

BTI Client Service A-Team

Survey of Law Firm Client Service Performance



2015

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Compelling Research. Compelling Results. ►

Introduction to BTI's Client Service A-Team Rankings

For the past 13 years, BTI has published the definitive ranking of client service excellence for the corporate law firm market. Our focus is on which law firms legal decision makers are recognizing for delivering the absolute **best levels of client service**. Now in its 14th year of publication, the *BTI Client Service A-Team* is the gold standard (used by law firms and corporate counsel alike) to assess how law firms honestly stack up in client service delivery. The analysis is based on 17 objective ranking factors—all of which corporate counsel agree drive the strongest relationships with law firms.

Welcome to the BTI Client Service A-Team 2015

The rankings of the **337** law firms recognized in the *BTI Client Service A-Team 2015* are the end result of nearly **320** in-depth interviews with legal decision makers at the world's leading organizations.

CLIENT SERVICE LEADERS—As Selected by Clients

- Last year's leader in client service excellence, **Skadden**, clings to the top spot in 2015.
- The next 2 finishers, **Jones Day** and **Sidley Austin**, are former client service No. 1's looking to reclaim the leaderboard.
- Rounding out the top 5 are **Morgan Lewis** and **Thompson Hine**—both seasoned veterans when it comes to earning corporate counsel recognition for superior service.

The leaders in client service are sealing their place at the top—pulling away from the pack and impressing corporate counsel with their ongoing prowess. The top 10 firms have averaged 11 years in the exclusive BTI Client Service 30 (the 30 firms outperforming all others in client service delivery). All (save 1 newcomer) of the BTI Client Service 30 are repeat honorees. These are the elusive law firms reinventing how legal services are delivered.

MORE THAN JUST RANKINGS

The *BTI Client Service A-Team 2015* is more than a guide to the law firms delivering superior levels of service—it's a handbook to make you an expert in client service as well.

- 4 activities correlate to higher growth and higher profitability; learn exactly how to differentiate your firm around:
 - Commitment to help
 - Providing value for the dollar
 - Client focus
 - Understanding the client's business
- 6 activities are required before a client will even consider entering into a relationship with a law firm
- 2 activities stand out as magnets attracting organizations with the highest levels of legal spending
- 5 activities are proven to highly differentiate law firms from one another—driving longer-lasting client relationships

The *BTI Client Service A-Team* is your tool to understand how to develop superior skills in each of these activities to drive the absolute best and long-lasting client relationships.

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Introduction

Introduction

BTI's Methodology and Approach

BTI's goal each year is to be objective and transparent in our rankings. The A-Team is a data-driven ranking based solely on in-depth telephone interviews with leading legal decision makers. This research is independent (no law firm or organization other than BTI sponsors this study) and unbiased.

Each year BTI reaches out to a sample of legal decision makers at large organizations with \$1 billion or more in revenue. BTI tracks legal spending and thought leaders. No law firm influences the results, submits nominations, or provides client names to BTI.

Methodology

BTI's scoring system relies on 3 variables to leave no room for subjective opinion or judgment:

- Importance of each of the 17 activities to legal decision makers when assessing legal providers
 - BTI asked legal decision makers: *On a scale of 1 to 10, with 10 being the most important, how important are each of the following activities when you hire or evaluate a law firm?*
- How difficult it is for a legal decision maker to find a law firm performing well in each of the 17 activities (in essence, does the activity differentiate one law firm from another)
 - BTI asked legal decision makers: *On a scale of 1 to 10, with 10 being the most difficult, how difficult is it for you to find a law firm performing at best-in-class levels in each of the following activities?*
- Candid, open-ended feedback from decision makers as to which law firm stands out as the best in each of the 17 activities
 - BTI asked legal decision makers: *For each of the following activities, can you please tell me which firm you consider best?*

The 17 Activities—A Brief History

25 years ago, BTI began the first and longest-running continuous survey with C-level buyers of professional services. The goal was to understand what drives the absolute best relationships with professional services firms—how and why top executives pick the service providers they do.

14,000 in-depth telephone interviews later, BTI has isolated 17 activities proven to be essential to delivering superior client service and driving the best relationships.

Introduction

BTI's Methodology and Approach — *Continued*

BTI Client Service A-Team 2015 draws on data collected in BTI's ongoing *Annual Survey of General Counsel*. This study includes between 50% and 55% of companies participating in prior years. This approach provides for accurate analysis of longitudinal trends while simultaneously allowing for insights into new, changing, and up-and-coming shifts in the legal market.

2015 Survey Participants

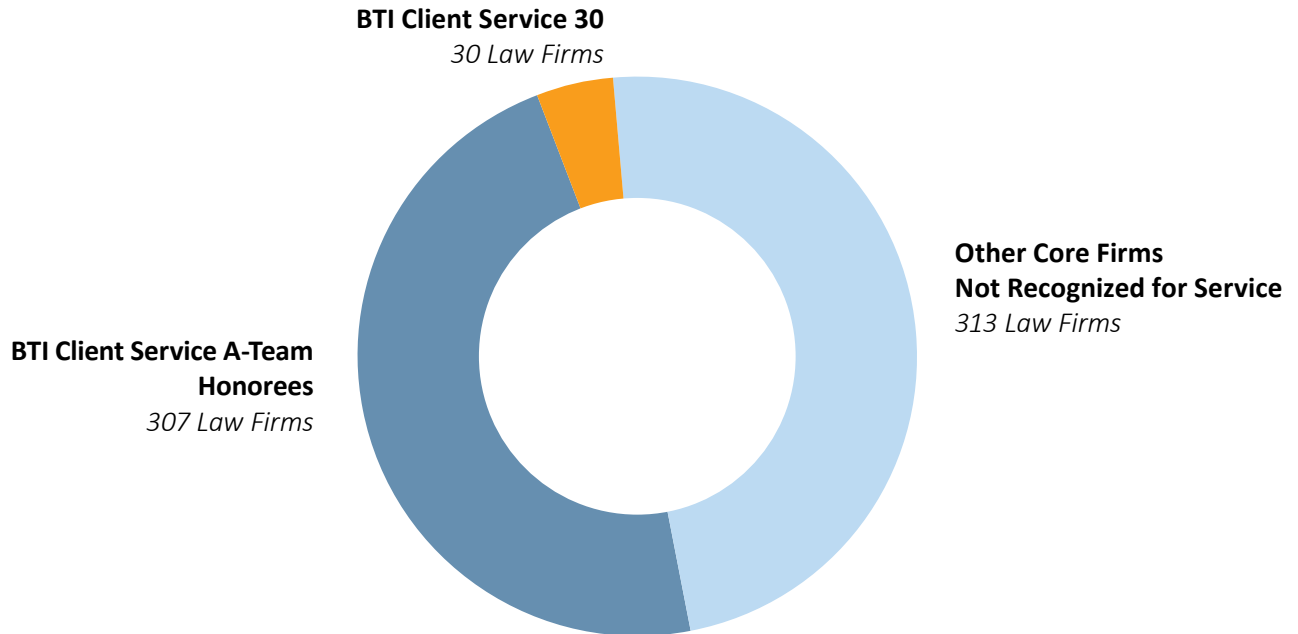
- **317** In-depth telephone interviews conducted between **March 13, 2014** and **September 16, 2014**
 - Participants are granted confidentiality at the individual and organizational level; no responses are attributed to a single organization
 - Respondents receive a customized report of key legal benchmarks and metrics
- Highest-ranking legal decision makers:
 - 47.1% General Counsel or Chief Legal Officer
 - 52.8% direct reports to General Counsel
- Organizations with highest levels of legal spending:
 - Average revenue of \$17.5 billion
 - Median revenue of \$4.5 billion
- Spanning more than 16 industry segments, including:

| | |
|--|--|
| <ul style="list-style-type: none"> – Banking – Chemicals – Consumer Goods – Energy – Financial Services – High Tech – Insurance – Investment Banks | <ul style="list-style-type: none"> – Manufacturing – Pharmaceuticals – Professional Services (excluding law firms) – Retail Trade – Telecommunications – Transportation – Wholesale Trade |
|--|--|

Introduction

337 Law Firms Named by Corporate Counsel

According to BTI's research, 650 core law firms serve large and Fortune 1000 clients. However, only slightly more than half of these firms earn a spot in the *BTI Client Service A-Team 2015*. **337** law firms, in total, are singled out—by name—by legal decision makers for their prowess in at least 1 of the 17 activities driving superior client relationships.



Two Tiers of Client Service Recognition

BTI CLIENT SERVICE 30

- The 30 firms boasting the highest overall scores in client service delivery—outperforming all other firms by a factor of **6**
- Win recognition in each of the 17 activities driving the best relationships with clients
- They impress clients with their savvy, outpace all other firms in service, and reap real financial benefits from their efforts; simply put, the law firms in the BTI Client Service 30 are the best

BTI CLIENT SERVICE A-TEAM HONOREES

- **307** additional firms earned recognition—by name—from corporate counsel
- Legal decision makers see these firms as delivering best-in-class levels of service in at least 1 of the 17 activities clients consider most important and most influential in a law firm relationship

Introduction

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.

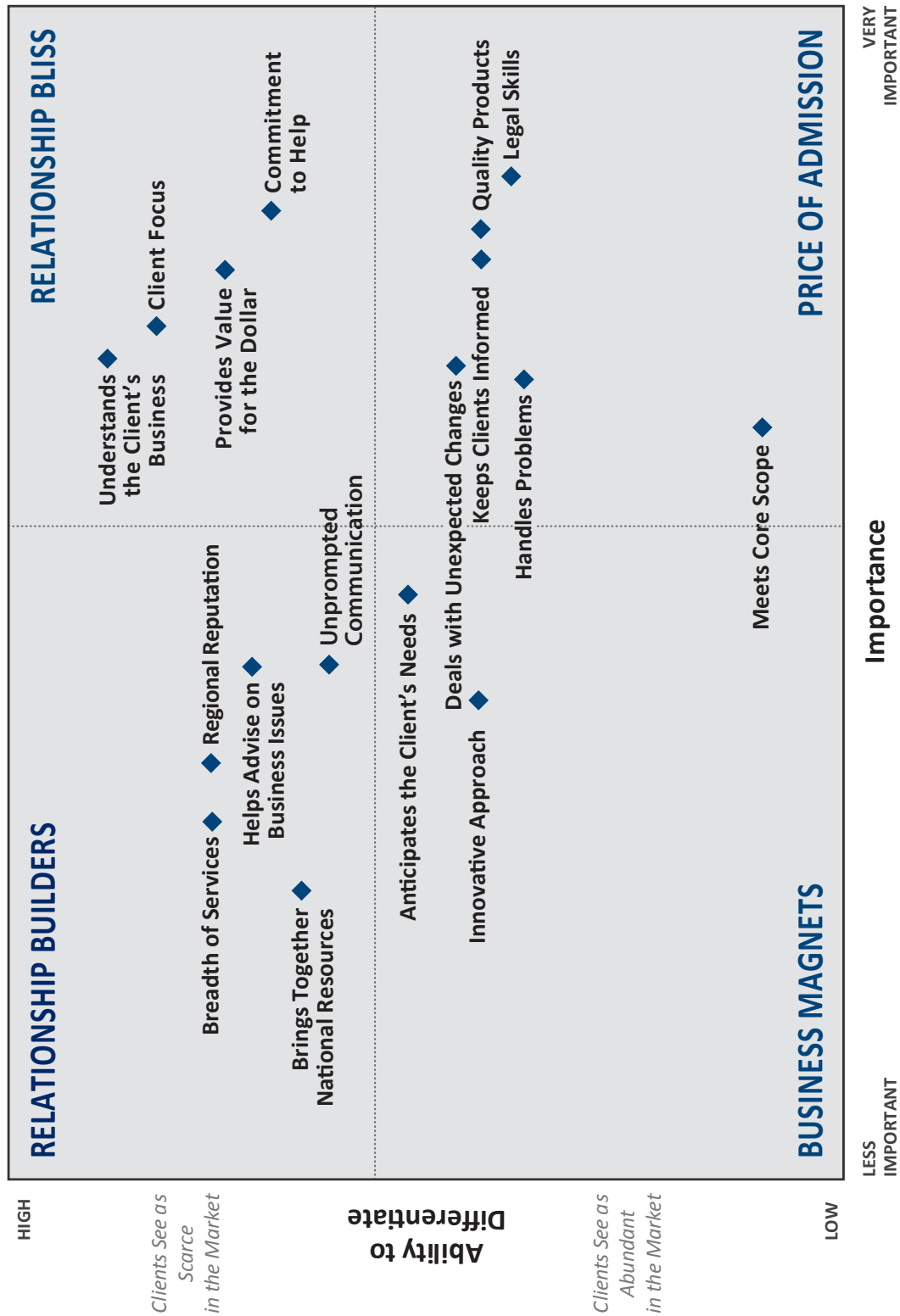
Honor Roll of the Best



The third-highest level of achievement indicating an honorable mention in client service.

17 Activities Driving Superior Client Relationships

17 Activities Driving Superior Client Relationships



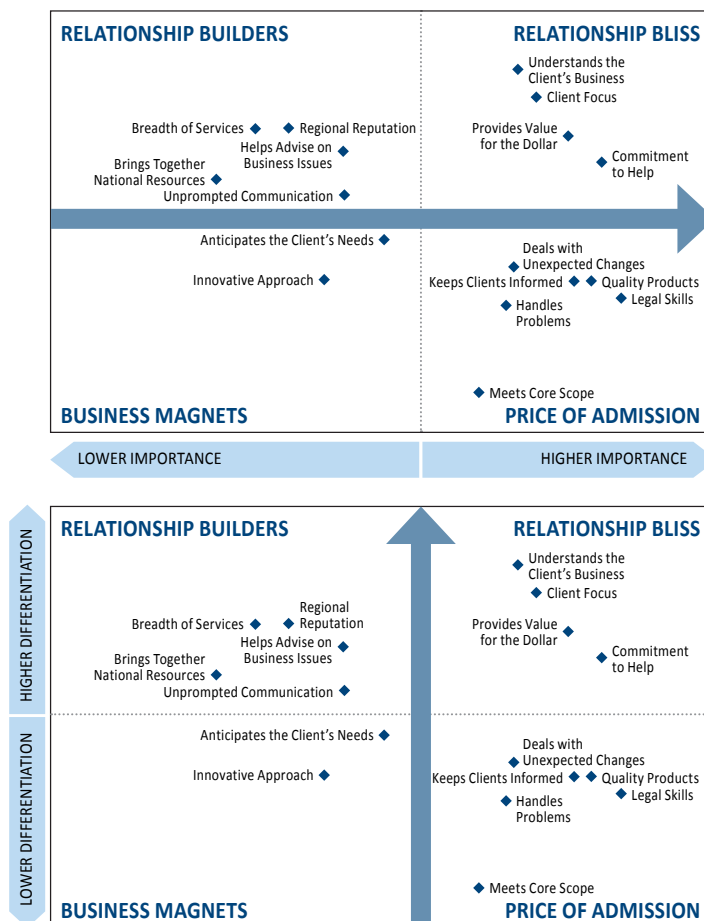
17 Activities Driving Superior Client Relationships

BTI's research with more than 14,000 buyers of professional services isolates the 17 activities essential to delivering superior client service and driving the best professional relationships. Corporate counsel then assess each activity on 2 dimensions, specifically, to identify the activities most important and most influential when evaluating legal providers.

Reading BTI's 17 Activities Quadrant Map

BTI's 17 Activities Quadrant Map measures the components of client service along 2 key dimensions:

- Importance
- Ability to differentiate a law firm



The horizontal axis of this chart represents relative importance of each activity. Activities on the right side of the chart are more important to legal decision makers than activities on the left side.

The vertical axis of this chart represents the strength of each activity's ability to differentiate a law firm. Activities on the top half of the chart are harder for legal decision makers to find in a law firm—making them strong differentiators.

BTI's ongoing research with corporate counsel shows how each quadrant in the chart exhibits distinct characteristics and plays an important role in developing and maintaining superior relationships with legal decision makers.

17 Activities Driving Superior Client Relationships

Quadrant 1: Price of Admission

Corporate counsel see 6 activities as the minimum requirements expected from a law firm. These activities are of high importance but are also widely available. Clients expect you to deliver these activities in order to win work, but they do not differentiate you enough to be the sole decision criteria.

- | | |
|---------------------|----------------------------------|
| 1. Legal Skills | 4. Keeps Clients Informed |
| 2. Quality Products | 5. Deals with Unexpected Changes |
| 3. Meets Core Scope | 6. Handles Problems |

Quadrant 2: Business Magnets

These activities are an anomaly. These activities are of lower importance and are less differentiating with most clients. The notable exception: the largest-spending, least price-sensitive clients with a large number of complex needs—the organizations most law firms attempt to add to their client roster.

- | | |
|-----------------------------------|------------------------|
| 7. Anticipates the Client's Needs | 8. Innovative Approach |
|-----------------------------------|------------------------|

Quadrant 3: Relationship Builders

5 activities stand out as providing high differentiation to the law firms able to deliver them. However, these activities are of lower importance to corporate counsel. On their own, these activities are nice to find in a law firm, but they won't drive a relationship over the long term.

- | | |
|-------------------------------------|--|
| 9. Breadth of Services | 12. Unprompted Communication |
| 10. Helps Advise on Business Issues | 13. Brings Together National Resources |
| 11. Regional Reputation | |

Quadrant 4: Relationship Bliss

4 activities are most important to corporate counsel and provide the highest levels of differentiation for law firms. Corporate counsel see these activities as scarce, and they drive hiring decisions on a continuing basis. Law firms can draw on these primary activities to reap substantially more business from existing clients and draw in new clients.

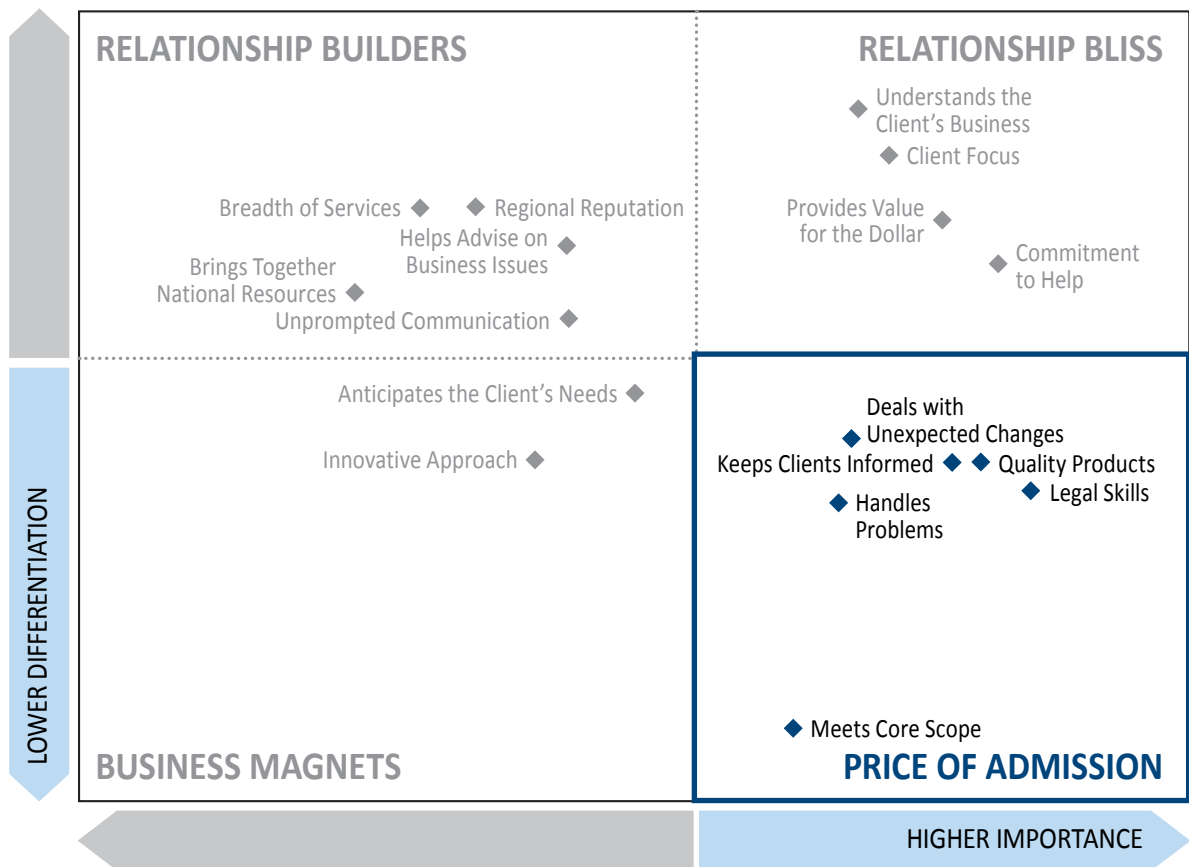
- | | |
|---------------------------------------|------------------------|
| 14. Providing Value for the Dollar | 16. Client Focus |
| 15. Understands the Client's Business | 17. Commitment to Help |

While the activities in quadrant 4 have the strongest statistical correlation to financial benefit, every activity has a crucial role in the development, maintenance, and ultimate growth of client relationships. Without the Price of Admission activities, clients won't even consider hiring you. Failure to demonstrate your ability in the Business Magnets could cost you some of the highest-spending clients. Overlook the power of Relationship Builders and opportunities for organic growth with your existing clients may be missed.

Price of Admission Activities: The Best Law Firms

Price of Admission: Getting in the Door

The bottom-right quadrant is home to the activities legal decision makers find of utmost importance. These are core requirements without which a client will not even consider you for handling their work. However, these activities are abundantly available in the marketplace. In short, these activities will not help you stand apart from the competition.



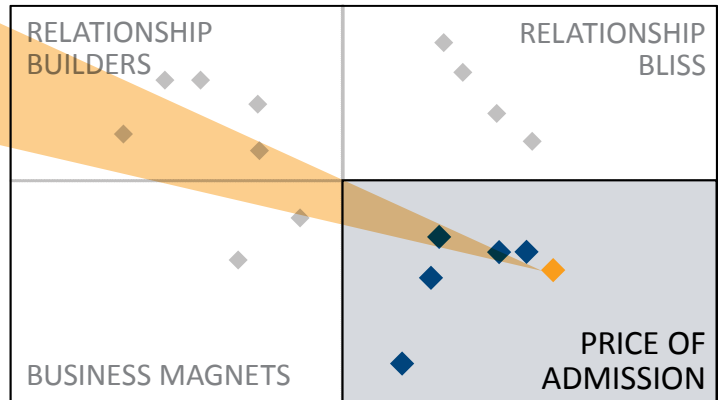
Higher Importance, Lower Differentiation

Without these 6 activities, you will not win work. However, relationships built around just these 6 activities are unstable—these are the commodities of client service.

1. Legal Skills — *page 12*
2. Quality Products — *page 16*
3. Meets Core Scope — *page 20*
4. Keeps Clients Informed — *page 24*
5. Deals with Unexpected Changes — *page 28*
6. Handles Problems — *page 32*

Legal Skills

Expertise, experience, and the results delivered make up a firm's legal skills. In order to be considered for work, you need legal skills. But legal skills alone are not enough to differentiate your firm from competitors.



Showcasing Your Legal Skills

Talk about the Client, Not Yourself

Your legal skills are only interesting to clients if they can apply those skills to their unique situations and needs. Whether pitching a new client or responding to RFPs for new matters, talk about your skills in a client-focused manner.

1. Don't talk about yourself

Clients walk into a business development situation (pitches, RFPs, cold calls, etc.) assuming you can do the work. They've done their research on you. The pitch is your opportunity to talk about what you're able to offer specific to their goals.

2. Offer great ideas immediately

If you aren't prepared to share a pointed piece of advice directly related to the client's unique situation, you aren't ready to meet with the client. Perform the research needed before any business development opportunity to show you understand the client, their business, products, industry, and competitive environment.

3. Listen more than you talk

Learning—and meeting—all the objectives your clients have influences the way you approach the work. Be bold and ask questions to demonstrate your investment in the project. Gather as much information as possible regarding nuances, perspectives, underlying objectives, and sensitivities. Then tailor a truly client-focused solution.

Building Client Relationships

Don't just demonstrate your legal skills. Show how your skills will drive value for the client and how your understanding of the client's business makes your services far superior to competitors'.

Legal Skills: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Legal Skills



Jones Day
Sidley Austin

Skadden, Arps, Slate, Meagher & Flom

9
LEADERS
OF
THE BEST

Leaders of the Best at Legal Skills



Baker & McKenzie
DLA Piper
Gibson, Dunn & Crutcher
K&L Gates
Kirkland & Ellis

Mayer Brown
Morgan Lewis
Morrison & Foerster
Reed Smith

118
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Legal Skills



Alston & Bird
Arena Hoffman
Arent Fox
Arnold & Porter
Baker Donelson
BakerHostetler
Ballard Spahr
Barnes & Thornburg
Bartlit Beck Herman Palenchar & Scott
Benesch
Bereskin & Parr
Blake, Cassels & Graydon
Blank Rome
Bose McKinney & Evans
Brooks, Pierce, McLendon, Humphrey & Leonard
Bryan Cave
Buchanan Ingersoll & Rooney
Burke, Williams & Sorensen
Cairncross & Hempelmann
Calfree
Carlton Fields Jorden Burt

Carter, DeLuca, Farrell & Schmidt
Cassiday Schade
Chapman and Cutler
Cleary Gottlieb Steen & Hamilton
Clements Bernard
Clifford Chance
Cooley
Covington & Burling
Cox Smith Matthews
Crowell & Moring
Curtis
Davis & Gilbert
Davis Polk & Wardwell
Debevoise & Plimpton
Dechert
Dentons
Dickie, McCamey & Chilcote
Dilworth Paxson
Dorsey & Whitney
Drinker Biddle & Reath
Duane Morris
Dykema

Legal Skills: The Best Law Firms

Honor Roll of the Best at Legal Skills — *continued*



| | |
|--|---|
| Eckert Seamans Cherin & Mellott | Latham & Watkins |
| Edwards Wildman Palmer | Littler Mendelson |
| Eversheds | Lowenstein Sandler |
| Faegre Baker Daniels | Manko, Gold, Katcher & Fox |
| Fasken Martineau | McCarter & English |
| Finnegan | McDermott Will & Emery |
| Fisher & Phillips | McGlinchey Stafford |
| Foley & Lardner | McGuireWoods |
| Foley Hoag | Miles & Stockbridge |
| Freshfields Bruckhaus Deringer | Mintz, Levin, Cohn, Ferris, Glovsky and Popeo |
| Fried, Frank, Harris, Shriver & Jacobson | Munger, Tolles & Olson |
| Frost Brown Todd | Nixon Peabody |
| Goldman Ismail Tomaselli Brennan & Baum | Norton Rose Fulbright |
| Greenberg Traurig | Nutter McClennen & Fish |
| Harris Beach | Nyemaster Goode |
| Haynes and Boone | Orrick, Herrington & Sutcliffe |
| Hogan Lovells | Parker Milliken |
| Holland & Hart | Paul, Weiss |
| Holland & Knight | Payne & Fears |
| Hunton & Williams | Pillsbury Winthrop Shaw Pittman |
| Husch Blackwell | Polsinelli |
| Hyman, Phelps & McNamara | Proskauer Rose |
| Jackson Lewis | Robins, Kaplan, Miller & Ciresi |
| Jenner & Block | Ropes & Gray |
| Jones Walker | Saiber |
| Katten Muchin Rosenman | Schulte Roth & Zabel |
| Kaufman & Canoles | Schwartz Hannum |
| Kilpatrick Townsend & Stockton | Schwell Wimpfheimer & Associates |
| King & Spalding | Seyfarth Shaw |
| Krieg DeVault | Shearman & Sterling |
| Kutak Rock | Shook, Hardy & Bacon |

Legal Skills: The Best Law Firms

Honor Roll of the Best at Legal Skills — *continued*



Simmons & Simmons

Simpson Thacher & Bartlett

Smith, Gambrell & Russell

Sullivan & Cromwell

Thompson Hine

Troutman Sanders

Van Ness Feldman

Vedder Price

Vinson & Elkins

Wachtell, Lipton, Rosen & Katz

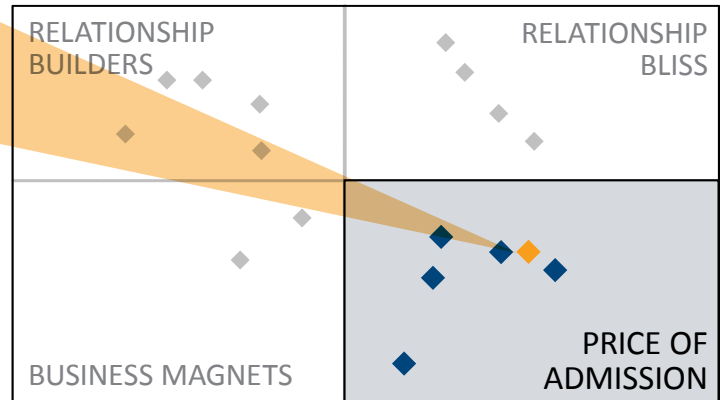
Weiner Brodsky Kider

Williams & Connolly

Wilson Sonsini Goodrich & Rosati

Quality Products

Consistency in deliverables, proper documentation, and attention to details are indicators of quality. Quality is expected by clients. If a client is questioning a law firm's quality, it's time to be concerned.



Delivering Quality Products Every Time

Clients—Not Standards—Define Quality

A single slip-up by a law firm has the potential to unravel a client relationship. Mistakes, omissions, and inconsistencies cause clients to question a law firm's overall quality and investment in the relationship.

1. Don't overlook everyday interactions

Clients have amazing patience, but consistent typos or more substantive data errors can deflate the most understanding of individuals. Correct, complete, current, and consistent information is expected. Sloppy work translates into sloppy approaches and a lack of focus.

2. Clients assess quality before work begins

Quality is assessed the first time you speak with a potential client. Corporate counsel expect to see your best work upfront—before they hand over their scarce legal dollars. Few actions scream low quality like cookie-cutter approaches to pitches and RFPs. Your ability to speak to substantive issues during a pitch demonstrates quality, an investment of time, and a proactive approach most firms lack.

