

# BTI Most Recommended Law Firms

The Firms Legal Decision Makers Recommend



**2017**

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# Cracking the Client Recommendation Code

Top legal decision makers have a time-honored code—they will recommend the law firms who do a much better job than anyone else. Even the most contentious competitors will share these recommendations for one simple reason—each one knows they could easily face a high-cost-of-failure circumstance—and want to know what the best options are. Their best and most reliable source of this law firm intelligence is the **unprompted** recommendation from a peer.

The peer to peer recommendation is serious business. Every recommendation is a personal statement about the type of provider—the commitment, service, quality, and demeanor—you are willing to entrust to a peer—from whom they would expect the same.

## Not All Recommendations Are Equal

Note the emphasis on unprompted. The type of recommendation matters to potential clients and to you. Unprompted recommendations mean you earned this recommendation on your own merit rather than being asked specifically about your firm (BTI asked corporate counsel, “Which law firm do you recommend to your peers?” Most other researchers ask, “Do you recommend Firm ABC?”). The answer to the first question is a much higher and reliable standard than the second.

## Why Recommendations Matter—Big Time

Your law firm’s recommendation rate—how often your clients recommend you to their peers in an unprompted manner—is one of the most powerful indicators of future growth potential and sustainable business development. Most corporate legal decision makers will hire a law firm based on a single, unprompted recommendation from a peer.

## Earning the Coveted Unprompted Client Recommendation

Superior client service is consistently the leading driver of law firm recommendations by General Counsel. Superior service accounts for nearly 2 times more recommendations than any other single factor. The 5 components of superior service include:

- Putting the client’s needs first in all aspects of the work
- Adding business context through your keen understanding of your client’s business
- Making your clients life easier by providing key information and insights before they ever ask
- Delivering higher value than expected
- Meeting your client’s targeted objectives

# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers <u>More Than 15 Years in a Row</u>
<i>BAKER MCKENZIE</i>
FOLEY & LARDNER
HOLLAND & KNIGHT
<i>JONES DAY</i>
<i>LATHAM &amp; WATKINS</i>
<i>MCGUIREWOODS</i>
PILLSBURY
ROPES & GRAY
<i>SIDLEY</i>
SULLIVAN & CROMWELL

We congratulate the 10 law firms recommended by corporate counsel—in an unprompted manner—for more than 15 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 firms have been able to work through the changes in client needs and expectations on a continuous basis to deliver superior client service, showing a cultural advantage in understanding clients over the long term.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)

# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers <u>More Than 10 Years in a Row</u>
<i>BRYAN CAVE</i>
<i>KIRKLAND &amp; ELLIS</i>
<i>MORGAN LEWIS</i>
MORRISON & FOERSTER
<i>OGLETREE DEAKINS</i>
TROUTMAN SANDERS

We congratulate the 6 law firms recommended by corporate counsel—in an unprompted manner—for more than 10 years in a row.

These firms connect with their clients and prove they can deliver superior client service over the long term.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)

# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers <u>More Than 5 Years in a Row</u>	
CLIFFORD CHANCE	MAYER BROWN
DAVIS POLK	<i>REED SMITH</i>
DEBEVOISE & PLIMPTON	<i>SEYFARTH SHAW</i>
<i>DENTONS</i>	<i>SIMPSON THACHER</i>
<i>DLA PIPER</i>	<i>SKADDEN</i>
<i>HOGAN LOVELLS</i>	SQUIRE PATTON BOGGS
HOLLAND & HART	<i>THOMPSON COBURN</i>
JACKSON LEWIS	WILMERHALE
JENNER & BLOCK	WOMBLE CARLYLE
<i>K&amp;L GATES</i>	

We congratulate the 19 law firms recommended by corporate counsel—in an unprompted manner—for more than 5 years in a row.

These firms separate themselves from all but 35 law firms by earning the coveted unprompted client recommendation for 5 years in a row.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)

# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers <u>5 Years in a Row</u>
<i>BAKERHOSTETLER</i>
<i>CLEARY GOTTLIB</i>
DAVIS & GILBERT
DUANE MORRIS
GREENBERG TRAURIG
VEDDER PRICE
VINSON & ELKINS
WILSON SONSINI GOODRICH & ROSATI
WINSTON & STRAWN

Congratulations to the 9 law firms recommended by top legal decision makers for 5 years in a row.

