  
 LABOR AND EMPLOYMENT: Houston Harbaugh; Porter Wright Morris & Arthur; Reed Smith; Schiff Hardin; Steptoe & Johnson  
 LITIGATION: Bricker & Eckler; Eichhorn & Eichhorn; Reed Smith; Robinson & McElwee; Schiff Hardin; Steptoe & Johnson

**NORDSTROM, INC.**

CORPORATE GOVERNANCE: **Lane Powell** (see page S21)  
 CORPORATE TRANSACTIONS: **Lane Powell** (see page S21)  
 INTELLECTUAL PROPERTY: Seed Intellectual Property Law Group  
 LABOR AND EMPLOYMENT: **Lane Powell** (see page S21)  
 LITIGATION: **Lane Powell** (see page S21)

**THE NORTHWESTERN MUTUAL LIFE INSURANCE COMPANY**

LITIGATION: Duane Morris; Jordan Burt; Kelly, Herlihy & Klein; Lewis and Roca; O'Melveny & Myers

**NTL INCORPORATED**

CORPORATE GOVERNANCE: Davis Polk & Wardwell; Fried, Frank, Harris, Shriver & Jacobson; Travers Smith Braithwaite  
 CORPORATE TRANSACTIONS: Fried, Frank, Harris, Shriver & Jacobson; Travers Smith Braithwaite  
 LABOR AND EMPLOYMENT: Fried, Frank, Harris, Shriver & Jacobson; Travers Smith Braithwaite  
 LITIGATION: Charles Russell Solicitors  
 EUROPEAN UNION: Fried, Frank, Harris, Shriver & Jacobson

**OFFICE DEPOT, INC.**

CORPORATE GOVERNANCE: McDermott Will & Emery; Skadden, Arps, Slate, Meagher & Flom  
 CORPORATE TRANSACTIONS: Skadden, Arps, Slate, Meagher & Flom  
 INTELLECTUAL PROPERTY: Latham & Watkins  
 LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10); **Littler Mendelson** (see page S27); Morgan, Lewis & Bockius  
 LITIGATION: Fulbright & Jaworski; Greenberg Traurig; Kilpatrick Stockton; McDermott Will & Emery; Williams & Connolly  
 EUROPEAN UNION: Clifford Chance; Kilpatrick Stockton; Latham & Watkins; Skadden, Arps, Slate, Meagher & Flom; White & Case

**OWENS CORNING**

CORPORATE GOVERNANCE: Sidley Austin Brown & Wood  
 CORPORATE TRANSACTIONS: Kaufman & Canoles; Morgan, Lewis & Bockius  
 INTELLECTUAL PROPERTY: Brooks Kushman; Harness, Dickey & Pierce; King & Schickli; MacMillan, Sobanski & Todd; Squire, Sanders & Dempsey  
 LABOR AND EMPLOYMENT: Butzel Long; Ogletree, Deakins, Nash, Smoak & Stewart; Sonnenschein Nath & Rosenthal  
 LITIGATION: Covington & Burling; Debevoise & Plimpton; Saul Ewing  
 EUROPEAN UNION: Cleary Gottlieb Steen & Hamilton

**PATHMARK STORES, INC.**

CORPORATE GOVERNANCE: Shearman & Sterling  
 CORPORATE TRANSACTIONS: Shearman & Sterling

## Special Advertising Feature

INTELLECTUAL PROPERTY: Morgan & Finnegan  
LABOR AND EMPLOYMENT: Proskauer Rose  
LITIGATION: Vedder, Price, Kaufman & Kammholz;  
Saiber Schlesinger Satz & Goldstein

### PEPSICO, INC.

CORPORATE GOVERNANCE: Davis Polk & Wardwell  
CORPORATE TRANSACTIONS: Davis Polk &  
Wardwell

INTELLECTUAL PROPERTY: Baker Botts; Goodwin  
Procter; Sidley Austin Brown & Wood

LABOR AND EMPLOYMENT: Rodriguez, Colvin,  
Chaney & Saenz; Sheppard, Mullin, Richter &  
Hampton

LITIGATION: Davis Polk & Wardwell; Jones Day;  
McGuireWoods

EUROPEAN UNION: Freshfields Bruckhaus Deringer

### PERFORMANCE FOOD GROUP COMPANY

CORPORATE GOVERNANCE: Bass, Berry & Sims  
CORPORATE TRANSACTIONS: Bass, Berry & Sims

### PFIZER INC.

CORPORATE GOVERNANCE: Cadwalader,  
Wickersham & Taft

CORPORATE TRANSACTIONS: Cadwalader,  
Wickersham & Taft; Covington & Burling;  
Dechert

INTELLECTUAL PROPERTY: Connolly Bove Lodge &  
Hutz; Fitzpatrick, Cella, Harper & Scinto; Kaye  
Scholer; McDonnell Boehnen Hulbert &  
Berghoff; Morris, Nichols, Arsht & Tunnell;  
White & Case

LABOR AND EMPLOYMENT: **Epstein Becker & Green**  
(see page S12); **Jackson Lewis** (see page  
S10); Jones Day; Ogletree, Deakins, Nash,  
Smoak & Stewart; Winston & Strawn

