



## **DISCUSSION FORUM TOPICS**

### **LawPartnering – Ideas & Quick Answers**

- Open Discussion
- Quick Answers To Partnering Problems

### **LawPartnering Strategies**

- Conducting The Needs Analysis
- Evaluating Partnering Potential
- Leading Partnering Initiatives – Shifting The Paradigm
- Developing LawPartnering Opportunities
- Creating The Lawpartnering Network
- Evaluating And Selecting Partners
- Partnering With Legal Products/Services Providers
- LawPartnering – Ethical Considerations
- Metrics – Measuring Success

### **Partnering Tactics**

- Basic Building Blocks – Working In Teams
- Initiating Strong Partnering Relationships
- Maintaining And Growing Partnering Relationships
- Re-engineering The Delivery Of Legal Services
- Work Flow Management And Integration
- Technology And LawPartnering Arrangements
  - General Considerations
  - Extranets / Communication
  - Professional Services Automation
  - Document Management
  - Case Management
  - Knowledge Management
  - Relationship Management
- Cost Reduction And Efficiency Programs
- Alternative Fee Arrangements
- Building Revenues And Increasing Profitability

### **Partnering For Legal Administrators & Law Marketers**

- LawPartnering And Legal Administration
- LawPartnering And Professional Services Marketing

### **Successful LawPartnering: Case Studies**

- DuPont Legal
- FMC Corporation
- Heller Financial
- United Parcel Service
- Whirlpool Corporation

## LAWPARTNERING – GENERAL

Most of our Discussion Forums are designed to explore specific topics relating to lawpartnering relationships, arrangements and networks. The following two forums offer (a) a less-structured discussion group to explore whatever lawpartnering issues you like and (b) a resource for obtaining quick input from colleagues about specific partnering problems.

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Subject:       **Open Discussion**

Faculty:       Peter C. Jenkins, Esq. (others, to be announced)

“LawPartnering” is a dynamic subject. New players are coming to the table. Partnering strategies and tactics continually evolve. Every day, attorneys in corporate and private practice and consultants and legal support products/services providers who are involved in lawpartnering ventures are confronting new issues, discovering new dimensions to their relationships and pushing new horizons. Also, with no sign that the economic, technological and competitive factors that are pressuring companies to control costs to remain profitable are going to subside, the predictions are that partnering is going to be around for a long time to come.

Whether you are brand new to lawpartnering or a tested veteran, this Discussion Forum is where you can raise or debate any lawpartnering issue and benefit from a wide range of other people’s experience. Are you simply curious as to what partnering has to offer? Do you want more information about partnering dynamics? Are you interested in what other law departments or law firms are doing on the partnering front? Do you wonder whether partnering is really here to stay? Join this forum to ask your questions, tell us what you think, or, if you like, get out your crystal ball and join other members in speculating about lawpartnering’s fate.

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Subject:       **Quick Answers To Partnering Problems**

Faculty:       Peter C. Jenkins, Esq. (others, to be announced)

In contrast to general discussion, this forum is designed to provide quick input from other members about specific, everyday lawpartnering problems. Whether your particular challenge involves a new or established partnering endeavor, this forum is where you can solicit opinions on what you might do to solve the problem at hand. Feel free to ask your colleagues for help.

In starting a discussion thread, you are requested to provide some background and describe your challenge in sufficient detail to allow meaningful comment and suggestions by other members. As membership in the LawPartnering Institute™ grows, we predict that this “Ask Your Colleagues” forum will become an invaluable resource to our members, where you can present your questions regarding problems that arise and gain immediate advice on any lawpartnering issue.

## LAWPARTNERING STRATEGIES

There is no specific formula for creating and maintaining a successful partnering relationship. There are, however, a number of strategies that can provide a foundation from which viable partnering relationships can grow. Some strategies are more applicable to corporate legal departments; others pertain primarily to law firms. Most partnering strategies, however, involve issues that both legal departments and law firms must address in navigating partnering territory.

