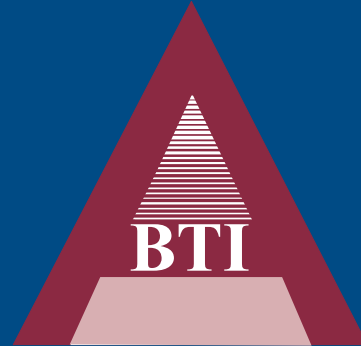




The Survey of Client Service  
Performance for Law Firms  
*The BTI Client Service A-Team*

2003



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# Table of Contents

## Introduction

About the Survey of Client Service Performance for Law Firms: The BTI Client Service A-Team .....	1
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## Which Law Firm Is the Best Performing Overall

Setting the Standard: Best Performing Law Firms .....	3
Size Doesn't Matter .....	3
Best of the Best Performing Law Firms .....	5
Leaders of the Best Performing Law Firms .....	5
Law Firms Cited as Best Performing Law Firm .....	5

## How Clients Define a Best Performing Law Firm

50% of Clients Identify Client Service and Loyalty as Defining the Best Performing Law Firm .....	7
Superior Client Service Makes Your Law Firm Stand Out with Clients .....	7
Established Relationships = Client Loyalty .....	8
Responsiveness .....	8
Deliver Results .....	8
High-Quality Work .....	8
Breadth of Service .....	9
Individual Qualifications .....	9
Other .....	9

## Table of Contents

### Which Law Firm Provides the Best Client Service

Clients at a Loss: What Law Firm Is Best at Client Service .....	10
Medium and Large Law Firms Leapfrog: Provide Top Client Service .....	11
Best of the Best at Client Service .....	12
Leaders of the Best at Client Service .....	12
Law Firms Cited as Best at Client Service .....	12

### The Key Factors Driving Client Relationships: The Best of the Best

Overview of the Best.....	15
Client-Driven, Client-Defined Attributes .....	16
Build Loyalty and Impenetrable Bonds with Clients: The 4 Most Strategic Activities ..	16
Bolster the Case: Further Cement That Client Loyalty .....	16
Price of Admission: Gets You in the Door .....	16
The Paradox Box: Critical for the Highest Value Clients .....	16
Which Law Firms Perform the Best at the 17 Attributes .....	16

# Table of Contents

## Best at Building Client Loyalty

Clients Find Client Focus: Law Firm Leaders .....	17
Best of the Best at Client Focus .....	18
Leaders of the Best at Client Focus .....	18
Law Firms Cited as Best at Client Focus .....	18
Commitment to Help Clients Builds Loyalty .....	20
Best of the Best at Commitment to Help .....	21
Leaders of the Best at Commitment to Help .....	21
Law Firms Cited as Best at Commitment to Help .....	21
One Law Firm Above All in Understanding the Client’s Business .....	23
Best of the Best at Understanding the Client’s Business .....	24
Leaders of the Best at Understanding the Client’s Business .....	24
Law Firms Cited as Best at Understanding the Client’s Business .....	24
Providing Value Builds Client Loyalty .....	26
Best of the Best at Providing Value for the Dollar .....	27
Law Firms Cited as Best at Providing Value for the Dollar .....	27

# Table of Contents

## Best at Bolstering the Case for Loyalty

Breadth of Services: Setting Yourself Apart .....	29
Best of the Best at Breadth of Services .....	30
Leaders of the Best at Breadth of Services .....	30
Law Firms Cited as Best at Breadth of Services .....	30
Target Clients' Top Priorities: Advise on Business Issues .....	32
Best of the Best at Advising on Business Issues .....	33
Leaders of the Best at Advising on Business Issues .....	33
Law Firms Cited as Best at Advising on Business Issues .....	33
Regional Reputation = Local Knowledge .....	35
Best of the Best Regional Reputation .....	36
Law Firms Cited as Best Regional Reputation .....	36
Unprompted Communication Bolsters Client Loyalty .....	38
Best of the Best at Unprompted Communications .....	39
Leaders of the Best at Unprompted Communications .....	39
Law Firms Cited as Best at Unprompted Communications .....	39
National Resources Respond to Client Needs .....	41
Best of the Best at Bringing Together National Resources .....	42
Leaders of the Best at Bringing Together National Resources .....	42
Law Firms Cited as Best at Bringing Together National Resources .....	42