Building Client Relationships

Being in the world of professional services means legal decision makers will assess quality based on their whole experience—not simply the final outcome—with a law firm. Clients define quality by your ability to integrate knowledge of their business and added value into your deliverables.

Quality Products: The Best Law Firms

2
BEST OF
THE BEST

Best of the Best at Quality Products



Morrison & Foerster

Skadden, Arps, Slate, Meagher & Flom

9
LEADERS
OF
THE BEST

Leaders of the Best at Quality Products



Gibson, Dunn & Crutcher

McDermott Will & Emery

Jones Day

Morgan Lewis

K&L Gates

Reed Smith

Kirkland & Ellis

Sidley Austin

Mayer Brown

119
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Quality Products



Adams and Reese

Calfee

Alston & Bird

Carlton Fields Jordan Burt

Andrews Kurth

Chambliss, Bahner & Stophel

Arena Hoffman

Chapman and Cutler

Arnold & Porter

Cleary Gottlieb Steen & Hamilton

Baker & McKenzie

Clements Bernard

Baker Botts

Clifford Chance

Baker Donelson

Cooley

BakerHostetler

Covington & Burling

Ballard Spahr

Crowell & Moring

Bartlit Beck Herman Palenchar & Scott

Curtis

Benesch

Davis Polk & Wardwell

Bernstein Shur

Davis Wright Tremaine

Beveridge & Diamond

Debevoise & Plimpton

Blake, Cassels & Graydon

Dechert

Blank Rome

Dentons

Bose McKinney & Evans

Dickie, McCamey & Chilcote

Bryan Cave

DLA Piper

Buchanan Ingersoll & Rooney

Dorsey & Whitney

Burke, Williams & Sorensen

Drinker Biddle & Reath

Cadwalader, Wickersham & Taft

Duane Morris

Cairncross & Hempelmann

Dykema

Quality Products: The Best Law Firms

Honor Roll of the Best at Quality Products — *continued*



| | |
|---------------------------------|--|
| Edwards Wildman Palmer | Lowenstein Sandler |
| Eimer Stahl | McGlinchey Stafford |
| Eversheds | McGuireWoods |
| Faegre Baker Daniels | McKenna Long & Aldridge |
| Fasken Martineau | Miles & Stockbridge |
| Finnegan | Munger, Tolles & Olson |
| Fish & Richardson | Nixon Peabody |
| Fisher & Phillips | Norton Rose Fulbright |
| FisherZucker | Nyemaster Goode |
| Foley & Lardner | Ober Kaler |
| Foley Hoag | Ogletree, Deakins, Nash, Smoak & Stewart |
| Freshfields Bruckhaus Deringer | Olshan |
| Frost Brown Todd | Orrick, Herrington & Sutcliffe |
| Genova Burns Giantomasi Webster | Osborne Clarke |
| Goodmans | Parker Milliken |
| Greenberg Traurig | Paul, Weiss |
| Harris Beach | Payne & Fears |
| Hogan Lovells | Perkins Coie |
| Holland & Hart | Polsinelli |
| Holland & Knight | Proskauer Rose |
| Husch Blackwell | Richards, Layton & Finger |
| Hyman, Phelps & McNamara | Robins, Kaplan, Miller & Ciresi |
| Jackson Lewis | Ropes & Gray |
| Jackson Walker | Schulte Roth & Zabel |
| Jenner & Block | Schwartz Hannum |
| Jones Walker | Seyfarth Shaw |
| Kelley Drye & Warren | Shearman & Sterling |
| King & Spalding | Sheppard Mullin Richter & Hampton |
| Krieg DeVault | Simmons & Simmons |
| Latham & Watkins | Steptoe & Johnson |
| Lewis, Rice & Fingersh | Stevens & Lee |
| Littler Mendelson | |

Quality Products: The Best Law Firms

Honor Roll of the Best at Quality Products — *continued*



Sullivan & Cromwell

Tannenbaum Helpert Syracuse &
Hirschtritt

Thompson Hine

Troutman Sanders

Van Ness Feldman

Vedder Price

Venable

Vinson & Elkins

Wachtell, Lipton, Rosen & Katz

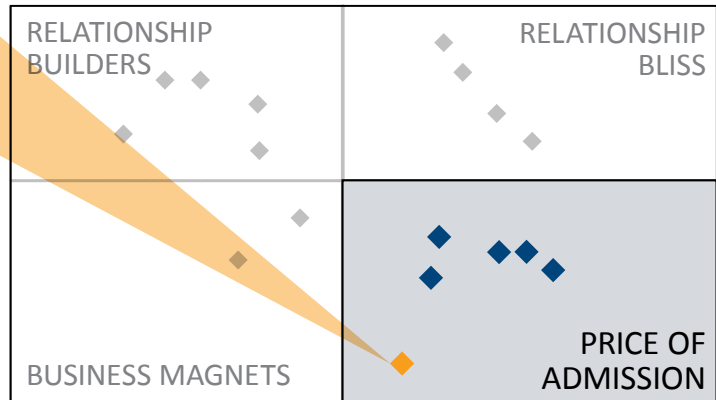
Weiner Brodsky Kider

Wiley Rein

Williams & Connolly

Meets Core Scope

In articulating minimum requirements, clients expect law firms to respect scope. Scope establishes the expectations and boundaries of work to be provided. Misalignment between a client and law firm on scope can undermine even the best of relationships.



Ensuring Scope Is Met

Manage Scope to Manage the Relationship

Meeting core scope is the minimum requirement for work—and most law firms will stop there. However, scope can be used to add value and better communicate with clients.

1. Think of the scope as a living document

As changes arise—or new client requests come in—update the scope. Outline exactly how the new circumstances impact the matter (particularly as it relates to budget, staffing, or timing).

2. Clients hate surprises

The worst time to tell the client about a change in scope is when you deliver your final invoice. Many times, we (wrongly) presume our clients understand how their requested changes will impact timing or budget. Use the scope document to proactively communicate changes.

Building Client Relationships

Transform scope into a productive communication tool to articulate your commitment, client focus, and value.

Meets Core Scope: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Meets Core Scope



Jones Day

Morrison & Foerster

Latham & Watkins

13
LEADERS
OF
THE BEST

Leaders of the Best at Meets Core Scope



Bryan Cave

McGuireWoods

Foley & Lardner

Morgan Lewis

Gibson, Dunn & Crutcher

Reed Smith

K&L Gates

Sidley Austin

Kirkland & Ellis

Skadden, Arps, Slate, Meagher & Flom

Littler Mendelson

Thompson Hine

Mayer Brown

114
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Meets Core Scope



Adams and Reese

Cadwalader, Wickersham & Taft

Albo & Oblon

Cairncross & Hempelmann

Alston & Bird

Carlton Fields Jordan Burt

Andrews Kurth

Carter, DeLuca, Farrell & Schmidt

Arena Hoffman

Cassiday Schade

Arnold & Porter

Chambliss, Bahner & Stophel

Baker & McKenzie

Cleary Gottlieb Steen & Hamilton

Baker Botts

Cohen Seglias Pallas Greenhall & Furman

Baker Donelson

Cohen Tauber Spievack & Wagner

BakerHostetler

Constangy, Brooks & Smith

Barnes & Thornburg

Cooley

Benesch

Covington & Burling

Bereskin & Parr

Crowell & Moring

Blake, Cassels & Graydon

Curtis

Blank Rome

Davis & Gilbert

Bodman

Debevoise & Plimpton

Bose McKinney & Evans

Dechert

Bradley Arant Boult Cummings

Dentons

Briggs and Morgan

DLA Piper

Buchanan Ingersoll & Rooney

Dorsey & Whitney

Meets Core Scope: The Best Law Firms

Honor Roll of the Best at Meets Core Scope — *continued*



| | |
|--|---|
| Drinker Biddle & Reath | Koeller, Nebeker, Carlson & Haluck |
| Duane Morris | Krieg DeVault |
| Dykema | Lewis, Rice & Fingersh |
| Edwards Wildman Palmer | Manko, Gold, Katcher & Fox |
| Eimer Stahl | McCarter & English |
| Epstein Becker Green | McDermott Will & Emery |
| Faegre Baker Daniels | McGlinchey Stafford |
| Fasken Martineau | McKenna Long & Aldridge |
| Finnegan | Miles & Stockbridge |
| Fish & Richardson | Mintz, Levin, Cohn, Ferris, Glovsky and Popeo |
| Foley Hoag | Norton Rose Fulbright |
| Freshfields Bruckhaus Deringer | Nyemaster Goode |
| Fried, Frank, Harris, Shriver & Jacobson | Orrick, Herrington & Sutcliffe |
| Frost Brown Todd | Parker Milliken |
| Godfrey & Kahn | Paul, Weiss |
| Gray Plant Mooty | Pepper Hamilton |
| Greenberg Traurig | Perkins Coie |
| Haynes and Boone | Pillsbury Winthrop Shaw Pittman |
| Hogan Lovells | Polsinelli |
| Holland & Hart | Robins, Kaplan, Miller & Ciresi |
| Holland & Knight | Ropes & Gray |
| Hudson Cook | Schiff Hardin |
| Husch Blackwell | Schulte Roth & Zabel |
| Hyman, Phelps & McNamara | Schwartz Hannum |
| Jackson Lewis | Schwell Wimpfheimer & Associates |
| Jenner & Block | Severson & Werson |
| Johnson DeLuca Kurisky & Gould | Seyfarth Shaw |
| Jones Walker | Shearman & Sterling |
| Katz Barron | Shook, Hardy & Bacon |
| Kaufman & Canoles | Simmons & Simmons |
| Kilpatrick Townsend & Stockton | Smith, Gambrell & Russell |
| Kleinfeld, Kaplan & Becker | |

Meets Core Scope: The Best Law Firms

Honor Roll of the Best at Meets Core Scope — *continued*



Steptoe & Johnson

Stites & Harbison

Sutherland

Thompson O'Brien Kemp & Nasuti

Troutman Sanders

Valorem Law Group

Van Ness Feldman

Vedder Price

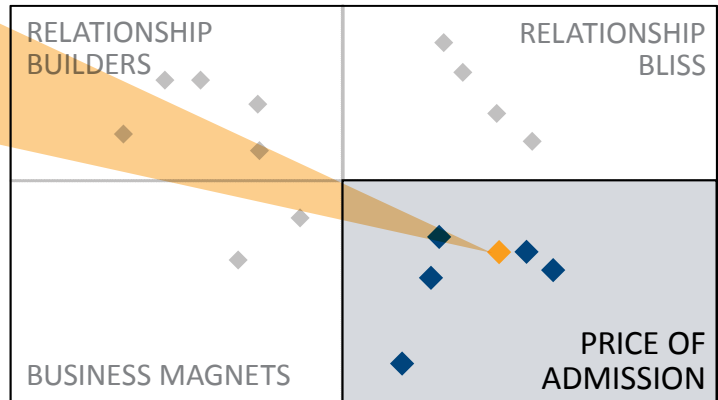
Venable

Wachtell, Lipton, Rosen & Katz

Woods Rogers

Keeps Clients Informed

Clients require continuous communication to keep them abreast of progress in their case, changes to the scope of work, or unexpected challenges along the way. An absence of communication is frequently interpreted as a reason for concern.



Keeping Clients Informed

No News Is Bad News

Clients expect to be informed throughout a matter: progress, lack of progress, unexpected circumstances, or changes. Regular, proactive communication is the standard they anticipate.

1. Walk the line

There is a fine line between over- and under-communicating. Some clients want to be deeply involved with daily (or more frequent) updates. Others are more hands off, requiring only a weekly or biweekly check in point. Ask your client their preferences to avoid a disgruntled client.

2. Systemize communication

Build check-in points, update protocols, and milestone reviews into the work process. A systematic approach allows you to articulate changes and obstacles proactively on your terms.

3. Be responsive

Corporate counsel lack time. Clients are seeking out law firms able to think like they do and deliver the information of utmost importance in a succinct manner. Avoid the list of top client complaints regarding law firm communication:

- a. *No conversation around changes—billing, staffing, timing, approaches*
- b. *Generic observations instead of pointed recommendations*
- c. *Avoidance when problems arise*

Building Client Relationships

Communication is a critical component of superior relationships—and not just for the client. Keeping clients informed prevents misunderstanding and minimizes squabbles when it comes time to send the bill.

Keeps Clients Informed: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Keeps Clients Informed



Latham & Watkins
Morrison & Foerster

Skadden, Arps, Slate, Meagher & Flom

8
LEADERS
OF
THE BEST

Leaders of the Best at Keeps Clients Informed



Gibson, Dunn & Crutcher
Jones Day
K&L Gates
Littler Mendelson

Morgan Lewis
Sidley Austin
Thompson Hine
Wachtell, Lipton, Rosen & Katz

131
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Keeps Clients Informed



Akin Gump Strauss Hauer & Feld
Allen & Overy
Alston & Bird
Arnold & Porter
Baker & McKenzie
Baker Botts
BakerHostetler
Ballard Spahr
Bartlit Beck Herman Palenchar & Scott
Benesch
Bereskin & Parr
Blake, Cassels & Graydon
Blank Rome
Bose McKinney & Evans
Bryan Cave
Buchanan Ingersoll & Rooney
Burke, Williams & Sorensen
Cadwalader, Wickersham & Taft
Calfee
Carlton Fields Jordan Burt
Carter, DeLuca, Farrell & Schmidt
Cassiday Schade

Choate, Hall & Stewart
Cleary Gottlieb Steen & Hamilton
Clements Bernard
Clifford Chance
Cohen Tauber Spievack & Wagner
Cook, Yancey, King & Galloway
Cooley
Covington & Burling
Crowell & Moring
Curtis
Davis & Gilbert
Davis Polk & Wardwell
Day Carter & Murphy
Dechert
Dentons
Dickie, McCamey & Chilcote
DLA Piper
Dorsey & Whitney
Drinker Biddle & Reath
Duane Morris
Dykema
Edwards Wildman Palmer

Keeps Clients Informed: The Best Law Firms

Honor Roll of the Best at Keeps Clients Informed — *continued*



| | |
|--|---|
| Epstein Becker Green | Krieg DeVault |
| Faegre Baker Daniels | LeClairRyan |
| Fasken Martineau | Littleton Joyce Ughetta Park & Kelly |
| Finn Dixon & Herling | Locke Lord |
| Fisher & Phillips | Loeb & Loeb |
| Foley & Lardner | Mayer Brown |
| Foley Hoag | McCarter & English |
| Fox Rothschild | McDermott Will & Emery |
| Fried, Frank, Harris, Shriver & Jacobson | McGuireWoods |
| Frost Brown Todd | McKenna Long & Aldridge |
| Godfrey & Kahn | Miles & Stockbridge |
| Greenberg Dauber Epstein & Tucker | Mintz, Levin, Cohn, Ferris, Glovsky and Popeo |
| Greenberg Traurig | Nelson Mullins |
| Haynes and Boone | Nixon Peabody |
| Hill, Farrer & Burrill | Norton Rose Fulbright |
| Hogan Lovells | Nyemaster Goode |
| Holland & Hart | Ober Kaler |
| Holland & Knight | Offit Kurman |
| Hunton & Williams | Ogletree, Deakins, Nash, Smoak & Stewart |
| Husch Blackwell | Olshan |
| Hyman, Phelps & McNamara | Orrick, Herrington & Sutcliffe |
| IslerDare | Osborne Clarke |
| Jackson Lewis | Parker Milliken |
| Jackson Walker | Paul, Weiss |
| Jenner & Block | Perkins Coie |
| Jones Walker | Polsinelli |
| Katten Muchin Rosenman | Proskauer Rose |
| Kilpatrick Townsend & Stockton | Quinn Emanuel Urquhart & Sullivan |
| King & Spalding | Reed Smith |
| Kirkland & Ellis | Ropes & Gray |
| Kleinfeld, Kaplan & Becker | |
| Koeller, Nebeker, Carlson & Haluck | |

Keeps Clients Informed: The Best Law Firms

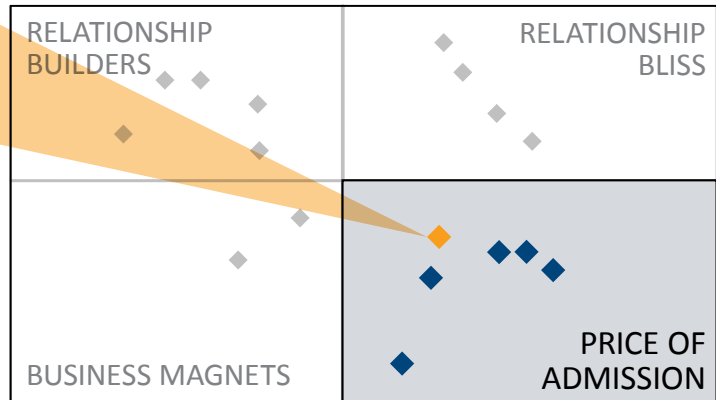
Honor Roll of the Best at Keeps Clients Informed — *continued*



| | |
|-----------------------------------|--------------------------------|
| Saiber | Stoel Rives |
| Saul Ewing | Sutherland |
| Schiff Hardin | Thompson Coburn |
| Schulte Roth & Zabel | Thompson O'Brien Kemp & Nasuti |
| Schwartz Hannum | Torys |
| Seyfarth Shaw | Troutman Sanders |
| Shearman & Sterling | Ulmer & Berne |
| Sheppard Mullin Richter & Hampton | Van Ness Feldman |
| Simmons & Simmons | Venable |
| Simpson Thacher & Bartlett | Wells Marble & Hurst |
| Squire Patton Boggs | Wheeler Trigg O'Donnell |
| Stevens & Lee | Winthrop & Weinstine |
| Stites & Harbison | |

Deals with Unexpected Changes

Clients look to you for guidance through the unforeseen issues they didn't expect. An inability to adapt to new circumstances erodes the client's faith in your quality and skills.



Dealing with Unexpected Changes

Adaptation, Not Preparation

Embracing, instead of fighting, unexpected changes can be a useful tool when building client relationships. Decision makers look to work with law firms able to deliver the outcome they expect while managing issues and navigating murky waters. When an unexpected change arises:

1. Stop

Before you react to a change (new information received, scope shifts, timing changes, etc.), determine how the change will impact:

- a. *Anticipated outcomes and existing approach*
- b. *Timing*
- c. *Risk exposure*
- d. *Budget*
- e. *Staffing*

2. Report and revise

Meet with the client—formally—to provide a high-level view of the change, articulate the impact on the project, and outline your recommendation for moving forward. Almost every client wants to understand what changed before pursuing a new course of action. To streamline decisions and ensure client approval, allow the client to be involved in the final decision.

3. Get back to work

Building Client Relationships

Unexpected changes can be used to build stronger client relationships. Adaptation is a sign of leadership and control. Adapting while remaining completely client-focused ensures lasting client loyalty.

Deals with Unexpected Changes: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Deals with Unexpected Changes



Jones Day
Kirkland & Ellis

Morrison & Foerster

6
LEADERS
OF
THE BEST

Leaders of the Best at Deals with Unexpected Changes



Greenberg Traurig
McDermott Will & Emery
Reed Smith

Sidley Austin
Skadden, Arps, Slate, Meagher & Flom
Thompson Hine

120
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Deals with Unexpected Changes



Alston & Bird
Arena Hoffman
Arnold & Porter
Baker & McKenzie
Baker Botts
Baker Donelson
BakerHostetler
Ballard Spahr
Barnes & Thornburg
Bartlit Beck Herman Palenchar & Scott
Benesch
Bereskin & Parr
Bernstein Shur
Blake, Cassels & Graydon
Blank Rome
Bodman
Bryan Cave
Buchanan Ingersoll & Rooney
Burke, Williams & Sorensen
Calfee
Carmody Torrance Sandak & Hennessey
Chambliss, Bahner & Stophel
Cleary Gottlieb Steen & Hamilton
Clifford Chance

Cooley
Covington & Burling
Crowell & Moring
Curtis
Davis & Gilbert
Dechert
Dentons
DLA Piper
Dorsey & Whitney
Drinker Biddle & Reath
Duane Morris
Dykema
Faegre Baker Daniels
Fasken Martineau
Finnegan
Fish & Richardson
Fisher & Phillips
FisherZucker
Foley & Lardner
Foley Hoag
Fox Rothschild
Fried, Frank, Harris, Shriver & Jacobson
Frost Brown Todd
Gibson, Dunn & Crutcher

Deals with Unexpected Changes: The Best Law Firms

Honor Roll of the Best at Deals with Unexpected Changes — *continued*



| | |
|---|--|
| Goldman Ismail Tomaselli Brennan & Baum | Norton Rose Fulbright |
| Greenberg Dauber Epstein & Tucker | Nyemaster Goode |
| Hogan Lovells | Ogletree, Deakins, Nash, Smoak & Stewart |
| Holland & Knight | Orrick, Herrington & Sutcliffe |
| Husch Blackwell | Parker Milliken |
| Ice Miller | Paul, Weiss |
| Jackson Lewis | Payne & Fears |
| Jenner & Block | Perkins Coie |
| Jones Walker | Pillsbury Winthrop Shaw Pittman |
| K&L Gates | Polsinelli |
| Katz Barron | Quinn Emanuel Urquhart & Sullivan |
| Kaufman & Canoles | Robbins, Russell, Englert, Orseck, Untereiner & Sauber |
| Keegan Werlin | Robins, Kaplan, Miller & Ciresi |
| Keker & Van Nest | Saul Ewing |
| Kelley Drye & Warren | Schiff Hardin |
| Kilpatrick Townsend & Stockton | Schulte Roth & Zabel |
| King & Spalding | Schwartz Hannum |
| Kutak Rock | Seyfarth Shaw |
| Latham & Watkins | Shearman & Sterling |
| Lewis, Rice & Fingersh | Simmons & Simmons |
| Littler Mendelson | Steptoe & Johnson |
| Manko, Gold, Katcher & Fox | Stevens & Lee |
| Mayer Brown | Stites & Harbison |
| McCarter & English | Strasburger & Price |
| McGlinchey Stafford | Sullivan & Cromwell |
| McGuireWoods | Sutherland |
| McKenna Long & Aldridge | Tannenbaum Helpert Syracuse & Hirschtritt |
| Miles & Stockbridge | Tarter Krinsky & Drogin |
| Moore & Van Allen | Torys |
| Morgan Lewis | Troutman Sanders |
| Nixon Peabody | |

Deals with Unexpected Changes: The Best Law Firms

Honor Roll of the Best at Deals with Unexpected Changes — *continued*



Valorem Law Group

Van Ness Feldman

Vedder Price

Venable

Vinson & Elkins

Vorys, Sater, Seymour and Pease

Wachtell, Lipton, Rosen & Katz

Weil, Gotshal & Manges

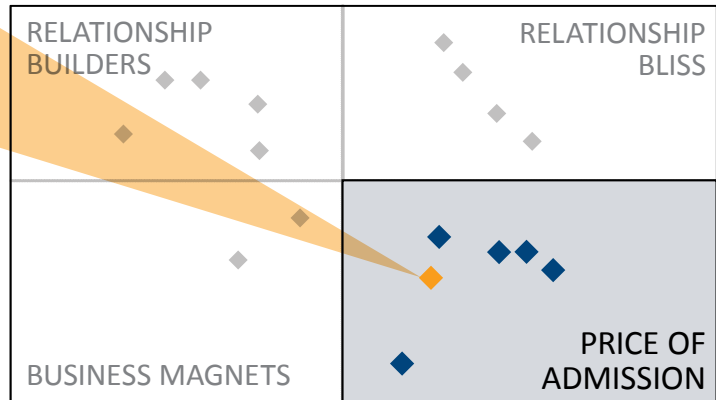
Williams & Connolly

Wilson Elser Moskowitz Edelman &
Dicker

Womble Carlyle

Handles Problems

Clients know problems will arise. They look for law firms able to acknowledge a problem and present a path for moving forward. Clients do not want your problem to become their problem.



Handling Problems

Your Problem Is Your Problem

Handling problems is the more troublesome cousin to dealing with unexpected changes. There are 2 notable distinctions:

- 1. Problems are always bad**
- 2. A problem arises as a result of something YOU did—or didn't do**

Mistakes happen and the only path forward is to take accountability and tell the client (almost) immediately. Before falling on your sword, be prepared with a direction to move forward. The ability to propose steps to helping solve the problem prevents a flesh wound from becoming a mortal blow to the client relationship.

Be detailed about the impact—not the problem. Clients only care about how the problem will affect them—the damage assessment. Openly and honestly discuss how the problem impacts:

- 1. Budget**
- 2. Timing**
- 3. Outcomes**
- 4. Organizational perceptions**
- 5. Risk exposure**

Building Client Relationships

You do not need the actual solution in hand when you approach your client to discuss a problem. In fact, offering a handful of potential solutions and engaging the client in the path moving forward is a way to demonstrate your client focus.

Handles Problems: The Best Law Firms

6
**BEST OF
THE BEST**

Best of the Best at Handles Problems



Jackson Lewis

Jones Day

Kirkland & Ellis

McDermott Will & Emery

Sidley Austin

Skadden, Arps, Slate, Meagher & Flom

9
**LEADERS
OF
THE BEST**

Leaders of the Best at Handles Problems



Faegre Baker Daniels

Greenberg Traurig

K&L Gates

Latham & Watkins

McGuireWoods

Morgan Lewis

Morrison & Foerster

Reed Smith

Thompson Hine

125
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Handles Problems



Akin Gump Strauss Hauer & Feld

Albo & Oblon

Alston & Bird

Arena Hoffman

Arnold & Porter

Baker & McKenzie

Baker Donelson

BakerHostetler

Ballard Spahr

Barnes & Thornburg

Barris, Sott, Denn & Driker

Bartlit Beck Herman Palenchar & Scott

Bereskin & Parr

Bernstein Shur

Blake, Cassels & Graydon

Blank Rome

Bose McKinney & Evans

Boylan Code

Bryan Cave

Buchanan Ingersoll & Rooney

Burke, Williams & Sorensen

Cairncross & Hempelmann

Calfee

Carlton Fields Jordan Burt

Chambliss, Bahner & Stophel

Chapman and Cutler

Cleary Gottlieb Steen & Hamilton

Clifford Chance

Cooley

Covington & Burling

Cox Smith Matthews

Crowell & Moring

Curtis

Davis & Gilbert

Davis Polk & Wardwell

Debevoise & Plimpton

Dechert

Dentons

DLA Piper

Dorsey & Whitney

Drinker Biddle & Reath

Duane Morris

Handles Problems: The Best Law Firms

Honor Roll of the Best at Handles Problems — *continued*



| | |
|--|---|
| Dykema | Lathrop & Gage |
| Edwards Wildman Palmer | LeClairRyan |
| Epstein Becker Green | Lewis, Rice & Fingersh |
| Fasken Martineau | Littler Mendelson |
| Finnegan | Manko, Gold, Katcher & Fox |
| Fisher & Phillips | Mayer Brown |
| Foley & Lardner | McCarter & English |
| Foley Hoag | McGlinchey Stafford |
| Fox Rothschild | Miles & Stockbridge |
| Freshfields Bruckhaus Deringer | Mintz, Levin, Cohn, Ferris, Glovsky and Popeo |
| Fried, Frank, Harris, Shriver & Jacobson | Moore & Van Allen |
| Frost Brown Todd | Norton Rose Fulbright |
| Gibson, Dunn & Crutcher | Nyemaster Goode |
| Goodwin Procter | Ogletree, Deakins, Nash, Smoak & Stewart |
| Greenberg Dauber Epstein & Tucker | Orrick, Herrington & Sutcliffe |
| Harris Beach | Parker Milliken |
| Haynes and Boone | Payne & Fears |
| Hinshaw & Culbertson | Perkins Coie |
| Hogan Lovells | Pillsbury Winthrop Shaw Pittman |
| Holland & Hart | Polsinelli |
| Holland & Knight | Robins, Kaplan, Miller & Ciresi |
| Hunton & Williams | Ropes & Gray |
| Husch Blackwell | Saul Ewing |
| Hyman, Phelps & McNamara | Schiff Hardin |
| Jenner & Block | Schulte Roth & Zabel |
| Johnson DeLuca Kurisky & Gould | Schwartz Hannum |
| Jones Walker | Schwell Wimpfheimer & Associates |
| Katten Muchin Rosenman | Seyfarth Shaw |
| Kaufman & Canoles | Shearman & Sterling |
| Kelley Drye & Warren | Simmons & Simmons |
| King & Spalding | |
| Kutak Rock | |

Handles Problems: The Best Law Firms

Honor Roll of the Best at Handles Problems — *continued*

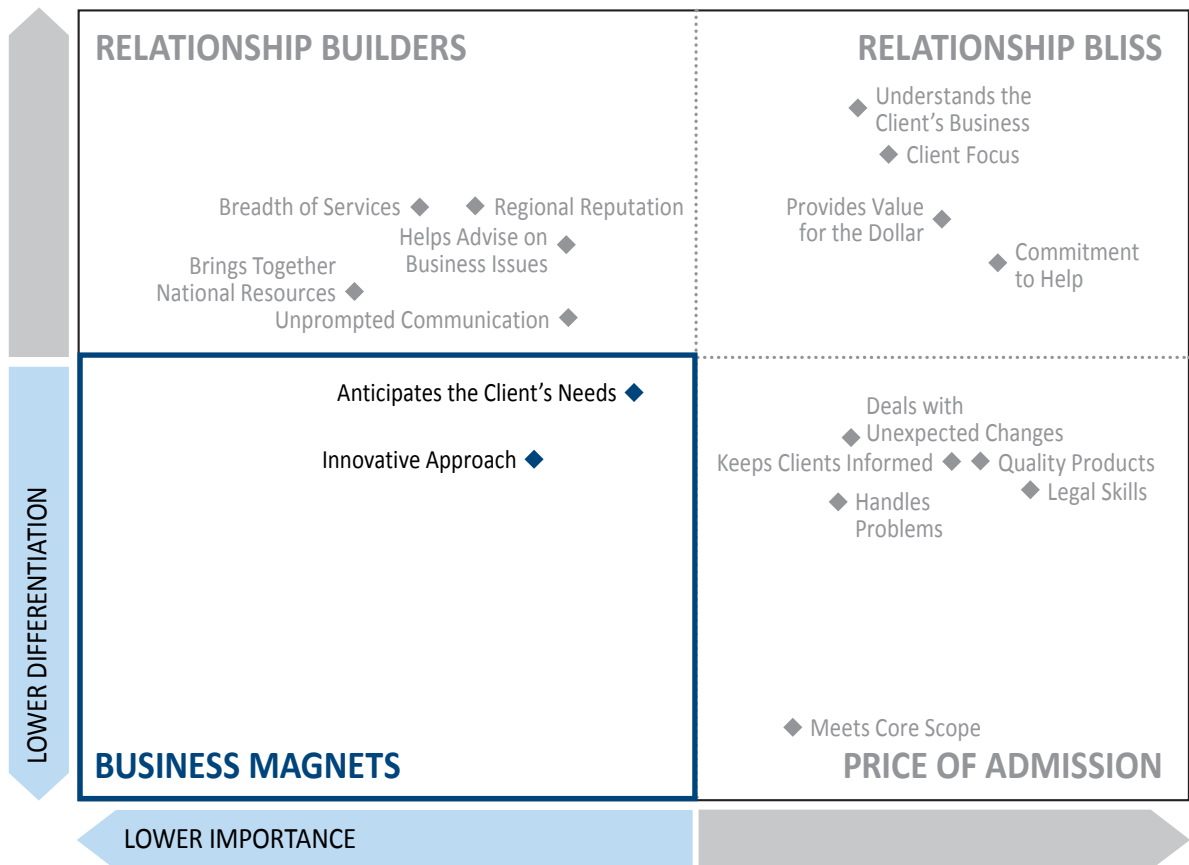


| | |
|-------------------------|----------------------------------|
| Steptoe & Johnson | Venable |
| Stites & Harbison | Verrill Dana |
| Strasburger & Price | Vinson & Elkins |
| Sullivan & Cromwell | Vogel Law Firm |
| Tarter Krinsky & Drogin | Wachtell, Lipton, Rosen & Katz |
| Thompson Coburn | Weiner Brodsky Kider |
| Torys | Williams & Connolly |
| Troutman Sanders | Wilson Sonsini Goodrich & Rosati |
| Valorem Law Group | Womble Carlyle |
| Van Ness Feldman | Zashin & Rich |
| Vedder Price | |

Business Magnet Activities: The Best Law Firms

Business Magnets: Make Decision Makers Take Notice

When taken as an entire population, legal decision makers rate the Business Magnet activities as lower in importance and ability to differentiate a law firm. However, the least price sensitive clients with the most complex need rated these activities higher in importance and differentiation. These activities attract the type of work most law firms are seeking.



