



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

2006



prepared by

The BTI Consulting Group
396 Washington Street, Suite 314
Wellesley, MA 02481
Tel: (617) 439-0333
Fax: (617) 439-9174
info@bticonsulting.com
www.bticonsulting.com



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The BTI Consulting Group, Inc., 396 Washington Street, Suite 314, Wellesley, MA 02481, (617) 439-0333.



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Introduction

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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. Law firms that join the ranks of *The BTI Client Service A-Team* perform better than their competitors in the client service arena. They have differentiated themselves from the competition through delivery of superior client service.

A law firm's client relationships drive its financial performance and long-term success. Good client relationships lead to business growth and increased revenue; poor client relationships stymie growth and can eventually lead to failure.

Nominated by Clients — The True Test of Performance

Each and every law firm honored in *The BTI Client Service A-Team* earned their place through unprompted, explicit recognition from a client. BTI conducted over 200 independent, individual interviews with corporate counsel at large and Fortune 1000 organizations. During these interviews, BTI probed corporate counsel about a broad range of issues, including how they acquire legal services and how they manage outside counsel relationships. We specifically hone our research to systematically gauge client satisfaction, delineate law firm management strategies and assess law firm performance.

The BTI Client Service A-Team targets clients' views on individual law firm performance — specifically, which law firms clients believe are best. BTI's strategically designed questions allow for unprompted responses, the most robust way to measure client perceptions. All client responses were recorded verbatim, giving you the most accurate client-based assessment possible about how law firms really perform.

The A-Team — Clients Rank Law Firms

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

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. BTI isolated 17 factors that together define and determine the success of the client relationship. These factors include not only tangible, basic skills like legal services, but also many of the intangible ones, including client service, business advice, quality work products and commitment to help. Our research shows it is these intangible elements of a client's relationship with an outside law firm that truly add value.



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BTI asked clients to define good law firm performance and superior client service. We then asked clients which law firm, if any, stands out for delivering exceptional performance, above and beyond other firms. This year, clients identified 240 law firms for outstanding achievement in at least one of 17 activities that drive law firm success. These 17 activities fit into 4 major categories:

4 Activities Deliver Superior Financial Rewards

- ◆ Client Focus
- ◆ Proving Commitment to Help
- ◆ Understanding the Client's Business
- ◆ Providing Value for the Dollar

5 Activities Bolster the Case for Client Loyalty

- ◆ Breadth of Services
- ◆ Helping to Advise on Business Issues
- ◆ Regional Reputation
- ◆ Unprompted Communication
- ◆ Bringing Together National Resources

6 Activities Are the Price of Admission

- ◆ Keeping the Client Informed
- ◆ Legal Skills
- ◆ Providing Quality Products
- ◆ Dealing with Unexpected Changes
- ◆ Handling Problems
- ◆ Meeting Technical Specifications

2 Activities Are Critical to the Best Clients

- ◆ Anticipating the Client's Needs
- ◆ International Capabilities

In addition, you can gain exclusive insights into which law firms pull it all together.

Overall Top Performers

- ◆ Overall Best Performing Law Firm
- ◆ Overall Best Client Service

On the Other Side of the Coin

We also asked clients which law firm they think is the Most Arrogant law firm.



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The Best of the Best: The BTI Client Service 30

The BTI Client Service 30 identifies the cream of the crop of *The BTI Client Service A-Team*. These are the 30 firms with the highest overall scores, based on client nominations. We score every firm mentioned by clients using our proprietary ranking method 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 these attributes are to clients. Firms nominated by clients for strategic, high-value client service attributes receive more credit than those cited for less differentiated and lower-value attributes. Firms scoring at the top of *The BTI Client Service 30* have truly differentiated themselves in the eyes of clients.

Breaking Boundaries and Setting Standards in Superior Client Service

BTI is happy to include a special section in this year's *BTI Client Service A-Team*. As part of our fifth annual publication of the law firms whom clients see as delivering superior client service, BTI honors those firms who demonstrate proven skill and finesse in their client relationships year after year.

New! BTI presents:

BTI Client Service Hall of Fame

2 firms who rank in the top 10 of *The BTI Client Service 30* for 5 years running.

