



The Survey of Client Service Performance for Law Firms

The BTI Client Service A-Team



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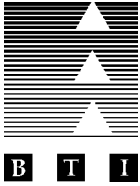


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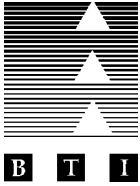


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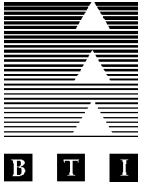


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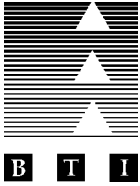


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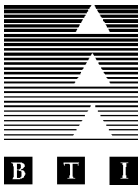


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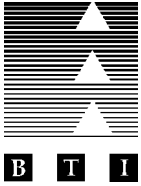


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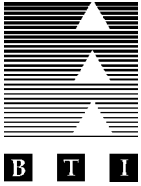


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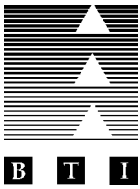


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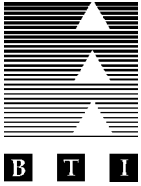


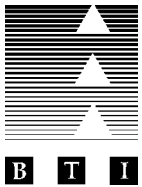
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Introduction

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. The BTI Client Service A–Team firms perform better than their competitors in the client service arena. These firms have differentiated themselves from the competition in their clients’ eyes 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 24.7% of companies recommend their primary law firms. Clients tell us that their outside law firms are managing to do just enough to get by – they are doing B minus work, not A work. And clients are underwhelmed with the client service they are getting from their law firms now.

Nominated by Clients — The True Test of Performance

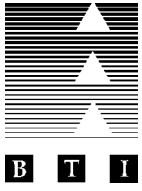
BTI interviewed almost 200 corporate counsel at Fortune 1000 companies throughout the US about their outside law firm relationships and how they buy legal services. During these interviews, BTI probed corporate counsel about a broad range of issues. Our research has a strong focus on client satisfaction, client relationships, law firm management strategies and 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.

Clients Define the Key Intangibles that Drive Success

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 their 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.

The A–Team is a Significant Accomplishment

Thus, 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 performing law firm in one or more of the categories is quite a milestone. We heartily congratulate all firms that are nominated.



Introduction

The Key 20 Skills, Activities, Attributes, and Behaviors Behind Client Relationships

BTI asked clients who the best performing law firm is across a number of attributes, skills, functions, behaviors and activities. These come together to comprise the complex mosaic that drives client relationships. Clients themselves identify and weigh these factors. We asked clients to tell us which firm, in their mind, is the best at each of these categories. The categories of performance include:

- ◆ 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.

A Note About Size of Firm

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 3 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);

Outside the Top 100 – The smaller firms that fall below the revenue threshold for the Top 100.

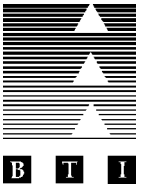


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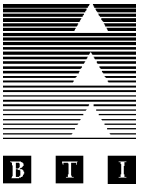
The Best of the Best: The BTI Client Service 30

The BTI Client Service 30 identifies the cream of the crop of the 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.



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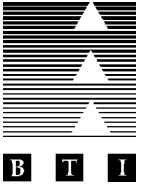
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The Survey of Client Service Performance for Law Firms: *The BTI Client Service A-Team*

Exclusive Research—Which Law Firms Perform Best According to Clients

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