LITIGATION: Covington & Burling; Davis Polk &  
Wardwell; Kaye Scholer; Morgan, Lewis &  
Bockius; Shook, Hardy & Bacon; Skadden, Arps,  
Slate, Meagher & Flom; Wheeler Trigg  
Kennedy

EUROPEAN UNION: Allen & Overy; Arnold & Porter;  
Bird & Bird; Clifford Chance; CMS Cameron  
McKenna; Salans; White & Case

### PG&E CORPORATION

CORPORATE GOVERNANCE: Orrick, Herrington &  
Sutcliffe; Shearman & Sterling

CORPORATE TRANSACTIONS: Dewey Ballantine;  
Orrick, Herrington & Sutcliffe

INTELLECTUAL PROPERTY: Hanson, Bridgett,  
Marcus, Vlahos & Rudy

LABOR AND EMPLOYMENT: Erickson, Beasley,  
Hewitt & Wilson; Fenwick & West; Fisher &  
Phillips

LITIGATION: Heller Ehrman White & McAuliffe;  
Latham & Watkins; Sedgwick, Detert, Moran  
& Arnold

### PITNEY BOWES INC.

CORPORATE GOVERNANCE: Gibson, Dunn & Crutcher  
CORPORATE TRANSACTIONS: Davis Polk &  
Wardwell; Morgan, Lewis & Bockius; Paul,  
Weiss, Rifkind, Wharton & Garrison;  
Proskauer Rose

INTELLECTUAL PROPERTY: Darby & Darby; Kaye  
Scholer; Robins, Kaplan, Miller & Ciresi; Sim  
& McBurney; Ware, Fressola, Van Der Sluys  
& Adolphson

LABOR AND EMPLOYMENT: Drinker Biddle & Reath;  
Edwards & Angell; Kirkpatrick & Lockhart;  
**Littler Mendelson** (see page S27); Pryor &  
Bruce; Seyfarth Shaw

LITIGATION: Robins, Kaplan, Miller & Ciresi

EUROPEAN UNION: Allen & Overy; Freshfields  
Bruckhaus Deringer; Hoffman Eitle; Jones  
Day; Linklaters; Lovells; Loyens & Loeff

### PRAXAIR, INC.

CORPORATE GOVERNANCE: Sullivan & Cromwell  
CORPORATE TRANSACTIONS: Sullivan & Cromwell

INTELLECTUAL PROPERTY: Fish & Neave IP Group of  
Ropes & Gray

LABOR AND EMPLOYMENT: **Fragomen, Del Rey,  
Bensen & Loewy** (see page S13); **Littler  
Mendelson** (see page S27)

LITIGATION: **Eimer Stahl Klevorn & Solberg** (see  
page S31); Locke Liddell & Sapp; Pillsbury  
Winthrop

EUROPEAN UNION: Addleshaw Goddard; Allen &  
Overy; Freshfields Bruckhaus Deringer;  
Garrigues; Schwan, Schwan

### PRINCIPAL FINANCIAL GROUP, INC.

CORPORATE GOVERNANCE: Debevoise & Plimpton;  
Sidley Austin Brown & Wood

CORPORATE TRANSACTIONS: Debevoise & Plimpton  
INTELLECTUAL PROPERTY: McKee, Voorhees &

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**THE PROGRESSIVE CORPORATION**

CORPORATE GOVERNANCE: Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Baker & Hostetler; Wachtell, Lipton, Rosen & Katz  
 INTELLECTUAL PROPERTY: Brinks Hofer Gilson & Lione  
 LABOR AND EMPLOYMENT: Baker & Hostetler; **Littler Mendelson** (see page S27)  
 LITIGATION: Baker & Hostetler; Fulbright & Jaworski; Greenberg Traurig

**PUBLIX SUPER MARKETS, INC.**

CORPORATE GOVERNANCE: Trenam, Kemker, Scharf, Barkin, Frye, O'Neill & Mullis  
 CORPORATE TRANSACTIONS: Hahn, McClurg, Watson, Griffith & Bush; McClure & McClure; Trenam, Kemker, Scharf, Barkin, Frye, O'Neill & Mullis  
 INTELLECTUAL PROPERTY: Holland & Knight; Pillsbury Winthrop  
 LABOR AND EMPLOYMENT: Ford & Harrison; Stearns Weaver Miller Weissler Alhadeff & Sitterson  
 LITIGATION: Akerman Senterfitt; Ford & Harrison; GrayRobinson; Hahn, McClurg, Watson, Griffith & Bush; Holland & Knight; Trenam, Kemker, Scharf, Barkin, Frye, O'Neill & Mullis

**PULTE HOMES, INC.**

CORPORATE GOVERNANCE: Sidley Austin Brown & Wood  
 CORPORATE TRANSACTIONS: Sidley Austin Brown & Wood  
 INTELLECTUAL PROPERTY: Dobrusin & Thennisch  
 LABOR AND EMPLOYMENT: Foley & Lardner

