

# ***BANKRUPTCY PROFESSIONAL:*** **SPOTLIGHT**



**J. Andrew Damico**  
**IntraLinks, Inc.**  
**President & Chief Executive Officer**

Twelve years ago, IntraLinks' founders recognized the need for businesses to "securely collaborate, communicate and exchange critical information inside and outside the enterprise." In the loan syndication industry, in particular, they saw a "network of couriers, messengers and fax machines" being used to distribute critical, time-sensitive, and confidential documents. Addressing that need, IntraLinks' founders replaced this inefficient practice with their "secure online solution" called IntraLinks Exchanges™.

What started in the loan syndication industry was quickly adopted by other sectors of the financial world, as "many of the world's top financial institutions discovered the advantages of using IntraLinks' solutions to streamline their business processes." Today, IntraLinks serves leading companies in the full range of industries—including financial services, life sciences, energy, and utilities. IntraLinks states that more than 800,000 participants representing over 90,000 organizations worldwide have used its services.

The company's current offerings include IntraLinks Courier™, which provides an alternative to email when professionals need to send and/or receive large files while maintaining compliance with requirements that govern their business; IntraLinks Designer, to more conveniently and quickly upload, organize and index information as well as an easy way to manage investor-specific, mail merged

documents; DCM Compliance Suite, which provides sophisticated monitoring and access controls to protect against compliance violations; and LenderBridge, which supports fast synchronization of participant information between Misys' Loan IQ and IntraLinks.

IntraLinks is a global company with locations in the Americas and in Europe, the Middle East, Africa, and the Asia Pacific regions. J. Andrew Damico joined the company in February 2001. He served as COO and EVP of Sales & Marketing and was named IntraLinks' CEO in February 2008. We spoke with Mr. Damico about worldwide growth opportunities and/or challenges, the future of document exchange services, and more.

**BP:** Tell us about the services IntraLinks offers and how they relate to corporate bankruptcies.

**JAD:** In the bankruptcy arena, IntraLinks is primarily leveraged in two ways: First, as a central data repository to streamline the creditor committee communication process from start to finish, as debtors, lenders, and various advisors work to plan and execute the restructuring process. Second, IntraLinks is used as a virtual data room (VDR) to manage asset sales (e.g. 363 sales) or debtor-in-possession (DIP) financing transactions that arise as part of the restructuring process.

BP: How critical are matters of document protection and confidentiality in a bankruptcy proceeding? How do you protect this kind of information—esp. in the sensitive pre-petition phase?

JAD: *In a bankruptcy proceeding, IntraLinks often deals with a company's most sensitive information—everything from executive compensation to creditor agreements to customer contracts—all in a highly-disputed environment.* IntraLinks provides its customers and their advisors a full complement of tools to ensure their data is never leaked or misused. We provide capabilities such as watermarking, print and save disabling, and granular access permissions to provide both security and flexibility when exchanging critical information.

BP: How are your services different from those provided by a claims/noticing/information agent like Kurtzman Carson, Epiq, Garden City, etc.?

JAD: IntraLinks is complementary to the services claims and information agents offer. In fact, such companies often utilize us in bankruptcy situations.

BP: Who are your clients? With which professionals—financial advisors, bankruptcy counsel, claims agents, etc.—do you work most closely in a bankruptcy proceeding?

JAD: IntraLinks works closely with clients from restructuring firms as well as financial and legal advisors in the bankruptcy space. Virtually all kinds of bankruptcy professionals—from financial advisors to bankruptcy counsel to companies themselves—touch IntraLinks at some point. Many of them have already used IntraLinks during the loan syndication process or on other transactions.

BP: How do you go about securing new clients?

JAD: As the market-leading provider, we're already front and center for many of our prospects. *We are a twelve-year-old company with a great reputation and are involved in the bankruptcy community and its conversations, conferences, and events.* We build on that trust and recognition with corporations and advisors—many of whom we worked with during the increased bankruptcy filings in 2001.

BP: IntraLinks maintains offices worldwide. What region is currently experiencing the most growth in new business?

JAD: IntraLinks is focused on growing and diversifying revenues in two ways: the first is geographically and the second is through broader use types. *By the end of 2009, some 37% of our revenues will come from outside of the U.S.; this compares to less than 10% in 2001.* EMEA—including France, Germany and Spain, and Asia Pac—including Japan, India, and Australia have seen the most growth.

BP: What challenges are unique to providing services in Dubai, where IntraLinks opened an office earlier this year?

JAD: Our experience has been that there is not only a heightened security consciousness in that part of the world, but also challenges with traditional methods of secure document exchange, including overnight mail, and other physical delivery services. These challenges have played to our strengths because we offer a secure and easy-to-use alternative to these methods. Several Dubai clients have been the first to adopt our new IntraLinks Courier™ offering.

BP: Do you already work with a company and/or firm before a bankruptcy proceeding or are you brought in post-petition.

JAD: We work with companies both before a bankruptcy proceeding and post-petition. In fact, companies going through this process had already been using IntraLinks for transactions and day-to-day business processes. The fact that these companies can get an early start in these situations is a real advantage to them. We're hearing more and more from our customers that they are under pressure to move quickly, and need solutions to help accelerate the process. To view it from another angle: *If a company can't move quickly through their restructuring, then their only option may be bankruptcy—or even liquidation.*

BP: How does the current and anticipated future uptick in corporate bankruptcy filings change the way you do business?

JAD: The increased number of corporate bankruptcy filings doesn't change the way IntraLinks does business, but it does give us an opportunity to grow by helping companies in distress who can benefit from leveraging our services.

BP: When you took the reigns as IntraLinks' CEO, you commented, "Since we began marketing the

IntraLinks offering to a broader corporate audience, we have seen rapid adoption in the energy, life sciences, financial services and real estate industries. We expect to again set the pace and define the future of secure, online document exchange for corporate users around the world.” What is the future of corporate document exchange?

JAD: Every day, more and more information is being created and stored digitally and shared outside the enterprise. Moreover, much of that information is sensitive and therefore requires some level of security, compliance and auditability as the information is exchanged between companies and

between individuals through the course of business. *IntraLinks is and will continue to be the “digital courier” provider to businesses all over the world.*

Any time an enterprise has a need to exchange critical information with their vendors, partners, clients and advisors, IntraLinks will provide a fast, efficient and easy way for businesses to exchange their sensitive and critical information in a secure, compliant and auditable fashion. Enterprises all over the world will be able to use IntraLinks services either by working directly with our sales and service team or through many of our network of IntraLinks partners such as iSi-Dentsu in Japan.



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