

2018 SOUTH CHINA
LEGAL MARKET REPORT

REPOSITION
AND
REIMAGINE

重新对标 重启想象

Under Guangdong FTZ and the Greater Bay Area Initiative, South China legal market is gaining momentum and witnessing great changes.

基于中国（广东）自贸区和粤港澳大湾区的两大支撑，华南法律服务市场近三年可谓风起云涌、势不可挡。

By Ines Yang 撰稿：杨超

As early as 2005 the Bay Area 9+2 city clusters were raised in China's urban system planning for the Pearl River Delta. The Framework Agreement on Guangdong-Hong Kong Co-operation and on Guangdong-Macao Co-operation was signed respectively in 2010 and 2011. Based on this, the Greater Bay Area (GBA) adds the integration of Hong Kong and Macao and, instead of Guangdong government, it is National Development and Reform Commission (NDRC) that drives the GBA. This is a clear message that South China legal market ceases to be a regional issue, but an essential part in China's strategy.

Seen in this light, the repositioning is a must. South China is the core part of one of the other three bay areas around the world. With immense growth of about \$1 trillion, it is time to reimagine the business opportunities and the future for law firms.

A LENS ON GUANGZHOU AGAINST THE GBA

"It is a long way for Guangzhou to achieve the gross revenue of 3 billion yuan from 2 billion yuan in legal service market. The past three years saw a galloping growth of 1 billion yuan year-on-year increase to 4.7 billion yuan in 2017. Altogether 10 law firms in Guangzhou reported that they generated more than 100 million yuan in 2017," says Lu Yuefeng, director and senior partner from Dentons Guangzhou.

Six local firms make the top-10 list, which is partly due to the intense integration of law firms in the past three years. Many local law firms realized that moderate scale would lead to specialized work and better synergy. This will help to cope with the changes in industrial structure and the increasing competition from the offices of Beijing or Shanghai-based law firms.

Take Allbright Law Offices and Fangda Partners as an example. Allbright started its Guangzhou office at the end of 2017 and achieved more than 30 million yuan in the first half of

2018. Its lawyers' revenue per capita is 600 thousand yuan, much higher than Guangzhou's average 390 thousand yuan. Fangda Partners hasn't opened any domestic offices in the past 15 years until in Guangzhou. Its two-partners-led team is simultaneously handling three litigations of the first instance in Guangdong High Court and cross-border compliance investigations, etc.

All the interviewed managing partners told ALB that they see great potential in Guangzhou and they love the city too. Setting up offices in Guangzhou is a must. It's all a matter of timing. These Beijing and Shanghai-based law firms are not only attracted to the business opportunities in GBA—Guangzhou in their eyes has immense benefits to offer:

- Guangzhou boasts an agreeable environment, inclusive culture and rich foundation.
- Its legal business is inclusive and diverse, ranging from cross-border civil & commercial cases, IP, navigation, SOE restructuring, urban renewal, government fund, criminal defence, real estate, maritime disputes, finance, Internet, TMT, private banking, innovation high-tech, bankruptcy & liquidation, DR, etc.
- Guangzhou is a big player in the GBA and it is powering its international maritime centre ambitions.
- Guangzhou is also a hub of dispute resolution with the presence of the specialized IP court, Maritime court, and Railway Transportation court. Specialized Internet court will be launched soon. A trend of centralizing the handling of certain types of IP cases is happening.
- Guangzhou is turning into a global hub for technological innovation and is facilitating the development of emerging industries as the new generation of information technology, artificial intelligence and bio-medicine, as well as new energy and materials.
- Nansha FTZ is an important

粤港澳大湾区的“9+2”城市群早在2005年珠江三角洲城镇群规划中就提出了，粤港合作框架协议、粤澳合作框架协议也分别在2010年和2011年签署。如今粤港澳大湾区上升至国家战略，主体依然辐射珠江三角洲，但将港澳紧密合作纳入进来，签约主体也由广东省变为国家发改委——这就释放了一个信号：华南市场不再是区域经济概念，而是国家在以区域化发展实现国家总体布局。

在此认识论下，华南市场重新对标为世界级湾区经济的重要部分。在经济总量超10万亿的湾区经济下，这里的法律服务市场如何发展？律所的发展路径又将被怎样重塑？

湾区下的广州

“广州法律服务市场总创收从20亿到30亿走了很长一段时间，但近三年发展迅速，每年近10个亿的增幅，2017年攀至47个亿，广州创收过亿的律所达至10家。”大成广州办公室主任卢跃峰介绍。

进入“亿元俱乐部”的10家律所，6家来自广州本土，与近三年广州本地法律服务市场进行的自主整合不无关系。本土所已逐渐意识到：适度规模化才能进一步实现专业化分工与协作，以此适应产业结构正在发生的蝶变，并更好地与这两年加紧“南下”布局的全国所抗衡。

以锦天城和方达为例。2017年底拿到执业证，锦天城广州2018年上半年总创收达三千多万，人均大于60万已高于去年广州39万的全年人均创收。方达广州办公室今年3月底设立前，已近15年未在中国内地开设办公室，目前有2位常驻合伙人和5位律师，正在代理3宗省级高院一审诉讼及跨境合规调查等项目。

全国所这两年加紧华南布局，并不是完全受大湾区战略感召，受访者普遍认同的是广州市场本地的增量以及这座城市的魅力。所有受访的律所主任和管理合伙人表示，在广州设立办公室是应有之义，时间点则看各个所的发展节奏与人才储备，广州在他们看来具备的战略意义是：

一、广州这座城市本身的特质和历史文化积淀；二、广州法律服务市场发展均衡：涉外民事、知识产权、航运、国企改革、城市更新、政府产业投资基金、刑事辩护、房地产、海事海商、金融、互联网、TMT、家族财富传承、创新科技、破产清算、争议解决均多有涉及；三、广州是大湾区的核心枢纽城



in addition to the China (Guangdong) FTZ and will focus on international finance, shipping finance and offshore finance. A land of opportunities attracts entrepreneurs from around the world.