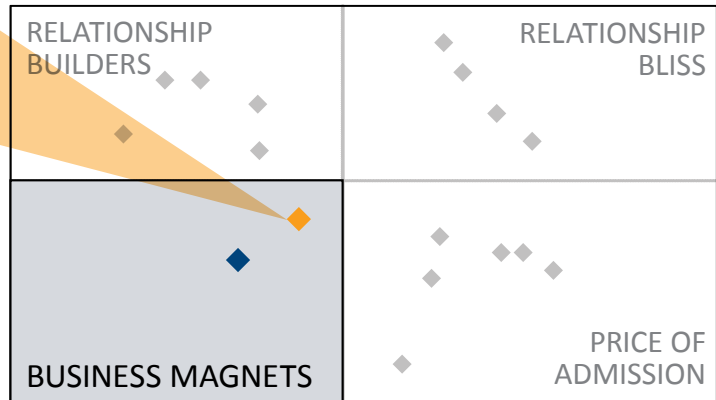
Lower Importance, Lower Differentiation

These activities attract new business and new clients. However, once a legal decision maker finds a firm excelling in these activities, the ongoing relationship is driven by the firm's performance in the Relationship Bliss activities (in the upper-right quadrant).

1. Anticipates the Client's Needs — *page 38*
2. Innovative Approach — *page 42*

Anticipates the Client's Needs

Clients place tremendous value on law firms able to avoid complications, circumvent roadblocks, and know what the client is going to need—before the client knows they want it. Successful anticipation of needs transforms you into a visionary.



Anticipating Needs

Operate in Scan Mode

Anticipating needs is all about staying one step ahead of the client. It demands you constantly think beyond stated scope and scan the horizon for:

1. **Occasions to make a case sail smoother**
2. **Routes to get the client to their destination faster**
3. **Alternative scenarios to avoid issues likely to cause a bump in the road**
4. **Opportunities to deliver more than what the client has outright requested**

The enemy of anticipating client needs is the motto: “I did what the client asked.” Doing what the client asks is code for meeting scope and does little to separate you from competitors. Anticipating needs goes beyond scope. It uses your experience to meet the undefined and unmet needs your clients face.

Building Client Relationships

Accurate anticipation of client needs demands a complete understanding of the client's business. The extra work to build this knowledge is worth the effort. Few activities are more effective at demonstrating your commitment to help and client focus.

Anticipates the Client's Needs: The Best Law Firms

2
BEST OF
THE BEST

Best of the Best at Anticipates the Client's Needs



Morrison & Foerster

Skadden, Arps, Slate, Meagher & Flom

6
LEADERS
OF
THE BEST

Leaders of the Best at Anticipates the Client's Needs



Baker & McKenzie

Jones Day

Covington & Burling

Latham & Watkins

Faegre Baker Daniels

Sidley Austin

128
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Anticipates the Client's Needs



Adams and Reese

Calfee

Akin Gump Strauss Hauer & Feld

Carlton Fields Jordan Burt

Alston & Bird

Carmody Torrance Sandak & Hennessey

Andrews Kurth

Chambliss, Bahner & Stophel

Arnold & Porter

Cleary Gottlieb Steen & Hamilton

Baker Donelson

Cooley

BakerHostetler

Crowell & Moring

Ballard Rosenberg Golper & Savitt

Curtis

Barris, Sott, Denn & Driker

Davis & Gilbert

Bartlit Beck Herman Palenchar & Scott

Davis Polk & Wardwell

Bereskin & Parr

Dechert

Bingham McCutchen

Dentons

Blake, Cassels & Graydon

DLA Piper

Blank Rome

Dorsey & Whitney

Bodman

Drinker Biddle & Reath

Bone McAllester Norton

Duane Morris

Bose McKinney & Evans

Dykema

Boylan Code

Edwards Wildman Palmer

Brooks, Pierce, McLendon, Humphrey & Leonard

Emmet, Marvin & Martin

Bryan Cave

Epstein Becker Green

Bryant Miller Olive

Faruki Ireland & Cox

Buchanan Ingersoll & Rooney

Fasken Martineau

Burke, Williams & Sorensen

Finnegan

Cairncross & Hempelmann

Fisher & Phillips

Anticipates the Client's Needs: The Best Law Firms

Honor Roll of the Best at Anticipates the Client's Needs — *continued*



| | |
|--|--|
| Foley & Lardner | Lewis, Rice & Fingersh |
| Foley Hoag | Littler Mendelson |
| FordHarrison | Locke & Herbert |
| Frankfurt Kurnit Klein & Selz | Manko, Gold, Katcher & Fox |
| Freshfields Bruckhaus Deringer | Mayer Brown |
| Fried, Frank, Harris, Shriver & Jacobson | McCarter & English |
| Frost Brown Todd | McDermott Will & Emery |
| Gibson, Dunn & Crutcher | McGrath North Mullin & Kratz |
| Greenberg Dauber Epstein & Tucker | McGuireWoods |
| Greenberg Traurig | McKenna Long & Aldridge |
| Gunderson Dettmer Stough Villeneuve | Miles & Stockbridge |
| Franklin & Hachigian | Moore & Van Allen |
| Hahn Loeser & Parks | Morgan Lewis |
| Hicks Morley | Norton Rose Fulbright |
| Hill, Farrer & Burrill | Nyemaster Goode |
| Hinshaw & Culbertson | Ogletree, Deakins, Nash, Smoak & Stewart |
| Hogan Lovells | Orrick, Herrington & Sutcliffe |
| Holland & Hart | Parker Milliken |
| Holland & Knight | Paul, Weiss |
| Hunton & Williams | Pillsbury Winthrop Shaw Pittman |
| Husch Blackwell | Polsinelli |
| Jackson Lewis | Proskauer Rose |
| Jenner & Block | Reed Smith |
| Jones Walker | Robbins, Russell, Englert, Orseck, Untereiner & Sauber |
| K&L Gates | Schulte Roth & Zabel |
| Kaufman & Canoles | Schwartz Hannum |
| Keegan Werlin | Seyfarth Shaw |
| Kilpatrick Townsend & Stockton | Shearman & Sterling |
| King & Spalding | Sheppard Mullin Richter & Hampton |
| Kirkland & Ellis | Simmons & Simmons |
| Kleinfeld, Kaplan & Becker | |
| Koeller, Nebeker, Carlson & Haluck | |

Anticipates the Client's Needs: The Best Law Firms

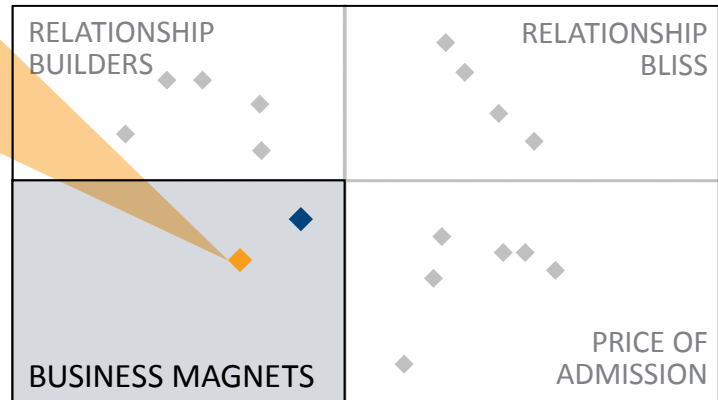
Honor Roll of the Best at Anticipates the Client's Needs — *continued*



| | |
|--------------------------------------|--------------------------------|
| Sopko, Nussbaum, Inabnit & Kaczmarek | Venable |
| Step toe & Johnson | Vinson & Elkins |
| Stevens & Lee | Wachtell, Lipton, Rosen & Katz |
| Stites & Harbison | Weiner Brodsky Kider |
| Sullivan & Cromwell | Wells Marble & Hurst |
| Sutherland | Wheeler Trigg O'Donnell |
| Thompson Hine | Wiggin and Dana |
| Torys | WilmerHale |
| Troutman Sanders | Woods Rogers |
| Van Ness Feldman | |

Innovative Approach

The ability to provide an innovative solution to an issue is a business magnet. The most attractive (highest spending) clients seek out law firms able to provide unique, creative initiatives to drive a competitive advantage in their business.



Being Innovative

Don't Change Everything, but Change Something

Few law firms embrace innovation at a firm-wide level. They default to tried-and-true practices learned from years of experience. The problem being: a tried-and-true approach rarely provides a competitive advantage to clients—and doesn't differentiate you from other firms using the same best-practices approach.

BE a thought leader

The only way to become a thought leader is to be the first to communicate an issue—and a solution. Uncovering and defining market-changing issues requires fast-paced, in-depth research.

1. Talk to your clients

Find out what is next on their horizon.

2. Research the market

What trends are impacting clients' lines of business—in particular: which trends are clients struggling to manage?

3. Speak to your partners, associates, and staff

Clients share information on a daily basis—mostly in passing. Tap into the knowledge your firm is gathering: what are clients complaining about the most, what pressures are they facing?

4. Think

Put the firm's brightest resources on the data you've collected to solve problems. A good rule of thumb for thought leadership: Help clients act faster, smarter, or cheaper.

Building Client Relationships

Innovation doesn't come from technology. It comes from being able to bring new, creative thinking to solve your clients' issues. True innovation requires an unmatched understanding of the client's business in order to deliver a competitive advantage.

Innovative Approach: The Best Law Firms

4
**BEST OF
THE BEST**

Best of the Best at Innovative Approach



Jones Day
Kirkland & Ellis

Reed Smith
Seyfarth Shaw

6
**LEADERS
OF
THE BEST**

Leaders of the Best at Innovative Approach



Alston & Bird
Holland & Knight
Latham & Watkins

McDermott Will & Emery
Morgan Lewis
Skadden, Arps, Slate, Meagher & Flom

83
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Innovative Approach



Arnold & Porter
Baker & McKenzie
BakerHostetler
Ballard Spahr
Barnes & Thornburg
Benesch
Blake, Cassels & Graydon
Bodman
Bracewell & Giuliani
Bryan Cave
Cadwalader, Wickersham & Taft
Carlton Fields Jordan Burt
Cleary Gottlieb Steen & Hamilton
Clifford Chance
Cooley
Davis & Gilbert
Davis Polk & Wardwell
Dechert
DLA Piper
Drinker Biddle & Reath
Eckert Seamans Cherin & Mellott
Eimer Stahl
Eversheds
Faegre Baker Daniels

Field Seymour Parkes
Finnegan
Fish & Richardson
Fisher & Phillips
Foley & Lardner
Fox Rothschild
Freshfields Bruckhaus Deringer
Fried, Frank, Harris, Shriver & Jacobson
Gibson, Dunn & Crutcher
Goldman Ismail Tomaselli Brennan & Baum
Goodwin Procter
Greenberg Traurig
Hiscock & Barclay
Hogan Lovells
Hunton & Williams
Husch Blackwell
Jackson Lewis
Jeffer Mangels Butler & Mitchell
Jenner & Block
K&L Gates
Katten Muchin Rosenman
Kelley Drye & Warren
Kilpatrick Townsend & Stockton

Innovative Approach: The Best Law Firms

Honor Roll of the Best at Innovative Approach — *continued*

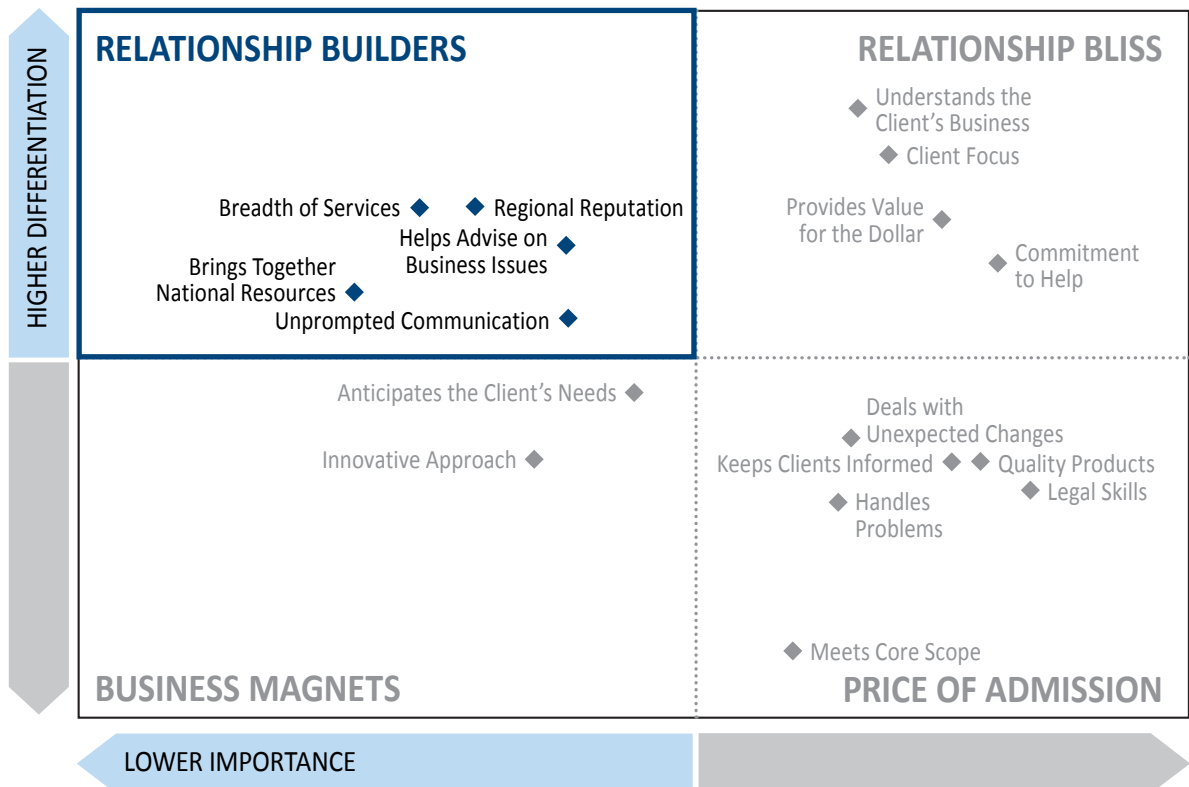


| | |
|--|-----------------------------------|
| Kutak Rock | Schiff Hardin |
| Littler Mendelson | Schwartz Hannum |
| Manko, Gold, Katcher & Fox | Sheppard Mullin Richter & Hampton |
| Mayer Brown | Sidley Austin |
| McCarter & English | Simmons & Simmons |
| McGuireWoods | Steptoe & Johnson |
| Miles & Stockbridge | Stevens & Lee |
| Morrison & Foerster | Stites & Harbison |
| Norton Rose Fulbright | Sutherland |
| Nossaman | Thompson Hine |
| Ogletree, Deakins, Nash, Smoak & Stewart | Ulmer & Berne |
| Orrick, Herrington & Sutcliffe | Van Ness Feldman |
| Payne & Fears | Wachtell, Lipton, Rosen & Katz |
| Perkins Coie | Weil, Gotshal & Manges |
| Pillsbury Winthrop Shaw Pittman | Weiner Brodsky Kider |
| Polsinelli | Wiggin and Dana |
| Quinn Emanuel Urquhart & Sullivan | Williams & Connolly |
| Ropes & Gray | WilmerHale |

Relationship Builder Activities: The Best Law Firms

Relationship Builders: Niceties... Not Necessities

The Relationship Builder activities provide a high degree of differentiation for law firms. With few firms able to offer these 5 traits, the ability to deliver these activities helps you outpace competitors. However, these activities are only valued if delivered in conjunction with the Relationship Bliss activities. On their own, clients find Relationship Builder activities distracting and more of a one-hit wonder.



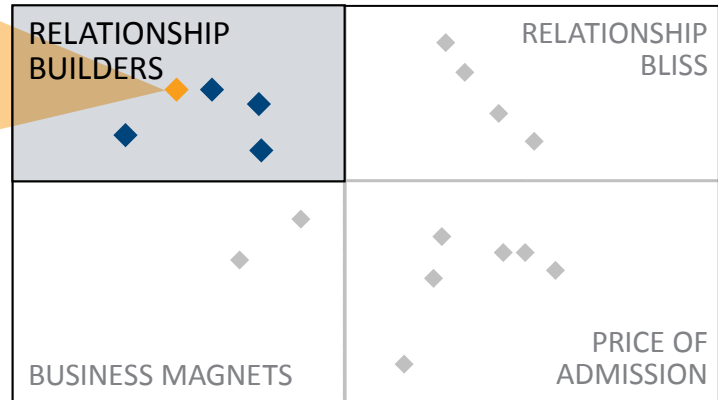
Lower Importance, Higher Differentiation

These 5 activities can be enormously powerful differentiators for your firm. However, delivering these activities without also proving your ability in the Relationship Bliss activities is dangerous. On their own, the Relationship Builders activities can leave clients feeling like a law firm is a one-trick pony: suited for certain matters but not a sustained, long-term relationship where the client's needs are paramount.

1. Breadth of Services — *page 47*
2. Helps Advise on Business Issues — *page 50*
3. Regional Reputation — *page 54*
4. Unprompted Communication — *page 58*
5. Brings Together National Resources — *page 62*

Breadth of Services

Finding a law firm able to provide a strong breadth of services is viewed as a luxury to clients. Long-term relationships are built on a firm's ability to leverage knowledge of a client across practices.



Demonstrating Your Breadth

Jack of All Trades, Master of All

Offering a wide breadth of services is an advantage for all. From a firm's standpoint, cross-selling equals more revenue. From the client's standpoint, a full-service provider offers a holistic view and approach to work.

But talking about your full breadth of offerings is quite different from providing services in multiple practices to clients. Legal decision makers don't have time to listen to spiels, generic pitches, or a laundry list of the services your firm provides. To break through the noise of hundreds of other firms, you need to solve their problem before they hire you.

Approach a client by discussing an actual, specific issue their organization is facing—and be prepared to discuss your potential solution. This technique draws on the 4 Relationship Bliss activities (pages 65-83):

- 1. Demonstrate you clearly understand the client's business by identifying a top issue**
- 2. Show you are prepared—and committed—to help them solve the issue**
- 3. Prove the value you can bring to their unique situation by leveraging your knowledge and experience**
- 4. And (unlike the countless other firms discussing their generic services and expertise) your client-focused approach will make you stand out from the crowd**

Building Client Relationships

Effectively showcasing your breadth of services requires more than telling clients about your capabilities and making introductions within your firm. To truly expand relationships, a deep understanding of the client's business coupled with unwavering commitment builds trust and makes the client see value in using your firm in multiple practices.

Breadth of Services: The Best Law Firms

4
**BEST OF
THE BEST**

Best of the Best at Breadth of Services



Baker & McKenzie

Jones Day

Sidley Austin

Skadden, Arps, Slate, Meagher & Flom

8
**LEADERS
OF
THE BEST**

Leaders of the Best at Breadth of Services



Alston & Bird

DLA Piper

Foley & Lardner

K&L Gates

Kirkland & Ellis

Latham & Watkins

Morgan Lewis

Reed Smith

103
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Breadth of Services



Adams and Reese

Akin Gump Strauss Hauer & Feld

Andrews Kurth

Arent Fox

Arnold & Porter

Baker Botts

BakerHostetler

Ballard Spahr

Barnes & Thornburg

Bartlit Beck Herman Palenchar & Scott

Bereskin & Parr

Bingham Greenebaum Doll

Blake, Cassels & Graydon

Blank Rome

Brooks, Pierce, McLendon, Humphrey & Leonard

Bryan Cave

Calfee

Carter, DeLuca, Farrell & Schmidt

Chadbourne & Parke

Chambliss, Bahner & Stophel

Cleary Gottlieb Steen & Hamilton

Clifford Chance

Conner & Winters

Cooley

Covington & Burling

Crowell & Moring

Davis Polk & Wardwell

Debevoise & Plimpton

Dechert

Dentons

Dorsey & Whitney

Drinker Biddle & Reath

Duane Morris

Dykema

Edwards Wildman Palmer

Epstein Becker Green

Eversheds

Faegre Baker Daniels

Finnegan

Foley Hoag

Freshfields Bruckhaus Deringer

Fried, Frank, Harris, Shriver & Jacobson

Frost Brown Todd

Gibson, Dunn & Crutcher

Greenberg Traurig

Breadth of Services: The Best Law Firms

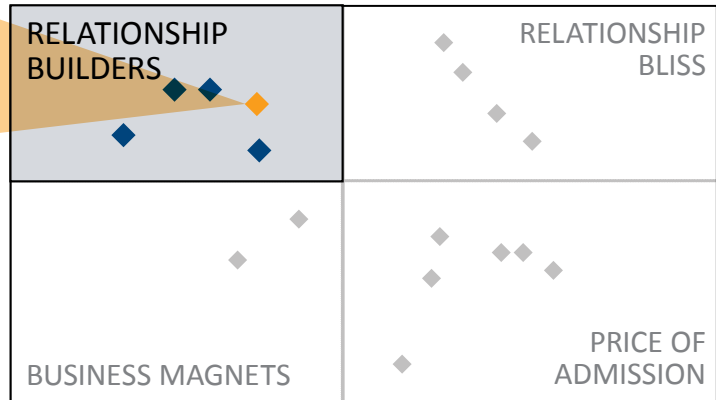
Honor Roll of the Best at Breadth of Services — *continued*



| | |
|---|--|
| Hicks Morley | Osborne Clarke |
| Hinshaw & Culbertson | Paul, Weiss |
| Hogan Lovells | Perkins Coie |
| Holland & Knight | Pillsbury Winthrop Shaw Pittman |
| Husch Blackwell | Polsinelli |
| Ice Miller | Proskauer Rose |
| Jackson Lewis | Quinn Emanuel Urquhart & Sullivan |
| Jenner & Block | Riker Danzig Scherer Hyland & Perretti |
| Katz Barron | Ropes & Gray |
| Kilpatrick Townsend & Stockton | Schulte Roth & Zabel |
| King & Spalding | Seyfarth Shaw |
| Kutak Rock | Shearman & Sterling |
| Lewis, Rice & Fingersh | Sheppard Mullin Richter & Hampton |
| Littler Mendelson | Simmons & Simmons |
| Mayer Brown | Squire Patton Boggs |
| McDermott Will & Emery | Stikeman Elliott |
| McGuireWoods | Stites & Harbison |
| Miles & Stockbridge | Stoel Rives |
| Miller Canfield | Sullivan & Cromwell |
| Mintz & Gold | Sutherland |
| Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | Thompson Hine |
| Moore & Van Allen | Troutman Sanders |
| Morrison & Foerster | Ulmer & Berne |
| Nixon Peabody | Vedder Price |
| Norton Rose Fulbright | Vinson & Elkins |
| Nyemaster Goode | Wells Marble & Hurst |
| Ogletree, Deakins, Nash, Smoak & Stewart | Willkie Farr & Gallagher |
| O'Melveny & Myers | Winthrop & Weinstine |
| Orrick, Herrington & Sutcliffe | Womble Carlyle |

Helps Advise on Business Issues

Legal decision makers want unequivocal recommendations on actions, strategies, and solutions—and they want to know exactly how your recommendation will impact their business.



Advising on Business Issues

Be the Mentor, Not the Vendor

It is becoming increasingly difficult to differentiate on expertise alone. Apart from the most technically complex cases, corporate counsel are able to find the legal advice they need pretty easily. So unless you bring more than expertise to the table, clients will consider you just another vendor.

1. Go past the right answer

Tailored advice means providing the correct course of action in light of the client's situation. Offer advice which considers:

- Market conditions*
- Goals and objectives of the management team*
- Resources needed to implement your recommendation*
- Organizational impact*
- Competitor behavior and actions*
- Financial needs*
- Reputational consequences*

2. Know the business—and the client

Your legal counsel is your legal counsel. However, getting buy-in sometimes requires careful attention to your delivery. Understanding the organization and your direct client can impact whether a client will invest in or dismiss your advice. Consider:

- Internal politics*
- Personal motivations*
- Organizational culture*
- Past experiences*

Building Client Relationships

Corporate counsel look for informed opinions and recommended courses of action. Concrete advice with an understanding of business implications separates legal analysis from high-value contextual counsel.

Helps Advise on Business Issues: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Helps Advise on Business Issues



Jones Day

Skadden, Arps, Slate, Meagher & Flom

Sidley Austin

13
LEADERS
OF
THE BEST

Leaders of the Best at Helps Advise on Business Issues



Bryan Cave

K&L Gates

Davis Polk & Wardwell

Kirkland & Ellis

Dechert

Latham & Watkins

Foley & Lardner

Morrison & Foerster

Gibson, Dunn & Crutcher

Norton Rose Fulbright

Greenberg Traurig

Reed Smith

Jenner & Block

124
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Helps Advise on Business Issues



Adams and Reese

Burke, Williams & Sorensen

Akerman

Cairncross & Hempelmann

Akin Gump Strauss Hauer & Feld

Carlton Fields Jordan Burt

Alston & Bird

Carter, DeLuca, Farrell & Schmidt

Arnold & Porter

Chadbourne & Parke

Baker & McKenzie

Chambliss, Bahner & Stophel

Baker Donelson

Cleary Gottlieb Steen & Hamilton

BakerHostetler

Clifford Chance

Ballard Spahr

Constangy, Brooks & Smith

Barnes & Thornburg

Cooley

Barris, Sott, Denn & Driker

Covington & Burling

Bartlit Beck Herman Palenchar & Scott

Cox Smith Matthews

Bingham Greenebaum Doll

Crowell & Moring

Blake, Cassels & Graydon

Curtis

Blank Rome

Davis & Gilbert

Bone McAllester Norton

Day Carter & Murphy

Borden Ladner Gervais

Debevoise & Plimpton

Bradley Arant Boult Cummings

Dentons

Bryant Miller Olive

DLA Piper

Buchanan Ingersoll & Rooney

Dorsey & Whitney

Helps Advise on Business Issues: The Best Law Firms

Honor Roll of the Best at Helps Advise on Business Issues — *continued*



| | |
|--|---|
| Drinker Biddle & Reath | Krieg DeVault |
| Duane Morris | Lathrop & Gage |
| Dykema | Lewis, Rice & Fingersh |
| Eckert Seamans Cherin & Mellott | Littler Mendelson |
| Edwards Wildman Palmer | Manko, Gold, Katcher & Fox |
| Epstein Becker Green | Maples and Calder |
| Eversheds | Mayer Brown |
| Faegre Baker Daniels | McCarter & English |
| Fasken Martineau | McDermott Will & Emery |
| FisherZucker | McGuireWoods |
| Foley Hoag | McKenna Long & Aldridge |
| Freshfields Bruckhaus Deringer | Miles & Stockbridge |
| Fried, Frank, Harris, Shriver & Jacobson | Mintz, Levin, Cohn, Ferris, Glovsky and Popeo |
| Goodwin Procter | Morgan Lewis |
| Gray Plant Mooty | Nixon Peabody |
| Greenberg Dauber Epstein & Tucker | Nyemaster Goode |
| Hahn Loeser & Parks | Orrick, Herrington & Sutcliffe |
| Haynes and Boone | Parker Milliken |
| Hiscock & Barclay | Paul, Weiss |
| Hodgson Russ | Perkins Coie |
| Hogan Lovells | Polsinelli |
| Holland & Hart | Pryor Cashman |
| Holland & Knight | Richards, Layton & Finger |
| Hunton & Williams | Ropes & Gray |
| Husch Blackwell | Saul Ewing |
| Jackson Lewis | Schiff Hardin |
| Katten Muchin Rosenman | Schlam Stone & Dolan |
| Katz Barron | Schulte Roth & Zabel |
| Kaufman & Canoles | Schwartz Hannum |
| Keating, Muething & Klekamp | Seward & Kissel |
| Kilpatrick Townsend & Stockton | Seyfarth Shaw |
| Kraftson Caudle | |

Helps Advise on Business Issues: The Best Law Firms

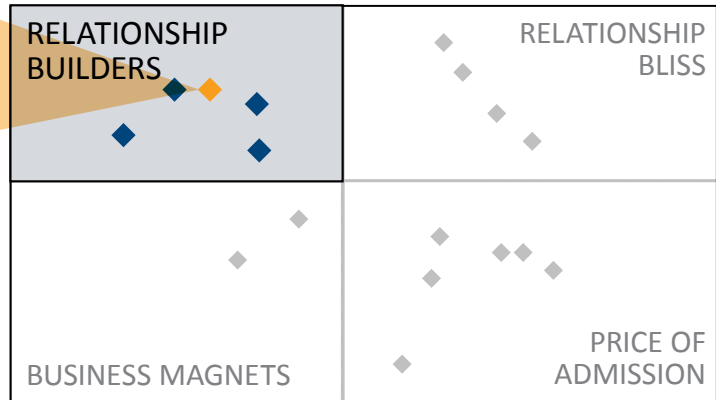
Honor Roll of the Best at Helps Advise on Business Issues — *continued*



| | |
|---------------------------|----------------------------------|
| Shearman & Sterling | Van Ness Feldman |
| Step toe & Johnson | Vedder Price |
| Stevens & Lee | Vinson & Elkins |
| Stites & Harbison | Wachtell, Lipton, Rosen & Katz |
| Stroock & Stroock & Lavan | Walder Wyss |
| Sullivan & Cromwell | Weil, Gotshal & Manges |
| Tarter Krinsky & Drogin | Whitfield & Eddy |
| Thompson Coburn | WilmerHale |
| Thompson Hine | Wilson Sonsini Goodrich & Rosati |
| Torys | Woods Rogers |
| Troutman Sanders | |

Regional Reputation

Corporate counsel rely on a law firm's regional reputation to discern the firms best equipped to serve their local needs. Regional reputation is a proxy for a firm's understanding of the intricacies of the legal process, precedent, and players in a region.



