



TMT annual report 2016

Experts only

**An abstract from Iberian Lawyer
September / October 2016**

For further information please contact
maricruz.taboada@iberianlegalgroup.com

www.iberianlawyer.com

Latin American Cafe

Good governance principles and managing risk: nice to have or must-have? The new strategic role of secretaries of the board

The debate in Bogota will bring together board secretaries and members at leading Colombian and multinational companies to discuss challenges faced when implementing good governance policies focused on mitigating risk.

10, November 2016, Bogota

The risks of technology might be well understood but research suggests that companies could improve their protection guidelines and protocols to prevent risk as the greater danger could already be inside. The consequences can be devastating, from disruption of day-to-day operations, to reputational damage and loss of business.

Tackling these issues is not simple and, strategically, companies are expected to offer guidelines from the top. Board members have to lead by example.

Time

10.00 am -11.30 am

Where:

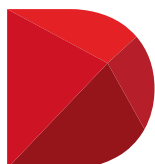
Bogota

Our distinguished panel will discuss a number of concerns:

1. What are the biggest challenges for secretaries of the board in Colombia? What are the best practices when setting out board meetings and procedures? What can we learn from the international experience?
2. How can you better equip your board to prevent risks and communicate with key company executives? Are boards or companies establishing clear objectives for compliance teams and risk management? What are their profiles and structures?
3. Are internal protocols adequate to investigate suspicious activities (nationally and internationally) and what should you do if you suspect a crime? What are the strategies in place to prevent breaches and to protect privacy and data?
4. What resources can protect companies from being an easy target? Are the risks coming from outside or inside?

This event is by invitation only. If you would like to attend please contact ignacio.abella@iberianlegalgroup.com

In cooperation with:



Diligent



Experts only

Though opportunities for TMT lawyers abound, only those that fully understand the latest cutting-edge technology will be able to cash-in on them

Technological advancement never stops and consequently, the opportunities for technology, media and telecommunications (TMT) lawyers are abundant. In addition to advice on new data protection regulations that come into force in 2018, law firms are also being consulted on issues such as fintech, artificial intelligence and data analytics. Meanwhile, clients are also looking to instruct lawyers in relation to matters concerning drones, robotics, telematics, blockchain and bitcoin.

The challenge for lawyers is that in order to provide effective TMT advice, they need to be knowledgeable about, and up-to-date with, the latest cutting-edge technology. It's not an easy task – especially when, as some lawyers point out, even if a law firm does come up with a highly innovative solution to a technology-related legal problem, it quickly becomes common knowledge and TMT companies begin widely applying their new-found knowledge in-house without the need for external counsel. So, simply being a good lawyer is not enough. The practitioners that really excel in this field are those that have a highly-developed understanding of the business their clients are involved in.

Clients regulatory concerns are providing a lot of opportunities for TMT lawyers, according to Alejandro Touriño, managing partner at Ecija. "There is a new data protection regulation coming into force in 2018, which will generate a considerable amount of work for lawyers. Also, the amendments to the criminal code mean that there are concerns among companies about software licensing compliance," he adds. Touriño says there is significant work for law firms advising venture capitalists and "business angels" in relation to start-ups as



well as acting for incubators. He adds that the "sharing economy" – which includes businesses

such as Airbnb and Uber – also faces regulatory issues that clients need advice on. "Cybersecurity

Portugal: What are the biggest challenges law firms currently face in the TMT market?

"Law firms nowadays have to be prepared to provide services to new entities exploring new and much more complex activities. There are new fields of activity in need of legal advice. Law firms must be prepared to understand the new businesses related to technology and scientific fields, from areas like nanotechnology, aerospace, biotechnology and artificial intelligence. There are new activities growing in Portugal, and in the world, one of these is fintech, an area of partnership between banks/financial institutions and technology companies exploring new ways of providing financial services, challenging the existing legal frameworks." **Fernando Resina da Silva, partner, Vieira de Almeida**

"Law firms need to think global and be up-to-date with the challenges facing the TMT industry, as well as with rules regarding data protection and e-commerce." **Duarte de Athayde, managing partner, Abreu Advogados**

"The digital era demands a lot more from lawyers. Legal expertise is no longer the decisive factor. On top of it, TMT companies seek lawyers that are not only expert trusted advisers but also, to some extent, understand the technicalities of their business and are aware of the use of technology in litigation or in the management of law firms. The traditional TMT lawyer has run its course." **Jorge Silva Martins, of counsel, ABBC**

"Keeping updated with the new technologies and trying to provide cutting edge solutions to new legal issues. Meanwhile, the transnational nature of the services and the need to gather experts in different countries can also be a challenge." **Manuel Esteves de Albuquerque, senior associate, Raposo Bernardo**



definitively represents a challenge too," he says.

