



**Strength from Within**



## MSI Global Alliance: A Better Fit for Entrepreneurial Businesses

Since its formation over 20 years ago, MSI Global Alliance (MSI) has been connecting independent, medium sized accounting and law firms all over the world. Steady growth has seen MSI become one of the world's largest and most established international associations of professional firms.

We are immensely proud of a growing reputation that is confirmed by both a shortlisting by The Lawyer magazine for their 2011 European Law Firm Network of the Year award and by our long-standing membership of the European Group of International Accounting Networks & Associations (EGIAN).

As of 31 December 2011, our global membership extends to approximately:

- 250 carefully selected, full service member firms
- 105 countries
- 290 business centres
- 9,500 practising lawyers and accountants
- Combined annual firm revenues of US\$1.39 billion

While we do not measure our success in terms of size and numbers, the above figures show that MSI provides greater reach than some of the international professional services firms, but with the important difference that services are provided by independent firms that cooperate across borders, rather than by a mega firm that maintains an expensive network of international offices.

Indeed, if yours is a growing, cross-border focused and growth-oriented entrepreneurial business, you may find that our independent member firms provide a better match for your organisation's specific needs. Our member firms can reach out to trusted affiliates all around the world as and when you need financial or legal advice in a different jurisdiction. This allows for a level of responsiveness and flexibility that can not be provided by the larger firms.

As a client of a MSI member firm, you will also benefit from access to specialist expertise provided by similar sized firms that adhere to our Code of Conduct.

Deal with one MSI member firm and you or your company will have access to the combined expertise of accounting and law firms all around the world, as and when they are needed.

Our continued growth and the high quality work being carried out by our members proves that real alternatives are available to companies that are prepared to think outside the box and be more discerning in their choice of professional advisory services. MSI is very much one of those alternatives.



*MSI's Secretariat at Temple Chambers.*

## Contents

3	<b>MSI Global Alliance: A Better Fit for Entrepreneurial Businesses</b>
4	<b>The Need to Invest and Innovate in a Difficult Economy</b>
5	<b>Targeted Growth Strategy Paying Dividends</b>
6	<b>Global Professional Services Provided by Leading Local Firms</b>
7	<b>Access a Wide Spectrum of Professional Advisory Services across all World Regions</b>
8	<b>Locations Where our Member Firms can Serve You</b>
9	<b>High Standards Ensuring Professionalism and Client Satisfaction</b>
10-11	<b>Key Milestones in Building the MSI Brand in 2011</b>
12	<b>Contact us</b>

## The Need to Invest and Innovate in a Difficult Economy



Although certain parts of the world have certainly fared better than others during 2011, there is little doubt that in certain countries, business confidence is now at a lower level than ever before. And for many, particularly in some parts of the US and the Eurozone countries, the prospects for 2012 are equally daunting.

Despite the gloom and doom that pervades in certain quarters, there was scope for cautious optimism within the MSI world when looking back at 2011. We experienced real growth, with strong new firms joining and existing members also enjoying reasonable growth.

Whereas much of this success was, of course, achieved by the individual firms themselves, we like to think that at least some of the progress can be attributed to our continuing commitment to ensuring the highest levels of quality amongst our member firms, and an on-going belief in the need to continue to invest and develop innovative new services so that our members really do derive value from their membership.

The new website that went live shortly before the end of the year, and the powerful new e-business platform behind it; the launch of the MSI Global Feelgood Index; and our market-leading adoption of social media, are all evidence of our commitment to innovate.

When the going gets tough, it is all too easy for membership organisations such as MSI to cut back on the services they provide. Additionally, there can be a tendency for organisations to try to keep the numbers up by lowering their entry standards in order to recruit as new members certain firms that would not normally make the grade. We see this as short sighted – short-term fixes that will create longer-term problems.

MSI remains committed to our traditional values and, in no small part as a result of that commitment, it is encouraging to report that in 2011, despite losing a number of firms through merger and other consequences of the downturn, we saw a net increase in member firms, membership income, and global revenues. And with seven new member firms having joined us in January, we start 2012 on an optimistic note.

In summary, therefore, it is clear that MSI is robust and growing due to its strong members, a clear vision, a high level of activity and an innovative approach, characteristics that are standing us in good stead in a very tough and competitive environment. The need to be innovative, to think outside the box, to excel in marketing, and to capitalise on our existing connections are all critical to our on-going success, and these are all areas where we and our member firms will be continuing to place great emphasis in 2012.

