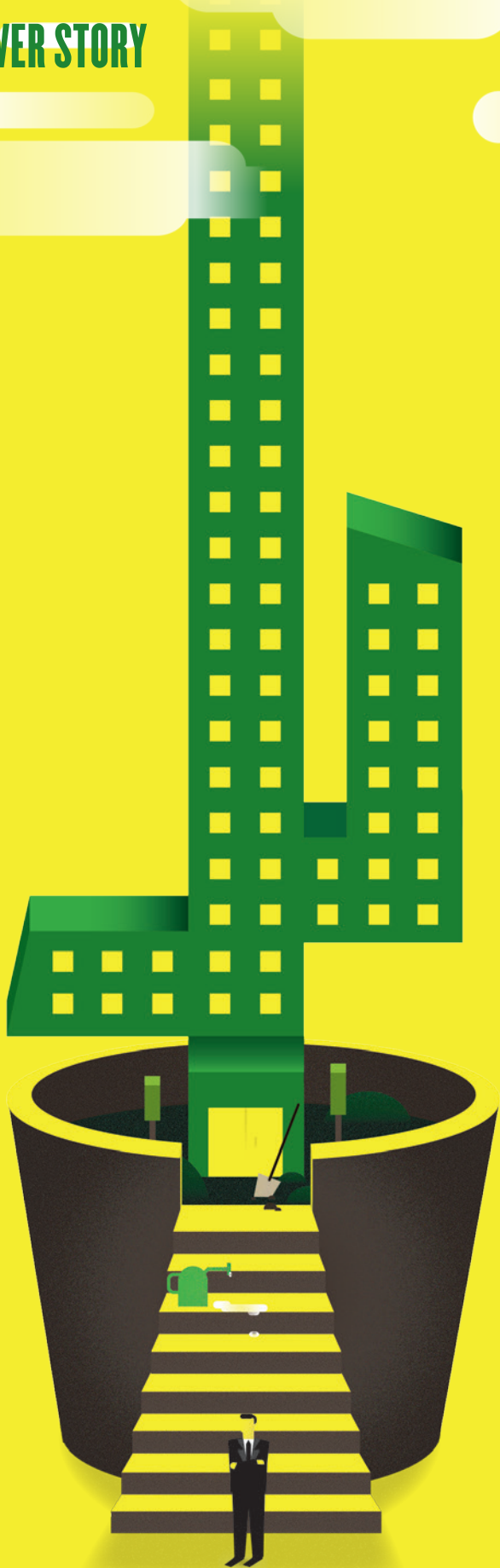


COVER STORY



# GROWTH BEYOND JUST HEADCOUNT

十佳成长律所：  
质与量并重

This year's ALB Fast 10 firms are not simply growing in size. They are achieving rapid, sustainable growth, and generating higher revenue in the process.

数量与规模上的增幅并不是十佳成长律所评选的唯一考量因素，实现稳健快速又有质量的增长才是关键。

By Ines Yang

## METHODOLOGY 评选方法

Some of the key qualities that were taken into consideration were

- Growth in fee-earners
  - Key new partners
  - Key new clients
- Newly opened offices
- Practice Areas newly added
  - Revenue growth
- Other kinds of expansion

ALB的调研和评选标准包括

- 收费人员增长
- 新增核心合伙人
- 新增重要客户
- 新开办公室
- 新增业务领域
- 营业额增长量
- 其他相关扩张指标

## LIST OF FIRMS 获奖名单

The Law firms have been listed in alphabetical order.

以下获奖名单按律所名称首字母顺序排列。

Anli Partners	北京安理律师事务所
Beijing DHH Law Firm	北京德和衡律师事务所
DeHeng Law Offices	德恒律师事务所
FenXun Partners	奋迅律师事务所
Gongcheng Law Firm	功承律师事务所
Hui Ye Law Firm	汇业律师事务所
Long An Law Firm	隆安律师事务所
Merits & Tree Law Offices	植德律师事务所
Tahota Law Firm	泰和泰律师事务所
V&T Law Firm	万商天勤律师事务所

A common question is whether a fast-growing firm will erode revenue. Interestingly, all Fast-10 winners enjoy high revenue growth which shows the ranking has always emphasized the firms' smartest development strategies and fastest development speed on the market.

