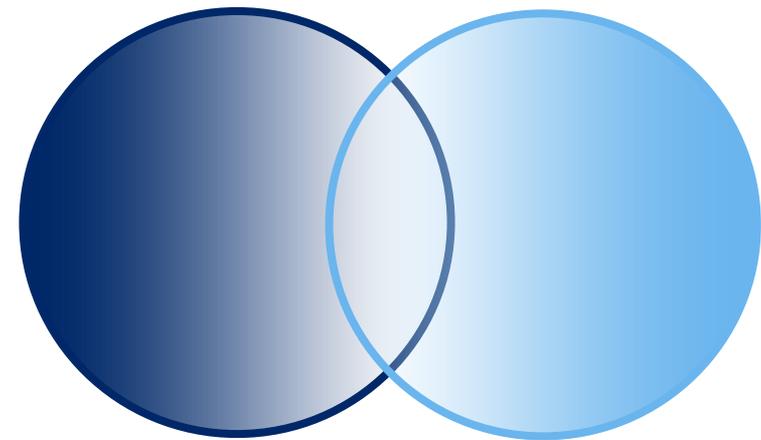


BTI Industry Power Rankings

The Law Firms with the Best Client Relationships
in 18 Industries



2017

INDUSTRY FOCUS: CREATING CENTERS OF EXCELLENCE BY SOLVING BUSINESS ISSUES, NOT ONLY LEGAL ONES

People—clients, in particular—love to be understood.

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 there are to drive success—is the glue used to bind the strongest, longest-lasting, and most financially rewarding client relationships.

Legal decision makers seek out and pay premium rates for counsel who understand them. This includes understanding the full scope of an issue and all the business implications your client needs to consider before making a decision.

Firms demonstrating superior business understanding...



Generate
73.8%
higher revenue
growth over
the last 5 years



Enjoy **\$16 million more** in
revenue from their largest clients



Earn **\$32 thousand more**
per attorney in profits

INDUSTRY FOCUS: CREATING CENTERS OF EXCELLENCE

OVERVIEW

A practice-centric approach to providing services leads to transactional relationships. Clients don't think in terms of practices like law firms do. Clients are always thinking about their business.

When a firm takes a practice-centric approach to client development attorneys will hear clients tell them: "I'll call you the next time I have another matter like this." This destroys a firm's ability to cultivate an ongoing, institutional client relationship.

Taking an industry-centric approach allows a law firm to build out and present a portfolio of service offerings in a way clients can understand: by helping them manage ongoing business challenges.

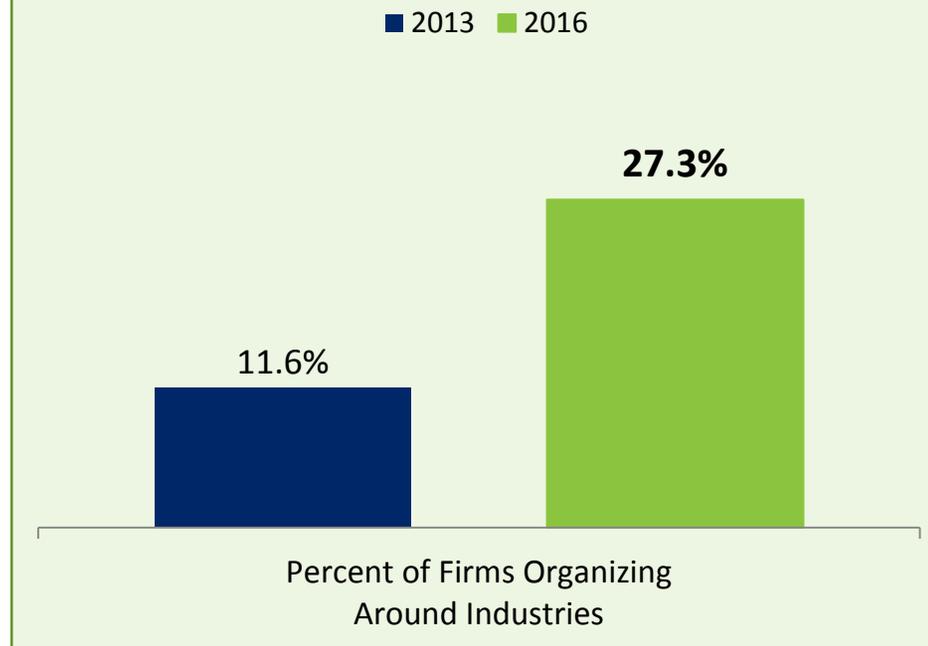
Legal decision makers go out of their way to find law firms and attorneys able to offer targeted counsel in the context of their industry and business. These firms are able to:

