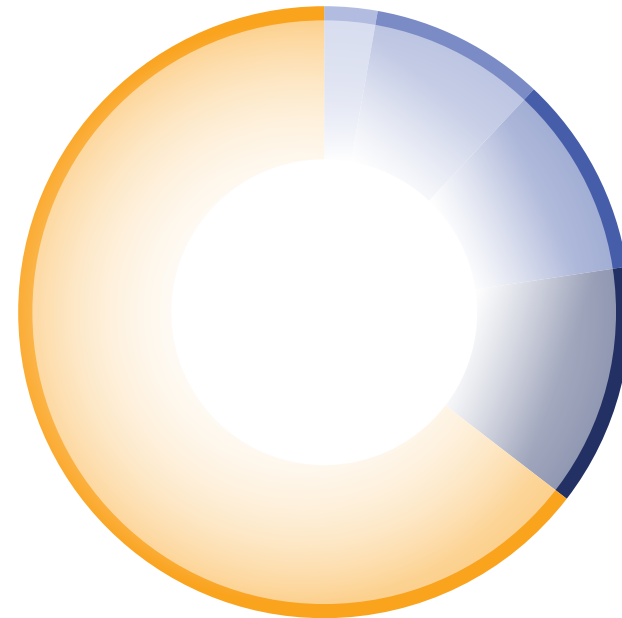


# BTI Most Recommended Law Firms

The Firms Legal Decision Makers Recommend



2016

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# CLIENT SERVICE RECOVERS FROM RECORD DROP DRIVING NEW BUSINESS GAINS

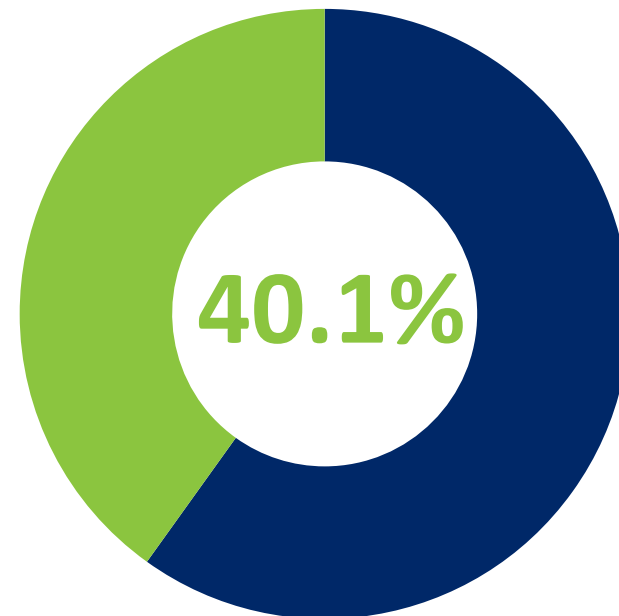
Only 40.1% of clients recommend their primary law firm to a peer, after the second biggest drop on record last year, when 33.3% of clients recommended their primary law firms. The increase is impressive but still leaves more than half of all clients wanting—and these clients will seek out, find and retain the firms they want.

Client-to-client recommendations are the express lane for new client relationships and new business. Clients almost always hire the law firm their peers recommend—without checking out the competition. As a client-to-client recommended firm the business is yours to lose.

How does the client-to-client recommendation bring such exalted status? Clients trust each other to share only the best with each other—every client knows they will need a recommendation one day, which drives them to follow the unwritten “recommend only the best” code.

Clients tell us there is virtually no limit to the number of actions, strategies and tactics firms can adopt to improve client service. Most of these approaches are basic blocking and tackling and rely heavily on attorney behavior.

Only 40.1% of top legal decision makers recommend their primary law firm to a peer.