These recommendations reflect standards of client service, value, and commitment.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)

# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers <u>4 Years in a Row</u>	
BAKER BOTTS	HUNTON & WILLIAMS
CALFEE	LOCKE LORD
FAEGRE BAKER DANIELS	MCDERMOTT WILL & EMERY
FASKEN MARTINEAU	<i>NORTON ROSE FULBRIGHT</i>
FISH & RICHARDSON	<i>PAUL, WEISS</i>
FOLEY HOAG	QUINN EMANUEL URQUHART & SULLIVAN
EVERSHEDS SUTHERLAND	SIMMONS & SIMMONS
<i>GIBSON DUNN</i>	VENABLE

Congratulations to the 16 law firms recommended by top legal decision makers for 4 years in a row.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)



# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers 3 Years in a Row	
AKIN GUMP STRAUSS HAUER & FELD	<i>DECHERT</i>
ANDREWS KURTH	DYKEMA
BARTLIT BECK HERMAN PALENCHAR & SCOTT	GOODWIN
BOIES SCHILLER & FLEXNER	NIXON PEADY
BUCHANAN INGERSOLL & ROONEY	ORRICK
BURR & FORMAN	PARKER POE
CADWALADER	<i>POLSINELLI</i>
CARLTON FIELDS	SCOPELITIS, GARVIN, LIGHT, HANSON & FEARY
CHAPMAN AND CUTLER	STIKEMAN ELLIOTT
<i>COOLEY</i>	TORYS
<i>CRAVATH, SWAINE &amp; MOORE</i>	<i>WACHTELL, LIPTON, ROSEN &amp; KATZ</i>
CROWELL & MORING	WEIL

Congratulations to the 24 law firms recommended by top legal decision makers for 3 years in a row.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)

# Legal Decision Makers Rank Law Firms:

## RECOMMENDED FIRMS

Law Firms Recommended by Legal Decision Makers <u>2 Years in a Row</u>
AKERMAN
BASS, BERRY & SIMS
DAVIS GRAHAM & STUBBS
IRELL & MANELLA
KLARQUIST
MANATT
<i>PAUL HASTINGS</i>
SAUL EWING
SHUMAN SNYDER
SMITH ANDERSON
THOMPSON & KNIGHT
VORYS
<i>WHITE &amp; CASE</i>

We congratulate the 13 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.

\*BTI Note: The italicized law firms are also named to the [2017 BTI Client Service 30](#)

# About The BTI Consulting Group

## HOW WE CAN HELP YOUR FIRM

# Who We Are

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

BTI conducts more independent and custom-commissioned research on how clients measure client service than virtually anyone. Our goal is to help our clients improve client focus, performance, and grow.

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, client-based research to the legal community. 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 17<sup>th</sup> year.

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

For details on how to  
**FUEL PROFITS** through  
**Clientelligence®**  
[see page 13](#)

For details on how to  
**DRIVE GROWTH** with  
**Client Feedback**  
[see page 12](#)

# Drive Profits and Growth

## Conduct Your Client Feedback with BTI

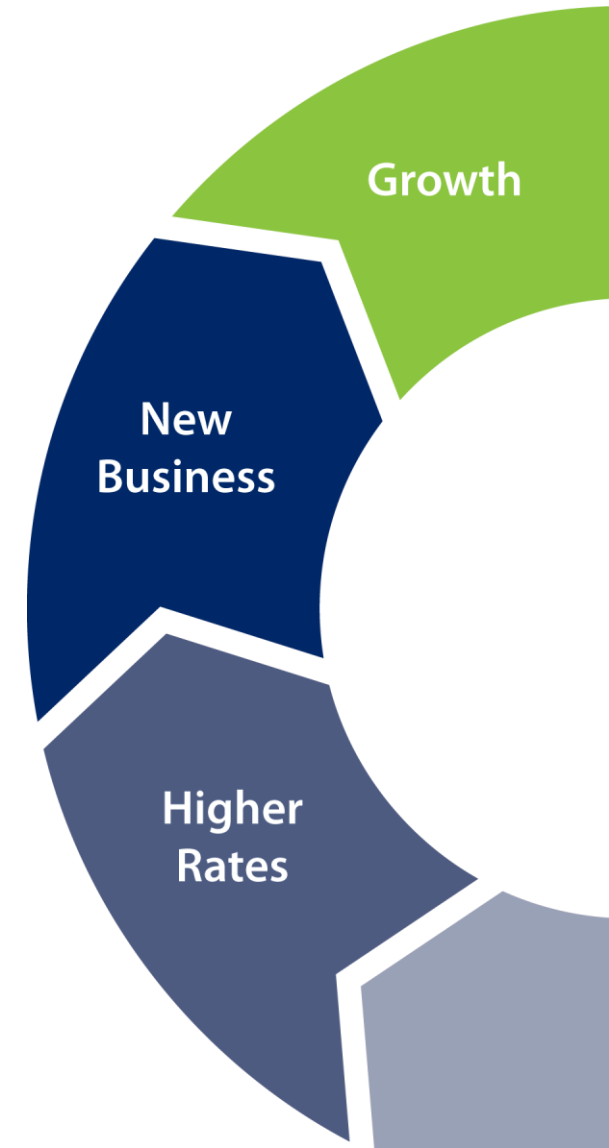
Only BTI can help you immediately drive growth, profits, and increase retention through high-impact client feedback.

