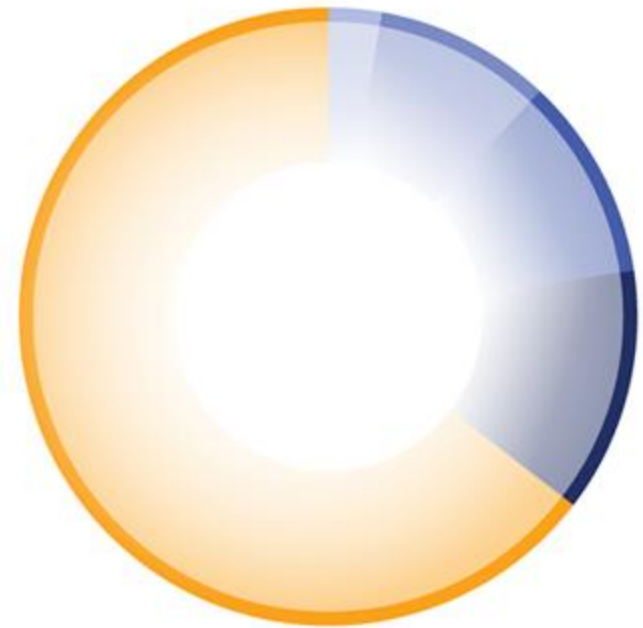


# BTI Most Recommended Law Firms

## The Firms Legal Decision Makers Recommend



2018

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# CRACKING THE CLIENT RECOMMENDATION CODE

Top legal decision makers have a time-honored code—they will recommend the law firms doing 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. More than half of 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 5 times more recommendations than any other single factor. The 5 components of superior service include:

- Meeting client-targeted objectives even as they change and evolve
- Adding business context through your keen understanding of your client’s business
- Making your client’s life easier by providing key information and insights before they ever ask
- Delivering higher value than expected
- Bringing certainty in fees and deliverables

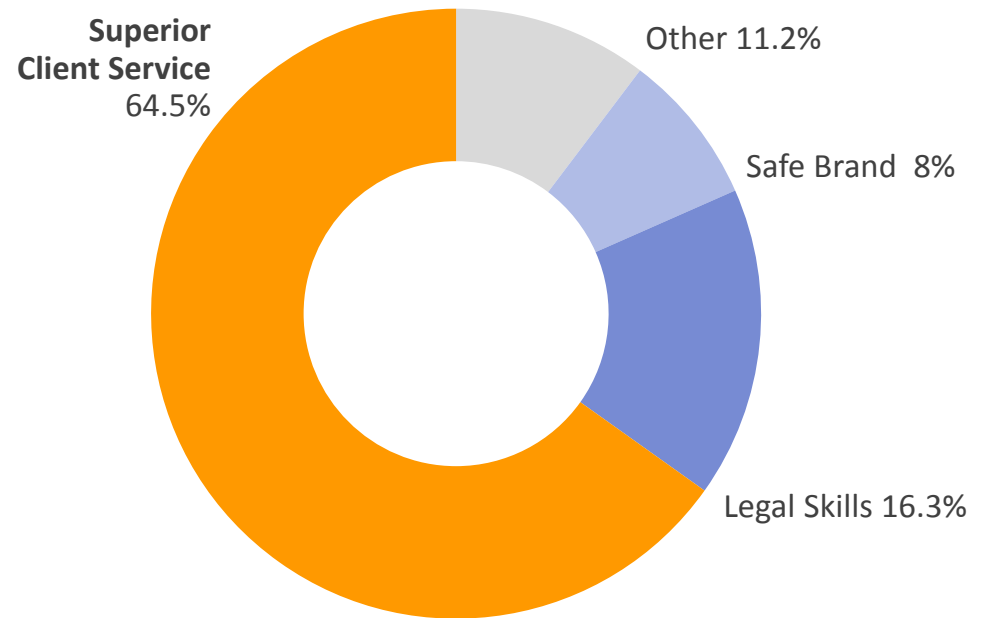
# CLIENT SERVICE DRIVES CLIENT-TO-CLIENT LAW FIRM RECOMMENDATIONS

Client service continues to be the dominant reason top legal decision makers recommend their primary law firms to a peer. This has been true for 18 years; although, clients keep changing their definition—wanting and expecting more every year—as most clients in every profession do.

BTI's exclusive research reveals the following new additions to the definition of client service in 2018:

- Delivers a uniformly high level of service across the team, practices, offices, and the firm
- Has a dedicated team with a clearly accountable leader
- Brings industry insight
- Understand matter-specific risks and exposures
- Asks for client service feedback
- Shares plans for servicing their needs
- Asks about, and delivers on, communication preferences
- Establishes a systematic pattern of updates and case-related discussions
- Provides online dashboards with budget and performance data
- Always delivers higher service levels

These expectations will increase as client demands, and the market, continue to evolve.