**QUALCOMM, INC.**

CORPORATE GOVERNANCE: DLA Piper Rudnick Gray Cary  
 CORPORATE TRANSACTIONS: Cooley Godward; Covington & Burling; DLA Piper Rudnick Gray Cary; Milbank, Tweed, Hadley & McCloy  
 INTELLECTUAL PROPERTY: Blakely Sokoloff; Cooley Godward; Day Casebeer Madrid & Batchelder; Heller Ehrman White & McAuliffe; Knobbe, Martens, Olson & Bear; Reed Smith  
 LABOR AND EMPLOYMENT: Heller Ehrman White & McAuliffe; Paul, Plevin, Sullivan & Connaughton  
 LITIGATION: Cooley Godward; Day Casebeer Madrid & Batchelder; Heller Ehrman White & McAuliffe  
 EUROPEAN UNION: Covington & Burling; Loyens & Loeff; Sullivan & Cromwell; Walt Rechtsanwalte

**QUEST DIAGNOSTICS INCORPORATED**

CORPORATE GOVERNANCE: O'Melveny & Myers; Shearman & Sterling; Sullivan & Cromwell  
 CORPORATE TRANSACTIONS: O'Melveny & Myers; Shearman & Sterling

INTELLECTUAL PROPERTY: Foley & Lardner; Paul, Hastings, Janofsky & Walker; Pillsbury Winthrop  
 LABOR AND EMPLOYMENT: **Epstein Becker & Green** (see page S12); **Jackson Lewis** (see page S10); Paul, Hastings, Janofsky & Walker; Pitney Hardin  
 LITIGATION: O'Melveny & Myers

**RAYTHEON COMPANY**

CORPORATE GOVERNANCE: Bingham McCutchen; Sidley Austin Brown & Wood; Wilmer Cutler Pickering Hale and Dorr  
 CORPORATE TRANSACTIONS: Alston & Bird; Bingham McCutchen; Sidley Austin Brown & Wood; Sullivan & Worcester  
 INTELLECTUAL PROPERTY: Baker Botts; Benman, Brown & Williams; Daly, Crowley, Mofford & Durkee; Vinson & Elkins  
 LABOR AND EMPLOYMENT: Conn Kavanaugh Rosenthal Peisch & Ford; **Jackson Lewis** (see page S10); Silverstein and Mullens  
 LITIGATION: Bingham McCutchen; Holland & Knight; Kirkland & Ellis; Sidley Austin Brown & Wood; Wilmer Cutler Pickering Hale and Dorr

**REEBOK INTERNATIONAL LTD.**

CORPORATE GOVERNANCE: Ropes & Gray  
 CORPORATE TRANSACTIONS: Ropes & Gray  
 INTELLECTUAL PROPERTY: Alston & Bird; Cantor Colburn; Sterne, Kessler, Goldstein & Fox  
 LABOR AND EMPLOYMENT: Baker & Daniels; Foley & Lardner; **Jackson Lewis** (see page S10); **Littler Mendelson** (see page S27); Manchel & Brennan; Robinson & Cole; Ropes & Gray  
 LITIGATION: Burns & Levinson; Hanify & King; Ropes & Gray  
 EUROPEAN UNION: Baker & McKenzie; Macfarlanes; McDermott Will & Emery; NautaDutilh; Simmons & Simmons

**ROCKWELL AUTOMATION INC.**

CORPORATE GOVERNANCE: Chadbourne & Parke  
 CORPORATE TRANSACTIONS: Chadbourne & Parke  
 INTELLECTUAL PROPERTY: Amin & Turocy; Fletcher Yoder; Foley & Lardner; Howrey; Quarles & Brady  
 LABOR AND EMPLOYMENT: Figari & Davenport; Ice Miller; **Jackson Lewis** (see page S10); Matthews, Dinsdale & Clark; Ogletree, Deakins, Nash, Smoak & Stewart; Paul, Hastings, Janofsky & Walker; Quarles & Brady  
 LITIGATION: **Cardelli Hebert Lanfear & Buikema** (see page S23); Shea & Gardner; Stoel Rives; Williams Venker & Sanders

**RYDER SYSTEM, INC.**

CORPORATE GOVERNANCE: Jones Day  
 CORPORATE TRANSACTIONS: Akerman Senterfitt; Jones Day  
 INTELLECTUAL PROPERTY: Jones Day  
 LABOR AND EMPLOYMENT: **Epstein Becker & Green** (see page S12); **Littler Mendelson** (see page S27); Seyfarth Shaw  
 LITIGATION: Hunton & Williams; Paul, Weiss, Rifkind, Wharton & Garrison; **Robertson, Freilich, Bruno & Cohen** (see page S29)

EUROPEAN UNION: Eversheds; Herbert Smith; Hextalls; Linklaters; Mills & Reeve; Pape Palenberg Rauh & Partner; Slaughter and May; Weil, Gotshal & Manges

**SAFEWAY INC.**

CORPORATE GOVERNANCE: Latham & Watkins  
 CORPORATE TRANSACTIONS: Latham & Watkins  
 INTELLECTUAL PROPERTY: Oblon, Spivak, McClelland, Maier & Neustadt  
 LABOR AND EMPLOYMENT: Dillingham & Murphy; Holland & Hart; **Littler Mendelson** (see page S27); Vedder, Price, Kaufman & Kammholz  
 LITIGATION: Holland & Hart; Latham & Watkins; **Littler Mendelson** (see page S27); Munger, Tolles & Olson