BTI research shows strategic use of in-depth client feedback translates into:

- 33% higher profits
- 19.5% rate premiums across all staffing levels
- 2x the fees from a single client
- 33% higher client retention

BTI works directly with you to design a custom client feedback program to drive new business. Start now.

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.



# Clientelligence

## IMMEDIATELY FUEL GROWTH AND PROFITS

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

BTI's more than 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: *CLIENTEILLIGENCE:  
HOW SUPERIOR CLIENT RELATIONSHIPS  
FUEL GROWTH AND PROFITS*  
[www.bticonsulting.com/17](http://www.bticonsulting.com/17)**

### 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

# Additional Services to Help Our Clients

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

## 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

## 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

## 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

## CLIENT INSIGHT BRIEFINGS

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

We can design our briefing to include specific feedback on your firm. Offered both in person and via the web.

## 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

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

## ADDITIONAL INSIGHTS

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 2017



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 2017 helps you create and provide solutions before clients realize they need them.

## BTI CLIENT SERVICE A-TEAM 2017

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 Provides Value for the Dollar.



## BTI BRAND ELITE 2017



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 2017

319 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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# Contact BTI

## Questions? Research inquiries? Interested in becoming a BTI Client?

For more information on BTI's research, seminars, training, or workshops, please call:

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Email Michael B. Rynowecer, BTI President, directly at:

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Reach BTI on the web at:

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

Read *The Mad Clientist*—BTI's blog at:

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

# Methodology

**INDEPENDENT, UNBIASED RESEARCH BASED SOLELY ON CLIENT FEEDBACK**

# Methodology and Approach

INDEPENDENT, UNBIASED RESEARCH BASED SOLELY ON CLIENT FEEDBACK

## 2017 Survey Participant Demographics

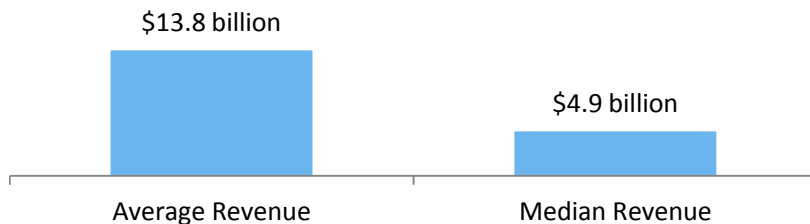
### OVERVIEW

<b>Interviews</b>	324 in-depth telephone interviews
<b>Time Frame</b>	Conducted between <b>February 18</b> and <b>August 1, 2016</b>
<b>Incentives</b>	Respondents receive a complimentary report of legal benchmarks and metrics

### HIGHEST-RANKING LEGAL DECISION MAKERS

- General Counsel/Chief Legal Officer
- Direct Report to General Counsel
- Other Legal Decision Maker

### ORGANIZATIONS WITH HIGHEST LEVELS OF LEGAL SPENDING



### REPRESENTATIVE OF MORE THAN 15 INDUSTRY SEGMENTS

- Banking
- Chemicals
- Consumer Goods
- Energy
- Financial Services
- Food & Agriculture
- Health Care
- High Tech
- Insurance
- Investment Banks
- Manufacturing
- Pharmaceuticals
- Professional Services
- Retail Trade
- Telecom
- Transportation
- Wholesale Trade

*BTI Most Recommended Law Firms 2017* is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis trends data from more than 4,800 corporate counsel client interviews conducted over the span of 17 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 strategically designed group of top legal decision makers at large organizations with \$1 billion or more in revenue. We target the decision makers in the industries who spend the most on legal affairs as well as thought leaders and innovative Chief Legal Officers. Our survey also includes Chief Legal Operating Officers and business executives who hire and influence the selection and hiring of law firms.

Participants are granted confidentiality at the individual and organizational level.



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