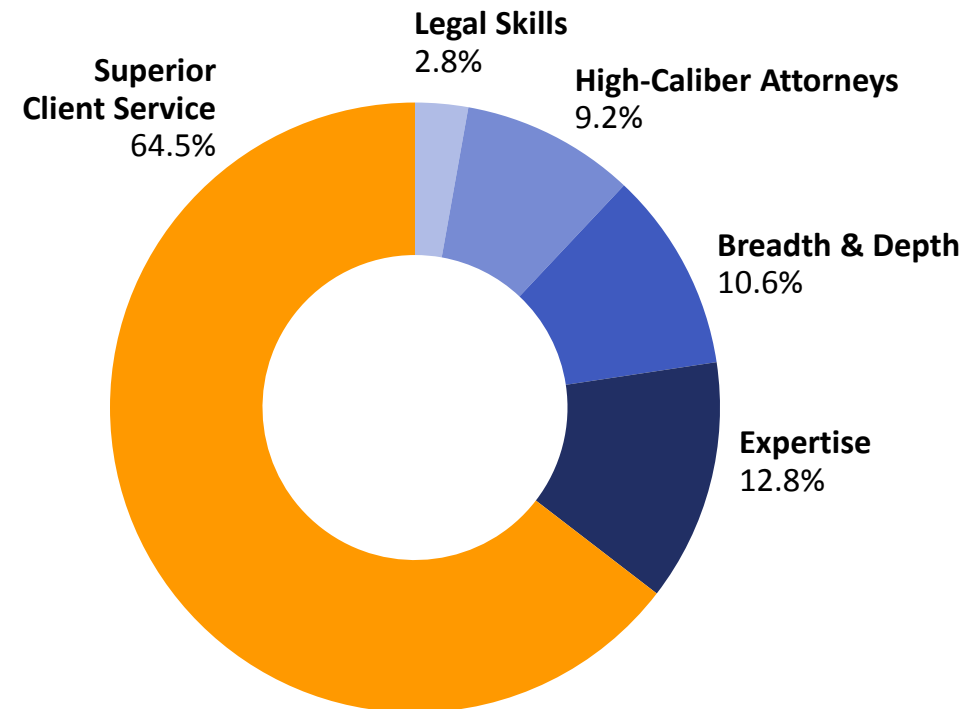
# CLIENT SERVICE DRIVES TOP LEGAL DECISION MAKERS TO RECOMMEND A LAW FIRM

Clients tell BTI they recommend their primary law firm because the firms:

- Embrace their client's new metrics and measures
- Ask for feedback on their performance on a regular basis
- Change their approach in how they deliver legal services including client input in designing the new approach
- Educate clients in new, high-value topics in a detailed, customized manner
- Set performance goals for themselves which are tied to client goals
- Bring up succession plans before clients ask
- Increase investment in understanding their client's business
- Deliver noticeable year-over-year improvement in client service for 3 years and longer

We now live in a world where clients expect their law firms to improve—all the time. We see growth in the number of law firms adopting formal, systematic programs to improve client service on a continuing basis.

Why would you recommend the law firm you named to your peer?



# LEGAL DECISION MAKERS RANK LAW FIRMS:

## RECOMMENDED FIRMS

### LAW FIRMS RECOMMENDED BY LEGAL DECISION MAKERS MORE THAN 5 YEARS IN A ROW

<i>ALSTON &amp; BIRD</i>	<i>MAYER BROWN</i>
BAKER & MCKENZIE	<i>MCGUIREWOODS</i>
<i>BRYAN CAVE</i>	<i>MORGAN LEWIS</i>
DLA PIPER	MORRISON & FOERSTER
FOLEY & LARDNER	<i>OGLETREE, DEAKINS, NASH, SMOAK &amp; STEWART</i>
<i>HOGAN LOVELLS</i>	PILLSBURY WINTHROP SHAW PITTMAN
<i>HOLLAND &amp; HART</i>	<i>ROPES &amp; GRAY</i>
<i>HOLLAND &amp; KNIGHT</i>	<i>SIDLEY AUSTIN</i>
JACKSON LEWIS	SQUIRE PATTON BOGGS
<i>JONES DAY</i>	<i>SULLIVAN &amp; CROMWELL</i>
<i>K&amp;L GATES</i>	THOMPSON COBURN
<i>KIRKLAND &amp; ELLIS</i>	TROUTMAN SANDERS
<i>LATHAM &amp; WATKINS</i>	

We congratulate the 25 law firms recommended by corporate counsel—in an unprompted manner—for more than 5 years in a row.

These are the firms—out of the 650 core law firms serving large and Fortune 1000 clients—corporate counsel are willing to bet their reputation on and recommend to their peers.

These law firms instill a cultural advantage when it comes to the superior client service required to earn a client's unprompted recommendation.

