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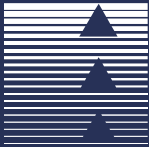
Compelling Research. Compelling Results.

The Client Allegiance Premium: Building World-Class Client Feedback Programs

Prepared for: **Global Webinar**
March 24, 2009

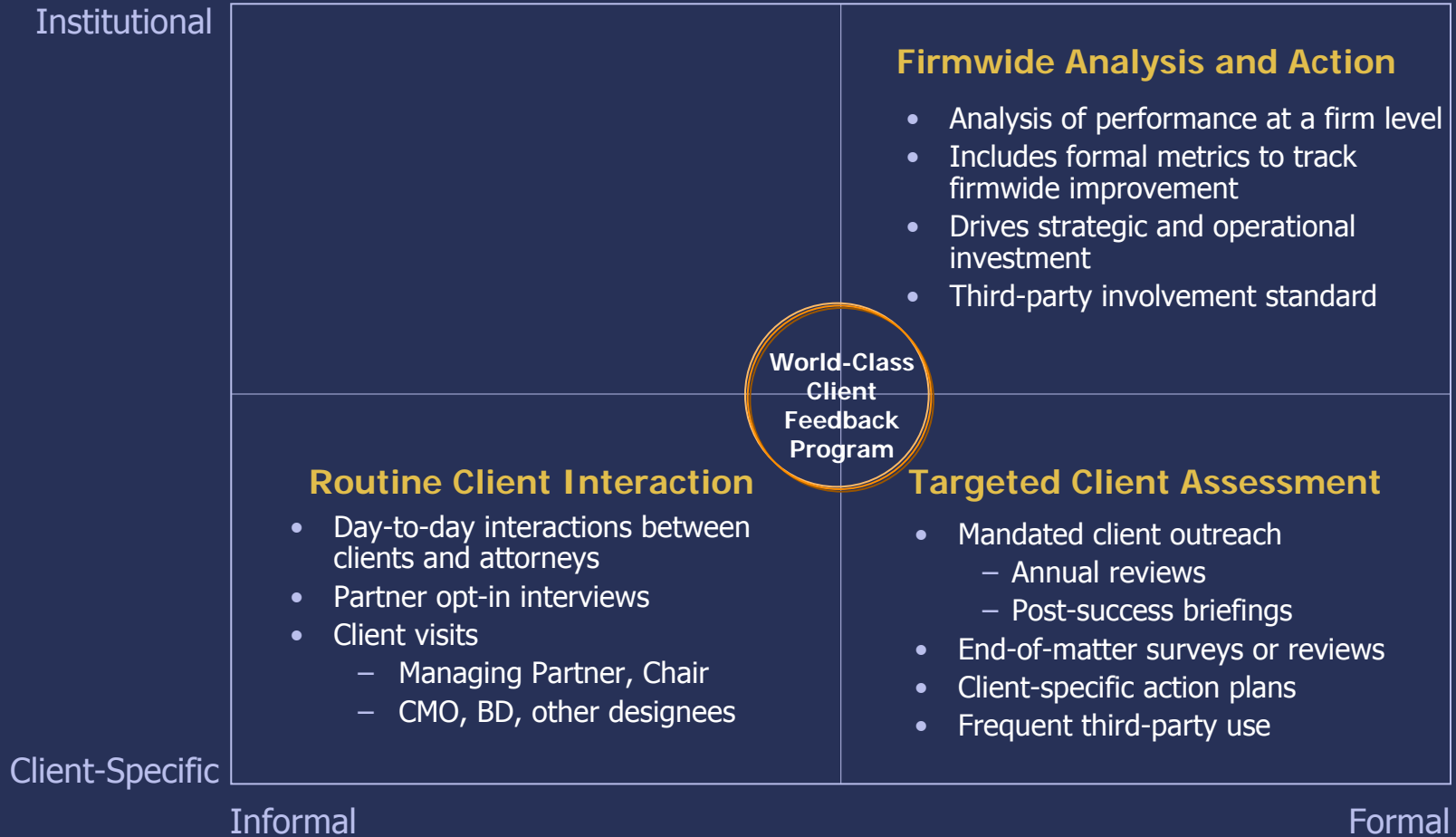
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World-Class Programs Incorporate Multiple Levels of Client Feedback





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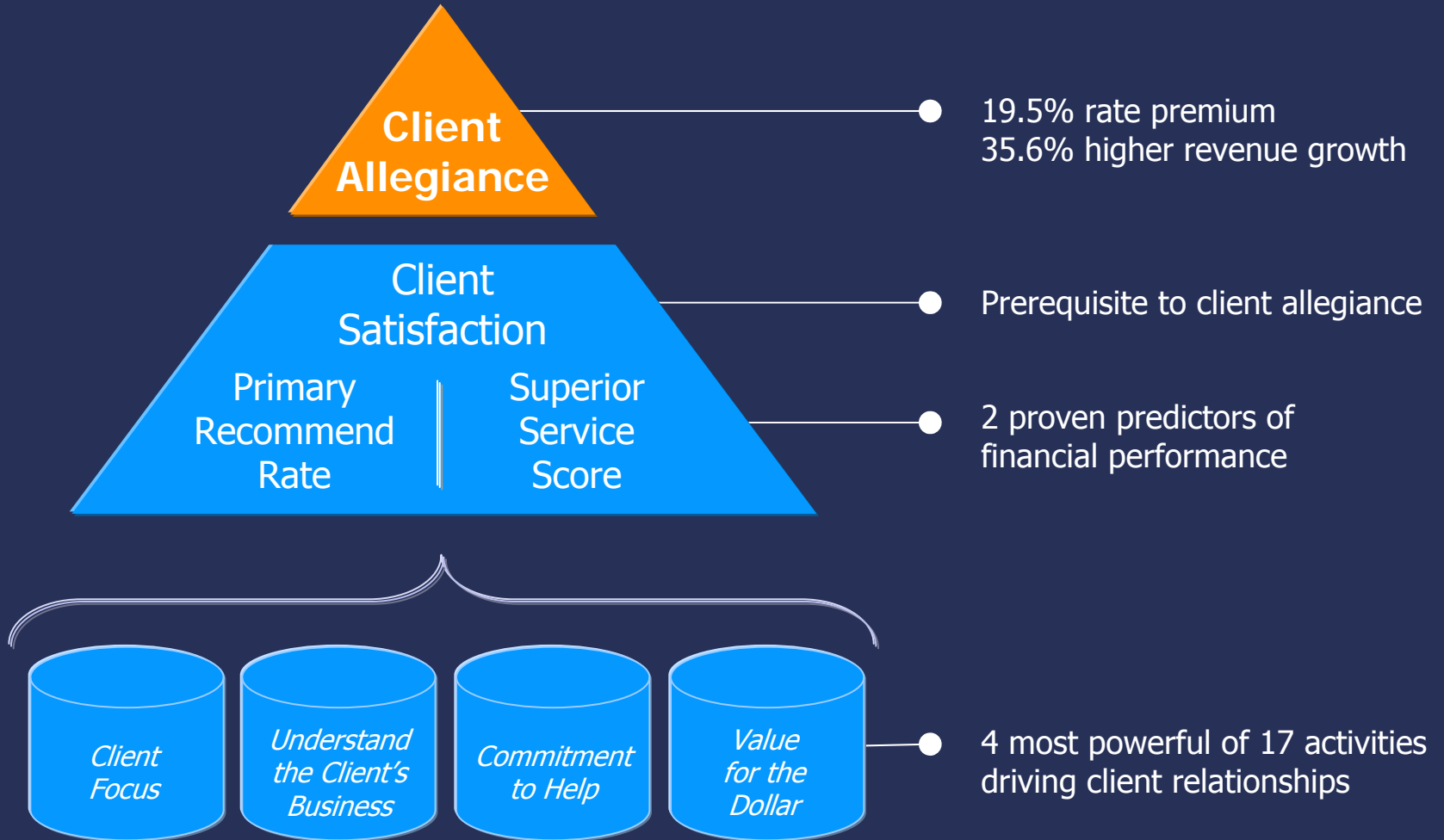
The Signs of Success: 9 Critical Factors to Building World-Class Client Feedback Programs

