

New Routes to Strategic Growth

By Gerry Riskin

When a firm has good and valid reasons to grow, or at least to extend its reach, the question changes from whether to grow to *how* to grow. The favoured traditional route — indeed, the only route for most firms — was a merger, a complicated and challenging move that could deliver major benefits but that also carried significant risks if the combination of two businesses failed to take.

Here at Edge International, we are frequently consulted about growth strategies, and we provide many merger-related services. But over the past few years, we have watched the emergence of several alternative routes to law firm growth. In this issue of the *Edge International Review*, we are pleased to provide you with details of several such alternatives, from the currently popular Swiss Verein structure to global affiliations to “innovative associations” appropriate for India.

Regardless of the route taken to get there, growth also breeds management and execution challenges for the new larger entity. How does a growing firm motivate geographically disparate members to collaborate in delivering client solutions, attracting new business, and better serving existing clients across the depth and breadth of the firm’s capabilities? And what do clients think of all these growth strategies anyway?

We have answers to these and many other strategic growth questions in this issue of the *Edge International Review*. We hope that our collective efforts will act as a catalyst for your thoughts regarding your own firm’s unique situation.

Warm wishes for the success of all your ventures,



Gerry Riskin
Founder
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