- Provide more pointed, targeted advice than competitors
- Proactively identify legal—and business—issues clients need to address
- Anticipate and plan for business risks
- Help clients act on legal advice

Law Firms Organizing Around Industries Jump

Clients aren't looking for one-time pieces of legal advice—they are seeking out experts able to handle the full scope of business needs.

Organizing a law firm around industry groups (rather than practice areas) shows clients you understand and are able to help them navigate the wide range of challenges their company will face from a holistic business perspective.



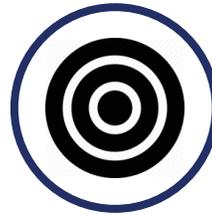
HOW TO USE THIS REPORT: 5 WAYS TO USE THIS REPORT TO DRIVE BUSINESS RESULTS

The *BTI Industry Power Rankings* provides unparalleled insight into how law firms are positioned with the largest, most prestigious clients across 18 industry segments.

BTI's research with more than 960 legal decision makers reveals which law firms stand out from competitors to earn the attention, kudos, and lion's share of legal dollars from clients.

Learn what clients are looking for, which law firms to look out for, and how to turn your current market position into:

- Larger client relationships
- Faster revenue growth
- Higher profits per attorney



Target your firm's unique combination of industry strengths and weaknesses in order to deliver substantially more revenue.

Discover the hot practices for 2017-2018 and if your law firm is well positioned to grow client relationships in the industries marked for growth.



Pinpoint the industries where your firm stands out from competitors—and vice versa—to compete more effectively in the market.

Learn how to create industry teams to deliver superior business-focused service—a proven tactic to build bigger client relationships.



Build stronger, more effective industry groups by learning what the best performers are doing—and how to fix the problems many firms encounter.

TABLE OF CONTENTS

CLICK ON ANY TITLE TO GO DIRECTLY TO THE CHAPTER

INTRODUCTION: **Industry Focus—Creating Centers of Excellence by Solving Business Issues, Not Only Legal Ones | 1**

The more you understand your clients, the more relevant your work will be for them.

HOW TO USE THIS REPORT: **5 Ways to Use This Report to Drive Business Results | 3**

Learn what clients are looking for, which law firms to look out for, and how to turn your current market position into larger client relationships, faster revenue growth, and higher profits per attorney.

5 TACTICS OF INDUSTRY POWERHOUSES: **How to Improve Your Firm's Industry Presence | 6**

INDUSTRY POWER RANKINGS: **Core Law Firms | 20**

These core law firms are in the most coveted position with clients and have the best access to the client's most attractive work.

- Banking | 24
- Chemicals | 26
- Consumer Goods | 28
- Energy | 30
- Financial Services | 32
- Food | 34
- Health Care | 36
- High Tech | 38
- Insurance | 40
- Manufacturing & Industrial Manufacturing | 42
- Pharmaceuticals | 46
- Professional Services | 48
- Real Estate | 50
- Retail Trade | 52
- Telecommunications | 54
- Transportation | 56
- Utilities | 58
- Wholesale Trade | 60

INDUSTRY POWER RANKINGS: **Recommended Law Firms | 62**

These firms earn the all-important unprompted recommendation from today's most persuasive clients.