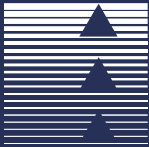




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The Client Allegiance Premium



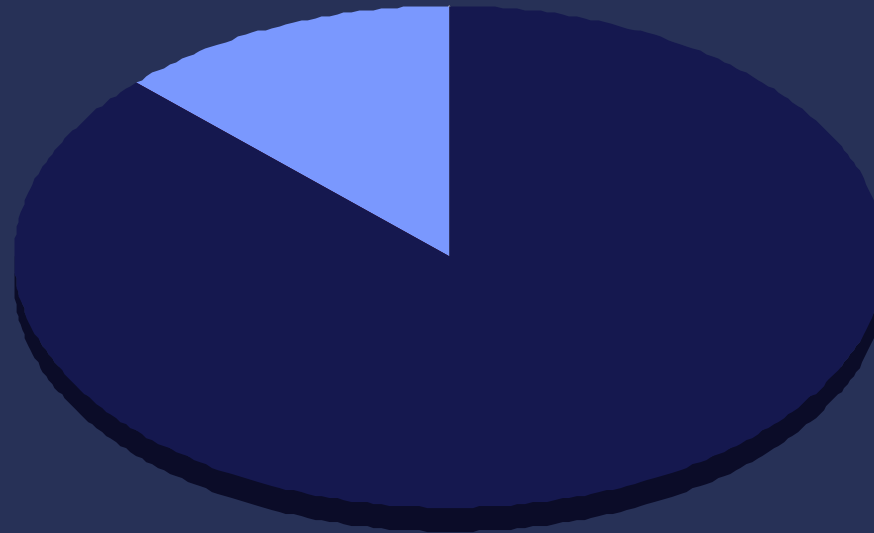


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Just 12.9% of Clients Pledge Allegiance to Their Primary Law Firms

Law Firms with Client Allegiance

65 Law Firms
12.9%



Other Core Law Firms Serving the Fortune 1000

440 Law Firms
87.1%

505 Core Law Firms Relied on by Large Clients

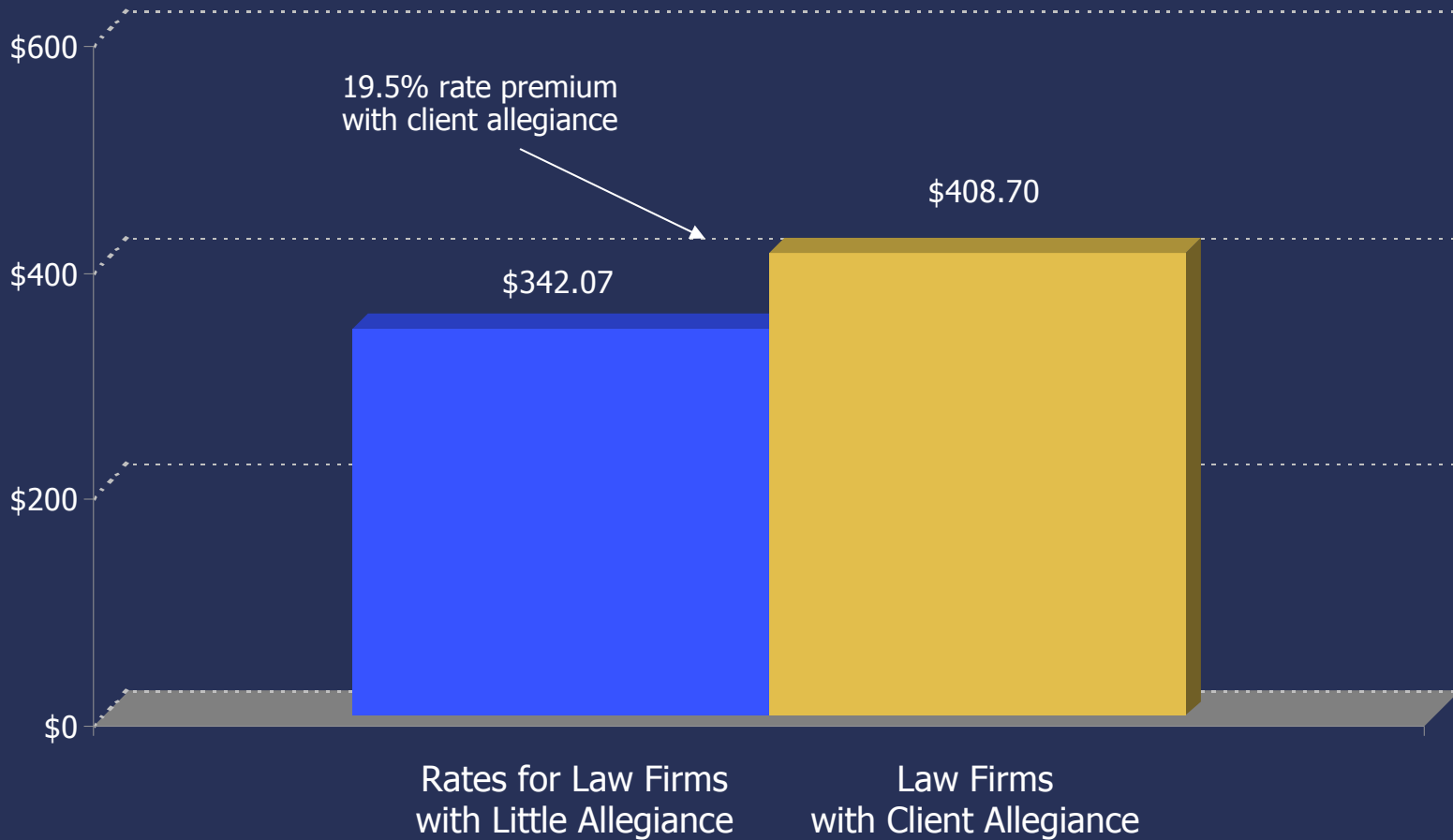


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Client Allegiance Brings Substantial Rewards— 19.5% Rate Premium