# Table of Contents

## Best at Activities Necessary to Do Business

Back to Basics: Keeping Clients Informed .....	43
Best of the Best at Keeping Clients Informed .....	45
Leaders of the Best at Keeping Clients Informed .....	45
Law Firms Cited as Best at Keeping Clients Informed .....	45
Legal Skills Abound .....	47
Best of the Best Legal Skills .....	48
Leaders of the Best Legal Skills .....	48
Law Firms Cited as Best Legal Skills .....	48
Clients Expect Quality Products .....	50
Best of the Best at Quality Products .....	51
Leaders of the Best at Quality Products .....	51
Law Firms Cited as Best at Quality Products .....	51
Dealing with Unexpected Changes Essential .....	53
Best of the Best at Dealing with Unexpected Changes .....	54
Leaders of the Best at Dealing with Unexpected Changes .....	54
Law Firms Cited as Best at Dealing with Unexpected Changes .....	54
Handling Problems a Minimum Requirement .....	56
Best of the Best at Handling Problems .....	57
Leaders of Best at Handling Problems .....	57
Law Firms Cited as Best at Handling Problems .....	57
Clients Demand That Law Firms Meet Technical Specifications .....	59
Best of the Best at Meeting Technical Specifications .....	60
Law Firms Cited as Best at Meeting Technical Specifications .....	60

# Table of Contents

## Best at Activities Critical to the Best Clients

The Paradox Box: Anticipating the Client’s Needs Valued by Most	
Attractive Clients .....	61
Best of the Best at Anticipating the Client’s Needs .....	62
Leaders of the Best at Anticipating the Client’s Needs .....	62
Law Firms Cited as Best at Anticipating the Client’s Needs .....	62
Going Global: High Value to Selected Clients .....	64
Best of the Best at International Capability .....	65
Leaders of the Best at International Capability .....	65
Law Firms Cited as Best at International Capability .....	65

**Table of Contents**

**Which Law Firm Is the Most Arrogant**

Consistency in Most Arrogant Brand ..... 66  
Law Firms Cited as Being the Most Arrogant ..... 66  
Other Law Firms Cited as Being Arrogant ..... 66

# Table of Contents

## The BTI Client Service 30

The BTI Client Service 30: Leading the Charge .....	68	
The BTI Client Service Score .....	68	
Stepping Up to the Plate: More Law Firms Delivering		
Outstanding Client Service .....	69	
BTI Client Service 30 Winners .....		69
Sidley Austin Brown & Wood.....	70	
Jones, Day, Reavis & Pogue .....	71	
O’Melveny & Myers .....	72	
Debevoise & Plimpton .....	73	
Wachtell, Lipton, Rosen & Katz .....	74	
Howrey Simon Arnold & White .....	75	
Fulbright & Jaworski .....	76	
Gibson, Dunn & Crutcher .....	77	
Baker Botts .....	78	
Davis Polk & Wardwell .....	79	
Alston & Bird .....	80	
Winston & Strawn .....	81	
Faegre & Benson .....	82	
Arnold & Porter .....	83	
Cravath, Swaine & Moore .....	84	
Covington & Burling .....	85	
McGuireWoods .....	86	
Holland & Knight .....	87	
Kirkland & Ellis .....	88	
Ropes & Gray .....	89	
Cooley Godward .....	90	
Latham & Watkins .....	91	
Hogan & Hartson .....	92	
Skadden, Arps, Slate, Meagher & Flom .....	93	
Wilmer, Cutler & Pickering .....	94	
Hale and Dorr .....	95	
Mayer, Brown, Rowe & Maw .....	96	
Squire, Sanders & Dempsey .....	97	
Foley & Lardner .....	98	
Morgan, Lewis & Bockius .....	99	

# Table of Contents

## Performance by Law Firm Size

Small and Medium Law Firms Excel in Client Focus .....	101
Clients See Commitment to Help from Law Firms of All Sizes .....	102
Smaller Law Firms Hold Advantage in Understanding the Client’s Business .....	103
Smaller Law Firms Lead the Charge in Providing Value .....	104
Big Get Bigger, Small Get Better at Breadth of Services .....	105
Slight Size Advantage in Advising on Business Issues .....	106
Smaller Law Firms Dominate in Regional Reputation .....	107
Mid-Sized Firms Excel at Unprompted Communication .....	108
Large Firms Lead the Way in National Resources .....	109
Larger Law Firms Lag Behind in Client Communication .....	110
Slight Large-Firm Advantage in Legal Skills .....	110
Quality from All Sizes .....	111
Unexpected Changes Face All Law Firms .....	111
Size Irrelevant in Handling Problems .....	112
Largest Firms Resist Technical Specifications .....	112
All Sizes Equal at Anticipating Client Needs .....	113
Hands-Down, Big is Better for International Capability .....	113

# Table of Contents

## About the BTI Consulting Group

Who We Are ..... 114

How BTI Helps Professional Services Providers ..... 114

Other Important BTI Publications ..... 115

Index to Individual Law Firms ..... 116

A Note About Law Firm Size ..... 128

Terms of Use ..... 129

# Introduction

## About The Survey of Client Service Performance for Law Firms: The BTI Client Service A-Team

BTI developed *The Survey of Client Service Performance for Law Firms: The BTI Client Service A-Team* to single out those law firms who stand out from the pack in the client's mind. The BTI Client Service A-Team performs better than their competitors in the client service arena. These firms have differentiated themselves from the competition through client service.

