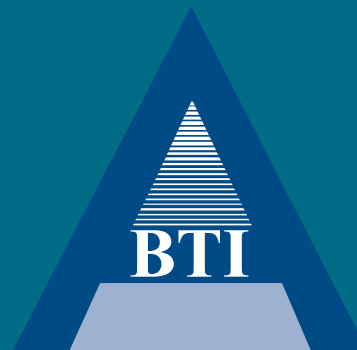




The Survey of Client Service Performance for Law Firms

The BTI Client Service A-Team

2004



prepared by

The BTI Consulting Group
167 Milk Street, Suite 340
Boston, MA 02109
Tel: (617) 439-0333
Fax: (617) 439-9174
info@bticonsulting.com
www.bticonsulting.com



The Survey of Client Service Performance: The BTI Client Service A-Team

Published by The BTI Consulting Group, Inc. 167 Milk Street, Suite 340 Boston, MA 02109 (617) 439-0333

Jones Day Takes First Place in Client Service Survey

EXCLUSIVE REPORT



Jones Day leaps into first place in the BTI Client Service 30, surpassing all other law firms by a 34.7% margin. Jones Day accomplishes this feat by improving performance in the four areas most valuable to clients: Proves Commitment to Help, Client Focus, Understands the Client's Business and Providing Value for the Dollar.

Jones Day is the clear client service leader in two out of the last three years, and is one of only nine law firms on the BTI Client Service 30 for three years in a row.

Jones Day's Client Service A-Team Profile includes:

Jones Day was cited as Best of the Best in these categories:

- ◆ Anticipates the Client's Needs
- ◆ Breadth of Services
- ◆ Brings Together National Resources
- ◆ Proves Commitment to Help
- ◆ Client Focus
- ◆ Deals with Unexpected Changes
- ◆ Handles Problems
- ◆ Helps Advise on Business Issues
- ◆ Legal Service Skills
- ◆ Provides Value for the Dollar
- ◆ Quality Products
- ◆ Understands the Client's Business
- ◆ Best at Client Service
- ◆ Best Performing Overall

Jones Day was cited as a Leader of the Best in these categories:

- ◆ International Capabilities
- ◆ Meets Technical Specifications
- ◆ Regional Reputation
- ◆ Unprompted Communication

Jones Day was cited by clients as the best law firm in these categories:

- ◆ Keeps Clients Informed



Introduction

About The Survey of Client Service Performance for Law Firms: The BTI Client Service A-Team

BTI developed *The Survey of Client Service Performance for Law Firms: The BTI Client Service A-Team* to single out those law firms who stand out from the pack in the client's mind. The BTI Client Service A-Team performs better than their competitors in the client service arena. These firms have differentiated themselves from the competition through client service.

The ultimate success of a law firm depends on its relationships with its clients. Good client relationships lead to business growth and increased revenue; poor client relationships stymie growth and can eventually lead to failure.

This is particularly true in light of our research that shows that Fortune 1000 companies are largely dissatisfied with their law firms. Only 26.5% of companies believe that their primary law firm is best at client service. Just 30.3% recommend their primary law firm. Clients tell us that their outside law firms are doing just enough to get by — most are simply meeting expectations, and very few are exceeding them.

Nominated by Clients — The True Test of Performance

BTI interviewed almost 200 corporate counsel at Fortune 1000 companies throughout the U.S. about their outside law firm relationships and how they buy legal services. During these interviews, BTI probed corporate counsel about a broad range of issues. Our research focuses strongly on client satisfaction, client relationships, law firm management strategies and client needs. This report targets clients' views on individual law firm performance — which law firms the clients believe are the best. These questions were entirely open-ended and all client responses were recorded verbatim, giving you the most accurate and client-based assessment possible about how law firms are really doing.

The A-Team Is a Substantial Accomplishment

The most important judge in all aspects of law firm performance — the client him or herself — decides which firms are the best. Given that the majority of corporate counsel tell us that they are not satisfied with the client service they receive from their outside law firms, being nominated as the best law firm in one or more of the categories is a noteworthy achievement. We heartily congratulate all firms that were nominated.

Clients Define the Key Activities That Drive Superior Relationships

As part of our exclusive research, we asked general counsel to delineate the attributes, activities, factors and behaviors that drive client relationships. These 17 factors together drive client relationships. These factors include not only tangible, basic skills like legal services, but also many of the intangible ones, including client service, business advice, quality work products and commitment to help. Our research shows that it is these intangible elements of a client's relationship with her outside law firm that truly add value and build long-lasting relationships. We asked clients about these elements to draw out the many layers of good law firm performance and to identify which law firms are making the kind of client-oriented outreach that truly drives success.



