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ALB | JULY 2018
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IT'S EXTREMELY REWARDING TO WORK WITH LEX MUNDI

“与Lex Mundi合作非常值得”

By Ranajit Dam 撰稿：Ranajit Dam

In April, Tiziana Sucharitkul, co-managing partner and director of dispute resolution at Thai law firm Tilleke & Gibbins, was elected chair of legal network Lex Mundi's board of directors. She tells ALB about how she plans to juggle her multiple roles, what sets Lex Mundi apart, and the network's plans for China.

今年4月，泰国律师事务所Tilleke & Gibbins的联席管理合伙人兼争议解决业务主管Tiziana Sucharitkul当选为法律联盟Lex Mundi的董事会主席。她与ALB畅谈将如何身兼数职，Lex Mundi脱颖而出的制胜法宝，以及该联盟在中国的发展计划。

ALB: Can you tell us a bit about your career so far? How did your involvement with Lex Mundi commence, and what are your key functions and responsibilities as the chair of the board?

Tiziana: I started my career doing transactional work for a U.S. law firm both in the U.S. and in Singapore before returning to Thailand in 2005 to take up the position of Director, Dispute Resolution Department of Tilleke & Gibbins. In 2006 I was appointed co-managing partner of the firm. Tilleke & Gibbins is a founding member of Lex Mundi and has been part of the network for almost 30 years. However, I personally became involved with Lex Mundi around the time I assumed the role of co-managing partner. I was then subsequently elected to its board in 2015 and thereafter appointed to the executive committee in 2016. I was recently named chair this past April.

As chair of the board at Lex Mundi, I have both a high-level strategic role in guiding the direction of the network and some day-to-day involvement in how the network is run. All of Lex Mundi's activities are governed by a strategic plan that is devised and implemented by the entire board of directors. In my work on the executive committee and board over the past few years, I was involved in developing that plan, and now as chair my main role is to ensure that the plan is successfully implemented.

In day-to-day terms, that translates to working closely with the president, Carl Anduri, and with the heads of the teams in charge of each key element of the strategic plan. Lex Mundi is a sophisticated network with extremely talented individuals working to further the objectives under the strategic plan to enable our member firms to serve our clients better. Therefore, despite many conference calls at odd hours, it's extremely rewarding to work with such a team of professionals.



ALB: 您是否能谈谈您迄今为止的职业生涯？您最初是如何参与到Lex Mundi法律联盟中的？作为董事会主席，您的主要职责又会是什么？

Tiziana: 职业生涯伊始，我在一家美国律所的美国和新加坡办事处从事交易业务。2005年我回到泰国，担任Tilleke & Gibbins律所的争议解决业务部主管。2006年，我被任命为该所的联席管理合伙人。Tilleke & Gibbins是Lex Mundi联盟的创始成员所，加入联盟已有近30年的历史。我个人则是在担任了我们所的联席管理合伙人之后亲身参与进了与Lex Mundi有关的工作。我于2015年当选该联盟的董事会成员，于2016年被任命为执行委员会成员。今年4月，我被任命为董事会主席。

作为Lex Mundi联盟的董事会主席，我有两重任务：在指导联盟发展的方向上扮演高层战略角色，同时也参与联盟的日常运营。Lex Mundi联盟的所有活动均根据董事会整体制定和实施的一个战略计划进行。过去几年，我作为执行委员会和董事会成员均参与了该计划的制定。现在作为董事会主席，我的主要职责是确保切实落实这一计划。

在日常工作中，这一角色意味着我要与联盟主席Carl Anduri和负责战略计划每个关键点的团队负责人密切合作。Lex Mundi是一个成熟的网络，拥有极其优秀的人才，他们都致力于推进战略计划目标的实现，使我们的成员能更好地服务客户。因此，尽管很多时候都需要加班加点开电话会议，与这样一支专业团队合作是非常值得的。

ALB: You already have an active practice at Tilleke, apart from co-managing the firm. What made you take on this additional role at Lex Mundi?

Tiziana: I've had a very active role in Lex Mundi for some time now, and while it hasn't always been easy to juggle all three roles, they have also become very symbiotic over the years. Tilleke & Gibbins has grown at a dramatic rate over the past five years, and we now have offices in seven cities—three times as many jurisdictions as we did a decade ago. All the while I've been regularly meeting and sharing experiences with legal practice leaders from all over the world through Lex Mundi, many of whom were also expanding rapidly, or had already done so, and we were all able to share our knowledge and our experiences for the benefit of our clients. Ultimately the skills that I've developed at Tilleke & Gibbins have influenced my role in Lex Mundi and vice versa. Being chair offered me the opportunity to take that further, and I couldn't pass that up.