**James Mendelssohn**  
Chief Executive  
MSI Global Alliance

## Targeted Growth Strategy Closes Gaps and Opens up New Opportunities

Our Three Year Development Plan identified the need to strengthen our accounting and legal membership in not only the emerging markets of the South East Asia & India and Latin America regions, but also in developed economies, particularly in the United States of America.

Against a backdrop of volatility and uncertainty, MSI has proved itself to be resilient and has enjoyed strong growth in 2011. This can be attributed to the increasing strength of our members' practices and the benefits that they continue to accrue from their MSI membership.

2011 has seen us compete successfully and close more gaps in our geographic coverage through the appointment of high ranked, middle market firms. Most notably, MSI's top four U.S. target cities now have an accounting firm representative: San Francisco (Greenstein Rogoff Olsen & Co), Atlanta (Brooks McGinnis & Co), Philadelphia (Isdaner & Co) and Salt Lake City (Squire). We were also delighted to appoint law firms in Baton Rouge, Louisiana (Taylor Porter Brooks & Phillips) and San Diego (Law Office of Miguel Leff).

Our growth in the saturated North American marketplace has been impressive – in some cases we were involved in competitive pitches against other international associations, and occasionally also networks, to secure our preferred candidate firms.

In South East Asia, we were able to appoint accounting firms in Malaysia (T Y Teoh CH International) and Taiwan (M Y Wu & Co), and a law firm in South Korea (Lee International IP & Law Group). In Latin America, we also made significant progress by appointing Brand Reason as our new Brazil accounting firm member and Expertise Law as our law member in Ecuador. Further accounting firm appointments were also announced in Cape Town, South Africa (CAP Chartered Accountants), Tanzania (FTC Consultants), and in Jordan (Consultants House).

In Europe we strengthened our position in Poland through the appointment of both Krakow tax consulting firm Taxpoint and Warsaw law firm Greloch Jaworski Stanis Adwokaci. Dual appointments in the United Kingdom extended our legal presence to Manchester (Neil Myerson) and Wales (Hugh James). And in Portugal we admitted Lisbon law firm Antas da Cunha Ferreira & Associados, while in Dubai we were delighted to welcome ProConsult Advocates & Legal Consultants.

A targeted recruitment campaign received staunch support from an innovative marketing programme that embraced new technology and included an internal 'Think MSI' campaign that resulted in existing MSI members referring prospective members to the association's London Secretariat. As a result of these appointments, MSI has increased its global combined annual revenues as of 31 December 2011 to US\$1.39 billion and its total membership to 247 firms.

### New Member Firms in 2011

Firm	Firm Type	Location
Brand Reason	Accountants	Brazil
Expertise Law	Lawyers	Ecuador
Consultants House	Accountants	Jordan
TY Teoh CH International	Accountants	Malaysia
Taxpoint	Tax advisors	Poland (Krakow)
Greloch Jaworski Stanis Adwokaci	Lawyers	Poland (Warsaw)
Antas da Cunha Ferreira & Associados	Lawyers	Portugal
CAP Chartered Accountants	Accountants	South Africa (Cape Town)
Lee International IP & Law Group	Lawyers	South Korea
M Y Wu & Co CPAs	Accountants	Taiwan
FTC Consultants	Accountants	Tanzania
ProConsult Advocates & Legal Consultants	Lawyers	United Arab Emirates (Dubai)
Neil Myerson	Lawyers	United Kingdom (Manchester)
Hugh James	Lawyers	United Kingdom (Wales)
Greenstein Rogoff Olsen & Co	Accountants	USA (San Francisco, CA)
Law Office of Miguel Leff	Lawyers	USA (San Diego, CA)
Brooks McGinnis	Accountants	USA (Atlanta, GA)
Taylor Porter Brooks & Phillips	Lawyers	USA (Baton Rouge, LA)
Isdaner & Co	Accountants	USA (Philadelphia, PA)
Squire	Accountants	USA (Salt Lake City, UT)

We are also pleased to report that existing member firms opened new offices in the following locations:

- Lipitsk, Russia - MSI Finansist, now part of the MSI FDP-Aval group
- Great Falls, Montana - Anderson ZurMuehlen & Co
- Dresden, Germany - Moog Partnerschaftsgesellschaft.

