

Executive Summary

2011

BTI Client Service A-Team

Survey of Law Firm Client Service Performance

The BTI Consulting Group

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Introduction

Introduction

About The BTI Client Service A-Team: The Survey of Law Firm Client Service Performance

The A-Team—Clients Rank Law Firms

The BTI Client Service A-Team evaluates individual law firm performance through the eyes of the client. No law firms influence the results, submit nominations or provide client names. The research is independent and unbiased. Solely the client—the most important judge of client service—decides which law firms are best at the 17 activities driving superior client relationships.

The 17 activities fall into the following categories:

4 Activities Deliver Superior Financial Rewards

- Client Focus
- Commitment to Help
- Understands the Client's Business
- Provides Value for the Dollar

6 Activities Are the Price of Admission

- Keeps Clients Informed
- Legal Skills
- Quality Products
- Deals with Unexpected Changes
- Handles Problems
- Meets Scope and Budget

5 Activities Bolster the Case for Client Loyalty

- Breadth of Services
- Helps Advise on Business Issues
- Regional Reputation
- Unprompted Communication
- Brings Together National Resources

2 Activities Act as Calling Cards for Your Firm

- Anticipates the Client's Needs
- Innovative Approach

Introduction

Superior Client Service a Competitive Advantage

2010 stopped the downward slide in outside counsel spending. 2011 promises another year of flat legal spending by large corporate clients. Law firms can grow only by stealing business from each other, as market growth is virtually nonexistent.

Law firms carving out new business are redefining client service. These market-winning firms perform at levels previously unseen. You can use *The BTI Client Service A-Team* to spot the leaders and pinpoint exactly what they are doing now.

Corporate counsel are looking to firms offering the deepest understanding of their business, best value proposition and superior client service. *The BTI Client Service A-Team* is the definitive list of law firms which differentiated themselves from the competition through excellence in client service in 2010.

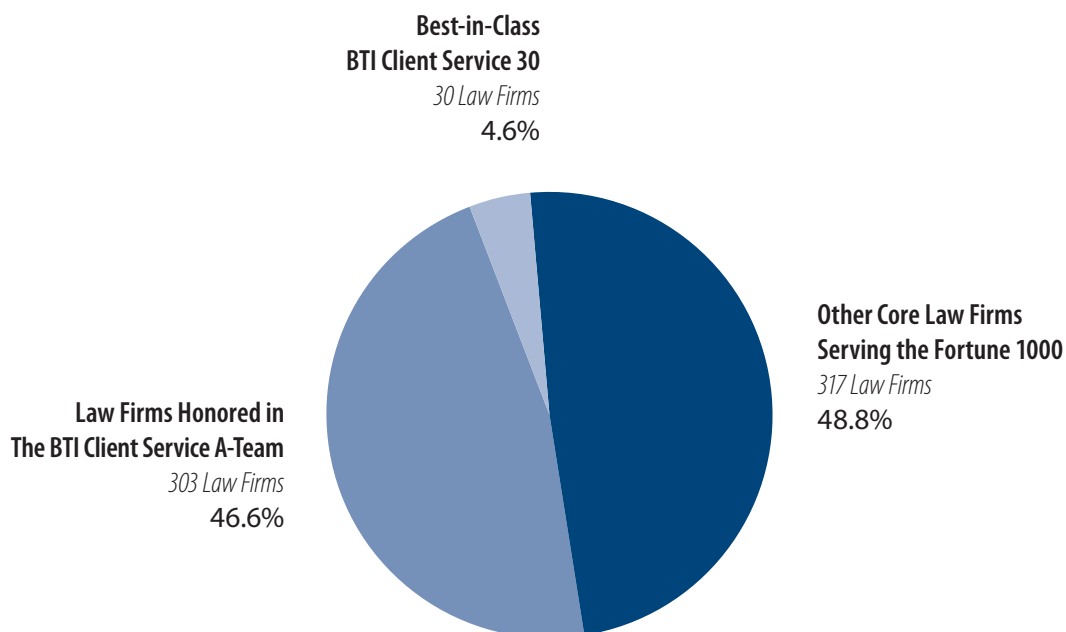
BTI research shows law firms consistently delivering the best client service enjoy:

- 33% higher profits than other law firms
- 7% rate premiums across all staff levels
- Double the fees from a single client
- 35% higher client retention

Clients recognize 333 law firms for client service in *The BTI Client Service A-Team*. BTI applauds these firms for their unparalleled delivery of client service excellence. In the face of heightened competition, being honored in one or more categories is a true achievement.

Introduction

650 Core Law Firms Serve the Fortune 1000



The BTI Client Service 30: The Cream of the Crop

BTI's exclusive research reveals 650 core law firms serve large and Fortune 1000 clients. Of these, clients nominate just 333 for superior client service this year—a mere 30 distinguish themselves as the absolute best.

The BTI Client Service 30 is the cream of the crop of *The BTI Client Service A-Team*. These 30 firms perform 4 to 15 times better than everyone else. BTI scores every firm based on clients' unprompted feedback, using our client-driven ranking of the importance and influence of each of the 17 client service activities. Law firms in *The BTI Client Service 30* have truly differentiated themselves in the eyes of clients.

Introduction

Three Types of Honors

Nominated firms receive one of three honors:

Best of the Best



The highest level of achievement based upon a firm's unparalleled performance in client service. These firms perform at a higher level than all others.

Leaders of the Best



The second-highest level of achievement designating the firm's leadership status in client service. These firms are performing better than most.

Honor Roll of the Best



The third-highest level of achievement indicating an honorable mention in client service.