Football broadcasting

Ecija chairman Hugo Écija says that the market for football broadcasting rights is also generating a considerable amount of work for TMT lawyers, including advising football clubs and television companies. In addition, more internet companies are boosting their presence in the Spanish market and creating work for lawyers. Meanwhile, CMS Albiñana & Suárez de Lezo partner

Javier Torre de Silva says many clients require advice in relation to the issue of a single digital licence for the whole of Europe, while the regulation of over-the-top (OTT) services and the fintech sector is also creating opportunities for lawyers.

Úria Menéndez partner Pablo González-Espejo says the telecoms and audiovisual sectors are facing an "earthquake in regulation". He adds: "All regulations will change and lawyers have to be imaginative in order to foresee the outcome." González-Espejo

says the extent of the regulation of the audiovisual sector will be shaped by the entry of players in the market, such as Amazon or Netflix. He also observes that there has been an increase in requests for advice on outsourcing technical platforms, particularly those related to financial institutions and insurance.

Work advising TMT companies from the UK that are eyeing the Spanish market is on the increase, according to Rafael García del Poyo, partner at Osborne Clarke. He adds that other growth areas for law firms include fintech, artificial intelligence, data analytics, drones, robotics, telematics, blockchain and bitcoin. Baker & McKenzie partner José María Méndez says that the TMT-related matters are creating opportunities for law firms in all practice areas. "There is potential work related to the implementation of the European Union Trade Secrets Directive, as well as the Copyright Directive and changes to the Digital Single Market." Another key source of work for lawyers will be advising video-on-demand (VOD) service providers on the implications of the EU Audiovisual Media Services Directive.

Global struggle

Smaller law firms and big law firms operating in the TMT sector both face challenges, though they are different in nature. As one partner puts it: "Smaller niche firms struggle with the global approach as they have to compete with international law firms, while the challenge for large firms is that they may lack the technical knowledge that is vital when advising TMT sector companies." Competing with the 'Big Four' is another problem for law firms. "When providing advice to TMT companies, it's impossible to advise on everything – for example, tax advice is a big opportunity," he continues. "Lawyers from other areas, such

Spain: What are currently the biggest opportunities for law firms in the TMT market?

"Although there have been several transactions during the last year – for example, Euskaltel/R Cable and MásMóvil/Yoigo – in our view there could still be more corporate transactions to come in the sector. There are still operators that are not part of a group that are due to combine with other operators to be able to provide mobile phone, TV and internet services through their own networks without using third party networks. We're also waiting to see whether or not there is a tie-up between the biggest virtual mobile operators. From a regulatory standpoint it also looks like it is going to be a busy year for telecommunications, since the CNMC is still in the process of looking at the competition situation in the relevant markets. We cannot rule out the possibility either that the sector will be busy on the capital markets side, in terms of borrowing or IPOs of companies involved in telecoms services." **José Giménez, partner, Linklaters**

"The European and national regulations on cybersecurity and, in particular, those related to the directive on security of network and information systems (NIS Directive)." **Paloma Bru, of counsel, Jones Day**

"While it is obvious that lawyers advising clients in these sectors have to keep up with the trends and developments in the markets and to give latitude to our legal thinking, we also have to keep aware of our role and responsibility vis-à-vis our clients when we offer our services – in this sense, I think it is difficult for a law firm to carve out a niche in the TMT sectors without solid legal experience in corporate, commercial and other traditional law practices." **Ainhoa Veiga, partner, Aroz & Rueda**

"The expansion of TMT products and services into new sectors – such as e-health, education, the car industry, courier services, tourism, collaborative consumption and mobile money – offers new opportunities, particularly with regard to regulatory issues." **Yago Vázquez Moraga, partner, Pintó Ruiz & Del Valle**

"M&A opportunities for international IT companies are a growing trend. The medium-sized companies that have survived are now lean and efficient, and available for takeover at reasonable prices." **Manuel Alonso, partner, Jausas**

as competition, corporate, and tax are breaking into the TMT market.”