## Global Professional Services Provided by Leading Local Firms

Deal with one MSI Global Alliance (MSI) member firm and you have access to the combined expertise of accounting and law firms in some 300 business centres across 105 countries worldwide.

Our long-standing Seattle law firm member Graham & Dunn says that it provides 'the big firm experience without the big firm experience', and the same is true for MSI. In other words, our member professionals are able to offer in-depth knowledge and experience in hundreds of practice and niche areas, yet provide this in a more personal, flexible and responsive way that is appreciated by clients time and time again.

Whether you are starting up your business or taking that first tentative step into a new geographic market, professional support from a wide range of advisors, both in your local market and internationally, will need to be skilfully coordinated to ensure you can take full advantage of new business opportunities and of course overcome the inevitable challenges in your path.

MSI brings together leading, local independent firms that act as a gateway for their local clients to a wealth of expertise in the following service areas:

- Assurance & advisory
- Tax consulting
- Legal services
- Consulting services

MSI member firms have extensive experience with all sizes of clients and types of assignments, with clients ranging from large listed and public sector companies to owner-managed, entrepreneurial businesses.

Our law firm members are required to have strong litigation and commercial capabilities, and our accounting members must demonstrate excellence in the core service lines of audit, assurance and tax.

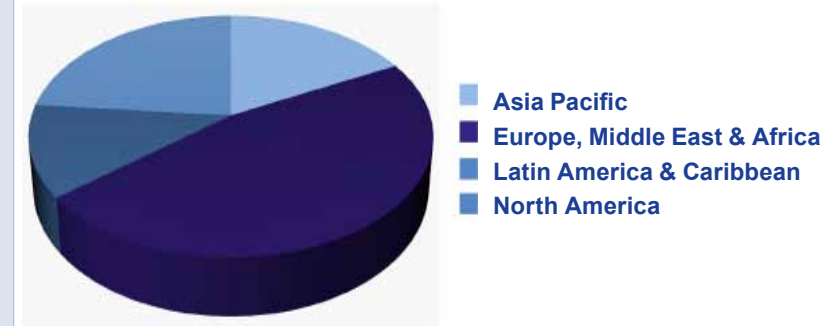
Today, MSI Global Alliance member firms are helping prominent, growing companies to succeed in today's fast-changing commercial environment.

Listed below are services provided by MSI member firms. The list is not exhaustive and if a service you require is not listed, please contact us.

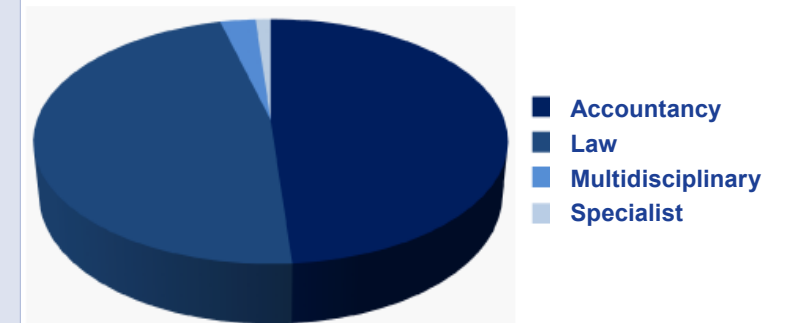
Legal Services	Accounting Services	Industry Expertise
Anti-trust & Competition Law	Accounting	Agriculture
Arbitration & Dispute Resolution	Audit & Review	Aviation & Aerospace
Banking & Finance	Business Advisory	Banking
Bankruptcy & Reorganisation	Business Reorganisation	Construction
Business & Corporate Law	Business Valuation	Energy & Natural Resources
Commercial Litigation	Captive Insurance	Entertainment
Corporate & Commercial	Company Secretarial	Franchising
Creditor Rights	Corporate Finance	Government
E-Commerce & Internet Law	Employee Benefits	Healthcare
Employment & Labour Law	Financial Reporting	Insurance
Estate Planning & Trusts	Fraud & Litigation Support	Manufacturing
Environmental Law	Individual Tax & Trusts	Not for profit
Family & Matrimonial Law	Insolvency	Pharmaceuticals & biotech
Immigration	International Taxation	Real Estate
Intellectual Property	Mergers & Acquisitions	Retail
International Trade Law	Outsourcing	Sports
Products Liability	Payroll Services	Telecommunications
Securities Law	Personal Financial Planning	Tourism & Hospitality
Taxation	Taxation Planning & Compliance	Transport, Distribution & Logistics
Technology		