Touting Your Regional Reputation

Regional Reputation a Proxy for Knowledge

A region can be defined in many ways. Clients see regions in terms of how they approach their own business structure and reach:

- Global (Asia-Pac, Europe, the Americas)
- National (the Northeast, Southern Europe)
- Hyper-regional (South Texas, London, Singapore)

A strong reputation puts you more frequently in the sightlines of decision makers, but will only get you considered—not hired—for work. Put your reputation to work for your clients by:

- 1. Navigating relationships with powerful local players (government systems, regulatory agencies, business bureaus, or community groups)**
- 2. Providing detailed insights into regional competitors**
- 3. Understanding the business styles, precedents, and processes unique to the region**

Your ability to bring this insight and leverage it into an advantage for your client (quicker processing of filing, introductions to local influencers, or solving an unmet need) will set you apart from other firms serving the same area.

Building Client Relationships

On its own, a strong regional reputation is a nice-to-have for clients when hiring a law firm. However, when you are able to leverage your reputation into business advantages for your clients, you build superior relationships.

Regional Reputation: The Best Law Firms

4
**BEST OF
THE BEST**

Best of the Best at Regional Reputation



Alston & Bird

Jones Day

Kirkland & Ellis

Sidley Austin

14
**LEADERS
OF
THE BEST**

Leaders of the Best at Regional Reputation



Adams and Reese

Baker Donelson

Bryan Cave

Faegre Baker Daniels

Foley & Lardner

Gibson, Dunn & Crutcher

Morgan Lewis

Norton Rose Fulbright

Nyemaster Goode

Reed Smith

Skadden, Arps, Slate, Meagher & Flom

Sullivan & Cromwell

Thompson Hine

Wachtell, Lipton, Rosen & Katz

138
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Regional Reputation



Andrews Kurth

Arent Fox

Arnold & Porter

Baker & McKenzie

Baker Botts

BakerHostetler

Barnes & Thornburg

Bass, Berry & Sims

Belin McCormick

Blake, Cassels & Graydon

Blank Rome

Borden Ladner Gervais

Boylan Code

Bradley Arant Boult Cummings

Briggs and Morgan

Brooks, Pierce, McLendon, Humphrey & Leonard

Buchanan Ingersoll & Rooney

Burr & Forman

Butler Snow

Calfee

Carlton Fields Jordan Burt

Carpenter Lipps & Leland

Cassidy Schade

Chambliss, Bahner & Stophel

Cleary Gottlieb Steen & Hamilton

Cohen Seglias Pallas Greenhall & Furman

Conner & Winters

Cooley

Covington & Burling

Cozen O'Connor

Davis & Gilbert

Debevoise & Plimpton

Dechert

Dentons

Dickie, McCamey & Chilcote

Dickinson Wright

DLA Piper

Dorsey & Whitney

Drinker Biddle & Reath

Regional Reputation: The Best Law Firms

Honor Roll of the Best at Regional Reputation — *continued*



| | |
|--|--|
| Duane Morris | K&L Gates |
| Dykema | Kaplan Kirsch & Rockwell |
| Eckert Seamans Cherin & Mellott | Katten Muchin Rosenman |
| Faruki Ireland & Cox | Kaufman & Canoles |
| Fasken Martineau | Keker & Van Nest |
| Field Law | King & Spalding |
| Fish & Richardson | Koeller, Nebeker, Carlson & Haluck |
| Fisher & Phillips | Krieg DeVault |
| Foley Hoag | Kutak Rock |
| Fried, Frank, Harris, Shriver & Jacobson | Latham & Watkins |
| Friedman Kaplan | Lewis, Rice & Fingersh |
| Fross Zelnick Lehrman & Zissu | Littler Mendelson |
| Gibbons | Lowenstein Sandler |
| Godfrey & Kahn | Mayer Brown |
| Greenberg Traurig | McCarter & English |
| Grippio & Elden | McCarty Law |
| Hill, Farrer & Burrill | McDermott Will & Emery |
| Hinckley, Allen & Snyder | McGrath North Mullin & Kratz |
| Hinshaw & Culbertson | McGuireWoods |
| Hodgson Russ | Miles & Stockbridge |
| Hogan Lovells | Miller Canfield |
| Holland & Hart | Moore & Van Allen |
| Holland & Knight | Morris, Manning & Martin |
| Honigman Miller Schwartz and Cohn | Morrison & Foerster |
| Hudson Cook | Munger, Tolles & Olson |
| Husch Blackwell | Nelson Mullins |
| Ice Miller | Nixon Peabody |
| Isicoff, Ragatz & Koenigsberg | Nutter McClennen & Fish |
| Jackson Kelly | Ogletree, Deakins, Nash, Smoak & Stewart |
| Jackson Lewis | O'Melveny & Myers |
| Jackson Walker | Orrick, Herrington & Sutcliffe |
| Jenner & Block | |

Regional Reputation: The Best Law Firms

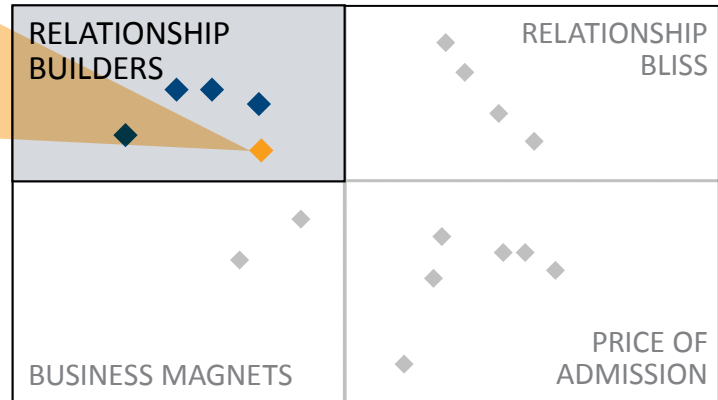
Honor Roll of the Best at Regional Reputation — *continued*



| | |
|--|-----------------------------------|
| Osborne Clarke | Strasburger & Price |
| Parker Milliken | Stroock & Stroock & Lavan |
| Paul, Weiss | Sutherland |
| Polsinelli | Thompson & Knight |
| Porter Hedges | Thompson Coburn |
| Riker Danzig Scherer Hyland & Perretti | Van Ness Feldman |
| Robins, Kaplan, Miller & Ciresi | Vedder Price |
| Robinson Bradshaw & Hinson | Venable |
| Ropes & Gray | Vinson & Elkins |
| Schulte Roth & Zabel | Vogel Law Firm |
| Schwartz Hannum | Watt, Tieder, Hoffar & Fitzgerald |
| Severson & Werson | Wiggin and Dana |
| Seyfarth Shaw | Williams & Connolly |
| Sheppard Mullin Richter & Hampton | Wilson Sonsini Goodrich & Rosati |
| Shook, Hardy & Bacon | Winston & Strawn |
| Stevens & Lee | Woods Rogers |
| Stites & Harbison | Wuersch & Gering |
| Stoel Rives | Yukevich Cavanaugh |

Unprompted Communication

Unprompted communications maintain an ongoing—and targeted—dialogue with clients. Corporate counsel see value in firms able to anticipate the information needed before being asked. This includes case-specific and general communications.



Providing Unprompted Communications

Avoid Information Age Rage

Information and data are the newest currencies in today's business environment. However, information is a double-edged sword. Corporate counsel want information on new legal trends, emerging legislation, and changes to regulations. But if you send non-specific or information not relevant to your client, you risk earning the reputation of being not client-focused.

1. Relationship- not reputation-building

As legal professionals, you are in the relationship business. Building a firm-wide brand is important, but clients form relationships—and expect communications—from their direct relationship contact.

2. Educate—don't sell—the client

Targeted topics of interest get attention. Generic email subject lines frequently get organized into the “read later” folder. Specific subjects highlighting the relevance to a client will be read.

Building Client Relationships

Corporate counsel seek targeted information, not generic updates. They will ask themselves: is this relevant to my business, has this added value for me, is my provider really trying to help me rather than just sell me something? If a client can answer yes to these questions, your communications will positively differentiate your firm.

Unprompted Communication: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Unprompted Communication



Dechert

Seyfarth Shaw

Morgan Lewis

10
LEADERS
OF
THE BEST

Leaders of the Best at Unprompted Communication



Alston & Bird

Latham & Watkins

Bryan Cave

Morrison & Foerster

Foley & Lardner

Shearman & Sterling

Jones Day

Skadden, Arps, Slate, Meagher & Flom

K&L Gates

Thompson Hine

119
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Unprompted Communication



Adams and Reese

Crowell & Moring

Arnold & Porter

Cummings, McClorey, Davis & Acho

Baker & McKenzie

Curtis

Baker Botts

Davis & Gilbert

Baker Donelson

Davis Polk & Wardwell

BakerHostetler

Debevoise & Plimpton

Ballard Rosenberg Golper & Savitt

Dentons

Barnes & Thornburg

DLA Piper

Barris, Sott, Denn & Driker

Dorsey & Whitney

Bartlit Beck Herman Palenchar & Scott

Duane Morris

Bereskin & Parr

Dykema

Blank Rome

Eckert Seamans Cherin & Mellott

Burke, Williams & Sorensen

Edwards Wildman Palmer

Cadwalader, Wickersham & Taft

Faegre Baker Daniels

Calfee

Fasken Martineau

Carlton Fields Jordan Burt

Finnegan

Cassiday Schade

Fisher & Phillips

Chambliss, Bahner & Stophel

Foley Hoag

Clifford Chance

Fox Rothschild

Cooley

Fragomen, Del Rey, Bernsen & Loewy

Covington & Burling

Fried, Frank, Harris, Shriver & Jacobson

Cox Smith Matthews

Frost Brown Todd

Unprompted Communication: The Best Law Firms

Honor Roll of the Best at Unprompted Communication — *continued*



| | |
|------------------------------------|--|
| Gibbons | McDermott Will & Emery |
| Gibson, Dunn & Crutcher | McGuireWoods |
| Godfrey & Kahn | McKenna Long & Aldridge |
| Greenberg Dauber Epstein & Tucker | Milbank, Tweed, Hadley & McCloy |
| Greenberg Traurig | Miles & Stockbridge |
| Haynes and Boone | Moore & Van Allen |
| Herrick, Feinstein | Nixon Peabody |
| Hill, Farrer & Burrill | Norton Rose Fulbright |
| Hinshaw & Culbertson | Nyemaster Goode |
| Hogan Lovells | Offit Kurman |
| Holland & Hart | Ogletree, Deakins, Nash, Smoak & Stewart |
| Holland & Knight | Orrick, Herrington & Sutcliffe |
| Hunton & Williams | Parker Milliken |
| Husch Blackwell | Perkins Coie |
| Hyman, Phelps & McNamara | Polsinelli |
| Jackson Lewis | Proskauer Rose |
| Jones Walker | Quinn Emanuel Urquhart & Sullivan |
| Katten Muchin Rosenman | Reed Smith |
| Kaufman & Canoles | Ropes & Gray |
| Keating, Muething & Klekamp | Saiber |
| Kilpatrick Townsend & Stockton | Schulte Roth & Zabel |
| King & Spalding | Schwartz Hannum |
| Kirkland & Ellis | Sheppard Mullin Richter & Hampton |
| Kleinfeld, Kaplan & Becker | Sherman & Howard |
| Koeller, Nebeker, Carlson & Haluck | Shook, Hardy & Bacon |
| Krieg DeVault | Sidley Austin |
| Kutak Rock | Simmons & Simmons |
| Lewis, Rice & Fingersh | Smith, Gambrell & Russell |
| Littler Mendelson | Steptoe & Johnson |
| Locke Lord | Stevens & Lee |
| Mayer Brown | Stites & Harbison |
| McCarter & English | |

Unprompted Communication: The Best Law Firms

Honor Roll of the Best at Unprompted Communication — *continued*

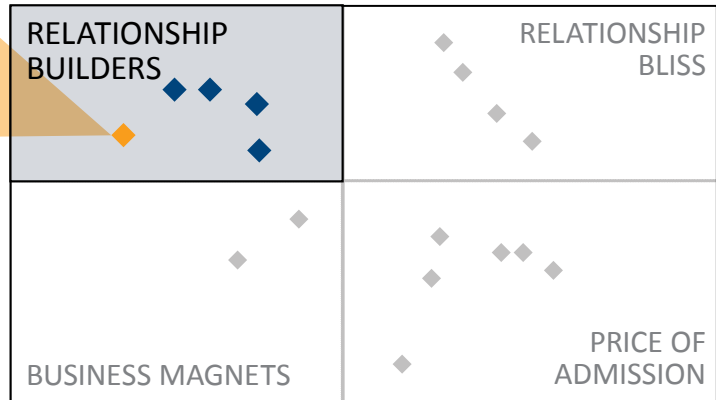


Sullivan & Cromwell
Sutherland
Torys
Troutman Sanders
Ulmer & Berne
Van Ness Feldman

Venable
Vorys, Sater, Seymour and Pease
Wachtell, Lipton, Rosen & Katz
Weil, Gotshal & Manges
Wiley Rein
Williams & Connolly

Brings Together National Resources

Corporate counsel expect you to look across all your available resources—practice areas, office locations, countries, and even networks—to provide them with the team best suited to meet their needs.



Bringing Together Your Resources

It's Not the Size, but How You Use It

When it comes to resources, differentiation and competitive advantage come from how you use your resources—not how many you have.

Clients will assess how well you bring together resources in 2 main ways:

1. Corporate counsel want to be assured you have taken into account their specific needs—and also their unique personality—in order to assemble the best resources for their matter.
2. Clients are looking for seamless integration of your resources. Disjointed, disparate service delivery becomes a point of frustration for clients—inconsistencies across resources leaves law firms looking unreliable and uncommitted to the relationship.

Building Client Relationships

Resources can be one of the strongest drivers of a superior client relationship. Assembling the perfect client team has the potential to demonstrate your ability to deliver on each of the 4 most strategic activities (commitment, value, client focus, and business understanding).

Brings Together National Resources: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Brings Together National Resources



Baker & McKenzie
Jones Day

Skadden, Arps, Slate, Meagher & Flom

9
LEADERS
OF
THE BEST

Leaders of the Best at Brings Together National Resources



Alston & Bird
DLA Piper
K&L Gates
Kirkland & Ellis
Latham & Watkins

Littler Mendelson
Mayer Brown
Morgan Lewis
Sidley Austin

89
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Brings Together National Resources



Akin Gump Strauss Hauer & Feld
Andrews Kurth
Arnold & Porter
BakerHostetler
Ballard Spahr
Barnes & Thornburg
Bartlit Beck Herman Palenchar & Scott
Blake, Cassels & Graydon
Blank Rome
Borden Ladner Gervais
Bryan Cave
Buchanan Ingersoll & Rooney
Carlton Fields Jordan Burt
Clifford Chance
Conner & Winters
Constangy, Brooks & Smith
Cooley
Covington & Burling
Crowell & Moring
Davis Polk & Wardwell
Davis Wright Tremain
Dechert

Dentons
Dorsey & Whitney
Drinker Biddle & Reath
Duane Morris
Dykema
Epstein Becker Green
Faegre Baker Daniels
Fasken Martineau
Finnegan
Fisher & Phillips
Foley & Lardner
Foley Hoag
Fried, Frank, Harris, Shriver & Jacobson
Frost Brown Todd
Gibson, Dunn & Crutcher
Greenberg Dauber Epstein & Tucker
Greenberg Traurig
Haynes and Boone
Hogan Lovells
Holland & Knight
Hudson Cook
Hunton & Williams

Brings Together National Resources: The Best Law Firms

Honor Roll of the Best at Brings Together National Resources — *continued*

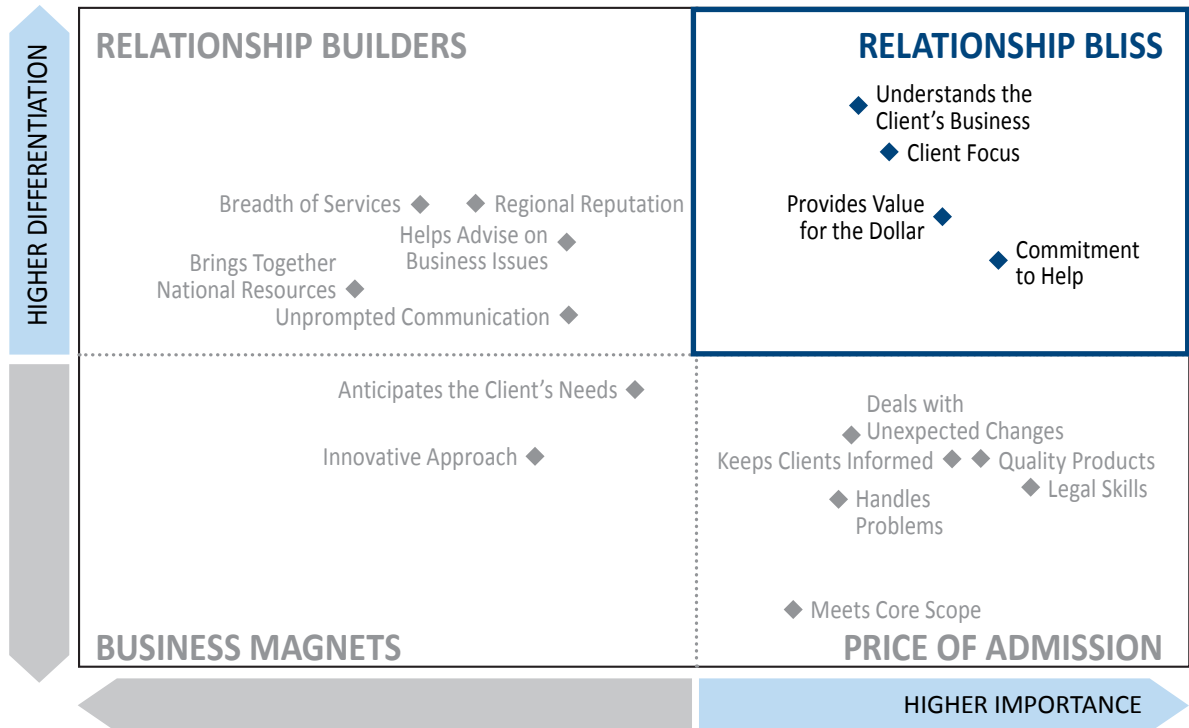


| | |
|---|-----------------------------------|
| Jackson Lewis | Pillsbury Winthrop Shaw Pittman |
| Jenner & Block | Polsinelli |
| Katten Muchin Rosenman | Proskauer Rose |
| Kelley Drye & Warren | Quinn Emanuel Urquhart & Sullivan |
| Kilpatrick Townsend & Stockton | Reed Smith |
| King & Spalding | Ropes & Gray |
| LeClairRyan | Schulte Roth & Zabel |
| Locke Lord | Schwartz Hannum |
| McDermott Will & Emery | Seyfarth Shaw |
| McGlinchey Stafford | Shearman & Sterling |
| McGuireWoods | Sheppard Mullin Richter & Hampton |
| McKee, Voorhees & Sease | Shook, Hardy & Bacon |
| McKenna Long & Aldridge | Simpson Thacher & Bartlett |
| Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | Squire Patton Boggs |
| Morrison & Foerster | Sullivan & Cromwell |
| Nixon Peabody | Sutherland |
| Norton Rose Fulbright | Thompson Hine |
| Ogletree, Deakins, Nash, Smoak & Stewart | Troutman Sanders |
| O'Melveny & Myers | Vinson & Elkins |
| Orrick, Herrington & Sutcliffe | Wheeler Trigg O'Donnell |
| Paul, Weiss | Wilson Sonsini Goodrich & Rosati |
| Perkins Coie | Winston & Strawn |
| | Winthrop & Weinstine |

Relationship Bliss: The Best Law Firms

Relationship Bliss: The Most Strategic—And Financially Rewarding—Activities

The activities in the upper-right quadrant are the most important to legal decision makers and will most differentiate your firm from competitors. The ability to excel in these 4 activities will not only build stronger client relationships, but more profitable ones as well.



Higher Importance, Higher Differentiation

BTI's research shows the law firms able to deliver best-in-class levels of service in these 4 activities will outpace competitors not performing at peak levels. The superior performers enjoy:

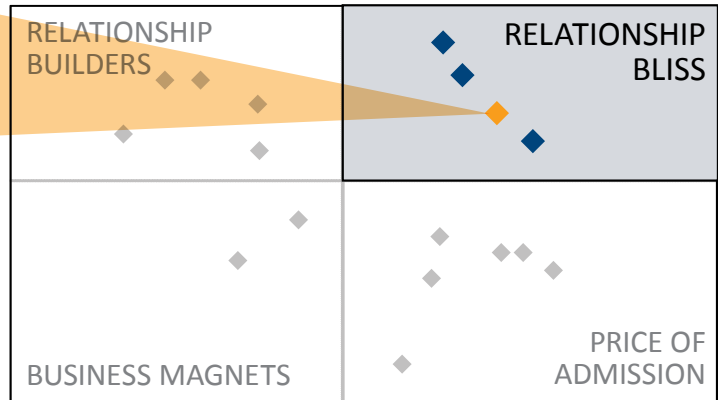
- 30% higher profits
- 7% rate premiums across all staffing levels
- Double the fees from a single client
- 35% higher client retention

The 4 powerhouse activities driving Relationship Bliss will deliver superior client relationships faster—and the payoff is bigger—than any of the other activities on this chart.

1. Provides Value for the Dollar — *page 67*
2. Understands the Client's Business — *page 72*
3. Client Focus — *page 76*
4. Commitment to Help — *page 80*

Provides Value for the Dollar

Value is achieved when a law firm delivers more than what is expected. Delivering value requires you to articulate your value in terms the client deems important: money saved, better outcomes than expected, faster time to market, and risks avoided.



Providing Value for the Dollar

You Win on Value. You Lose on Price.

Value—like commitment to help (page 80)—is about the client's perception. When corporate counsel feel they receive more than what they paid for, they become the most loyal clients willing to pay premium rates.

The true masters of articulating value are able to:

1. Make clients feel smarter for having hired the right advisor
2. Teach clients how to articulate their own value to top management—helping the client and the law firm be better positioned with key decision makers
3. Use scope changes and unexpected issues to deliver more value to clients

Building Client Relationships

What is obvious to you is oblivion to your client. The overwhelming majority of law firms tend to keep the substantial value they deliver a secret from clients—discussing the outcome, not how it was achieved. In essence, attorneys deliver what the client expects—and make it look easy.

Provides Value for the Dollar: The Best Law Firms

4
**BEST OF
THE BEST**

Best of the Best at Provides Value for the Dollar



Foley & Lardner

Jackson Lewis

Morgan Lewis

Thompson Hine

14
**LEADERS
OF
THE BEST**

Leaders of the Best at Provides Value for the Dollar



Bryan Cave

Eckert Seamans Cherin & Mellott

Faegre Baker Daniels

Greenberg Traurig

Holland & Knight

Lewis, Rice & Fingersh

Littler Mendelson

McGuireWoods

Norton Rose Fulbright

Seyfarth Shaw

Sheppard Mullin Richter & Hampton

Skadden, Arps, Slate, Meagher & Flom

Thompson Coburn

Venable

165
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Provides Value for the Dollar



Adams and Reese

Akin Gump Strauss Hauer & Feld

Alston & Bird

Andrews Kurth

Arent Fox

Arnold & Porter

Baker & McKenzie

Baker Donelson

BakerHostetler

Barris, Sott, Denn & Driker

Blake, Cassels & Graydon

Bodman

Bone McAllester Norton

Bose McKinney & Evans

Bradley Arant Boult Cummings

Briggs and Morgan

Brooks, Pierce, McLendon, Humphrey & Leonard

Buchanan Ingersoll & Rooney

Burch & Cracchiolo

Butler Snow

Cairncross & Hempelmann

Calfee

Capehart Scatchard

Carlton Fields Jordan Burt

Carpenter Lipps & Leland

Carter, DeLuca, Farrell & Schmidt

Chambliss, Bahner & Stophel

Chapman and Cutler

Clements Bernard

Cohen Tauber Spievack & Wagner

Constangy, Brooks & Smith

Cooley

Cotton Bledsoe

Covington & Burling

Cozen O'Connor

Cravath, Swaine & Moore

Crowell & Moring

Davis & Gilbert

Provides Value for the Dollar: The Best Law Firms

Honor Roll of the Best at Provides Value for the Dollar — *continued*



| | |
|--|-------------------------------------|
| Dechert | Haynes and Boone |
| Dentons | Hill, Farrer & Burrill |
| Dickie, McCamey & Chilcote | Hinkle Law Firm |
| Dilworth Paxson | Hinshaw & Culbertson |
| DLA Piper | Hogan Lovells |
| Dorsey & Whitney | Holland & Hart |
| Drinker Biddle & Reath | Hudson Cook |
| Duane Morris | Hunton & Williams |
| Dykema | Husch Blackwell |
| Eimer Stahl | Hyman, Phelps & McNamara |
| Epstein Becker Green | Johnson DeLuca Kurisky & Gould |
| Fabian | Jones Day |
| Field Seymour Parkes | Jones Walker |
| Fish & Richardson | K&L Gates |
| Fisher & Phillips | Katten Muchin Rosenman |
| FisherZucker | Kaufman & Canoles |
| Foley Hoag | Kean Miller |
| FordHarrison | Keker & Van Nest |
| Fox Rothschild | King & Spalding |
| Fragomen, Del Rey, Bernsen & Loewy | Kirkland & Ellis |
| Freund, Freeze & Arnold | Kleinfeld, Kaplan & Becker |
| Fried, Frank, Harris, Shriver & Jacobson | Krieg DeVault |
| Friedman Kaplan | Kubasiak, Fylstra, Thorpe & Rotunno |
| Frost Brown Todd | Kutak Rock |
| Gardere Wynne Sewell | Lane & Waterman |
| Gibbons | Latham & Watkins |
| Gibson, Dunn & Crutcher | Lathrop & Gage |
| Greenberg Dauber Epstein & Tucker | Locke Lord |
| Gresham Savage Nolan & Tilden | Manko, Gold, Katcher & Fox |
| Gunderson Dettmer Stough Villeneuve | Maples and Calder |
| Franklin & Hachigian | Mayer Brown |
| Hahn Loeser & Parks | McCarter & English |

Provides Value for the Dollar: The Best Law Firms

Honor Roll of the Best at Provides Value for the Dollar — *continued*



| | |
|--|--------------------------------------|
| McCarty Law | Schlam Stone & Dolan |
| McDermott Will & Emery | Schulte Roth & Zabel |
| McGarry Bair | Schuyler, Roche & Crisham |
| McGlinchey Stafford | Schwartz Hannum |
| McGrath North Mullin & Kratz | Schwell Wimpfheimer & Associates |
| Miles & Stockbridge | Severson & Werson |
| Miller & Martin | Seyburn Kahn |
| Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | Shearman & Sterling |
| Moore & Van Allen | Sherman & Howard |
| Morrison & Foerster | Shook, Hardy & Bacon |
| Newmeyer & Dillion | Sidley Austin |
| Niro, Haller & Niro | Smith Moore Leatherwood |
| Nixon & Vanderhye | Smith, Gambrell & Russell |
| Nutter McClennen & Fish | Sopko, Nussbaum, Inabnit & Kaczmarek |
| Ober Kaler | Squire Patton Boggs |
| Ogletree, Deakins, Nash, Smoak & Stewart | Steptoe & Johnson |
| Orrick, Herrington & Sutcliffe | Stites & Harbison |
| Parker Milliken | Stoel Rives |
| Payne & Fears | Strasburger & Price |
| Pepper Hamilton | Sutherland |
| Perkins Coie | Tarter Krinsky & Drogin |
| Pillsbury Winthrop Shaw Pittman | Thompson O'Brien Kemp & Nasuti |
| Polsinelli | Troutman Sanders |
| Proskauer Rose | Turner Boyd |
| Quinn Emanuel Urquhart & Sullivan | Valorem Law Group |
| Reed Smith | Van Ness Feldman |
| Robbins, Russell, Englert, Orseck, Untereiner & Sauber | Vedder Price |
| Ropes & Gray | Watt, Tieder, Hoffar & Fitzgerald |
| Rothwell, Figg, Ernst & Manbeck | Wiggin and Dana |
| Schiff Hardin | Wiley Rein |
| | Williams & Connolly |

Provides Value for the Dollar: The Best Law Firms

Honor Roll of the Best at Provides Value for the Dollar — *continued*



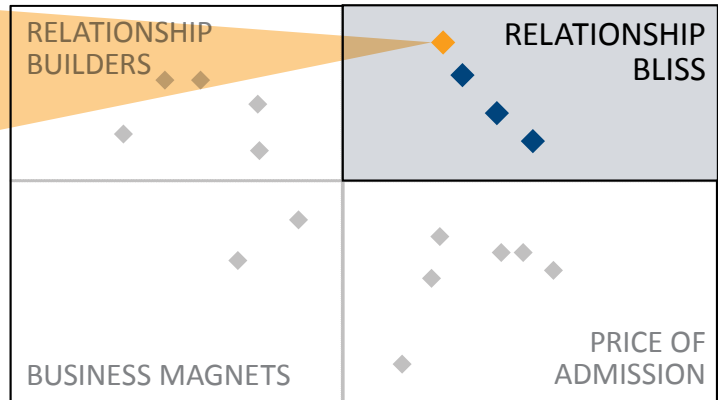
Wilson Elser Moskowitz Edelman &
Dicker

Zashin & Rich

Yukevich | Cavanaugh

Understands the Client's Business

Corporate counsel seek out law firms able to offer targeted recommendations and guidance in the context of the client's business. The most valuable, sought-after advice considers industry dynamics, business objectives, current events, and competitive pressures.