The ultimate success of a law firm depends on its relationships with its clients. Good client relationships lead to business growth and increased revenues; poor client relationships stymie growth and can eventually lead to failure.

This is particularly true in light of our research that shows that Fortune 1000 companies are largely dissatisfied with their law firms. Only 35% of companies believe that their primary law firm is best at client service. Just 34.7% recommend their primary law firm. Clients tell us that their outside law firms are managing to do just enough to get by - most are simply meeting expectations, and very few are exceeding them.

### *Nominated by Clients — The True Test of Performance*

BTI interviewed almost 200 corporate counsel at Fortune 1000 companies throughout the U.S. about their outside law firm relationships and how they buy legal services. During these interviews, BTI probed corporate counsel about a broad range of issues. Our research has a strong focus on client satisfaction, client relationships, law firm management strategies, and client needs. This report focuses on clients' views on individual law firm performance — the law firms clients think are the best. These questions were entirely open-ended and all client responses were recorded verbatim, giving you the most accurate and client-based assessment possible about how law firms are really doing.

### *The A-Team Is a Substantial Accomplishment*

The most important judge of all aspects of law firm performance — the client him or herself — decides which firms are the best. Given that the majority of corporate counsel tell us that they are not satisfied with the client service they receive from their outside law firms, being nominated as best law firm in one or more of the categories is a key milestone. We heartily congratulate all firms that are nominated.

# Introduction

## *Clients Define the Key Activities That Drive Superior Relationships*

As part of our exclusive research, we asked general counsel to delineate the attributes, activities, factors and behaviors that drive client relationships. These 17 factors together drive client relationships. These factors include not only the tangible, basic skills like legal services, but also many of the intangible ones, including client service, business advice, quality work products, and truly being committed to help. Our research shows that it is these intangible elements of a client's relationship with her outside law firm that truly add value and build long-lasting relationships. We asked clients about these elements to draw out the many layers of good law firm performance, and to identify which law firms are making the kind of client-oriented outreach that truly drives success.

- ◆ Overall Best Performing Law Firm
- ◆ Client Service
- ◆ Client Focused
- ◆ Proving Commitment to Help
- ◆ Providing Value for the Dollar
- ◆ Understanding the Client's Business
- ◆ Breadth of Services
- ◆ Helping to Advise on Business Issues
- ◆ Unprompted Communication
- ◆ Regional Reputation
- ◆ Bringing Together National Resources
- ◆ Keeping the Client Informed
- ◆ Legal Skills
- ◆ Dealing with Unexpected Changes
- ◆ Providing Quality Products
- ◆ Handling Problems
- ◆ Meeting Technical Specifications
- ◆ Anticipating the Client's Needs
- ◆ International Capabilities

And to inquire about the other side of the coin, we also asked clients which law firm they think is the Most Arrogant.

## *The Best of the Best: The BTI Client Service 30*

The BTI Client Service 30 identifies the cream of the crop of the Client Service A-Team. These are the 30 firms with the highest overall score, based on the client nominations detailed in this report. We score every firm mentioned by clients through our proprietary ranking of key client attributes. The rankings reflect not only how frequently firms are mentioned, but also the nature of the attributes for which they are cited and how valuable they are to clients. Firms that are nominated by clients for the strategic, high-value client service attributes receive more credit than those cited for the less differentiated and lower value attributes. Firms that score at the top of The BTI Client Service 30 have truly differentiated themselves in the eyes of their clients.