- Banking | 66
- Chemicals | 68
- Consumer Goods | 70
- Energy | 72
- Financial Services | 74
- Food | 76
- Health Care | 78
- High Tech | 80
- Insurance | 82
- Manufacturing & Industrial Manufacturing | 84
- Pharmaceuticals | 87
- Professional Services | 89
- Real Estate | 91
- Retail Trade | 93
- Telecommunications | 95
- Transportation | 97
- Utilities | 99
- Wholesale Trade | 101

TABLE OF CONTENTS

CLICK ON ANY TITLE TO GO DIRECTLY TO THE CHAPTER

INDUSTRY POWER RANKINGS: **The Clientopia® 24: The 24 Law Firms with the Most Clientopia Relationships | 103**

Clientopia is the ideal state of a client relationship. These are the firms clients consider both their leading primary provider and the first firm they recommend to peers.

INDUSTRY POWER RANKINGS: **The Law Firms with the Best Client Relationships by Industry | 111**

These firms boast the largest number of superior client relationships in each of 18 different industries.

- Banking | 112
- Chemicals | 113
- Consumer Goods | 114
- Energy | 115
- Financial Services | 116
- Food | 117
- Health Care | 118
- High Tech | 119
- Insurance | 120
- Manufacturing & Industrial Manufacturing | 121
- Pharmaceuticals | 122
- Professional Services | 123
- Real Estate | 124
- Retail Trade | 125
- Telecommunications | 126
- Transportation | 127
- Utilities | 128
- Wholesale Trade | 129

INDEPENDENT, CLIENT-DRIVEN, UNBIASED RESEARCH: **Methodology and Approach | 130**

HOW WE CAN HELP YOUR FIRM: **About The BTI Consulting Group | 132**

- Who We Are | 133
- BTI Energizes Your Firm's Industry Team Initiatives | 134
- Conduct Your Client Feedback with BTI | 135
- Boost Client Recommendations with Clientelligence® | 136
- Key Services to Help Our Clients | 137
- BTI Research and Publications | 138
- Terms of Use | 139
- Contact BTI | 140

ORDER THE FULL REPORT NOW

BTI POWER RANKINGS 2017:
CLIENTS RANK THEIR RELATIONSHIPS
WITH MORE THAN 500 LAW FIRMS
IN 18 INDUSTRIES:

www.bticonsulting.com/power



CORE LAW FIRMS

BY INDUSTRY

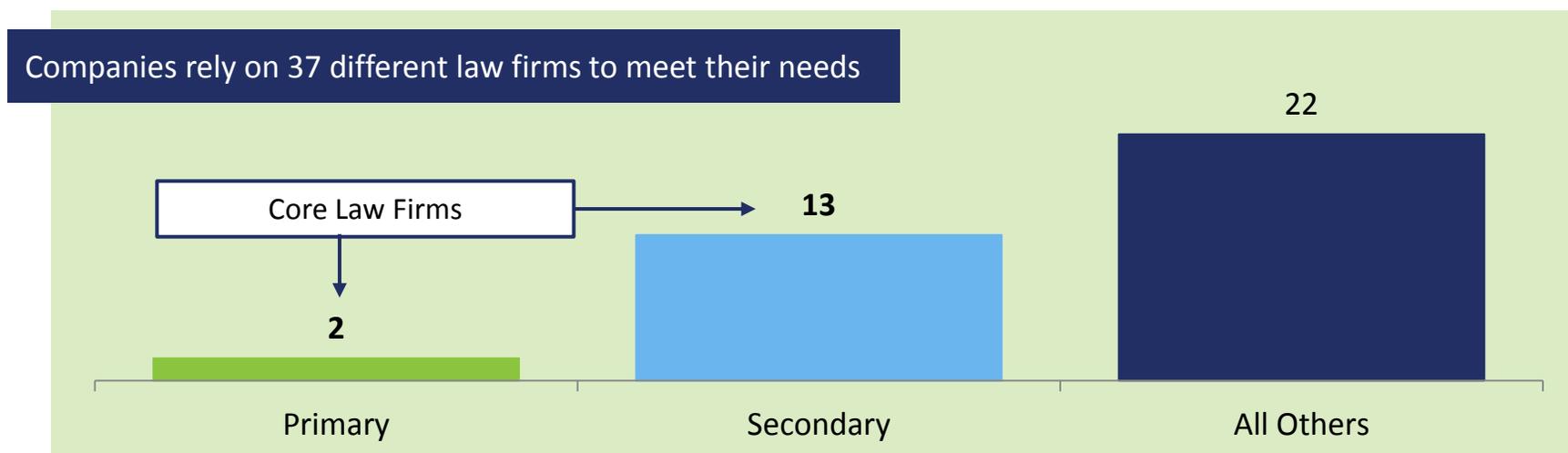
This section highlights the 499 law firms clients name—unprompted—as their leading primary provider in 18 industries.