Another specialist TMT partner at a law firm in Madrid says a major challenge for law firms is implementing technology within in order to remain competitive: “We need to add value by using technology in the provision of services.” In addition, client demand for a “one-stop-shop” means that law firms are under pressure to restructure their firms into teams that specialise in specific industry sectors. Meanwhile, Latin America is a market with huge potential for TMT lawyers, says González-Espejo. “Latin America has the potential for more development in the TMT area; it’s a great place to grow.”

Another problem for law firms is that, while the initial advice they provide clients is usually highly specialised, as knowledge becomes more widespread the legal work becomes commoditised. “For example, take

blockchain: eventually companies develop their own teams to handle this matter so law firms have to change quickly and become pioneers [in another area],” says one partner. Law firms frequently have to adapt to new fee structures too and clients often prefer to use three or four different law firms for legal advice, explains one partner based in the Madrid office of an international firm. He adds: “The lack of legal certainty in this area means that lawyers also have to take on the role of business consultants and advise clients on what approaches to take [to particular issues] in future.”

Bargaining power
There will be an increasing

number of TMT lawyers in future, says Iban Díez López, associate at Gómez-Acebo & Pombo. He adds: “TMT lawyers have to be

“The amendments to the criminal code mean that there are concerns among companies about software licensing compliance.”

Alejandro Touriño
Ecija



internationally oriented, they have to be specialised and business oriented and technology oriented. With regard to fintech, for example, we have to build multidisciplinary teams – with expertise in compliance and tax, for example – because TMT is not always the ‘best friend’ of banking.”

Clients have tremendous “bargaining power” when it comes

Spain: What do you think will be the biggest trends in the TMT market in the coming year?

“No doubt technologies strengthening cybersecurity, given the ever greater awareness of cyberthreats. Privacy enhancing technologies of all kinds, especially as a result of newly enshrined legal duties on privacy by design and privacy by default. Artificial intelligence and robotics will also be crucial.”

Pablo García Mexía, of counsel, Ashurst

“In recent years, companies and universities have been creating accelerators and incubators for entrepreneurial projects. As a result, we are observing how these investments are starting to bear fruit. Next year will bring significant opportunities for the TMT lawyers in the start-up world.”

Manuel Rodríguez Cárcamo, partner, Pérez-Llorca

“A reasonable forecast is that a new stable government will be formed in the coming months in Spain. This will be the trigger for new foreign investment in the Spanish TMT market, which offers excellent opportunities at this time. Investors are still reluctant because of the political uncertainty, but once those dark clouds disappear, a wave of new investment is likely to follow.”

Diego Ramos, partner, DLA Piper

“The biggest trends in the TMT market will be fintech, internet of things, the sharing economy and blockchain technology. Legaltech also will be an important trend since big firms are starting to take it into account as a real opportunity to provide legal services.”

Sergio de Juan-Creix, intellectual property & information technologies, BDO

“Big data will have a significant impact on public services and governments, especially in the context of data being used for security purposes, the evolution of smart cities, wearables, or e-science development.”

Jordi Saldaña Solera, senior associate, Roca Junyent

“The processing of personal data by ‘Wellness Apps’ appearing on the market. Due to the consequences that the processing of the data derived from such apps and devices could have, it should be borne in mind that data protection is a key issue.”

Miguel Geijo, partner, Broseta

“We firmly believe that Cyberlaw [law related to internet and computer offenses, especially fraud or copyright infringement] will be the next important legal discipline in the world of law.”

Álvaro Écija, managing partner, Ecija



to fees, says one partner at a leading Spanish law firm. "They are sophisticated and they know how to get the best out of negotiations – however, if the matter is critical to their business they are prepared to pay whatever it takes." Another partner points out that multinational companies put "big pressure on fees". He continues: "Firms also have to get through the filter of a panel. However, SMEs in Spain are prepared to use more expensive international law firms as they are able to open

doors for them around the world." Law firms are also prepared to advise TMT start-ups on what is effectively a pro-bono basis and, in doing so, "bet on them [the start-ups] in the medium to long-term."

Industry expertise is now a key requirement of clients, explains one partner based in the Madrid office of a global firm. "Clients are looking for a partner who understands the issues – in-house counsel very quickly know if a lawyer doesn't know what he is doing," he

explains. "Consequently, firms are moving away from practice groups and towards industry groups – however, creating such groups internally is not easy as compensation systems need to be adapted to motivate partners to become part of an industry group and it can be a challenge to get people on the same page." The partner adds that, in this respect, the legal arms of the 'Big Four' auditors have an advantage in that they are "already structured in industry groups". However, other lawyers argue that the 'Big Four' do not have it easy. "The consultancy firms are having a hard time," says one. "Clients want multiple law firms in addition to auditors."