## Index to Individual Law Firms

Abbott, Simses & Kuchler	18
Adams and Reese	45, 60
Ahlers, Cooney, Dorweiler, Haynie, Smith & Allbee	5, 12, 21, 24, 30, 33, 48, 54, 57, 60, 62
Akerman, Senterfitt & Eidson	12, 18, 24, 36
Akin Gump Strauss Hauer & Feld	5, 18, 21, 24, 27, 30, 33, 36, 42, 45, 48, 51, 54, 57, 62, 65
Allen & Overy	30, 65
Alston & Bird	5, 12, 18, 21, 24, 27, 30, 33, 36, 39, 42, 45, 48, 51, 54, 57, 60, 62, 65, 66, 68, 80
Armstrong Teasdale	5, 30, 36
Arnold & Porter	5, 12, 18, 21, 24, 27, 30, 33, 39, 42, 45, 48, 51, 54, 57, 60, 62, 68, 83
Atkinson, Hamill & Barrowclough	48, 51, 54
Babst, Calland, Clements & Zomnir	5, 12, 18, 21, 24, 27, 36, 39, 45, 48, 51, 54, 57, 60
Baird, Holm, McEachen, Pedersen, Hamann & Strasheim	51, 54, 57
Baker & Daniels	36
Baker & Hostetler	36
Baker & McKenzie	14, 15, 30, 42, 48, 61, 62, 64, 65
Baker Botts	5, 12, 14, 15, 18, 21, 24, 27, 29, 30, 32, 33, 35, 36, 38, 39, 41, 42, 45, 48, 51, 54, 57, 60, 62, 65, 68, 78
Ballard Spahr Andrews & Ingersoll	5, 36, 66

## Index to Individual Law Firms

Bass, Berry & Sims	36
Bell, Boyd & Lloyd	18, 21, 24, 27, 33, 45, 57, 62
Bingham McCutchen	5, 12, 21, 24, 27, 30
Blackwell Sanders Peper Martin	5, 18, 21, 27, 30, 36, 39, 45, 48, 54, 57, 60
Blank Rome Comisky & McCauley	12, 18, 24, 27, 33, 54, 62
Boies, Schiller & Flexner	36
Bradley Arant Rose & White	5, 12, 18, 24, 30, 36, 39, 51, 57
Briggs and Morgan	33
Brinks Hofer Gilson & Lione	36
Brobeck, Phleger & Harrison	5, 12, 18, 21, 24, 30, 33, 39, 42, 45, 54, 57, 66
Bryan Cave	5, 12, 18, 24, 27, 30, 33, 39, 62, 65
Bunt & Wright	27
Butler, Snow, O'Mara, Stevens & Cannada	27
Cahill Gordon & Reindel	5, 21, 24, 27, 33, 36, 39, 45, 48, 51, 57, 60, 62
Cameron McKenna	33, 36, 48, 51, 54, 60, 65
Carpenter, Bennett & Morrissey	27
Chadbourne & Parke	5, 12, 18, 21, 24, 27, 33, 39, 45, 48, 51, 54, 57, 65, 66
Cleary, Gottlieb, Steen & Hamilton	5, 21, 30, 33, 36, 42, 48, 51, 54, 57, 60, 65
Clifford Chance Rogers & Wells	18, 30, 65, 66

## Index to Individual Law Firms

Coats Rose Yale Ryman Lee	24, 27, 39, 45, 48, 54, 65
Conley, Rose & Tayon	5, 24, 27, 36
Connolly Bove Lodge & Hutz	24, 27, 36, 51, 60, 62
Cooley Godward	18, 21, 24, 27, 30, 33, 36, 39, 42, 45, 48, 51, 54, 57, 60, 62, 65, 68, 90
Cooper & Walinski	5, 21, 24, 39, 48
Covington & Burling	12, 14, 15, 18, 21, 24, 27, 30, 33, 39, 42, 45, 48, 51, 54, 57, 60, 61, 62, 64, 65, 66, 68, 85
Cowan, Liebowitz & Latman	45
Cravath, Swaine & Moore	5, 12, 18, 21, 24, 27, 30, 33, 39, 42, 45, 48, 51, 54, 57, 62, 65, 66, 68, 84
Crowell & Moring	5, 12, 18, 21, 24, 33, 54
Davis Graham & Stubbs	18, 21, 33, 39, 45, 51, 54, 57, 62
Davis Polk & Wardwell	5, 12, 14, 15, 18, 21, 24, 29, 30, 32, 33, 35, 36, 38, 39, 41, 42, 43, 45, 47, 48, 50, 51, 53, 56, 57, 59, 60, 62, 65, 66, 68, 79
Davis Wright Tremaine	65, 66
Day, Berry & Howard	5, 12
Debevoise & Plimpton	5, 12, 14, 15, 17, 18, 20, 21, 23, 24, 26, 27, 29, 30, 32, 33, 35, 36, 38, 39, 41, 42, 45, 48, 51, 54, 57, 60, 62, 65, 68, 73
Dechert	5, 30, 36, 39, 62, 65