The winners this year are (listed in alphabetical order): Anli Partners, Beijing DHH Law Firm, DeHeng Law Offices, Fenxun Partners, Gongcheng Law firm, Huiye Law Firm, Longan Law firm, Merits & Tree, Tahota Law Firm, and V&T Law Firm.

DHH ranks first by achieving a 74.05

一提到律所快速成长，首先闪过脑海的是一丝顾虑：快速成长的代价会否抵损营收额。有趣的是，榜单中十佳律所的较高营收额均回应了这个质疑，这也说明ALB十佳成长律所评选一直以来看重的是律所稳健快速且具备质量的成长。

今年十佳成长律所获得者分别是（获奖名单按律所首字母顺序排列）：安理律师事务所、北京德和衡律师事务所、德恒律师事务所、奋迅律师事务所、功承律师事务所、汇业律师事务所、隆安律师事务所、植德律师事务所、泰和泰律师事务所，以及万商天勤律师事务所。

德和衡去年实现高达74.05%的营收增长，今年首次进入榜单的植德和安理

也分别有50%和47.35%的营收增长。

ALB十佳成长律所的评选方法主要考量以下几个指标：收费人员增长、新增核心合伙人及业务领域、新增重要客户、新开办公室、新增业务领域、营业额增长量、其他相关扩张指标等等。

我们采访了五家律所，探究他们不同增长策略背后的成因与核心驱动力。无一例外的是，受访的律所管理合伙人和负责人均表示，中国经济带动下的中国法律市场的巨大发展潜力是中国律所实现高增长的重要前提。此外，完善律所管理制度以适应律所快速成长的需要更是重中之重。

**优质增长的背后成因**

律所增长策略的制定基于多重因素，

**“It Serves As The Sound Foundation For Any Law Firm. In Longan’s Case, We Have Taken A Unique Corporate-Run Management Without Copying Its Corresponding Revenue Distribution Mechanism. It Sounds Self-Contradictory But It Proves Workable And Productive In Longan. We Pick Up The Essence Of Corporate-Run Management But Prefer To Apply Our Own Traditional Way Of Revenue Distribution,”**

“分配机制对于任何一个律所来说都是根基，牵一发动全身。拿隆安为例，我们一方面搞一体化管理、一方面又不触碰分配机制，乍看是个悖论，但目前看来，这条‘中间道路’我们已走了三年、效果还不错，我想靠的就是隆安的‘人和’。如果将分配机制称之为‘道’，那么在相当长一段时间我们都不会去碰触；但‘术’上我们是一定要全方位向一体化管理的律所学习的。”

percent revenue growth. Merits & Tree and Anli Partners are this year’s rising stars, with the revenue growth of 50 percent and 47.35 percent respectively.

The methodology of ALB China’s Fast -10 ranking focuses on several key indexes: fee-earners growth, key new partners, key new clients, newly added offices, newly added practice areas, revenue growth, and other kinds of expansion.

We then approached five firm winners, each with a different growth strategy, to figure out what key drivers or successful strategy help them succeed. Not surprisingly, they all adduce the huge potential of the Chinese market as the key factor to achieve high-velocity growth while also putting a major focus on building an effective management structure that aligns with their exponential growth.

## FAST AND QUALITY GROWTH

Almost all firms’ growth strategies are driven by multiple factors, like their vision and marketing strategies, their interpretations about economy, their firms’ characteristics and others.