Understanding the Client's Business

Clients Love to Be Understood

The ability to demonstrate your understanding of a client's business better than other law firms is the single-most powerful differentiator in the eyes of clients. Corporate counsel will seek out and pay a premium for counsel they trust.

Law firms also benefit from building a comprehensive understanding of the client's business. A deep understanding positions you to:

- 1. Understand what your client really wants**
- 2. Be the first to tackle the defining issues your client faces**
- 3. Provide more pointed, targeted, and relevant advice than competitors**
- 4. Proactively identify business, financial, and political issues—helping your client and building business opportunities**
- 5. Anticipate and plan for business risks**
- 6. Help clients implement your recommendations**

Building Client Relationships

The more you understand your clients, the more relevant your work will be for them. Your comprehension of a client's world—the challenges they face, the goals they have, the opportunities to drive success—is the glue used to bind the strongest, longest-lasting client relationships.

Understands the Client's Business: The Best Law Firms

3
BEST OF
THE BEST

Best of the Best at Understands the Client's Business



Faegre Baker Daniels
Jones Day

Skadden, Arps, Slate, Meagher & Flom

6
LEADERS
OF
THE BEST

Leaders of the Best at Understands the Client's Business



Mayer Brown
Morgan Lewis
Reed Smith

Sidley Austin
Thompson Hine
Troutman Sanders

149
HONOR
ROLL
OF
THE BEST

Honor Roll of the Best at Understands the Client's Business



Adams and Reese
Akin Gump Strauss Hauer & Feld
Albo & Oblon
Allen & Overy
Alston & Bird
Arena Hoffman
Arnold & Porter
Baker & McKenzie
Baker Botts
Baker Donelson
BakerHostetler
Ballard Spahr
Bartlit Beck Herman Palenchar & Scott
Benesch
Bereskin & Parr
Bingham Greenebaum Doll
Bingham McCutchen
Blake, Cassels & Graydon
Blank Rome
Bodman
Bose McKinney & Evans
Bradley Arant Boult Cummings
Briggs and Morgan
Bryan Cave

Buchanan Ingersoll & Rooney
Burke, Williams & Sorensen
Cadwalader, Wickersham & Taft
Cairncross & Hempelmann
Calfee
Carlton Fields Jordan Burt
Carmody Torrance Sandak & Hennessey
Carter, DeLuca, Farrell & Schmidt
Chambliss, Bahner & Stophel
Choate, Hall & Stewart
Cleary Gottlieb Steen & Hamilton
Clifford Chance
Constangy, Brooks & Smith
Cooley
Covington & Burling
Crowell & Moring
Curtis
Davis & Gilbert
Debevoise & Plimpton
Dechert
Dentons
Dickie, McCamey & Chilcote
Dilworth Paxson
DLA Piper

Understands the Client's Business: The Best Law Firms

Honor Roll of the Best at Understands the Client's Business — *continued*



| | |
|--|------------------------------------|
| Dorsey & Whitney | Hunton & Williams |
| Drinker Biddle & Reath | Husch Blackwell |
| Duane Morris | Jackson Lewis |
| Dykema | Jenner & Block |
| Eckert Seamans Cherin & Mellott | K&L Gates |
| Edwards Wildman Palmer | Katten Muchin Rosenman |
| Eimer Stahl | Kaufman & Canoles |
| Epstein Becker Green | Kaye Scholer |
| Eversheds | Keegan Werlin |
| Fasken Martineau | King & Spalding |
| Finnegan | Kirkland & Ellis |
| Fisher & Phillips | Kleinfeld, Kaplan & Becker |
| Foley & Lardner | Koeller, Nebeker, Carlson & Haluck |
| Foley Hoag | Krieg DeVault |
| FordHarrison | Latham & Watkins |
| Freshfields Bruckhaus Deringer | Lathrop & Gage |
| Fried, Frank, Harris, Shriver & Jacobson | Lewis, Rice & Fingersh |
| Frost Brown Todd | Littler Mendelson |
| Gibbons | Manko, Gold, Katcher & Fox |
| Gibson, Dunn & Crutcher | McCarter & English |
| Greenberg Dauber Epstein & Tucker | McDermott Will & Emery |
| Greenberg Traurig | McGlinchey Stafford |
| Gunderson Dettmer Stough Villeneuve | McGrath North Mullin & Kratz |
| Franklin & Hachigian | McGuireWoods |
| Haynes and Boone | Miles & Stockbridge |
| Hill, Farrer & Burrill | Miller Canfield |
| Hinshaw & Culbertson | Moore & Van Allen |
| Hodgson Russ | Morrison & Foerster |
| Hogan Lovells | Newmeyer & Dillion |
| Holland & Hart | Nixon Peabody |
| Holland & Knight | Norton Rose Fulbright |
| HolzerIPLaw | Nyemaster Goode |

Understands the Client's Business: The Best Law Firms

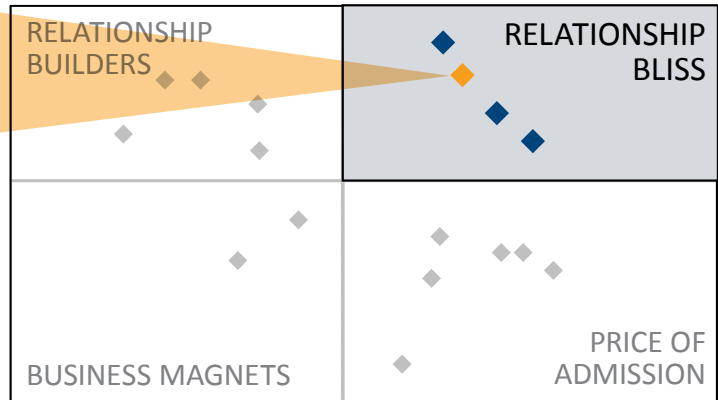
Honor Roll of the Best at Understands the Client's Business — *continued*



| | |
|---|-----------------------------------|
| Ober Kaler | Seyfarth Shaw |
| Olshan | Shearman & Sterling |
| Orrick, Herrington & Sutcliffe | Sheppard Mullin Richter & Hampton |
| Parker Milliken | Squire Patton Boggs |
| Paul, Weiss | Steptoe & Johnson |
| Pepper Hamilton | Stites & Harbison |
| Perkins Coie | Stroock & Stroock & Lavan |
| Polsinelli | Thompson Coburn |
| Proskauer Rose | Torys |
| Robbins, Russell, Englert, Orseck, Untereiner & Sauber | Ulmer & Berne |
| Robins, Kaplan, Miller & Ciresi | Van Ness Feldman |
| Ropes & Gray | Vedder Price |
| Rothwell, Figg, Ernst & Manbeck | Venable |
| Saul Ewing | Vinson & Elkins |
| Schiff Hardin | Wachtell, Lipton, Rosen & Katz |
| Schulte Roth & Zabel | Watt, Tieder, Hoffar & Fitzgerald |
| Schwartz Hannum | Weiner Brodsky Kider |
| Schwell Wimpfheimer & Associates | Wells Marble & Hurst |
| Seyburn Kahn | Winthrop & Weinstine |

Client Focus

Client focus is the ability to deliver on your client's targeted outcome—which is usually vastly different from the legally best outcome. Client outcomes can be driven by business goals, budgets, and risk tolerance.



Being Client-focused

Solutions Tailored to Each Client

Objectives change. Whether new strategic plans are implemented, reorganization occurs, or an acquisition takes place, your client's situation is constantly shifting. These changes impact the overall goals a client is trying to achieve.

Reconfirm goals before work begins

Client thinking and external factors frequently shift goals from when you first learn about a matter to when work actually begins. Always reconfirm the goals before you begin to expend resources.

- a. *Before you start work, ask your client about their objectives*
- b. *Probe as to how your client defines success*
- c. *Discuss any management mandates or pressures your client is facing*
- d. *Actively confirm goals—in writing*
- e. *Include clients in your thought process at major decision points*
- f. *Share—and obtain feedback—on potential solutions as you perform the work (not afterwards)*

Once you understand your clients' goals, you are ready to provide custom, tailored services to best meet their unique and specific needs.

Building Client Relationships

The only way to deliver client-focused services is to completely understand your clients' targeted outcome. While many attorneys initially ask clients about their objectives, an astonishing 79% do not actively reconfirm their clients' goals before beginning work on a matter.

Client Focus: The Best Law Firms

4
**BEST OF
THE BEST**

Best of the Best at Client Focus



Jones Day

Morgan Lewis

Sidley Austin

Skadden, Arps, Slate, Meagher & Flom

10
**LEADERS
OF
THE BEST**

Leaders of the Best at Client Focus



Arnold & Porter

Baker & McKenzie

Dechert

Faegre Baker Daniels

Foley & Lardner

Gibson, Dunn & Crutcher

Kirkland & Ellis

Mayer Brown

Shearman & Sterling

Thompson Hine

147
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Client Focus



Adams and Reese

Akin Gump Strauss Hauer & Feld

Alston & Bird

Andrews Kurth

Arent Fox

Armstrong Teasdale

Baker Donelson

BakerHostetler

Ballard Spahr

Barnes & Thornburg

Bartlit Beck Herman Palenchar & Scott

Bereskin & Parr

Bernstein Shur

Blake, Cassels & Graydon

Blank Rome

Bodman

Bradley Arant Boult Cummings

Briggs and Morgan

Bryan Cave

Buchanan Ingersoll & Rooney

Burke, Williams & Sorensen

Butler Snow

Cadwalader, Wickersham & Taft

Cairncross & Hempelmann

Carlton Fields Jordan Burt

Casner & Edwards

Clare Locke

Clements Bernard

Clifford Chance

Cohen & Gresser

Conner & Winters

Cooley

Cotton Bledsoe

Covington & Burling

Cox Smith Matthews

Crowell & Moring

Curtis

Davis & Gilbert

Davis Polk & Wardwell

Dentons

Dilworth Paxson

DLA Piper

Dorsey & Whitney

Drinker Biddle & Reath

Client Focus: The Best Law Firms

Honor Roll of the Best at Client Focus — *continued*



| | |
|--|--|
| Duane Morris | Jones Walker |
| Dykema | K&L Gates |
| Eckert Seamans Cherin & Mellott | Kaufman & Canoles |
| Edwards Wildman Palmer | Kean Miller |
| Eimer Stahl | Keegan Werlin |
| Epstein Becker Green | Kelley Drye & Warren |
| Eversheds | Kilpatrick Townsend & Stockton |
| Finnegan | King & Spalding |
| Fisher & Phillips | Kleinfeld, Kaplan & Becker |
| Foley Hoag | Koeller, Nebeker, Carlson & Haluck |
| FordHarrison | Kutak Rock |
| Fox Rothschild | Latham & Watkins |
| Freshfields Bruckhaus Deringer | Little Mendelson |
| Fried, Frank, Harris, Shriver & Jacobson | Locke Lord |
| Frost Brown Todd | Manko, Gold, Katcher & Fox |
| Gibbons | McCarter & English |
| Greenberg Dauber Epstein & Tucker | McDermott Will & Emery |
| Greenberg Traurig | McGarry Bair |
| Haynes and Boone | McGuireWoods |
| Hicks Morley | Miles & Stockbridge |
| Hill, Farrer & Burrill | Moore & Van Allen |
| Hinshaw & Culbertson | Morrison & Foerster |
| Hogan Lovells | Nixon Peabody |
| Holland & Hart | Norton Rose Fulbright |
| Holland & Knight | Nyemaster Goode |
| Honigman Miller Schwartz and Cohn | Ogletree, Deakins, Nash, Smoak & Stewart |
| Hunton & Williams | Orrick, Herrington & Sutcliffe |
| Husch Blackwell | Otterbourg |
| Ice Miller | Parker Milliken |
| Jackson Lewis | Paul, Weiss |
| Jackson Walker | Payne & Fears |
| Jenner & Block | |

Client Focus: The Best Law Firms

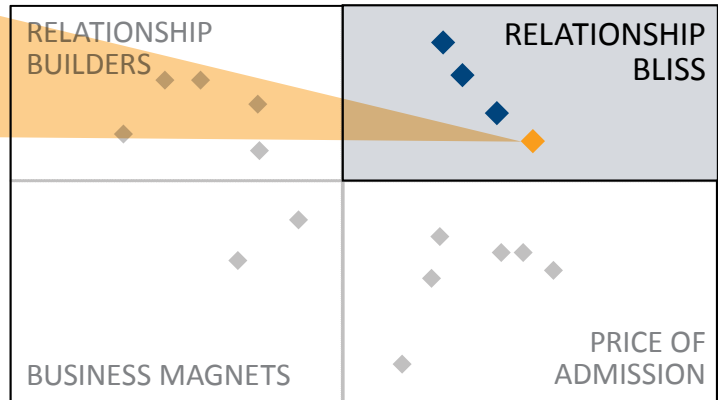
Honor Roll of the Best at Client Focus — *continued*



| | |
|---|----------------------------------|
| Pepper Hamilton | Stites & Harbison |
| Perkins Coie | Stoel Rives |
| Polsinelli | Sullivan & Cromwell |
| Proskauer Rose | Sutherland |
| Reed Smith | Tarter Krinsky & Drogin |
| Robbins, Russell, Englert, Orseck, Untereiner & Sauber | Thompson & Knight |
| Robins, Kaplan, Miller & Ciresi | Torys |
| Ropes & Gray | Troutman Sanders |
| Saiber | Valorem Law Group |
| Schiff Hardin | Van Ness Feldman |
| Schuyler, Roche & Crisham | Vedder Price |
| Schwabe, Williamson & Wyatt | Vinson & Elkins |
| Schwartz Hannum | Vorys, Sater, Seymour and Pease |
| Schwell Wimpfheimer & Associates | Wachtell, Lipton, Rosen & Katz |
| Severson & Werson | Weil, Gotshal & Manges |
| Seyfarth Shaw | Williams & Connolly |
| Sheppard Mullin Richter & Hampton | Wilson Sonsini Goodrich & Rosati |
| Simmons & Simmons | Winston & Strawn |
| Smith, Gambrell & Russell | Young & Thompson |
| Steptoe & Johnson | Yukevich Cavanaugh |

Commitment to Help

Clients make a subjective assessment about your investment in the relationship. True investment comes from law firms demonstrating they are looking to help clients solve problems—not just bill hours.



Demonstrating Commitment to the Client

Be Committed, Not Helpful

Commitment is a black-and-white issue—all or nothing. You are either the most committed, or you are not. Clients look at the verbal and non-verbal cues you send out. Whether intentional or not, everything you do will speak volumes about your commitment—clients want you to match (or exceed) their own levels of:

1. Urgency

There is no stopping until the client's goal has been met—no matter how difficult or time constrained a matter may be. Even in urgent situations, there is no room for compromises in quality, timing, or outcomes.

2. Energy

Committed advisors take their responsibility as counsel seriously. These attorneys tell clients the truth, no matter how unpopular the opinion may be. Their experience, knowledge, and understanding of the client drive the final recommendation. Committed partners will not recite what they hope the client wants to hear.

3. Perceived investment of time, money, and psychic energy

Going the extra mile is the hallmark trait of a committed law firm. Success goes beyond delivering outcomes. Clients are looking for personal success (being published, earning promotions, introductions to influencers). The most committed attorneys pull off seemingly amazing feats to help clients succeed.

Building Client Relationships

Commitment to help is the second-most important factor to legal decision makers when they evaluate and hire law firms. The only factor more important is your legal skills—whether or not you can even do the work.

Commitment to Help: The Best Law Firms

4
**BEST OF
THE BEST**

Best of the Best at Commitment to Help



Morgan Lewis
Sidley Austin

Skadden, Arps, Slate, Meagher & Flom
Thompson Hine

8
**LEADERS
OF
THE BEST**

Leaders of the Best at Commitment to Help



Alston & Bird
Faegre Baker Daniels
Gibson, Dunn & Crutcher
Jones Day

K&L Gates
Kirkland & Ellis
McGuireWoods
Morrison & Foerster

150
**HONOR
ROLL
OF
THE BEST**

Honor Roll of the Best at Commitment to Help



Adams and Reese
Akin Gump Strauss Hauer & Feld
Allen & Overy
Andrews Kurth
Arena Hoffman
Arnold & Porter
Baker & McKenzie
Baker Botts
Baker Donelson
BakerHostetler
Ballard Spahr
Barnes & Thornburg
Barris, Sott, Denn & Driker
Bartlit Beck Herman Palenchar & Scott
Benesch
Bereskin & Parr
Bernstein Shur
Blake, Cassels & Graydon
Blank Rome
Bodman
Bone McAllester Norton
Bose McKinney & Evans
Briggs and Morgan

Brooks, Pierce, McLendon, Humphrey & Leonard
Bryan Cave
Bryant Miller Olive
Buchanan Ingersoll & Rooney
Burke, Williams & Sorensen
Cairncross & Hempelmann
Calfee
Carlton Fields Jordan Burt
Cleary Gottlieb Steen & Hamilton
Clifford Chance
Conner & Winters
Cooley
Covington & Burling
Crowell & Moring
Curtis
Davis & Gilbert
Davis Polk & Wardwell
Dechert
Dentons
Dilworth Paxson
DLA Piper
Dorsey & Whitney

Commitment to Help: The Best Law Firms

Honor Roll of the Best at Commitment to Help — *continued*



| | |
|--|------------------------------------|
| Drinker Biddle & Reath | Jackson Lewis |
| Duane Morris | Jackson Walker |
| Dykema | Jenner & Block |
| Eckert Seamans Cherin & Mellott | Johnson DeLuca Kurisky & Gould |
| Eimer Stahl | Katten Muchin Rosenman |
| Epstein Becker Green | Kaufman & Canoles |
| Eversheds | Keating, Muething & Klekamp |
| Farrell Fritz | Keegan Werlin |
| Fisher & Phillips | Keker & Van Nest |
| FisherZucker | Kelley Drye & Warren |
| Foley & Lardner | Kenyon & Kenyon |
| Foley Hoag | King & Spalding |
| FordHarrison | Kleinfeld, Kaplan & Becker |
| Fried, Frank, Harris, Shriver & Jacobson | Koeller, Nebeker, Carlson & Haluck |
| Friedman Kaplan | Krieg DeVault |
| Frost Brown Todd | Lane & Waterman |
| Goldman Ismail Tomaselli Brennan & Baum | Latham & Watkins |
| Goodwin Procter | LeClairRyan |
| Greenberg Traurig | Lewis, Rice & Fingersh |
| Gunderson Dettmer Stough Villeneuve | Littler Mendelson |
| Franklin & Hachigian | Locke Lord |
| Hahn Loeser & Parks | Loeb & Loeb |
| Herrick, Feinstein | Manko, Gold, Katcher & Fox |
| Hill, Farrer & Burrill | Maples and Calder |
| Hogan Lovells | Mayer Brown |
| Holland & Hart | McCarter & English |
| Holland & Knight | McDermott Will & Emery |
| Honigman Miller Schwartz and Cohn | McGlinchey Stafford |
| Hunton & Williams | McGrath North Mullin & Kratz |
| Husch Blackwell | Miles & Stockbridge |
| Hyman, Phelps & McNamara | Miller Canfield |
| | Moore & Van Allen |

Commitment to Help: The Best Law Firms

Honor Roll of the Best at Commitment to Help — *continued*



| | |
|--|-----------------------------------|
| Nixon Peabody | Shearman & Sterling |
| Norton Rose Fulbright | Sheppard Mullin Richter & Hampton |
| Nossaman | Simmons & Simmons |
| Nyemaster Goode | Smith, Gambrell & Russell |
| Ogletree, Deakins, Nash, Smoak & Stewart | Steptoe & Johnson |
| Orrick, Herrington & Sutcliffe | Stites & Harbison |
| Parker Milliken | Stoel Rives |
| Paul, Weiss | Sullivan & Cromwell |
| Perkins Coie | Thompson Coburn |
| Pillsbury Winthrop Shaw Pittman | Thompson O'Brien Kemp & Nasuti |
| Polsinelli | Torys |
| Proskauer Rose | Troutman Sanders |
| Reed Smith | Valorem Law Group |
| Robbins, Russell, Englert, Orseck, Untereiner & Sauber | Van Ness Feldman |
| Ropes & Gray | Vedder Price |
| Royston Rayzor | Venable |
| Schiff Hardin | Vinson & Elkins |
| Schulte Roth & Zabel | Vogel Law Firm |
| Schwartz Hannum | Walker Tipps & Malone |
| Schwell Wimpfheimer & Associates | Weiner Brodsky Kider |
| Seyfarth Shaw | Wells Marble & Hurst |
| | Wheeler Trigg O'Donnell |

Which Law Firm Is Most Arrogant

The Most Arrogant Law Firms

BTI's research uncovers the good—and sometimes ugly—side of the legal market. In addition to understanding which firms corporate counsel single out for superior service, BTI also solicits insight into which firms are seen as the most arrogant.

(Only) **63** law firms earn the distinction of being the most arrogant law firms in 2015.

A Note on Arrogance

Many of the firms on the BTI Client Service 30 and throughout the BTI Client Service A-Team also appear on the list of most arrogant law firms. In BTI's experience, some aspects of superior client service can be perceived as arrogance by a number of clients:

- Providing direct, harsh advice to clients looking for sugarcoated feedback
- Delegating work to lower-level attorneys when a senior-level individual is preferred
- Confidently suggesting a solution before talking through the entire issue with the client

But sometimes arrogance is simply an ego-driven trait manifesting itself in client-unfocused ways:

- Inflexibility on fees and rates
- Poor experience—both in representation or in opposition of a matter
- Exclusion of key decision makers from client communications
- Bypassing junior members of the in-house legal team

Which Law Firm Is Most Arrogant

1

Law Firm Most Often Cited as Being Most Arrogant

Skadden, Arps, Slate, Meagher & Flom

7

Law Firms Frequently Cited as Being Most Arrogant

| | |
|-------------------------|--------------------------------|
| Cravath, Swaine & Moore | Sidley Austin |
| Gibson, Dunn & Crutcher | Sullivan & Cromwell |
| Jones Day | Wachtell, Lipton, Rosen & Katz |
| Kirkland & Ellis | |

55

Law Firms Cited as Being Most Arrogant

| | |
|-----------------------------------|-------------------------------------|
| Akin Gump Strauss Hauer & Feld | Jones & Associates |
| Baker & McKenzie | Kasowitz, Benson, Torres & Friedman |
| Ballard Spahr | Katz Barron |
| Barnes & Thornburg | Kaye Scholer |
| Boies, Schiller & Flexner | King & Spalding |
| Borden Ladner Gervais | Latham & Watkins |
| Bracewell & Giuliani | Mayer Brown |
| BuckleySandler | McDermott Will & Emery |
| Cadwalader, Wickersham & Taft | Morgan Lewis |
| Cleary Gottlieb Steen & Hamilton | Morrison & Foerster |
| Cox, Castle & Nicholson | Nixon Peabody |
| Davies Ward Phillips & Vineberg | Norton Rose Fulbright |
| Davis Polk & Wardwell | Orrick, Herrington & Sutcliffe |
| Dechert | Osler, Hoskin & Harcourt |
| DLA Piper | Paul Hastings |
| Dorsey & Whitney | Paul, Weiss |
| Duane Morris | Pillsbury Winthrop Shaw Pittman |
| Eversheds | Quinn Emanuel Urquhart & Sullivan |
| Faegre Baker Daniels | Robins, Kaplan, Miller & Ciresi |
| Freshfields Bruckhaus Deringer | Robinson Bradshaw & Hinson |
| Graves, Dougherty, Hearon & Moody | Ropes & Gray |
| Greenberg Traurig | Seward & Kissel |
| Hogan Lovells | Shearman & Sterling |
| Jackson Lewis | Simpson Thacher & Bartlett |

Which Law Firm Is Most Arrogant

Law Firms Cited as Being Most Arrogant — *continued*

Squire Patton Boggs

Vinson & Elkins

Weil, Gotshal & Manges

White & Case

Wilson Sonsini Goodrich & Rosati

Winstead

Winston & Strawn

The BTI Client Service 30

| BTI Client Service Rank | | Score | BTI Client Service Rank | | Score |
|-------------------------|--------------------------------------|--------|-------------------------|--------------------------------|--------|
| 1. | Skadden, Arps, Slate, Meagher & Flom | 311.96 | 16. | Baker & McKenzie | 146.80 |
| 2. | Jones Day | 266.67 | 17. | Bryan Cave | 145.69 |
| 3. | Sidley Austin | 247.23 | 18. | Seyfarth Shaw | 143.71 |
| 4. | Morgan Lewis | 227.65 | 19. | Morrison & Foerster | 138.06 |
| 5. | Thompson Hine | 211.10 | 20. | McGuireWoods | 135.58 |
| 6. | Kirkland & Ellis | 196.25 | 21. | Greenberg Traurig | 131.21 |
| 7. | Faegre Baker Daniels | 179.29 | 22. | Norton Rose Fulbright | 129.39 |
| 8. | K&L Gates | 174.06 | 23. | DLA Piper | 129.21 |
| 9. | Gibson, Dunn & Crutcher | 167.06 | 24. | Arnold & Porter | 126.67 |
| 10. | Latham & Watkins | 165.85 | 25. | Hogan Lovells | 108.53 |
| 11. | Reed Smith | 162.85 | 26. | Orrick, Herrington & Sutcliffe | 107.43 |
| 12. | Foley & Lardner | 162.83 | 27. | Holland & Knight | 106.26 |
| 13. | Mayer Brown | 156.80 | 28. | BakerHostetler | 103.88 |
| 14. | Littler Mendelson | 152.02 | 29. | McDermott Will & Emery | 103.01 |
| 15. | Alston & Bird | 147.51 | 30. | Jackson Lewis | 102.66 |

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The BTI Client Service 30: Standouts in Client Service Delivery

The BTI Client Service 30 is the cream of the client service crop. With more client recognition across the 17 activities and noteworthy performances in the most strategic activities, these 30 firms outscored all other firms by a factor of 6.



The BTI Client Service 30

| BTI Client Service Rank | Score | BTI Client Service Rank | Score |
|---|--------|------------------------------------|--------|
| 1. Skadden, Arps, Slate, Meagher & Flom | 311.96 | 16. Baker & McKenzie | 146.80 |
| 2. Jones Day | 266.67 | 17. Bryan Cave | 145.69 |
| 3. Sidley Austin | 247.23 | 18. Seyfarth Shaw | 143.71 |
| 4. Morgan Lewis | 227.65 | 19. Morrison & Foerster | 138.06 |
| 5. Thompson Hine | 211.10 | 20. McGuireWoods | 135.58 |
| 6. Kirkland & Ellis | 196.25 | 21. Greenberg Traurig | 131.21 |
| 7. Faegre Baker Daniels | 179.29 | 22. Norton Rose Fulbright | 129.39 |
| 8. K&L Gates | 174.06 | 23. DLA Piper | 129.21 |
| 9. Gibson, Dunn & Crutcher | 167.06 | 24. Arnold & Porter | 126.67 |
| 10. Latham & Watkins | 165.85 | 25. Hogan Lovells | 108.53 |
| 11. Reed Smith | 162.85 | 26. Orrick, Herrington & Sutcliffe | 107.43 |
| 12. Foley & Lardner | 162.83 | 27. Holland & Knight | 106.26 |
| 13. Mayer Brown | 156.80 | 28. BakerHostetler | 103.88 |
| 14. Littler Mendelson | 152.02 | 29. McDermott Will & Emery | 103.01 |
| 15. Alston & Bird | 147.51 | 30. Jackson Lewis | 102.66 |

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The BTI Client Service 30: Standouts in Client Service Delivery

Client Service Standouts—Celebrating 10 or More Years on The Client Service 30

Consistently delivering high levels of superior service at the firm-wide level is no small task. In fact, over the past 14 years, only 11 law firms have answered the call—joining the BTI Client Service 30 for 10 or more years. These firms are setting—and raising—the standard for what clients expect from law firms.

| | |
|------------------|--------------------------------------|
| Foley & Lardner | Morgan Lewis |
| Holland & Knight | Norton Rose Fulbright |
| Jones Day | Reed Smith |
| Kirkland & Ellis | Sidley Austin |
| Latham & Watkins | Skadden, Arps, Slate, Meagher & Flom |
| Mayer Brown | |

The BTI Client Service 30: Profiles



SKADDEN, ARPS, SLATE, MEAGHER & FLOM

Starting with a sharp uptick in service in 2011, Skadden enjoys its 2nd year in a row of delivering the best client service—outperforming all other law firms in client service performance.