CORE LAW FIRMS: ARE YOU STRONGLY POSITIONED AMONG ALL THE LAW FIRMS YOUR CLIENTS USE?

How you are positioned within a client’s roster of law firms directly impacts your firm’s ability to drive long-term, sustainable growth.

Legal decision makers rely on 37 different law firms to help manage their company’s legal needs, but not all of these firms are used equally. Of this group of 37, only 15 law firms are considered core. These core law firms are in the most coveted position with clients and have the best access to the client’s most attractive work—and spending; core law firms capture 80% of a client’s legal spending.

Law firms not in a primary or secondary position with clients will have an uphill battle to win new—and better—legal work.



MOST RECOMMENDED LAW FIRMS

BY INDUSTRY

This section highlights the 395 firms earning all-important unprompted recommendations directly from clients in 18 industries.

RECOMMENDED



UNPROMPTED RECOMMENDATIONS: DRIVING SUSTAINABLE, LONG-TERM GROWTH

Your law firm’s recommendation rate—how often your clients recommend you to their peers in an unprompted manner—is one of the most powerful indicators of future growth and sustainable business development. Fully 57% of corporate legal decision makers will hire a law firm based on a single, unprompted recommendation from a peer.

The type of recommendation matters. Unprompted recommendations mean you earned this recommendation on your own merit rather than being asked specifically about your firm (BTI asked corporate counsel, “Which law firm do you recommend first to your peers?” Most other researchers ask, “Do you recommend Firm ABC?”).

Clients don’t automatically recommend their primary firms

Clients don’t offer up these unprompted recommendations lightly. Of the more than 330 GCs interviewed by BTI in 2016, only 32.7% named their primary law firm to peers.

Firms not earning unprompted client recommendations are advised to quickly use client feedback as a tool to identify what clients see as the firm’s shortcomings.



LAW FIRMS WITH CLIENTOPIA RELATIONSHIPS

BY INDUSTRY

This section highlights the 143 firms boasting the largest number of superior client relationships in each of 18 different industries.