That said, almost all managing partners pointed out three thorny issues against a backdrop of such promising land but these thorny issues, in the meantime, offer us what to improve:

Firstly, unfair prices are rampant. Guangzhou's markets in ABS suffer unfair prices most. Merely 100 thousand yuan can pitch such high-end businesses. 100 thousand yuan can also cover the annual fees of a governmental legal counsel, plus two issuing of sub-funds worth billions or tens of billions of yuan.

"Unbelievable. There are no hierarchies in legal services. Regulation is badly needed and pricing guide should be adopted," observed Wu Xin, senior partner from Allbright Guangzhou.

"The homogeneous market breeds unfair competition among many local law firms. Many clients would rather turn to non-local firms for handling those complicated or innovative cases. Local firms perhaps are qualified for the handling but clients just couldn't afford to fail," says Zhang Ping, managing

partner from JunHe Guangzhou.

Secondly, high-end talent is in short supply. In response, Guangzhou Lawyers Association made several attempts.

A program called Guangzhou Lawyers 986 Betterment Plan was launched this April. Several talent pools were co-built up with China Lawyers Association to meet the demands from cross-border legal practice, IP, and criminal defence. "Big Lawyers" ranking also started this year. Shenzhen also suffers a critical shortage of high-end talent. Shenzhen Talent Park opened last year amid other talent-friendly policies and projects by Shenzhen government.

"Shenzhen lags behind Beijing and Shanghai with regards to globalization of legal services. We use this motivation to reach our goals by inviting Hong Kong talents to Mainland China or by sending mainland lawyers to trainings or being seconded in Hong Kong. The GBA presents wealth of opportunities for global talent. Our concern is whether the inflow of talents could really match the gaining momentum of the GBA," says Gao Feng, managing partner from King & Wood Mallesons (KWM) Shenzhen.

Thirdly, the trickiest dilemma for many local firms is that their benchmark for fees is much lower than the average. Clients in different regions react to fees differently, but it is unfair to conclude that the below-average problem was

市, 正着力打造为国际航运中心; 四、广州也正成为争议解决中心, 设有知识产权、海事、铁路运输等专门法院, 互联网法院也在筹备中, 集中管辖态势日趋明显; 五、广州跻身全球重要创新型城市, 近些年着力发展新一代信息技术、人工智能、TMT、生物医药产业; 六、离广州最近的南沙自贸区具有世界一流的港口资源, 国际化创新型金融蓬勃发展, 吸引全球投资者竞相落户, 现有市场主体已超9.2万户。

但出乎意料的是, 几乎所有受访者都提到广州法律服务市场现存的三大问题, 但透过问题本身, 我们又更好地看到了提升的方向:

第一, 低价竞争。资产证券化这样的高端业务在广州市场曾出现过10万报价, 政府产业基金常法业务也被10万拿下, 同时还包发行两只几十亿到上百亿的子基金。“这在其他市场是闻所未闻的, 法律服务显然没有分层, 广州亟需加强行业管制, 业务收费指引也要被广泛认可和推行。”锦天城广州高级合伙人吴昕指出。“低价竞争的另一原因是很多本土所的业务构成与客户结构高度同质化, 在差异化发展、品牌建设和特色业务的优势打造上还有待加强。一些复杂新型或技术含量较高的大项目不是本土所做不了, 而是企业更看重经验, 承担不了试错成本。”君合广州管理合伙人张平补充道。

第二, 高端法律人才严重匮乏。广州律协为此今年4月公布了“广州律师986提升计划”, 也与全国律协等机构在涉外业务、知识产权、刑辩领域筹建了人才库及专业律师领域的“大律师”计划。同受人才困扰的深圳也动作频出, 去年首创了“人才”公园, “68条”人才新政也同步施行。金杜深圳办公室管理合伙人高峰指出, “深圳法律服务市场相比北京和上海在国际化方面确实存在差距,

due to Guangzhou's client base or clients' financial capabilities. In the past decades, Guangzhou has developed many big clients and produced many big and influential deals, most of which were taken care of by the offices of non-local firms or international teams.

"KWM's Guangzhou office was set up in 2002 among the earliest settlers in Guangzhou. Its three main strategies, key account management, local business as main revenues, talent trainings, spurred the firm's Guangzhou office into a fast-speed development since 2006. By 2017, it achieved exponential growth tens of times higher than nine years ago. In the meantime, we have developed many big key clients within 10-plus years," says Wang Lixin, managing partner from KWM Guangzhou.

Dentons entered Guangzhou in 2001 and started its super-highway in 2010.