**SANMINA-SCI CORPORATION**

CORPORATE GOVERNANCE: Wilson Sonsini Goodrich & Rosati  
 CORPORATE TRANSACTIONS: Wilson Sonsini Goodrich & Rosati  
 INTELLECTUAL PROPERTY: Carr & Ferrell  
 EUROPEAN UNION: Clifford Chance

**SCHERING-PLOUGH CORPORATION**

CORPORATE GOVERNANCE: Hogan & Hartson; Latham & Watkins; Pitney Hardin; Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Wachtell, Lipton, Rosen & Katz  
 INTELLECTUAL PROPERTY: Covington & Burling; Howrey; **Kenyon & Kenyon** (see page S22); Kirkland & Ellis; Morgan & Finnegan; Paul, Weiss, Rifkind, Wharton & Garrison  
 LABOR AND EMPLOYMENT: Baker & McKenzie; **Goldman Antonetti & Córdova** (see page S6); Kirkpatrick & Lockhart; Lewis Fisher Henderson Claxton & Mulroy; Lowenstein Sandler; McElroy, Deutsch, Mulvaney & Carpenter  
 LITIGATION: Howrey; Kirkland & Ellis; Law Offices of Henry R. Simon; Lowenstein Sandler; McCarter & English; Ropes & Gray  
 EUROPEAN UNION: Baker & McKenzie; Covington & Burling; Lovells; Skadden, Arps, Slate, Meagher & Flom

**SEARS, ROEBUCK AND CO.**

CORPORATE GOVERNANCE: Jenner & Block; Mayer, Brown, Rowe & Mawe; Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Jenner & Block; Mayer, Brown, Rowe & Mawe; Wachtell, Lipton, Rosen & Katz  
 INTELLECTUAL PROPERTY: Holland & Hart; Michael Best & Friedrich  
 LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10); **Littler Mendelson** (see page S27)  
 LITIGATION: Greenberg Traurig; Jenner & Block; Sonnenschein Nath & Rosenthal

**SLM CORPORATION**

CORPORATE GOVERNANCE: Gibson, Dunn & Crutcher; Wilmer Cutler Pickering Hale and Dorr  
 CORPORATE TRANSACTIONS: Cadwalader, Wickersham & Taft; **McKee Nelson** (see page S29); Wilmer Cutler Pickering Hale and Dorr

## Special Advertising Feature

INTELLECTUAL PROPERTY: Dickstein Shapiro Morin & Oshinsky  
LABOR AND EMPLOYMENT: Ogletree, Deakins, Nash, Smoak & Stewart  
LITIGATION: Akin Gump Strauss Hauer & Feld; Hinshaw & Culbertson

### **SMITH INTERNATIONAL, INC.**

CORPORATE GOVERNANCE: Gardere Wynne Sewell; Wachtell, Lipton, Rosen & Katz  
CORPORATE TRANSACTIONS: Gardere Wynne Sewell; Howrey; Wachtell, Lipton, Rosen & Katz  
INTELLECTUAL PROPERTY: Rosenthal & Osha; Slusser Wilson & Partridge  
LABOR AND EMPLOYMENT: Akin Gump Strauss Hauer & Feld  
LITIGATION: Akin Gump Strauss Hauer & Feld; Gardere Wynne Sewell; Locke Liddell & Sapp; Tucker, Taunton, Snyder & Slade  
EUROPEAN UNION: A.A. Thornton; Baker & McKenzie; Beck Greener; Dundas & Wilson

### **SMITHFIELD FOODS, INC.**

CORPORATE GOVERNANCE: Hunton & Williams; McGuireWoods  
CORPORATE TRANSACTIONS: Hunton & Williams; McGuireWoods; Simpson Thacher & Bartlett  
INTELLECTUAL PROPERTY: Hunton & Williams  
LABOR AND EMPLOYMENT: Hunton & Williams; Kaufman & Canoles; McGuireWoods  
LITIGATION: Hunton & Williams; Kaufman & Canoles; McGuireWoods; Reed Smith

EUROPEAN UNION: Freshfields Bruckhaus Deringer; Simpson Thacher & Bartlett

### **SMURFIT-STONE CONTAINER CORPORATION**

CORPORATE GOVERNANCE: Armstrong Teasdale; Weil, Gotshal & Manges  
CORPORATE TRANSACTIONS: Armstrong Teasdale; Winston & Strawn  
INTELLECTUAL PROPERTY: Armstrong Teasdale  
LABOR AND EMPLOYMENT: Blackwell Sanders Peper Martin; McGuireWoods; Taft, Stettinius & Hollister  
LITIGATION: McGuireWoods; Winston & Strawn

### **SOLETRON CORPORATION**

CORPORATE GOVERNANCE: Wilson Sonsini Goodrich & Rosati  
CORPORATE TRANSACTIONS: Baker & McKenzie; Wilson Sonsini Goodrich & Rosati  
INTELLECTUAL PROPERTY: Thelen Reid & Priest  
LABOR AND EMPLOYMENT: **Littler Mendelson** (see page S27)  
LITIGATION: **Bergeson** (see page S18); Wilson Sonsini Goodrich & Rosati  
EUROPEAN UNION: Baker & McKenzie

