



WHY IS GLOBAL CAPITAL USING THESE IMAGES ON ITS SITE?

As part of its practice advising museums and other cultural institutions, artists, collectors and others in the world and business of art, we come across interesting images. But why are *these* images interesting?

Every one of the images on the site is or refers to disruptive tech in one or more ways or it's a cool metaphor—including the *disruption* caused by the dissemination of the technology or innovation in question. Don't read the rest of this document if you want to guess.

Consider, for example, the image of the train on the page “What We Do.” The train as disruptive tech is an obvious historical fact: modern life became, well, modern. Among the disruptions? During the many decades of the expansion of railroads, local towns and counties often kept time in differing manners, which made it difficult for railroads to schedule their trains. Railroad companies demanded that countries “normalize” time across regions—which led to the three time zones of the US.

The Old Library. We use this image for the “Resources” section, i.e., where you can find documents, much as you can (or could) in this library. Books are both a disruptive tech and the result of one of the most disruptive techs in history: the printing press. But here we are also pointing out yet another disruption—libraries and, more generally, schools, especially universities. Libraries encouraged individuals to innovate, by giving them not only ideas but support or elaboration to make their ideas more than simply ideas. Likewise, universities have been one of the main sources of all tech.

Conversely, physical libraries, such as the one depicted here, represent a type of innovation and disruption that may well be past its prime, at least in its current configuration.

The Orange Ball. We use this image for Virtual and Augmented Reality. OK, this disruptive tech might be a bit of a stretch, but we like the image for many reasons. For example, if you look closely at the ground, it's not clear what it is. In any event, it's here for a reason: The mass production of glass, in any form, represents one of history's major innovations. Besides, think of a virtual reality *inside* the orange ball.

Earth at Night. We use this image as one of the introductory images. This iconic view of Earth from space represents one way of considering space exploration as disruptive for all the reasons (and probably more) going through your mind right now. We also like it because somewhere in those lights down there someone is making the next big thing. Of course, we also like it because the image reinforces the message about our international practice.

The Angels. No, we were not tempted to use a sculpture of devils for our VC practice, but we liked the link to angel financing. Historically, the use of the angel aided the transition from polytheism to monotheism. And, of course, many entrepreneurs pray to their favorite saints.

The Galaxy and The Flashlight. Sounds like a movie title. This image introduces our “Interim General Counsel” practice, a seemingly unique approach we take with many clients. The

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metaphor should be obvious: Lots of places for a client to go. Someone shining light on paths (plural) helps.

The Vespa. The Vespa represents the introduction to our international practice. Like the Ford Model T, the Vespa represents the disruptive tech of low-cost transportation that is also reliable and stylish. True, there were other motor scooters before the Vespa, just as there were automobiles before the Model T. Unlike the Model T, the Vespa also reminds us the stylish design can disrupt. Besides, it also reminds you that we work in Italy, too. And we also think it's cool.

The Dartboard. To introduce our Artificial Intelligence practice (new in the past two years) we wanted to avoid the usual dreary tropes of robots and computers. The connection to the dartboard is a little oblique because it's not really a disruptive tech (unless you think that the game of darts disrupts hanging out in a bar). Notice where the dart *is*. It *missed*. Enough said.

The Rice Paddies. Chosen for Scaleups not only because of the ascending levels but because of the metaphor of managing growth. We also believe that Asia is and will be a hotbed for the growth of massively disruptive tech.

The Dandelion. We chose this image for Startups because of their fragility as individual entities *and also* for the resilience of the species itself (but ignoring the fact that, except for dandelion wine, the species is considered a pest).

The Water Drop. For our M&A practice: When two companies are merged, ripples run through the corporations' cultures.

The Balloon on the Ocean. One of our introductory images and, OK, we happen to like it. However, balloons were essentially disruptive, bringing with it the first (except for perhaps Daedalus and Icarus or high mountain vantages) views of cities villages—settled places. It also represents going places.

The Man on the European Map. We use this image to introduce you to our strategic counsel (consulting) practice. This one is simple as far as innovation and tech, thinking about the impact of more accurate maps through history (and also that the name of a famous mapmaker gave us the core name of two continents). For centuries, maps of Europe have emphasized the fractionated nature of the continent. Now, there is some “lessening” of those fractures (opposition to the EU notwithstanding). Part of our consulting practice is to work with clients entering or expending in Europe or working with European partners.

The Train. We've talked about the train above.

The Black Phone. We will all concede that the telephone is an obvious choice for the section where you find information to contact us and also that the telephone continue to be disruptive tech. This particular type of phone is somewhat like the Model T and the Vespa—sturdy and reliable (although we like the electrician's tape on the cord). Of course, it also represents a monopoly. More important, however, is not the phone itself but its representation of the network—what is now called the “network effect.” Put simply (from Investopedia),

*The **network effect** is a phenomenon whereby a good or service becomes more valuable when more people use it.*

We see that today as one of the principal metrics of all things digital, e.g., social networks.

The “Dual” Phone. Innovation is not only about inventions that suddenly change everything but also incremental changes (not always improvements), too—in this case, *two* “handsets” for two people to listen to gossip at the same time. Besides, it looks like E.T.

The Adding Machine. It’s used to brag about our innovative fee structure is obvious enough but the adding machine was one of the first examples of mechanizing white collar work and accelerating the adoption of modern double entry bookkeeping.

The Louvre at Night. For our Art & Culture practice introduction, the use of this image could be explained any number of ways, from the disruption of museums to the disruption of *this* museum, to the disruptive addition of I.M. Pei’s pyramid to the place, to the shape of the pyramid itself.

The Crew. Participants in a strategic alliance have to work together or they go nowhere. Nothing really disruptive about this tech, we admit, but other images for alliances struck us as, well, sappy.

The Doorknocker. What better way to introduce “us” than a door and a doorknocker? No. Not disruptive tech. Unless someone knocks on your door late at night.

“I Agree.” As technology lawyers who write agreements (we don’t do litigation or anything else) we’re usually trying to get the other party to agree with our client. The Engagements are a list of recent projects that led to such agreement.

Italy from Space. And we close this document by explaining the image of Italy at night shot from space. Apart from the fact that we have clients there (Italy, though we have done work in space commerce), one of us visits there (Italy, not space) on a regular basis and one of us lives in Milan, we look at the “boot” as one of the sources of civilization—not the first but a place, and a state of mind, that gave and gives us many things and people, good and bad, from da Vinci and *his* disruptive ideas to more contemporary disruption all around you, including advanced tech in many fields. And you thought they just dressed and ate well.

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