B T I

Introduction

- ◆ Overall Best Performing Law Firm
- ◆ Client Service
- ◆ Client Focus
- ◆ Proving Commitment to Help
- ◆ Providing Value for the Dollar
- ◆ Understanding the Client's Business
- ◆ Breadth of Services
- ◆ Helping to Advise on Business Issues
- ◆ Unprompted Communication
- ◆ Regional Reputation
- ◆ Bringing Together National Resources
- ◆ Keeping the Client Informed
- ◆ Legal Skills
- ◆ Dealing with Unexpected Changes
- ◆ Providing Quality Products
- ◆ Handling Problems
- ◆ Meeting Technical Specifications
- ◆ Anticipating the Client's Needs
- ◆ International Capabilities

And to inquire about the other side of the coin, we also asked clients which law firm they think is the Most Arrogant.

The Best of the Best: The BTI Client Service 30

The BTI Client Service 30 identifies the cream of the crop of the Client Service A-Team. These are the 30 firms with the highest overall score, based on the client nominations detailed in this report. We score every firm mentioned by clients using our proprietary ranking method of key client attributes. The rankings reflect not only how frequently firms are mentioned, but also the nature of the attributes for which they are cited and how valuable they are to clients. Firms that are nominated by clients for strategic, high-value client service attributes receive more credit than those cited for less differentiated and lower value attributes. Firms that score at the top of The BTI Client Service 30 have truly differentiated themselves in the eyes of their clients.



The BTI Client Service 30



Survey of Client Service Performance for Law Firms 2004

The BTI Client Service Top 30: The Cream of the Crop

BTI Client Service Rank	BTI Client Service Score	BTI Client Service Rank	BTI Client Service Score		
1	Jones Day	402.56	16	Baker & McKenzie	119.91
2	Skadden, Arps, Slate, Meagher & Flom	298.80	17	Shearman & Sterling	119.54
3	Mayer, Brown, Rowe & Maw	269.30	18	Winston & Strawn	117.68
4	Wachtell, Lipton, Rosen & Katz	237.52	19	Robins, Kaplan, Miller & Ciresi	113.58
5	Sullivan & Cromwell	215.42	20	Faegre & Benson	112.97
6	Latham & Watkins	209.86	21	Morgan, Lewis & Bockius	111.99
7	Sidley Austin Brown & Wood	193.37	22	Davis Polk & Wardwell	104.14
8	Hale and Dorr	185.44	23	Akin Gump Strauss Hauer & Feld	103.46
9	Clifford Chance	141.38	24	Briggs and Morgan	96.16
10	LeBoeuf, Lamb, Greene & MacRae	140.67	25	Hunton & Williams	95.05
11	Hogan & Hartson	138.00	26	Katten Muchin Zavis Rosenman	92.32
12	Simpson Thacher & Bartlett	127.44	27	Fulbright & Jaworski	90.14
13	Paul, Weiss, Rifkind, Wharton & Garrison	125.69	28	Dorsey & Whitney	88.75
14	Foley & Lardner	124.00	29	Dechert	87.91
15	McDermott, Will & Emery	123.23	30	Oppenheimer Wolff & Donnelly	86.12

© The BTI Consulting Group · Boston, MA 02109 · Tel: (617) 439-0333 · www.bticonsulting.com

Compelling Research for Compelling Resultssm

The BTI Client Service 30: Raising the Bar for Client Service

The BTI Client Service Score

Based on our open-ended research with clients, and using our proprietary BTI Client Ranking System, we have developed a quantitative ranking of each of the law firms' client service performances across the activities that are important to clients. This ranking, the BTI Client Service Score, demonstrates the law firm's overall performance on all of the key relationship attributes, activities, functions, behaviors and skills that go into a client relationship.

The BTI Client Service Score reflects not only how often the firm was cited by clients, but how frequently the firm was cited in the areas most important to clients when trying to differentiate between law firms.



The BTI Client Service 30

Raising the Bar: Highest Client Service Score Jumps 54.2%

The highest client service score in 2004 jumped by 54.2%. Jones Day is setting the pace for superior client service, earning a 34.7% lead over its closest competitor, Skadden Arps. The overall average of all firms in this year's A-Team analysis remains virtually unchanged. This means a handful of law firms are pulling ahead.

The number of law firms cited by Fortune 1000 clients this year as best at one or more of the 17 activities that drive client relationships stagnates at 211 firms, the same number as in 2003. This flatline is in the face of an increase in the number of firms between 2002 and 2003.

The BTI Client Service 30 earn scores from 2 to 10 times higher than the average law firm.