Such is client desire for industry expertise, that even if a large firm puts together a multidisciplinary team – including, for example, corporate and labour lawyers – if the team "does not have a good understanding of the client's business, this is not enough", says one partner. Another TMT partner adds: "Sometimes, if labour lawyers, for example, are leading on a matter, TMT lawyers will have to help them."

While many TMT companies may be start-ups with limited capital, lawyers argue that it is vital that they do not jeopardise their futures by limiting legal spend. As one partner comments: "I'd say 'can you afford not to pay us?' There are increased legal risks and the legal consequences of failures may not be apparent yet."

Portugal: Technological invasion
In the Portuguese market, data protection-related matters are the biggest opportunity, according to PLMJ partner Daniel Reis. "Clients are struggling to adapt to Regulation 2016/679 which will apply from 25 May 2018 and are interested in hiring outside counsel to help them," he adds. However, Reis adds

Spain: What are the biggest challenges law firms currently face in the TMT market?

"Nowadays, most of our clients speak of nothing other than big data, internet of things, wearables or e-health. Both the lack of enforceable laws that are adapted to these technologies, as well as the need to keep updated on technical developments are major challenges when providing support to our clients. In this regard, we need to be prepared to provide the most appropriate, up-to date and even sometimes innovative legal assistance." **Susana Rodríguez Ballano, senior associate, Deloitte Legal**

"The advice required by 'digital' clients involves advice in several jurisdictions, so our services are becoming more and more international." **Blanca Escribano, partner, Olswang**

"I think the biggest challenges faced by law firms are adapting to changes such as new platforms entering the market that are offering common advocacy work for less and with less effort. We'll have to adapt our relationships with the clients, and we cannot forget that unless we have enough means and money, we [law firms] will all have to focus on one or two areas of expertise." **Alfredo Gómez-Acebo Dennes, partner, Cremades & Calvo-Sotelo Abogados**

"In the area of corporate compliance and big data & data protection – where the client sometimes shows a lack of awareness of the level of sophistication and complexity of the legal matters they are facing – an expert lawyer will need to be able to inform them about these challenges in an accurate and simple way." **Belén Arribas, partner, Miliners Abogados**

"New technologies are volatile and are always well ahead of legislation. Consequently, lawyers have to know how to interpret emerging issues in order to adjust them to the law, which is not always easy." **Víctor Altimira, senior associate, RCD - Rousaud Costas Duran**

"Every day the competition in the TMT legal services market is increasing, since all large law firms and most of the medium-sized ones have created specialised TMT departments. Attracting clients will depend on the usual factors such as legal expertise, but other factors such as technological knowledge or the ability to offer clients a wide network of offices will be decisive." **Joaquín Muñoz, lawyer, Ontier**



“All regulations will change and lawyers have to be imaginative in order to foresee the outcome.”

Pablo González-Espejo
Uría Menéndez

the caveat that the “explosion of data protection work means that it is no longer a niche area”. He continues: “TMT practices need to concentrate on the more complex and sophisticated work where they can offer real value to clients.”

Another significant opportunity for TMT lawyers in Portugal is the fact that a wide range of sectors are becoming increasingly reliant on technology. “Sectors such as agriculture, aviation, construction, communications, defence, distribution, energy, financial services, insurance, medical devices, health, tourism and transport face a growing and undeniable dependence on technology,” says Magda Cocco, partner at Vieira de Almeida. “All this is evidenced by the increasing importance of e-health, e-government, e-commerce, smart cities, surveillance and tracking technologies in our day-to-day life.” Cocco adds that, until very recently, TMT practices in most law firms were focused on the “electronic communication, media and technology sectors”, but with other sectors experiencing an invasion of technology, TMT practices have enlarged their client base and are now working with clients from a wide range of sectors.

The trend for consolidation in the TMT sector will mean the major players will increasingly do more legal work in-house, MLGTS managing associate Gonçalo Machado Borges warns. “This may contribute to downward pressure on fees or encourage further in-sourcing of services,”

he adds. “The overall backdrop is one of stable or decreasing ‘telco’ market revenues which poses a challenge for the market players themselves and for all external service providers, legal counsel and

others.”