Then it witnessed an annual growth of 20 million yuan and achieved the total revenue of over 100 million yuan in 2015. In the recent years, Dentons top the list with regards to firms' total revenue in Guangzhou market. "Dentons Guangzhou puts more efforts on specialization and talents training with a stricter threshold. Now we boast of 33 senior partners that realized 6 million yuan revenue per capita, higher than Guangzhou's average," says Lu Yuefeng.

With brand-building, global network, integration and specialization, we witnessed the speedy development of those non-local firms in Guangzhou. The fee problem that worries many local firms perhaps means a much more worrisome reality--no big-scale local law firm was ever born all these years in Guangzhou with a big brand, a global vision that could be qualified to compete

这既是动力又是目标。湾区带来的机会很大，我们同时也担心，国际化人才的吸引和融入是否能够匹配湾区发展的强劲势头。我们会引入香港人才带动内地管理和人才的提升，也会将内地律师派到香港培训和工作，以此推进律师人才的国际化。”

第三，本土所收费上不去。广州客户对法律服务的付费水平和习惯确实低于北京和上海，但基于广州市场现有客户基础以及广州这么多年来做过很多全国影响力大案，收费难问题还真不完全是客户付费习惯问题。因为在广州，不乏大客户也不乏大项目，只是大部分市场份额仍被全国所在当地的办公室或外资所承接。

“金杜广州办公室成立于2002年，算最早一批进驻广州的全国所。基于金杜一直以来倡导的大客户战略、抓业务本地化增量、人才培养计划，金杜广州自2006年创收一路飙升，截至去年总创收在9年间增长了数十倍。市场做大的同时，我们也培育了一大批超过十年的优质大客户。”金杜广州办公室管理合伙

We are one of the leading full-service Chinese law firms in the People's Republic of China ("PRC"). As a national law firm headquartered in Shanghai, we provide a comprehensive range of high quality legal services to both domestic and international clients from our twenty-one offices, respectively in Shanghai, Beijing, Chengdu, Chongqing, Fuzhou, Guangzhou, Hangzhou, Hefei, Jinan, Nanchang, Nanjing, Qingdao, Shenzhen, Suzhou, Tianjin, Taiyuan, Xi'an, Xiamen, Zhengzhou, Hong Kong and London.

While size is only one of many indicators of the success and resourcefulness of a law firm, we certainly lead in this respect among our peers in Shanghai. We are the largest law firm based in Shanghai (and in the whole Eastern China region).

We have approximately 2300 registered lawyers (including approximately 570 partners and senior consultants). Aside from our regular working language of Chinese (Mandarin and major dialects), many of our lawyers are also fluent in English, Japanese, French, German, and other major languages, and many are also admitted in international jurisdictions. Our partners and senior consultants came to the firm from diverse professional and personal backgrounds. Many transactional lawyers have practiced for years in top international law firms and/or in leading multinational companies. A number of our litigators once were judges and prosecutors, and many are active arbitrators. We also have access to a strong network of former government officials and legislators. Supported by a large team of translators and legal assistants, our professionals have undertaken many complex and high profile transactions, and have won many landmark cases.

Our lawyers have played critical roles in advising the government on, and actually drafting, many of the core Chinese laws and regulations involved in our daily practices today, and were involved in drafting several international treaties concerning international investment, trade and other forms of economic cooperation.

Our practitioners possess a wealth of first-hand experience and legal expertise in providing effective solutions to the most complex of legal issues regarding the application of laws and regulations, governmental approval and legal procedures.

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“THAT DISTINGUISHES SHENZHEN FROM OTHER PLACES BY ITS DIVERSIFIED AND INNOVATIVE ECONOMY ALSO BROUGHT NEW TYPES OF LEGAL PROBLEMS. WITH FURTHER BOOSTING OF CROSS-BORDER MOVEMENTS OF CAPITAL, PEOPLE, GOODS, AND SERVICES WITHIN THE GBA, PROBLEMS AND DISPUTES WOULD BE EXPLODING WHICH MEANS NEW DEMANDS FOR LEGAL SERVICE,”

- Gao Shu, China Commercial Law Firm

“深圳区别于其他地方的一点，是其经济形态的创新型与多样性也引发了全国前所未有的新型法律问题。随着粤港澳大湾区下‘四要素’的进一步流通，过程中频发的问题和争议都会给法律服务带来新需求。”

- 高树，广东华商律所

with international counterparts.

Guangzhou saw the revival of China's legal system and witnessed many local law firms flourishing on this land: Everwin Law Office, Kingpound Law Firm, ETR Law Firm, Wang Jing & Co., Goldsun Law Firm, D&S Law Firm, Guangdong Grand & Holders Law Firm, etc. They're focusing on Guangzhou and radiating South China. Four local firms that well epitomizes Guangzhou's local firms' developments in the past three decades:

ETR Law firm was established in 1993. The firm is a “going out” trailblazer among local law firms. After new offices in Japan and Thailand, ETR is building new offices in Nansha FTZ and affiliated offices in Los Angeles. “We're driven by clients' needs to keep expanding our global footprint in a moderate manner. We are also planning new affiliated offices in London and Toronto.” The managing partners from ETR reveal to ALB.

In the same year, Kingpound Law Firm was set up specialising in criminal defence and government/SOE legal counsel. The new management decided to open two more offices in Huadu and Baiyun (in Guangzhou).

“Beijing or Shanghai-based law firms tend to cover 1st-tier cities against their national or global network while we are meeting the needs in those regions in

their absence. We don't compete but complement with each other,” says Li Gang, director of the management committee from Kingpound.