Allegiance and Premium Rates

Net Effective Rate

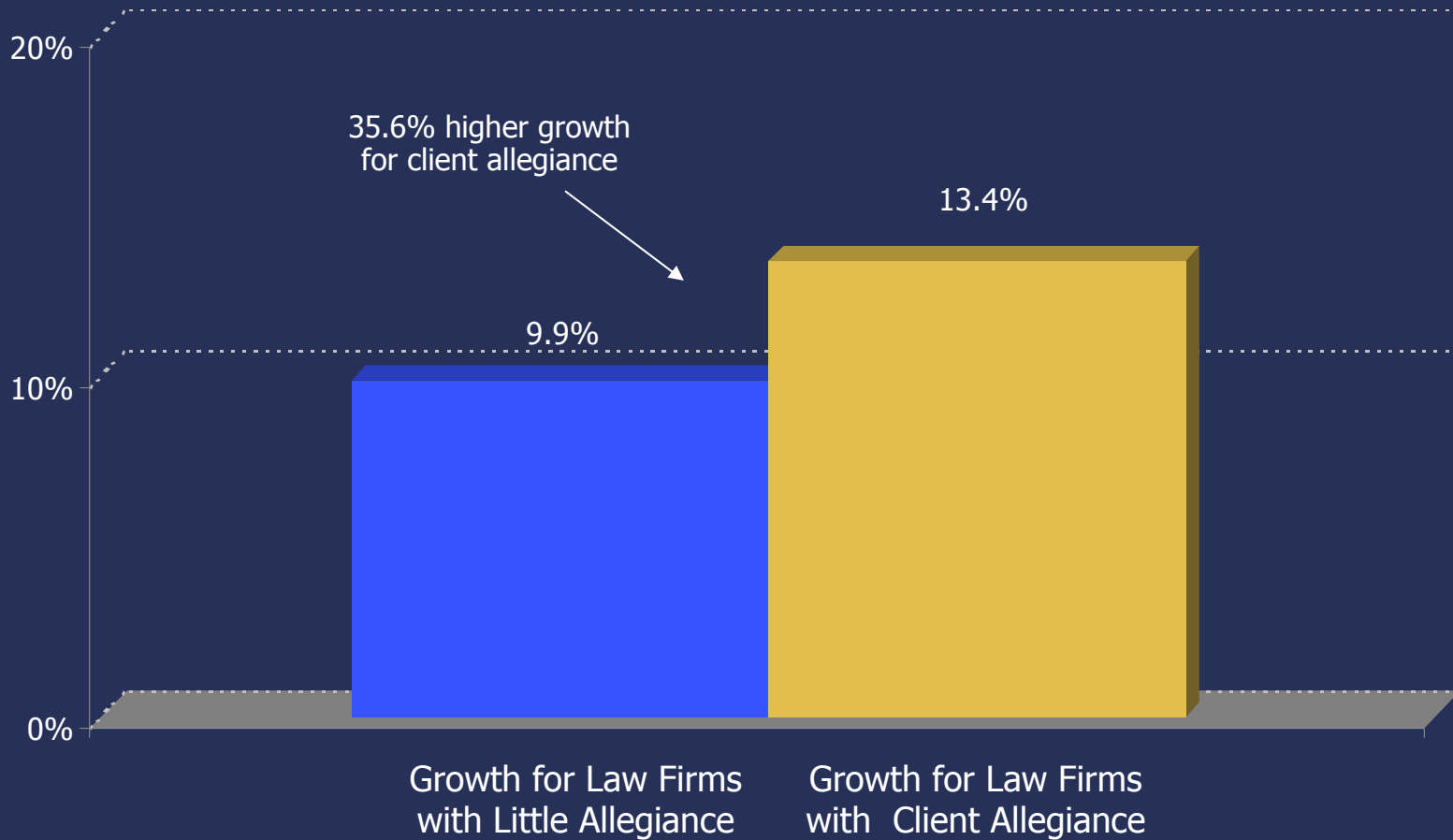


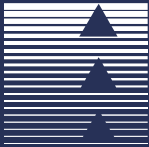


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35.6% Faster Revenue Growth

Allegiance and Revenue Growth 3-Year CAGR

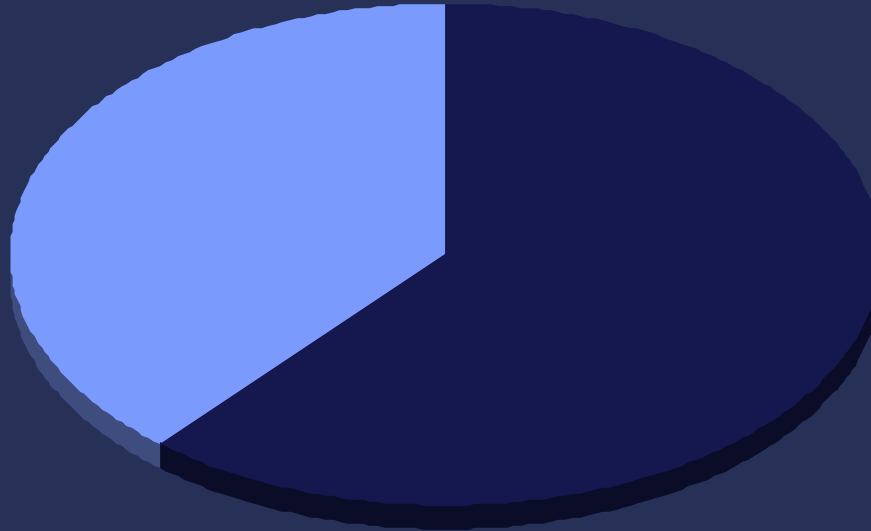




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Only 40% of Corporate Counsel Truly Satisfied with Their Primary Law Firm

38.7% of Corporate Counsel Recommend Their Primary Law Firm First



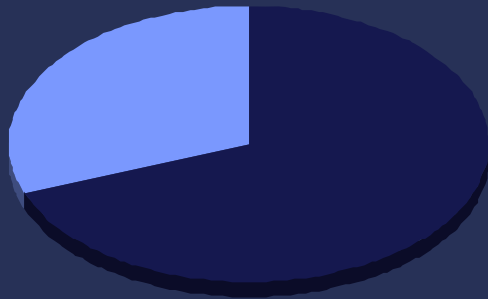
First Primary Recommend Match (FPR Match)
The Gold Standard in Measuring Client Satisfaction