Francisco Brito e Abreu, partner at Uría Menéndez-Proença de Carvalho, expects there to be more TMT-related transactional work for lawyers in Portugal. “The reconfiguration of the Portuguese TMT market has generated, in recent years, several significant transactions, such as the acquisition of PT Portugal by Altice and the merger between Zon and Optimus,” he says. “This reconfiguration is likely to continue to evolve, and this may generate a relevant workload for law firms.”

Grow or die

According to Maria Leonor Piconez, a lawyer at Caiado Guerreiro, the fact that, in the highly competitive TMT market, only the strongest and most innovative companies survive presents an opportunity for lawyers. “Small companies have to grow fast or will lose their chance – therefore, one of the important opportunities lies in assisting these players in obtaining funding,” she says. “In the TMT sector, either you grow or you die.”

The fact that TMT clients want fast responses from their lawyers presents a significant challenge for firms, according to Patrícia Nunes Borges, senior associate at F. Castelo Branco & Associados. “Not only do they [clients] want quality, but they need answers by the hour – getting advice on time could mean getting the deal through and clients expect to get their answers 24 hours a day,

seven days per week,” she says. “As such, the biggest challenge is, while maintaining the quality of our work, still being able to turn it around very quickly, which is not an easy task.”

With regard to the biggest trends in the coming year, Vieira de Almeida partner Margarida Couto says wireless technologies and more innovative and sophisticated handsets will continue to dominate the telecoms sector, while the use of satellite technology will become more prominent. She adds: “The increasing number of satellite constellations in orbit will also assume growing importance in several sectors, notably in shipping, aviation and defence.”

Portugal: What are currently the biggest opportunities for law firms in the TMT market?

“With the coming into force of the new European General Data Protection Regulation, data protection became a greater area of concern for the TMT industry. Law firms may have an important role in assisting TMT clients in adapting their operations to the new requirements before 25 May 2018, the date when the regulation comes into force.” **Pedro Vilarinho Pires, head of the TMT and data protection area in Portugal, Gómez-Acebo & Pombo**

“Besides the more general aspects of data processing activities and international data transfers, there are several other data protection topics which intertwine with other areas such as internet of things, connected cars, big data, virtual reality and cyber risks. Many companies are improving their e-commerce platforms and investing more in digital media/advertising, mobile apps and cloud storage solutions.” **Ricardo Henriques, partner, Pbb**

TMT lawyers forced to innovate in service provision

With emerging technologies leading to the creation of new industry sectors, lawyers have to change the way they communicate with clients



Magda Cocco



Fernando Resina da Silva

Technology has penetrated so many industries that law firms are being forced to be more innovative in the way they provide services to clients from sectors that, until now, were not familiar with the world of technology and its potential for business. Indeed, many of these types of clients are not fully aware that they need legal advice on certain issues, says Magda Cocco, partner at Vieira de Almeida in Lisbon. "Nowadays, with so many emerging technologies, we're being asked to advise companies acting in new fields of activity," she explains. "We are enlarging and diversifying our client base and providing services for players that are different from the more traditional TMT clients, such as IT, telecoms and media companies."

Though there are constant technological innovations, it can be some time before such changes lead to instructions for law firms. This is largely because clients in the sector are often unaware of the legal issues affecting their business. As a result, lawyers have to change the way they communicate with such clients in order to effectively get the message across about the legal issues they may be facing.

Fernando Resina da Silva, also a partner at Vieira De Almeida, says that there has been a buzz around emerging technologies for some time, but only in recent years has this translated into new instructions for law firms. "We used to read about it, but only in the last couple of years have we increased our client base because of it," he says. Resina da Silva adds that clients from a wide range of sectors may have IT people who understand the basics, but until recently, many did not understand how important it was to have legal advice on certain issues. "Often these clients are using sophisticated technology without the technical understanding of how the value chain works, or an appreciation of the legal framework and regulations involved," says Cocco. "They also need to be shown how they can do better business when using new technology."

Consequently, due to the "technological invasion" that is taking place in a wide range of sectors, including agriculture, oil & gas, aviation, construction, defence, distribution, energy, financial services, insurance,

medical devices, health, tourism and transport, TMT lawyers are having to change the way they provide their services, says Resina da Silva. "We're having to adapt our language to the client we're talking to, as well as changing the way we interact, the way we speak and the way we provide our opinion on the technology they're investing in."