Take DHH as an example. Established in 2010 with only 20 people, DHH achieved an annual revenue growth of

74.05 percent, with 1637 people by the end of July 2018. The firm’s remarkable growth is now a study sample called ‘DHH Phenomenon’. According to Kejiang Liu, director, supervisor of international practice and senior partner of the firm, aims to be a full-service global commercial law firm that will be listed among the top-10 best firms in China by 2020.

“We initiated the launch of a nationwide alliance ECLA in 2001. The network boosts our brand and our capacity, and enables us to scale very quickly when many member firms joined us under our branding. This year, we extended the reach of the alliance worldwide and changed the name into EGLA. Now six countries joined us and we see this as a landmark progress as this is the first ever Chinese lawyer-led legal alliance in response to China’s B&R Initiative,” said Liu.

Another phenomenal winner is Longan Law firm—a traditional law firm radiating vitality. This Beijing law firm used to hit a record high as the top three firms in Beijing around the year of 2000, as many big names in legal industry were attracted by the vision of its founding partner Jiali Xu. They altogether took the lead in Longan’s practice groups. The cultural of People made Longan the only firm in Beijing whose three founding partners all stay till today. One of the firm’s important feature is its unique development strategy. It adopts an integrated management with a traditional



Dan Wang, director of Longan Law Firm  
王丹，隆安律所主任

比如律所对自身的市场定位、对经济形势的研判、以及本所的发展特点等。

以德和衡为例。2010年成立时仅有20多人，历经八年成长，如今在法律圈产生了“德和衡现象”，广泛受到国内外法律媒体和评级机构的关注与研究：从20多人发展到1637人（截至2018年7月底的数字），营业额增长率高达74.05%，这个稳健高速增长是如何实现的。德和衡事务所主任、国际业务中心总监、高级合伙人刘克江告诉ALB，“德和衡的定位是一家专注于为上市公司服务的综合性全球化商务型律师事务所，我们力争2020年进入中国前十律所之列。”

“刚成立时我们势单力薄，单靠自己的资源无法很快实现规模做大的目标。2011年，我们发起成立了德和精品律所联盟（ECLA），召集全国律所一起信息共享、资源互通有无。随着德和衡规模的不断扩大，德和衡的品牌影响力与平台优势也不断显现，联盟内部的一些律师事务所开始申请加入德和衡，我想这个联盟应该是对于德和衡早期规模不断扩大起到了非常好的一个作用。今年，我们对ECLA进行了升级，将服务网络拓展至全球并更名为全球精品律所联盟（EGLA），目前已有6个国家加入联盟。EGLA的意义在于，这是第一

植德是一家以公司、金融及资本市场业务为核心的品牌律师事务所。植德的创始合伙人们致力于将植德锻造并雕琢成一家“体面、专业、友爱、进取”的律师事务所，呼应不断变革与创新的市场对创新型法律服务机构的需求，为市场及客户日益复杂或具有创新性的各类商业需求提供“专业化、全方位、一站式”的整体法律解决方案。

Merits & Tree is a branding law firm that focuses on corporate, finance and capital markets. The founding partners of Merits & Tree endeavor to make Merits & Tree a law firm that can be characterized as “honorable, professional, friendly and enterprising”, a law firm that reacts to the ever-evolving and innovating market’s demand for an innovative legal service provider, and provides “professional, comprehensive and one-stop” legal solutions to satisfy the increasingly complex and highly creative commercial needs of enterprises and entrepreneurs.

  
Merits Tree  
植德律师事务所

前行之路 植德守护  
[www.meritsandtree.com](http://www.meritsandtree.com)

## 业务领域 Practice Areas

- 投资基金
- 银行与金融
- 投融资并购
- 跨境交易
- 证券资本市场
- 家事服务与财富管理
- 知识产权
- 税务
- 争议解决
- 反垄断与竞争法
- 政府监管与合规
- Investment Fund
- Banking & Finance
- Private Equity/Venture Capital, Mergers & Acquisitions
- Cross-border Transaction
- Securities Capital Markets
- Family Law and Fortune Management
- Intellectual Property
- Tax
- Dispute Resolution
- Anti-trust and Competition
- Regulatory and Compliance

入选亚洲法律杂志

## 2018 中国十佳成长律所

Merits & Tree has been awarded as one of the 2018 ALB China Fastest Growing Law Firms.