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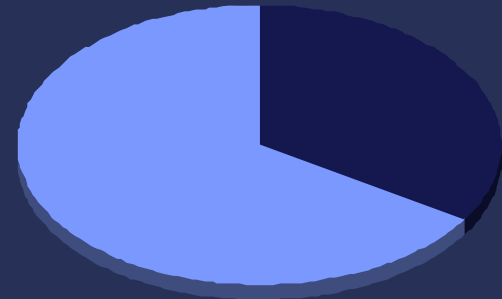
Loyal Clients are More Than Twice as Satisfied with Their Law Firms

FPR Match
30.7%



**Satisfaction of Law Firms
with Little Allegiance**

FPR Match
71.8%



**Satisfaction of Law Firms
with Client Allegiance**

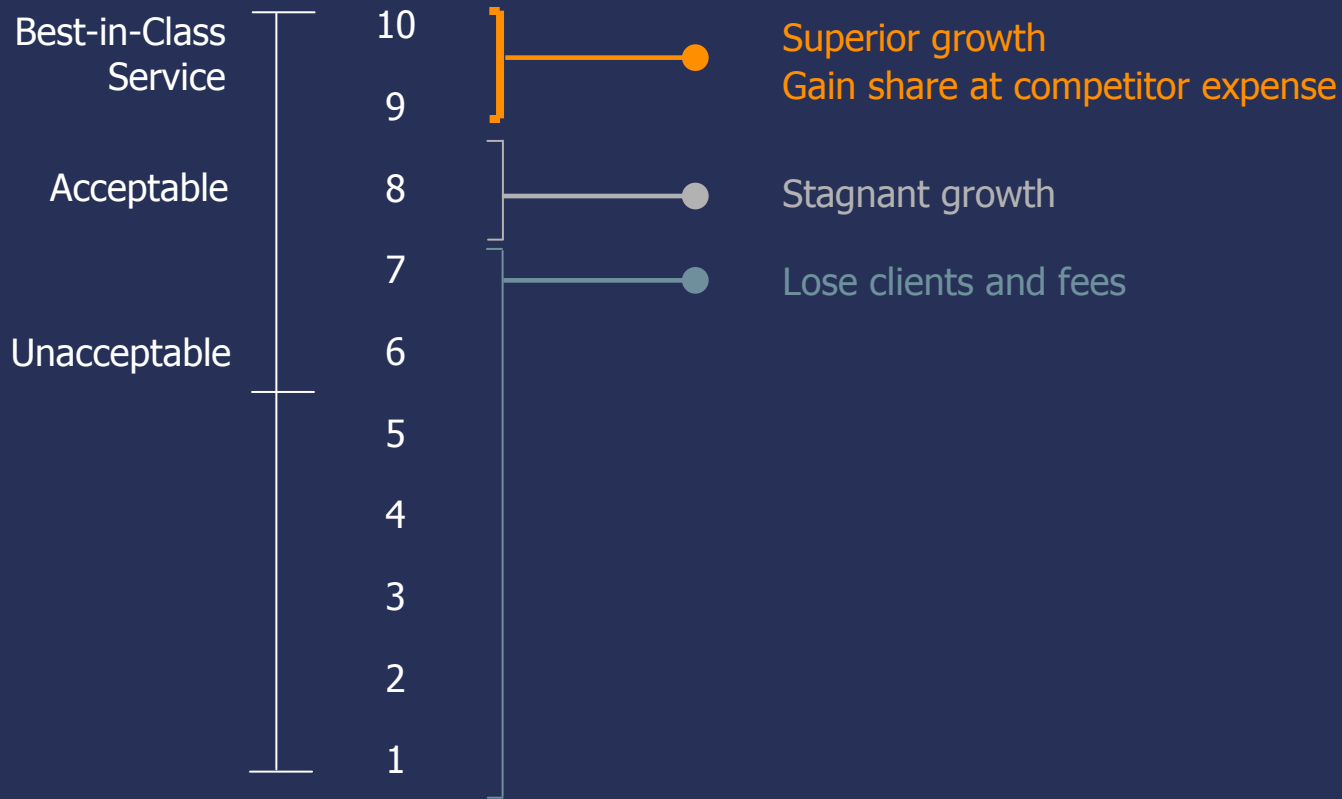


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Benchmarking Key Client Service Metrics Driving Growth and Premium Rates

BTI's Superior Service Score

On a scale of 1 to 10, with 10 being the highest,
how would you rate the overall service you receive?