### **SONIC AUTOMOTIVE, INC.**

CORPORATE GOVERNANCE: Moore & Van Allen; Parker Poe Adams & Bernstein  
CORPORATE TRANSACTIONS: Moore & Van Allen; Parker Poe Adams & Bernstein  
INTELLECTUAL PROPERTY: Alston & Bird

LABOR AND EMPLOYMENT: Fine, Boggs, Cope & Perkins; Ford & Harrison; **Littler Mendelson** (see page S27); Ogletree, Deakins, Nash, Smoak & Stewart; Parker Poe Adams & Bernstein

LITIGATION: Broad and Cassel; James, McElroy & Diehl; Parker Poe Adams & Bernstein; Williams & Connolly

### **SPX CORPORATION**

CORPORATE GOVERNANCE: **Gardner Carton & Douglas** (see page S2)  
CORPORATE TRANSACTIONS: Fried, Frank, Harris, Shriver & Jacobson; **Gardner Carton & Douglas** (see page S2); Robinson, Bradshaw & Hinson  
INTELLECTUAL PROPERTY: Baker & Hostetler  
LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10); Jenner & Block  
LITIGATION: Jenner & Block  
EUROPEAN UNION: Eversheds; Linklaters

### **THE ST. PAUL TRAVELERS COMPANIES, INC.**

CORPORATE GOVERNANCE: Simpson Thacher & Bartlett  
CORPORATE TRANSACTIONS: Simpson Thacher & Bartlett  
INTELLECTUAL PROPERTY: Ropes & Gray

### **SUNOCO, INC.**

CORPORATE GOVERNANCE: Ballard Spahr Andrews & Ingersoll; Wachtell, Lipton, Rosen & Katz



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CORPORATE TRANSACTIONS: Blank Rome; Morgan, Lewis & Bockius; Pepper Hamilton  
 INTELLECTUAL PROPERTY: Buchanan Ingersoll;  
**Woodcock Washburn** (see page S10)  
 LABOR AND EMPLOYMENT: Ballard Spahr Andrews & Ingersoll; Morgan, Lewis & Bockius  
 LITIGATION: Ballard Spahr Andrews & Ingersoll; **Beveridge & Diamond** (see page S31); Morgan, Lewis & Bockius; Pepper Hamilton

**SYSCO CORPORATION**

CORPORATE GOVERNANCE: Arnall Golden Gregory; Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Arnall Golden Gregory  
 INTELLECTUAL PROPERTY: Andrews Kurth; Arnall Golden Gregory; Belzer; Locke Liddell & Sapp  
 LABOR AND EMPLOYMENT: Arnall Golden Gregory; Bracewell & Giuliani; Fortney & Scott; Morgan, Lewis & Bockius  
 LITIGATION: Arnall Golden Gregory; Bales Weinstein; Bracewell & Giuliani; Locke Liddell & Sapp; Susman Godfrey

**TARGET CORPORATION**

CORPORATE GOVERNANCE: Faegre & Benson  
 CORPORATE TRANSACTIONS: Faegre & Benson  
 INTELLECTUAL PROPERTY: Faegre & Benson  
 LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10)  
 LITIGATION: Faegre & Benson; Morrison & Foerster

**TECH DATA CORPORATION**

CORPORATE TRANSACTIONS: Foley & Lardner; Holland & Knight  
 INTELLECTUAL PROPERTY: Holland & Knight  
 LABOR AND EMPLOYMENT: Ford & Harrison;  
**Jackson Lewis** (see page S10)  
 LITIGATION: **Jackson Lewis** (see page S10)

**TENET HEALTHCARE CORPORATION**

CORPORATE TRANSACTIONS: Sullivan & Cromwell  
 LABOR AND EMPLOYMENT: The Kullman Law Firm  
 LITIGATION: Alston & Bird; Kirkland & Ellis; Latham & Watkins

**TENNECO AUTOMOTIVE INC.**

CORPORATE GOVERNANCE: Mayer, Brown, Rowe & Mawe  
 CORPORATE TRANSACTIONS: Mayer, Brown, Rowe & Mawe  
 INTELLECTUAL PROPERTY: Harness, Dickey & Pierce; Womble Carlyle Sandridge & Rice  
 LABOR AND EMPLOYMENT: Jenner & Block  
 LITIGATION: Jenner & Block

**TIAA-CREF**

CORPORATE GOVERNANCE: Shearman & Sterling  
 INTELLECTUAL PROPERTY: Mayer, Brown, Rowe & Mawe; Skadden, Arps, Slate, Meagher & Flom; Sutherland Asbill & Brennan  
 LABOR AND EMPLOYMENT: Sutherland Asbill & Brennan  
 LITIGATION: Mayer, Brown, Rowe & Mawe; Sutherland Asbill & Brennan

EUROPEAN UNION: Mayer, Brown, Rowe & Mawe

**TIME WARNER INC.**

CORPORATE GOVERNANCE: Cravath, Swaine & Moore  
 CORPORATE TRANSACTIONS: Cravath, Swaine & Moore; Paul, Weiss, Rifkind, Wharton & Garrison; Simpson Thacher & Bartlett  
 LITIGATION: Cravath, Swaine & Moore; Kirkland & Ellis; Paul, Weiss, Rifkind, Wharton & Garrison