CLIENTOPIA

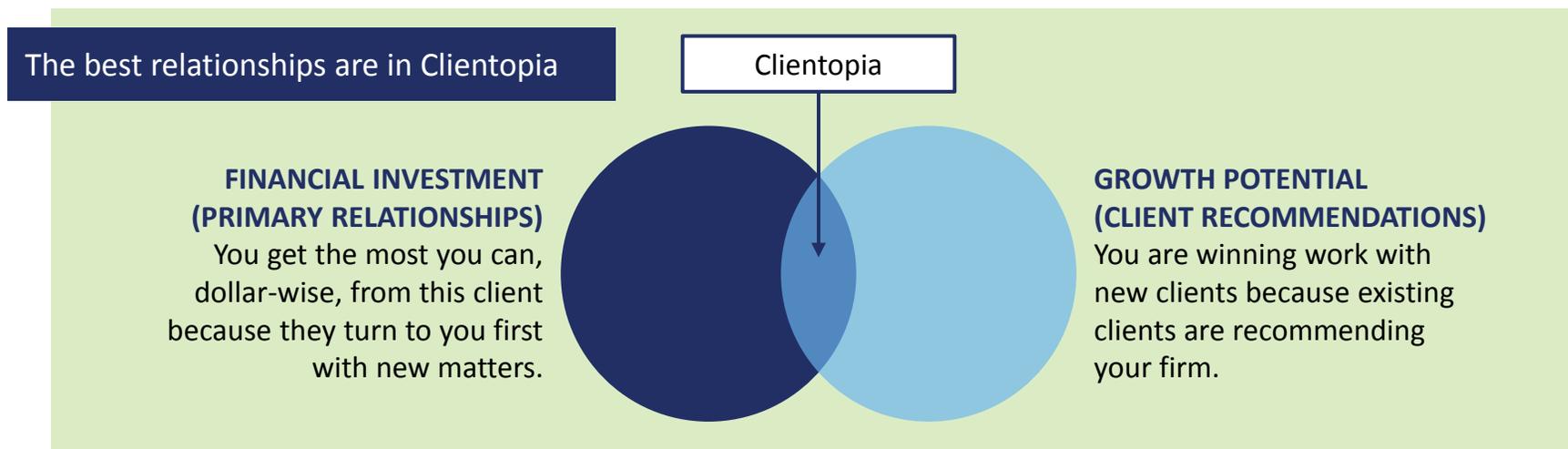
CLIENTOPIA: THE GOLD STANDARD IN CLIENT RELATIONSHIPS

Having strong primary relationships is important. Being recommended by clients is important. Achieving both of these milestones with a single client is ideal—and financially beneficial for law firms.

The perfect client relationship can be distilled down into 2 critical elements:

1. **Money:** The client spends the bulk of their legal dollars with our firm and we are considered their leading primary legal provider.
2. **Growth:** The client recommends our firm first to peers—in an unprompted manner.

The best client relationships exhibit both of these factors at the same time.



Independent, Client-Driven, Unbiased Research

METHODOLOGY AND APPROACH

RESEARCH METHODOLOGY AND APPROACH

BTI Industry Power Rankings 2017 is based solely on in-depth telephone interviews with leading legal decision makers. This comprehensive analysis trends data from more than 4,800 corporate counsel client interviews conducted over the span of 17 years.

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

Each year, BTI reaches out to top legal decision makers at large organizations with \$1 billion or more in revenue. We interview the largest spenders as well as thought leaders and up-and-coming legal decision makers.

Participants are granted confidentiality at the individual and organizational level.

2017 Survey Participant Demographics

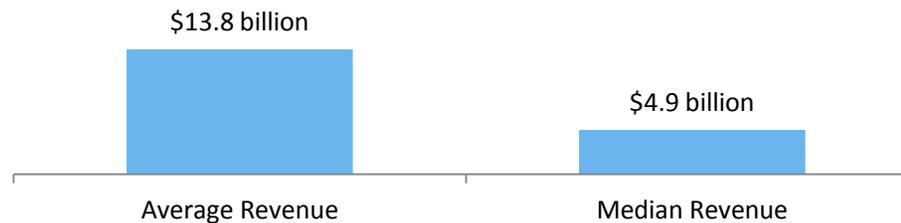
OVERVIEW

Interviews	960 in-depth telephone interviews
Time Frame	Conducted between March 2015 and February 2017
Incentives	Respondents receive a complimentary report of legal benchmarks and metrics

HIGHEST-RANKING LEGAL DECISION MAKERS

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

ORGANIZATIONS WITH HIGHEST LEVELS OF LEGAL SPENDING



REPRESENTATIVE OF MORE THAN 15 INDUSTRY SEGMENTS

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

How We Can Help Your Firm

ABOUT THE BTI CONSULTING GROUP

Who We Are

Driving Superior Client Relationships. Fueling Superior Growth and Profits.