Founded in 1994, Wang Jing & Co. is Guangzhou's only local law firm that has built its branding with success and has earned much recognition from other counterparts. It has established a great reputation in its traditional maritime legal practices and is now diversifying its business portfolio. Currently, it has accumulated rich experiences in maritime projects, overseas infrastructures, commodities futures trading and trade finance.

“Maritime disputes keep decreasing amid the increasing regulations and the improved navigation skills. Demands for legal service will correspondingly decrease too but demands for legal service brought by the GBA and the B&R Initiative will be increasing,” says Zhao Shuzhou, managing partner from Wang Jing & Co.

Guangdong Grand & Holders Law Firm was relatively young and just celebrated its 10th anniversary this year. Its motto is focusing only on sophisticated commercial disputes. It follows Tiantong's moot court model to conduct pre-trial practice for clients. According to Huang Shan, the founding partner, the biggest challenge is to achieve a moderate scale without sacrificing

人王立新介绍。

另一家全国所大成2001年进驻广州，在广州的提速阶段始于2010年，自此每年2000万的增幅，2015年首次破亿，这些年蝉联广州法律服务总创收的“宝座”。“这两年，大成狠抓专业化和人才队伍建设，在人才引进上严格把关。目前广州办公室共有33位高伙，去年人均创收600多万，高于广州平均水平。”卢跃峰指出。

基于品牌、服务网络、一体化管理、专业分工队伍，我们看到全国所在广州本土市场的一路飞跃。或许对于本土来说，收费上不去的真正原因恰恰是这么多年来、本土所中没有形成真正有品牌、有国际视野、能与国际接轨的规模大所。但作为律师制度恢复最早的地方，广州见证了一大批成长得非常优秀的本土所：广东法制盛邦、广州金鹏、广东广信君达、敬海、国信信扬、南国德赛、广东广悦……这些所立足华南、深耕广东本土市场，在数十年的发展各自形成特色与竞争优势：

服务网络辐射全国乃至全球的广东广信君达律所于1993年成立，是广州本土所“敢为天下先”的典范。去年在日本、泰国开设办公室后，今年还会在南沙自贸区设立分所、在洛杉矶设立联合办事处。“加快‘走出去’步伐是客户驱动及本所发展的自然需求，我们在伦敦、多伦多设立办事处的方案也在筹备中。”广信君达的管理合伙人介绍说。

广州金鹏律所也在同年成立，在刑辩与政府和国企法律顾问领域首屈一指，新一届管委会筹备今年会在花都和白云再开两家办公室。“全国所在广州和深圳一线城市进行布局，但不会细化到二三线城市，我们在填补他们去不到的区



天達共和律師事務所
East & Concord Partners

突破法律市场地域局限， 紧跟政策，探索上游

天达共和律师事务所业务与 战略一体化的新高度



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As a long-term legal consultant to many departments of the Chinese government, East & Concord Partners has been a pioneer in China's legal market. The firm's Partner in Beijing, Jiachun Zhang, together with Partner and head of Shenzhen office, Yunzhu Sun share with Asian Legal Business their insights on the development of the Free Trade Zone (FTZ) and the Greater Bay Area (GBA) with ALB, as well as East & Concord's business strategies.

2014年，原天达律师事务所与原共和律师事务所合并，成立大型综合律师事务所天达共和。天达共和律师事务所的客户包括政府机关、国有企业、跨国公司、民营企业等。合伙人中更不乏拥有在国家部委、法院、检察院、仲裁机构，或境外知名律师事务所工作经验的资深律师。天达共和的两位合伙人张佳春律师和孙云柱律师与ALB分享了他们对于法律市场转型的看法，以及对律所整体战略布局的独到见解。

中国市场的转型与律师事务所运营模式的转型

“谈一个市场发展的概念，不可离开改革开放的大背景，”张律师说道。“天达共和有机会服务国家部委，接触国家战略，所以看待一些区域市场，包括其中未来业务的布局，也是有一定战略高度的。”

张律师认为，华南市场主要依托两个政策热点：一个是设在广东的自贸区，另一个是粤港澳大湾区。

“自贸区的名称叫中国（广东）自由贸易试验区，这意味着这一战略完全是在国家的大背景下发展的，”他说道。“要谈广东的自贸区，就要放到国家经济发展中谈，不把它拿到国家这样一个宏观的角度上看，你只会看到很具象的一个个项目，不一定会找到方向。”

“大湾区更是如此，是国家战略，而不是局部的地区发展。随着中国经济发展的体量不断增加，将来的法律服务将不会再简单的区分地理意义上的华南市场、华东市场。”

新型的区域化项目对律师事务所提出了一个升级换代的要求，律所总部与各地办公室之间，不会再是过去的项目交换和人员输送的关系。

“天达共和在粤港澳大湾区发展中的布局，是构建全国一体化的办公室，不是分所的看法，不是子系统的看法，因为它的两大支撑——中国自贸区和粤港澳大湾区，已经让它不再是单独出来的华南区域性市场，”他继续说道。“这个全新的视角给了我们一个中国在华南地区的市场概念，而不是华南市场的概念。”

跳出地域局限，实现跨区整合

自2014年合并以来，天达共和一直很重视律所在华南的发

展定位，并于深圳设立办公室。“从设立分所到分所的发展过程，我们希望尽可能的本土化，吸纳和发展本土的、成熟的团队，”作为深圳办公室负责人的孙律师说道。“我们希望具备跨区域整合的优势，就需要依托天达共和一体化管理的特点。”