## Index to Individual Law Firms

Defrees & Fiske	5, 39, 51, 57
Dewey Ballantine	5, 12, 18, 27, 30, 33, 36, 42, 45, 48, 51, 60, 65, 66
Dinsmore & Shohl	18, 27, 36, 42
Dorsey & Whitney	12
Doyle & Winthrop	12, 18, 21, 24, 27, 36, 39, 42, 45, 48, 51, 54, 60, 62
Drinker Biddle & Reath	5, 18, 21, 27, 36, 39, 42, 62
Duane Morris	18, 27
Eversheds	65
Faegre & Benson	5, 12, 14, 15, 18, 21, 24, 29, 30, 32, 33, 35, 36, 38, 39, 41, 42, 45, 48, 51, 54, 57, 60, 62, 68, 82
Fasken Martineau DuMoulin	65
Fenwick & West	5, 12, 18, 21, 24, 27, 33, 45, 51, 54, 62, 66
Finnegan, Henderson, Farabow, Garrett & Dunner	12, 39
Fish & Richardson	51, 54
Fleming & Phillips	27
Foley & Lardner	5, 12, 18, 21, 24, 30, 33, 39, 42, 45, 51, 57, 62, 68, 98, 103
Foster Pepper & Shefelman	18, 21, 27, 36
Freshfields Bruckhaus Deringer	5, 18, 30, 39, 62, 65
Fried Frank Harris Shriver & Jacobson	12, 18, 30, 39, 65
Frilot, Partridge, Kohnke & Clements	5, 21, 24
Fross Zelnick Lehrman & Zissu	24, 62

## Index to Individual Law Firms

Frost Brown Todd	21, 24
Fulbright & Jaworski	5, 12, 14, 15, 18, 21, 24, 27, 33, 36, 39, 42, 43, 45, 47, 48, 50, 51, 53, 54, 56, 57, 59, 60, 62, 65, 68, 76
Gallagher & Kennedy	24
Gibbons, Del Deo, Dolan, Griffinger & Vecchione	12, 24, 62
Gibson, Dunn & Crutcher	5, 12, 14, 15, 21, 24, 27, 29, 30, 32, 33, 35, 36, 38, 39, 41, 42, 45, 48, 51, 54, 57, 60, 62, 68, 77
Goodwin Procter	5, 12, 18, 21, 30, 33, 39, 42, 45, 51, 54, 57, 60, 62, 65
Gray Cary Ware & Freidenrich	12, 30, 36, 42, 45
Graydon Head & Ritchey	5, 12, 18, 21, 24, 27, 33, 36, 39, 45, 51, 57
Hale and Dorr	5, 12, 18, 21, 24, 27, 30, 33, 36, 39, 45, 48, 51, 54, 57, 60, 62, 66, 68, 95
Harkins Cunningham	36, 48, 51, 57, 60
Haynes and Boone	39
Haynsworth Baldwin Johnson & Greaves	18, 24, 27, 36, 39, 45, 48, 51, 54, 57, 60, 62
Heller Ehrman White & McAuliffe	12, 18, 21, 27, 33, 36, 45, 48, 51, 54, 62
Hinshaw & Culbertson	5, 18, 21, 24, 27, 36, 39, 42, 45, 57, 60
Hogan & Hartson	5, 12, 18, 21, 24, 27, 30, 36, 39, 42, 45, 48, 51, 54, 57, 62, 65, 66, 68, 92

## Index to Individual Law Firms

Holland & Knight	5, 18, 21, 24, 27, 30, 33, 36, 39, 42, 45, 48, 51, 54, 57, 60, 62, 65, 68, 87
Honigman Miller Schwartz and Cohn	18, 21, 24, 27, 39, 45, 48, 51, 57, 60, 66
Howrey Simon Arnold & White	5, 12, 14, 15, 18, 21, 24, 27, 36, 39, 42, 43, 44, 45, 47, 48, 50, 51, 53, 54, 56, 57, 59, 60, 62, 66, 68, 75
Hughes Hubbard & Reed	24, 27, 30, 36, 48, 51, 60
Hunton & Williams	5, 18, 21, 24, 27, 30, 33, 36, 48, 62, 65
Husch & Eppenberger	36
Hyman, Phelps & McNamara	24, 45, 54
Jackson Lewis Schnitzler & Krupman	27
Jones, Day, Reavis & Pogue	5, 12, 14, 15, 18, 21, 24, 27, 29, 30, 32, 33, 35, 36, 38, 39, 41, 42, 43, 45, 47, 48, 50, 51, 53, 54, 56, 57, 59, 60, 61, 62, 64, 65, 66, 68, 69, 71
Jorden Burt	5, 12, 18, 21, 24, 27, 42, 45, 48, 51, 60
The Juneau Firm	13, 28, 37
Kemp, Schaeffer, Rowe & Lardiere	27
King & Spalding	5, 27, 30, 33, 36, 48, 66
King, Pagano & Harrison	27, 39, 45
Kirkland & Ellis	5, 12, 18, 21, 24, 30, 33, 39, 42, 48, 51, 54, 57, 60, 62, 65, 66, 68, 88
Kirkpatrick & Lockhart	36