Introduction

BTI's Methodology and Approach

BTI's analysis draws on candid feedback from nearly 300 corporate counsel to determine precisely which law firms top the charts in client service. General Counsel and C-level executives define 17 activities they use to select and evaluate outside counsel. BTI asks corporate counsel to delineate, unprompted, the law firm best at each of the 17 activities driving superior client relationships.

BTI's scoring system relies on 3 key variables:

1. How important each of the 17 activities is to clients in their relationships with law firms
2. How difficult it is for clients to find law firms that perform well on each activity
3. Candid, verbatim feedback from clients as to which law firm stands out as best in each of the 17 activities driving client relationships

This fact-based, comprehensive analysis draws on more than 2,800 client interviews conducted over the span of 10 years. This year, BTI interviewed nearly 300 corporate counsel at large and Fortune 1000 companies to probe at all aspects of client relationships. Our interviews were conducted between June 1 and September 17, 2010. These interviews represent:

- 19% of the Fortune 100
- 9.4% of the Global 500
- More than 15 industries, including:
 - Banking
 - Chemicals
 - Consumer Goods
 - Energy
 - Financial Services
 - High Tech
 - Insurance
 - Investment Banks
 - Manufacturing
 - Pharmaceuticals
 - Professional Services
 - Retail Trade
 - Telecommunications
 - Transportation
 - Wholesale Trade
- Top legal executives
 - 53.5% of interviews with General Counsel and Chief Legal Officers
 - 42% of interviews with direct reports to General Counsel
- Average revenue of \$17.6 billion
 - Median revenue of \$4.1 billion

About The BTI Consulting Group, Inc.

About The BTI Consulting Group, Inc.

Who We Are

The BTI Consulting Group (BTI) is the leading provider of strategic market research to law firms and professional services firms. BTI performs more market research about law firms than virtually anyone. We conduct the only continuous benchmarking market study in the legal services industry based on more than 2,800 independent interviews with General Counsel and key decision makers who hire law firms. BTI regularly publishes this compelling research in independent publications, reports and summaries. Learn more about BTI's publications on page 160.

BTI uses powerful, robust analysis to help clients define new approaches to key issues proven to boost performance, including:

- 17 activities driving relationships between law firms and clients
- 12 power marketing practices driving growth and profits
- 7 tactics to command premium rates
- 4 key differentiators separating law firms in the minds of clients

BTI conducts private benchmarking, market awareness and client satisfaction research for some of the best-run organizations in the world. BTI boasts one of the world's largest knowledge bases of professional services research based on more than 6,000 interviews conducted over the past 18 years.

BTI enjoys a far-reaching client base that includes:

- More than 70 of the 100 largest law firms
- Over 250 of the leading professional services firms worldwide
- Over 35% of the Global 500
- More than 450 Fortune 1000 companies

About The BTI Consulting Group, Inc.

Key Services to Help Our Clients

BTI offers the following key services for law firms:

Strategic Market Research

- High-Impact Custom Client Surveys
- Market Awareness
- Client Development Research
- Client Satisfaction Surveys
- Best Practices for Superior Client Service
- Key Client Programs
- Private Briefings on Market Trends

Consulting

- Key Client Strategies
- Client-Focused Business Practices
- Strategic Business Planning
- BTI Client Focus Boot Camp
- Garnering Premium Rates by Articulating Superior Value

Private Briefings

BTI also offers private briefings both in person and via the web. Chock full of client-based insights, perspectives and facts, BTI briefings draw from our research, experience and other resources to provide provocative, constructive insights to help you boost client satisfaction, increase client retention and improve your performance. We can tailor our briefing to include specific feedback on your firm.

Please call Michael B. Rynowecer at (617) 439-0333 ext. 5048 to learn more about BTI's custom research and services.

About The BTI Consulting Group, Inc.

Additional Insights from BTI Publications

BTI Premium Practices Forecast 2011: Survey of Corporate Legal Spending

The legal market is showing signs of stabilization after a 10.8% freefall in 2009. Get immediate insights into where the market is headed in 16 practices and over a dozen industries—based on candid, direct feedback from more than 240 corporate counsel at large and Fortune 1000 companies.

Litigation Outlook 2011: Changes, Trends and Opportunities for Law Firms

In BTI's first-ever in-depth look at the future of litigation, more than 310 corporate counsel and Am Law 200 practice leaders weigh in on exactly how spending, management and law firm hiring criteria are changing. Discover how a rise in new matters combines with a flat spending outlook to drive hiring opportunities and increase competition. Learn which firms—by name—clients consider to be best positioned to serve them in 5 distinct types of litigation, including IP, Securities and Employment.

The BTI Client Service All-Star Team for Law Firms 2010

The only independent, client-driven attorney ranking, *The BTI Client Service All-Stars 2010* celebrates 165 attorneys who deliver the best client service according to candid feedback from more than 240 corporate counsel at large and Fortune 1000 companies. This year's honorees buck current trends, winning client recognition for unsurpassed client service in an environment of ambiguity and turmoil.

The BTI Client Relationship Scorecard: Ranking Law Firm–Client Relationships 2010

87.1% of clients today admit they will replace their current primary law firm if given a compelling reason. In today's environment, where clients are demanding better results and greater value, this hypothetical is increasingly becoming reality. *The BTI Client Relationship Scorecard* is the first tool ever available to help law firms cost-effectively glean insight into their relationships with the world's largest clients—without requiring investment in sophisticated client feedback programs.

BTI's Benchmarking Law Firm Marketing and Business Development Strategies

Law firms are gearing up for massive changes. Discover where firms are investing—and where they are cutting back—in the face of a changing economy. Compare your marketing spending, budgets, staffing and productivity against your peer law firms. Based on nearly 700 interviews with executive legal marketers at the world's largest law firms, this exclusive analysis helps you pinpoint strategies to stay afloat in the uncertain market ahead.

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