



Middle East & North Africa Regional Conference 2025

Collaborate to Create: The Power
of Strategic Alliances



Stronger Together – The Core of Success is Collaboration

By working together, we strengthen our firms, expand our capabilities, and create new opportunities

The Main Objective of This Session



Explore how we can enhance collaboration within our alliance to achieve greater success together

Foster a Culture of Collaboration




Learn from Successful Collaboration Stories



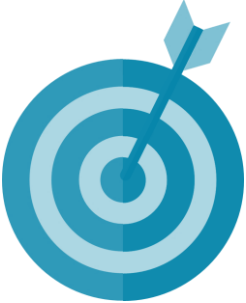
Identify New Collaboration Opportunities



Turn Ideas into Action



Helps Us Achieve LEA's Vision



LEA VISION

To be known as the most collaborative global alliance



COLLABORATION

Creating opportunities for members to work together

Why Collaboration is Key for LEA?



Strengthens Member Firms: Shared knowledge and resources help each firm grow.



Expands Global Reach: Collaborating across firms enhances cross-border opportunities.



Drives Innovation & Growth: Working together leads to new services, better solutions, and improved client offerings.



Enhances Problem-Solving: Learning from others helps tackle challenges more effectively.



Creates Competitive Advantage: A stronger alliance means better positioning in the market.



LEA By The Numbers

5th

largest association
in the world

140+

global member
firms

\$2.6b+

total
revenue

74

countries

450+

offices

1,700+

partners

17,500+

employees

According to the International Accounting Bulletin's 2023 World Survey.

LEA By The Numbers – Regional Breakdown

	Association Ranking	Member Firms	Total Revenue	Countries	Branches	Partners	Employees
MENA	3 rd (Middle East) 8 th (Africa)	24	\$40m	17	37	73	1,012
Asia Pacific	6 th	32	\$184m	15	147	220	3,572
Europe	11 th	30	\$354m	19	109	240	4,146
Latin America	5 th	31	\$41.9m	19	44	119	1,255
North America	4 th	26	\$1.98b	2	121	1,083	7,805

Regional Breakdown of LEA Firms By Services Offered

	A&A	Accounting	Tax	Consulting/ Advisory	Other	Total Firms
MENA	21	19	20	19	11	24
Asia Pacific	25	28	29	29	11	32
Europe	28	30	27	28	18	30
Latin America	26	23	24	20	14	31
North America	21	16	21	18	15	26
TOTAL	121	116	121	114	69	143



- Experiences, insights, and success stories related to collaboration within the alliance.
- A successful example of collaboration they've led or participated in.
- Challenges encountered and how they were resolved.
- Opportunities for future collaboration within the alliance.

C.L.A.S.S.I.C. → A Timeless Approach to Collaboration

A structured, relationship-driven approach to business collaboration

C = Client Need Identified

(Understand & clarify the client's issue or goal)

L = Locate Service Fit

(Identify the specific service required to address the need)

A = Assess Internal Capability

(Determine if your firm can provide the service)

S = Source External Expertise

(Identify a trusted member firm that fulfill the need)

S = Set Up Introduction

(Facilitate an introduction between client & outside referral firm)

I = Integrate Communication

(Maintain engagement to ensure seamless process & client confidence)

C = Cultivate Relationships

(Continue to nurture all relationships – provides for future opportunities)



C.L.A.S.S.I.C. → A Timeless Approach to Collaboration

- **Successful Collaboration (Examples)**
 - The Key: hands on, relationship and growth centered approach
 - Intentionally seeking referrals from and giving referrals to member firms
 - Success from in-office visits (the “roadshows”)
- **Challenges encountered and how they were resolved.**
 - (Challenge) Convincing clients to use outside firm → (Solution) Continued engagement
 - (Challenge) How to setup the engagement & invoicing → (Solution) Being flexible in your setup approach
 - Challenge) Too many cooks in the kitchen → (Solution) Outline responsibilities & responsible parties
- **Opportunities for future collaboration within the alliance.**
 - Continue attending regional and global conferences to build relationships & gain trusted referral sources
 - Know what other member firms do
 - Member Firm Roadshows
 - Target a set number of firms you want to collaborate with during a specified period
 - Identify services the firm provides that your firm doesn’t (and vice versa)
 - Bring colleagues with you to discuss relevant services



AKM GLOBAL
TAX | CONSULTING | OUTSOURCING

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The Power of Collaboration

In today's interconnected world, strategic collaboration is no longer a luxury, but a necessity for growth and success and by combining our strengths and resources, we can achieve more than we ever could alone.

- **Successful Collaboration Examples within LEA**

- UAE VAT advisory and Compliances with Bennett Thrasher
- Support for Tax accounting work (Deferred Taxes in the UAE) with Ahmad Alagbari Chartered Accountants
- Success from in-office visits (the “roadshows”) – Visits to the alliance members offices for Transfer Pricing work in the UAE.

- **Challenges encountered and how they were resolved.**

- How confident are we to deliver → Repetitive meetings → seriousness
- Trust factor → No upfront payments → Being flexible in your setup approach
- Shorter timelines → Working for quality and not quantity

- **Opportunities for future collaboration within the alliance.**

- Attending the conferences and building relationships
- Trying to be problem solver and how best we can leverage each other’s expertise
- Member firm visits





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Q&A and Group Discussion Questions

Shifting Mindsets for Collaboration:

- How do firms need to shift and expand their mindset from their own services to ‘our services within LEA’?
- Why is it important to consider diversifying your service offerings through collaboration with LEA members?
- What are the challenges and opportunities of expanding services through collaboration?

Exploring Service Gaps and Referrals:

- Do you receive requests for services you do not currently offer? How do you handle them?
- Have you ever referred a client to an LEA member firm? What was your experience?
- Did you have any concerns about referring a client to another LEA member firm? What were they?

Q&A and Group Discussion Questions

Identifying Collaboration Opportunities:

- What areas of expertise or services do you think LEA firms should collaborate on more?
- Are there specific industries or markets where joint efforts could create more opportunities?
- How can we better leverage technology and digital platforms to improve collaboration?

Overcoming Barriers & Strengthening Trust:

- What do you think is the biggest barrier to successful collaboration among member firms?
- How can we ensure that collaboration is mutually beneficial for all involved parties?
- What practical steps can we take to build stronger trust and communication among firms?

Collaboration Initiatives

Joint Service Offerings & Cross-Firm Collaboration

- Two or more firms collaborate to offer a joint advisory package.
- Regional Partnerships for Market Expansion.
- Industry-Specific Collaborations.

Knowledge Sharing & Training Programs

- Internship & Employee Exchange Programs.
- Firms conduct joint webinars on industry trends, regulations, and best practices.

Client Referral & Business Development Partnerships

- Firms actively refer clients to each other when they require specialized expertise outside their core services.
- Strategic Alliances with External Partners.