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law firm distribution model.

In 2016, Longan reformed into a special general partnership firm that allows it to reach development consensus with imperative scale. So far, Longan has a total headcount of 1311 with 22 offices in China and adds three to four new offices on a yearly basis.

"We hired 39 partners in the past 12 months but the challenge for us is that it is very hard to attract senior partners in first-tier cities like Beijing, Shanghai and Shenzhen. We cope with this problem by establishing a very impressive think tank with experts from many different fields," said Dan Wang, director of Longan Law Firm.

Different from the two firms, Merits & Tree, set up April 2017, is a new entrant. It opened its Shanghai office this year and will have offices in Shenzhen and Hong Kong within five years. As early 2015, the preparations of the firm had begun. According to Youyuan Jin, one of the founding partners of Merits & Tree, the firm projects itself to become a law firm with "warmth" and well-respected branding.

"As a young firm, we are optimistic about maximizing our advantages of being young, aggressive and energetic. It is a must for all partners to be immersed in practices to ensure that there is no gap in their understanding of the changing market. The implementation of a well-considered management structure is high on our agenda and we even go as far as having the Retirement Rules

个由中国律师主导的、为中国企业'走出去'提供法律服务的国际联盟。"

隆安是另一家也可称之为“隆安现象”的最佳成长律所，2000年左右曾一度在北京法律服务市场排名前三，当时在创始合伙人徐家力的感召与带领下，隆安集聚了众多业界专家。隆安将这份成功归功于隆安人，隆安人一直是隆安最重要的宝藏。这种对人才的重视，连同写在隆安基因里的“人和”文化，也造就了隆安是国内律所中近乎唯一一家当时三位创始合伙人至今没有一位离开的业内奇迹。而“隆安现象”另一值得称道的地方是，隆安走出了一条兼具“传统分配机制和一体化管理优势”的独特发展之路，这种模式可能很难被复制，但我们欣喜看到一家传统分配体制老所正在焕发新的机制活力。

据隆安主任王丹介绍，2017年隆安成功改制为特殊普通合伙律师事务所，风险承担机制上免除了后顾之忧，自此隆安在规模化的道路上不断发展壮大，今天已成为一家拥有1311人、22家办公室的规模大所，并以每年新设3至4家新办公室的节奏继续做大做强，“在过去的12个月中，我们新招了39位合伙人，但目前遇到的一个难题是在北上深三个城市，越来越难招到高级合伙人，高级合伙人层面的所际流动变得‘可遇不可求’。但正因为隆安始终认为人才是根本，明年我们会着重加强对现有专家库的数据化管理。”

与以上两家律所不同，植德是业界的“新来者”，去年4月正式设立，但成长速度有目共睹：今年5月如期设置了上海办公室，明年筹建设立深圳办公室，五年内再陆续完成香港办公室的设立。植德的速度并不是刻意为之，但是植德的每一步发展都是精心规划好的。早在2015年底，几位创始合伙人就开始经常性开会，逐步确立了事务所的管理制度、市

场定位、发展策略、文化理念等诸多重要事项。植德的创始合伙人之一金有元告诉ALB，植德要做成一家有温度的品牌律师事务所。

“植德很年轻，这既是我们的劣势也是我们的优势，我们是一支非常有干劲、激情有活力的队伍，甚至在合伙人层面，我们都硬性要求必须战斗在业务一线，这样才能感知市场变化、感知客户需求、更精进地带领团队。也正因为年轻，我们没有历史包袱，最好的想法和理念都能确保在植德落实和推行，不会出现合伙人之间的利益纠葛导致好的制度安排推行不下去的情况。在植德，在制定制度的过程中，我们唯一的担心就是我们不够智慧、想得不够周全和科学。今年管委会一个重点工作就是将支撑植德长远发展的一整套制度落实完毕，并在今后三年去验证这些制度并随时调整完善。有了制度的护航，植德的发展路径才不会偏离，发展的初心才不会失去。我们还同时制定了退休制度，虽然植德合伙人的平均年龄段是35岁至40岁，但我们希望趁初心还在的时候用制度性的东西保障好植德未来的发展。”金有元说。