Noteworthy Rankings

| | |
|------|----|
| 2014 | 1 |
| 2013 | 3 |
| 2012 | 6 |
| 2011 | 8 |
| 2010 | 37 |
| 2009 | 4 |
| 2008 | 29 |
| 2007 | 29 |
| 2006 | 12 |
| 2005 | 2 |
| 2004 | 2 |
| 2003 | 24 |
| 2002 | 6 |

They have tremendous creativity and intellectual firepower. They are on the cutting edge.

Excellent with in-depth business acumen. They are the kind of firm you need for bet-the-company type matters.

They are a global powerhouse. The best of the best.

2015 A-Team Performance

-  Commitment to Help
-  Client Focus
-  Understands the Client's Business
-  Provides Value for the Dollar
-  Legal Skills
-  Quality Products
-  Meets Core Scope
-  Keeps Clients Informed
-  Deals with Unexpected Changes
-  Handles Problems
-  Anticipates the Client's Needs
-  Innovative Approach
-  Breadth of Services
-  Helps Advise on Business Issues
-  Regional Reputation
-  Unprompted Communication
-  Brings Together National Resources
-  Best of the Best
-  Leaders of the Best
-  Honor Roll



*Noteworthy
Rankings*

| | |
|------|---|
| 2014 | 2 |
| 2013 | 1 |
| 2012 | 1 |
| 2011 | 1 |
| 2010 | 2 |
| 2009 | 1 |
| 2008 | 1 |
| 2007 | 2 |
| 2006 | 1 |
| 2005 | 4 |
| 2004 | 1 |
| 2003 | 2 |
| 2002 | 1 |

JONES DAY

As 1 of only 3 firms able to claim a no-hitter in client service excellence, Jones Day celebrates the firm's 14th appearance on The BTI Client Service 30. Jones Day has the honored distinction of being the only firm to earn a spot in the top 5 every year since the first-released *BTI Client Service A-Team*—further proof of this firm's skill and commitment to leading the client service charge.

Jones Day works with us; they act like a partner and not a service provider.

We get phone calls from senior staff wanting to know if everything is going well.

Even on big matters, I feel like we get a great value from them.

2015 A-Team Performance

-  Commitment to Help
-  Client Focus
-  Understands the Client's Business
-  Provides Value for the Dollar
-  Legal Skills
-  Quality Products
-  Meets Core Scope
-  Keeps Clients Informed
-  Deals with Unexpected Changes
-  Handles Problems
-  Anticipates the Client's Needs
-  Innovative Approach
-  Breadth of Services
-  Helps Advise on Business Issues
-  Regional Reputation
-  Unprompted Communication
-  Brings Together National Resources
-  Best of the Best
-  Leaders of the Best
-  Honor Roll



SIDLEY AUSTIN

Sidley Austin hasn't just had a few good years. The firm is 1 of only 3 continually earning a spot among The BTI Client Service 30 for each of the 14 years the *BTI Client Service A-Team* has been published. Doing with ease what other firms struggle to do, Sidley Austin shines for its consistent client service excellence.

Noteworthy Rankings

| | |
|------|----|
| 2014 | 3 |
| 2013 | 15 |
| 2012 | 10 |
| 2011 | 4 |
| 2010 | 9 |
| 2009 | 3 |
| 2008 | 2 |
| 2007 | 1 |
| 2006 | 2 |
| 2005 | 1 |
| 2004 | 7 |
| 2003 | 1 |
| 2002 | 5 |

They show loyalty and dedication, beyond the general excellence.

They add value by not billing us for every question.

Sidley always handles complex matters with a practical approach.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



*Noteworthy
Rankings*

| | |
|------|----|
| 2014 | 4 |
| 2013 | 25 |
| 2012 | 9 |
| 2011 | 9 |
| 2010 | 15 |
| 2009 | 10 |
| 2008 | 20 |
| 2007 | 11 |
| 2006 | 3 |
| 2005 | 8 |
| 2004 | 21 |
| 2003 | 30 |
| 2002 | 1 |

MORGAN LEWIS

To deliver superior levels of client service and be recognized by leading legal decision makers is rare. To outdo yourself—and high-performing peers—year after year is rarer. Yet Morgan Lewis is 1 of only 3 firms appearing in The BTI Client Service 30 for each of the past 14 years. Morgan Lewis celebrates another year of service excellence by landing at number 4 in 2015.

Morgan Lewis keeps us informed of legal developments with helpful seminars and client communications.

They are consolidating services and working with us on repetitive transactions to make them more cost effective.

They have both the breadth and depth to address any matters we come across.

2015 A-Team Performance

-  *Commitment to Help*
-  *Client Focus*
-  *Understands the Client's Business*
-  *Provides Value for the Dollar*
-  *Legal Skills*
-  *Quality Products*
-  *Meets Core Scope*
-  *Keeps Clients Informed*
-  *Deals with Unexpected Changes*
-  *Handles Problems*
-  *Anticipates the Client's Needs*
-  *Innovative Approach*
-  *Breadth of Services*
-  *Helps Advise on Business Issues*
-  *Regional Reputation*
-  *Unprompted Communication*
-  *Brings Together National Resources*
-  *Best of the Best*
-  *Leaders of the Best*
-  *Honor Roll*



*Noteworthy
Rankings*

| | |
|------|-----|
| 2014 | 8 |
| 2013 | 6 |
| 2012 | 15 |
| 2011 | 2 |
| 2010 | 20 |
| 2009 | 24 |
| 2008 | 17 |
| 2007 | 74 |
| 2006 | 64 |
| 2005 | 151 |
| 2004 | 65 |
| 2003 | 71 |

THOMPSON HINE

From the firm's debut as part of The BTI Client Service 30 in 2008, Thompson Hine has since proved the firm can hang with the big boys. 2015 marks Thompson Hine's 8th consecutive appearance in The BTI Client Service 30. With no signs of plateauing, Thompson Hine jumps into the top 5—marking a notable rise in the ranks from 2014 when the firm ranked 8.

They're leading in value thanks to their willingness to enter into alternative fee arrangements.

We've had a very long relationship with excellent responsiveness and client service.

They have outstanding client service. They are responsive and cost effective.

2015 A-Team Performance

- Commitment to Help
- Client Focus
- Understands the Client's Business
- Provides Value for the Dollar
- Legal Skills
- Quality Products
- Meets Core Scope
- Keeps Clients Informed
- Deals with Unexpected Changes
- Handles Problems
- Anticipates the Client's Needs
- Innovative Approach
- Breadth of Services
- Helps Advise on Business Issues
- Regional Reputation
- Unprompted Communication
- Brings Together National Resources
- Best of the Best
- Leaders of the Best
- Honor Roll



*Noteworthy
Rankings*

| | |
|------|----|
| 2014 | 5 |
| 2013 | 7 |
| 2011 | 6 |
| 2010 | 6 |
| 2009 | 6 |
| 2008 | 5 |
| 2007 | 22 |
| 2006 | 19 |
| 2005 | 14 |
| 2003 | 19 |
| 2002 | 4 |

KIRKLAND & ELLIS

For 14 years Kirkland & Ellis has joined the *BTI Client Service A-Team*—12 of those years have been spent among the elite performers as one of The BTI Client Service 30. The firm's consistent client service excellence continues to impress: Kirkland & Ellis celebrates 2015 by ranking number 6 of all law firms serving large clients.

They handle issues efficiently in ways that you get the right answer without "overlawyering."

Kirkland is an excellent all-around firm with incredibly sharp attorneys.

They're great at counseling us with good, solid, practical advice.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



FAEGRE BAKER DANIELS

Faegre Baker Daniels hits its stride and joins The BTI Client Service 30 for the 5th consecutive (and 9th overall) year, suggesting the firm's renewed commitment to client service excellence. Faegre Baker Daniels lands at number 7 in 2015—celebrating a high watermark performance for the firm.

Noteworthy Rankings


















| | |
|------|-----|
| 2014 | 9 |
| 2013 | 8 |
| 2012 | 13 |
| 2011 | 15 |
| 2010 | 142 |
| 2009 | 17 |
| 2008 | 90 |
| 2007 | 108 |
| 2006 | 43 |
| 2005 | 128 |
| 2004 | 20 |
| 2003 | 13 |
| 2002 | 19 |

They commit to partnering with us on matters as opposed to just doing the work themselves.

They are super collaborative and are working hard to truly understand our industry.

They're thought leaders; they produce great newsletters, articles, emails, and seminars.

2015 A-Team Performance

-  Commitment to Help
 -  Client Focus
 -  Understands the Client's Business
 -  Provides Value for the Dollar
 -  Legal Skills
 -  Quality Products
 -  Meets Core Scope
 -  Keeps Clients Informed
 -  Deals with Unexpected Changes
 -  Handles Problems
 -  Anticipates the Client's Needs
 -  Innovative Approach
 -  Breadth of Services
 -  Helps Advise on Business Issues
 -  Regional Reputation
 -  Unprompted Communication
 -  Brings Together National Resources
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



K&L GATES

K&L Gates enjoys a mesmerizing rise in client service delivery, leapfrogging over tough competition to substantially boost performance in 2015. In the firm's 5th appearance on The BTI Client Service 30, K&L Gates breaks into the top 10 landing squarely at number 8—rising more than a dozen places from 2014.

Noteworthy Rankings

| | |
|------|-----|
| 2014 | 22 |
| 2013 | 23 |
| 2012 | 32 |
| 2011 | 48 |
| 2010 | 24 |
| 2009 | 49 |
| 2008 | 26 |
| 2007 | 33 |
| 2006 | 70 |
| 2005 | 198 |
| 2004 | 160 |
| 2003 | 201 |
| 2002 | 84 |

I never get the switch around. They have great communication skills.

They have a very high level of knowledge and expertise and are extremely responsive.

They have an interdisciplinary approach: bringing in the right people to create a solid team.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



Noteworthy Rankings

| | |
|------|-----|
| 2014 | 10 |
| 2013 | 51 |
| 2012 | 31 |
| 2011 | 13 |
| 2010 | 34 |
| 2009 | 16 |
| 2008 | 15 |
| 2007 | 36 |
| 2006 | 5 |
| 2005 | 42 |
| 2004 | 113 |
| 2003 | 8 |
| 2002 | 46 |

GIBSON, DUNN & CRUTCHER






Gibson Dunn continues its ascent in The BTI Client Service 30. First appearing in this prestigious group in 2003, the firm's client service performance has been an on-again, off-again affair. However, with a 2-year consecutive run under its belt and climbing 1 rung into the number 9 spot, Gibson Dunn is showing signs of staying power.

They're more responsive and knowledgeable than the competition.

They stay proactive by keeping us informed of upcoming issues.

Gibson, Dunn & Crutcher is a bet-the-company law firm. They are absolute experts.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client's Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-
-  *Best of the Best*
 -  *Leaders of the Best*
 -  *Honor Roll*



Noteworthy Rankings

| | |
|------|----|
| 2014 | 7 |
| 2013 | 32 |
| 2012 | 22 |
| 2011 | 28 |
| 2010 | 39 |
| 2009 | 35 |
| 2008 | 14 |
| 2007 | 7 |
| 2006 | 6 |
| 2005 | 3 |
| 2004 | 6 |
| 2003 | 22 |
| 2002 | 18 |

LATHAM & WATKINS

Rounding out the top 10, Latham & Watkins maintains a long-standing stronghold on client service excellence. Corporate counsels' ongoing recognition of Latham & Watkins' superior service has kept the firm in the top 10% of all firms serving large clients for 14 years running. 2015 marks Latham & Watkins 11th appearance as part of The BTI Client Service 30.

They are eager to make our relationship a comprehensive one. They second lawyers to our company and take some of ours, which is great cross-pollination.

They are incredibly thorough and careful in their work.

One of the top firms in breadth and legal knowledge.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client's Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-
-  **Best of the Best**
 -  **Leaders of the Best**
 -  **Honor Roll**



REED SMITH

Reed Smith stands strong and occupies the 11th spot on The BTI Client Service 30 for the 2nd consecutive year. Ever since breaking into the top 30 in 2005, Reed Smith has remained a constant presence among the client service elite. Reed Smith celebrates 2015 with the firm's 11th appearance in the top 30.

Noteworthy Rankings

| | |
|------|-----|
| 2014 | 11 |
| 2013 | 21 |
| 2012 | 16 |
| 2011 | 10 |
| 2010 | 23 |
| 2009 | 7 |
| 2008 | 16 |
| 2007 | 4 |
| 2006 | 15 |
| 2005 | 11 |
| 2004 | 105 |
| 2003 | 177 |
| 2002 | 78 |

They know, and have helped formulate, the laws that help us do what we do. They are very familiar with the industry.

We are a small company but still get quality, top-tier senior partners who are smart and pragmatic.

Reed Smith proactively offers services based on other matters from similar clients.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



*Noteworthy
Rankings*

| | |
|------|----|
| 2014 | 23 |
| 2013 | 16 |
| 2012 | 4 |
| 2011 | 7 |
| 2010 | 1 |
| 2009 | 33 |
| 2008 | 10 |
| 2007 | 6 |
| 2006 | 23 |
| 2005 | 13 |
| 2004 | 14 |
| 2003 | 29 |
| 2002 | 60 |

FOLEY & LARDNER

Foley & Lardner's superior service streak continues. The firm comes in at the number 12 spot for the firm's 12th appearance as one of The BTI Client Service 30. A marked improvement from 2014, Foley & Lardner rises 11 spots to land squarely in the top half of elite firms delivering outsized service to corporate counsel.

Their service is highly personalized. They're attentive and anticipate issues before they occur.

They have offices all around the world with incredibly qualified lawyers possessing broad expertise.

Excellent client service. I see them as up and coming.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
-
- Best of the Best
 - Leaders of the Best
 - Honor Roll



MAYER BROWN

Mayer Brown has been featured in BTI's Client Service 30 for more than a decade—securing a global reputation for client service prowess. A formidable competitor to any firm, Mayer Brown's 11-year run in The BTI Client Service 30 earns the firm a noteworthy spot on this elite list of leaders.

Noteworthy Rankings

| | |
|------|-----|
| 2014 | 12 |
| 2013 | 2 |
| 2012 | 144 |
| 2011 | 32 |
| 2010 | 12 |
| 2009 | 2 |
| 2008 | 25 |
| 2007 | 13 |
| 2006 | 10 |
| 2005 | 18 |
| 2004 | 3 |
| 2003 | 27 |
| 2002 | 34 |

They really understand our industry and have great hands-on attorneys.

Their expertise is unmatched.

They blend high-caliber advice with a practical understanding of our business.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



*Noteworthy
Rankings*

| | |
|------|-----|
| 2014 | 18 |
| 2013 | 12 |
| 2012 | 24 |
| 2011 | 30 |
| 2010 | 48 |
| 2009 | 28 |
| 2008 | 21 |
| 2007 | 64 |
| 2006 | 181 |
| 2005 | 105 |
| 2004 | 88 |
| 2003 | 90 |
| 2002 | 31 |

LITTLER MENDELSON

Not content to sit still when it comes to delivering top service, Littler Mendelson ups its game in 2015 to land at number 14—an impressive rise of 4 spots from 2014. The firm may be an employment and labor boutique, but specialization doesn't change Littler's commitment to superior service delivery; 2015 marks the firm's 7th appearance in The BTI Client Service 30.

**They're very practical;
they understand our
legal spend is under great
pressure and they try not
to drive up costs.**

**Absolute expert
knowledge in the area
of employment.**

**They are one of the most
proactive in sending out
client updates.**

2015 A-Team Performance

- Commitment to Help
- Client Focus
- Understands the Client's Business
- Provides Value for the Dollar
- Legal Skills
- Quality Products
- Meets Core Scope
- Keeps Clients Informed
- Deals with Unexpected Changes
- Handles Problems
- Anticipates the Client's Needs
- Innovative Approach
- Breadth of Services
- Helps Advise on Business Issues
- Regional Reputation
- Unprompted Communication
- Brings Together National Resources

- Best of the Best
- Leaders of the Best
- Honor Roll



Noteworthy Rankings

| | |
|------|-----|
| 2014 | 24 |
| 2013 | 37 |
| 2012 | 5 |
| 2011 | 3 |
| 2010 | 4 |
| 2009 | 18 |
| 2008 | 7 |
| 2007 | 48 |
| 2006 | 31 |
| 2005 | 12 |
| 2004 | 100 |
| 2003 | 11 |
| 2002 | 34 |

ALSTON & BIRD

Alston & Bird rounds out the first half of The BTI Client Service 30 securing the 15th position on this elite list. Renewed energy around client service vaults Alston & Bird 9 spots in 2015—far outpacing the firm’s 2014 ranking of 24. Alston & Bird celebrates its 9th appearance among The BTI Client Service 30 proving the firm is well-equipped to meet the high demands of discerning clients.

They are always able to get the right people involved.

They have a unique combination of excellent service, superior talent and great value.

Very high caliber firm. They are Southern-style aggressive.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client’s Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client’s Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



Noteworthy Rankings

| | |
|------|----|
| 2014 | 38 |
| 2013 | 9 |
| 2012 | 7 |
| 2011 | 14 |
| 2010 | 10 |
| 2009 | 40 |
| 2008 | 3 |
| 2007 | 5 |
| 2006 | 51 |
| 2005 | 71 |
| 2004 | 16 |
| 2003 | 55 |
| 2002 | 9 |

BAKER & MCKENZIE





After a one-year hiatus, Baker & McKenzie makes a splash return to The BTI Client Service 30. Baker & McKenzie is firing on all cylinders these days climbing more than 20 spots to land at number 16. Celebrating the firm's 9th year as a member of The BTI Client Service 30, Baker & McKenzie is one of the leaders redefining clients' expectations of law firms.

They are straight shooters and provide excellent bang for buck.

They have incredibly high levels of expertise. I really value and respect them.

Baker & McKenzie have resources to act quickly and save us money.

2015 A-Team Performance

-  Commitment to Help
 -  Client Focus
 -  Understands the Client's Business
 -  Provides Value for the Dollar
 -  Legal Skills
 -  Quality Products
 -  Meets Core Scope
 -  Keeps Clients Informed
 -  Deals with Unexpected Changes
 -  Handles Problems
 -  Anticipates the Client's Needs
 -  Innovative Approach
 -  Breadth of Services
 -  Helps Advise on Business Issues
 -  Regional Reputation
 -  Unprompted Communication
 -  Brings Together National Resources
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



BRYAN CAVE

From its humble beginnings as a Midwest firm, Bryan Cave has successfully harnessed the power of superior client service delivery to propel sustainable growth for the international firm it is today. As a 7-time member of The BTI Client Service 30, Bryan Cave celebrates 2015 in the number 17 spot.

Noteworthy Rankings

| | |
|------|----|
| 2014 | 13 |
| 2013 | 39 |
| 2012 | 2 |
| 2011 | 17 |
| 2010 | 13 |
| 2009 | 14 |
| 2008 | 69 |
| 2007 | 65 |
| 2006 | 83 |
| 2005 | 25 |
| 2004 | 41 |
| 2003 | 69 |
| 2002 | 53 |

Very efficient without a lot of hand holding. They do what needs to get done without running up a huge bill.

They are always finding cross-functional solutions and thinking across practice areas.

Bryan Cave has a solid corporate understanding and great business sense.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



Noteworthy Rankings

| | |
|------|-----|
| 2014 | 14 |
| 2013 | 5 |
| 2012 | 18 |
| 2011 | 43 |
| 2010 | 124 |
| 2009 | 38 |
| 2008 | 149 |
| 2007 | 204 |
| 2006 | 37 |
| 2005 | 95 |
| 2004 | 193 |
| 2003 | 92 |

SEYFARTH SHAW





















Seyfarth Shaw is redefining how legal services are delivered to clients—and it is not going unnoticed. For the 4th consecutive year, corporate counsel exalt Seyfarth Shaw for the firm’s innovative approach to service. Making its first appearance in 2012, Seyfarth Shaw has continuously remained in The BTI Client Service 30 since.

They come up with innovative things like “Seyfarth Lean” and are willing to work with you on billing arrangements.

For a national firm, they understand how to be both efficient and effective, which is uncommon.

The way they use technology helps keep our costs down.

2015 A-Team Performance

-  Commitment to Help
 -  Client Focus
 -  Understands the Client’s Business
 -  Provides Value for the Dollar
 -  Legal Skills
 -  Quality Products
 -  Meets Core Scope
 -  Keeps Clients Informed
 -  Deals with Unexpected Changes
 -  Handles Problems
 -  Anticipates the Client’s Needs
 -  Innovative Approach
 -  Breadth of Services
 -  Helps Advise on Business Issues
 -  Regional Reputation
 -  Unprompted Communication
 -  Brings Together National Resources
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



MORRISON & FOERSTER

MoFo makes its 5th appearance in The BTI Client Service 30. The firm manages to show exceptional commitment to help clients. MoFo brings deep industry knowledge, driving a best-in-class performance in anticipating needs.

Noteworthy Rankings

| | |
|------|-----|
| 2014 | 6 |
| 2013 | 48 |
| 2012 | 42 |
| 2011 | 76 |
| 2010 | 8 |
| 2009 | 118 |
| 2008 | 166 |
| 2007 | 9 |
| 2006 | 45 |
| 2005 | 19 |
| 2004 | 93 |
| 2003 | 36 |
| 2002 | 32 |

Very responsive.

They exhibit an exceptionally strong commitment to client focus.

They really strive to understand our business and industry.

2015 A-Team Performance

-  Commitment to Help
 -  Client Focus
 -  Understands the Client's Business
 -  Provides Value for the Dollar
 -  Legal Skills
 -  Quality Products
 -  Meets Core Scope
 -  Keeps Clients Informed
 -  Deals with Unexpected Changes
 -  Handles Problems
 -  Anticipates the Client's Needs
 -  Innovative Approach
 -  Breadth of Services
 -  Helps Advise on Business Issues
 -  Regional Reputation
 -  Unprompted Communication
 -  Brings Together National Resources
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



MCGUIREWOODS

In the past year, McGuireWoods has been reasserting its position in the marketplace and among the leaders of client service excellence. A repeat top 30 performer celebrating its 9th appearance in The BTI Client Service 30, McGuireWoods climbs 5 spots from 2014 to land squarely at the number 20 spot.

Noteworthy Rankings

| | |
|------|-----|
| 2014 | 25 |
| 2013 | 4 |
| 2012 | 102 |
| 2011 | 34 |
| 2010 | 81 |
| 2009 | 22 |
| 2008 | 19 |
| 2007 | 18 |
| 2006 | 11 |
| 2005 | 162 |
| 2004 | 40 |
| 2003 | 17 |
| 2002 | 12 |

They are interested in learning about our business, and not just interested in courtroom matters.

They are aggressive and do everything to please us as a client.

They have excellent lawyers and they know how to manage and staff a case properly.

2015 A-Team Performance

- Commitment to Help
- Client Focus
- Understands the Client's Business
- Provides Value for the Dollar
- Legal Skills
- Quality Products
- Meets Core Scope
- Keeps Clients Informed
- Deals with Unexpected Changes
- Handles Problems
- Anticipates the Client's Needs
- Innovative Approach
- Breadth of Services
- Helps Advise on Business Issues
- Regional Reputation
- Unprompted Communication
- Brings Together National Resources

- Best of the Best
- Leaders of the Best
- Honor Roll



*Noteworthy
Rankings*

| | |
|------|-----|
| 2014 | 20 |
| 2013 | 26 |
| 2012 | 182 |
| 2011 | 44 |
| 2010 | 56 |
| 2009 | 63 |
| 2008 | 22 |
| 2007 | 83 |
| 2006 | 236 |
| 2005 | 122 |

GREENBERG TRAURIG

After a big jump in 2013 landed Greenberg Traurig in the top 30, the firm hits its client service stride. Greenberg Traurig secures the number 21 spot in the 2015 BTI Client Service 30. A relative newcomer to this list, this year marks the firm's 3rd consecutive (and 4th overall) appearance among this elite group of client service leaders.

Their broad range of backgrounds means they're capable of answering any question I ask them.

They have expanded their breadth so they are a one-stop shop for our business.

For a big firm, they're exceptionally innovative and maintain top quality work.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



Noteworthy Rankings

| | |
|------|----|
| 2014 | 19 |
| 2013 | 19 |
| 2012 | 11 |
| 2011 | 5 |
| 2010 | 32 |
| 2009 | 25 |
| 2008 | 8 |
| 2007 | 24 |
| 2006 | 49 |
| 2005 | 16 |
| 2004 | 27 |
| 2003 | 7 |
| 2002 | 92 |






NORTON ROSE FULBRIGHT

Not missing a beat in the wake of a high-profile merger, Norton Rose Fulbright continues to carry Fulbright & Jaworski's client service torch. Landing at number 22, 2015 will mark the merged firm's 2nd appearance on The BTI Client Service 30—proving a client-focused platform is critical for merger success.

They have great
knowledge and
experience, and
they're super
responsive.

They have top quality
attorneys and an
incredibly diverse practice.

2015 A-Team Performance

-  Commitment to Help
 -  Client Focus
 -  Understands the Client's Business
 -  Provides Value for the Dollar
 -  Legal Skills
 -  Quality Products
 -  Meets Core Scope
 -  Keeps Clients Informed
 -  Deals with Unexpected Changes
 -  Handles Problems
 -  Anticipates the Client's Needs
 -  Innovative Approach
 -  Breadth of Services
 -  Helps Advise on Business Issues
 -  Regional Reputation
 -  Unprompted Communication
 -  Brings Together National Resources
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



Noteworthy Rankings

| | |
|------|----|
| 2014 | 27 |
| 2013 | 28 |
| 2012 | 12 |
| 2011 | 61 |
| 2010 | 5 |
| 2009 | 79 |
| 2008 | 6 |
| 2007 | 59 |
| 2006 | 25 |

DLA PIPER

Legal powerhouse and client service stalwart DLA Piper celebrates a stunning 9-year run on BTI's Client Service 30 list. After a slight dip in 2013, DLA Piper ups its client service game in 2015. This move serves to pass competitors and boost DLA's overall client service ranking—up 4 spots from its 2014 ranking of 27.

They are innovative and have a robust infrastructure for alternative fee structures.

I recommend DLA Piper for their attention to detail and preparedness. They really know how to execute.

Outstanding firm. They have great global reach and top notch service.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
 - Anticipates the Client's Needs
 - Innovative Approach
 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



Noteworthy Rankings

| | |
|------|-----|
| 2014 | 74 |
| 2013 | 20 |
| 2012 | 52 |
| 2011 | 116 |
| 2010 | 75 |
| 2009 | 181 |
| 2008 | 162 |
| 2007 | 45 |
| 2006 | 32 |
| 2005 | 84 |
| 2004 | 108 |
| 2003 | 14 |

ARNOLD & PORTER

















After a year out of the limelight, Arnold & Porter gallantly returns to The BTI Client Service 30 in 2015. Arnold & Porter lands at number 24—climbing an impressive 50 spots from its 2014 ranking. The message is clear: Arnold & Porter—a 3-time member of The BTI Client Service 30—still delivers superior levels of client service.

Arnold & Porter's understanding and expertise of the regulatory space is very impressive.

They are very creative with billing arrangements and were one of the first to use alternative fees.

They show a sincere interest in learning our business, which is hard to find.

2015 A-Team Performance

-  Commitment to Help
 -  Client Focus
 -  Understands the Client's Business
 -  Provides Value for the Dollar
 -  Legal Skills
 -  Quality Products
 -  Meets Core Scope
 -  Keeps Clients Informed
 -  Deals with Unexpected Changes
 -  Handles Problems
 -  Anticipates the Client's Needs
 -  Innovative Approach
 -  Breadth of Services
 -  Helps Advise on Business Issues
 -  Regional Reputation
 -  Unprompted Communication
 -  Brings Together National Resources
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



*Noteworthy
Rankings*

| | |
|------|-----|
| 2014 | 17 |
| 2013 | 13 |
| 2012 | 23 |
| 2011 | 20 |
| 2010 | 130 |
| 2009 | 27 |
| 2008 | 47 |
| 2007 | 44 |
| 2006 | 73 |
| 2005 | 32 |
| 2004 | 11 |
| 2003 | 23 |
| 2002 | 106 |

HOGAN LOVELLS

















Law firm mergers don't always have happy endings, but Hogan Lovells continues to buck the trend. Ever since the firm's merger in 2010, Hogan Lovells has been a staple to BTI's Client Service 30. Marking its 5th consecutive showing on The BTI Client Service 30, Hogan Lovells demonstrates the effectiveness of incorporating client service into any growth strategy.

They're a full service firm, and are one of the more responsive and timely firms I use.

They have a comprehensive global team, and a high level of service.

They have exceptional partners with international scope, reach and expertise.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client's Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-  Best of the Best
 Leaders of the Best
 Honor Roll



*Noteworthy
Rankings*

| | |
|------|-----|
| 2014 | 34 |
| 2012 | 151 |
| 2011 | 46 |
| 2010 | 154 |
| 2009 | 88 |
| 2008 | 126 |
| 2007 | 71 |
| 2006 | 26 |
| 2005 | 287 |
| 2004 | 37 |
| 2003 | 97 |
| 2002 | 117 |

ORRICK, HERRINGTON & SUTCLIFFE



















Usually not far from the top of the pack, Orrick climbs 8 rungs to secure the number 26 spot in the 2015 BTI Client Service 30. Orrick's ongoing commitment to client-centric and industry-focused services rings strong with corporate counsel—helping the firm reclaim its position on this elite list after an 8-year absence.

They are taking whole issues off our plate and thinking outside the box.

They keep the lines of communication open on a constant basis.

Orrick is synonymous with responsiveness and practicality.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client's Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-  Best of the Best
 Leaders of the Best
 Honor Roll



Noteworthy Rankings

| | |
|------|-----|
| 2014 | 16 |
| 2013 | 22 |
| 2012 | 3 |
| 2011 | 11 |
| 2010 | 7 |
| 2009 | 31 |
| 2008 | 24 |
| 2007 | 3 |
| 2006 | 21 |
| 2005 | 7 |
| 2004 | 130 |
| 2003 | 18 |
| 2002 | 16 |

HOLLAND & KNIGHT

It's no surprise to see Holland & Knight's name listed in the latest iteration of BTI's Client Service 30. Holland & Knight is a seasoned veteran earning client recognition year after year. Celebrating a remarkable 12th appearance on this exclusive list, Holland & Knight cements its position as a client service leader.