BTI conducts more independent and custom-commissioned client feedback on how clients acquire, manage, and evaluate their professional service providers than virtually anyone.

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

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

BTI is the leading provider of strategic, client-based research to the legal community. BTI has helped more than 200 law firms and professional services firms improve client service through compelling research and advice. We conduct the only continuous benchmarking market study in the legal services industry, now in its 17th year.

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

For details on how to
ENERGIZE your
Industry Teams
[see page 16](#)

For details on how to
DRIVE GROWTH with
Client Feedback
[see page 17](#)

For details on how to
FUEL PROFITS through
Clientelligence®
[see page 18](#)



BTI Energizes Your Firm's Industry Team Initiatives

These insights from *BTI Industry Power Rankings* are the first step in learning how to profit from your firm's understanding of your clients' business.

Now what? BTI's customized client feedback programs give you an unparalleled opportunity to ask the questions no one else does to get the answers no one else knows—directly from your clients. With custom client feedback you can:

Learn Precisely What Clients Need from Your Industry Teams • Develop Industry-Specific Research and White Papers
Drive Growth with Each Client • Gain Access to Higher Rate Work • Discover a Path to Dramatically More Work
Enjoy Higher Rates • Improve Client Retention

BTI has helped professional services firms boost client service—for 28 years.

BTI is the leading provider of strategic research to the legal community—performing more client and market research about law firms than virtually anyone. BTI has helped more than 250 law firms and professional services firms improve client service through compelling research and advice. We conduct the only continuous benchmarking market study in the legal services industry, now in its 17th year, offering you an unmatched window into the market and your clients.

Please contact Michael B. Rynowecer, BTI President, at +1 617.439.0333 or at mrynowecer@bticonsulting.com with your questions, thoughts, and comments, or to learn more about BTI's custom client research and services.



Conduct Your Client Feedback with BTI

DRIVE PROFITS AND GROWTH

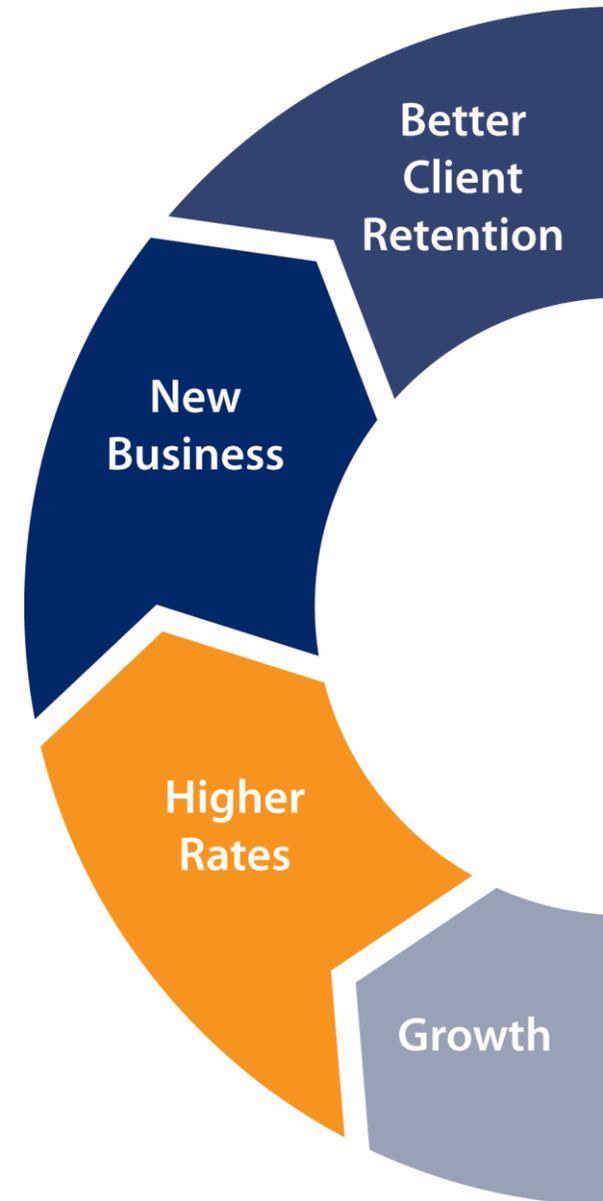
Only BTI can help you immediately drive growth, profits, and increase retention through high-impact client feedback.