汇业2017年实现了高达42%的利润增长率，但在律所制定管理制度方面，汇业管理委员会主席杨国胜打了一个有意思的比喻：管理制度可以看成是一种动态的决策体系与信息化质量管控体系的叠加，就像成文法与判例法之分，前者讲求样样规章制度先设立好，后者保有一事一议的灵活性。在杨国胜看来，律所管理也可参照“判例法”的灵活性，因为制度保持动态本身最能反映时代、也最能适应需求。“成文法”固然好，但决策者如何确保其决策判断一贯正确？所以，汇业在管理制度方面采取了一种介于“成文法”与“判例法”之间、各取其精的灵活路径。

汇业认为，一个律所快速稳健成长的核心驱动力来自事务所清晰知道自己的目标、使命与理念，这会有效指导事务所在不同发展阶段做出正确的决策选择。现阶段，汇业大力推进队伍的行业化建设，先后组建了互联网、奢侈品、生物与医疗等业务组，及时且很好地满足了客户对处于风口行业的法律服务需求。“这些业务上的投入，虽然不能立竿见影马上释放出效益，但正因为是客户需要的，所以我们会坚定不移地在这些紧追市场动态的行业领域深耕下去。”杨国胜告诉ALB。

在受访所中，功承是唯一一家东北所，目前在长春和沈阳均设有办公

included, although the average age of our people is 35," said Youyuan Jin, one of the managing partners of Merits & Tree.

Huiye Law Firm boasted a 42 percent revenue growth in 2017. Contrary to Merit & Tree, it looks at the setting of the management structure from a different approach.

"Setting everything concrete in place in the firm's management structure risks ill-fitting the development needs of the firm. We instead adopt a 'middle road' that allows us to be both flexible and guided. Anything rigid would fail to reflect the real behaviour of the market," said Guosheng Yang, chairman of the management committee and director of the firm.

Huiye attributed its fast growth to its clear understanding of its responsibility as a legal service provider. Bearing this in

mind, the firm makes the right decision on its development strategy and tries to be always responsive to the needs of clients by carving out a specialized niche and growing its expertise in that niche. Currently, the priority practices of the firm are industry/sector-driven. For example, it has put in place its teams on luxury good, internet, and medicine biology.

"They might not bring an instant revenue but we must be equipped with relevant expertise thus avoiding the turning of our clients whose legal service needs might be unfulfilled," Yang told ALB.

Among the five interviewee firm winners, Gongcheng Law Firm is the only one headquartered in Dongbei province with offices in Changchun and Shenyang. In 2014, two local firms were merged into Gongcheng. Since then, Gongcheng is

室。2014年吸收合并融鉴所和格尚所，自此功承走上了高速发展之路。“合并后的功承高速发展的关键在于制度革新。”功承独立管理人孙学致强调道：“功承首先在制度上完全抛弃了提成制，转为以绩点制为基础实行高度专业化分工的公司化运营。除了法律上的连带关系，功承开始形成真正的合伙文化，有了这个基础，共同投入、共同经营和共同收益才不是空话，支撑律所公司化运营的公共财政和一致行动才有了保障。功承近四年来在东北市场品牌影响力和市场竞争力的明显提升，青年律师规模不断扩大，业务能力成长迅速，都证明制度革新的力量是巨大的。”

“东北法律服务市场相较而言落后一些，市场上对于高端法律服务的需求存在供给不足问题，这也正是功承所可以作为的空间。目前我们在投资并购、国企改革、公司上市和PPP领域积攒了大量业绩和经验，我们的金融、常法和税务团队一直保持稳定发展的态势，诉讼