**THE TJX COMPANIES, INC.**

CORPORATE GOVERNANCE: Ropes & Gray  
 CORPORATE TRANSACTIONS: Ropes & Gray  
 INTELLECTUAL PROPERTY: Alston & Bird  
 LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10); Seyfarth Shaw  
 LITIGATION: Alston & Bird; Ropes & Gray  
 EUROPEAN UNION: Alston & Bird; Macfarlanes

**TOYS "R" US, INC.**

CORPORATE GOVERNANCE: Simpson Thacher & Bartlett; Skadden, Arps, Slate, Meagher & Flom  
 CORPORATE TRANSACTIONS: Simpson Thacher & Bartlett  
 INTELLECTUAL PROPERTY: Oblon, Spivak, McClelland, Maier & Neustadt  
 LABOR AND EMPLOYMENT: **Jackson Lewis** (see page S10)  
 LITIGATION: Anderson Kill & Olick; Simpson Thacher & Bartlett; Wildman Harrold

**TXU CORP.**

CORPORATE GOVERNANCE: Haynes and Boone; Hunton & Williams; Thelen Reid & Priest  
 CORPORATE TRANSACTIONS: Hunton & Williams; Sullivan & Cromwell; Thelen Reid & Priest; Vinson & Elkins  
 INTELLECTUAL PROPERTY: Hunton & Williams  
 LABOR AND EMPLOYMENT: Hunton & Williams; Winstead Sechrest & Minick  
 LITIGATION: Adorno & Yoss; Burford & Ryburn; Cantey & Hanger; Hunton & Williams; Walker Sewell; White & Wiggins

**TYSON FOODS, INC.**

CORPORATE GOVERNANCE: Kutak Rock; Sidley Austin Brown & Wood  
 CORPORATE TRANSACTIONS: Kutak Rock; Sidley Austin Brown & Wood; White & Case  
 INTELLECTUAL PROPERTY: Blackwell Sanders Peper Martin; Fellers, Snider, Blankenship, Bailey & Tippens; McAfee & Taft  
 LABOR AND EMPLOYMENT: Akin Gump Strauss Hauer & Feld; Maynard, Cooper & Gale  
 LITIGATION: Akin Gump Strauss Hauer & Feld; Bassett Law Firm; Dickstein Shapiro Morin & Oshinsky; Kutak Rock; Sidley Austin Brown & Wood

**UAL CORPORATION**

CORPORATE GOVERNANCE: Cravath, Swaine & Moore  
 CORPORATE TRANSACTIONS: Cravath, Swaine & Moore

INTELLECTUAL PROPERTY: Brinks Hofer Gilson & Lione; Ward & Olivo  
 LABOR AND EMPLOYMENT: **Littler Mendelson** (see page S27); O'Melveny & Myers; Seyfarth Shaw  
 LITIGATION: Kirkland & Ellis; Mayer, Brown, Rowe & Mawe; Seyfarth Shaw  
 EUROPEAN UNION: Allen & Overy; Brinks Hofer Gilson & Lione; Denton Wilde Sapte; Linklaters; Lovells; Macfarlanes; Osborne Clarke

**UNION PACIFIC CORPORATION**

CORPORATE GOVERNANCE: Gibson, Dunn & Crutcher; Skadden, Arps, Slate, Meagher & Flom  
 CORPORATE TRANSACTIONS: Chapman and Cutler; Skadden, Arps, Slate, Meagher & Flom  
 LABOR AND EMPLOYMENT: Morgan, Lewis & Bockius; Polk Waldman Wickman & Council  
 LITIGATION: Covington & Burling; Shook, Hardy & Bacon; Thompson Coburn

**UNITED PARCEL SERVICE, INC.**

CORPORATE TRANSACTIONS: King & Spalding  
 INTELLECTUAL PROPERTY: Alston & Bird; King & Spalding  
 LABOR AND EMPLOYMENT: Akin Gump Strauss Hauer & Feld; Alston & Bird; Morrison & Foerster; Paul, Hastings, Janofsky & Walker; Pitney Hardin; Quarles & Brady; Reed Smith  
 LITIGATION: Alston & Bird; DLA Piper Rudnick Gray Cary; King & Spalding; Morrison & Foerster  
 EUROPEAN UNION: Freshfields Bruckhaus Deringer

**UNITED TECHNOLOGIES CORPORATION**

CORPORATE GOVERNANCE: Cleary Gottlieb Steen & Hamilton; Wachtell, Lipton, Rosen & Katz  
 CORPORATE TRANSACTIONS: Cleary Gottlieb Steen & Hamilton; Kirkpatrick & Lockhart; Wachtell, Lipton, Rosen & Katz  
 INTELLECTUAL PROPERTY: Bachman & LaPointe; Bartlit Beck Herman Palenchar & Scott; Carlson, Gaskey & Olds; **Niro, Scavone, Haller & Niro** (see page S16); Wall Marjama & Billinski  
 LABOR AND EMPLOYMENT: Day, Berry & Howard; Downs Rachlin Martin; Schmeltzer, Aptaker & Shepard  
 LITIGATION: Bartlit Beck Herman Palenchar & Scott; Cleary Gottlieb Steen & Hamilton; Crowell & Moring; Day, Berry & Howard; Kirkpatrick & Lockhart; Tucker Ellis & West  
 EUROPEAN UNION: Cleary Gottlieb Steen & Hamilton