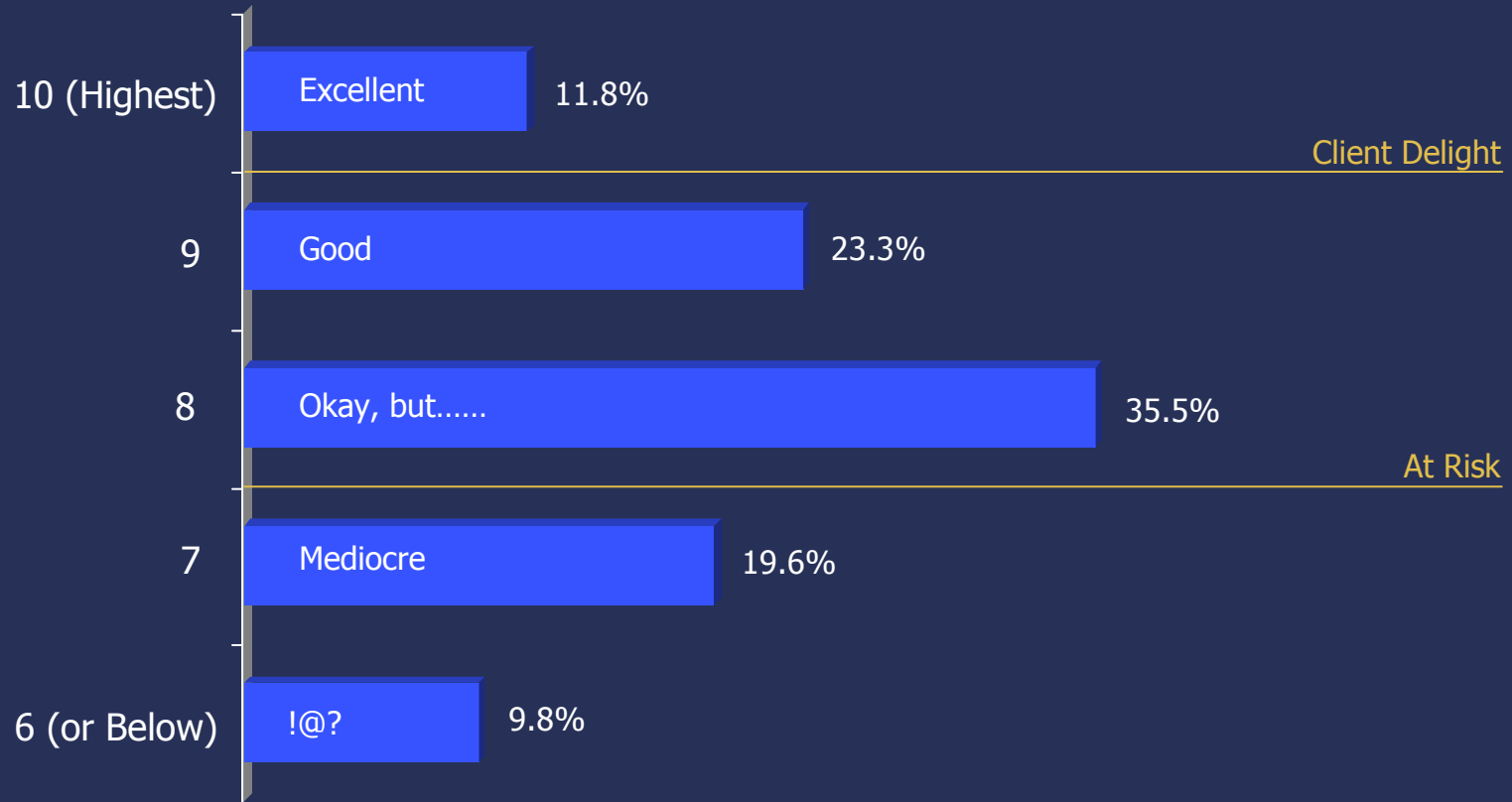


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Actual Law Firm Scores Few Top Ratings with Key Clients

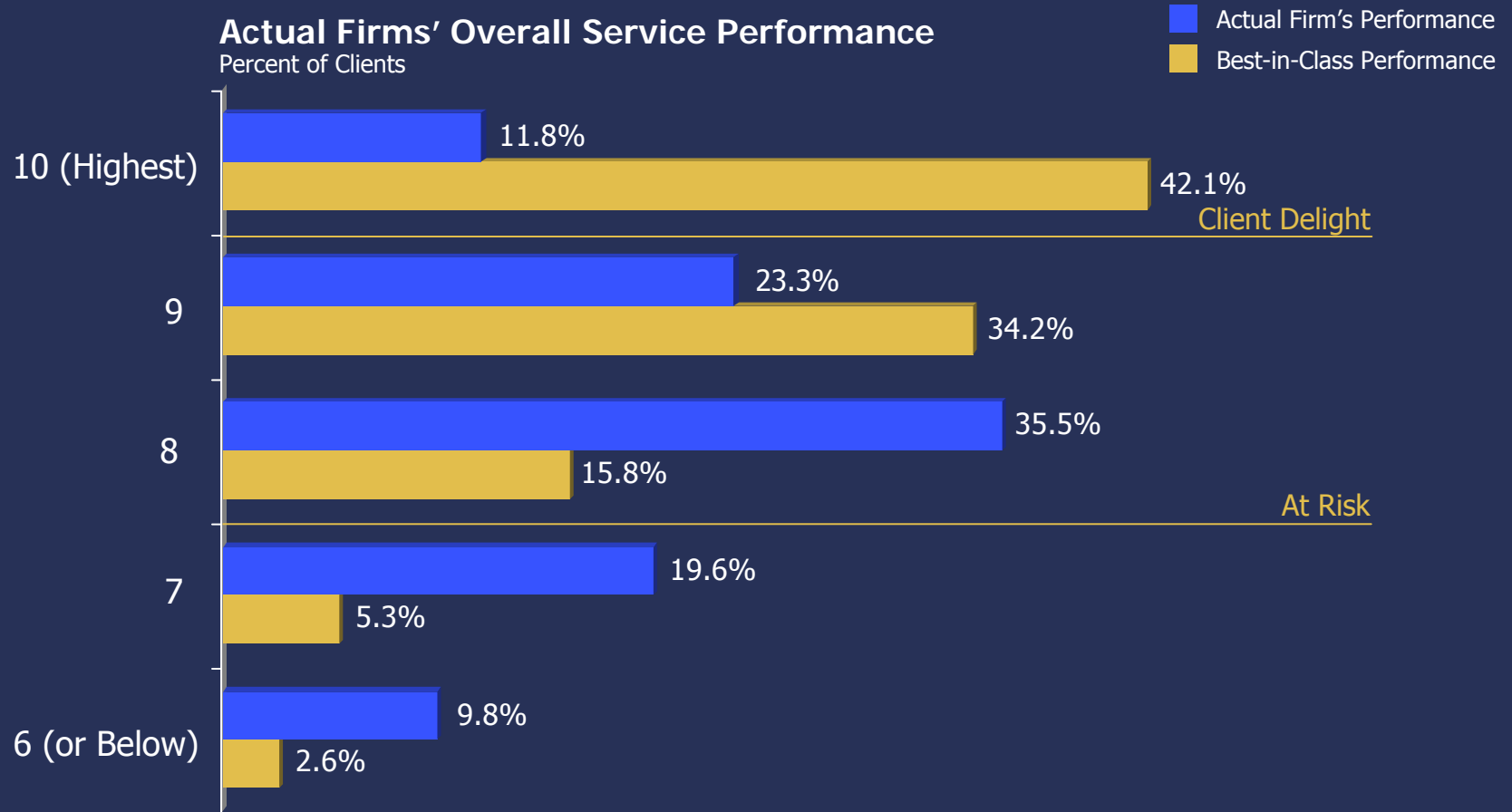
Actual Law Firm's Overall Service Performance