ALB: 除了担任联席管理合伙人外，您在Tilleke的执业业务也很活跃。是什么让您愿意额外接手Lex Mundi联盟董事会主席的角色呢？

Tiziana: 我在Lex Mundi联盟中已经活跃了一段时间。虽说兼顾这三个角色并不总是很容易，但多年来它们已经变得非常互补。Tilleke & Gibbins在过去五年中发展速度惊人。现在我们在七个城市设有办事处，是十年前的三倍。这期间，我一直通过Lex Mundi联盟与世界各地领先的法律执业者会面并分享经验，其中许多人的律所也在快速扩张，或者已经快速扩张了。我们通过共享知识和经验，更好地服务客户。

可以说，我在Tilleke & Gibbins锻炼的能力影响了我在Lex Mundi联盟中的角色，反之亦然。担任董事会主席让我有机会能更进一步，因此我无法拒绝这一良机。

ALB: What are some of the unique perspectives you feel you are able bring to this role?

Tiziana: I'm the first Lex Mundi chair to be based in mainland Asia (we've previously had chairs from Australia and New Zealand within the broader Asia Pacific region). The opportunity to represent Asian markets from the inside is something that's very important to me, and also brings a different perspective to the network. I also think that the timing is appropriate as global investment trends are shifting steadily east. Lex Mundi, being the truly global network that it is, recognizes and embraces this, realizing that it is more important now than ever before to ensure the Asian viewpoint is taken into consideration and is a focal point for the network. Additionally, I feel that my tertiary U.S. education and my background in U.S. legal practice, as well as my secondary UK education and European family ties, have left me with a distinctly global outlook. In that way my perspective is unique in that I feel I have an understanding of the culture, legal systems, and economies of three distinct global markets: the Americas, Europe, and, of course, Asia.

ALB: 您认为自己能够为这一角色作出哪些独特的贡献？

Tiziana: 我是第一位在亚洲大陆的Lex Mundi联盟董事会主席，之前我们有来自亚太地区澳大利亚和新西兰的主席。扎根亚洲来代表亚洲市场的机会对我来说非常重要，同时也为联盟带来不同的视角。我也觉得现在上任的时机正合适，因为全球投资趋势正在稳步东移。作为一个真正意义上的全球网络，Lex Mundi联盟认识并拥抱这一趋势，意识到现在比以往任何时候都更需要考虑亚洲市场的视角，这也是我们联盟关注的焦点。

此外，我认为我的美国大学教育和美国法律执业背景，以及我的英国中学教育和欧洲家庭关系，都给我创造了一个非常全球化的视角。因此，我的观点可谓独一无二。我相信我对三个不同的全球市场，即美国、欧洲和亚洲，在文化、法律制度和经济方面都有所了解。

LEGAL NETWORKS

ALB: How would you like to see Lex Mundi evolve during your time as chair? What enhancements are you keen to bring in?

Tiziana: My focus is primarily on continuing the good work of my predecessors in implementing the network's strategic plan. This involves further strengthening our position as a truly global client service platform through which we can better serve our clients, which we are pursuing, in part, by enhancing four key areas: business development; professional development; technology and innovation; and diversity and inclusion. Through our initiatives, progression in those areas is proceeding rapidly at both the network level and the individual firm level.

All of this is underpinned by client engagement, and I feel strongly that not only must Lex Mundi continue putting our clients front and center of every Lex Mundi initiative, but we must also continue to grow our external client-facing initiatives and increase client involvement in our events. This is absolutely crucial to our evolution.

ALB: The legal network space globally has a number of players. How does Lex Mundi set itself apart from the competition?

Tiziana: Feedback from our clients indicates that they aren't really viewing us in the context of the players in the legal network space. Instead what we hear consistently is that our competition lies in the global business law firms and international firms.

In that respect the simple answer is that any client approaching a Lex Mundi firm can feel confident that their counsel comes from a top-tier firm in its jurisdiction. Every Lex Mundi firm undergoes a thorough vetting process before being invited to join the network and is then periodically reviewed to ensure that it remains among the very best firms in its jurisdiction#. This doesn't just mean external reputable third-party rankings, but also involves adherence to Lex Mundi's internal criteria for excellence.

In comparison, I don't think any global business law firm or international firm can claim that all of their offices are considered among the top legal practices in their respective jurisdictions. Many are heavily focused on one or two major jurisdictions at the expense of their other offices, where they may practice despite having little local expertise. Lex Mundi member firms, by contrast, are also all local independent firms and can therefore boast having the necessary in-depth local knowledge often appreciated by clients. The legal rankings demonstrate this. If Lex Mundi firms were a single law firm, our aggregate rankings in the 2018 Chambers Global Guide would be more than double that of the best-ranked global law firm.