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Subject:           **Conducting The Needs Analysis**

Faculty:           (to be announced)

Lawpartnering may not be appropriate for your company or firm, despite the many benefits it offers. To decide if partnering is right for you, it makes sense to start with a needs analysis. For law departments, the process involves examining your organization's business objectives and strategies and legal needs. A comprehensive analysis will take into account the requirements of the internal client, the internal and external legal resources available to you and the supporting infrastructure, such as your organizational systems and technical support. The considerations are similar for a law firm, with the additional focus on the legal needs of the firm's key clients. In both situations, a primary goal of the needs analysis is to identify areas of legal service most suited to partnering arrangements. Subjects for discussion in this forum may include:

- How to align lawpartnering with your company's or firm's business objectives
- Defining types of legal services suitable to partnering arrangements
- Identifying benefits lawpartnering may offer in specific situations
- Deciding whether to expand or contract outside legal resources
- Estimating the costs of lawpartnering initiatives
- Benchmarking your organization against others in lawpartnering ventures

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Subject:           **Evaluating Partnering Potential**

Faculty:           (to be announced)

Partnering can generate a host of benefits for law departments and their outside counsel. However, to succeed, lawpartnering requires substantial time and energy. As we've mentioned, the business model may not be appropriate in some situations. Also, lawpartnering has its attendant risks. Partnering efforts may fail, resulting in lost time, money and opportunity. Accordingly, law departments and law firms contemplating partnering arrangements should first conduct a thorough self-assessment to determine your chances for success. And, of course, the price of making the changes you may need to make to succeed in your efforts should be included in your analysis of whether partnering is right for you. The focus of this Discussion Forum is on how to evaluate your organization's "partnering potential." Subjects for discussion may include:

- What qualities and capabilities are required to partner effectively?
- Are some qualities or capabilities more important than others?
- How do you enhance partnering capabilities in specific areas?
- How you can change your culture?
- Is it realistic to expect your colleagues to change their behavior?
- How to decide if the price of change is too expensive

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Subject:           **Leading Partnering Initiatives – Shifting The Paradigm**

Faculty:           (to be announced)

To develop meaningful alliances built on cooperation and trust, strong leaders and organizational cultures and philosophies supportive of such endeavors are required. For law departments and law firms used to working in a conventional manner, this represents not just a change in business practices but a significant paradigm shift. Typically, the degree to which corporate counsel or attorneys in private practice are able to develop trusted, collaborative relationships with outside law firms will be reflected by the extent to which these qualities are already embodied in their company or law firm. This Discussion Forum is intended to explore issues relative to proper mindset and making the cultural and organizational changes required to partner successfully, including:

- What it takes to be the leader
- What is the required mindset?
- How to develop a lawpartnering culture and philosophy
- Getting buy-in from others in your law department or firm
- Breaking old patterns of thinking and behavior
- Incentive-based techniques for facilitating change
- Dealing with resistance to change
- Other culture-related challenges that may arise in promoting lawpartnering initiatives

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Subject:           **Developing LawPartnering Opportunities  
(the law firm perspective)**

Faculty:           (to be announced)

More often than not, clients initiate lawpartnering arrangements. The opportunities may be presented in the form of formal RFP competitions, informal selection processes or simply negotiations with the company's current outside counsel. In deciding whether and how to respond in these situations, law firms should know how to distinguish genuine partnering opportunities from overtures that are really just searches for traditional transactional relationships concealed in a thin "we want to partner" veneer. Alternately, law firms can take the initiative and create their own opportunities by proposing partnering arrangements to their existing or prospective clients.

This Discussion Forum is dedicated to issues relating to developing lawpartnering opportunities from the law firm perspective. Issues that you may want to explore include:

- How to recognize partnering opportunities
- Statements or actions that reflect the client's real intentions
- Getting on the short list for partnering opportunities
- How to respond to RFPs that contemplate genuine partnering arrangements
- How to approach existing or prospective clients with partnering proposals
- How to market your partnering expertise

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Subject:       **Creating The LawPartnering Network  
(the law department perspective)**

Faculty:       (to be announced)

Conducting a needs analysis will help your law department determine if a partnering model in working with outside counsel makes sense. It should also provide insight as to the scope of the legal services network that will best serve your company's needs. A small group of law firms may do, or a large diverse legal services network with a wide range of competencies may be required. You may want to include product and/or service providers on your legal team. Next, you'll face questions about choosing and managing the process that you are going to use to select outside counsel, and whether it will be formal, semi-formal or informal in its design. This Discussion Forum is dedicated to exploring these and other important issues relevant to creating the lawpartnering network.