## Index to Individual Law Firms

Klass, Stoik, Mugan, Villone, Phillips, Orzechowski, Clausen & Lapierre	27
Ladas & Parry	5, 12
Latham & Watkins	5, 12, 18, 21, 24, 30, 33, 39, 42, 45, 48, 51, 54, 57, 62, 65, 68, 91
Lavin, Coleman, O'Neil, Ricci, Finarelli & Gray	5, 21, 27
LeBoeuf, Lamb, Greene & MacRae	5, 12, 18, 21, 27, 30, 36, 42, 45, 48, 51, 54, 57, 60, 62, 66
Leonard, Street and Deinard	5, 12, 18, 21, 24, 27, 36, 39, 45, 48, 51, 54, 57, 60, 62
Liskow & Lewis	27
Little Mendelson	18, 21, 24, 36, 39, 45, 62, 66
Locke Liddell & Sapp	5, 18, 21, 24, 27, 30, 33, 36, 51, 57, 60, 62, 65
Loeb & Loeb	27, 36, 51
Lovells	21, 65
Martin, Pringle, Oliver, Wallace & Bauer	5
Mayer, Brown, Rowe & Maw	5, 12, 18, 21, 24, 27, 33, 36, 45, 48, 51, 54, 57, 60, 62, 68, 96
Mazursky & Dunaway	5, 12, 21, 24, 48
McCarthy, Sweeney & Harkaway	27
McCutcheon, McCutcheon & Baxter	36
McDermott, Will & Emery	6, 24, 27, 45, 60
McFarlin & Anderson	54

## Index to Individual Law Firms

McGuireWoods	6, 12, 14, 15, 17, 18, 20, 21, 23, 24, 26, 27, 30, 33, 36, 39, 45, 48, 51, 57, 60, 62, 66, 68, 86
McKenna Long & Aldridge	18, 21, 36, 45
McNair	30
McNamara, Goldsmith & Jackson	27, 45
Melli, Walker, Pease & Ruhly	24, 27, 36, 45, 60, 62
Merchant & Gould	6, 36, 39, 48, 51, 57, 66
Michael Best & Friedrich	27, 33, 57
Milbank, Tweed, Hadley & McCloy	18, 21, 25, 27, 30, 33, 36, 39, 45, 48, 51, 54, 57, 60, 62
Miller & Martin	6, 18, 25, 30, 65
Mirick, O’Connell, DeMallie & Lougee	18, 27
Morgan, Lewis & Bockius	6, 12, 14, 15, 17, 18, 20, 21, 23, 25, 26, 27, 30, 36, 39, 42, 48, 51, 66, 68, 99
Morris, Nichols, Arsht & Tunnell	36, 57, 60
Morrison & Foerster	6, 18, 21, 25, 30, 36, 39, 42, 45, 48, 51, 57, 62
Nixon Peabody	12, 18, 22, 27, 36, 45, 57
Ogden Newell & Welch	6, 12, 19, 25, 27, 36, 45, 51
Ogletree, Deakins, Nash, Smoak & Stewart	39
O’Melveny & Myers	5, 12, 14, 15, 17, 19, 20, 21, 23, 24, 26, 27, 30, 33, 36, 39, 42, 43, 45, 47, 48, 50, 51, 53, 54, 56, 57, 59, 60, 62, 66, 68, 72
Oppenheimer Wolff & Donnelly	12, 22, 25, 30, 33, 36, 39, 42, 45, 48, 51