## 德和衡华南区域总部成立

——立足于粤港澳大湾区，服务东南亚

DHH's Headquarter in South China Established

—Ploughing into Guangdong-Hong Kong-Macao Greater Bay Area to Serve Southeast Asia

# DHH

北京德和衡律师事务所  
BEIJING DHH LAW FIRM

2018年6月16日，北京德和衡律师事务所迎来律所发展的又一里程碑—深圳分所喜迁至福田区太平金融大厦。深圳分所本次乔迁新址，是基于律所未来发展定位的需要，更展现了律所对未来发展的信心与决心，也标志着德和衡华南区域总部的正式成立。

德和衡华南区域总部以深圳为中心，另设有前海、佛山、广州、海口、福州、香港、新加坡七家分所，助力律所湾区战略，旨在实现深圳与其它国内外分所的资源共享、优势互补，加强内地与港澳新三地法律服务行业的交流，为湾区发展建设、湾区企业投身于“一带一路”建设提供优质高效的法律服务，并为国家“一带一路”建设保驾护航。

On June 16th 2018, Beijing DHH Law Firm opened a new chapter in its course of development—Beijing DHH (Shenzhen) Law Firm moved to Taiping Finance Tower in Futian District, Shenzhen. The relocation is a key step of overall development showing DHH's confidence and determination to get better in the future, which marks the official establishment of the DHH's Headquarter in South China.

DHH in South China headquarters in Shenzhen and sets up seven branches (including Qianhai, Foshan, Guangzhou, Haikou, Fuzhou, Hong Kong, and Singapore) to promote DHH's Greater-Bay Strategy. It aims to enjoy shared resources and complementary advantages among Shenzhen and DHH's branch offices both at home and abroad, thus enhancing the exchanges and cooperation among the legal profession in Mainland China, HK, Macao and Singapore, and providing high-quality and efficient legal services for enterprises to escort the Greater Bay's development and the Belt and Road Initiative.



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Local Advantages

本土优势

Global Perspectives

全球视野





on the way of fast growth. Meanwhile, the firm also innovated its management structure into a corporate-run firm with lock-step compensation.

"A real partnership culture is taking shape. It leads to and guarantees many concerted efforts throughout the firm. For the last four years, the firm had been strengthening its brand, team, practice mix and market position. These structure innovations provided much success for Gongcheng," said Xuezhi Sun, independent managing director of Gongcheng.

"Relatively speaking, the legal service market in Dongbei province is quite left behind but we have confidence to fill the gap of the increasing needs of high-end legal services. For example, Gongcheng has accumulated rich experiences in PPP, investments, M&A, SOE restructuring, company listing, etc. and its finance and tax teams keep doing great in the market. The firm also has its dominant competitive advantage in litigation in the whole province but it still managed to balance its litigation practice at a reasonable ratio thus developing other new areas of practices that will bring more benefits to the firm," Sun said.

## ONGOING CHALLENGES

When a firm grows, so do the costs of expansion. Costs spent in new offices, new hires, expansion of infrastructure, investments in technology, and business support is a prevailing concern. How can a firm cope with a scenario when expenses outweigh revenue? Or, how can they prevent an ill-conceived growth plan from failing?

From our talks with the five firms, the correlations between these growth factors are highly interconnected and they complement one another. However, these factors are not necessarily boosting

the competence and the profitability of the firm. With many noticeable or invisible challenges and risks along the way, a fast and quality growth is not that easy to attain.