Percent of Clients





Actual Best-in-Class Firm Earns Top Ratings with 42.1% of Clients

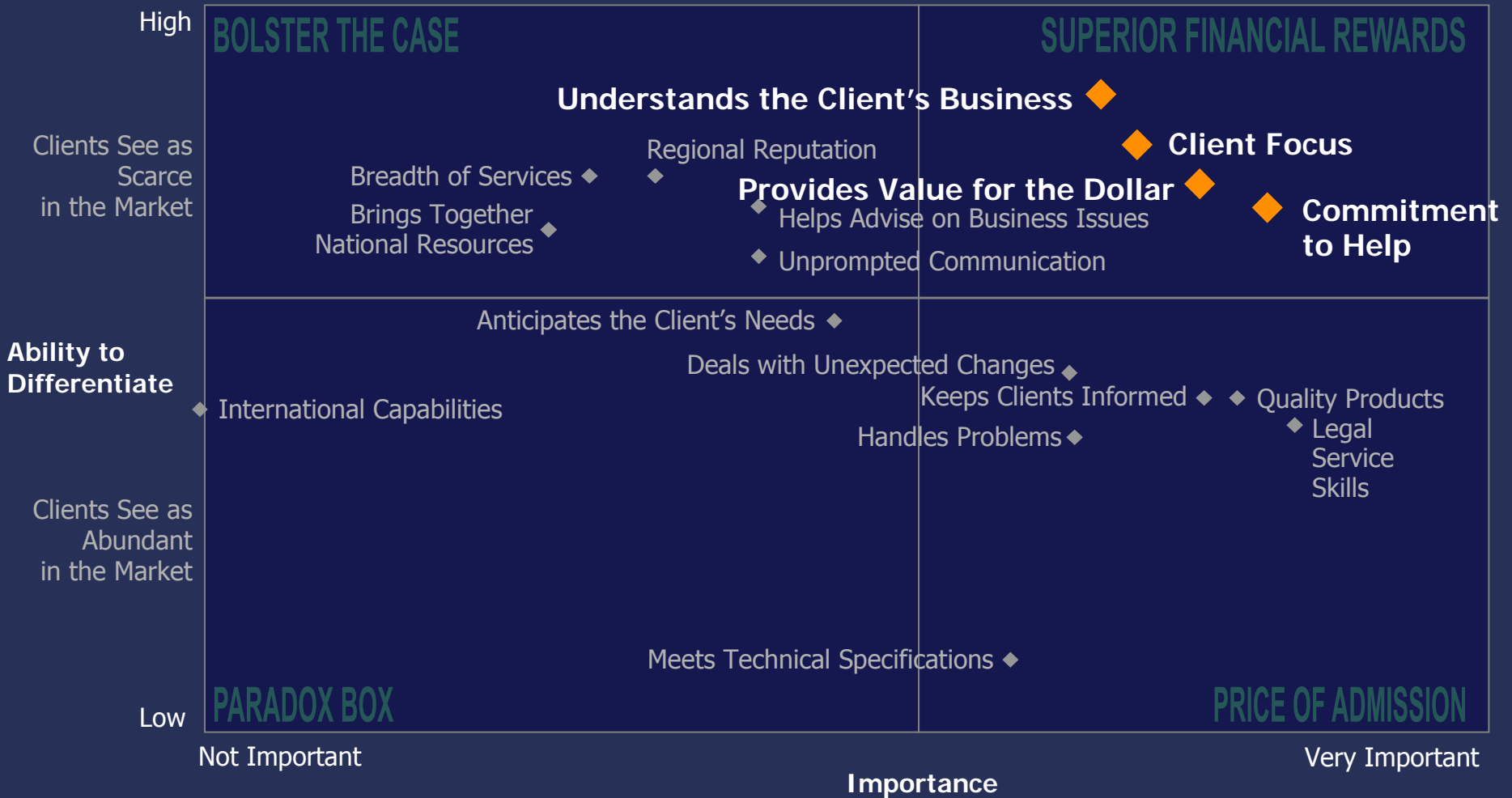




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17 Activities Drive Client Relationships

4 Drive Superior Service Score



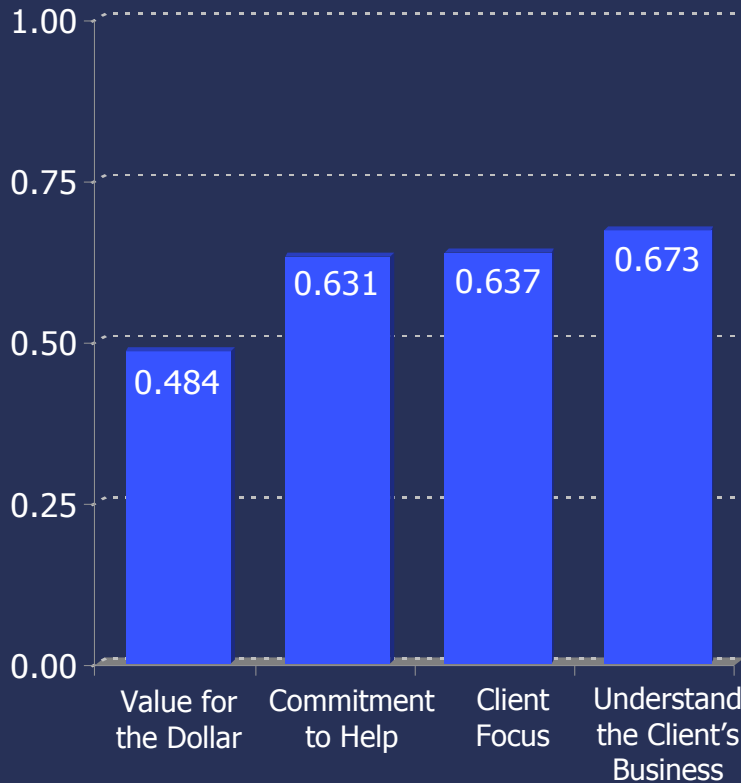


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Top 4 Differentiating Factors Drive Superior Client Satisfaction

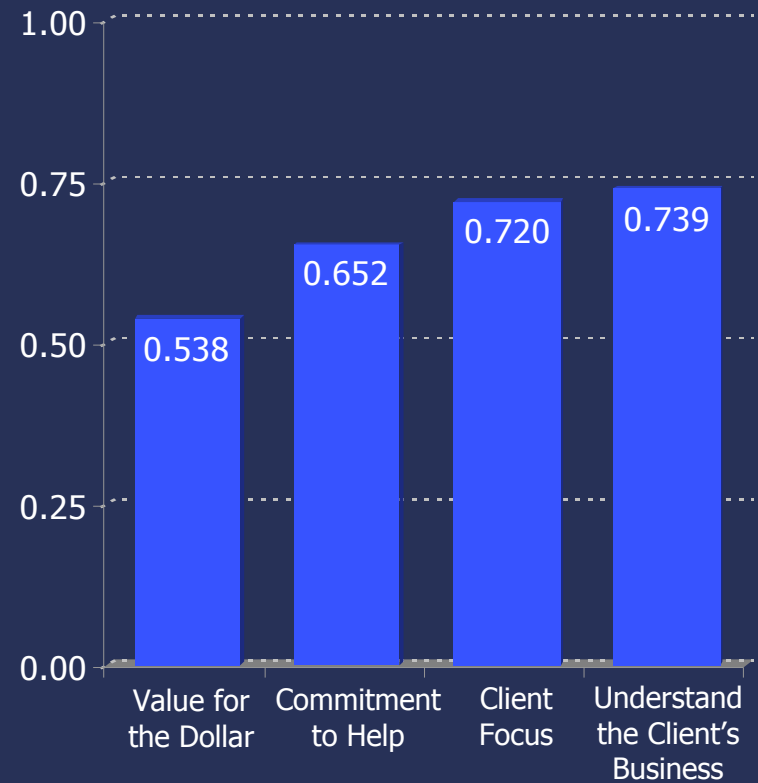
First Primary Recommend Match (FPR)

Correlation Coefficient



Superior Service Score™

Correlation Coefficient

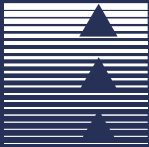




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Firm-Wide Metrics Proven to Incite Partner Enthusiasm