得益于律所平台的支持，天达共和有着非常专业的部门划分，分所业务属地化管理的同时，全所也会做出整体专业化划分。

“我们愿意跳出深圳、跳出某个行业看跨区域整合，看除了从法律合规的角度考虑问题以外，能不能跨行业、跨专业领域地去做一些尝试，”孙律师说道。“我们目前在不断地尝试和推行一些此类的运作，而且也已经在很多个例当中取得了好的成效。”

孙律师指出，律所战略性的布局及业务的安排也应是全所一体的概念。

探索更上游的服务

凭借处理过往自贸区、保税区、互联网相关项目所积累起的经验，天达共和成为了某数据保税区项目落地规划的牵头人。项目包括团队组建，数据保税区构成，以及合作伙伴的定位，这令其不再是简单的法律法规项目，而更涉及到高端咨询业务。

在新的经济结构中、新的改革框架下，某些律师事务所会逐步向项目研究和咨询这个更上游市场的发展，从在综合性项目中承担法律服务内容，扩展到统筹项目全局，这个就是我们现在在做的尝试。”

“最近的项目给我们带来了许多机会，去尝试传统上律师事务所不会去做的跨界融合型的业务机会”，张律师继续道。

服务手段与领域的创新与科技发展并行不悖

人工智能、法律科技、区块链正在重塑法律服务市场，一些律所也正在逐步加大在法律科技方面的投入，这些对于律师来讲，或许意味着所提供的法律服务在内容和形式上的变更。

“今后的事务所可能就会形成两类，一类是有系统支撑的，一类是没有系统支撑的，”张律师说道。“过去的律师事务所的信息系统，更多的是自我服务，比如案件管理、知识管理或者工时管理。今后的系统是服务，是基于数据服务的又一个销售渠道。”

张律师指出科技在法律上的应用会让律师的服务更趋向于分析，而不是劳动。

“法律并不是铁板一块，法律业务也不是一成不变的，你必须与时俱进，必须跟着国家战略走，”他说道。“也需有机制、手段和服务领域的创新，但这个与科技的发展并行不悖。”

quality. Huang told ALB their new office plan in Shenzhen in view of Shenzhen's great potential.

"The local law service lags behind clients' increasing demand for high-end law service but the huge potential of the market is set to explode. Fangda Guangzhou is a pivotal point that links its three offices in the GBA. We offer seamless one-stop solution for local clients to do our part in narrowing the aforementioned gap." says Xiao Xiao, partner from Fangda Guangzhou.

"Meanwhile local clients are not the only targets for Guangzhou lawyers. They started reaching out to south-middle and south-west region in China. Developments are unbalanced and diversified but opportunities abound," echo the managing partners from ETR.

A LENS ON SHENZHEN AGAINST THE GBA

As Hong Kong released its 2017 GDP, Shenzhen SEZ's GDP has surpassed Hong Kong for the first time in history and comes in first in the GBA in 2017. However, the Shenzhen government applied a different calculation system and the result showed that Shenzhen has not only leapfrogged its neighbouring city, its economy is also gaining momentum. Shenzhen has about the same number of lawyers in total with Guangzhou but Shenzhen's lawyers' income per capita is higher than Guangzhou's as Shenzhen achieved gross legal revenues of 5.7 billion yuan in 2017.

"Revenues per capita is a comprehensive index that could tell firms' practice percentage, client base and team capabilities," says Zhang Ping.

Revenues per capita also depend on Shenzhen's economic landscape and the legal market in Shenzhen is very lucrative. Transformed from a manufacturing base of the world, Shenzhen has its sights set on becoming a global technology innovation hub with many tech giants and its PCT application rank first in China for 13 consecutive years.

The Shenzhen Stock Exchange contributes a lot to Shenzhen's robust capital market which is home to over 350 listed firms--with 140 located in Nanshan district. One-fifth of China's registered PE fund managers come from Shenzhen. Shenzhen is also on track to become a front-runner in blockchain technology and is one of China's top fintech hubs. Shenzhen has growing global influences in biotech, AI, genetic testing, mobile internet, and IoT.

"All ideas will be achieved very quickly thanks to Shenzhen's complete industrial chain. A robot can be made in less than six hours with less than 5% cost of Silicon Valley's," says Zhang Jian, senior partner from Dentons Shenzhen.

Shenzhen is also a centre for commercial dispute resolution. Besides SCIA, it witnessed the establishment of China's first circuit court and the No 1 International Commercial Court. In Qianhai FTZ, the specialized IP court and the financial court was already in place last year. It was predicted that eight types of dispute resolutions are about to explode: IP, cross-border case, urban renewal, zombie companies' bankruptcy & liquidation, banks & finance, capital market, internet innovation and employment disputes with equity disputes. Jiang Yong, founding partner from Tiantong, told ALB that they're fully equipped with international commercial dispute resolution team and bankruptcy team accordingly. The head of their bankruptcy team used to be a senior judge on bankruptcy of Shenzhen Intermediate Court.

Areas of overlap between Shenzhen and Guangzhou are: IP, family wealth management, urban renewal and dispute resolution.