## Why do you recommend this law firm to your peer?

Based on more than 350 in-depth interviews with top legal decision makers conducted between February 20 and July 3, 2018, each of whom answered the question.

# LEGAL DECISION MAKERS' MOST RECOMMENDED LAW FIRMS

## Law Firms Most Recommended by Corporate Counsel

Akin Gump Strauss Hauer & Feld

Gibson Dunn

Jones Day

Latham & Watkins

Skadden

We congratulate this exclusive group of 5 law firms. These firms stand out above all others—gaining more unprompted recommendations from legal decision makers than other law firms.

These firms exceed client expectations consistently and demonstrate deep business understanding.

# LEGAL DECISION MAKERS' HIGHLY RECOMMENDED LAW FIRMS

## Law Firms Highly Recommended by Corporate Counsel

Cadwalader

Cooley

Cravath, Swaine & Moore

Davis Polk

Debevoise & Plimpton

Dechert

Dentons

Hunton Andrews Kurth

Sidley

Willkie

We congratulate the 10 law firms highly recommended this year in an unprompted manner.

These firms provide superior client service, demonstrating a culture driven by client focus and understanding clients' business.

# LEGAL DECISION MAKERS' FREQUENTLY RECOMMENDED LAW FIRMS

## Law Firms Frequently Recommended by Corporate Counsel

Fried Frank

Hogan Lovells

King & Spalding

Mayer Brown

Morgan Lewis

Norton Rose Fulbright

O'Melveny

Proskauer

Quinn Emanuel Urquhart & Sullivan

Sullivan & Cromwell

Weil

White & Case

WilmerHale

Congratulations to the 13 law firms frequently recommended by corporate counsel this year.

These firms separate themselves by exceeding client expectations, earning the coveted unprompted client recommendation.

# LEGAL DECISION MAKERS' RECOMMENDED LAW FIRMS

## Law Firms Recommended by Corporate Counsel

Arent Fox	Foley & Lardner
Arnold & Porter	Fox Rothschild
Baker Botts	Goodwin
Baker Donelson	Gray Reed
Baker McKenzie	Greenberg Traurig
Barclay Damon	Haynes and Boone
Boies Schiller Flexner	Holland & Hart
Bracewell	Holland & Knight
Cahill	Hughes Hubbard & Reed
Cleary Gottlieb	Irell & Manella
Covington	Jackson Lewis
Curtis	K&L Gates
Davis Wright Tremaine	Kasowitz Benson Torres
Dinsmore	Kirkland & Ellis
DLA Piper	Kramer Levin
Fenwick & West	Lane Powell
Fish & Richardson	Lewis Brisbois

We congratulate the 66 law firms recommended by legal decision makers this year.



# LEGAL DECISION MAKERS' RECOMMENDED LAW FIRMS

Law Firms Recommended by Corporate Counsel, continued

Littler	Schulte Roth & Zabel
Locke Lord	Seyfarth Shaw
Manatt	Shearman & Sterling
McDermott Will & Emery	Sheppard Mullin
McGuireWoods	Shumaker, Loop & Kendrick
Milbank	Simpson Thacher
Nixon Peabody	Squire Patton Boggs
Orrick	Steptoe & Johnson
Paul Hastings	Troutman Sanders
Paul, Weiss	Venable
Perkins Coie	Wachtell, Lipton, Rosen & Katz
Phillips Lytle	White and Williams
Pillsbury	Williams & Connolly
Polsinelli	Wilson Elser
Reed Smith	Wilson Sonsini Goodrich & Rosati
Richards, Layton & Finger	Winston & Strawn

We congratulate the 66 law firms recommended by legal decision makers this year.

# About The BTI Consulting Group

## HOW WE CAN HELP YOUR FIRM



# Who We Are

## **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, improve 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.