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Subject:       **Evaluating And Selecting Partners**

Faculty:       (to be announced)

Whether you approach this task from the law department perspective or the law firm side, obviously, it is important to choose candidates for you partnering endeavors carefully. This Discussion Forum is devoted to the important topic of evaluating and selecting partners. Issues for discussion will include:

- Key elements that make partnering relationships work
- Attitudes, skills and experience that clients want in prospective law firm partners
- What law firms look for in prospective client partners
- Deciding which attributes and capabilities are most important in your particular situation
- Developing ideal partner profiles and assessment criteria
- Determining whether a prospective partner possesses the mindset and competencies you want
- Challenges in partnering with your existing clients or outside counsel
- Advising the winners and informing the losers
- Developing relationship expectations

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Subject:       **Partnering With Legal Products/Services Providers**

Faculty:       (to be announced)

To capitalize on the many measurable benefits available through partnering arrangements, an increasing number of companies are also including their key legal products/services providers in their lawpartnering networks. This Discussion Forum is offered to explore the advantages and possible disadvantages of this strategy. Discussion topics may include:

- Identifying vendors whose products or services will facilitate your law firm network
- Maximizing leverage through unbundling of services
- Cost advantages and other efficiencies of centralized retention of support services
- Continuity, familiarity, reuse of critical knowledge and other benefits
- Problems involved with including non-law firms on the legal services team

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Subject:           **LawPartnering – Ethical Considerations**

Faculty:           (to be announced)

Because the business model promotes the mindset of the parties “being in business” with each other; encourages the sharing of confidential information, teamwork and close cooperation among them; and orients the delivery of legal services toward corporate business objectives and bottom-line profitability, lawpartnering arrangements pose a wide range of ethical issues. Law departments, law firms and legal products/services vendors that enter into partnering relationships must keep a keen eye on maintaining appropriate ethical boundaries. These issues and concerns are the focus of this Discussion Forum. Members are encouraged to explore such topics as:

- Programs designed to raise awareness of ethical issues in partnering arrangements
- How to prevent profit-making from eclipsing ethical issues
- Conflicts of interest issues relating to lawpartnering relationships
- Ethical issues relating to attorney-client privilege and work product protection
- Ethical issues raised by alternative fee arrangements
- Special ethics issues presented by the use of new technology in partnering networks
- Should law departments develop in-house legal ethics expertise?

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Subject:           **Metrics – Measuring Success**

Faculty:           (to be announced)

Metrics is the science of measuring the performance of organizations, programs, tactics and individuals. In lawpartnering arrangements, measuring performance supports the process of continuous improvement that is so important to success of the venture. Quantifying performance and cycling that information back to the parties provides important feedback on the effectiveness of current partnering strategies and tactics. Quantifying performance can also highlight areas relating to future opportunities and needs. This Discussion Forum is dedicated to the subject of measuring the success of lawpartnering relationships and networks. Topics for discussion include:

- Deciding what to measure
- Generating useful data
- Utilizing the information
- Providing effective feedback
- The Six Sigma process and other metrics standards and tools

## LAWPARTNERING TACTICS

Various tactics are used to achieve the strategic goals you set in your lawpartnering endeavors. After you've conducted the needs analysis, completed the self-evaluation and obtained buy-in from the key people in your organization, the nuts and bolts of partnering begins.

Tactics address the practical, everyday issues of partnering. We have organized lawpartnering tactics into the specific discussion topics listed below, each having special dynamics and experts in the field.

- Basic Building Blocks – Working In Teams
- Initiating Strong the Partnering Relationships
- Maintaining and Growing Partnering Relationships
- Re-engineering The Delivery Of Legal Services
- Work Flow Management And Integration
- Technology And LawPartnering Arrangements
- Cost-Reduction and Efficiency Programs
- Alternative Fee Arrangements
- Building Revenues and Increasing Realization and Profitability

The Discussion Forums dedicated to these topics are described in greater detail below.

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Subject:           **Basic Building Blocks – Working In Teams**

Faculty:           (to be announced)

Partnering, by definition, contemplates a team effort. The ability to work effectively in teams, internally and across company lines, is a fundamental building block in all successful partnering arrangements. For most law departments and firms, however, this is very unfamiliar territory. Collaboration among firms that view themselves as competitors is hardly the norm in today's marketplace. And, unfortunately, most attorneys have had little or no exposure to the principles relating to high-performance teams much less direct experience working in this type of setting.