## Access a Wide Spectrum of Professional Advisory Services across all World Regions

Membership by region



Membership by firm type



## Locations Where our Member Firms can Serve You



### List of Countries

Anguilla • Argentina • Aruba • Australia • Austria • Bahamas • Bahrain • Bangladesh • Barbados • Belgium • Bolivia • Botswana • Brazil • British Virgin Islands • Bulgaria • Canada • Cayman Islands • Chile • China • Colombia • Costa Rica • Croatia • Curacao • Cyprus • Czech Republic • Denmark • Dominican Republic • Egypt • El Salvador • Finland • France • Georgia • Germany • Gibraltar • Greece • Guatemala • Guernsey • Hong Kong • Hungary • India • Indonesia • Ireland • Isle of Man • Israel • Italy • Japan • Jersey • Jordan • Kenya • Korea (South) • Kuwait • Latvia • Lebanon • Lesotho • Liechtenstein • Lithuania • Luxembourg • Malawi • Malaysia • Malta • Mauritius • Mexico • Morocco • Nepal • Netherlands • Netherlands • Antilles • New Zealand • Nigeria • Pakistan • Panama • Peru • Philippines • Poland • Portugal • Puerto Rico • Romania • Russia • Saint Lucia • Saudi Arabia • Scotland • Seychelles • Singapore • Slovakia • South Africa • Spain • Sri Lanka • Suriname • Sweden • Switzerland • Syria • Taiwan • Tanzania • Thailand • Tunisia • Turkey • Ukraine • United Arab Emirates • United Kingdom • United States of America • Uruguay • Vietnam • Wales • Zambia • Zimbabwe

*As of 31 December 2011*

For the very latest list of countries where our member firms can help you, please go to the Locations page on our website at: [www.msiglobal.org](http://www.msiglobal.org)

## High Standards Ensuring Professionalism and Client Satisfaction

Membership of MSI Global Alliance's worldwide association of accounting and law firms provides independent, medium sized practices with a way to compete more effectively in today's increasingly international marketplace.

It also enables firms of this size and profile to retain their full independence and identity, and the unique characteristics that distinguish them from their larger competitors.

Medium sized firms are leveraging their MSI membership to overcome client perceptions that they are not equipped to handle engagements or cases that extend to different jurisdictions. Rather than lose their growing clients to the bigger firms, members are able to 'protect their turf' and even win new work that ordinarily may have gone to a larger firm.

However, meeting the criteria for acceptance into MSI's close-knit association of carefully selected member firms will only be achieved by those professional firms that have strong practices and reputations.

We realise that our international association is only as strong as the weakest link in the chain. And for this reason, MSI's pre-membership due diligence process aims to ensure that there are no weaknesses across the group and that standards are kept universally high.

Our membership due diligence process consists of:

- ✓ Existing member recommendations
- ✓ Peer review reports
- ✓ A detailed application form
- ✓ In-depth interviews with a firm's partners
- ✓ An on-site inspection visit

**Membership is carefully controlled to ensure association growth is sustainable. Candidate firms are systematically screened to ensure they meet criteria related to size, breadth of services and local reputation, and that they also share MSI's core values.**

Candidate firms are required to meet the following specific criteria:

- Full service capability
- Mid sized in their local jurisdiction based on number of partners and fee income
- Independently owned and managed
- A broadly based commercial practice
- The ability to work in English
- An English language website detailing the firm's services
- Strong domestic focus combined with significant expertise in cross border business
- An entrepreneurial approach
- A diverse and growing client base

## Key Milestones in Building the MSI Brand in 2011

### Recognition as a Finalist in the Law Firm Network of the Year Category at The Lawyer's 2011 European Awards



At a prestigious awards ceremony at the Kempinski Hotel in Geneva, MSI was recognised as a finalist in the prestigious European Law Firm Network of the Year category.

MSI participated as part of continued efforts to raise the profile of the organisation and encourage businesses to 'Think MSI' when working across borders.