## **BTI examines 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 250 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 18<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  
**DRIVE GROWTH** with  
**Client Feedback**  
[see page 11](#)

For details on how to  
**FUEL PROFITS** through  
**Clientelligence®**  
[see page 12](#)

# Drive Profits and Growth

## Conduct Your Client Feedback with BTI

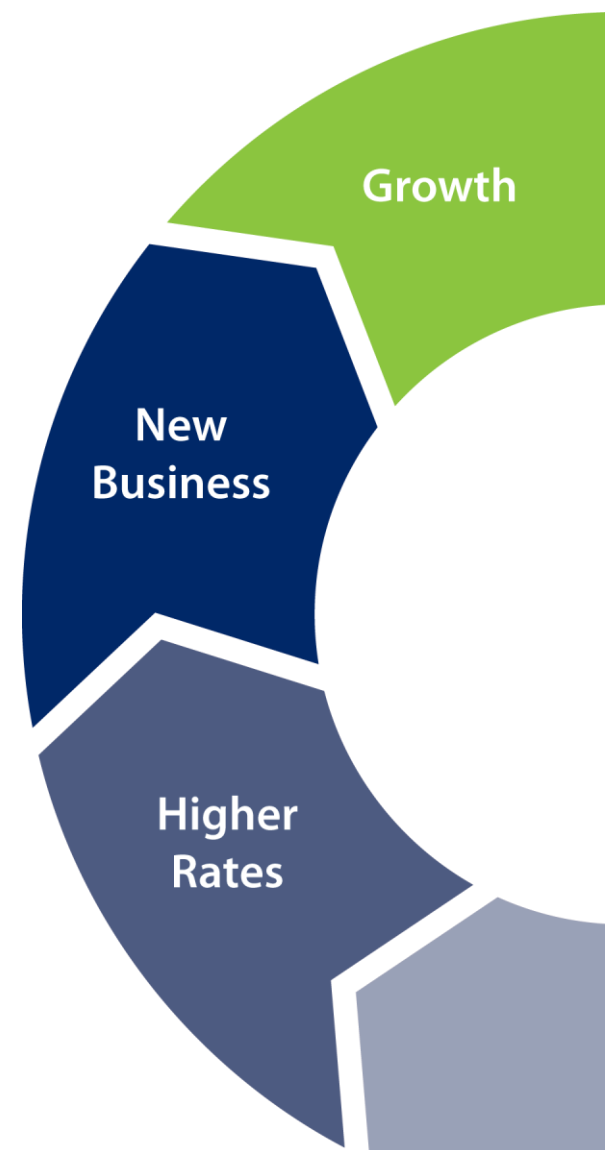
Only BTI can help you immediately drive growth, profits, and increase retention through high-impact client feedback.

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 BEST-SELLING 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

# Key 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 DATA AND INSIGHTS

Train Attorneys • Guide Business Development • Inform Strategy • Calibrate Market Trends Against Firm Tactics

### BTI Brand Elite 2018



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 2018



The definitive annual guide to the 326 attorneys commanding the attention of GCs and legal decision makers at large organizations. BTI went straight to the source—the client—to find out exactly which attorneys are truly influencing and changing the legal industry.

### BTI Practice Outlook 2018



*BTI’s Practice Outlook* outlines how clients are changing their spending and use of law firms—by practice—in 2018. Learn how to use the distinctive characteristics of 17 different practice areas to target the best opportunities for your firm and beat out competitors.

### BTI Client Service A-Team 2018



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.

All of BTI’s reports  
come with a  
100% satisfaction guarantee  
&  
complete telephone support  
to help you maximize  
the value of our  
publications

You can order these and the full line-up of  
compelling BTI research and reports at [www.bticonsulting.com](http://www.bticonsulting.com).

# 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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[jdezso@bticonsulting.com](mailto:jdezso@bticonsulting.com)

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

## 2018 Survey Participant Demographics

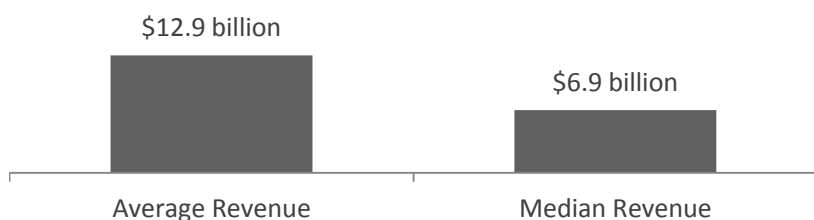
### OVERVIEW

Interviews	More than 350 in-depth telephone interviews
Time Frame	Conducted between <b>February 20</b> and <b>July 3, 2018</b> .
Incentives	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's goal each year is to be objective and transparent in our rankings. The *BTI Most Recommended Law Firms* is a data-driven ranking based solely on in-depth telephone interviews with leading legal decision makers.

This research is independent and unbiased—no law firm or organization other than BTI sponsors this study. No law firm or attorney influences the results, submits nominations, or provides client names to BTI.

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. *BTI Recommended Law Firms 2018* draws on data collected in BTI's ongoing Annual Survey of General Counsel.

Participants are granted confidentiality at the individual and organizational level. They receive no compensation. They do receive an exclusive benchmarking report on legal spending, outside management counsel strategies, and this report.



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