Some challenges and risks evidenced in our survey are:

- **Compliance risk.** "Appropriate risk management has been thrust into the limelight in DHH. We have set up the roles like discipline supervisory specialist, chief anti-risk officer, and chief branding officer to ensure everything we have done is compliant with laws and regulations. Risk prevention and control has never been more pronounced, and needs to be done with discipline and focus. We also set up a client hotline to resolve any conflict or discontent with our legal service," Liu told ALB.
- **Revenue distribution mechanism.** "It serves as the sound foundation for any law firm. In Longan's case, we have taken a unique corporate-run management without copying its corresponding revenue distribution mechanism. It sounds self-contradictory but it proves workable and productive in Longan. We pick up the essence of corporate-run management but prefer to apply our own traditional way of revenue distribution," Wang said.
- **Some variables that would disrupt firms' long-term development.** "The biggest challenge to us is to be able to guarantee that no changes on management level would disrupt the firm's long-term development. The changes would lead to disastrous results if the new management team overthrow the principles and guidelines agreed upon earlier," Jin said.
- **Where will an ultimate corporate-run management lead us to?** "The more advanced the corporate-run management develops, the more distinguished the line between partners and lawyers becomes.

业务在东北处于相对领先的地位。从业务结构看，去年开始，诉讼业务与专项业务营收基本实现对等增长，这是功承所突破传统业务向前发展的一个标志。”孙学致说。

## 成长中的挑战

律所成长，必然伴随各项费用的激增：新设办公室费用、新聘人才费用、基础设施的资金投入、事务所管理技术上的投入、以及业务支持上的各项花费。费用问题自然引出另一个担忧：当入不敷出时该怎办？换言之，如何避免错误增长策略给事务所发展带来的灾难。

五家律所的管理合伙人和负责人均认同驱动事务所成长的各项核心指标彼此高度相关、互相带动，但仅仅实现核心指标的增长却不一定实现事务所利润增长、行业竞争力提升的目标。实现稳健快速又有质量的增长并非易事，并不是核心指标加总和量化的简单推算，以下五方面问题尤其值得注意：

第一，合规风险须高度重视。“我们一直视风险管控是横亘在德和衡头上的一把剑，会时刻警醒事务所运营和业务开发上均做到严格合规，符合国家和党制定的各项方针政策。为此，德和衡专门设立了以下职位对事务所整体风险进行排查防控：风险防控官、纪律督察员、首席品牌官。业务开发上，证券业务、基金业务等都须遵循严格的内控制度。此外，我们也设有投诉制度，这些都是德和衡风险防控和品牌建设的重要组成部分。”刘克江介绍说。

第二，处理分配机制须非常谨慎。“分配机制对于任何一个律所来说都是根基，牵一发而动全身。拿隆安为例，我们一方面搞一体化管理、一方面又不触碰分配机制，乍看是个悖论，但目前看来，这条‘中间道路’我们已走了三年、效果还不错，我想靠的就是隆安的‘人和’。如果将分配机制称之为‘道’，那么在相当长一段时间我们都不会去碰触；但‘术’上

This will bring greater efficiency to the firm. However, at this stage, a new form of tense relationship is taking shape, either on ensuring the firm's cultural gene very pure versus the firm's urge for expansion, or on ensuring the firm's absolute management versus the lawyers' urge to advance in career while being trained on an assembly line. The best way to cope with the challenges is to always renew what we once achieved. One of the most difficult questions for our partners is how to make all benefits accessible to our lawyers when the firm is on its

我们是一定要全方位向一体化管理的律所学习的。”王丹介绍说。

第三，可能影响律所长远发展的变量要注意。“制度定好了不是放在那，而是在管理与运营的实践中不断完善和校准，但从事务所管理上来讲，影响事务所大局的变量可能恰恰是合伙人本身的变化：换不同的人上来就会有不同的想法，有可能全盘否定推翻重来，这就使事务所发展出现脱节和失去稳定性。或者，当初管理班子还在但初心变了，不管是随着年纪长还是随着大环境变化，管理层想法和心态发生变化，同样是带来风险的变量。”金有元指出。

第四，公司化运营的极致会将我们引向何处？“公司化再往前走，达到高度一体化治理状态后，合伙人和律师之间的科层界限会愈发分明，律所运营会达到最高效率，到了这个阶段，捍卫律所文化基因的纯粹性，保持律所管理