MSI Global Alliance's Chief Executive, James Mendelssohn commented: "MSI Global Alliance is very proud to be nominated for The Lawyer's European Law Firm Network of the Year award. It is a reflection of the quality of our law firm members in Europe and around the world, and the growing stature of our organisation. This gives us huge encouragement to continue building our membership and providing high quality services for our independent member firms."

### MSI's New Website and CRM System Go Live!



A new version of MSI's website went live in early December 2011. We now have in place a future-oriented website infrastructure that will provide a better business development resource for the organisation and our members going forward. By using the latest web technology, we are aiming to boost website traffic by ensuring content is more visible to the search engines, that visitors can engage with us through the use of social media, and that we project a highly professional and innovative image. Though only one year into a three year web strategy, we are very encouraged that website traffic is already up by 10 per cent, and we have barely started our social media and content strategies.

We have also put in place the building blocks for greater marketing activity on a regional basis with the launch of our first regional website for the Australia and New Zealand region <http://anz.msiglobal.org> We anticipate that members in other regions will follow suit as they look to build a stronger MSI presence in their locations while also benefiting from the global resources created in London.

2012 will see us re-launch the MemberLink intranet to provide a better search experience and allow members to promote their professional experience more effectively. These developments are exciting and a statement of our intent to position MSI as a real alternative to the larger professional firms for growth-oriented, entrepreneurial companies.

### International Directory Mobile Apps Launched for iPhone, Android and BlackBerry

As part of our plans to ensure wider and easier access to our member firms and our business content, MSI has completed the launch of apps across all of the major smartphone platforms - iPhone, Android and BlackBerry. Much of MSI's value lies in the professional knowledge that is available across our international association - our apps make this knowledge much more portable for members and clients who are away from a computer or even without WI-FI access. Our apps provide users with the ability to search for specific expertise by country, city and practice area, to email and phone members directly, to share members' contact details, and to add members to their personal favourites and their phone's address book. It is even possible to view a firm's exact location on Google maps.

The development of our mobile apps takes the MSI Global Alliance name to new audiences and ensures our members have even greater opportunities to collaborate on cross border matters, even while on the move. They also show our members and clients that responsiveness and innovation are very important to the way that we do business!



### MSI Global Feelgood Index Launched



MSI launched its first ever global business survey, the MSI Global Feelgood Index, in September 2011. The purpose of this research is to establish a quarterly index that will provide an insight into the 'Feelgood Factor' that businesses are (or are not) experiencing around the world. Over time, the index will gather momentum and become a major source of positive publicity both for member firms and for MSI on a global basis.

The answers are collated and then weighted to reflect the size of the different economies in the responding countries, before being analysed by Joe Nellis, Professor of International Management Economics at Cranfield School of Management, one of the UK's leading Business Schools. The first survey revealed that comparatively low levels of confidence in the developed economies of North America and Europe do not augur well for global economic prospects. James Mendelssohn, Chief Executive of MSI Global Alliance, commented: "The Global Feelgood Index provides a fascinating insight into the balance of confidence in 105 countries worldwide. Going forward, it will provide companies with a benchmark they can refer to on a quarterly basis when looking at prospects for the global economy." The findings of the second survey will appear on our website and on Twitter later in February.



## Contact us

MSI Global Alliance member firms are frequently contacted by senior executives who are responsible for sourcing legal, accounting, tax and audit services for companies ranging from start-ups to the subsidiaries of international corporations.

Please feel free to visit our website at [www.msiglobal.org](http://www.msiglobal.org) to find the contact details for any MSI Global Alliance member firm. Our members will be pleased to listen to your business requirements and explain, without obligation, how they can assist you within your jurisdiction or internationally through cooperation with another MSI member firm.

Alternatively, the Secretariat in London is able to coordinate contact with MSI member firms on behalf of companies and private individuals that require professional services to be provided in one or more countries, and are looking for specialist services and better value.

### Contact the Secretariat

**MSI Global Alliance**  
147-149 Temple Chambers  
3-7 Temple Avenue  
London  
EC4Y 0DA  
United Kingdom

**Web:** [www.msiglobal.org](http://www.msiglobal.org)  
**Tel:** +44 20 7583 7000  
**Email:** [memberservices@msiglobal.org](mailto:memberservices@msiglobal.org)

Download our international directory app 'Advisors2Go' for your smartphone:



Follow us:



MSI is an international association  
of independent professional firms