Using soft skills

TMT lawyers also face the additional challenge of having to gain an understanding of the different sectors by using soft skills and technical skills, says Cocco. "In order to provide valuable advice in the technological field, besides a deep knowledge of the legal and regulatory framework, a lawyer needs to understand the technology and how it will be used and what its impact will be on a specific sector," she explains. Meanwhile, Resina Da Silva says it is also important to have a good knowledge of the client's business model and the technology they are developing. "We are obliged to understand enough, otherwise it is impossible to give them advice," he says. "Learning fast is an ability our lawyers have." Vieira De Almeida's strategy for addressing such challenges that are specific to the TMT sector is to use the support of a knowledge management team and also by setting up "task force" teams. Cocco says: "These non-practising lawyers act like dedicated team members and completely understand our needs – every day they help us to maintain the quality of our knowledge in an ever-changing sector," says Cocco.

Another major trend impacting on the provision of legal services in the TMT area is globalisation, says da Silva. "Due to globalisation, not only must lawyers be mobile in order to advise clients in other worldwide jurisdictions, they must be aware of all the trending worldwide laws and policies to remain at the forefront of any issues," he adds. According to Cocco, such is the importance of remaining "one step ahead" for this particular kind of client, that TMT lawyers operate very differently from other departments within law firms. She adds: "We don't have any other team where things change so much and so fast as in the technological field," she says.

Companies' growing use of 'big data' is opportunity for lawyers

TMT lawyers will have a major role to play helping clients ensure they are complying with the new European Data Protection Regulation

One of the biggest new trends in the technology sector will be companies leveraging the value of 'big data', according to Jordi Saldaña, senior associate at Roca Junyent in Barcelona.

"Data is beginning to play a central role in business and it is already one of the most valuable assets available to companies," says Saldaña. "The interconnectivity of all devices, alongside the information we provide daily, generates a large amount of valuable data, which becomes extremely valuable once crossed-referenced and made anonymous."

Big data refers to large sets of data that can be analysed to reveal patterns of human behaviour, and one of its major advantages, says Saldaña, is that it enables companies to use it to make money without having to seek the consent of the data subject. "It means companies can offer products and services that are carefully tailored to customers' needs, specifically in terms of their spending habits," he explains.

As a result, Saldaña thinks harnessing big data will have a significant impact on public services and governments, "since such data may be used for security purposes, the evolution of smart cities, wearables or in e-science development". In the immediate future, Saldaña predicts that technology, media and telecommunications (TMT) lawyers will have a big role to play in helping clients ensure they are complying with data protection regulations and meeting the requirements of the new European Data Protection Regulation [law 2016/679, which will come into force in 2018]. However, due to the increase in the use of big data, in the long-term Saldaña envisages significant opportunities for lawyers to provide compliance and regulatory advice that is tailored to their client's specific business model. "Lawyers will be able to assess companies based on what they can and cannot do with data in order to obtain the highest yields from said data, within legal parameters."



Jordi Saldaña

Hosting Web Summit shows confidence in Portuguese tech sector

Technology, media and telecommunications (TMT) lawyers in Portugal are gearing up for the arrival of over 50,000 technology industry representatives in November, when the Web Summit comes to Lisbon. The annual event, which was previously hosted by Dublin, has been dubbed the 'Davos for geeks'. The fact that it will be based in Portugal for the next three years is seen by many as evidence of the country's growing importance to Europe's technology sector. For Portuguese TMT lawyers it is another cause for growing confidence in the country's burgeoning tech industry.

"It is a great opportunity for Portugal and Lisbon is increasingly seen as a good place for start-ups," says Ricardo Henriques, a TMT partner at law firm pbb. He believes a number of factors are making Portugal an increasingly attractive place to do business. "There are some specific actions behind the increase

in activity, such as the Lisbon Micro-Entrepreneurship programme, which is focused on helping to develop business plans and advising on how best to obtain funding but more than that, it's the general momentum, and the fact that there are many people saying the location is good because of the infrastructure, the weather and the people," Henriques says. "The incentives from the Portuguese government and other agencies that brought the Web Summit should hopefully continue to attract many others in the coming years."

Meanwhile, Henriques says lawyers are receiving a significant amount of instructions related to data protection due to the rollout of the European Union's General Data Protection Regulation. He adds that many companies are uncertain about how the new rules will impact on their business. "There is a lot of work in data protection, due to the new regulations that will come into force in 2018," says Henriques.



