

A large, light blue pyramid graphic is centered on the page. Inside this pyramid, there is a smaller, darker blue pyramid composed of several horizontal layers, creating a stepped effect.

BTI Client Service A-Team

Survey of Law Firm Client Service Performance

Executive Summary

The BTI Consulting Group

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2013

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Introduction

Introduction

Ongoing Shifts in Legal Management Put Pressure on Law Firms

The legal environment is evolving again. Corporate counsel are defying previous trends and shifting their approach to legal management.

- Competition spikes as law firm rosters grow
 - On average, clients turn to 8 more law firms than they did last year
- Cost control no longer the top driving goal for corporate counsel
 - Delivering value takes the top spot—putting more pressure on law firms
- Legal spending rises—but gets shifted in-house

Amid these shifts, corporate counsel look 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—identified solely through client feedback—standing out with corporate counsel as delivering the absolute best client service. Clients recognize 332 law firms for client service in *The 2013 BTI Client Service A-Team*.

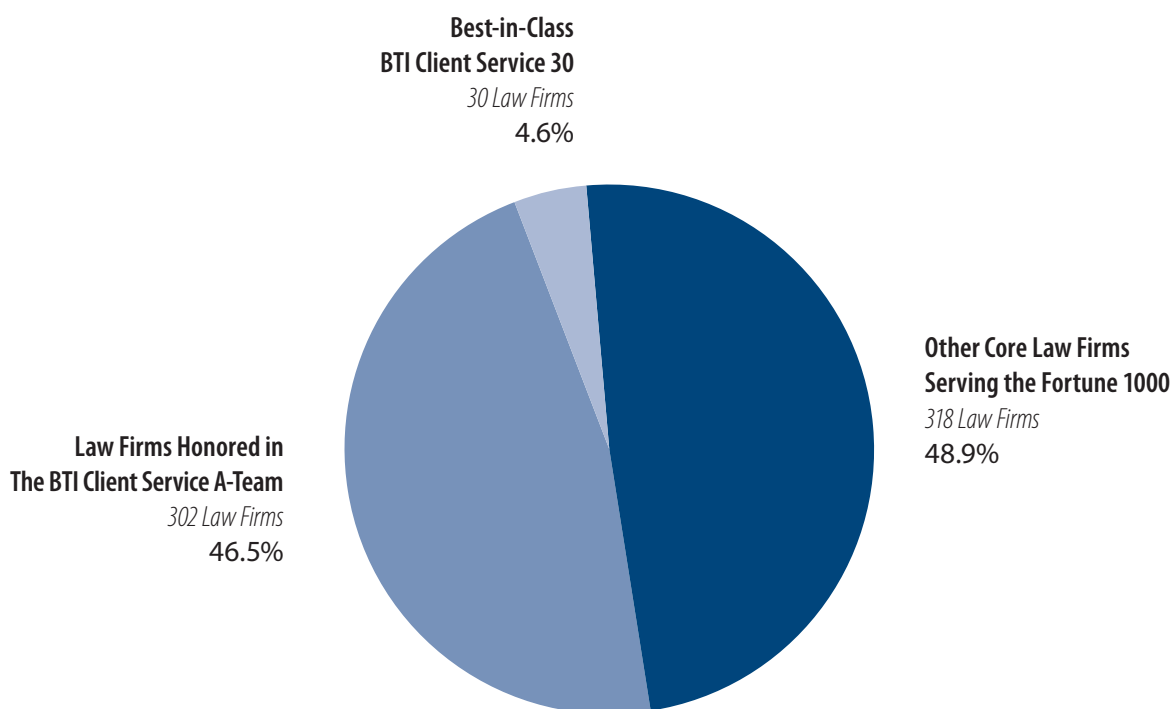
BTI research shows law firms consistently delivering the best client service enjoy:

- 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

BTI applauds these firms for their unparalleled delivery of client service excellence; being honored in one or more categories is a true achievement.

Introduction

650 Core Law Firms Serve the Fortune 1000



BTI's exclusive research reveals 650 core law firms serve large and Fortune 1000 clients. Of these, clients nominate just 332 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 solely 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

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. The client—the most important judge of client service—solely 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 Core Scope

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

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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 more than 240 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, word-for-word 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 3,400 client interviews conducted over the span of 12 years. This year, BTI interviewed more than 240 corporate counsel at large and Fortune 1000 companies to probe at all aspects of client relationships. Our interviews were conducted between March 22, 2012 and September 12, 2012. These interviews represent:

- Global 500, Fortune 1000 and top-spending organizations
 - Average revenue of \$16.6 billion
 - Median revenue of \$6.1 billion
- 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
 - 53.3% of interviews with General Counsel and Chief Legal Officers
 - 37.1% of interviews with direct reports to General Counsel
- Average revenue of \$13.1 billion
 - Median revenue of \$3.6 billion

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About The BTI Consulting Group, Inc.

About The BTI Consulting Group, Inc.

Who We Are

BTI is the leading provider of strategic research to the legal community—performing more market research about law firms than virtually anyone. BTI has helped more than 150 law firms and professional services firms improve client service through compelling research and advice. We conduct the only continuous benchmarking market study in the legal services industry.

Based on more than 3,400 one-on-one interviews, BTI brings a vast understanding of clients to help the world's largest professional services firms in all aspects of client relationships.

More than 70 of the 100 largest law firms use BTI's services and research to:

- Implement robust client feedback programs
- Assess brand awareness and market positioning
- Target market opportunities
- Establish best practices and benchmarks to drive performance

BTI conducts the most insightful custom client surveys as part of world-class client feedback programs to drive consistent client service delivery for leading professional services firms.

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 Client Feedback Surveys
- Market Awareness and Brand Health Improvement
- Client Development Research
- Client Satisfaction Surveys
- Best Practices for Superior Client Service
- Key Client Programs
- Private Briefings on Market Trends
- Market Analysis

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 +1 617 439 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 2013: Survey of Corporate Legal Spending

In a market plagued by a seemingly endless litany of poor prospects, in-house counsel are plotting for a better, brighter future. Discover what's in store for 2013, replete with spending forecasts for 16 practice areas across 13 industries. Tap into opportunity, targeting 9 practices with projected growth 1 to 3 times greater than the overall market.

www.btipremiumpractices.com

BTI Litigation Outlook 2013: Changes, Trends and Opportunities for Law Firms

Delve into the world of Litigation with a comprehensive, high-impact analysis of client spending, buying habits and opinions on over 220 law firms—by name. The only fact-based tool based exclusively on over 300 one-on-one interviews with corporate counsel. Proven to boost ROI on business development efforts. Get your copy of the *BTI Litigation Outlook 2013* today.

www.btilitigationoutlook.com

The BTI Brand Elite: Client Perceptions of the Best-Branded Law Firms

More than 3,000 in-depth interviews with corporate counsel reveal 9 distinct dimensions of law firm brand drive client selection and hiring—and are proven to generate new business and higher profits. BTI's newly released report delineates exactly how clients perceive nearly 400 law firms and which 18 enjoy the best brand image in the eyes of clients—*The BTI Brand Elite*.

www.btibrandelite.com

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

BTI's Strategic Review and Outlook for the US Legal Services Industry is your map to the past, present and future of the legal services industry. For the first time in its history, BTI analyzes more than 3,100 interviews conducted over the span of 11 years to bring you this defining guide to the legal market. Discover which 17.6% of law firms are basking in the glory of growing market share and better profitability—and the 21.4% of law firms treading water.

www.btistrategicreview.com



You can order these and other compelling BTI research or publications at www.bticonsulting.com.

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