Additionally, I would like to think that we set ourselves apart in other ways as well. For Lex Mundi and its member firms, it is important that we take our responsibility as a network of global citizens to heart, and we therefore place great importance on initiatives relating to matters like diversity and inclusion, CSR, and pro bono. For example, we have our own Lex Mundi Pro Bono Foundation which has seen Lex Mundi firms work on over 1,300 pro bono projects, involving 600 social entrepreneurs, in the last 11 years. These are issues that are important to us and to our clients, and our involvement in them distinguishes us from many of our competitors.

ALB: 在您担任董事会主席期间，您希望Lex Mundi联盟如何发展？您想要在哪些方面作出改进？

Tiziana: 我的关注点主要是继续我的前任在落实联盟战略计划方面所做的出色工作。为此，我们需要进一步巩固作为真正全球客户服务平台的定位，通过该平台更好地服务客户。我们正在通过增强四个关键领域来实现这一目标：业务发展、专业提升、技术与创新、多样性和包容性。通过我们的各项措施，这些领域在联盟层面和各家律所层面都取得了迅速的进展。所有这一切都根植于与客户的互动。我深深地感到，Lex Mundi联盟不仅必须继续在每个活动中都以客户为本，而且还必须继续发展面向客户的外部计划并提高客户对我们活动的参与度。这对我们的发展至关重要。

ALB: 全球法律联盟众多。Lex Mundi联盟要如何在竞争中脱颖而出？

Tiziana: 从客户的反馈来看，它们并不把我们视为法律联盟这一领域中的一个参与者。相反，我们一直听到的都是，我们是跟全球商业律所和国际律所竞争。

在这方面，简单来说，任何与Lex Mundi联盟联系的客户都可以确信，他们的律师会来自其司法管辖区内的顶级律所。每家律所在获邀加入Lex Mundi联盟之前都要经过严格的审查程序，然后还要定期接受审查以确保它仍然是其司法管辖区内顶尖的律所。这不仅包含声誉良好的外部第三方排名，还涉及遵守Lex Mundi联盟的内部卓越标准。

相比之下，我不认为任何全球商业律所或国际律所都能说其所有的办事处都是各自司法管辖区内最好的律所。许多律所非常关注一个或两个主要司法管辖区，结果就牺牲了其他办事处。换句话说，它们没有当地的专业知识，但还是可以在那里执业。相反，Lex Mundi联盟的成员所都是本地独立律所，因此拥有受客户青睐的必要且深入的本地专长。法律排名印证了这一点。如果Lex Mundi联盟的成员所是一家单一律所的话，我们在2018年《钱伯斯全球法律指南中》的总排名将是排名最高的全球律所的两倍多。

另外，我也认为我们在其他方面有独特的优势。对于Lex Mundi联盟及其成员所而言，重要的是我们要牢记自己作为一个全球公民联盟的责任，因此我们非常重视与多元化和包容性、企业社会责任和公益性法律援助等相关的活动。例如，我们拥有自己的Lex Mundi Pro Bono基金会，在过去的11年中，我们的成员所参与了1300多个公益项目，涉及600名社会企业家。这些议题对我们和我们的客户都很重要，我们参与其中也使我们与众多竞争对手区别开来。

ALB: Lex Mundi is one of the largest networks in the world at this point. Where do you see room for growth and improvement?


Tiziana: We know that Lex Mundi's model is exceptionally beneficial for clients, but the legal market is fiercely competitive and there is always scope for improvement in client service. Even if growth in size might not be the issue, growth in skill and servicing always is. A distinguishing feature of Lex Mundi has always been the level of training and opportunities that we make available to our members in terms of business and professional development. We're doubling up on that yet again to ensure that we provide our clients not just with legal services, but with the tools they need to achieve their business objectives. Another example of an offering Lex Mundi has, which I believe has potential for further enhancement, relates to offerings to corporate counsel that are unique but relevant. I've recently returned from a Lex Mundi client summit—a forum where member firms gather with corporate counsel to brainstorm ideas to assist counsel in responding to day-to-day issues. This year we explored the effects of political economic volatility and shared experienced-based insights for approaching risk management. Growing these types of offerings and 'horizon scanning' with our clients puts us in the shoes of corporate counsel, enabling us to understand them and serve them better.