Ricardo Henriques



Adolfo Soria Puig, BDO Abogados y Asesores Tributarios

Address: Sant Elies, 29-35, Escalera B, 08006 Barcelona
Tel: +34 93 209 88 02 **Fax:** +34 93 201 82 38
Email: adolfo.soria@bdo.es **Web:** www.bdo.es
Main practice areas: Corporate & Commercial, M&A and IP/IT



Ainhoa Veiga, Araoz & Rueda

Address: Paseo de la Castellana 164, 28046 Madrid
Tel: +34 91 319 02 33 **Fax:** +34 91 319 13 50
Email: veiga@araozyrueda.com **Web:** www.araozyrueda.com
Main practice areas: Competition (Antitrust), Corporate & M&A, IP/IT and Litigation



Alejandro Touriño, Ecija

Address: Torre de Cristal, Paseo de la Castellana 259C, Madrid
Tel: +34 91 781 61 60 **Fax:** +34 91 578 38 79
Email: atourino@ecija.com **Web:** www.ecija.com
Main practice areas: TMT, IP and Regulated Sectors



César Bessa Monteiro, pbbr – Pedro Pinto, Bessa Monteiro, Reis, Branco, Alexandre Jardim & Associados – Sociedade de Advogados

Address: Avenida da Liberdade 110, 6, 1250-146 Lisbon
Tel: +351 21 311 35 19 **Fax:** +351 21 326 47 57
Email: cesar.bmonteiro@pbbr.pt **Web:** www.pbbr.pt
Main practice areas: Intellectual Property, Media/Advertising, Cloud Computing, Data Protection/Privacy and e-Commerce



Daniel Reis, PLMJ – Sociedade de Advogados

Address: Avenida da Liberdade 224, Edificio Eurolex, 1250-148 Lisbon
Tel: +351 21 319 73 00 **Fax:** +351 21 319 74 00
Email: daniel.reis@plmj.pt **Web:** www.plmj.com
Main practice areas: Technology, Communications and Telecoms



David Miranda, Osborne Clarke

Address: Avenida Diagonal 477, planta 20, 08036 Barcelona
Tel: +34 93 419 18 18 **Fax:** +34 93 410 25 13
Email: david.miranda@osborneclarke.com **Web:** www.osborneclarke.com
Main practice areas: Corporate & M&A, E-Commerce, New Technologies, Communications/Telecoms, Digital Media, Social Media, Cloud Computing, Data Protection/Privacy and Technology



Fernando Resina da Silva, Vieira de Almeida & Associados

Address: Avenida Duarte Pacheco 26, 1070-110 Lisbon
Tel: +351 21 311 35 19 **Fax:** +351 21 269 59 55
Email: frs@vda.pt **Web:** www.vda.pt
Main practice areas: Information Technology, Outsourcing, Emerging Technologies, Electronic Commerce, Electronic Communications, Advertising and Media

Sponsored section: A selection of law firms recommended within the internationally recognised directories and / or by clients.



Javier Martínez Bavière, Pedro Alemán Abogados

Address: Lagasca 10, 1, 28001 Madrid
Tel: +34 91 435 32 01 **Fax:** +34 91 435 61 01
Email: jmb@pedroaleman.com **Web:** www.pedroaleman.com
Main practice areas: Litigation, Copyright, Media, Entertainment and TMT



Joaquín Muñoz, Ontier

Address: Paseo de la Castellana 55, 28046 Madrid
Tel: +34 91 431 30 00 **Fax:**
Email: jmunoz@ontier.net **Web:** www.ontier.es
Main practice areas: E-Commerce, Intellectual Property, New technologies, Audiovisual, Digital Media, Social media, Data Protection/Privacy and Media & Entertainment



Jordi Saldaña Solera, Roca Junyent

Address: Aribau 198, 08036 Barcelona
Tel: +34 93 241 92 00 **Fax:** +34 93 414 50 30
Email: j.saldana@rocajunyent.com **Web:** www.rocajunyent.com
Main practice areas: Data Protection & Digital Law (E-Commerce & Electronic Contracts, Electronic Signatures, Consumer Rights with regard to Technology and Corporate Compliance)



José Giménez, Linklaters

Address: Almagro 40, 28010 Madrid
Tel: +34 91 399 60 00 **Fax:** +34 91 399 60 01
Email: madridclientconnections@linklaters.com **Web:** www.linklaters.com
Main practice areas: Corporate, Communications/Telecoms, M&A and Media & Entertainment



Luís Neto Galvão, SRS Advogados

Address: Rua Dom Francisco Manuel de Melo 21, 1070-085 Lisbon
Tel: +351 21 313 20 00 **Fax:** +351 21 313 20 67
Email: geral.portugal@srslegal.pt **Web:** www.srslegal.pt
Main practice areas: Telecommunications, Media and Technology