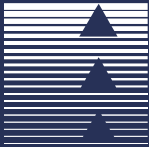


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Best Practices in Using Client Research

Best Practices in Improving Firmwide Performance

1. Establish clear, unequivocal firmwide performance metrics
 - > Engender partner enthusiasm
 - > Drive change
2. Calibrate firmwide performance against benchmark firms
 - > Use client service metrics
 - > Compare to peer and aspirational firms
3. Present firmwide results to senior leadership and all partners
4. Develop action plan to boost firmwide performance in weak areas
 - > Tools for partners
 - > Training
5. Strategically blend with informal feedback systems
6. Measure institutionally a minimum of every 24 months
7. Target top clients with goal of 40% to 60% revenue coverage
 - > May also include high potential clients with lower revenue



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The Nuts and Bolts: 7 Questions You Can't Afford to Skip

7 Questions You Can't Afford to Skip

1. What is your single most important goal for 2009?
2. What is the biggest risk you face today?
3. Who are your primary law firms? *Order of response matters*
4. On a scale of 1 to 10, with 10 being the highest, how would you rate the overall service you receive?
5. Which law firms do you recommend to peers? *Order of response matters*
6. What is our firm's Achilles' heel?
7. How do you rate our firm along the following 4 dimensions?
 - > Commitment to help
 - > Understanding your business
 - > Providing value for the dollar
 - > Client focus

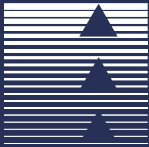


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The Nuts and Bolts: Plus One...the Bonus Question

Bonus Question

- ✓ For each of the following practice areas, which law firm do you rely on for the bulk of your work?
 - a. (If not our firm) Why do you choose not to use our firm?



The Nuts and Bolts: Pros and Cons of Approaches to Conducting Client Feedback

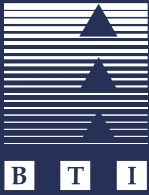
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How to conduct

Pros

Cons

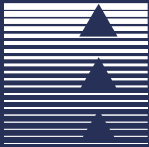
In-person	\$\$\$\$	<ul style="list-style-type: none"> • In-depth insights into relationships • High personal touch • Viewed as investment in client 	<ul style="list-style-type: none"> • Time- and cost-intensive • Limited to small number of clients • Rarely captures firm-wide insights
Telephone	\$\$	<ul style="list-style-type: none"> • Combines quantitative and qualitative • Offers anonymous intimacy • Viewed as investment in client 	<ul style="list-style-type: none"> • Often limited to top 100 clients • Typically requires third-party
Online	\$	<ul style="list-style-type: none"> • Broad reach • Access to entire client base • Least expensive alternative 	<ul style="list-style-type: none"> • Response bias (best and worst) • Lacks personal connection • Limits length and qualitative questions
Mail	\$\$	<ul style="list-style-type: none"> • Broad reach • Access to entire client base • Low-cost option 	<ul style="list-style-type: none"> • Response bias (best and worst) • Lacks personal connection • Limited access to qualitative perspectives
<u>Who conducts</u>			
Managing Partner/Chair	\$\$\$	<ul style="list-style-type: none"> • Leadership promotes buy-in • Demonstrates commitment to client 	<ul style="list-style-type: none"> • High investment of time • Seldom trained in interview skills • Small number of interviews
CMO/Marketing	\$\$	<ul style="list-style-type: none"> • Client insights immediately integrated into marketing and business development 	<ul style="list-style-type: none"> • May lack interview and analytical skills • Lacks traction if not viewed as firm program • Limited volume
Individual Attorneys	\$\$	<ul style="list-style-type: none"> • Valued opportunity to interact with clients • Encourages investment in results 	<ul style="list-style-type: none"> • Seldom trained in interviewing or business • Clients reluctant to share negative feedback
Third-Party	\$\$	<ul style="list-style-type: none"> • Garners most objective feedback • Enables high-value follow up • Broad coverage quickly 	<ul style="list-style-type: none"> • Variable quality • May lack training in client relationships



BTI's World-Class Client Feedback Programs Deliver

The BTI 8-Step Process

1. Refine goals and objectives
2. Delineate research target strategy
3. Develop the research instrument(s)
4. Conduct the research
5. Weekly update
6. Translate data into insight
 - > Client-specific insight
 - > Firmwide analysis of strength weakness and opportunity
 - 6 key metrics proven to drive change, growth and allegiance
 - > Gap analysis between client-specific and firmwide
7. Unequivocal, detailed practical recommendations
8. Present findings, conclusions and recommendations



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The Sales Pitch: 9 Advantages to Working with BTI

9 Advantages to Working with BTI

1. BTI defines the metrics...17 Activities, FPR Match, BTI Service Score™
2. Immediate action, quick turnaround and a definitive timeline
 - > Client feedback to you within 15 days of starting
3. Ability to benchmark your firm against 290 law firms
4. Data-driven approach reduces inherent biases and subjectivity
5. Practical recommendations embraced by attorneys
6. Proven tools and training to boost performance
7. Trusted by corporate counsel (815 General Counsel rely on BTI research)
8. Draw on best practices from other professional service industries
9. Unparalleled experience with law firms from 6 to 600 partners
 - > Measured client satisfaction for more than 130 law firms



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Michael B. Rynowecer is the President and Founder of The BTI Consulting Group. Mr. Rynowecer is widely recognized as one of the leading analysts and visionaries in all aspects of client satisfaction and client focus.

Mr. Rynowecer conceived, designed and built the first and only continuing benchmarking survey of buying practices, needs, client and customer satisfaction, benefits of new and emerging services and the ever-evolving expectations of clients. This exclusive survey, with more than 6,000 in-depth individual interviews, has grown into the largest independent knowledgebase in the world on the acquisition and expectations of organizations and the people that buy professional services.

Mr. Rynowecer has personally advised many of the largest and best-managed professional service firms in the world. He has been quoted in such leading publications as *The New York Times*, *Business Week*, *The American Lawyer*, *Corporate Counsel*, *Corporate Legal Times*, *The National Law Journal*, *The Wall Street Journal* and a host of other leading publications. Mr. Rynowecer is a frequent speaker at both client events and conferences.

Mr. Rynowecer has worked in a broad range of professional service industries and advised numerous large organizations on strategic sourcing and professional service acquisition strategies. Mr. Rynowecer has advised more than 250 leading professional service firms on all aspects of client satisfaction, selling professional services, client development, client management and client focus.

Mr. Rynowecer is the publisher of BTI's *The Strategic Review and Outlook for the Legal Services Industry*, *The Survey of Client Service Performance for Law Firms: The BTI Client Service A-Team*, *BTI Power Rankings: The BTI Client Relationship Scorecard for Law Firms* and numerous other client-focused publications. He was the "Firm Business" columnist for *CLE Magazine*.