**Holland & Knight
proactively brings
forward issues that
may impact us.**

**They do outstanding
work in a cost
efficient manner.**

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client's Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll



*Noteworthy
Rankings*

| | |
|------|-----|
| 2014 | 33 |
| 2013 | 72 |
| 2012 | 266 |
| 2011 | 50 |
| 2010 | 38 |
| 2009 | 188 |
| 2008 | 96 |
| 2007 | 87 |
| 2006 | 60 |
| 2005 | 31 |
| 2004 | 102 |
| 2003 | 196 |
| 2002 | 158 |

BAKERHOSTETLER

















BakerHostetler stands alone as the only law firm making its debut to The BTI Client Service 30 in 2015. In a true feat of client service excellence, BakerHostetler surpasses a number of past client service stalwarts to join the leaders. BakerHostetler breaks the ranks landing at number 28 after just missing the cut in 2014.

They know my business well, which allows them to quickly resolve issues for us.

They are able to deliver high quality work while being cost effective.

They are very proactive and always keep us updated on new developments in our industry.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
 -  *Legal Skills*
 -  *Quality Products*
 -  *Meets Core Scope*
 -  *Keeps Clients Informed*
 -  *Deals with Unexpected Changes*
 -  *Handles Problems*
 -  *Anticipates the Client's Needs*
 -  *Innovative Approach*
 -  *Breadth of Services*
 -  *Helps Advise on Business Issues*
 -  *Regional Reputation*
 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-  Best of the Best
 Leaders of the Best
 Honor Roll



MCDERMOTT WILL & EMERY

McDermott Will & Emery—a 9-time BTI Client Service 30 member—is staking its hold among the client service leaders. For the 2nd consecutive year, the firm lands in the top 30. Clients credit flexibility and innovation.

Noteworthy Rankings

| | |
|------|-----|
| 2014 | 15 |
| 2013 | 42 |
| 2012 | 30 |
| 2011 | 102 |
| 2010 | 77 |
| 2009 | 117 |
| 2008 | 88 |
| 2007 | 51 |
| 2006 | 8 |
| 2005 | 10 |
| 2004 | 15 |
| 2003 | 106 |
| 2002 | 3 |

They have a more personal touch. Instead of getting a newsletter from the firm, I get something from the partner himself.

Love them. They are aggressive and have innovative strategy. They are like bulldogs.

I have complete faith and trust in my attorney there.

2015 A-Team Performance

- Commitment to Help
 - Client Focus
 - Understands the Client's Business
 - Provides Value for the Dollar
 - Legal Skills
 - Quality Products
 - Meets Core Scope
 - Keeps Clients Informed
 - Deals with Unexpected Changes
 - Handles Problems
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 - Breadth of Services
 - Helps Advise on Business Issues
 - Regional Reputation
 - Unprompted Communication
 - Brings Together National Resources
- Best of the Best
■ Leaders of the Best
■ Honor Roll



Noteworthy Rankings

| | |
|------|-----|
| 2014 | 21 |
| 2013 | 11 |
| 2012 | 60 |
| 2011 | 41 |
| 2010 | 174 |
| 2009 | 110 |
| 2008 | 173 |
| 2007 | 234 |
| 2006 | 56 |
| 2005 | 221 |
| 2004 | 114 |
| 2003 | 171 |
| 2002 | 59 |





















JACKSON LEWIS

Rounding out the top 30 in 2015, the employment specialists at Jackson Lewis prove recognition for superior service isn't limited to large, full-service firms. Jackson Lewis broke into The BTI Client Service 30 in 2013, and the firm has remained a permanent fixture on this exclusive list for the past 3 years.

They come up with innovative alternative fee arrangements.

Jackson Lewis has great expertise in every area where we need them.

2015 A-Team Performance

-  *Commitment to Help*
 -  *Client Focus*
 -  *Understands the Client's Business*
 -  *Provides Value for the Dollar*
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 -  *Unprompted Communication*
 -  *Brings Together National Resources*
-
-  Best of the Best
 -  Leaders of the Best
 -  Honor Roll

Performance Across the 17 Activities Driving Superior Client Relationships

2015 Performance Across the 17 Activities Driving Superior Client Relationships

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|-----------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Adams and Reese | 82 | — | ★ | ★ | — | — | — | ★ | ★★ | — | — | ★★ | ★ | — | ★ | ★ | ★ | ★ |
| Akerman | 323 | — | — | — | — | — | — | — | — | ★ | ★ | — | — | — | — | — | — | — |
| Akin Gump Strauss Hauer & Feld | 105 | — | — | — | ★ | — | ★ | ★ | — | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ |
| Albo & Oblon | 246 | — | — | ★ | — | — | ★ | — | — | — | — | — | — | — | ★ | — | — | — |
| Allen & Overy | 216 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | ★ | — | — | ★ |
| Alston & Bird | 15 | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★ | ★ | ★ | ★★ |
| Andrews Kurth | 125 | — | ★ | ★ | — | — | — | ★ | — | — | — | ★ | — | — | — | — | ★ | ★ |
| Arena Hoffman | 117 | ★ | ★ | ★ | — | ★ | ★ | — | — | — | — | — | — | — | ★ | — | — | ★ |
| Arent Fox | 148 | ★ | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — | — | — |
| Armstrong Teasdale | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Arnold & Porter | 24 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★ |
| Baker & McKenzie | 16 | ★★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★ | ★ | ★★ | ★★ | ★ | ★★ | ★★ | ★ |
| Baker Botts | 114 | — | ★ | ★ | ★ | — | — | — | — | — | — | ★ | — | — | ★ | — | — | ★ |
| Baker Donelson | 71 | ★ | ★ | ★ | — | ★ | ★ | — | — | — | ★ | ★★ | ★ | ★ | ★ | ★ | ★ | ★ |
| BakerHostetler | 28 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Ballard Rosenberg Golper & Savitt | 301 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — |

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|---------------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Ballard Spahr | 69 | ★ | ★ | — | ★ | ★ | ★ | — | ★ | ★ | ★ | — | — | ★ | — | ★ | ★ | ★ |
| Barnes & Thornburg | 116 | ★ | — | ★ | — | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | — | — | — | ★ | ★ |
| Barris, Sott, Denn & Driker | 203 | — | — | — | — | — | ★ | ★ | — | ★ | ★ | — | — | ★ | — | — | — | ★ |
| Bartlit Beck Herman Palenchar & Scott | 90 | ★ | ★ | — | ★ | ★ | ★ | ★ | — | ★ | ★ | — | ★ | — | — | ★ | ★ | ★ |
| Bass, Berry & Sims | 271 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Belin McCormick | 305 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Benesch | 170 | ★ | ★ | ★ | ★ | — | — | — | — | — | — | — | — | — | ★ | — | — | ★ |
| Bereskin & Parr | 149 | ★ | — | ★ | ★ | ★ | ★ | ★ | — | ★ | — | — | ★ | — | — | ★ | ★ | ★ |
| Bernstein Shur | 204 | — | ★ | — | — | ★ | ★ | — | — | — | — | — | — | — | — | — | ★ | ★ |
| Beveridge & Diamond | 314 | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Bingham Greenebaum Doll | 247 | — | — | — | — | — | — | — | — | ★ | ★ | — | — | — | ★ | — | — | — |
| Bingham McCutchen | 154 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | ★ | — | — | — |
| Blake, Cassels & Graydon | 80 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ |
| Blank Rome | 70 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ |
| Bodman | 93 | — | — | ★ | — | ★ | — | ★ | — | — | — | — | — | ★ | ★ | ★ | ★ | ★ |
| Bone McAllester Norton | 213 | — | — | — | — | — | — | ★ | — | — | ★ | — | — | ★ | — | — | — | ★ |

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|--|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Borden Ladner Gervais | 308 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Bose McKinney & Evans | 158 | ★ | ★ | ★ | ★ | — | ★ | ★ | — | — | — | — | — | — | ★ | — | — | ★ |
| Boylan Code | 273 | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Bracewell & Giuliani | 200 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — |
| Bradley Arant Boult Cummings | 78 | — | — | ★ | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — |
| Briggs and Morgan | 79 | — | — | ★ | — | — | — | — | — | — | — | — | — | — | ★ | — | — | ★ |
| Brooks, Pierce, McLendon, Humphrey & Leonard | 177 | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Bryan Cave | 17 | ★ | ★ | ★★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★ | ★★ | ★ | ★ | ★ | ★ |
| Bryant Miller Olive | 244 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Buchanan Ingersoll & Rooney | 64 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | — | — | — | — | ★ | ★ | ★ | ★ |
| Burch & Cracchiolo | 220 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Burke, Williams & Sorensen | 147 | ★ | ★ | — | ★ | ★ | ★ | — | — | — | — | — | — | — | ★ | ★ | ★ | ★ |
| Burr & Forman | 332 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Butler Snow | 83 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Cadwalader, Wickersham & Taft | 140 | — | ★ | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Cairncross & Hempelmann | 138 | ★ | ★ | ★ | — | — | ★ | — | — | — | — | — | — | — | ★ | ★ | ★ | ★ |

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|-------------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Calfee | 58 | ★ | ★ | — | ★ | ★ | ★ | ★ | — | ★ | — | ★ | — | — | ★ | — | — | ★ |
| Capehart Scatchard | 287 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Carlton Fields Jordan Burt | 126 | ★ | ★ | ★ | ★ | — | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Carmody Torrance Sandak & Hennessey | 119 | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — |
| Carpenter Lipps & Leland | 269 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Carter, DeLuca, Farrell & Schmidt | 195 | ★ | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — |
| Casner & Edwards | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Cassiday Schade | 179 | ★ | — | ★ | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — |
| Chadbourne & Parke | 299 | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — |
| Chambliss, Bahner & Stophel | 52 | — | ★ | ★ | — | ★ | ★ | ★ | — | ★ | ★ | ★ | — | — | — | — | — | — |
| Chapman and Cutler | 225 | ★ | ★ | — | — | — | ★ | — | — | — | — | — | — | ★ | — | — | — | — |
| Choate, Hall & Stewart | 192 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | ★ | — | — | — |
| Clare Locke | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Cleary Gottlieb Steen & Hamilton | 76 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | — | — | — | — | — | — | ★ |
| Clements Bernard | 201 | ★ | ★ | — | ★ | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Clifford Chance | 124 | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | — | — | — | ★ | ★ |

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|---|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Cohen & Gresser | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Cohen Seglias Pallas Greenhall & Furman | 309 | — | — | ★ | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Cohen Tauber Spievack & Wagner | 241 | — | — | ★ | ★ | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Conner & Winters | 218 | — | — | — | — | — | — | — | ★ | — | — | ★ | — | — | — | — | ★ | — |
| Constangy, Brooks & Smith | 95 | — | — | ★ | — | — | — | — | — | ★ | — | — | — | ★ | — | — | — | — |
| Cook, Yancey, King & Galloway | 310 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Cooley | 98 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Cotton Bledsoe | 233 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Covington & Burling | 37 | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Cox Smith Matthews | 130 | ★ | — | — | — | — | ★ | — | — | ★ | ★ | — | ★ | — | — | — | ★ | — |
| Cozen O'Connor | 150 | — | — | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — |
| Cravath, Swaine & Moore | 208 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Crowell & Moring | 41 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ |
| Cummings, McClorey, Davis & Acho | 330 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Curtis | 74 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | — | — | — | — | ★ | ★ | ★ |
| Davis & Gilbert | 57 | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ |

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|---------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Davis Polk & Wardwell | 44 | ★ | ★ | — | ★ | — | ★ | ★ | ★ | ★★ | ★★ | — | ★ | ★ | — | — | ★ | ★ |
| Davis Wright Tremaine | 118 | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Day Carter & Murphy | 302 | — | — | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | — | — |
| Debevoise & Plimpton | 94 | ★ | ★ | ★ | — | — | ★ | — | — | ★ | ★ | ★ | — | — | ★ | — | — | — |
| Dechert | 36 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★ | ★★ | ★ | ★ | ★★ | ★ | ★ |
| Dentons | 34 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Dickie, McCamey & Chilcote | 199 | ★ | ★ | — | ★ | — | — | — | — | — | — | ★ | — | ★ | ★ | — | — | — |
| Dickinson Wright | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Dilworth Paxson | 178 | ★ | — | — | — | — | — | — | — | — | — | — | — | ★ | ★ | ★ | ★ | ★ |
| DLA Piper | 23 | ★★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★ | ★ | ★ | ★★ | ★ | ★ | ★ | ★ | ★ |
| Dorsey & Whitney | 63 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Drinker Biddle & Reath | 62 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Duane Morris | 65 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Dykema | 68 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Eckert Seamans Cherin & Mellott | 77 | ★ | — | — | — | — | — | — | — | — | ★ | ★ | — | ★★ | ★ | ★ | ★ | ★ |
| Edwards Wildman Palmer | 51 | ★ | ★ | ★ | ★ | — | ★ | — | — | ★ | — | — | — | — | ★ | ★ | — | — |

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2015 Performance Across the 17 Activities Driving Superior Client Relationships

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| | 2015 A-Team Rank | Legal Skills | Quality Products | Meets Core Scope | Keeps Clients Informed | Deals with Unexpected Changes | Handles Problems | Anticipates the Client's Needs | Innovative Approach | Breadth of Services | Helps Advise on Business | Regional Reputation | Unprompted Communication | Brings Together National Resources | Provides Value for the Dollar | Understands the Client's Business | Client Focus | Commitment to Help |
|------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Eimer Stahl | 156 | — | ★ | ★ | — | — | — | — | ★ | — | — | — | — | — | ★ | ★ | ★ | ★ |
| Emmet, Marvin & Martin | 306 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — |
| Epstein Becker Green | 107 | — | — | ★ | — | — | ★ | ★ | — | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ |
| Eversheds | 96 | ★ | ★ | — | — | — | — | — | ★ | ★ | ★ | — | — | — | — | ★ | ★ | ★ |
| Fabian | 287 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Faegre Baker Daniels | 7 | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★ | ★ | ★ | ★★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Farrell Fritz | 227 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Faruki Ireland & Cox | 176 | — | — | — | — | — | — | ★ | — | — | — | ★ | — | — | — | — | — | — |
| Fasken Martineau | 175 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | — | ★ | — | — | — |
| Field Law | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Field Seymour Parkes | 259 | — | — | — | — | — | — | — | ★ | — | — | — | — | ★ | — | — | — | — |
| Finn Dixon & Herling | 310 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Finnegan | 133 | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | — | — | — | ★ | — | ★ | ★ | ★ | — |
| Fish & Richardson | 160 | — | ★ | ★ | — | ★ | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Fisher & Phillips | 50 | ★ | ★ | — | ★ | ★ | ★ | ★ | — | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| FisherZucker | 209 | — | ★ | — | — | ★ | — | — | — | — | ★ | — | — | — | — | — | — | ★ |

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|--|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Foley & Lardner | 12 | ★ | ★ | ★★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★★ | ★ | ★★ | ★★ | ★ | ★ |
| Foley Hoag | 67 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| FordHarrison | 155 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | ★ | ★ | ★ | ★ |
| Fox Rothschild | 193 | — | — | — | ★ | ★ | ★ | — | — | — | — | — | — | ★ | — | ★ | — | — |
| Fragomen, Del Rey, Bernsen & Loewy | 266 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Frankfurt Kurnit Klein & Selz | 186 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — |
| Freshfields Bruckhaus Deringer | 111 | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | — | — | — | ★ | ★ | ★ | — |
| Freund, Freeze & Arnold | 166 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Fried, Frank, Harris, Shriver & Jacobson | 45 | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Friedman Kaplan | 229 | — | — | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | ★ |
| Fross Zelnick Lehrman & Zissu | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Frost Brown Todd | 92 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ |
| Gardere Wynne Sewell | 236 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Genova Burns Giantomasi Webster | 314 | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Gibbons | 182 | — | — | — | — | — | — | — | — | — | — | ★ | — | ★ | ★ | ★ | ★ | — |
| Gibson, Dunn & Crutcher | 9 | ★★ | ★★ | ★★ | ★★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★ | ★ | ★ | ★★ | ★★ | ★★ |

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|--|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Godfrey & Kahn | 137 | — | — | ★ | ★ | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Goldman Ismail | 231 | ★ | — | — | — | ★ | — | — | ★ | — | — | — | — | — | — | — | — | ★ |
| Goodmans | 314 | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Goodwin Procter | 184 | — | — | — | — | — | ★ | — | ★ | ★ | — | — | — | — | — | — | — | ★ |
| Gray Plant Mooty | 174 | — | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — |
| Greenberg Dauber Epstein & Tucker | 162 | — | — | — | ★ | ★ | ★ | ★ | — | ★ | — | — | ★ | ★ | ★ | ★ | ★ | — |
| Greenberg Traurig | 21 | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★ | ★ | ★★ | — | ★ | ★ | ★★ | ★ | ★ | ★ | ★ |
| Gresham Savage Nolan & Tilden | 287 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Grippio & Elden | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Gunderson Dettmer Stough Villeneuve Franklin & Hachigian | 196 | — | — | — | — | — | — | ★ | — | — | — | — | — | ★ | ★ | — | — | ★ |
| Hahn Loeser & Parks | 108 | — | — | — | — | — | — | ★ | — | ★ | — | — | — | ★ | — | — | — | ★ |
| Harris Beach | 262 | ★ | ★ | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Haynes and Boone | 121 | ★ | — | ★ | ★ | — | ★ | — | — | ★ | — | — | ★ | ★ | ★ | ★ | ★ | — |
| Herrick, Feinstein | 264 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | ★ |
| Hicks Morley | 243 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | ★ | — |
| Hill, Farrer & Burrill | 143 | — | — | — | ★ | — | — | ★ | — | — | — | ★ | — | ★ | ★ | ★ | ★ | ★ |

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|-----------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Hinckley, Allen & Snyder | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Hinkle Law Firm | 287 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Hinshaw & Culbertson | 113 | — | — | — | — | — | ★ | ★ | — | ★ | — | ★ | — | — | ★ | ★ | — | — |
| Hiscock & Barclay | 253 | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — |
| Hodgson Russ | 260 | — | — | — | — | — | — | — | — | — | ★ | — | — | — | ★ | — | — | — |
| Hogan Lovells | 25 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Holland & Hart | 60 | ★ | ★ | ★ | — | — | ★ | — | — | — | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ |
| Holland & Knight | 27 | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★ | ★ | ★ | ★ |
| HolzerIPLaw | 297 | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — |
| Honigman Miller Schwartz and Cohn | 198 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | ★ | ★ | ★ |
| Hudson Cook | 194 | — | — | ★ | — | — | — | — | — | — | — | ★ | ★ | ★ | — | — | — | — |
| Hunton & Williams | 55 | ★ | — | — | ★ | — | ★ | ★ | — | — | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ |
| Husch Blackwell | 56 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ |
| Hyman, Phelps & McNamara | 183 | ★ | ★ | ★ | — | — | ★ | — | — | — | — | ★ | — | ★ | — | — | — | ★ |
| Ice Miller | 245 | — | — | — | ★ | — | — | — | — | ★ | — | ★ | — | — | — | — | ★ | — |
| Isicoff, Ragatz & Koenigsberg | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |

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|----------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| IslerDare | 310 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Jackson Kelly | 267 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Jackson Lewis | 30 | ★ | ★ | ★ | ★ | ★★★ | ★★★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★★ | ★★★ | ★ | ★ | ★ |
| Jackson Walker | 91 | — | ★ | — | ★ | — | — | — | — | — | — | ★ | — | — | — | ★ | ★ | ★ |
| Jeffer Mangels Butler & Mitchell | 268 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — |
| Jenner & Block | 31 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | — | ★ | — | — | ★ | ★ | ★ | ★ |
| Johnson DeLuca Kurisky & Gould | 214 | — | — | ★ | — | — | ★ | — | — | — | — | — | — | — | — | — | — | ★ |
| Jones Day | 2 | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ |
| Jones Walker | 46 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | — | — | — | — | — | — | — |
| K&L Gates | 8 | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★★★ | ★ | ★★★ | ★★★ | ★★★ | ★ | ★★★ | ★★★ | ★ | ★ | ★★ | ★★ |
| Kaplan Kirsch & Rockwell | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Katten Muchin Rosenman | 104 | ★ | — | — | ★ | — | ★ | — | — | — | ★ | ★ | ★ | ★ | ★ | — | ★ | — |
| Katz Barron | 272 | — | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — |
| Kaufman & Canoles | 136 | ★ | — | ★ | — | ★ | ★ | — | — | — | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ |
| Kaye Scholer | 297 | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — |
| Kean Miller | 115 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — |

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|-------------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Keating, Muething & Klekamp | 256 | — | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — | ★ |
| Keegan Werlin | 190 | — | — | — | — | ★ | — | ★ | — | — | — | — | — | — | ★ | ★ | — | ★ |
| Keker & Van Nest | 163 | — | — | — | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | ★ |
| Kelley Drye & Warren | 97 | — | ★ | — | ★ | ★ | ★ | — | — | — | — | — | — | — | — | ★ | — | ★ |
| Kenyon & Kenyon | 284 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Kilpatrick Townsend & Stockton | 145 | ★ | — | ★ | ★ | ★ | — | ★ | — | ★ | — | — | ★ | — | — | ★ | — | — |
| King & Spalding | 43 | ★ | ★ | — | ★ | ★ | ★ | — | — | — | — | ★ | ★ | — | — | ★ | — | ★ |
| Kirkland & Ellis | 6 | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Kleinfeld, Kaplan & Becker | 159 | — | — | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Koeller, Nebeker, Carlson & Haluck | 172 | — | — | ★ | ★ | — | — | — | — | — | — | ★ | ★ | — | — | ★ | — | ★ |
| Kraftson Caudle | 323 | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — |
| Krieg DeVault | 165 | ★ | ★ | ★ | ★ | — | — | — | — | — | ★ | ★ | — | — | ★ | — | — | ★ |
| Kubasiak, Fylstra, Thorpe & Rotunno | 287 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Kutak Rock | 100 | ★ | — | — | — | ★ | ★ | — | — | — | — | ★ | — | — | — | — | — | — |
| Lane & Waterman | 222 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Latham & Watkins | 10 | ★ | ★ | ★★ | ★★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★ | ★★ | ★★ | ★ | ★ | ★ | ★ |

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| Lathrop & Gage | 171 | — | — | — | — | — | ★ | — | — | — | ★ | — | — | — | ★ | — | — | — |
| LeClairRyan | 224 | — | — | — | ★ | — | ★ | — | — | — | — | — | ★ | — | — | — | — | ★ |
| Lewis, Rice & Fingersh | 86 | — | ★ | ★ | — | ★ | ★ | — | — | ★ | ★ | ★ | — | ★★ | ★ | — | — | ★ |
| Littler Mendelson | 14 | ★ | ★ | ★★ | ★★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★★ | ★★ | ★ | ★ | — | ★ |
| Littleton Joyce Ughetta Park & Kelly | 310 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Locke & Herbert | 306 | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — |
| Locke Lord | 72 | — | — | — | ★ | — | — | — | — | — | — | — | ★ | — | — | ★ | — | ★ |
| Loeb & Loeb | 255 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Lowenstein Sandler | 282 | ★ | ★ | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Manko, Gold, Katcher & Fox | 135 | ★ | — | ★ | — | ★ | ★ | ★ | — | — | ★ | — | — | — | ★ | ★ | — | ★ |
| Maples and Calder | 226 | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | ★ |
| Mayer Brown | 13 | ★★ | ★★ | ★★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| McCarter & English | 61 | ★ | — | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | — | — | ★ | ★ | — | ★ |
| McCarty Law | 269 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| McDermott Will & Emery | 29 | ★ | ★★ | ★ | ★ | ★★ | ★★ | ★★ | — | — | ★ | ★ | — | — | ★ | ★ | — | ★ |
| McGarry Bair | 233 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |

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|---|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| McGlinchey Stafford | 167 | ★ | ★ | ★ | — | ★ | ★ | — | — | — | — | — | — | — | — | — | — | ★ |
| McGrath North Mullin & Kratz | 112 | — | — | — | — | — | — | ★ | — | — | — | ★ | — | — | — | — | — | ★ |
| McGuireWoods | 20 | ★ | ★ | ★★ | ★ | ★ | ★★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★ | ★ | ★★ |
| McKee, Voorhees & Sease | 329 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| McKenna Long & Aldridge | 157 | — | ★ | ★ | ★ | ★ | — | ★ | — | — | ★ | — | ★ | — | — | — | — | — |
| Milbank, Tweed, Hadley & McCloy | 330 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Miles & Stockbridge | 103 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ |
| Miller & Martin | 181 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Miller Canfield | 144 | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — | — | ★ |
| Mintz & Gold | 322 | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — |
| Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | 141 | ★ | — | ★ | ★ | — | ★ | — | — | ★ | — | — | ★ | ★ | — | — | — | — |
| Moore & Van Allen | 151 | — | — | — | — | ★ | ★ | ★ | — | — | — | ★ | — | — | — | — | ★ | — |
| Morgan Lewis | 4 | ★★ | ★★ | ★★ | ★★ | ★ | ★★ | ★★ | ★★ | ★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Morris, Manning & Martin | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Morrison & Foerster | 19 | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★ | ★ | ★★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ |
| Munger, Tolles & Olson | 282 | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |

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|--|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Nelson Mullins | 129 | — | — | — | ★ | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Newmeyer & Dillion | 237 | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — |
| Niro, Haller & Niro | 287 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Nixon & Vanderhye | 287 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Nixon Peabody | 152 | ★ | ★ | — | ★ | — | — | — | — | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ |
| Norton Rose Fulbright | 22 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★ | ★★ | ★ | ★ | ★ | ★ |
| Nossaman | 257 | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | ★ |
| Nutter McClennen & Fish | 248 | ★ | — | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — |
| Nyemaster Goode | 59 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★★ | ★ | — | ★ | ★ | ★ | ★ |
| Ober Kaler | 191 | — | ★ | — | ★ | — | — | — | — | — | — | — | — | ★ | ★ | — | — | — |
| Offit Kurman | 304 | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Ogletree, Deakins, Nash, Smoak & Stewart | 32 | — | ★ | — | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | — | ★ | ★ | ★ |
| Olshan | 240 | — | ★ | — | ★ | — | — | — | — | — | — | — | — | — | ★ | — | — | — |
| O'Melveny & Myers | 211 | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — | — | — |
| Orrick, Herrington & Sutcliffe | 26 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Osborne Clarke | 263 | — | ★ | — | ★ | — | — | — | — | ★ | — | ★ | — | — | — | — | — | — |

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|--|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Otterbourg | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Parker Milliken | 85 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ |
| Paul, Weiss | 81 | ★ | ★ | ★ | ★ | ★ | — | — | — | ★ | ★ | ★ | — | — | — | ★ | ★ | ★ |
| Payne & Fears | 187 | ★ | ★ | — | — | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Pepper Hamilton | 197 | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Perkins Coie | 99 | — | ★ | ★ | ★ | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Pillsbury Winthrop Shaw Pittman | 84 | ★ | — | ★ | — | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Polsinelli | 40 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Porter Hedges | 252 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Proskauer Rose | 110 | ★ | ★ | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Pryor Cashman | 323 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Quinn Emanuel Urquhart & Sullivan | 161 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Reed Smith | 11 | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Richards, Layton & Finger | 303 | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Riker Danzig Scherer Hyland & Perretti | 319 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Robbins, Russell, Englert, Orseck, Untereiner & Sauber | 169 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |

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|----------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Robins, Kaplan, Miller & Ciresi | 153 | ★ | ★ | ★ | — | ★ | ★ | — | — | — | — | ★ | — | — | — | ★ | — | — |
| Robinson Bradshaw & Hinson | 223 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Ropes & Gray | 66 | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Rothwell, Figg, Ernst & Manbeck | 237 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | ★ | — | — | — |
| Royston Rayzor | 284 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Saiber | 232 | ★ | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Saul Ewing | 134 | — | — | — | ★ | ★ | ★ | — | — | — | ★ | — | — | — | ★ | — | — | — |
| Schiff Hardin | 73 | — | — | ★ | ★ | ★ | ★ | — | — | — | ★ | — | — | ★ | ★ | ★ | ★ | ★ |
| Schlam Stone & Dolan | 265 | — | — | — | — | — | — | — | — | — | ★ | — | — | ★ | — | — | — | — |
| Schulte Roth & Zabel | 128 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | ★ | ★ | ★ | ★ | ★ | — | — | ★ |
| Schuyler, Roche & Crisham | 233 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — |
| Schwabe, Williamson & Wyatt | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Schwartz Hannum | 123 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Schwell Wimpfheimer & Associates | 164 | ★ | — | ★ | — | — | ★ | — | — | — | — | — | — | ★ | ★ | ★ | ★ | ★ |
| Severson & Werson | 215 | — | — | ★ | — | — | — | — | — | — | — | ★ | — | ★ | — | — | ★ | — |
| Seward & Kissel | 323 | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — |

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| Seyburn Kahn | 202 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Seyfarth Shaw | 18 | ★ | ★ | ★ | ★ | ★ | ★ | ★★ | — | ★ | ★ | ★ | ★★ | ★★ | ★ | ★ | ★ | ★ |
| Shearman & Sterling | 38 | ★ | ★ | ★ | ★ | ★ | ★ | — | — | ★ | ★ | — | ★★ | ★ | ★ | ★★ | ★ | ★ |
| Sheppard Mullin Richter & Hampton | 48 | — | ★ | — | — | — | — | ★ | — | — | — | ★ | ★ | ★★ | ★ | ★ | ★ | ★ |
| Sherman & Howard | 173 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Shook, Hardy & Bacon | 102 | ★ | — | ★ | — | — | — | — | — | — | — | ★ | ★ | ★ | — | — | — | — |
| Sidley Austin | 3 | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Simmons & Simmons | 109 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | — | — | — | — | — | ★ | ★ |
| Simpson Thacher & Bartlett | 132 | ★ | — | — | ★ | — | — | — | — | — | — | — | ★ | — | — | — | — | — |
| Skadden, Arps, Slate, Meagher & Flom | 1 | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Smith Moore Leatherwood | 287 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Smith, Gambrell & Russell | 168 | ★ | — | ★ | — | — | — | — | — | — | — | — | — | ★ | — | ★ | ★ | — |
| Sopko, Nussbaum, Inabnit & Kaczmarek | 254 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Squire Patton Boggs | 101 | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Steptoe & Johnson | 42 | — | ★ | ★ | — | ★ | ★ | — | — | — | ★ | — | — | ★ | ★ | ★ | ★ | ★ |
| Stevens & Lee | 217 | — | ★ | — | ★ | — | — | ★ | — | — | ★ | ★ | — | — | — | — | — | — |