BTI Client Service Superstars

6 firms who return to *The BTI Client Service 30* for 5 years in a row.

BTI Client Service Standouts

6 firms who join *The BTI Client Service 30* for 4 years.

BTI Client Service All-Pros

5 firms who star in *The BTI Client Service 30* for 3 years.

BTI Client Service Alumni

9 firms who join *The BTI Client Service 30* for a second year.

Finally, BTI welcomes 4 newcomers to this year's *BTI Client Service 30*, the *BTI Client Service Rookies of the Year*.



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BTI Client Service Most Improved

We are happy to introduce a new category of performance this year, *BTI Client Service Most Improved*. A handful of law firms stand out this year based on how well they fared with clients compared to years past. In 2006, this is a particularly noteworthy achievement. Overall client service performance and client satisfaction slipped in the past year. In the face of this downgrade, 5 law firms made strides in client service that made clients stand up and take notice.

BTI A-Team Watch List

We also return with the *BTI A-Team Watch List*, a list of firms not on the Top 30 whom clients see as up and coming prospective top performers in *The BTI Client Service A-Team*.



About The BTI Consulting Group, Inc.



About The BTI Consulting Group, Inc.

The BTI Consulting Group, Inc. — Who We Are

The BTI Consulting Group (BTI) is a Boston-based market research and management consulting firm with over 25 years of experience. The BTI Consulting Group offers the most compelling research, analysis and insights to our clients with one goal — *compelling, superior results and outcomes for our clients.*

BTI boasts the largest independent knowledge base of client needs, satisfaction and loyalty in the world for service firms. BTI's insight is based on more than 6,000 interviews with key buyers of professional services at the world's largest and best-run companies. BTI prides itself on direct, no-nonsense delivery of critical, high-impact insights that help our clients improve their performance.

BTI has worked with our clients from their earliest initial efforts through virtually every stage of their client and practice development process. We understand how our clients can and will use the insights, data and analysis we provide, and we help our clients anticipate issues and accelerate the process. We can provide discrete components or entire client-focused protocols. Our breadth of experience and research deliver both short-term and long-term tangible, lasting value.



About The BTI Consulting Group, Inc.

Additional Insights from BTI Publications

BTI Market Opportunities for Law Firms 2006

This powerful, comprehensive report pinpoints exactly where the best opportunities for growth are in 2006. Discover the practice areas that promise increased spending and premium rates. Learn how to target clients' high-priority goals and needs for increased revenue and higher profitability. Based on over 200 client interviews, *BTI's Market Opportunities* is a must-have tool to grow your business. *BTI's Market Opportunities* shows how to access high-growth areas for your firm's benefit. Follow the legal dollars!

BTI Power Rankings:

The BTI Client Relationship Scorecard for Law Firms

BTI's groundbreaking analysis of which law firms dominate the legal market and boast the biggest, most prestigious client base in the world. Based on 329 interviews with large and Fortune 1000 clients, *BTI Power Rankings* reveals what it takes to join the ranks of *The BTI Power Elite* — the 24 law firms who enjoy clients' highest kudos, most enthusiastic recommendations — and dollars. See which law firms enjoy primary relationships with clients, who clients recommend to their peers, which law firms get short-listed and who the top “bet the company” firms are. Plus, discover the 9 types of law firms and see how you stand up against your competitors.

BTI Maximum Marketing:

The 12 Power Marketing Practices for Pacesetting Performance 2005

Imagine getting \$2.64 extra in profits per attorney for every dollar other firms get. Based on more than 110 in-depth interviews with top CMOs and financial analysis of more than 200 law firms, *BTI Maximum Marketing* is chock full of key insights and tools. The typical law firm engages in at least 160 different interrelated and interdependent marketing processes. BTI analyzed each and every one. This innovative, comprehensive analysis isolates the 12 power marketing practices that give law firms more bang for the buck: \$2.64 for each buck at an average law firm.

The BTI Client Service All-Star Team for Law Firms 2005

A report on law firms and individuals who have been nominated by their clients because they provide superior service. In this exclusive *BTI Client Service All-Star Report*, based on hundreds of interviews with Fortune 1000 corporate counsel, clients identify the individual lawyers that provide the best client service — by name.