## Index to Individual Law Firms

Orrick, Herrington & Sutcliffe	25, 27, 39, 51, 60
Osler, Hoskin & Harcourt	39
Palmer & Dodge	6, 22, 25, 33, 36, 40, 45, 48, 52, 54, 57, 62
Partridge Snow & Hahn	30, 54
Patterson, Belknap, Webb & Tyler	6, 12, 19, 22, 25, 30, 33, 40, 45, 48, 52, 54, 57, 60, 62
Paul, Hastings, Janofsky & Walker	6, 12, 30, 33, 40, 42, 45, 48, 52, 54, 57, 60, 62
Paul, Weiss, Rifkind, Wharton & Garrison	6, 22, 25, 33, 40, 42, 45, 48, 52, 54, 62, 66
Pepper Hamilton	28, 46, 48, 52, 54, 60
Perkins Coie	22, 30, 37, 62
Pierce Atwood	19, 28, 37, 46
Pillsbury Winthrop	12, 30, 40
Piper Rudnick	19, 25, 37, 42, 52, 62, 65
Pitney, Hardin, Kipp & Szuch	19, 28, 37, 46
Porter Wright Morris & Arthur	6, 25, 28, 33, 42, 52, 54, 57, 62
Poyner & Spruill	19, 54
Preston Gates & Ellis	40, 62
Proskauer Rose	30
Pursley Lowery Meeks	6, 49, 62
Rawle & Henderson	28
Reed Smith	28
Riddell Williams	6, 25, 33, 37

## Index to Individual Law Firms

Robins, Kaplan, Miller & Ciresi	12, 30, 37, 40, 52, 54
Ropes & Gray	6, 12, 19, 22, 25, 28, 30, 33, 37, 40, 42, 46, 49, 52, 54, 57, 60, 62, 68, 89
Sedgwick, Detert, Moran & Arnold	6, 19, 25, 28, 40, 42, 46, 54, 57
Seyfarth Shaw	19, 22, 28, 37, 40, 42, 46
Shearman & Sterling	6, 12, 31, 33, 37, 46, 49, 52, 65, 66
Sheppard, Mullin, Richter & Hampton	6, 19, 22, 25, 28, 31, 33, 37, 40, 46, 49, 52, 55, 57, 60, 62
Shook, Hardy & Bacon	31, 67
Shutts & Bowen	6, 22, 33, 37, 40, 46, 49, 52, 60
Sidley Austin Brown & Wood	3, 5, 12, 14, 15, 17, 19, 20, 21, 23, 24, 26, 28, 29, 30, 32, 33, 35, 37, 38, 39, 41, 42, 43, 46, 47, 48, 50, 51, 53, 54, 56, 57, 59, 60, 62, 65, 67, 68, 69, 70
Siegel, Brill, Greupner, Duffy & Foster	37
Sills Cummis Radin Tischman Epstein & Gross	63
Simpson Thacher & Bartlett	6, 22, 25, 31, 33, 42, 49, 52, 55, 60, 67
Skadden, Arps, Slate, Meagher & Flom	6, 12, 22, 25, 28, 30, 33, 42, 48, 55, 57, 63, 65, 66, 68, 93
Smith Moore	6, 12, 19, 22, 25, 28, 37, 40, 46, 49, 57, 60, 63
Snell & Wilmer	6, 12, 19, 22, 25, 28, 31, 33, 37, 40, 46, 49, 52, 55, 57, 60, 65, 67

## Index to Individual Law Firms

Sonnenschein, Nath & Rosenthal	67
Spencer Fane Britt & Browne	63
Squire, Sanders & Dempsey	6, 13, 19, 22, 25, 28, 31, 33, 40, 42, 46, 49, 52, 55, 58, 60, 68, 97
Statman, Harris, Siegel & Eyrich	6, 13, 19, 25, 28, 46, 58
Stearns Weaver Miller Weissler Alhadeff & Sitterson	46
Steptoe & Johnson	13, 19, 22, 25, 31, 33, 37, 40, 46, 49, 60, 63
Stites & Harbison	19, 22, 25, 28, 37
Stroock & Stroock & Lavan	40
Sullivan & Cromwell	5, 19, 22, 25, 28, 33, 42, 46, 49, 52, 55, 58, 63, 66
Sullivan & Worcester	6, 19, 22, 25, 28, 40
Susman Godfrey	67
Sutherland Asbill & Brennan	13, 19, 22, 25, 28, 31, 33, 37, 42, 46, 49, 52, 55, 58, 60, 63, 65
Thompson & Knight	19, 22, 25, 28, 31, 33, 37, 40, 42, 46, 49, 52, 55, 58, 60, 63, 65
Thompson Hine	6, 19, 22, 25, 31, 33, 37, 55, 58, 60, 63
Torys	22, 28, 37, 40, 46, 52, 63
Troutman Sanders	28, 37, 55
Ungaretti & Harris	19, 28, 37
Varnum, Riddering, Schmidt & Howlett	22, 25, 34
Venable, Baetjer & Howard	6, 13