的高度统一，恐怕会与律所规模化扩张的冲动，与律师批量成长后职业发展的冲动，形成某种紧张关系。消除未来发展的隐患，实现百年立所的初心，就要不断革新自己，不断超越既往。开拓更为广阔的市场领域，保持高质量服务水平，构造律师共享律所成长红利的合理机制，是摆在功承合伙人面前的长期命题。”孙学致谈到。

第五，僵化的思维不可取。“僵化思维本身就是对律所可持续发展不利的雷区，无论是制度制定还是论资排辈。在汇业，开放式思维与海纳百川的胸怀是被珍视的。”杨国胜如是提到。

#### 质量并重的成长方案锦囊

对很多律所来说，业务多样性与拓展地域覆盖是提升市场竞争力的主要方式。“法律服务市场是经济发展的晴雨表，但提供综合业务领域的律所在不同经济周期律所整体业务都不大会受较大影响，



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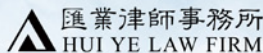




Xuezhi Sun, independent managing director of Gongcheng  
孙学致，功承律所独立管理人

“The more advanced the corporate-run management develops, the more distinguished the line between partners and lawyers becomes. This will bring greater efficiency to the firm. However, at this stage, a new form of tense relationship is taking shape, either on ensuring the firm’s cultural gene very pure versus the firm’s urge for expansion, or on ensuring the firm’s absolute management versus the lawyers’ urge to advance in career while being trained on an assembly line.”

“公司化再往前走，达到高度一体化治理状态后，合伙人和律师之间的科层界限会愈发分明，律所运营会达到最高效率，到了这个阶段，捍卫律所文化基因的纯粹性，保持律所管理的高度统一，恐怕会与律所规模化扩张的冲动，与律师批量成长后职业发展的冲动，形成某种紧张关系。”



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way to fast-track developments,” Sun said.

- **A fixed mindset.** “To achieve a sustainable massive growth, a law firm should be alerted against a rigid mindset. Openness and readiness to embrace differences will bring many unexpected benefits,” Yang said.

## GROWTH SOLUTIONS

Growth by diversifying practice areas and by adding new offices continues as a means by which law firms adopt to reinforce their market positions.

“Legal service market is reflective of the economy’s landscape. Any full-service offer firm will most likely survive the market downturn. As the saying goes, do not put all your eggs in one basket. Merits & Tree is set to improve the capability of assessing risks and risk-prevention,” Jin told ALB.

What could DHH’s phenomenal growth offer? According to Liu, no matter the affiliations, an integrated management with strict supervision is a must.

“We will conduct the strict financial audit on a yearly basis, keep an eye to their practice mix strategy, and give guidance to their management procedures on daily basis. Our Haikou office realized a 106 percent revenue growth in 2017 and more of our offices are catching up,” Liu said. <sup>ALB</sup>

因为其抗风险能力强、业务营收上也保持此消彼长的平衡态势。正如那句谚语所示，‘永远不要把所有鸡蛋放在一个篮子里。’植德要做的就是布局好我们的业务板块、从而增强事务所整体的抗风险能力。”金有元指出。

“德和衡现象”的成功经验能给我们带来哪些启示？刘克江告诉ALB，对于加盟德和衡的律所，不管是直管直营还是共管直营的方式，德和衡都会统一加强管理，和加盟所一道发展、共同进步，“比如每年我们会对所有加盟所的财务进行审计、对各项业务履行监督、对立案和收费等各项指标实施考核。同时，德和衡所有办公室之间也将进一步打破边界，从办公室‘块’的概念转变至以业务为轴心组建团队的‘条’的概念实现整体最优发展。今年以来，我们共管直营律所的收费也大幅提高，仅海口办公室就增长了106%，提高收费额也是做大做强的前提和保证。” <sup>ALB</sup>



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