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About The BTI Consulting Group, Inc.

BTI's Strategic Review and Outlook for the Legal Services Industry

BTI publishes the highly acclaimed Strategic Review and Outlook for the Legal Services Industry. This definitive guide to the legal services industry reveals subtle and not-so-subtle shifts in management strategies, decision-making processes and organizational structures. Based on more than 180 open-ended, unstructured interviews, The Strategic Review and Outlook 2005 provides a bird's-eye perspective of the entire legal services industry — analyzing what the market wants, identifying how customers pick and manage their service providers, and highlighting key changes in the market — before they happen.

Investment Banks and Their Law Firms:

Client Service Performance and Market Dynamics

The first of its kind, BTI's *Investment Banks and Their Law Firms: Client Service Performance and Market Dynamics* provides a valuable perspective into the unique spending habits, buying patterns, needs and expectations of the world's most demanding legal services clients: investment banks. Based on in-depth, individual interviews with over 60 corporate counsel and business leaders at 21 of the largest global investment banks, *Investment Banks and Their Law Firms* details client needs and expectations, delineates core and growing practice areas and pinpoints which law firms serve as primary providers. Find out how to tap into this \$2.4 billion market — and which law firms stand out for their superior client service performance — by name.

What Clients Pay Law Firms:

BTI's Billing Rate Reference for the Legal Services Industry

What Clients Pay Law Firms is an unparalleled tool to compare your rates to the rates that clients actually pay. This unrivaled report is based on more than 2,600 individual data points gleaned directly from clients representing more than \$27 billion in legal spending. Never-before published data reveals how to benchmark your hourly rates against the rates Fortune 1000 clients pay their law firms, by: Practice, Industry, Geography and Staff Level. Use this analysis to see how to price yourself in pitches, negotiate with the facts, test your rates across major practice areas, plan for new practices and avoid pricing yourself out of a client.



BTI About The BTI Consulting Group, Inc.

Key Services to Help Our Clients

In addition to our publications, BTI works with the world's leading professional service firms and companies to help them in all aspects of their client relationships. BTI brings our vast understanding of clients from unparalleled research with over 6,000 professional services clients and from our experience helping clients develop large-scale, long-term, high-value relationships.

BTI offers the following key services for law firms:

Strategic Market Research

- Market Awareness Research
- Client Satisfaction Surveys
- Practice Awareness and Measurement
- Client Needs Assessment
- Rate and Fee Studies
- Partner and Associate Surveys
- New Market Assessments
- Best Practice and Benchmarking Studies
- Competitive Analysis
- Due Diligence Support
- Strategic Research

Consulting

- Key Client Strategies
- Client-Focused Business Practices
- Strategic Business Planning
- Advanced Business Development Training

Private Briefings

BTI also offers private briefings both in person and via the web. Chock full of client-based insights, perspectives and facts, we 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.



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A Note About Law Firm Size

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We analyze the winners in the client satisfaction wars in terms of the size of the firm. Our research found that overall, smaller firms perform very well in the client service arena and compete quite strongly against the larger firms with Fortune 1000 clients. We urge the large firms to take note of these results throughout this study, as they have implications for your clients' satisfaction and your ability to maintain your client base over time.

For purposes of this analysis, we divide the firms into 4 size categories:

- The Top 30:* The 30 largest firms in terms of total firm revenue;
- The Top 31–100:* The remaining medium to large firms in the Top 100 in terms of firm revenue (excluding the Top 30);
- The Top 101–200:* The large and mid-sized firms that round out the Top 200 in gross revenue (excluding the Top 100);
- Outside the Top 200:* The smaller firms that fall below the revenue threshold for the Top 200.



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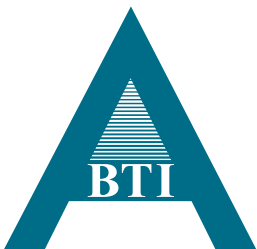
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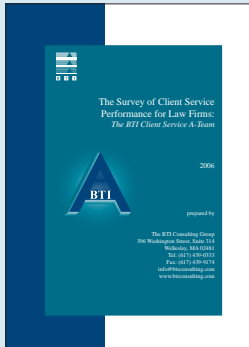
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