Magda Cocco, Vieira de Almeida & Associados

Address: Avenida Duarte Pacheco 26, 1070-110 Lisbon
Tel: +351 21 311 35 19 **Fax:** +351 21 269 59 55
Email: mpe@vda.pt **Web:** www.vda.pt
Main practice areas: Electronic Communications, Information Technology, Media, Privacy, Personal Data & Cybersecurity and Aerospace



Manuel Alonso Porri, Jausas

Address: Passeig de Gràcia 103, 08008 Barcelona
Tel: +34 93 415 00 88 **Fax:** +34 93 415 20 51
Email: malonso@jausaslegal.com **Web:** www.jausaslegal.com
Main practice areas: Corporate & M&A, e-Commerce, Intellectual Property, New Technologies, Digital Media, Audiovisual, Social Media, Cloud Computing and Data Protection/Privacy

Sponsored section: A selection of law firms recommended within the internationally recognised directories and / or by clients.



Manuel Sáez, Casals Abogados

Address: Avenida Diagonal 449, 6, 08036, Barcelona
Tel: +34 93 414 41 28 **Fax:** +34 93 414 00 51
Email: msaez@casalsadvocats.com **Web:** www.casalsadvocats.com
Main practice areas: Litigation & Arbitration, Corporate, Banking, M&A, Intellectual Property, Communications/Telecoms, Media and Entertainment



Margarida Couto, Vieira de Almeida & Associados

Address: Avenida Duarte Pacheco 26, 1070-110 Lisbon
Tel: +351 21 311 35 19 **Fax:** +351 21 269 59 55
Email: mc@vda.pt **Web:** www.vda.pt
Main practice areas: Telecommunications, Regulatory, Data Privacy and Public Procurement



Octávio Castelo Paulo, SRS Advogados

Address: Rua Dom Francisco Manuel de Melo 21, 1070-085 Lisbon
Tel: +351 21 313 20 00 **Fax:** +351 21 313 20 67
Email: geral.portugal@srslegal.pt **Web:** www.srslegal.pt
Main practice areas: Telecommunications, Media & Technology, Corporate & Commercial and M&A



Pablo González-Espejo, Uría Menéndez

Address: Príncipe de Vergara, 187, Plaza Rodrigo Uría, 28002 Madrid
Tel: +34 91 586 04 09 **Fax:** +34 91 586 00 80
Email: pablo.gonzalezspejo@uria.com **Web:** www.uria.com
Main practice areas: Media & Telecommunications, M&A and Sport



Rafael García del Poyo, Osborne Clarke

Address: Paseo de la Castellana, 52, planta 6, 28046 Madrid
Tel: +34 91 576 44 76 **Fax:** +34 91 576 74 85
Email: rafael.garciadelpoyo@osborneclarke.com **Web:** www.osborneclarke.com
Main practice areas: IT/IP (Commercial & Litigation including Arbitration), Data Protection, E-Commerce, FinTech, TMT, Sports & Entertainment, Outsourcing, Aeronautics and Space Law



Ricardo Henriques, pbbr – Pedro Pinto, Bessa Monteiro, Reis, Branco, Alexandre Jardim & Associados – Sociedade de Advogados

Address: Avenida da Liberdade 110, 6, 1250-146 Lisbon
Tel: +351 21 326 47 47 **Fax:** +351 21 326 47 57
Email: ricardo.henriques@pbbr.pt **Web:** www.pbbr.pt
Main practice areas: E-Commerce, IP, New Technologies, TV & Broadcasting, Communications/Telecoms, Data Protection/Privacy, Digital Mediam, Social Media, Antitrust and Competition



Susana Rodríguez Ballano, Deloitte Legal

Address: Plaza Pablo Ruiz Picasso s/n 28020 Madrid
Tel: +34 915 14 50 00 **Fax:** +34 915 14 51 80
Email: srodriguezballano@deloitte.es **Web:** www.deloittelegal.es
Main practice areas: TMT, IP, Data Protection, Communications, Media/Telecoms, Corporate and M&A

Sponsored section: A selection of law firms recommended within the internationally recognised directories and / or by clients.



Join the **g(lobe)ba| Iberian Lawyer** community

www.iberianlawyer.com/subscribe



**An abstract from Iberian Lawyer
September / October 2016**

For further information please contact
maricruz.taboada@iberianlegalgroup.com
www.iberianlawyer.com