This Discussion Forum presents the opportunity to learn more about working effectively in teams. Issues for discussion include:

- Teambuilding – an individual skill
- Motivating team participation
- Aligning individual and team goals
- Characteristics of high-performance teams
- The difference between the task at hand and team goals
- Ground rules for collaboration
- How to drive decisions by consensus
- Achieving breakthrough and synergy
- Dynamics that undermine team efforts

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Subject:           **Initiating Strong Partnering Relationships**

Faculty:           (to be announced)

Beginnings are crucial. Once selection efforts have been completed, time and energy should be devoted to clarifying expectations and building solid, trusting working relationships with your chosen partners. But where and how do you begin? Now that you've pulled the team together, what's next? In many circumstances, it may make sense to take actions designed to facilitate rapid, meaningful cultural change. In other situations, promoting trust and strengthening personal relationships among parties to the arrangement may be a high priority.

This Discussion Forum explores the key issues you should consider and tactics that you can use in initiating strong partnering relationships, including:

- Identifying problems that could undermine your partnering program
- Separating cultural challenges from training needs
- How to facilitate rapid cultural change
- Key elements in building strong working relationships
- How to establish and enhance trust
- Actions that support initial and long-term partner bonding
- How to develop a shared vision and define steps to achieve your early goals
- Building on early relationship expectations
- Training to improve interpersonal communications skills and team efforts

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Subject:           **Growing And Maintaining Partnering Relationships**

Faculty:           (to be announced)

To remain viable, lawpartnering relationships need ongoing support and nurturing. Time and energy must be devoted to developing trust among the partners, strengthening relationships, improving communications, encouraging collaboration and sustaining interest in partnering initiatives. This Discussion Forum is available to members interested in learning more about maintaining and growing partnering relationships. Topics of discussion may include:

- Renewing shared vision and realigning interests
- Keys to managing partnering relationships
- Ways to enhance or regenerate trust internally and externally to your organization
- Ideas for improving communication and performance
- Key elements for achieving collaboration
- How to sustain internal interest and involvement in partnering efforts
- How to conduct effective meetings for members of your partnering team
- Building leadership within your partnering network

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Subject:           **Re-engineering The Delivery Of Legal Services**

Faculty:           (to be announced)

Re-engineering legal work processes begins with an evaluation of the relationship between inside and outside counsel. Ideally, the relationship should be structured to optimize the ability of each party to provide the necessary core competencies to accomplishing the required work. In keeping with the partnering philosophy of continuous improvement, any re-structuring of the relationship should consider the client's current and anticipated legal needs, as well as the business goals of the law firms within the partnering network. Thereafter, process re-engineering efforts should not cause the quality of the legal representation to suffer.

This Discussion Forum explores issues relating to re-engineering of legal work processes for greater efficiency and cost savings, including:

- Reassessing inside and outside relationships
- Principles that promote continuous improvement
- How to conduct work process analysis / approaches to streamlining procedures
- Balancing corporate involvement with law firm autonomy
- Saving costs through knowledge and research re-use programs

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Subject:           **Work Flow Management And Integration**

Faculty:           (to be announced)

In many law departments and firms, legal work is still carried out through a series of isolated individual efforts. Workflow integration uses data, information and knowledge tools to create more efficient, structured work processes. The goal of a workflow system is to provide access to a broader group of users of information that normally resides in diverse privately maintained databases or on computer hard drives under the control of one or two people, wherever they may be located. Broader access extends the value of the information. In the context of partnering, workflow management and technology combine to create a substantial "virtual" integration of work between the law department and its outside law firms and vendors. An important aspect of this integration is "process visibility," through which every significant participant – the law department client, the law firm(s) and integrated vendors – is able to see what is going on at each step of any legal event. Process visibility permits more effective analysis, creative thinking, adjustments in approach, streamlining of functions and process management than the typical manner in which legal services are delivered.