域和做不到的业务，彼此之间更多是合作关系。”金鹏律所管委会主任李纲表示。

成立于1994年的敬海律所是业界公认的唯一做出真正品牌的广州本土所。近几年敬海在航运法律之外，开始业务多样化转型，尤其在海洋工程、海外基础设施建设和大宗商品期货交易法律服务方面，贸易融资也是未来一个主攻方向。“随着航运技术的提高，规范越来越完善，航运法律服务的需求会相应减少，但同时另外一些领域，比如一带一路和粤港澳大湾区方面需求在快速增长。”敬海律所管理合伙人赵淑洲介绍。

“只做复杂商事案件”的广东广悦律所则今年刚迎来10周年，模拟法庭的设立是其商事争议解决的一大特色。在创始合伙人黄山看来，如何在保证品质的基础上适度规模化是最难的。考虑深圳市场的必要性，广悦下一步将考虑在深圳开设办公室。

“广州市场的发展在某种程度上落后于高端法律服务需求的增长，仍有很大潜力。以广州办公室为连结点，方达在湾区的广深港办公室能够为客户提供无缝衔接的一站式服务，协助改善前述状况。”方达广州合伙人肖潇表示。“广州律师已不仅仅是服务广州市区本土的律师了。但与京沪浙相比广东具有较多发





“Shenzhen is a pioneer city in China in the promulgation of urban renewal legislation. New opportunities come with big risks,” says Xia Weihe, director and senior partner from Dentons Shenzhen.

“That distinguishes Shenzhen from other places by its diversified and innovative economy also brought new types of legal problems. With further boosting of cross-border movements of capital, people, goods, and services within the GBA, problems and disputes would be exploding which means new demands for legal service,” says Gao Shu, former President of Shenzhen Lawyers Association and chief executive partner from China Commercial Law Firm.

Beijing and Shanghai-based firms opening new offices in the GBA usually prefer to open first in Shenzhen. East

展不均衡地区，同时又与法治发达的港澳相邻，相关客户及其脉络又更多是延至中南、西南等内陆地区。法律服务差异较大、不均衡情况明显，但机会也广泛。”广信君达管理合伙人告诉ALB。

湾区下的深圳

目前没有深圳创收过亿的律所统计，但作为最早的经济特区，深圳的经济总量早在2016年就超过广州、比肩香港。虽然律师总人数与广州不相伯仲，但深圳2017年律师总创收57亿这个数字，在人均创收上与广州拉开了差距。“人均创收是个非常综合性的指标，实际反映着一个所的业务结构、客户结构以及团队实力。”张平指出。

人均创收更离不开经济大环境，深圳法律服务市场这块“蛋糕”的体量和增量是关键：深圳已从一个来料加工生产基地逐渐转型为科技创新双轮驱动、PCT专利申请量13年蝉联全国首位的“创新



BROUGHT TO YOU BY ETR LAW FIRM

广东广信君达律师事务所

广东广信君达律师事务所成立于1993年1月，是广东首家采用特殊的普通合伙形式的律所。截至2018年7月，广信君达总部有合伙人110名，执业律师500余名，先后在武汉、深圳、中山、东莞、清远、佛山、广州南沙和白云、珠海、日本东京等地设立分所，泰国曼谷、美国洛杉矶设立办公室，具有依托粤港澳大湾区、辐射全国、服务全球的地缘优势，成为华南地区规模最大的律所之一。

2018年，广信君达15位律师获得广州市律协2017年度业务成果奖，10余位律师分别获得全国或广东省涉外法律领军人才、广东省刑事法律人才及广州知识产权大律师等殊荣，6个案例入选广东省2017年度律师典型案例。本所律师亦担任广东省司法厅、广州市司法局等法律顾问。营造共建共治共享社会治理格局，广信君达律师为广东实现“四个走在全国前列”一直在行动！

粤港澳大湾区是“一带一路”核心枢纽之一，其区域的法律服务市场迸发出发展新活力。广信君达为涉及内地与港澳台联动的跨境业务企业提供法律服务，包括但不限于法律顾问服务、知识产权、股票发行、挂牌上市、跨境并购等，先后助力几十多家企业在港交所主板上市，为几十多家企业实现并购，为近百多家企业发行债券等。

本所律师主编《区域经济一体化中的法律问题研究》一书，相关律师撰写涉及粤港澳大湾区、“一带一路”及英国脱欧等文章，从粤港澳大湾区经济一体化等领域的理论依据及其在法律上的可行性出发，探讨具有中国特色的区域经济一体化及国际化的法律理论，对参与粤港澳大湾区等领域法律服务的律师有较大的参考意义。

广信君达与“内地—香港”联合调解中心就跨境调解法律专业服务项目达成合作意向，本所近10位律师经培训、考核评审分别取得香港、新加坡及日本的国际调解、仲裁专业的认可任职资格。广信

君达联合调解工作室亦拟将设立，以期让相关资质成员与境内外国际知名调仲机构与司法系统对接，为客户提供跨境商事调解等多元化争议处理方面的法律专业服务。

中国（广东）知识产权保护中心（简称“保护中心”）是广东省深化知识产权领域改革，加强知识产权保护和运用的一项重要举措。作为广东省知识产权局法律顾问，本所律师为保护中心的建设做重大行政决策风险评估并出具相关评估报告，分别从合法性、合理性和可行性等方面进行全面综合剖析风险评估，并从决策条件和财力承受分析其可行性。