**UNOCAL CORPORATION**

CORPORATE GOVERNANCE: Latham & Watkins; Vinson & Elkins  
 CORPORATE TRANSACTIONS: Vinson & Elkins; Wachtell, Lipton, Rosen & Katz  
 INTELLECTUAL PROPERTY: Robins, Kaplan, Miller & Ciresi  
 LABOR AND EMPLOYMENT: O'Melveny & Myers  
 LITIGATION: Howrey; O'Melveny & Myers; Robins, Kaplan, Miller & Ciresi

## Special Advertising Feature

### **UNUM PROVIDENT CORPORATION**

CORPORATE GOVERNANCE: Alston & Bird; Richards, Layton & Finger; Sullivan & Cromwell  
CORPORATE TRANSACTIONS: Alston & Bird; Sullivan & Cromwell  
LABOR AND EMPLOYMENT: Alston & Bird; Miller & Martin; Paul, Hastings, Janofsky & Walker; Seyfarth Shaw  
LITIGATION: Paul, Hastings, Janofsky & Walker; Sullivan & Cromwell; Pierce Atwood  
EUROPEAN UNION: Lovells

### **US AIRWAYS GROUP, INC.**

CORPORATE GOVERNANCE: McKenna Long & Aldridge  
CORPORATE TRANSACTIONS: Arnold & Porter  
INTELLECTUAL PROPERTY: Hunton & Williams  
LABOR AND EMPLOYMENT: O'Melveny & Myers  
LITIGATION: O'Melveny & Myers

### **VALERO ENERGY CORPORATION**

CORPORATE GOVERNANCE: Andrews Kurth; Baker Botts  
CORPORATE TRANSACTIONS: Andrews Kurth; Baker Botts; Jones Day; Wachtell, Lipton, Rosen & Katz  
INTELLECTUAL PROPERTY: Fulbright & Jaworski  
LABOR AND EMPLOYMENT: Akin Gump Strauss Hauer & Feld; Bracewell & Giuliani; Ogletree, Deakins, Nash, Smoak & Stewart; Seyfarth Shaw  
LITIGATION: Akin Gump Strauss Hauer & Feld; Baker Botts; Bracewell & Giuliani; Cox Smith Matthews; Fulbright & Jaworski; Haynes and Boone; Pillsbury Winthrop

### **VERIZON COMMUNICATIONS INC.**

CORPORATE TRANSACTIONS: Debevoise & Plimpton  
INTELLECTUAL PROPERTY: Finnegan, Henderson, Farabow, Garrett & Dunner; Howrey  
LABOR AND EMPLOYMENT: Foley Hoag; Jones Day  
LITIGATION: Kellogg, Huber, Hansen, Todd, Evans & Figel; Kirkland & Ellis; Munger, Tolles & Olson; Wiley Rein & Fielding

### **VIACOM INC.**

CORPORATE GOVERNANCE: Shearman & Sterling; Skadden, Arps, Slate, Meagher & Flom  
CORPORATE TRANSACTIONS: Hughes Hubbard & Reed; Linklaters; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling  
INTELLECTUAL PROPERTY: Davis Wright Tremaine; Irell & Manella; Paul, Weiss, Rifkind, Wharton & Garrison; Venable  
LABOR AND EMPLOYMENT: Kauff McClain & McGuire; Morgan, Lewis & Bockius; Proskauer Rose  
LITIGATION: Arnold & Porter; Hughes Hubbard & Reed; Irell & Manella; Levine Sullivan Koch & Schulz; Paul, Weiss, Rifkind, Wharton & Garrison; Shearman & Sterling; White O'Connor Curry  
EUROPEAN UNION: Linklaters; Shearman & Sterling

### **VISTEON CORPORATION**

CORPORATE GOVERNANCE: Foley & Lardner; Weil, Gotshal & Manges

CORPORATE TRANSACTIONS: Foley & Lardner  
INTELLECTUAL PROPERTY: Brinks Hofer Gilson & Lione  
LABOR AND EMPLOYMENT: Foley & Lardner  
LITIGATION: Butzel Long; Dickinson Wright; Foley & Lardner  
EUROPEAN UNION: Clifford Chance; Dummett Copp; Hammonds; Skadden, Arps, Slate, Meagher & Flom; White & Case

### **WELLPOINT, INC.**

CORPORATE GOVERNANCE: Baker & Daniels; Sonnenschein Nath & Rosenthal; White & Case  
CORPORATE TRANSACTIONS: Baker & Daniels; White & Case  
INTELLECTUAL PROPERTY: Baker & Daniels  
LABOR AND EMPLOYMENT: Barnes & Thornburg; Paul, Hastings, Janofsky & Walker; Seyfarth Shaw  
LITIGATION: Barnes & Thornburg; **Donahue, Durham & Noonan** (see page S25); Hogan & Hartson; McGuireWoods; Morgan, Lewis & Bockius; Neal, Gerber & Eisenberg; O'Melveny & Myers