This Discussion Forum explores issues relating to work flow management and integration including:

- How to begin to integrate legal work processes
- How to get individuals to contribute privately held information and work product
- Technology that facilitates seamless sharing of information
- Improving collaboration through work process visibility
- Keys to effective work process management

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Subject:           **Technology And LawPartnering Arrangements**

Faculty:           (to be announced)

The intelligent application and effective use of technology is fundamental to lawpartnering relationships and networks. Because technology impacts partnering endeavors on many fronts, we offer several Discussion Forums under the topic of "Technology and LawPartnering Arrangements." Our "General Considerations" forum is designed for discussion of broader technology-related issues such as:

- How technology is being used to facilitate partnering relationships
- Keys to implementing technology systems in your network
- Managing technology systems effectively
- Emerging technologies that can lead to significant cost savings

Additional Discussion Forums allow members to explore issues regarding technology applications in lawpartnering arrangements designed for specific use, such as:

- Extranets / Effective Communication
- Professional Services Automation
- Document Management
- Case Management
- Knowledge Management
- Relationship Management

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Subject:           **Cost Reduction And Efficiency Programs**

Faculty:           (to be announced)

A collaborative effort to develop cost-effective strategies for meeting the client's legal needs and careful budgeting for those services are central to most lawpartnering arrangements. This is a win-win process. Corporate clients achieve optimal representation at a reasonable cost. Law firms benefit from improved efficiencies in the delivery of their services and greater control over the realization rate and profitability of the work performed. This forum is dedicated to discussion of cost reduction and efficiency programs that foster lawpartnering relationships. The forum explores related topics such as:

- Knowledge sharing
- Risk avoidance initiatives
- Early case assessment
- Alternative dispute resolution
- Efficient matter and case management
- Billing efficiency – task-based codes
- Frequent-flyer programs

Please note: Certainly, there are a variety of alternative fee arrangements that hold the potential for significantly reducing a client's outside legal costs. Because of the wide variation in alternative fee arrangements and the importance of the topic, a separate Discussion Forum is offered on this subject.

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Subject:           **Alternative Fee Arrangements**

Faculty:           (to be announced)

When properly structured, alternative fee arrangements – that is, arrangements that provide something other than billing for legal services according to how much time was spent on the work and predefined attorney hourly rates – present the opportunity for both savings to the client and increased revenues and profitability for the law firm provider. If you don't understand how they work, or have other questions about alternative fee arrangements such as those listed below, in this Discussion Forum you will be able to find out what you don't know.

- Value billing, incentive billing, results-based billing
- Fixed fee arrangements, task-based fixed fees
- Retainer arrangements, percentage fees
- Capped fees, volume discounts, unbundled fees
- Blended rates, partner-based billing
- Loaned lawyers and teaming arrangements

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Subject:           **Building Revenues And Increasing Profitability**

Faculty:           (to be announced)

Understandably, positive effects on the parties' bottom line are the most frequently measure success in lawpartnering efforts. Initiatives that lower fees and reduce outside legal costs have this impact and make corporate counsel happy. Improved efficiencies that reduce internal overhead have the same positive result. In some lawpartnering arrangements, the creative thinking and joint efforts have uncovered opportunities for law departments to generate revenues instead of just being a cost-center. On the law firm side, partnering also offers many opportunities for building revenues and increasing profitability. This interesting subject is the focus of this Discussion Forum. Topics for discussion include:

- Growing the corporate client's business
- Exploring new business opportunities
- Finding revenue sources within the legal department
- Law departments as profit centers
- How to help your outside counsel succeed
- Corporate endorsement of law firm and support services partners
- Leveraging the partnering experience of your law firm
- Marketing your lawpartnering experience
- Referring business within the preferred law firm and legal support services network

## **PARTNERING FOR LEGAL ADMINISTRATORS AND LAW MARKETERS**

The following forums offer a venue for legal administrators and law firm marketers to discuss how partnering relationships and networks affect their professional responsibilities and to share ideas for advancing their unique respective interests.

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**Subject: LawPartnering And Legal Administration**

**Faculty:** (to be announced)

Savvy legal administrators today are very aware of the mounting pressures on corporate counsel to control outside legal costs and improve profitability. They are alert to the interest among law department leaders in the benefits of partnering and the growing client expectations that law firms contribute meaningfully to their key clients' bottom line. Progressive administrators are helping to educate attorneys about the dynamics of partnering and taking active roles in supporting law firm/client partnering arrangements. As companies, law firms and vendors undertake partnering initiatives, legal administrators are being called upon to facilitate the desired change in operations.