在国际债券融资法律服务领域，广信君达在华南地区具有优势，为包括中国南方电网有限责任公司、中国奥园地产集团股份有限公司等在内的许多大型企业境外发行公司债券提供了法律服务，协助客户成功进行了大量海外融资。例如，2017年5月，南方电网于香港联交所上市发行5年期票息率2.75%的6亿美元债券，以及10年期票息率3.50%的9亿美元债券。本所律师为其首次境外发债就发行交易架构、境内审批程序、交易文件、发行函通等相关事宜提供法律意见，对南方电网及其重要的境内子公司进行尽职调查并出具法律意见书等。本所律师分别于2015年4月承办中国奥园发行三年期1亿美元优先票据项目、2015年5月发行三年期2.5亿美元优先票据项目、2016年4月发行三年期2.5亿美元优先票据、2017年1月发行三年期2.5亿美元优先票据、2017年4月发行五年期2.5亿美元优先票据。

广东广信君达律师事务所

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& Concord Partners had only one office in Shenzhen. Managing partner Sun Yunzhu pointed out that, "Shenzhen's impact on China's development is much wider than Guangzhou. It is an illuminating window into China for the world. Its legal consumption demands increase with its growing economy."

"There's a trend in the new generation of start-ups that they turn to legal counsel even before starting their business. This is very typical for Shenzhen start-ups," observes Huang Yibo, director of the management committee from Tahota Law Firm Shenzhen.

When asked about whether East & Concord Partners aimed to open another office in Guangzhou, partner Zhang Jiachun in Beijing said that China is an obvious regional market where law firms must open offices to grab businesses. Seen in this light, law firms with national network is tantamount to an accumulation of regional offices with little integration in real sense. Today's China has 11 FTZs, B&R Initiative, the Yangtze River economic belt, the GBA, etc. in place and this is a whole picture of China's strategy. The growth momentum for law firms would be limited if law firms still made up plans with a single city perspective like Shenzhen or Guangzhou's developments. Time has come for law firms to evolve in line with China's transition."

Li Chun, former President of Shenzhen Lawyers Association and founding partner from Grandall Law Firm, pointed out, "Time has also come for law firms and lawyers to evolve. The strategic vision of law firms must be global-oriented and Chinese lawyers should and must be qualified to set up standards in the global arena. Shenzhen lawyers have much room to improve in this regard and they're progressing very fast, but their responses to new practice and new knowledge still lag a bit behind the expectations and the demands."

"The GBA involves one country two systems, three tax zones, three currencies and four core cities, which means

之城”。深圳资本市场的活跃度也自不待言，以深圳证券交易所为引领，深圳有350多家上市公司，其中仅南山区就有140多家上市公司。深圳在中国基金业协会已登记的私募基金管理人数量，约占全国的五分之一。互联网金融、区块链等新经济形态在深圳也如火如荼。深圳在生物工程、人工智能、基因检测、移动互联网、物联网等领域也开始向全球拓展自己的话语权。“深圳拥有完备的产业链，又很讲究落地速度，制造一个机器人，在硅谷集齐零部件需要一个星期，但在深圳可能只需要一个下午，且成本据了解仅占硅谷的不到5%。”大成深圳办公室高级合伙人张健介绍。

深圳还是一片争议解决热土，设有：深圳国际仲裁院、第一巡回法庭，国际商事法庭；前海自贸区设有：前海法院、前海知识产权法庭、前海金融法庭。未来几年，有7大业务将呈“井喷式”爆发：知识产权；涉外案件；城市更新；僵尸企业的处理和破产清算；银行金融；资本市场；互联网创新领域；股权激励相关的劳动争议。天同律所主任蒋勇介绍，顺应国际商事法庭的设立，天同在深圳新组建了国际商事争议解决团队。随着民营经济体的循环速度加快，天同的破产团队也半年前到位，领头人是原来深圳中级法院破产方面的资深审判长。

深圳与广州不同的产业结构与经济形态，决定两地的法律服务需求各有侧重，但仍在一些领域有重合，比如：知识产权、家族财富传承、城市更新、争议解决。“但深圳的城市更新目前缺乏上位法支持，这给律师带来业务机会的同时也带来风险。”大成深圳合伙人夏蔚和告诉ALB。“深圳区别于其他地方的一点，是其经济形态的创新型与多样性也引发了全国前所未有的新型法律问题。随着粤港澳大湾区下‘四要素’的进一步流通，过程中频发的问题和争议都会给法律服务带来新需求。”前深圳律师协会会长、广东华商律所首席执行官高树指出。

通常来看，全国所在华南布局的第一步会选在深圳。天达共和在华南目前只有深圳一家办公室，“就全国影响力来讲，深圳优于广州。其创新经济及市场驱动能力在很多方面都对全国其他行业和经济现象产生重要引领。这种氛围和土壤，也令法律服务随之联动。”天达共和深圳办公室管理合伙人孙云柱介绍，“现在还有一个趋势是，深圳很多小企业在创设商议阶段就产生大量法律

需求，与上一代创业者区别很大，这点在深圳比其他城市都明显。”泰和泰深圳办公室管委会主任黄奕波指出。

像天达共和这样的全国所，问及下一步是否会考虑进驻广州，北京合伙人张佳春告诉ALB，“中国市场是地域化市场，以往所有分所设立的初衷是要在空间上达到服务对象的所在地才能拿到对应市场。从这个层面上讲，大所是区域市场的叠加，但市场之间并没多少一体化互动。今天的局面，11个自贸区、‘一带一路’、长江经济带、粤港澳大湾区……都是国家在战略层面整体做中国布局。对律所来说，仅停留在以深圳和广州的发展来考虑业务布局，这个生产力转化是有限的。中国市场转型导致律所运营模式转型的时代，或许开始了。”