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

- 33% higher profits
- 19.5% rate premiums across all staffing levels
- 2x the fees from a single client
- 33.1% higher client retention

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

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



Clientelligence

IMMEDIATELY FUEL GROWTH AND PROFITS

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

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

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

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

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

**LEARN MORE ABOUT THE 17 ACTIVITIES AND
BTI'S NEWEST BOOK: *CLIENTELLIGENCE:
HOW SUPERIOR CLIENT RELATIONSHIPS
FUEL GROWTH AND PROFITS***
www.bticonsulting.com/17

THE 17 ACTIVITIES DRIVING GROWTH

Quadrant I: Relationship Bliss

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

Quadrant II: Price of Admission

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

Quadrant III: Relationship Builders

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

Quadrant IV: Business Magnets

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

Key Services to Help Our Clients

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

BUSINESS DEVELOPMENT

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

- Client Feedback
- Strategic Business Planning
- Client-focused Business Practices
- Custom Training

MARKET ASSESSMENT

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

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

STRATEGIC PLANNING

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

- Financial and Market Performance
- Competitive Analysis

CLIENT INSIGHT BRIEFINGS

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

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

USE BTI'S SERVICES AND RESEARCH TO:

Drive new business immediately

Keep competitors out of your client base

Find your strengths...and weaknesses

Learn what clients really want from you

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



BTI Research and Publications

ADDITIONAL INSIGHTS

The data and insight found in BTI's reports are used to train attorneys, guide business development, inform strategy, and calibrate market trends against firm tactics. In short, you get many of the benefits of a custom study commissioned for your firm, at a fraction of the cost. These insights are proven to drive growth and client retention and protect fees.

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

You can order these and other compelling BTI research or publications at www.bticonsulting.com.

BTI LITIGATION OUTLOOK 2017



Your guide to understanding how clients' expectations are changing to help you grow and capture new market opportunities, take smart risks, and spur innovation. *BTI Litigation Outlook 2017* helps you create and provide solutions before clients realize they need them.

BTI CLIENT SERVICE A-TEAM 2017

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



BTI BRAND ELITE 2017



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

BTI CLIENT SERVICE ALL-STARS 2017

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



Terms of Use

This copy of *BTI Industry Power Rankings 2017* is licensed to you for private, noncommercial use for internal, company purposes. No portion of this information may be copied or transmitted in any form, shape, or manner without the prior written consent of The BTI Consulting Group, Inc., of Wellesley, MA. Any violation of this license may be punishable by applicable federal statutes and subject the user to additional and compensatory licensing fees. Copyright ©The BTI Consulting Group, Inc., 2017.

Address any questions to:
The BTI Consulting Group, Inc.
396 Washington Street, Suite 314
Wellesley, MA 02481
+1 617 439 0333

Contact BTI

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

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

+1.617.439.0333

Email Michael B. Rynowecer, BTI President, directly at:
mrynowecer@bticonsulting.com

Email Jennifer Petrone Dezso, BTI Principal, directly at:
jdezso@bticonsulting.com

Reach BTI on the web at:
www.bticonsulting.com

Read *The Mad Clientist*—BTI's blog at:
www.bticonsulting.com/themadclientist



The BTI Consulting Group, Inc.
396 Washington Street, Suite 314
Wellesley, MA 02481-6209

Tel: +1 617 439 0333
Fax: +1 617 439 9174

www.bticonsulting.com