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| Stikeman Elliott | 321 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| Stites & Harbison | 131 | — | — | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ |
| Stoel Rives | 54 | — | — | — | ★ | — | — | — | — | ★ | — | ★ | — | — | — | — | ★ | ★ |
| Strasburger & Price | 239 | — | — | — | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Stroock & Stroock & Lavan | 260 | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — | — | — |
| Sullivan & Cromwell | 53 | ★ | ★ | — | — | ★ | ★ | ★ | — | ★ | ★ | ★★ | ★ | — | — | — | ★ | ★ |
| Sutherland | 75 | — | — | ★ | ★ | ★ | — | ★ | ★ | — | — | ★ | ★ | — | — | — | ★ | — |
| Tannenbaum Helpern Syracuse & Hirschtritt | 300 | — | ★ | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — |
| Tarter Krinsky & Drogin | 189 | — | — | — | — | ★ | ★ | — | — | ★ | — | — | — | — | — | — | ★ | — |
| Thompson & Knight | 250 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | ★ | — |
| Thompson Coburn | 39 | — | — | — | ★ | — | ★ | — | — | — | ★ | ★ | — | ★★ | ★ | — | — | ★ |
| Thompson Hine | 5 | ★ | ★ | ★★ | ★★ | ★★ | ★★ | ★ | ★ | ★ | ★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ | ★★ |
| Thompson O'Brien Kemp & Nasuti | 212 | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Torys | 139 | — | — | — | ★ | ★ | ★ | ★ | — | — | ★ | — | — | — | — | — | ★ | ★ |
| Troutman Sanders | 35 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | — | ★ | ★ | — | ★ | ★ | ★★ | ★★ | ★ | ★ |
| Turner Boyd | 287 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |

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|-----------------------------------|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Ulmer & Berne | 180 | — | — | — | ★ | — | — | — | ★ | — | — | — | ★ | — | — | — | — | — |
| Valorem Law Group | 120 | — | — | ★ | — | ★ | ★ | — | — | — | — | — | — | — | — | — | ★ | ★ |
| Van Ness Feldman | 122 | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| Vedder Price | 106 | ★ | ★ | ★ | — | ★ | ★ | — | ★ | ★ | ★ | ★ | — | ★ | ★ | ★ | ★ | ★ |
| Venable | 33 | — | ★ | ★ | ★ | ★ | ★ | ★ | — | — | — | ★ | — | ★★ | ★ | — | — | ★ |
| Verrill Dana | 317 | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Vinson & Elkins | 49 | ★ | ★ | — | — | ★ | ★ | ★ | — | ★ | ★ | ★ | — | — | ★ | ★ | ★ | ★ |
| Vogel Law Firm | 251 | — | — | — | — | — | ★ | — | — | — | — | ★ | — | — | — | — | — | ★ |
| Vorys, Sater, Seymour and Pease | 142 | — | — | — | — | ★ | — | — | — | — | — | — | ★ | — | — | ★ | — | — |
| Wachtell, Lipton, Rosen & Katz | 47 | ★ | ★ | ★ | ★★ | ★ | ★ | ★ | — | ★ | ★★ | ★ | ★ | — | ★ | ★ | ★ | — |
| Walder Wyss | 323 | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — |
| Walker Tipples & Malone | 284 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ |
| Watt, Tieder, Hoffar & Fitzgerald | 188 | — | — | — | — | — | — | — | — | — | — | ★ | — | ★ | ★ | — | — | — |
| Weil, Gotshal & Manges | 146 | — | — | — | — | ★ | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Weiner Brodsky Kider | 185 | ★ | ★ | — | — | — | ★ | ★ | — | — | — | — | — | — | ★ | — | — | ★ |
| Wells Marble & Hurst | 206 | — | — | — | ★ | — | — | ★ | — | — | — | — | — | — | ★ | — | — | ★ |

[HOME](#)

2015 Performance Across the 17 Activities Driving Superior Client Relationships

Law Firms Listed Alphabetically

★★ = Best of the Best
 ★ = Leaders of the Best
 ☆ = Honor Roll

| | 2015 A-Team Rank | Legal Skills | Quality Products | Meets Core Scope | Keeps Clients Informed | Deals with Unexpected Changes | Handles Problems | Anticipates the Client's Needs | Innovative Approach | Breadth of Services | Helps Advise on Business | Regional Reputation | Unprompted Communication | Brings Together National Resources | Provides Value for the Dollar | Understands the Client's Business | Client Focus | Commitment to Help |
|---|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Wheeler Trigg O'Donnell | 228 | — | — | — | ★ | — | — | ★ | — | — | — | — | ★ | — | — | — | — | ★ |
| Whitfield & Eddy | 323 | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — |
| Wiggin and Dana | 230 | — | — | — | — | — | — | ★ | — | — | — | ★ | — | ★ | — | — | — | — |
| Wiley Rein | 207 | — | ★ | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Williams & Connolly | 87 | ★ | ★ | — | — | ★ | ★ | ★ | — | — | — | ★ | — | — | — | — | ★ | — |
| Willkie Farr & Gallagher | 318 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |
| WilmerHale | 210 | — | — | — | — | — | — | ★ | — | ★ | — | — | — | — | — | — | — | — |
| Wilson Elser Moskowitz Edelman & Dicker | 205 | — | — | — | — | ★ | — | — | — | — | — | — | — | ★ | — | — | — | — |
| Wilson Sonsini Goodrich & Rosati | 89 | ★ | — | — | — | — | ★ | — | — | ★ | — | ★ | ★ | — | — | — | ★ | — |
| Winston & Strawn | 127 | — | — | — | — | — | — | — | — | — | — | ★ | ★ | — | — | — | ★ | — |
| Winthrop & Weinstine | 242 | — | — | — | ★ | — | — | — | — | ★ | — | — | ★ | — | ★ | — | — | — |
| Womble Carlyle | 88 | — | — | — | — | ★ | ★ | — | — | — | — | — | — | — | — | — | — | — |
| Woods Rogers | 249 | — | — | ★ | — | — | — | ★ | — | ★ | — | — | — | — | — | — | — | — |
| Wuersch & Gering | 332 | — | — | — | — | — | — | — | — | — | — | ★ | — | — | — | — | — | — |
| Young & Thompson | 274 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | ★ | — |
| Yukevich Cavanaugh | 219 | — | — | — | — | — | — | — | — | — | — | ★ | — | ★ | — | — | ★ | — |

[HOME](#)

2015 Performance Across the 17 Activities Driving Superior Client Relationships

Law Firms Listed Alphabetically

★★ = Best of the Best
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| 2015 A-Team Rank | Legal Skills | Quality Products | Meets Core Scope | Keeps Clients Informed | Deals with Unexpected Changes | Handles Problems | Anticipates the Client's Needs | Innovative Approach | Breadth of Services | Helps Advise on Business | Regional Reputation | Unprompted Communication | Brings Together National Resources | Provides Value for the Dollar | Understands the Client's Business | Client Focus | Commitment to Help |
|------------------|--------------|------------------|------------------|------------------------|-------------------------------|------------------|--------------------------------|---------------------|---------------------|--------------------------|---------------------|--------------------------|------------------------------------|-------------------------------|-----------------------------------|--------------|--------------------|
| Zashin & Rich | — | — | — | — | — | ★ | — | — | — | — | — | — | — | — | — | — | — |
| 258 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — |

Client Service Performance of the Am Law 200

Client Service Performance of the Am Law 200 for 2015

- ★ = BTI Client Service 30
● = Client Service A-Team

| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|--|------|------|------|------|------|------|------|------|------|------|------|
| 1. | DLA Piper | — | ★ | ● | ★ | ● | ★ | ● | ★ | ★ | ★ | ★ |
| 2. | Baker & McKenzie | ● | ● | ★ | ★ | ● | ★ | ★ | ★ | ★ | ● | ★ |
| 3. | Latham & Watkins | ★ | ★ | ★ | ★ | ● | ● | ★ | ★ | ● | ★ | ★ |
| 4. | Skadden, Arps, Slate, Meagher & Flom | ★ | ★ | ★ | ★ | ★ | ● | ★ | ★ | ★ | ★ | ★ |
| 5. | Kirkland & Ellis | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ● | ★ | ★ | ★ |
| 6. | Norton Rose Fulbright | — | — | — | — | ● | ● | — | ● | ● | ★ | ★ |
| 7. | Jones Day | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| 8. | Hogan Lovells | ● | ● | ● | ● | ★ | ● | ★ | ★ | ★ | ★ | ★ |
| 9. | Sidley Austin | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| 10. | White & Case | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | — |
| 11. | Gibson, Dunn & Crutcher | ● | ★ | ● | ★ | ★ | ● | ★ | ● | ● | ★ | ★ |
| 12. | Morgan, Lewis & Bockius | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| 13. | Sullivan & Cromwell | ★ | ★ | ★ | ★ | ★ | ● | ● | ★ | ★ | ● | ● |
| 14. | Dentons | — | ● | — | — | ● | ● | ● | ★ | — | ● | ● |
| 15. | Greenberg Traurig | ● | ● | ● | ★ | ● | ● | ● | ● | ★ | ★ | ★ |
| 16. | Cleary Gottlieb Steen & Hamilton | ● | ● | ★ | ● | ★ | ● | ● | — | ★ | ● | ● |
| 17. | K&L Gates | ● | ● | ● | ★ | ● | ★ | ● | ● | ★ | ★ | ★ |
| 18. | Mayer Brown | ★ | ★ | ★ | ★ | ★ | ★ | ● | ● | ★ | ★ | ★ |
| 19. | Weil, Gotshal & Manges | ● | ● | ● | ● | ● | ● | ● | ★ | ● | ● | ● |
| 20. | Simpson Thacher & Bartlett | ● | ● | ★ | ● | ● | ● | ● | ● | ● | ● | ● |
| 21. | Reed Smith | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| 22. | Wilmer Cutler Pickering Hale and Dorr | ● | ● | ★ | ● | ● | ● | ● | ● | ● | ● | ● |
| 23. | Morrison & Foerster | ★ | ● | ★ | ● | ● | ★ | ● | ● | ● | ★ | ★ |
| 24. | Ropes & Gray | ● | ★ | ★ | ● | ● | ● | ★ | ● | ● | ● | ● |
| 25. | Davis Polk & Wardwell | ★ | ★ | ★ | ● | ★ | ● | ● | ★ | ★ | ● | ● |
| 26. | Quinn Emanuel Urquhart & Sullivan | ● | ● | — | ● | ● | — | ● | ● | ● | ● | ● |
| 27. | Paul Hastings | ● | ● | — | ● | ● | ● | ● | ● | ● | ● | — |
| 28. | Paul, Weiss, Rifkind, Wharton & Garrison | ● | ● | ● | ● | ★ | ● | ● | ● | ● | ● | ● |
| 29. | McDermott Will & Emery | ★ | ★ | ● | ● | ● | ● | ● | ★ | ● | ★ | ★ |
| 30. | Orrick, Herrington & Sutcliffe | ● | ★ | ● | ● | ● | ● | ● | ● | — | ● | ★ |

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Client Service Performance of the Am Law 200 for 2015

- ★ = BTI Client Service 30
● = Client Service A-Team

| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|----------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| 31. | King & Spalding | ★ | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 32. | Akin Gump Strauss Hauer & Feld | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 33. | Shearman & Sterling | ● | ★ | ★ | ● | ● | ● | ● | — | ● | ● | ● |
| 34. | Dechert | ★ | ● | ● | ● | ★ | ● | ● | ● | ● | ● | ● |
| 35. | Squire Sanders | ● | — | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 36. | Proskauer Rose | ● | ● | ● | ★ | ● | ★ | ● | ● | ● | ● | ● |
| 37. | Bingham McCutchen | ● | ● | ● | ● | ● | ● | ★ | ● | ● | ● | ● |
| 38. | Goodwin Procter | ★ | ★ | ● | ★ | ● | ● | ● | — | ● | ● | ● |
| 39. | Winston & Strawn | ★ | ● | ★ | ● | ● | ★ | ● | ★ | ★ | ● | ● |
| 40. | O'Melveny & Myers | ★ | ● | ● | ● | ● | ★ | ● | ● | ● | ● | ● |
| 41. | Milbank, Tweed, Hadley & McCloy | ● | ● | ● | — | — | — | — | ● | — | — | ● |
| 42. | Debevoise & Plimpton | ● | ★ | ★ | ● | ● | ★ | ● | ● | ● | ● | ● |
| 43. | Arnold & Porter | ● | ● | ● | ● | ● | ● | ● | ● | ★ | ● | ★ |
| 44. | Alston & Bird | ★ | ● | ● | ★ | ★ | ★ | ★ | ★ | ● | ★ | ★ |
| 45. | Cooley | — | — | — | ● | ● | ● | ● | ● | ● | ● | ● |
| 46. | Covington & Burling | ● | ● | ● | ● | ● | ★ | ● | ● | ● | ● | ● |
| 47. | Foley & Lardner | ★ | ★ | ★ | ★ | ● | ★ | ★ | ★ | ★ | ★ | ★ |
| 48. | Bryan Cave | ★ | ● | ● | ● | ★ | ★ | ★ | ★ | ● | ★ | ★ |
| 49. | Perkins Coie | ● | ● | ● | — | ● | ● | ● | — | ● | ● | ● |
| 50. | Vinson & Elkins | ● | ● | ★ | ★ | ★ | ★ | ● | ★ | ● | ● | ● |
| 51. | Holland & Knight | ★ | ★ | ★ | ★ | ● | ★ | ★ | ★ | ★ | ★ | ★ |
| 52. | Cravath, Swaine & Moore | ● | ★ | ★ | ★ | ★ | ★ | ● | ● | ● | ● | ● |
| 53. | McGuireWoods | ● | ★ | ★ | ★ | ★ | ● | ● | ● | ★ | ★ | ★ |
| 54. | Wachtell, Lipton, Rosen & Katz | ★ | ● | ★ | ● | ★ | ● | ● | ● | ★ | ● | ● |
| 55. | Baker Botts | ★ | ★ | ● | ★ | ★ | ★ | ★ | ● | ● | ● | ● |
| 56. | Wilson Sonsini Goodrich & Rosati | ● | ● | ● | ● | ● | — | ● | ● | ● | ● | ● |
| 57. | Willkie Farr & Gallagher | ● | ● | ★ | ★ | ★ | — | ● | ● | ● | ● | ● |
| 58. | Hunton & Williams | ● | ★ | ● | ● | ★ | ★ | ● | ★ | ★ | ● | ● |
| 59. | Pillsbury Winthrop Shaw Pittman | ★ | ★ | ● | ● | ● | ★ | ★ | ● | ● | ● | ● |
| 60. | Baker & Hostetler | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ★ |

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Client Service Performance of the Am Law 200 for 2015

- ★ = BTI Client Service 30
• = Client Service A-Team

| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|--|------|------|------|------|------|------|------|------|------|------|------|
| 61. | Seyfarth Shaw | • | • | • | • | • | • | • | ★ | ★ | ★ | ★ |
| 62. | Katten Muchin Rosenman | • | — | • | • | • | • | — | — | • | • | • |
| 63. | Littler Mendelson | • | • | • | ★ | ★ | • | ★ | ★ | ★ | ★ | ★ |
| 64. | Cadwalader, Wickersham & Taft | — | — | • | • | • | • | • | • | — | • | • |
| 65. | Sheppard, Mullin, Richter & Hampton | • | • | • | • | • | • | • | • | — | • | • |
| 66. | Fried, Frank, Harris, Shriver & Jacobson | • | • | — | — | • | — | • | • | • | • | • |
| 67. | Faegre Baker Daniels | • | • | • | • | ★ | • | ★ | ★ | ★ | ★ | ★ |
| 68. | Duane Morris | • | • | • | — | • | • | — | • | • | • | • |
| 69. | Locke Lord | • | — | • | • | • | • | • | • | • | • | • |
| 70. | Nixon Peabody | • | • | — | • | • | • | • | • | • | — | • |
| 71. | Venable | • | • | • | • | ★ | • | • | • | • | • | • |
| 72. | Hughes Hubbard & Reed | — | — | — | — | — | — | — | — | • | • | — |
| 73. | Troutman Sanders | • | • | • | • | ★ | • | • | • | • | • | • |
| 74. | Schulte Roth & Zabel | — | — | — | — | — | — | — | — | • | — | • |
| 75. | Kilpatrick Townsend & Stockton | • | • | • | • | • | • | • | • | • | • | • |
| 76. | Drinker Biddle & Reath | — | • | — | • | • | • | • | • | • | • | • |
| 77. | Fragomen, Del Rey, Bernsen & Loewy | — | — | — | — | — | — | — | — | — | — | • |
| 78. | Cahill Gordon & Reindel | • | • | • | • | • | • | — | — | • | — | — |
| 79. | Kaye Scholer | • | — | — | — | — | • | — | • | • | — | • |
| 80. | Williams & Connolly | • | • | • | • | • | — | • | — | • | • | • |
| 81. | Pepper Hamilton | • | • | — | — | • | • | • | — | • | • | • |
| 82. | Jackson Lewis | • | • | • | • | • | • | • | • | ★ | ★ | ★ |
| 83. | Steptoe & Johnson | ★ | • | ★ | • | • | • | — | • | • | • | • |
| 84. | Lewis Brisbois Bisgaard & Smith | • | — | — | — | — | — | • | — | • | — | — |
| 85. | Fish & Richardson | — | • | — | • | • | • | • | — | — | • | • |
| 86. | Crowell & Moring | • | — | • | • | • | • | • | • | • | • | • |
| 87. | Jenner & Block | — | • | • | • | — | — | • | — | • | • | • |
| 88. | Ogletree, Deakins, Nash, Smoak & Stewart | • | • | • | • | • | • | ★ | • | ★ | ★ | • |
| 89. | Barnes & Thornburg | — | — | • | • | • | — | • | • | • | • | • |
| 90. | McKenna Long & Aldridge | • | • | • | • | • | • | • | • | • | • | • |

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| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|--|------|------|------|------|------|------|------|------|------|------|------|
| 91. | Boies, Schiller & Flexner | — | — | — | — | ● | — | ● | — | — | — | — |
| 92. | Dorsey & Whitney | ● | ● | ● | ★ | ★ | ● | ★ | ● | ● | ● | ● |
| 93. | Polsinelli | — | — | — | ● | — | ● | ● | ★ | ● | ● | ● |
| 94. | Bracewell & Giuliani | — | — | — | — | ● | — | ● | — | — | — | — |
| 95. | Kramer Levin Naftalis & Frankel | — | — | — | — | ● | ● | — | — | — | — | — |
| 96. | Blank Rome | ● | ● | — | ● | — | — | ● | — | ● | ● | ● |
| 97. | Finnegan, Henderson, Farabow, Garrett & Dunner | — | — | ● | ● | ● | — | ● | ● | ● | ● | ● |
| 98. | Edwards Wildman Palmer | — | — | — | — | ● | — | ● | ● | ● | ● | ● |
| 99. | Haynes and Boone | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 100. | Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | — | — | — | — | — | — | — | ● | ● | ● | ● |
| 101. | Sutherland Asbill & Brennan | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 102. | Shook, Hardy & Bacon | ● | ● | ● | ● | ● | — | ● | ● | ● | ● | ● |
| 103. | Cozen O'Connor | — | — | — | — | ● | — | ● | — | ● | ● | ● |
| 104. | Husch Blackwell | ● | ● | ● | ● | ● | ● | — | ● | ● | ★ | ● |
| 105. | Fox Rothschild | ● | — | ● | ● | ● | — | ● | — | — | ● | ● |
| 106. | Wilson Elser Moskowitz Edelman & Dicker | — | — | — | — | — | — | — | — | ● | ● | ● |
| 107. | Ballard Spahr | ● | ● | — | ● | ● | ● | ● | ● | ● | ● | ● |
| 108. | Akerman | — | — | ● | ● | ● | — | ● | — | — | — | ● |
| 109. | Baker, Donelson, Bearman, Caldwell & Berkowitz | ● | — | ● | ● | ● | — | ● | — | — | ● | ● |
| 110. | Chadbourne & Parke | ● | ● | ● | ● | ● | — | ● | ● | ● | ● | ● |
| 110. | Womble Carlyle Sandridge & Rice | ★ | ● | ● | — | ● | ● | ● | ● | ● | ● | ● |
| 112. | Manatt, Phelps & Phillips | ● | ● | — | — | ● | — | ● | ● | ● | ● | — |
| 113. | Robins, Kaplan, Miller & Ciresi | ● | ● | — | — | — | — | ● | — | ● | ● | ● |
| 114. | Patton Boggs | — | — | — | ● | ● | ● | ● | ● | — | — | — |
| 115. | Andrews Kurth | ● | — | ● | ● | — | — | ● | — | — | ● | ● |
| 116. | Fenwick & West | ● | ● | ● | — | ● | — | — | — | ● | ● | — |
| 117. | Davis Wright Tremain | — | ● | — | — | ● | ● | ● | ● | ● | ● | ● |
| 118. | Nelson Mullins Riley & Scarborough | — | ● | — | ● | — | ● | ● | ● | ● | ● | ● |
| 119. | Buchanan Ingersoll & Rooney | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● |
| 120. | Arent Fox | — | — | — | — | ● | — | ● | ● | ● | ● | ● |

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• = Client Service A-Team

| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|-------------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| 121. | Stroock & Stroock & Lavan | • | • | • | — | — | — | • | — | — | — | • |
| 122. | Snell & Wilmer | • | • | — | • | • | • | • | • | • | • | — |
| 123. | Munger, Tolles & Olson | • | • | — | — | • | — | ★ | — | • | • | • |
| 124. | Loeb & Loeb | — | • | — | — | — | — | • | • | • | — | • |
| 125. | Schiff Hardin | • | — | • | • | • | — | — | • | • | • | • |
| 126. | Irell & Manella | • | — | — | — | — | — | — | — | — | • | — |
| 127. | Quarles & Brady | • | • | • | — | • | • | • | • | • | • | — |
| 128. | Wiley Rein | • | — | — | • | — | — | • | — | • | • | • |
| 129. | Bradley Arant Boult Cummings | • | • | — | — | • | — | ★ | — | • | • | • |
| 130. | Kasowitz, Benson, Torres & Friedman | — | — | — | — | — | — | — | — | — | — | — |
| 131. | Gordon & Rees | — | — | — | • | • | — | — | • | • | • | — |
| 132. | Holland & Hart | • | • | — | • | • | — | • | • | • | • | • |
| 133. | Lowenstein Sandler | • | — | • | — | • | • | • | — | • | — | • |
| 133. | McCarter & English | — | — | — | — | — | — | • | • | • | • | • |
| 135. | Vedder Price | • | • | • | — | • | — | — | • | • | • | • |
| 136. | Sedgwick | — | — | — | — | — | — | • | • | • | • | • |
| 137. | Stoel Rives | — | — | • | — | • | ★ | ★ | • | • | • | • |
| 138. | Dickstein Shapiro | • | — | — | • | • | • | — | — | • | • | — |
| 139. | Kelley Drye & Warren | — | — | — | — | — | — | • | • | • | • | • |
| 140. | Hinshaw & Culbertson | • | • | • | • | • | — | • | — | • | • | • |
| 141. | Thompson & Knight | — | — | — | — | • | • | • | • | • | • | • |
| 142. | Jackson Walker | — | — | • | — | — | • | • | • | • | • | • |
| 143. | Thompson Hine | • | • | • | ★ | ★ | ★ | ★ | ★ | ★ | ★ | ★ |
| 144. | Kutak Rock | • | — | — | — | • | • | • | • | • | • | • |
| 145. | Frost Brown Todd | • | • | — | • | • | ★ | ★ | • | • | • | • |
| 146. | Honigman Miller Schwartz and Cohn | • | • | — | — | — | — | — | • | • | • | • |
| 147. | Dinsmore & Shohl | — | — | • | — | • | • | • | • | — | • | — |
| 148. | Winstead | • | — | — | • | — | — | • | • | — | • | — |
| 149. | Patterson Belknap Webb & Tyler | — | • | — | • | • | — | — | — | — | — | — |
| 150. | Chapman and Cutler | — | — | — | • | • | — | • | • | — | — | • |

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Client Service Performance of the Am Law 200 for 2015

- ★ = BTI Client Service 30
• = Client Service A-Team

| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|--|------|------|------|------|------|------|------|------|------|------|------|
| 151. | Curtis, Mallet-Prevost, Colt & Mosle | — | — | — | — | — | • | • | • | • | • | • |
| 152. | Dykema Gossett | — | — | • | • | • | • | • | • | • | • | • |
| 152. | Knobbe, Martens, Olson & Bear | — | — | — | — | — | — | — | — | — | — | — |
| 152. | Thompson Coburn | • | • | — | • | • | • | ★ | ★ | • | ★ | • |
| 155. | Choate Hall & Stewart | — | — | — | — | — | — | • | — | — | — | — |
| 156. | Carlton Fields | • | — | • | ★ | • | — | — | — | • | — | • |
| 157. | Day Pitney | • | — | — | • | • | — | • | — | • | — | — |
| 158. | Brown Rudnick | — | — | — | — | — | — | — | — | — | — | — |
| 159. | Vorys, Sater, Seymour and Pease | • | • | • | — | • | — | — | • | • | • | • |
| 160. | Moore & Van Allen | — | • | — | • | • | • | — | — | — | — | • |
| 161. | Foley Hoag | — | • | — | — | • | — | • | — | — | • | • |
| 162. | Ice Miller | • | — | • | • | • | — | • | — | — | — | • |
| 163. | Adams and Reese | • | • | • | • | • | • | • | • | • | • | • |
| 164. | Dickinson Wright | • | — | — | — | — | • | • | • | • | — | • |
| 165. | Allen Matkins Leck Gamble Mallory & Natsis | — | — | — | — | — | — | • | — | — | — | — |
| 165. | Stinson Morrison Hecker | • | — | • | • | • | — | • | • | — | — | — |
| 167. | LeClairRyan | — | — | — | — | • | — | — | • | — | • | • |
| 168. | Brownstein Hyatt Farber Schreck | — | — | — | • | • | — | • | — | • | — | — |
| 169. | Lathrop & Gage | • | • | — | • | • | — | • | — | — | • | • |
| 170. | Gardere Wynne Sewell | • | • | — | • | • | — | • | — | — | • | • |
| 171. | Fisher & Phillips | • | • | • | • | • | — | • | • | • | • | • |
| 172. | Saul Ewing | — | — | — | — | • | — | — | • | • | • | • |
| 173. | GrayRobinson | • | — | — | — | — | — | — | — | — | — | — |
| 174. | Shutts & Bowen | • | — | — | — | — | • | • | • | • | — | • |
| 175. | Burr & Forman | — | — | — | — | — | — | — | • | • | — | • |
| 176. | Goulston & Storrs | • | — | — | — | — | — | • | — | • | — | — |
| 177. | Clark Hill | — | — | — | — | — | — | — | — | — | — | — |
| 178. | Epstein Becker & Green | • | — | • | • | • | ★ | • | • | ★ | • | • |
| 178. | Shumaker, Loop & Kendrick | — | • | • | • | • | • | • | — | • | • | — |
| 180. | Kenyon & Kenyon | — | — | — | — | — | — | — | — | — | — | • |

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Client Service Performance of the Am Law 200 for 2015

- ★ = BTI Client Service 30
 ● = Client Service A-Team

| Rank | Law Firm Name | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------|--|------|------|------|------|------|------|------|------|------|------|------|
| 181. | McElroy, Deutsch, Mulvaney & Carpenter | — | — | — | — | ● | — | ● | — | ● | ● | — |
| 182. | Miller, Canfield, Paddock and Stone | ● | ● | ★ | ● | ● | ● | ● | ● | ● | ● | ● |
| 183. | Lewis Roca Rothgerber | ● | ● | ● | — | — | — | — | ● | ● | ● | — |
| 184. | Porter Wright Morris & Arthur | ● | — | ● | — | ● | ★ | ● | — | ● | — | — |
| 184. | Williams Mullen | — | — | — | — | ● | — | ● | — | ● | ● | — |
| 186. | Fitzpatrick, Cella, Harper & Scinto | ● | — | — | — | — | — | ● | — | — | — | — |
| 187. | Armstrong Teasdale | — | ● | ● | ● | ● | — | ● | ● | ● | — | ● |
| 188. | Gibbons | ● | — | ● | ● | — | ● | — | — | — | ● | ● |
| 189. | Phelps Dunbar | ● | — | — | — | — | — | — | — | ● | — | — |
| 189. | Michael Best & Friedrich | — | ● | ● | ● | ● | ● | ● | — | ● | ● | — |
| 191. | Robinson & Cole | — | — | — | — | ● | — | — | — | ● | — | — |
| 192. | Stevens & Lee | — | — | — | — | — | ● | ● | — | — | — | ● |
| 193. | Sullivan & Worcester | ● | ● | ● | — | ● | ● | — | — | ● | — | — |
| 194. | Morris, Manning & Martin | — | — | — | — | — | — | — | — | — | — | ● |
| 195. | Jeffer Mangels Butler & Mitchell | — | — | — | — | ● | — | ● | — | — | ● | ● |
| 195. | Herrick, Feinstein | ● | — | — | — | — | — | — | — | — | — | ● |
| 197. | Strasburger & Price | ● | ● | — | — | — | — | — | — | — | — | — |
| 198. | BuckleySandler | — | — | — | — | — | — | — | — | ● | ● | — |
| 199. | Fennemore Craig | — | — | — | — | — | — | — | — | — | — | — |
| 200. | Lane Powell | ● | — | — | — | — | — | — | ● | — | ● | — |

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