国浩律所创始合伙人、前深圳律协会长李淳指出，“律所发展战略与中国律师行业发展也面临着转型。一个有作为和创见的律所，一定是放眼全球，同时将中国律师身份和角色放置在全球背景中审视：我们是否具备能力制定全球法律服务标准？退一步讲，我们是否有了制定全国法律服务标准的意识？就深圳律师来说，这两方面均有待提升。此外，受制于理念、格局和地域等因素，深圳律师的‘主场意识’相对北京律师也显得比较薄弱，而一个到哪都‘主场意识’强的律师，竞争力也一定会更强。另外，深圳律师发展的速度有目共睹，但深圳律师的竞争能力尤其是学习能力还总体滞后于整个经济乃至整个社会对其的期待。”

“在粤港澳大湾区下，一国两制、三个关税区、三种货币、四个主要城市的特征在全世界湾区中独一无二，区际法律冲突给律师业带来不小挑战，倒逼法律服务技能和水平进一步国际化、高端化、专业化。”锦天城深圳办公室高级合伙人高田认为。

洗牌继续

多数律所管理者预测，未来几年全方位的行业洗牌仍将持续：包括律所内部的整合或联盟的形式。对于像金杜这样的全国所来说，当下行业进行的内部整合反倒形成一种先发优势，因为不同专业团队和办公室早就实现了无缝对接，王立新介绍说，“金杜国际中心今年4月正式成立，原来对外号称粤港澳大湾区办公室，即现在的金杜国际中心。以湾区四地办公室为依托，进一步衔接和释放金杜全球网络资源。”而对大成来说，下一步不仅强

great challenges for legal service. We thought it would drive our legal service into a higher level of professionalism," adds Gao Tian, senior partner from Allbright Law Offices Shenzhen.

SHUFFLE CONTINUES


Many managing partners predicted that the shuffle would continue in the form of integration or alliances-forming. Non-local firms like KWM regards the integration trend as a competitive advantage.

"KWM International Centre in the GBA was set up this April, which replaced the former name 'the GBA offices'. The Centre is built on the firm's Shenzhen, Guangzhou, Hong Kong and Sanya offices to connect and unleash KWM's global resources," says Wang Lixin.


For Dentons, besides further integration in the bay area, its Nextlaw Global Referral Network is Dentons' wild card in this era of connection. Lu Yuefeng told ALB that many large law firms try building up their platforms thus creating a legal ecosystem.

Alliance-forming doesn't stay at law firms. In the case of Allbright Law Firm, they formed alliance by connecting their own B&R 100-plus lawyers with Guangzhou's B&R enterprises consortium which was established this June. For many other firms, the further integration within the firm is still going on.

"IT also plays a big role in this process. Investing in the IT cannot be overstated," says Lu Yuefeng.

Local firms like Kingpound and G&H both aim to develop their own IT system in the coming years. 

化湾区内四个办公室间的一体化，整个联盟层面早在2016年就创立了“下一代法律全球转介网”，向所有高质量律所开放。卢跃峰告诉ALB，“现在规模大的律所都在尝试打造一个平台，或者法律圈内形成一个生态系统，以联盟形式实现全球律所资源的一种整合。”

联盟也不局限律所之间：广州今年6月成立了首个“一带一路”投资企业联合会，作为联合会创设理事，锦天城广州办公室将总部“一带一路”律师团成功嫁接到该联合会平台上，弥补了广州对跨境高端法律人才稀缺的问题，同时很好地联结了两方资源。但对于其他多数律所来说，进一步整合仍在不同程度推进。“IT在整合中也是重要一环，律所在这方面怎么投入都不过分。”卢跃峰提醒。本土所中金鹏、广悦也都计划在未来几年自主开发和优化助力本所业务的内部管理系统。 




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敬海律师事务所总部设于广州，在天津、青岛、上海、厦门、深圳、北京、纽约设立分所。敬海律师事务所是一家理念先进，服务卓越的综合型律师事务所，提供全方位的法律服务，涵盖国际贸易、国际物流、海洋工程、海事海商、投资与并购、争议解决等。

在中国“一带一路”倡议及“粤港澳大湾区”战略背景下，敬海律师事务所积极参与涉外法律服务，代表中国企业参与在伦敦、纽约、新加坡、香港等地的仲裁或诉讼案件，这些案件涉及大型工程装备建造、国际大宗商品交易、基础设施、能源工程等争议。敬海在海洋工程建造、租赁、融资等涉外非诉业务的专业法律服务也取得了客户的高度赞赏。在长期的涉外业务实践中，敬海与英、美、欧洲、新加坡、香港及其它不同法域的当地律所建立了良好的合作互信关系，对从事航运、工程、贸易和保险业务的外国律所尤为熟悉，可根据客户需求，为客户寻求外国法律服务提供专业的、高效的统筹规划和建设。

❖ Guangzhou	Shanghai	Tianjin	Qingdao	Xiamen	Beijing	Shenzhen	New York
广州	上海	天津	青岛	厦门	北京	深圳	纽约