\*BTI Note: The italicized law firms are also named to the [BTI Client Service A-Team 2016](#)

# LEGAL DECISION MAKERS RANK LAW FIRMS:

## RECOMMENDED FIRMS

### LAW FIRMS RECOMMENDED BY LEGAL DECISION MAKERS 5 YEARS IN A ROW

CLIFFORD CHANCE
<i>DAVIS POLK &amp; WARDWELL</i>
DEBEVOISE & PLIMPTON
<i>DENTONS</i>
JENNER & BLOCK
<i>KING &amp; SPALDING</i>
<i>LITTLER MENDELSON</i>
<i>REED SMITH</i>
SEYFARTH SHAW
SHEPPARD MULLIN RICHTER & HAMPTON
SIMPSON THACHER & BARTLETT
<i>SKADDEN, ARPS, SLATE, MEAGHER &amp; FLOM</i>
STEPTOE & JOHNSON
WILMERHALE
WOMBLE CARLYLE

### LAW FIRMS RECOMMENDED BY LEGAL DECISION MAKERS 4 YEARS IN A ROW

<i>BAKERHOSTETLER</i>
CLEARY GOTTlieb STEEN & HAMILTON
DAVIS & GILBERT
DRINKER BIDDLE & REATH
DUANE MORRIS
GREENBERG TRAURIG
VEDDER PRICE
VINSON & ELKINS
WILSON SONSINI GOODRICH & ROSATI
WINSTON & STRAWN

Congratulations to the 15 law firms recommended by top legal decision makers for 5 years in a row and the 10 law firms recommended by top legal decision makers for 4 years in a row.

Recommendations directly reflect personal standards of quality, client service and value.

\*BTI Note: The italicized law firms are also named to the [BTI Client Service A-Team 2016](#)

# LEGAL DECISION MAKERS RANK LAW FIRMS:

## RECOMMENDED FIRMS

### LAW FIRMS RECOMMENDED BY LEGAL DECISION MAKERS 3 YEARS IN A ROW

<i>ARNOLD &amp; PORTER</i>	HUNTON & WILLIAMS
<i>BAKER BOTTS</i>	KUTAK ROCK
BARNES & THORNBURG	LOCKE LORD
BLAKE, CASSELS & GRAYDON	MCDERMOTT WILL & EMERY
CALFEE	NORTON ROSE FULBRIGHT
DAVIS WRIGHT TREMAINE	NYEMASTER GOODE
DORSEY & WHITNEY	OSLER, HOSKIN & HARCOURT
FAEGRE BAKER DANIELS	PAUL, WEISS
FASKEN MARTINEAU	PERKINS COIE
FISH & RICHARDSON	QUINN EMANUEL URQUHART & SULLIVAN
FISHER & PHILLIPS	SHEARMAN & STERLING
FOLEY HOAG	SIMMONS & SIMMONS
FROST BROWN TODD	<i>SUTHERLAND</i>

Congratulations to the 28 law firms recommended by top legal decision makers for 3 years in a row.

Recommendations directly reflect personal standards of quality, client service and value.

\*BTI Note: The italicized law firms are also named to the [BTI Client Service A-Team 2016](#)

# LEGAL DECISION MAKERS RANK LAW FIRMS:

## RECOMMENDED FIRMS

We congratulate the 55 law firms recommended by top legal decision makers for 2 years in a row. These firms are going well above the call of duty to earn a recommendation.

### LAW FIRMS RECOMMENDED BY LEGAL DECISION MAKERS 2 YEARS IN A ROW

AKIN GUMP STRAUSS HAUER & FELD	DECHERT	NUTTER MCCLENNEN & FISH
ANDREWS KURTH	DYKEMA	<i>ORRICK, HERRINGTON &amp; SUTCLIFFE</i>
ARMSTRONG TEASDALE	ECKERT SEAMANS CHERIN & MELLOTT	PARKER POE ADAMS & BERNSTEIN
BAKER DONELSON	GIBBONS	POLSINELLI
BARTLIT BECK HERMAN PALENCHAR & SCOTT	GOODWIN PROCTER	PROSKAUER ROSE
BENESCH	HERRICK, FEINSTEIN	<i>SCOPELITIS, GARVIN, LIGHT, HANSON &amp; FEARY</i>
BOIES, SCHILLER & FLEXNER	HINSHAW & CULBERTSON	SHERMAN & HOWARD
BORDEN LADNER GERVAIS	JONES WALKER	SHOOK, HARDY & BACON
BRADLEY ARANT BOULT CUMMINGS	KATTEN MUCHIN ROSENMAN	STEVENS & LEE
BUCHANAN INGERSOLL & ROONEY	KAUFMAN & CANOLES	STIKEMAN ELLIOTT
BURKE, WILLIAMS & SORENSEN	KAYE SCHOLER	STINSON LEONARD STREET
BURR & FORMAN	KEKER & VAN NEST	<i>THOMPSON HINE</i>
CADWALADER, WICKERSHAM & TAFT	KELLEY DRYE & WARREN	TORYS
CARLTON FIELDS JORDEN BURT	MANKO, GOLD, KATCHER & FOX	ULMER & BERNE
CHAPMAN AND CUTLER	MCGLINCHEY STAFFORD	VALOREM LAW GROUP
COOLEY	MCGRATH NORTH MULLIN & KRATZ	VOGEL LAW FIRM
COVINGTON & BURLING	MILLER CANFIELD	WACHTELL, LIPTON, ROSEN & KATZ
CRAVATH, SWAINE & MOORE	NIXON PEABODY	<i>WEIL, GOTSHAL &amp; MANGES</i>
CROWELL & MORING		