And of course, when talking about the future and the ever-evolving world of legal services, we would be remiss to not consider technology and how we must integrate it into our operations to improve our offerings. Disruptive technology and industry developments in legal practice are always just around the corner and we can always be doing more to stay ahead of the game. Lex Mundi recognizes this and, in line with its strategic plan, has recently retained a global leader in technology and innovation as a full-time senior advisor to support our goals, and we have some very exciting projects in the pipeline.

ALB: What plans do you have for the Asian region in the near future, and particularly for China?

Tiziana: Asia is a very exciting space and there is a lot of interest here. China's outbound FDI continues to grow, and projects like the One Belt, One Road initiative continue to move ahead with great speed, impacting not only Asian countries but the rest of the world as well. For example, many of our European member firms are very interested in serving Asia—especially China—and Lex Mundi is putting significant focus on this.

Our business development activities with respect to China build upon the longer term record of member firms around the world advising Chinese investors. Lex Mundi's business development initiatives consist of sharing local insights from different regions of the world to keep Chinese decision makers apprised of what might impact their business plans. The next events on the horizon are to brief decision makers in China on investment conditions in the United States, followed by an IP roadshow by member firms with deep roots in the ASEAN countries. These are a continuation of highly successful programs last year to meet senior Chinese decision makers to discuss investment conditions and opportunities in South America and Europe. These efforts are led by Lex Mundi's business development specialist, who has deep roots and connections in the Chinese market and serves as a bridge between member firms in the Asia-Pacific region and key destinations for outbound investment. The appointment of an Asia-based BD head was taken four years ago in response to the recognition of Asia's role in the global economy.

These are exciting times for Lex Mundi, and I'm so pleased that I can play a part in it! 

ALB: Lex Mundi联盟是目前全球最大的法律联盟之一。您认为进一步增长和改善的空间在哪里？

Tiziana: 我们知道Lex Mundi联盟的模式对客户非常有利。但法律服务市场竞争激烈，客户服务总有提高的空间。即使规模增长不再是问题，但技能和服务能力永远需要提升。Lex Mundi联盟的一个显著特点一直是我们在业务和专业发展方面为成员所提供大量的培训和机会。在这一方面，我们会更加大力度，以确保我们不仅为客户提供法律服务，还提供能助力它们实现业务目标的工具。另一个我认为有提升空间的Lex Mundi联盟的产品涉及向企业法律顾问提供的独特但相关的产品。我最近参加了一个Lex Mundi联盟客户峰会。在峰会上，成员所与企业法律顾问聚集一堂，集思广益，协助法律顾问应对日常问题。今年，我们探讨了政治经济波动的影响，并就风险管理分享了基于实践经验的见解。通过发展该类型的服务并与客户进行“水平扫描”，使得我们能站在企业法律顾问的角度理解他们并更好地为他们服务。当然，谈到未来和不断发展的法律服务领域时，我们必须考虑科技的发展以及如何将其整合到我们的运营中以改进我们的服务。颠覆性技术和行业发展在法律行业的应用指日可待，我们总是可以做得更多以领先一步。Lex Mundi联盟认识到了这一点，根据战略计划，最近聘请了一家全球技术和创新领导企业作为支持我们目标的全职高级顾问。同时，我们也正在筹划一些非常令人兴奋的项目。

ALB: 您对联盟未来在亚洲地区，尤其是中国，的发展作何打算？

Tiziana: 亚洲是非常令人兴奋的地区，客户对亚洲也兴趣浓厚。中国的对外直接投资继续增长，像“一带一路”这样的项目继续以极快的速度向前推进，不仅影响亚洲各国，也影响世界其他地区。例如，我们的许多欧洲成员所都对在亚洲，尤其是中国，提供服务很有兴趣，Lex Mundi联盟非常关注这一点。

我们在中国的业务发展活动基于世界各地成员所服务中国投资者的长期优良记录。Lex Mundi联盟的业务发展计划包括分享来自世界不同地区的本地见解，以便让中国的业务决策者了解可能影响其业务发展计划的各种因素。接下来，我们将向中国的业务决策者介绍美国的投资条件，随后扎根东盟国家的成员所会开展一场知识产权路演。这些都是去年取得成功的项目的延续。去年我们与中国高级别的业务决策者会面，讨论南美和欧洲的投资环境和机遇。

上述活动由Lex Mundi联盟的业务开发专家牵头，他在中国市场拥有深厚的根基和人脉，在亚太地区成员所和对外投资主要目的地之间扮演桥梁角色。为应对亚洲在全球经济中发挥的愈发重要的作用，四年前我们任命了驻亚洲的业务发展负责人。现在可谓是Lex Mundi联盟发展的尖峰时刻，我很荣幸可以参与其中！ 