Jones Day at the Top

BTI would like to congratulate the 2004 Client Service 30 for their superior client service and dedication to client satisfaction. This year's top winner is:

- ◆ Jones Day

For three years, Jones Day has held one of the top two positions, securing the top spot in both 2002 and 2004. Jones Day is raising the bar in client service. This year, Jones Day scores 34.7% higher than the number two firm, Skadden Arps.

Pacesetters, the Best 3 Year Performance

BTI extends a special congratulations to the 9 law firms whose clients name them to The BTI Client Service 30 for 3 years in a row. Their performance is solid and consistent, and clients recognize their superior performance. As a group, these law firms are setting the pace for continued improvement in client service.

- ◆ Davis Polk & Wardwell
- ◆ Faegre & Benson
- ◆ Hale and Dorr
- ◆ Jones Day
- ◆ Latham & Watkins
- ◆ Morgan, Lewis & Bockius
- ◆ Sidley Austin Brown & Wood
- ◆ Skadden, Arps, Slate, Meagher & Flom
- ◆ Wachtell, Lipton, Rosen & Katz

Each of the Client Service 30, replete with client service strengths and outstanding attributes, is outlined on the following pages.



Best at Delivering Superior Financial Rewards

Best of the Best at Providing Value for the Dollar

Jones Day

Leaders of the Best at Providing Value for the Dollar

Covington & Burling

Mayer, Brown, Rowe & Maw

Sidley Austin Brown & Wood

Skadden, Arps, Slate, Meagher & Flom

Law Firms Cited as Best at Providing Value for the Dollar

Anderson, Levine & Lintel

Ford & Harrison

Baker & McKenzie

Frost Brown Todd

Balch & Bingham

Fulbright & Jaworski

Bartlit Beck Herman Palenchar & Scott

Gardner, Carton & Douglas

Bass, Berry & Sims

Gowling Lafleur Henderson

Bialson, Bergen & Schwab

Gray, Harris & Robinson

Bilzin Sumberg Baena Price & Axelrod

Hale and Dorr

Blake, Cassels & Graydon

Haynes and Boone

Briggs and Morgan

Haynsworth Baldwin Johnson & Greaves

Bryan Cave

Herbert Smith

Buchanan Ingersoll

Hermes Sargent Bates

Burch, Porter & Johnson

Hogan & Hartson

Burke & Mayer

Holme Roberts & Owen

Butler Rubin Saltarelli & Boyd

Hughes & Luce

Calfee, Halter & Griswold

Hunton & Williams

Cantey & Hanger

Husch & Eppenberger

Carpenter, Bennett & Morrissey

Hyman, Phelps & McNamara

Clifford Chance

Ireland, Stapleton, Pryor & Pascoe

Cooper & Walinski

J.D. Page

Cooper, White & Cooper

Jorden Burt

Crivello, Carlson & Mentkowski

Juneau Law Firm

Davis Polk & Wardwell

Katten Muchin Zavis Rosenman

Davis Wright Tremaine

Keleher & McLeod

Dechert

Kelley Drye & Warren

Dinsmore & Shohl

Latham & Watkins

Dorsey & Whitney

LeBoeuf, Lamb, Greene & MacRae

Drinker Biddle & Reath

Lord, Bissell & Brook

Ellis, Carstarphen, Dougherty & Goldenthal

McDermott, Will & Emery

Epstein Becker & Green

McGuireWoods

Faegre & Benson

Milbank, Tweed, Hadley & McCloy



About the BTI Consulting Group

The BTI Consulting Group (BTI) is a Boston-based market research and management consulting firm with over 20 years of experience. The BTI Consulting Group offers the most compelling research, analysis, and insights to our clients with one goal — *compelling, superior results and outcomes for our clients.*

BTI boasts the largest independent knowledge base of client needs, satisfaction and loyalty in the world for service firms. BTI's insight is based on more than 5,000 interviews with key buyers of professional services at the world's largest and best run companies. BTI prides itself on a direct, no-nonsense delivery of critical, high-impact insights that help our clients improve their performance.

BTI has worked with our clients from their earliest initial efforts through virtually every stage of their client and practice development process. We understand how our clients can and will use the insights, data and analysis we provide, and help our clients anticipate issues and accelerate the process. We can provide discrete components or entire client-focused protocols. Our breadth of experience and research deliver both short-term and long-term tangible, lasting value.

This excerpt reprinted with permission from The BTI Consulting Group, Inc., Boston, MA ©2004. Further duplication without permission is prohibited. All rights reserved.

Please contact Michael B. Rynowecer, President, The BTI Consulting Group at 617-439-0333 or mrynowecer@bticonsulting.com for more information. We also invite you to visit our website, where you can download more information, at www.bticonsulting.com.