Mr. Rynowecer has more than 28 years of experience in all aspects of strategic market research and in assisting clients in their development of client-focused strategies. He has served as a Trustee on the Babson College Entrepreneurial Exchange and has been a featured panelist at the MIT Enterprise Forum.

Mr. Rynowecer has a BSBA from Syracuse University, an MBA from Babson College, and is a Certified Public Accountant. Prior to founding BTI, Mr. Rynowecer was a Practice Leader at Coopers & Lybrand (now part of PricewaterhouseCoopers) and a key member of its regional and national marketing team.

Reach Mr. Rynowecer at 617-439-0333 or mrynowecer@bticonsulting.com



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Marcie Borgal Shunk is a Principal with BTI and also serves as BTI's Lead Analyst. Ms. Shunk brings more than 10 years of experience in strategic analysis and all aspects of client relationships at professional services firms.

Ms. Shunk drives BTI's analytical strategies to uncover the most compelling insights from BTI's proprietary research with more than 6,000 key individuals who acquire and manage professional services. Ms. Shunk's research includes an in-depth analysis of more than 2,500 interviews with key clients, including nearly 1,700 corporate counsel at Fortune 1000 companies. Ms. Shunk has also analyzed the market and financial performance of more than 200 major law firms to find the links between client satisfaction and law firm performance.

Ms. Shunk's clients include some of the best-run and highest profile law firms in the world. Recent assignments include:

- Provided support and analysis of more than 200 large-scale clients for one of the largest law firms in the world as part of a client focus initiative. This effort included a far reaching analysis of client needs, law firm management strategy and client spending.
- Performed an in-depth market awareness study across eight major industries and five core geographies for a top 50 law firm.
- Defined best practices and strategies to improve the value derived from service providers for a large acquisitive industrial company with spending on services of more than \$60 million.
- Assessed the client retention and impact issues of a high-profile securities fraud on a major national law firm.
- Advised the Chairman of a top 20 law firm on best practices for leadership in client satisfaction and strategies to implement a firm-wide client satisfaction program.

Prior to BTI, Ms. Shunk provided economic consulting and litigation support to large law firms and supported the defense of one of the largest ongoing antitrust cases in the United States. Ms. Shunk is a frequent speaker on client satisfaction and analytical technique. Ms. Shunk received an A.B. from Harvard University.

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BIOGRAPHY



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Often mistaken for Tom Cruise's older, balding, and much-less-handsome cousin, Alvidas Jasin is Director of Business Development for Thompson Hine LLP, a corporate law firm with more than 400 lawyers in eight offices. In his eight years at Thompson Hine, Alvidas has been responsible for developing and implementing the firm's business development agenda—a comprehensive set of programs focused on helping to grow the firm's client base and revenues. His work has received national attention, as his department was ranked among the top ten (in 2006) and top five (in 2007) marketing departments in the country by *Marketing the Law Firm* magazine, an American Lawyer Media publication.

With nearly 20 years of experience, Alvidas brings to bear a wealth of best practices in marketing and business development from outside the legal profession. He has created and launched numerous marketing campaigns, client service team programs, and cross-selling initiatives for some of the world's largest professional services organizations, including Ernst & Young, KPMG, and Ernst & Young (he liked it so much the first time, he went back!). He began his professional career as a marketing communications specialist with Rockwell International.

Some of Alvidas' other accomplishments include: Chief Sales Officer Boardroom member, founding board member of the Legal Sales and Service Organization, President-Elect of LMA Northeast Ohio chapter, finalist in the 2003 and 2004 Marketing Director of the Year competitions (a two-time loser!), and May 2007 Customer of the Month at Starbucks Store #2274 (yes, all true!). Alvidas has written articles on various marketing topics and is a frequent speaker at regional, national and international events. In 2004, 05 and 08, he was the highest-rated presenter at LMA's National Conferences in Orlando, Phoenix and Los Angeles; he was also one of the top-rated presenters at LegalTech-Los Angeles and ALA's International Conference in Montreal. Although Alvidas is not listed in any *Who's Who* directories, he can be found in the 1998 edition of *What's That?* and the 2001 edition of *Does It Float?*

Alvidas spends some of his spare time supporting environmental efforts. In 2007, he was selected to attend an intensive three-day training program on global warming, led by former Vice President Al Gore and a team of environmental scientists. With this training, Alvidas is now part of The Climate Project, a select group of "global warming messengers" who are authorized and available to give a live version of Mr. Gore's Oscar- and Nobel-Prize-winning documentary, "An Inconvenient Truth." Alvidas has already given nearly 80 of these presentations to audiences across the country and has subsequently been invited back to Nashville to serve as a facilitator for future training sessions.

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Mark P. Messing

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Mr. Messing joined Weil Gotshal in 2006, following other business development and consulting postings in the law firm industry. With Weil Gotshal, his responsibilities have spanned business development, market and client research, external and internal communications, marketing information systems and branding for the law firm, now with 21 offices in the U.S., Europe and Asia, 1300 attorneys and a #7 ranking in the U.S. by revenue. Among other accomplishments for Weil Gotshal, he and his team:

- Developed and implemented the firm's first systematic large-scale client feedback program, supporting a firmwide client service and satisfaction initiative
- Developed and implemented the firm's first large-scale business development training program, focused on younger partners, to institutionalize business development skills
- Upgraded marketing support systems and processes, prospect and targeting analysis, market research and CI, deal database and reporting
- Relaunched the firm website, recognized as one of the top in the industry, and linked it with ERM/CRM analytics to form an integrated business intelligence system
- Developed a groundbreaking market analysis platform for senior management

He presents frequently on best practices at industry seminars and has spoken on advanced marketing topics in the industry at major law schools and universities. Prior to his involvement with law firms, he was Vice President – Advertising & Business Development with Fortune 125 retail leader Best Buy, Inc.

The majority of his career was served with major New York advertising firms, including J. Walter Thompson, Young & Rubicam, Bozell/Interpublic and Scali McCabe Sloves in general management, account management and business development leadership roles. In these capacities, he managed strategic development and global client relationships in industries ranging from consumer goods, travel and retail to insurance, media, business services and diversified industrials, and managed major initiatives resulting in a broad range of new business wins.

Among clients for which he has been key relationship manager are Marriott, Continental Airlines, Time Warner, Hertz, The United States Postal Service, Northwest Airlines, Holiday Inn Worldwide, Lufthansa, Sharp, The Trump Organization, MassMutual, Hilton, Tyco International, Renaissance Hotels, The Distilled Spirits Council, Fujitsu, Pearson Publications, Van Heusen, Cutty Sark / Finlandia / Mouton Cadet, Busch Entertainment and the Greek National Tourism Organization.

When not otherwise occupied with law firm marketing, he is at work researching and writing a murder novel set in 1836 and the present day, cooks voluminously, worries about his 19-year-old son's college career, and, on the whole, would rather be deep-sea fishing.