### **WHIRLPOOL CORPORATION**

CORPORATE GOVERNANCE: Baker & McKenzie; Barnes & Thornburg; Cantu y Estrada; Kirkland & Ellis; Mayer, Brown, Rowe & Mawe; Pinheiro Neto; Wachtell, Lipton, Rosen & Katz  
CORPORATE TRANSACTIONS: Baker & McKenzie; Barnes & Thornburg; Cantu y Estrada; Kirkland & Ellis; Mayer, Brown, Rowe & Mawe; Pinheiro Neto  
INTELLECTUAL PROPERTY: Barnes & Thornburg; McGarry Bair; Sonnenschein Nath & Rosenthal; Taglia, Fette, Dumke & White  
LABOR AND EMPLOYMENT: **Littler Mendelson** (see page S27)  
LITIGATION: Barnes & Thornburg; Nall & Miller; Nelson Mullins Riley & Scarborough  
EUROPEAN UNION: Lovells

### **THE WILLIAMS COMPANIES, INC.**

CORPORATE GOVERNANCE: Gibson, Dunn & Crutcher; Weil, Gotshal & Manges  
CORPORATE TRANSACTIONS: Andrews Kurth; Crowe & Dunlevy; Gibson, Dunn & Crutcher; Hall, Estill, Hardwick, Gable, Golden & Nelson  
LABOR AND EMPLOYMENT: Hall, Estill, Hardwick, Gable, Golden & Nelson  
LITIGATION: Crowe & Dunlevy; DLA Piper Rudnick Gray Cary; Gibson, Dunn & Crutcher; Hall, Estill, Hardwick, Gable, Golden & Nelson; Holland & Hart; Kean Miller Hawthorne D'Armond McCowan & Jarman

### **WINN-DIXIE STORES, INC.**

CORPORATE GOVERNANCE: King & Spalding  
CORPORATE TRANSACTIONS: King & Spalding; McGuireWoods; Skadden, Arps, Slate, Meagher & Flom; Smith, Gambrell & Russell  
LABOR AND EMPLOYMENT: Baker, Donelson,

Bearman, Caldwell & Berkowitz; Clarke Silverglate Campbell Williams & Montgomery; Coffman, Coleman, Andrews & Grogan; Constangy, Brooks & Smith  
LITIGATION: Carlton Fields; King & Spalding; Liles, Gavin, Costantino & George

### **WPS RESOURCES CORP.**

CORPORATE GOVERNANCE: Foley & Lardner  
CORPORATE TRANSACTIONS: Foley & Lardner  
INTELLECTUAL PROPERTY: Foley & Lardner  
LABOR AND EMPLOYMENT: Foley & Lardner  
LITIGATION: Everson, Whitney, Everson & Brehm; Foley & Lardner; Terwilliger, Wakeen, Piehler & Conway

### **WYETH**

CORPORATE GOVERNANCE: Simpson Thacher & Bartlett  
CORPORATE TRANSACTIONS: Simpson Thacher & Bartlett  
INTELLECTUAL PROPERTY: Choate, Hall & Stewart; Cozen O'Connor; Finnegan, Henderson, Farabow, Garrett & Dunner; Fitzpatrick, Cella, Harper & Scinto; Kaye Scholer; Wilmer Cutler Pickering Hale and Dorr; **Woodcock Washburn** (see page S10)  
LABOR AND EMPLOYMENT: Morgan, Lewis & Bockius  
LITIGATION: Arnold & Porter; Jones Day; Nelson Mullins Riley & Scarborough; Orrick, Herrington & Sutcliffe; Reed Smith; Williams & Connolly; Winston & Strawn  
EUROPEAN UNION: Arnold & Porter; Clifford Chance; Linklaters

### **YELLOW ROADWAY CORPORATION**

CORPORATE GOVERNANCE: Fulbright & Jaworski  
CORPORATE TRANSACTIONS: Blackwell Sanders Peper Martin; Fulbright & Jaworski; Stinson Morrison Hecker  
INTELLECTUAL PROPERTY: Fulbright & Jaworski; Howrey  
LABOR AND EMPLOYMENT: Baker & Hostetler; Frantz Ward; Fulbright & Jaworski; Lathrop & Gage; Matkov, Salzman, Madoff & Gunn; Morgan, Lewis & Bockius  
LITIGATION: Baker & Hostetler; Frantz Ward; Fulbright & Jaworski; Howrey; Lathrop & Gage; Lynberg & Watkins; Rose Walker  
EUROPEAN UNION: Clyde & Co; Reed Smith

### **YUM! BRANDS, INC.**

CORPORATE GOVERNANCE: Debevoise & Plimpton; Mayer, Brown, Rowe & Mawe; Sidley Austin Brown & Wood  
CORPORATE TRANSACTIONS: Debevoise & Plimpton; Mayer, Brown, Rowe & Mawe; Sidley Austin Brown & Wood  
INTELLECTUAL PROPERTY: Finnegan, Henderson, Farabow, Garrett & Dunner  
LABOR AND EMPLOYMENT: Pillsbury Winthrop; Seyfarth Shaw; Skadden, Arps, Slate, Meagher & Flom  
LITIGATION: Mayer, Brown, Rowe & Mawe; Pillsbury Winthrop; Sidley Austin Brown & Wood; Skadden, Arps, Slate, Meagher & Flom