# BTI Research Methodology

# RESEARCH METHODOLOGY

*BTI Most Recommended Law Firms 2016* is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis trends data from more than 4,000 corporate counsel client interviews conducted over the span of 15 years.

**This research is independent and unbiased—no law firm or organization other than BTI sponsors this study.**

Each year, BTI reaches out to a sample of legal decision makers at large organizations with \$1 billion or more in revenue.

Participants are granted confidentiality at the individual and organizational level.

## 2016 SURVEY PARTICIPANT DEMOGRAPHICS

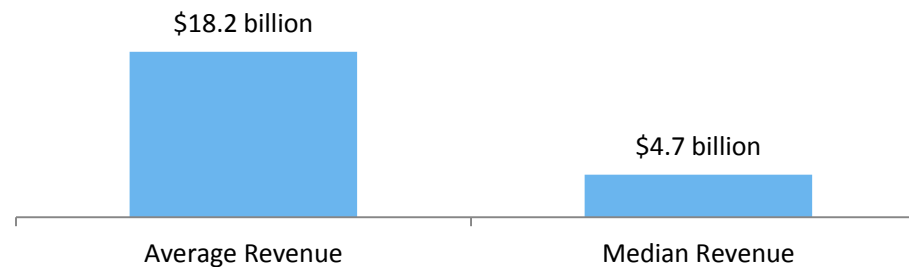
### OVERVIEW

<b>Interviews</b>	322 in-depth telephone interviews
<b>Time Frame</b>	Conducted between <b>March 9</b> and <b>September 10, 2015</b>
<b>Incentives</b>	Respondents receive a complimentary report of legal benchmarks and metrics

### LEGAL DECISION MAKERS RESPONSIBLE FOR LITIGATION

- Head of Litigation
- Chief and Vice President of Litigation
- General Counsel/Chief Legal Officer
- Direct report to General Counsel

### ORGANIZATIONS WITH HIGHEST LEVELS OF LEGAL SPENDING



### REPRESENTATIVE OF MORE THAN 15 INDUSTRY SEGMENTS

Banking  
 Chemicals  
 Consumer Goods  
 Energy  
 Financial Services  
 High Tech  
 Insurance  
 Investment Banks  
 Manufacturing  
 Pharmaceuticals  
 Professional Services  
 Retail Trade  
 Telecom  
 Transportation  
 Wholesale Trade

# About The BTI Consulting Group



# THE BTI CONSULTING GROUP

HELPING PROFESSIONAL SERVICES FIRMS BOOST CLIENT SERVICE FOR OVER 25 YEARS

## **Driving Superior Client Relationships. Fueling Superior Growth and Profits.**

BTI conduct more independent research on how clients acquire, manage, and evaluate their professional service providers than virtually anyone.

We benchmark how Fortune 1000 companies buy, how professional services firms sell, and how to manage service provider performance. Through more than 14,000 independent interviews with C-level executives and systematic analysis, BTI has helped professionals boost client service for over 25 years.

We examine the market from the client's perspective. Our proprietary methods include open-ended interviews with high-level executives and decision makers, carried out by highly trained senior interviewers. These are not to be confused with check-off-the-box-surveys. Our reports and findings are based on what your clients and users say: we don't put words in their mouths and we don't look to third parties to report what your clients are saying.

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 200 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, now in its 16th year.

Clients use BTI's insightful, custom client feedback surveys to drive change, create urgency, and substantially boost performance.

# FUEL GROWTH AND PROFITS WITH CLIENTELLIGENCE®



## Pinpoint your strengths—and weaknesses—in the activities proven to drive growth

BTI's 25 years of research pinpoint the 17 activities responsible for driving the absolute best client relationships. In essence, they are how clients define client service excellence and what clients expect out of the firms with whom they have the best relationships. The best-in-class performances in these activities are proven to drive superior financial performance.

There's only 1 way to determine if you are hitting the best-in-class threshold: ask.

Client feedback allows you to unequivocally pinpoint where you are excelling and where you need systematic improvements in your relationships.