## Index to Individual Law Firms

Vinson & Elkins	6, 19, 22, 31, 34, 37, 40, 46, 49, 52, 55, 58, 60, 63, 65
Vorys, Sater, Seymour and Pease	6, 19, 22, 25, 28, 31, 34, 37, 49, 52, 55, 58, 60
Wachtell, Lipton, Rosen & Katz	3, 5, 13, 14, 15, 19, 22, 25, 28, 29, 32, 33, 35, 38, 39, 41, 42, 46, 48, 51, 54, 58, 63, 67, 68, 74
Wallace, Saunders, Austin, Brown & Enochs	6, 25, 28, 37, 46, 49, 52, 55, 58, 63
Warner Norcross & Judd	28
Weil, Gotshal & Manges	6, 13, 25, 31, 34, 46, 49, 52, 55, 60, 67
White & Case	13, 65
Whitney & Bogris	40
Wiggin & Dana	67
Wildman, Harrold, Allen & Dixon	19, 40
Wilentz, Goldman & Spitzer	37
Wiley Rein & Fielding	6, 19, 22, 25, 28, 34, 37, 40, 46, 49, 52, 55, 58
Wilmer, Cutler & Pickering	6, 13, 19, 22, 25, 28, 31, 34, 37, 40, 42, 46, 49, 52, 55, 58, 60, 63, 68, 94
Wilson Sonsini Goodrich & Rosati	28, 31, 34, 37, 55, 63, 67
Wilson, Elser, Moskowitz, Edelman & Dicker	6, 25, 28, 42, 46
Winston & Strawn	5, 13, 19, 21, 24, 28, 34, 37, 40, 46, 49, 52, 54, 57, 63, 65, 67, 68, 81, 103
Zevnik Horton	13, 19, 22, 25, 28, 34, 37, 46, 49, 52, 55, 60, 63



Brand New! Just Released! 30 New Top-Ranking Law Firms

# The Survey of Client Service Performance for Law Firms:

*The BTI Client Service A-Team*



## Exclusive Research—Which Law Firms Perform Best According to Clients

The landmark BTI report *The BTI Survey of Client Service Performance for Law Firms: The Client Service A-Team* gives you an unprecedented view of how law firms are performing and which law firms stand out from the pack in the client's mind for providing superior client service.

Based on interviews with almost 200 corporate counsel at the Fortune 1000, this compelling research tells you—by name—which law firms have differentiated themselves from the competition through excellence in client service. Learn how your clients view good performance and their unprompted and open assessment of which firms are the best.

### 23 Ways to Benefit

1. See who is really winning clients' hearts, minds, – and dollars
2. Find out what your competitors are doing right
3. Delineate how law firms are differentiated in the eyes of clients
4. Evaluate your client service brand
5. Fine tune proposal efforts
6. Learn how clients define client focus
7. See what clients think of your firm
8. See what potential clients think of your firm
9. Understand what impresses clients
10. Uncover how smaller firms outperform large firms in key pockets of strength
11. See which law firms fell from grace – and lost their position in the BTI Client Service 30
12. Discover the key to getting higher billing rates
13. Capitalize on what the largest firms do right
14. Get the definitive answer on how clients define what makes a best performing law firm
15. See who tops The BTI Client Service 30
16. Calibrate your competitors' strengths and weaknesses
17. Develop your strategy to position your firm in head-to-head competition
18. Grade your firm's client service skills
19. Tout your firm's abilities to your clients through independent, market-validated data
20. Spot weaknesses in other firms
21. Leverage your existing market strengths
22. Establish exactly where you stand
23. Pinpoint up and coming law firms that debut on the 2003 BTI Client Service 30

### Performance Along 17 Attributes that Clients Identify as Most Important

We asked clients who is the best performing law firm across 17 categories, all of which together comprise the complex client relationship with corporate counsel. A few of the categories include:

- Client Service
- Client Focus
- Overall Performance
- Providing Value
- Legal Skills
- Quality



### The BTI Client Service 30

The Cream of the Crop of the BTI Client Service A-Team. Get the details on what these 30 highest scoring law firms are doing to drive such a high level of client satisfaction.

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### The Activities that Clients Define as Driving Good Relationships

Find out about law firms' performance based on what's important to Fortune 1000 clients. See how law firms perform, which skills make you look like other firms, and which ones make you stand out from the crowd and engender loyalty.



Brand New! Just Released! 30 New Top-Ranking Law Firms

# The Survey of Client Service Performance for Law Firms:

## The BTI Client Service A-Team



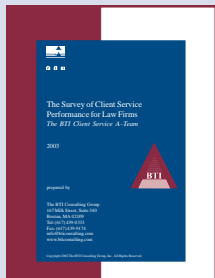
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