This discussion forum is devoted to exploring partnering issues from a legal administration perspective. Topics for discussion may include:

- The legal administrator's role in supporting partnering relationships
- Working with vendors of products/services to facilitate partnering initiatives
- Sharing resources with other firms and vendors in partnering networks
- Collaborating with the administrators of partnering clients/firms
- Facilitating partnering communications and meetings
- Administering re-engineering and work process management programs
- Managing the legal invoicing process in partnering arrangements
- Unique challenges regarding document control in partnering relationships

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**Subject: LawPartnering And Professional Services Marketing**

**Faculty:** (to be announced)

With increasing frequency, law firm managers are turning to marketing professionals for strategic advice and guidance in building their firms' practices. As a result, more marketers are taking on the role of law firm visionary – assuming responsibility of keeping the firm's leaders focused on trends in the marketplace that can significantly impact the firm's current and future business – in addition to their regular marketing activities.

This discussion forum is devoted to exploring partnering issues from the law marketing perspective. Topics for discussion may include:

- The marketing professional's role in promoting partnering relationships
- Leveraging your law firm's partnering experience and successes
- How to help your law firm build a partnering network
- Collaborating with marketers working for other law firms and vendors
- Enhancing your firm's partnering capabilities
- Finding resources that can assist your firm's partnering initiatives
- Capturing business referrals from other network partners
- Measuring the success of partnering efforts

## SUCCESSFUL LAWPARTNERING – CASE STUDIES

In response to the increasing demand for specific, hands-on information on how to successfully partner with outside law firms, DuPont, Heller Financial and other companies that have pioneered the law firm/client partnering trend are sharing what they know and allowing other law department and law firm leaders to learn from their experiences. The following discussion forums provide the opportunity for you to gain further insight about how these companies initiated their partnering relationships, what they did to grow and maintain those relationships, the challenges they faced, the lessons they have learned, the successes they have achieved and the new goals they are setting in their partnering efforts.

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Subject:           **Case Study – DuPont Legal – Seven Years and Counting**

Faculty:           (to be announced)

In 1992, confronted with rising legal costs and an increasing number of lawsuits, DuPont's in-house law department was told to re-structure the way in which it traditionally worked with outside counsel in order to get better value for money spent on legal services. Essentially, DuPont management was demanding that its law department function within the business and financial constraints applicable to all other corporate divisions. After extensive study, DuPont's law department devised what today is widely known as the "DuPont Legal Model." The Model effectively revolutionized the traditional relationship between DuPont Legal and its outside counsel by –

- dramatically reducing the number of outside law firms and legal suppliers;
- structuring a more efficient means of buying legal services, particularly in terms of value-based billing;
- optimizing the use of internal and external legal resources by focusing on results-oriented work processes conducted by a seamless integration of inside and outside counsel;
- taking advantage of appropriate technology to enhance efficiency, support collaboration and further reduce costs; and
- prioritizing working with law firms who hire women and minorities.

The DuPont Legal Model has produced impressive bottom-line results. In the four years from 1994 to 1998, outside legal expenses were reduced forty-eight percent (48%). Cycle of times handling litigation cases dropped from 39 to 22 months in the early years of the partnering program and has held steady since then. The law department's case docket has been cut by more than half. Purchasing power is now better leveraged. Legal staffing requirements can be accurately forecast. Bottom-line savings due to partnering efforts are estimated to exceed fifty million dollars (\$50,000,000).

Now, approximately eight years later, the DuPont Legal Model has clearly succeeded in integrated sound businesses practices with the delivery of legal services, transforming the way the law department and its select outside counsel operate in today's global, market-driven economy. Don't be misled, however, by DuPont's noteworthy accomplishments into thinking that the DuPont partnering story is finished. Accordingly to its law department leaders, there is much room for improvement on many fronts and DuPont Legal continues each year to set new and higher objectives for its partnering program.

DuPont Legal remains a recognized leader in lawpartnering initiatives applied to a heavy litigation practice and much can be learned from their extensive experience. The LawPartnering Institute™ is pleased to offer this discussion forum where you can ask members of DuPont's Primary Law Firm and Supplier Network to share their experiences and insights into what makes partnering work.

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Subject:       **Case Study – FMC Corporation**

Faculty:       (to be announced)

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Subject:       **Case Study – Heller Financial, Inc.**

Faculty:       (to be announced)

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Subject:       **Case Study – United Parcel Service**

Faculty:       (to be announced)

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Subject:       **Case Study – Whirlpool Corporation**

Faculty:       (to be announced)

[under construction]