The best feedback initiatives not only assess how you and your firm perform, but also look at the performance of the competitors also serving your clients. At the end of the day, what does it matter if a client thinks you are doing great, if a competitor is doing better?

**LEARN MORE ABOUT THE 17 ACTIVITIES AND  
BTI'S NEWEST BOOK: *CLIENTELLIGENCE*  
[www.bticonsulting.com/clientelligence](http://www.bticonsulting.com/clientelligence)**

## The 17 Activities Driving Growth

### Quadrant I: Relationship Bliss

1. Commitment to help
2. Client focus
3. Understanding the client's business
4. Providing value for the dollar

### Quadrant II: Price of Admission

5. Legal skills
6. Quality
7. Meeting core scope
8. Keeping clients informed
9. Dealing with unexpected changes
10. Handling problems

### Quadrant III: Relationship Builders

11. Breadth of services
12. Helping advise on business issues
13. Regional reputation
14. Unprompted communication
15. Bringing together resources

### Quadrant IV: Business Magnets

16. Anticipating the client's needs
17. Innovative approach

# KEY SERVICES TO HELP OUR CLIENTS

## BTI PERFORMS A BROAD RANGE OF SERVICES FOR OUR CLIENTS, INCLUDING:

### CUSTOM CLIENT FEEDBACK RESEARCH

High-impact client feedback drives SUPERIOR client service. Superior client service drives growth.

- Client Service Performance Studies
- Client Needs Assessment
- Your Firm's Client Service Score

### MARKET ASSESSMENT

Establish a DIFFERENTIATED position—with less risk, lower costs, and a greater chance of success.

- Brand Health & Market Awareness Studies
- New Market Entry Assessments

### BUSINESS DEVELOPMENT

BTI looks at PERFORMANCE in new ways—driving adoption of new tactics and better results.

- Strategic Business Planning
- Client-Focused Business Practices
- Custom Training

### STRATEGIC PLANNING

Assess your options to find the GROWTH best suited to your firm: from least risk to highest return and anything in between.

- Financial and Market Performance
- Competitive Analysis

## USE BTI'S SERVICES AND RESEARCH TO:

Drive new business immediately

Keep competitors out of your client base

Find your strengths... and weaknesses

Learn what clients really want from you

### IN-DEPTH CLIENT INSIGHT BRIEFINGS

Tailored to your firm and chock full of CLIENT-BASED insights, BTI briefings draw from our research and experience to help you boost client satisfaction, increase client retention, and improve your performance.

Please contact **Michael B. Rynowecer** at **+1 617 439 0333** or [mrynowecer@bticonsulting.com](mailto:mrynowecer@bticonsulting.com) to learn more about BTI's custom research & services.

# BTI RESEARCH AND PUBLICATIONS

Authoritative, innovative, and practical advice from our research.

***The data and insight found in BTI's reports are used to train attorneys, guide business development, inform strategy, and calibrate market trends against firm tactics.***

In short, you get many of the benefits of a custom study commissioned for your firm, at a fraction of the cost. These insights are proven to drive growth and client retention and protect fees.

All of our reports come with a 100% satisfaction guarantee and complete telephone support to help you maximize the value from our publications.

**You can order these and other compelling BTI research or publications at [www.bticonsulting.com](http://www.bticonsulting.com).**

## BTI LITIGATION OUTLOOK 2016



Your guide to understanding how clients' expectations are changing to help you grow and capture new market opportunities, take smart risks, and spur innovation. *BTI Litigation Outlook 2016* helps you create and provide solutions before clients realize they need them.

## BTI CLIENT SERVICE A-TEAM 2016

17 activities drive superior client relationships. 4 matter most. Discover how clients rate more than 300 law firms—by name—in these key activities, including Client Focus, Commitment to Help, Legal Skills, and Providing Value for the Dollar.



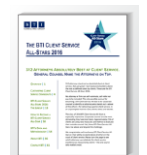
## BTI BRAND ELITE 2016



Based on why clients hire and recommend law firms—not the services, size, or location of a law firm—BTI's research reveals how law firms of any size reap substantial new business by improving brand perceptions in the market.

## BTI CLIENT SERVICE ALL-STARS 2016

312 attorneys step up to meet—and exceed—clients' expectations and earn recognition, by name, from corporate counsel for delivering the absolute best client service.



# TERMS OF USE

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[www.bticonsulting.com](http://www.bticonsulting.com)

Read The Mad Clientist—BTI's blog at:

[www.bticonsulting.com/themadclientist](http://www.bticonsulting.com/themadclientist)





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